



Eric Gregoire
President Europe & Africa

Global Birla Carbon Team,

I am pleased to be given the opportunity to talk about our region, Europe & Africa, and feel honoured to do this on behalf of our 791 team members.

Clearly, Europe & Africa is the most diverse and extended region.

Did you know that:

- Our region spans across countries with the widest range of GDP per capita; with the world's highest, *Luxembourg*, along with the world's lowest, *Ethiopia*. (And yes, we do have customers and business in *Luxembourg* and *Ethiopia*.)
- We span the largest geography, with 9688km from Helsinki in the north to Durban in the south, and 8879km from Casablanca in the west to Vladivostok in the east.
- We have 27 different official languages in Europe alone, and many more in Africa.
- We do business with the largest country in the world, *Russia*, and are still trying to do business with the smallest country in the world, *Vatican City*.
- We have countries with the highest unemployment rate, *Greece*, as well as one with the lowest unemployment rate, *Switzerland*.
- We operate in aging countries like *Germany*, and countries like *Egypt* where over 50% of the population is under 24.
- We operate in “old Europe” as well as the emerging new frontier of Africa. We manage two of the BRICS – *Russia* and *South Africa*.
- We also have very diverse plants. Our region has the world's largest carbon black plant, the highest cost plant, the cleanest plant and two plants that are still arguing who makes the best ham – *Italy* (prosciutto) or *Spain* (jamón).