



SUSTAINABLE OPERATIONAL EXCELLENCE AT BIRLA CARBON

Birla Carbon is one of the world's largest manufacturers and suppliers of high quality carbon black and a flagship business of the US\$41 billion Aditya Birla Group.

KEY FACTS

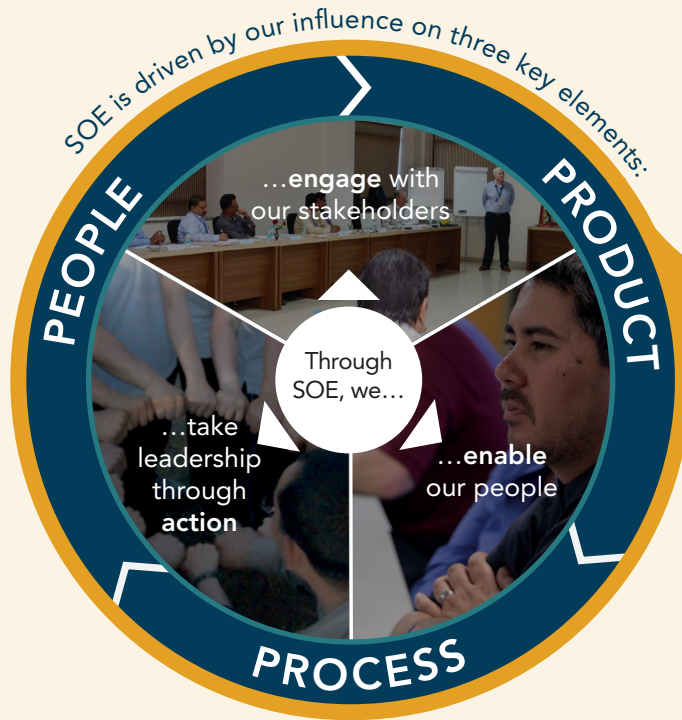
 12 countries

 17 manufacturing sites

 ~2,500 employees

 >2,000 kt annual production capacity

OUR SUSTAINABLE OPERATIONAL EXCELLENCE (SOE) STRATEGY



Our vision

Our vision is to be the most respected, sustainable and dynamic global carbon black business. By embedding sustainable thinking at every level, we meet the evolving needs of our stakeholders regardless of economic volatility, increasing environmental and societal concerns and challenges such as stricter regulatory requirements and evolving customer requirements for better products and processes.

How we are adapting for the future

To continue to achieve SOE, Birla Carbon has aligned with the Aditya Birla Group's three-step agenda.



At an operational level, our SOE strategy is managed through six operational focus areas:



GOVERNANCE AND ETHICS

100% employees completed Code of Ethics



PRODUCT RESPONSIBILITY

5.3% profit reinvested in R&D



ENVIRONMENT

\$33.4M invested in process improvements related to energy efficiency and reducing GHG emissions



CUSTOMERS AND SUPPLIERS

93%: share of total cost spent on suppliers who have received our Code of Ethics in their own language



OUR PEOPLE

Best safety record in 170 years



COMMUNITIES

100% facilities participate in community engagement



Find out more about sustainability at Birla Carbon at: sustainability.birlacarbon.com

OUR TARGETS AND PROGRESS

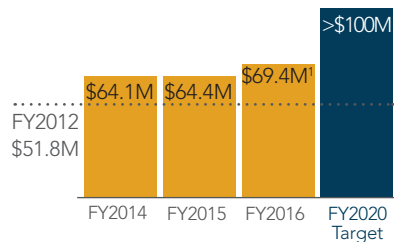
To achieve our vision, we have reviewed and adapted our set of key performance indicators (KPIs) and targets for FY2020 and launched projects that will advance our business.

Key to symbols

- ✓ Target met and retained
- ⬇ Behind schedule
- ➡ On track to meet target

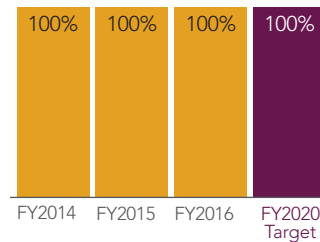
Annual capital spending

Approximately double our annual capital spending against FY2012 baseline to reach \$100M



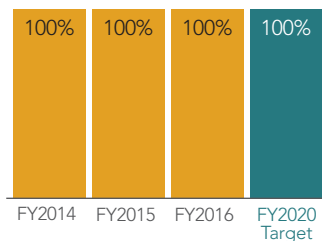
Managers' measured goals

100% of Birla Carbon managers to have stated and measured goals set annually



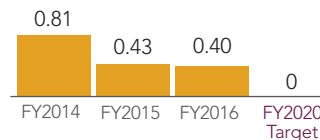
Code of Ethics training

100% of employees to receive Code of Ethics training



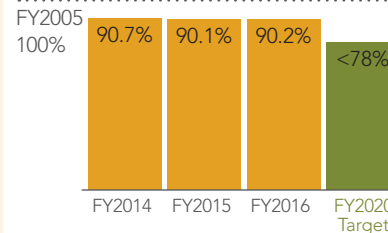
Zero recordable injuries

Zero recordable injuries (report on TRIR progress)



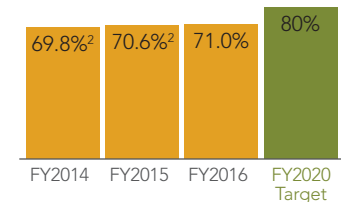
Direct emissions intensity

Reduce our direct emission intensity ($t_{CO_2}/t_{carbon\ black}$) by over 22% against 2005 baseline



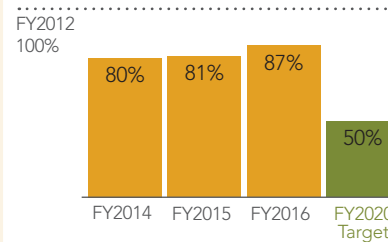
Energy conversion efficiency

Increase our absolute energy conversion efficiency to 80%



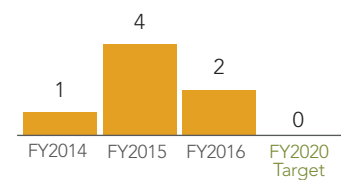
Water withdrawal intensity

Reduce our water withdrawal intensity ($m^3/t_{carbon\ black}$) by 50% against FY2012 baseline for our high- and medium-risk sites



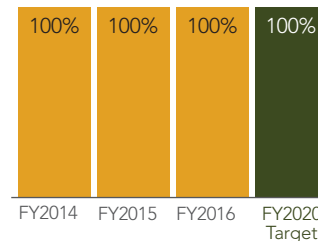
Environmental releases

Record zero environmental releases year on year



Community engagement

100% of our facilities to participate in community engagement



¹ The amount shown does not include the funds invested in our Jining project.
² Revised values based on improved calculation methodology.