



BUSINESS CONTINUITY PLANNING

As one of the world's leading carbon black manufacturing companies, Birla Carbon and its affiliate companies ("Birla") create products that contribute to an enhanced standard of living for people throughout the world.

Birla Carbon has production facilities located throughout the world and has established for each of them a comprehensive Disaster Recovery and Business Continuity Plan (BCP) for business interruption due to natural disasters or other types of business disruptions. Our business continuity approach has been developed over the years as a built-in local aspect, where each plant has focused on key elements of prevention and the ability to maintain our supply should disruption occur.

We have implemented a company-wide initiative based on international standards for Business Continuity Management Systems (BCMS). The plans focus entirely on establishing, implementing, operating, monitoring, reviewing, maintaining and continually improving a documented management system to prepare for, respond to and recover from disruptive events when they arise. This BCMS forms the cornerstone for specific recovery strategies for business processes and activities deemed to be most crucial to ensuring the continuous supply of product to our customers. As a result of this extensive undertaking and review, our Europe & Africa region comprising five manufacturing facilities is now ISO 22301 accredited.

It is also essential that Birla Carbon's employees understand and are ready to implement our business continuity strategy. To ensure that the strategy is promoted consistently across all of our operations, we organize targeted training, ongoing communication activities and ensure practical involvement through simulated crisis exercises and periodic training. Encouraging employees to actively participate in strategic activities ensures that best practices can be shared across all our sites, while also promoting awareness and understanding of risks and accountability.

A handwritten signature in black ink, reading "Joseph M. Gaynor, Jr." with a horizontal line underneath.

Joseph M Gaynor, Jr.
Chief Legal, Sustainability
and Risk Officer

Date: 31st March 2016