



Highlight: Europe & Africa Region

Birla Carbon Connect

ISSUE TWO

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Photo: Hannover Plant

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PRESIDENT, EUROPE & AFRICA REGION

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REGIONAL HIGHLIGHTS



Send your comments/feedback to:
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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* (jamon).

As exciting as this is, our business challenge is: How do we operate in this environment and live the vision of being the **most respected, dynamic** and **sustainable** global carbon black business yet most profitable? Said differently, in such a diverse environment, how do you define your business identity?

Here, I find it apt to quote from a very famous book *Competitive Strategy*, written by M. E. Porter in 1980, where he develops the idea that profitable and growing businesses are characterized by offering strong differentiation in only three clusters.

1. A company is a price leader, i.e., its products are always the lowest price on the market.
2. A company is a product leader, i.e., its products are the best, the coolest, the freshest and the fastest.
3. A company is a quality leader, i.e., its products are the most reliable, dependable, durable, responsible and sustainable.

After having spent time in order to understand what we wanted to be, and perhaps more



...we needed to continuously work on being more and more the quality leader.”

importantly, what our customers wanted Birla Carbon Europe & Africa to be, we decided that we needed to continuously work on being more and more the quality leader. Now, to be clear, being the quality leader does not mean that you can let your cost get out of control and your product become obsolete. But it means that we want to be unbeatable in quality and service. This value proposition is what makes Birla Carbon unique, identifiable by our business partners, and universal in the context of our diversity.

Being a quality leader is a tough game. It involves crossing two elements and the avoiding the third pitfall:

- ◆ **1. Understand the elements that create quality in product and service, in the eyes of the customer.**
- ◆ **2. Create a relentless execution process, from the top down to all levels of the organization, focused on quality and service.**

The third pitfall is the belief that quality is costly. Sometimes people believe that they can do things less expensively if they cut corners on quality. The Hackett Group has developed very solid data that shows clearly that quality and cost are improved side by side. You cannot be cheap and have high quality; likewise, if you are high quality, you are typically low cost. In fact, “purposeful quality”, i.e., quality that matters to the customers, is about the relentless hunt for non-value-added activities, the ones that the customer does not want to pay for, and the stubborn quest for simplification. We call this *Shutting Down the Hidden Factories*.

The Management Culture and the Management Tools

Over the years, through intensive training and coaching, we have created a culture in the management teams of always asking the following questions, in order to discover hidden factories and assumptions:

“Why has it got to be so complicated?” and “How do you know that?” It typically takes five whys and three how’s to get to the bottom of things and be able to act and simplify processes. But culture without tools is incantation. So we measure all that we do. From customer satisfaction, to spares turnover, to lab test

lead-time. And as much as we can, we align and benchmark our measurements to industry standards. When we see that we have low performance versus the benchmark, we are happy: We have found an opportunity to improve by “stealing with pride” – a practice that yields better results! We call this process “Balance scorecard benchmarked targets”.

Our region’s members are committed to helping each other. We have professionals, managers and experts continuously travelling and being seconded to other locations, to either learn a proven good practice, or help fix a poor process, and the company is committed to helping our team members, by providing cutting-edge training and learning opportunities. We believe that if we stay put, our knowledge will become obsolete, and with it our quality, our products and ourselves.

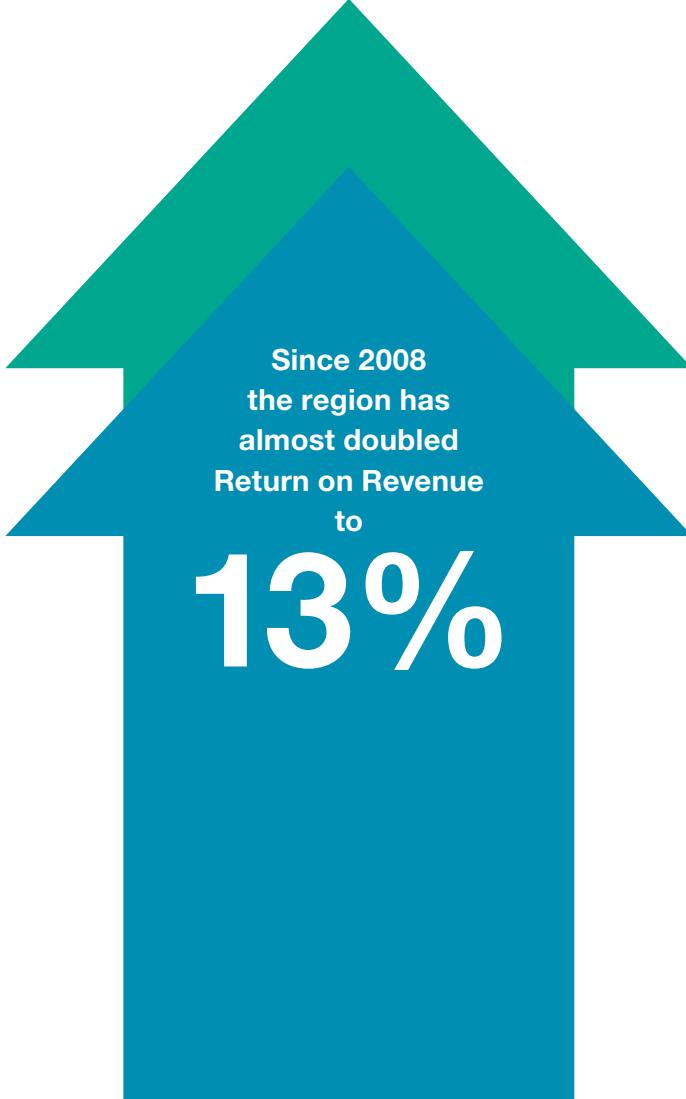
This quest for quality in product has yielded superb results as you will see in some of the highlighted stories. But it also has provided for financial results. This year the region will be generating revenues of US\$ 655 Million with 429 KMT of carbon black sold. This will come with US\$ 85 Million of EBITDA and US\$ 90 Million of cash to the organization. Since 2008 the region has almost doubled Return on Revenue to 13%. More importantly, the region has learned to lower its breakeven point significantly – we can produce 90 KMT less than in 2010 and still generate the same earnings as in 2010. This is helping us to weather a soft market better than the competition and will position us for strong earnings growth the moment demand picks up.

I hope you will find our other stories entertaining and inspiring. We are happy to share. We became masters of stealing with pride... as well as giving with an open heart!

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Million**

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Business Policies

Better predictability and improved customer service

As part of our strategy to be seen as the quality leader in supplying goods and services in the market, the Europe & Africa region implemented general conditions to manage customer expectations and orders at Europe in 2011. The focus was on sales order management areas, with the target to reach better predictability and improve customer service.

The region developed business policies to improve the planning reliability, and reduce administrative rework and ad hoc requirements both for our customers and ourselves. The key initiatives were:

-  **Lead-time:** A standard lead-time of 12 weekdays was announced where the company guarantees execution, assuming material and truck availability as well as administrative work are within regular process flow. For a delivery requested for immediate arrival, a surcharge would be applied.
-  **Order changes and cancellation:** If a customer requests order changes and cancellations within the pre-defined timeframe, the company guarantees execution without extra cost. If the request is placed with short notice, a surcharge would be applicable.
-  **Full truckload:** A minimum volume order per truck is requested. If the loading weight is less than required, a minimum surcharge would be applicable.

Announcement letters were sent to our customers outlining the content of the business policies, to further give a detailed introduction of these policies, and sales representatives visited them and explained the benefits of this process. The customer service team is responsible for implementing and monitoring the policies at the time of order receipt. The team is in close contact with customers to inform and explain if surcharges based on business policies have to be applied and how they can avoid it.

These policies have been received well by our customers and the majority of them have integrated them into their order behavior, gaining the benefits of improved planning, and the reduction of administrative rework and ad hoc decisions. For some, their business strategy supports the payment of surcharges to remain, with full flexibility where we see compensation of our costs associated with the special requirements.

We have also contacted small and large customers and we work closely with the local tire industry, as well as with others, to align their order management with our business policies to improve their internal processes.

Overall the business policies are seen as a tool to ensure reliability and not as selling a value-added service. Customers have acknowledged that adhering to our business policies provides benefits for their daily work.

Note: For the time being, the business policies do not apply to shipments from Egypt.



Women's Network Initiative

Plant tour at Trecate, Italy (from left to right, front row)
Roberta Marnati, Elena Pompa, Matilde Quaglia, Nicoletta Rondina (from left to right, back row) **Mara Locatelli, Rita Barbiere, Judith Tarjani, Giuseppe Zanotti** (Plant GM)

Birla Carbon values employees as an important part of a successful and sustainable business. It constantly strives to provide each one of them with a safe and stimulating working environment, a real sense of involvement with the business and the opportunity to fulfill their potential.

With this vision in mind **Ms. Nicole Kiehne, Director Supply Chain, Europe & Africa**, wanted to do something for the women workforce in her region. She noticed that despite women being highly educated and possessing unique competencies, they were rare in management positions.

She believed that if a platform could be created where women could share knowledge and best practices with each other, it would not just enhance their education but also develop leadership competencies in them. She thinks that this would open up a whole new world of opportunities for them.

With this thought process in mind she introduced her plans of setting up a Women's Network to the other women colleagues in her region. She explained to them the new platform would help them build relationships that are the groundwork for the future. She explained that "It is all about sharing what we are learning, reaching out to each other as thought partners and having more access to best practices within Birla Carbon".

One of the major reasons she thinks that this group would be a huge success is the sheer fact that women have a selfless approach and they think from a perspective like "What can I do for her in order to get what I need" rather than simply "What can this person do for me".

She started the entire process by taking one step at a time. She recruited volunteers from each site for becoming the local contact and coordinator for all activities. Currently **May Mansour** from

Egypt; **Ildikó Barkóczi** from Hungary; **Susanne Bartsch** from Germany; **Judith Tarjani** from Italy and **Elena Campuzano** from Spain form a part of her team. All these primary local contacts are involved in detail planning and sharing activities.

The group has already met once, where they got to know each other better and shared with each other areas of interest collected from their region. They also discussed other ways of connecting and communicating with the women in their region.

They are currently in the process of creating content for the intranet page and a suitable logo for the initiative. Nicole has huge plans for the group which would help all the women workforce at Birla Carbon Europe & Africa region to advance their careers and ultimately benefit the organisation.

We wish her initiative great success.

Quality Initiatives in Birla Carbon, Europe & Africa

“ Quality is not an act, it is a habit”.
– Aristotle

By Dr. Toralf Peymann, Quality Director

The Europe & Africa region is unique in itself, with diverse cultural backgrounds and languages. This diversity is as much a strength as a weakness – an example of which is when aligning the way we operate across plants.

In our efforts to align quality processes across our plants, the position of Regional Quality Director was created in early 2012. We wanted to operate in a way such that everybody at each site fulfilled the procedures in exactly the same way, i.e., the best way. This is called standard work in LEAN manufacturing.

Simultaneously, our region has challenged itself to become the leader in carbon black quality. This is necessary because our customer usually will not buy our product based just on price. They will turn to our region when they are looking for high quality. Hence, we started our journey to become the highest quality producer of carbon black.

Today, I want to share with you six examples of how we are improving our processes.

1. Regional Quality Organization

We created a new regional quality organization. The Quality Director (QD), five Quality Managers (QM) and two Technical Service Managers have a conference call every month to discuss quality topics such as complaints, specifications, new procedures, upcoming audits, test equipment, etc. Twice a year the QD and QM meet off-site for two days to discuss quality in more depth. As an example, the next meeting will focus on ISO/TS 16949 implementation, rubber testing in the region, measurement system analysis and supplier management. We are also inviting colleagues from overseas to participate and get insight from our corporate technical experts. All our QMs will join or already have joined a professional national quality organization such as the German Society for Quality (DGQ). We want our QMs to be exposed to the experts in the field of Quality and Statistics.

Each producing site is audited once per year by the QD and an accompanying QM from a sister site. These Quality

Council Audits allow us to better understand the operations of individual laboratories. We also perform a product audit by following the history of the product backwards in time to confirm standard work procedures are followed and how they can be improved.

2. LEAN Laboratories

Part of the QC audit is the LEAN laboratory evaluation. Each laboratory is assessed in seven categories: safety, cleanliness, order, standard work, equipment management, visual management and continuous improvement. We want our analysts to work in a clean workspace, as their work will be of higher quality. When visiting our laboratories, our customers have only one way of judging the

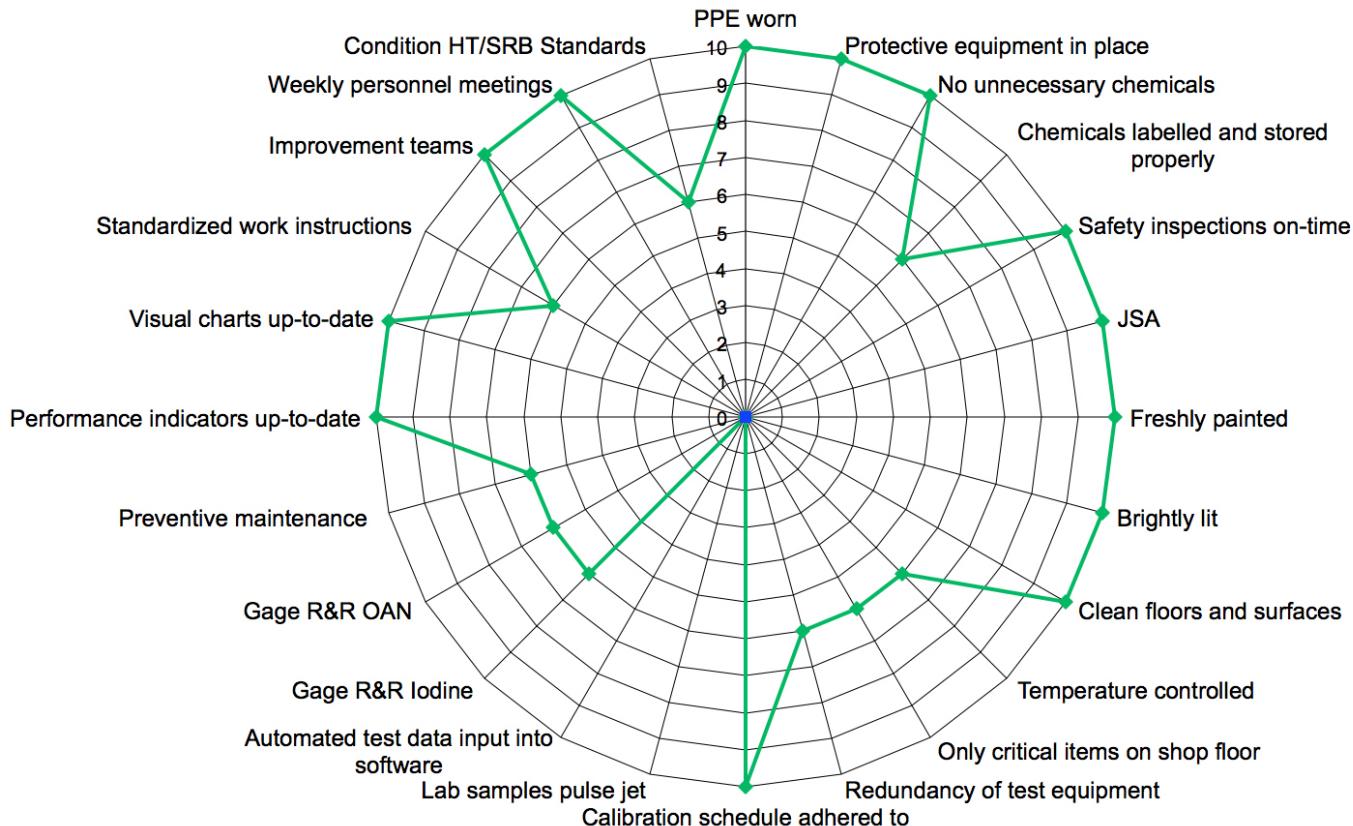
quality of our test results. They will form an opinion through the way the laboratory looks. Is it clean and well ordered, or is it dirty and cluttered?

The result of the LEAN laboratory audit is displayed in a so-called Radar chart (see graph below).

3. Measurement System Analysis

How do we evaluate that each laboratory test fulfils the statistical requirements for precision and accuracy? In Six Sigma this tool, which is also an ISO/TS 16949 requirement, is called measurement system analysis, or MSA. For each carbon black test, we have started to perform an MSA to assess the quality of our testing. This program evaluates the equipment as well as the procedure and the proficiency of the lab personnel.

LEAN Laboratory Audit Radar Chart



4. Certificate of Analysis

We have created a new certificate of analysis (COA) that takes into account the perspective of the customer. The new COA fulfils the European Norm for COAs, EN 10204:2004 (yes, there is a norm for COAs!) and it states so. It has a designated contact person with name, phone number and e-mail address. Now the customer knows whom to contact in case there is a question. Instead of using cryptic abbreviations for the test parameters (for example, I2 on the old COA), now the individual test methods are spelled out (iodine adsorption number). To avoid using an outdated specification for a COA, the specification date and issue number are mentioned.

A customer will first judge the quality of our product by our COA and the quality of the accompanying

Certificate of Analysis (COA)

Columbian Tisza Carbon Ltd. H-3581 Tiszaujvaros, POB. 61. Hungary		Contact Person Gabor Kosztolnay E-Mail gabor.kosztolnay@adityabirla.com Telephone +36 20 4207575																																																																	
Customer : Continental Northeim Transportbandsysteme GmbH Breslauer Str. 14 37154 Northeim, D		Certificate Of Analysis EN 10204-2004 Certificate Number. 230881 Page Number 1 of 1																																																																	
Product and Delivery Data <table border="1"> <tr> <td>Delivery Number Despatch Date Number of Items Unit Description Customer Order Number Truck/Car Number</td> <td>110495 21 - January - 2011 1 Tanker 4500186568-0099 HAMF 629</td> <td>Grade Ident Number Date of Production Lot Number</td> <td>N339-0003 3231 17 - January - 2011 110495/R</td> </tr> <tr> <td></td> <td></td> <td>Material Code Specification Date Specification Issue</td> <td>CC0339 18 - December - 2006 006</td> </tr> </table>				Delivery Number Despatch Date Number of Items Unit Description Customer Order Number Truck/Car Number	110495 21 - January - 2011 1 Tanker 4500186568-0099 HAMF 629	Grade Ident Number Date of Production Lot Number	N339-0003 3231 17 - January - 2011 110495/R			Material Code Specification Date Specification Issue	CC0339 18 - December - 2006 006																																																								
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documentation. Therefore, a COA needs to look immaculate. If we do not care about the way our COAs look, we give the customer the impression that we may also not care much about the product itself.

5. Customer

Michelin, a valuable and the largest customer, is also the most demanding one in terms of the quality. This is exactly the kind of customer we want, who will help us produce better carbon black.

Michelin evaluates the performance of our product via IQP (Indicator of Product Quality). By comparing four fundamental rubber properties with a designated carbon black, our product receives an IQP rating. Based on this rating, Michelin decides to buy more or less of our product. With an IQP 100 rating, our product can be used by Michelin to 100% in their formulation. Our region, with the support of Charles Herd, Ranjan Ghosal, George Joyce, Steve Crossley, Mel Henry, Tina Rushing and others, has engaged in a project to improve our understanding of IQP. The table of the European sites below shows the progress our team has been making in 2013. Most importantly, today 80% of all our European Michelin grades have an IQP rating of either 75 or 100. This is the best performance since 2009 (in 2009, Michelin changed the way IQP was evaluated by including scorch and hysteresis in the analysis). For the first time ever we meet Michelin's IQP requirement. Michelin has a target of IQP > 50 of at least 80%!

6. World Class Manufacturing or WCM

WCM is a holistic approach to drive business performance, looking at all processes and stakeholders – from the vision of the leadership to the societal satisfaction – to improve the results of the organization. WCM employs tools such as Six Sigma, LEAN and Reliability Centred Maintenance. Our region has embarked on a journey to achieve operational excellence with the support of the WCM unit of the ABG. Sudhir Gupta, our consultant, has visited our sites on multiple occasions to

IQP (Indicator of Product Quality)

Year	Grades qualified	IQP 75-100	IQP >50
2009	23	16	70%
2010	23	14	61%
2011	22	16	73%
2012	20	11	55%
2013	20	16	80%

offer his valuable and insightful support. Each site now has a WCM Champion. Together, we have created a model area, the warehouse, to achieve operational excellence.

We want to make our warehouses become dust-free, clean and safe workplaces. We will reduce our transport cost through efficient loading of bulk trucks. We estimate that we can reduce our transport cost by as much as 200.000€ if we find

a way to load our bulk trucks in Spain consistently at 100%. We are looking for ways to reduce the amount of decanting at our sites. Currently, due to limited silo capacity, we often have to first pull carbon black into big bags, only later to decant these big bags into bulk trucks, a wasteful and dust-creating operation.

We have started our journey, but there is still some distance to travel before we reach the destination.

Europe & Africa Product Board

Due to the complexity of the region (more than 30 European countries, five Birla Carbon plants), and the resultant market needs, we had to simplify the way in which we operate our plants and provide our product offerings to the market. As a step in this direction to provide a structured and continuous tool, the “E&A Product Board” was established.

The board, on a monthly basis, reviews topics such as:

- Packaging
- New grades introduction
- Rationalization opportunities

- Margin enhancement opportunities
- Grades per plant
- Other business opportunities

Various supporting tools are used such as: Cascade charts by plant, and the “ship to-ship from” opportunity tracker. Based on this effective way of steering our combined E&A business, we have so far successfully unified our grade offering and packing, and also improved margins through better grade and customer allocations. This has helped us provide a “One Birla Carbon” market approach for our customers in the region.

Birla Carbon – Hannover, Germany proudly supports homeless project

On Friday, September 13, 2013, a new era began for the local social project "Asphalt" in Hannover, Germany. The staff of *Asphalt*, a nonprofit publishing company, celebrated the inauguration of their new offices in a Grand Opening Ceremony with 100 guests, including the Prime Minister of the State of Lower Saxony, Stephan Weil, and the acting Mayor of the City of Hannover, Bernd Strauch.

For 20 years *Asphalt* has published a monthly street newspaper, which was started as real help for self-help. One hundred fifty people with no or very little income – many of whom are or used to be homeless – sell this magazine on the streets.

The 25,000 monthly copies are distributed exclusively by direct selling, and subscriptions are available only from one of the salesmen or saleswomen.

As part of our social commitment, the team of Birla Carbon Germany has become a strong supporter of *Asphalt*. As a first initiative, Birla Carbon is now a proud sponsor of two signs posted at the entrance of the main building guiding visitors to the new offices.



Right to left:

Stephan Weil, Prime Minister of Lower Saxony; Almut Malfeld, Managing Director of Asphalt; and Dr. Oliver Sedello, General Manager CCD presents the traditional bread, salt and pennies for good fortune, wealth and happiness.



Birla Carbon Hannover Plant Hosts Open Day 2013

On October 12th, the Hannover Team hosted the second Open Day event at CCD. The plant opened its gates for everyone interested in how carbon black is made. And despite heavy rainfall, CCD enjoyed tremendous feedback from officials as well as private visitors.

In the presence of the first mayor of Hannover, Stefan Schostok; the District Major, Klaus Dickneite; members of the city council and representatives of the police and fire departments, Oliver Sedello, General Manager of the Hannover Plant, opened the day and introduced the guests to the history of the plant and the process of making carbon.

Thanks to the kind support of several suppliers, activities for children and grown-ups were available around the event tent, which was set up in the middle of the plant. The fire brigade showed its latest acquisition: an extendable 35 m high mobile rescue platform. A local gas and electricity supplier contributed a number of electric powered vehicles and the visitors clearly enjoyed driving a couple of Segways®. A definite highlight, not just for the young generation, was a real TEREX® excavator ready to be operated by the visitors.

Throughout the day around 160 people participated in 14 plant tours organized by Philipp Nagy, QA Manager, in Hannover.



Ramadan Iftar Party, Alexandria Carbon Black (ACB)

To most Egyptians, Ramadan is a month of blessings and holiness. Alexandria Carbon Black (ACB), Egypt, respects it and has a tradition since 1995 to invite all employees for a gathering to come together and share quality time with each other over a good meal.

This year, the Iftar party was held at the charming Mediterranean Azur Hotel, which lies on the Mediterranean Sea in the city of Alexandria. At sunset, after everyone broke their fasts, the celebration began.

The party started with the traditional way of recognizing and congratulating

employees who have spent 15 years in the service of the company with precious gifts.

As a token of appreciation, this year ACB also invited employees who had served and retired from the company. This initiative, which took place for the first time, provided an excellent opportunity for all to meet again and share their experiences with each other.

The Iftar party is definitely one of the ties further enhancing the social bonds among all ACB employees. May the spirit of this holy month continue to bless us with peace and harmony.

Plant Profiles

Europe & Africa



Alexandria, Egypt

Alexandria Carbon Black Co. SAE
El Nahda Road, Amreya 23511
Alexandria, Egypt
Contact No.: (20) 3 4770 102 / 07

Plant Started: 1994

Capacity (Annual): 285,000 MT

Unit Head: Sabyasachi Patnaik

Employee Strength: 432

Production Capability:

- Tread (3 Units), Carcass (1 Unit)
- Swing: (1 Unit)

Awards/Milestones:

- 3 times with 0 outlier in LPRS
- Sun Award for Overall Performance 1998 and 2004
- TPM Special Award 2005
JIPM Japan

Unique Features:

- One of the world's largest carbon black plants at a single location and the fastest-growing carbon black company in the world
- ACB also has the distinction of operating the largest production line in the carbon black industry globally
- 95% of its production is exported to Europe



Hannover, Germany

Columbian Chemicals Deutschland GmbH
Kreisstrasse 20
D-30629 Hannover-Misburg,
Germany
Contact No.: (49) 511 959 350

Plant Started: 1967

Capacity (Annual): 55,000 MT

Unit Head: Dr. Oliver Sedello

Employee Strength: 73

Production Capability:

- Tread (1 Unit), Carcass (1 Unit), Specialties & MRG

Awards/Milestones:

- MRG Customer Event 2013 (XT-Days)

Unique Features:

- Dedicated to specialty blacks and blacks for mechanical rubber goods
- Supplies 10% of the district heat consumption for the city of Hannover
- At-Risk-Behaviour Initiative
- 1st site with an ISO 5000 certified energy management



Tiszaújváros, Hungary

Columbian Tiszai carbon LLC
H-3581 Tiszaújváros
P.O. Box 61
Hungary
Contact No.: (36) 495 44000

Plant Started: 1993

Capacity (Annual): 110,000 MT

Unit Head: László Dobos

Employee Strength: 95

Production Capability:

- Tread (2 Units), Carcass (1 Unit)

Awards/Milestones:

- National Quality Award, 1999
- Consecutively among best 4 companies for European Quality Awards, 2000, 2001

Unique Features:

- Zero incident in 2008, 2009 and 2011
- 1 lost time incident (not severe) in 2010
- 6 recordable injuries in CTC's history
- Longest period without recordable incident: 4.2 years



Trecate, Italy

Columbian Carbon Europa Srl
Via S Cassiano
140 28069 San Martino di Trecate (NO)
Italy
Contact No.: (39) 0321 7981

Plant Started: 1959

Capacity (Annual): 88,000 MT

Unit Head: Giuseppe Zanotti
Fragonara

Employee Strength: 79

Production Capability:

- Tread (2 Units), Carcass (1 Unit)
- Raven PFEB

Awards/Milestones:

- By Sincert: November 2005
- By CertiQuality: latest, March 2009
- Pirelli Award: Best Supplier 2011
- First Carbon Black plant in the world to have QS 9000

Unique Features:

- Project "At-Risk Behavior"
- Red Tag Day
- "Muda"'s projects



Santander, Spain

Columbian Carbon Spain S.L.
Carretera Gajano-Pontejos
Gajano-Pontejos
39792 GAJANO-Cantabria
Apartado 283, Spain
Contact No.: (34) 9425 03030

Plant Started: 1967

Capacity (Annual): 73,000 MT

Unit Head: Jacinto Zarca

Employee Strength: 63

Production Capability:

- Tread (2 Units), Carcass (1 Unit)
- MRG and plastic purposes
- Ultra and low PAH

Awards/Milestones:

- Best Michelin IQPs in the Company
- Demonstrated capacity to produce low PAH
- Running tread APH at 900 °C

Unique Features:

- Only plant in Spain producing carbon black
- Only plant that produces ultra grades and XT 1004 in EMEA
- Only plant running an industrial tread reactor above 2000 °C
- Number One in Best Practices ranking in Birla Carbon
- Only plant in Birla Carbon running a WHB with two tread reactors



Project Fusion completed another milestone this quarter by successfully finishing the realization phase of the pilot project run in the South Asia and Middle East region. The project, which is still in the final preparation phase at the three sites in India (Gummidipoondi, Patalganga and Renukoot), has been making commendable progress.

Shyam Rathi, President South Asia and Middle East, quoted that, “Though the project may take some time, after institutionalization, it will make our working much simpler and smoother.”

Congratulations to Team Fusion for their journey so far, and we wish them success for the next stage.

Birla Carbon at K 2013

Birla Carbon Specialty Blacks participated at the K trade fair held in Germany from 16th to 23rd October. The event is one of the largest international trade fairs for the plastics and rubber industry and attracted more than 3000 participants from over 50 countries. The trade fair showcased the product portfolio of the plastic segment to current and potential customers. During the event the Speciality Blacks team also hosted a product launch event for **RAVEN P7 Ultra**: the industry's lowest MPU carbon black for pipe, which is also (EU) No. 10/2011 compliant. The event also served as a social gathering with our customers, and included a raffle drawing with exciting prizes like iPad minis and digital cameras.

Birla Carbon Specialty Blacks
Introduces...
Raven P7 Ultra:
The industry's lowest MPU
carbon black for pipe,
(EU) No. 10/2011 compliant



South Asia



Hi-Tech Renukoot Silver Jubilee Celebration

The Hi-Tech Carbon Renukoot plant celebrated its silver jubilee year, from 21st to 23rd July. The event began with a silver jubilee run, where employees carried the ceremonial flame across the city. White pigeons were released to spread a message of peace and harmony. It was followed on the second day by a "Havan Ceremony" – a religious ritual.

The three-day event included a silver jubilee conference, which was attended by Kevin Boyle, S. S. Rathi, Surendra Goyal and several other dignitaries from across ABG companies. Dr. Santrupt Misra spoke to the employees by video conference. All employees who had completed 25 years of service were congratulated during the event.

The evening ended with a gala musical program followed by dinner. The whole-hearted and enthusiastic participation of the employees and their family members added to the grandeur of the event.

South East Asia and Far East



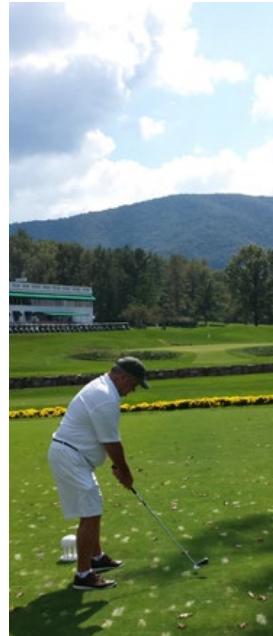
18th September 2013: TCB, Management and employees led by Regional President Sanjeev Sood provided lunch for students at Wat Sansuk School. This is a quarterly initiative.

North America



Customer Outing

A three-day customer outing was organized at "The Greenbrier," in White Sulphur Springs. The outing began with a tour of a bunker that was once used as a top secret U.S. government relocation facility for congress. The next day it was followed by a business meeting and a special session by Jim Gillet, an independent auto industry analyst, on the North American auto Industry. The three-day outing included adventures and sports activities like golf, clay shooting and an UTV road trip.



CCK held Hof-Day for all employees of the Yeosu plant on Aug. 22nd.



All the employees enjoyed the time and the event, which was a chance to be recognized for their efforts during the hot summer and for the cooperation and trust shown during the wage and CBA negotiation, the understanding among employees, and teamwork.

