

## “The right attitude”

### How would you describe your home town in a single sentence to a colleague from a foreign location?

It's a small rural agricultural community in America's heartland. Missouri is known as "The Show Me State."

### What will you always remember about your first day on the job?

I wondered how long it would take to learn everyone's name and learn my way around the facility. Everyone was helpful and very kind.

### What advice would you give to a trainee on his or her first day at the company?

Don't get overwhelmed with all of the information. Ask questions. Be safety-conscious and a team player. Participate on a team and share your ideas. Take advantage of our open-door policy.

### What's the most important lesson you've learned in life?

That our word is our bond. Words can create or destroy expectations for ourselves and others. The heart is the most vulnerable yet tender part of us.

### As a kid, who did you want to be like?

My Dad and the Superfriends

### If you had \$500 to spend as you like, what would you buy?

A vacation to Italy.

### You never leave for work without...?

... my watch, cell phone, wallet, keys, and most importantly, the right attitude.

### Whenever you come home really tense, what's the fastest way for you to relax?

I have an hour commute so I like listening to jazz, motivational speakers, and Dr. Martin Luther King, Jr. speeches.

### What is the last experience that left you speechless?

September 11th. The terrorist attacks on New York City, NY, the Pentagon, and United Flight 93.

### We all have our little self-indulgences.

#### What's yours?

None, really. However, I do like sweet tea, sweet tea, and more sweet tea.

PHOTOGRAPHY: THOMAS PHOTOGRAPHY



#### MY NAME IS

## Dwayne Mays

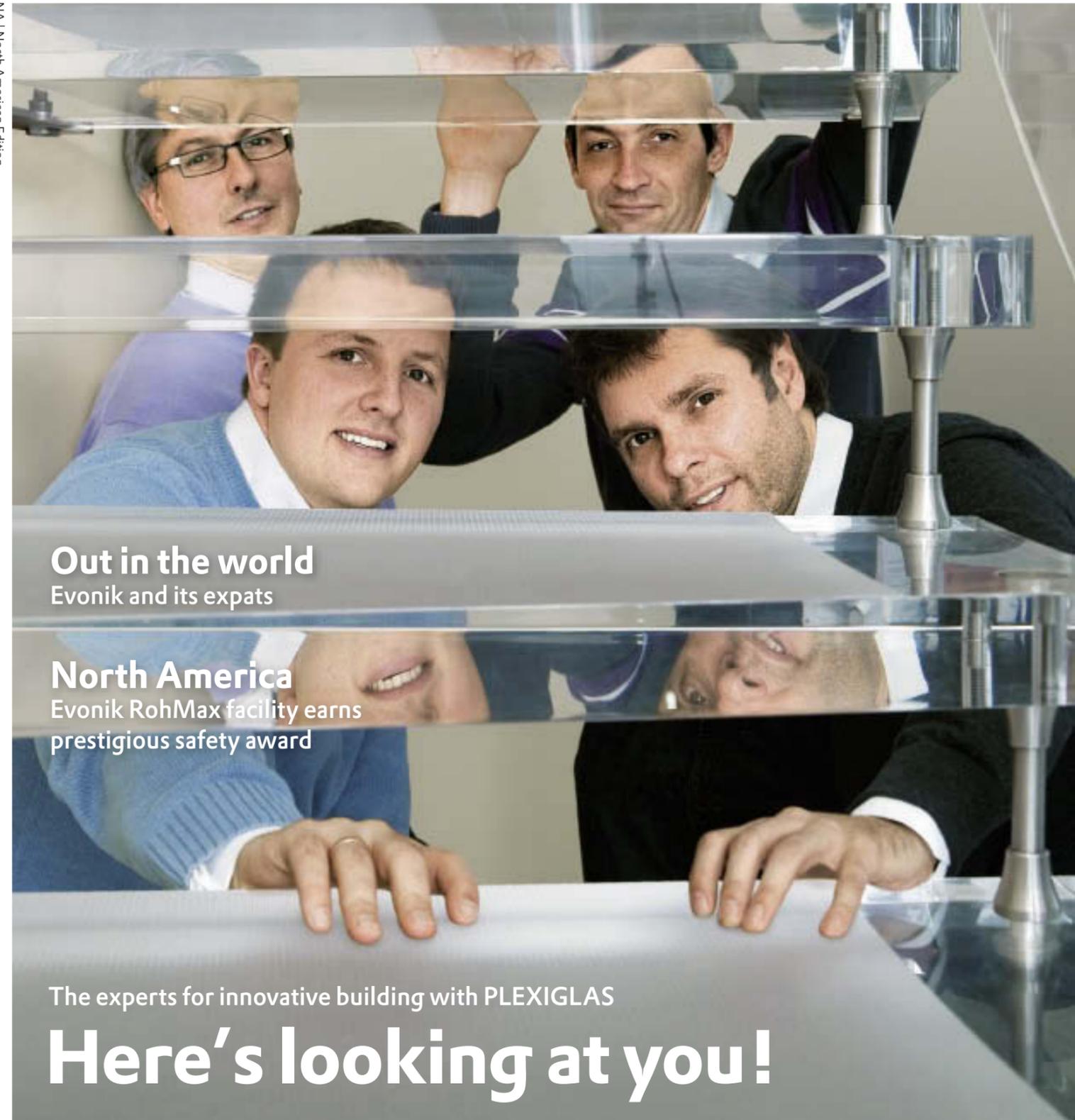
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POSITION	Human Resources Representative
NATIONALITY	American
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PLACE OF RESIDENCE	Missouri
MARITAL STATUS	Single, no kids

# Folio



THE EMPLOYEE MAGAZINE OF EVONIK INDUSTRIES AG 12/2009

NA | North American Edition



## Out in the world

Evonik and its expats

## North America

Evonik RohMax facility earns prestigious safety award

The experts for innovative building with PLEXIGLAS

# Here's looking at you!



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**Networking knowledge**  
When the Finance Community meets, the aim is to effectively combine the specialized knowledge and creativity of the Group's own finance experts  
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PHOTOGRAPHY: KIRSTENNEUMANN, STEFANWILDHIRT



**Tom Bates,**  
President Evonik  
Degussa Corporation

## 2009 A Tough, Challenging Year

It's December, the end of a long and challenging year, and I want to thank each and every one of you for a job well done.

At the start of 2009, we faced industry uncertainty and economic challenges and were forced to undertake aggressive cost-saving measures to address these issues.

Our decisive actions and your dedication, understanding and hard work served us well. As the year progressed, we saw significant recovery in almost all business areas, and the positive trends that began to emerge earlier this year have continued.

Looking forward to 2010, I am cautiously optimistic. We still face significant challenges but I know we will all work together to overcome these challenges.

We all worked together safely in 2009 and we were recognized for it. Cyro's Osceola, Arkansas, plant received the US Occupational Safety and Health Administration (OSHA) Region VI's prestigious "Star of Excellence" award for going above and beyond the world-class safety standards set by the agency. Evonik's RohMax regional headquarters and technical center in Horsham, Pennsylvania, earned OSHA's highest safety award for the second time in three years. In addition, our hydrogen peroxide plant in Mobile worked more than three years without a lost time accident. We achieved another safety milestone in November when the Mobile site reached one million hours worked without an accident.

In April, we celebrated the opening of our innovative sodium methylate plant in Mobile. Product from this facility is not only vital for the biodiesel industry but also underlines our commitment to a more sustainable environment.

On behalf of Evonik's North American Business Council, I would like to thank all of you for your continued commitment, support and dedication in 2009.

Best wishes to you and your family for happiness and good health this Holiday Season.

*Tom Bates*

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Readers with questions and suggestions can contact the editorial office at: [folio@evonik.com](mailto:folio@evonik.com)

On the cover: Photographer Stefan Wildhirt positioned Carlo Schütz, Dr. Christian Eckhardt, Thomas Ries, and Stephan Nicolay (left to right) under PLEXIGLAS stairs to illustrate the interplay of architecture and the transparent material.

**MASTHEAD**  
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## The Evonik agenda for December

**Essen, December 5:** Continuing a popular tradition, Evonik Industries will sponsor the Christmas concert of the International Bach Academy of Stuttgart at the Philharmonic. Prof. Helmuth Rilling, the Gächinger Kantorei, and the Bach Collegium Stuttgart will present what is probably Johann Sebastian Bach's most famous religious work, the "Christmas Oratorio."

**Berlin, November 30–December 1:** "Fuels for the Future" is the name of the international specialist conference for biofuels, which will be held this year for the seventh time. The conference will be organized by the German Bioenergy Association and the Union for the Promotion of Oil Seed and Protein Plants. The Industrial Chemicals Unit of Evonik Industries will present its product range of alkoxides.

**Shanghai (China), December 1–4:** The Consumer Specialties Business Unit will present its TEGO RC radiation curable release coatings at Label Expo Asia. This trade fair is one of the world's largest specialized events for labeling, product identification, and printing technology. Its focus areas include digital printing and environmentally friendly technologies.

**Mumbai (India), December 1–3:** The Indian market for chemical and pharmaceutical products is growing. CPhI India is the meeting point for all of the major suppliers and buyers in the sector. Three Business Units of Evonik Industries will be participating: Coatings & Additives, Health & Nutrition, and Inorganic Materials.



The name TEGO® RC is a registered trademark of Evonik Industries AG or one of its subsidiaries and is written in capitals in the text.



PHOTOGRAPHY: MARKUS SCHMIDT

## Gently falls the coating

*"I'm Dreaming of a White Christmas"*: The coating granules from Evonik Industries unfortunately can't make Bing Crosby's dream come true. What looks so Christmas-like in the photo is an important constituent of binding mediums for the lacquer and varnish industry. Evonik markets the product under the name **DEGALAN**. After two years, the Coatings & Additives Business Unit in Shanghai (China) has put a facility that produces thermoplastic methacrylate resins into operation, thereby boosting its production capacities in Asia. The newly developed CDP (Continuous Direct Polymerization) process, which was developed at the pilot plant in Darmstadt, is being used in Shanghai. With CDP, products of higher quality can be produced. Following the internal quality control, the customers received the first products for testing purposes—and conveyed positive feedback to Evonik. **CHE**

The name **DEGALAN**® is a protected brand of Evonik Industries AG or its subsidiaries and is written in capitals in the text.

## Improved quarterly results and success with "On Track"

"Our efforts to reduce costs and boost efficiency are bearing fruit. We are maintaining our course despite heavy seas," said Dr. Klaus Engel, Chairman of the Executive Board of Evonik Industries AG, upon presenting the **numbers for the third quarter and for the first nine months of 2009**. The development of our business operations was still significantly impacted by the effects of the global financial crisis. Compared to the first half of the year, the Chemicals Business Area recorded markedly stronger demand. However, the sales volume fell short of the level reached in 2008. The Group generated sales of €3,309 million, a 20 percent decrease compared with the previous year's total, but still roughly eight percent higher than the figure posted for the second quarter of 2009. The measures for boosting efficiency and reducing costs were crucial factors in achieving the result. This enabled the Group to increase its operating result for the first time this year: Earnings before interest, taxes, depreciation and amortization (EBITDA) of €629 million exceeded the figure from the same quarter in 2008 by 18 percent. All three Business Areas played a part in the 23 percent increase compared with the performance in the second quarter of 2009. The EBITDA margin rose to 19 percent in the third quarter. The Group's result increased considerably in the third quarter, to €168 million. Engel has indicated his satisfaction with the latest results of the On Track program for greater efficiency. Essential elements are a thoroughly restructured administration, pro-active portfolio management, and sharp cuts in the cost structure. "Our savings will surpass our target, which was to save €300 million in this year alone," says Engel. And the Group is making rapid progress toward its goal of realizing sustainable annual savings of approximately €500 million worldwide by 2012. Group sales declined by 21 percent, primarily due to significantly weaker demand and falling prices. The EBITDA remained at about 19 percent under the previous year's level. The measures for securing liquidity are clearly having an effect. In the first nine months of 2009, Evonik nearly quadrupled the cash flow from operating activities in comparison to the level reached in the same period in 2008, from €333 million to €1,259 million. This development is for the most part attributable to the sizable reduction of net liquid assets. In the first nine months Evonik was able to defray capital expenditure of €522 million from the cash flow. In addition, Evonik used the high cash flow to pay out dividends of €280 million for fiscal year 2008 and reduced the net financial liabilities by €498 million from the level at the end of 2008, to €4,085 million. Evonik is expecting modest upturns in the months ahead. However, there is still no clear sign of a solid, broad-based turnaround.



## Conference

Scheduled to take place in April of next year, the **Evonik Growth Conference 2010** will underscore the importance of profitable, above-average growth for the company. It will therefore further strengthen the related dialogue among the operational and functional areas, management and the Executive Board. The participants also will learn about examples of successful growth. During the run-up to the event, a "Growth Idea Contest" will be organized, and the most promising proposals will be presented at the conference.

## High-tech on the hook

It's eight meters long, almost three meters wide, and weighs over six metric tons: Designed for the worldwide use of the Colorants product line, the ultra-modern lab unit isn't only a giant in terms of its size; it also represents a milestone in the history of the Maastricht (Netherlands) location. "The unit is going to revolutionize the **formulation of colorants for paints and coatings**, and it promises to give us an important competitive advantage," says Project Manager Andreas Stüttgen. "In line with the wishes of our customers worldwide, we will be able to react even faster and more efficiently," reports Heinz Günter Lux, Managing Director of Evonik Colortrend B.V. Following test runs, the unit will officially open in April 2010.



Maastricht (Netherlands): Delivery of the lab unit

## Training

In 2010, skilled employees and executives who are involved in systematic marketing management but do not have training in marketing will be able to take part in the **Marketing Training Project (MTP)**. Using a mixture of theoretical instruction and project work, the Human Resources and Organizational Development department aims to convey know-how—including the fundamentals of practice-oriented marketing for business-to-business relationships. For more information, contact Wolfgang Dehler, e-mail: wolfgang.dehler@evonik.com.

## Expanding horizons

For the sixth time, Evonik Industries' **"New Horizons" vacation exchange program for high school students** is offering children of Group employees a chance to gain experience abroad. Eligible to take part in the two-week trip are young people with good English-language skills who will be between the ages of 14 and 18 at the time of departure. The exchange program will take place between school vacation from July/August 2010 and the end of December 2010/January 2011 at the latest. Employees who would like their children to take part must in turn host an exchange student. To enable as many children of employees as possible to participate, the Group handles the search for suitable exchange partners and covers the cost of travel and health insurance abroad. The deadline for registration is **January 15, 2010**.



# From data to action

As a **result of the latest Employee Survey**, concrete measures are already being used at many Evonik locations. A Group-wide example is the expansion of the employee appraisal interview



After the survey: The results are turned into concrete measures at the Group

Labor Director Ralf Blauth: "A good start"

Contributed, communicated, created—with a participation rate of over 76 percent, the employees impressively underscored the motto of the Employee Survey last fall. Opinions, criticism, and suggestions for improvement—they all helped to further develop the individual workplace environment throughout the company in a targeted manner. One finding from the survey is that the employees would like more direct dialogue with their managers. This is why a Group-wide measure kicked off after the Employee Survey is intended to expand the employee appraisal interview. "But that's nothing new" some may respond, because the employee appraisal interview as such has been a feature in the Group for some time. Until now, this tool has been used almost exclusively with employees who are exempt from collective-bargaining agreements. "We have been planning for a long time to expand the employee appraisal interview to non-exempt employees," says Stefanie Ernst, project manager for the employee appraisal interview. "The Employee Survey results have strengthened our intention and speeded up implementation. Our goal is to interview all employees by 2010."

There is obviously a big need for this: Many employees currently feel they should

be better-informed and would like to be more involved and feel more valued. "All executives should be aware they are the key for the further development and motivation of their employees. That's why it is so important to put more emphasis on the employee appraisal interview," says Andreas Kuhlmann, project manager for the Employee Survey follow-up process. The annual discussion between supervisors and employees should result in lasting improvement in terms of cooperation. In addition to the employee appraisal survey, a further qualitative enhancement of this tool is planned for this purpose. Related training courses are currently in progress at the various locations.

## Personal development

The Employee Survey has shown that the employees are most concerned with an intensive dialogue with their supervisors and above all the issue of career development. The current financial crisis and tightened budgets have not changed this consensus. With this in mind, the Human Resources departments are working to move forward with new, creative approaches in the Group, for example job-rotation, project-specific work, and an intensive exchange of knowledge.

"The results of the Employee Survey show it is important for the executives to actively seek personal dialogue with their employees. The employee appraisal interview is an essential tool for this, but not the only one. We must expand the possibilities. This can mean giving executives more support when it comes to effectively involving the employees. At the same time, we should encourage our employees to take part and express their concerns. That can't happen overnight. So I think the employee appraisal interview is a good first step toward this objective,"

NL Ralf Blauth, Labor Director, Evonik Industries

# The A-Team for architecture

PLEXIGLAS and architecture is an old love, and one that is constantly being renewed. However, a continuous flow of new solutions and inspiring ideas are required to keep things this way. That's where four experts from the Hessian city of Darmstadt come in. Meet the A-Team

High: A facade of PLEXIGLAS sheets envelops the Meteomast in Garching, outside of Munich.  
Wide: The Schlossgraben Bridge in Darmstadt rests on a load-bearing structure of PLEXIGLAS

Remember them? They were out and about way back in the 1980s. Not exactly next door, but on the TV screen anyway: the four members of the A-Team. Okay, that was in Los Angeles (L.A.; California, USA), and nobody today would be caught dead with those hairstyles. But you have to leave it to Colonel John "Hannibal" Smith and his people: For them, problems were there to be solved. That's how it was back then, and it is still that way today. But first things first.

Today's A-Team comprises Dr. Christian Eckhardt, Stephan Nicolay, Thomas Ries, and Carlo Schütz. The setting is no longer L.A., but Darmstadt. And the four solve their cases in the real world rather than on TV. The capital A stands for architecture. And it is precisely architecture that motivates the construction engineer, the chemical engineer, and the two architects. "We want to show architects and developers exactly what is possible with the building material PLEXIGLAS and how much potential it still harbors for modern and futuristic architecture," explains Schütz. Their focus is not on elaborate, one-of-a-kind buildings, but rather on making avant garde solutions reproducible and thus affordable for as many market players as possible.

## Tapping potential

With the "PLEXIGLAS and Architecture" theme, Schütz and his colleagues are carrying on a tradition that delivered a number of design classics in decades past. In the 1960s, the unusual material inspired architects and companies to ever more extravagant furniture and interior designs very much in keeping with the spirit of the budding space age. The 1970s then brought what is probably the best known liaison between architecture and PLEXIGLAS: the groundbreaking roof of the Olympic Stadium in Munich, which to this day is considered a milestone

for a transparent and aesthetically pioneering building style. Through the years, however, those responsible for marketing at the Acrylic Polymers unit couldn't help but notice that no matter how popular their versatile product was, it still appeared to harbor a large amount of untapped potential.

What was needed was a project to draw attention to new and promising future markets: GAP. The name stands for growth and profitability. And GAP also had its eye on construction. "PLEXIGLAS offers the construction industry lots of possibilities when it comes to innovation," says Michael Träx-

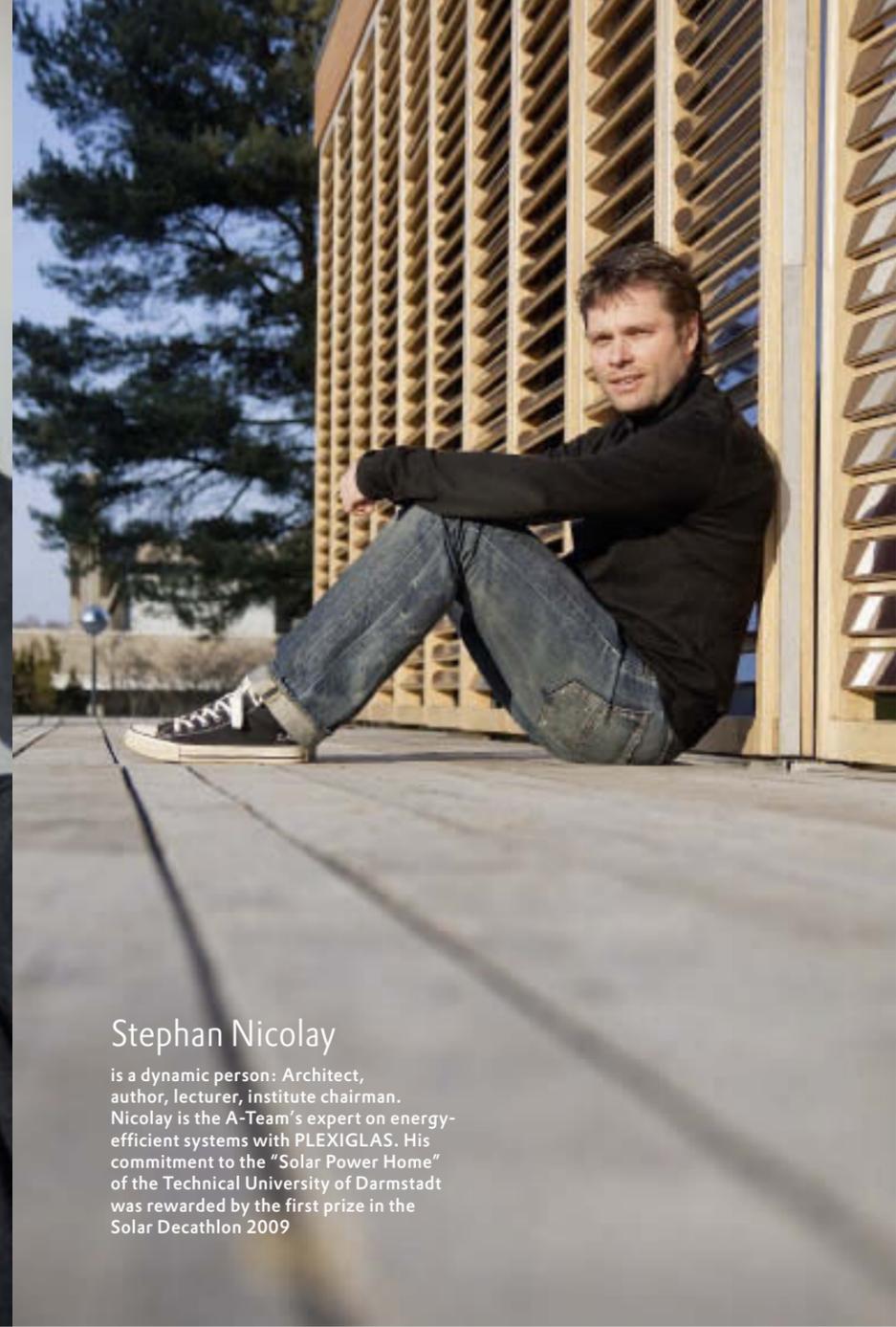
ler enthusiastically. The Head of the Acrylic Polymers Business Line is convinced that so far only a fraction of these possibilities have been realized in architecture, making the market potential now and in the future all the greater.

Träxler is confident that he knows an important key for tapping this potential. "In architecture, it's never just about a material—emotions are just as important. The question therefore is how do I emotionally charge our product so that it is neither just one plastic among many, nor a replacement for natural materials?" Träxler's question is a clas-



Carlo Schütz

is on the lookout for products that are well-suited to reproduction. The chemical engineer is working intensively on the perfect transparent corner window of PLEXIGLAS and the development of illuminated building components. It's all about the combination of light and PLEXIGLAS



Stephan Nicolay

is a dynamic person: Architect, author, lecturer, institute chairman. Nicolay is the A-Team's expert on energy-efficient systems with PLEXIGLAS. His commitment to the "Solar Power Home" of the Technical University of Darmstadt was rewarded by the first prize in the Solar Decathlon 2009

"PLEXIGLAS offers lots of possibilities when it comes to innovation"

Michael Träxler, Head of the Acrylic Polymers Business Line

market. This requires a large degree of specialization and experience, which the four interdisciplinary team members just happen to have.

Construction engineer Dr. Christian Eckhardt is the youngest member of the group. The native of Mainz and Head of the Acrylic Polymers Business Line's Customer Center says, "It's an extremely exciting job, because we are involved in all the developments and the production of prototypes." Eckhardt is also responsible for anchoring PLEXIGLAS in support systems. The Schlossgraben Bridge in Darmstadt is a good example of what is possible from a construction standpoint. As the first-ever load-bearing structure of PLEXIGLAS, the structure, which consists of transparent plastic and wood, spans a distance of 26 meters. "The bridge rests completely freely on two pairs of supports, is essentially transparent, and fits easily and elegantly into the historical context of the castle," raves Eckhardt. "The cooperation between Evonik and the Technical University of Darmstadt proves that PLEXIGLAS as a transparent load-bearing structure is a viable alternative."

## Tremendous achievement

Eckhardt knows exactly what he's talking about. After all, the Schlossgraben Bridge plays an important role in his doctoral dissertation. And that the bridge does not seem particularly spectacular at first glance? "That is a tremendous compliment," laughs Eckhardt and continues, "What makes the construction so revolutionary is that the mass is there but not visible. It's a tremendous engineering achievement." Stephan Nicolay has a quote by the French philosopher Paul Virilio at the ready and speaks of the "aesthetics of disappearance." In contemporary architecture, the material no longer seeks the form; the form seeks the material. In the architect's opinion, "Traditional materials such

sic case for the A-Team. The team was assembled with orders to find and market new applications for PLEXIGLAS—innovatively, appropriately for the target group, and profitably.

According to A-Team man Schütz, what their mission boils down to is this: "We don't want to stop with one-time solutions. These can be helpful as lighthouse projects, but at the end of the day, what matters to us is the system concept, the reproducibility for the broad market." His colleague Thomas Ries can confirm that this is a difficult approach. "Architects always want to create something

distinct and try to come up with an individual design." Stephan Nicolay nods vigorously. Like Ries, he is an architect himself. They know that both aspects—functionality and the design aspiration—are important. "PLEXIGLAS can be very easily integrated into today's architecture," says Nicolay. "The spectacular projects and ideas with which we are familiar are an excellent driver for further market success."

In other words, what one has today, many more may want tomorrow. Things will really get interesting for the Darmstadt team if their plastic can systematically penetrate the

## “The topic light is a tremendous opportunity for Evonik.”

Carlo Schütz, member of the A-Teams

> as wood or steel simply fail to meet this aspiration.” Nicolay was born into the profession. “My family has worked in the building trade for four generations,” he reports. He worked as an independent architect for nearly 15 years and teaches “Plastics and Architecture” at the Technical University (TU) of Darmstadt, where he learned that many architects don’t build with plastics because “they aren’t familiar with their potential. In the automotive and aviation industries, however, the use of plastics represents high technology and intelligence.”

As Chairman of the Institute for Construction with Plastics (IBK), he is in regular contact with universities, institutes and ministries, and associations for engineers, architects, and craftsmen. This form of education is designed for the long term and aimed to bring plastics in general and PLEXIGLAS in particular into the focus of construction decision makers. This is by no means intended to preclude successes in the near term. The A-Team wants to contact the top one hundred architectural offices worldwide to demonstrate to them the possibilities of PLEXIGLAS. It’s a logical step, since every star architect has an immediate impact on the architecture scene and young architects.

### Intelligent facades

Nicolay’s specialty on the A-Team is energy efficiency systems. “On the one hand, we want to modify existing products in order to integrate them primarily in private construction. On the other hand, we are looking for entirely new products that meet people’s growing demand for energy-responsible living.” The focus is increasingly shifting from the interior to the building envelope, where building components with high insulating properties help to further reduce CO<sub>2</sub> emissions. “PLEXIGLAS,” says Nicolay, “has excellent material properties in this regard.” These properties are at the center of the “Fa-



### Thomas Ries

is the A-Team’s expert for facades and major projects. The architect spent some time working for a facade manufacturer after completing his studies. He played a decisive role in creating the PLEXIGLAS facade of the Meteo-mast in Garching near Munich

cade PLUS” program initiated by Evonik Industries in collaboration with the Fraunhofer Institute for Solar Energy Systems (ISE) and TU Darmstadt. The aim: an intelligent facade system that both insulates and makes solar energy available to the building services systems.

Whereas Ries is working on facade solutions, Schütz is searching for “products with a high degree of reproducibility” for the broad user market. One example is the transparent corner window. What? That doesn’t already exist? “It exists, all right,” says Schultz, but only as an obviously bonded solution that is

not really transparent. No, the challenge is to create a monoblock corner window without the slightest optical distortion. Another topic that the chemical engineer is pondering is the development of illuminated building components.

Optics and light are a topic unto themselves. Schütz sees a bright future. “Illuminated wall systems for interior and exterior applications will set architectural accents.” This includes solutions that stage the room or the environment differently depending on the time of day or the mood. What’s more, this will all be possible using a fraction of the



### Dr. Christian Eckhardt

is a qualified construction engineer, the A-Team’s man for structural components, and the only team member not to come from Hesse—he was born in Mainz. He looks after the application of PLEXIGLAS in supporting systems. An outstanding example—the Schlossgraben Bridge in Darmstadt

electricity needed today. It’s thus no wonder that Schütz says, “Light is a central topic for us and a huge opportunity for Evonik.”

### Architectural coup

Just how huge is demonstrated by the use of PLEXIGLAS in the facade of the new logistics center of the designer furniture manufacturer Vitra in Weil am Rhein. Architects have long considered the furniture company from the deepest southwest corner of Germany to be one of the top addresses worldwide. Thousands of visitors flock to the attached Vitra Design Museum each year. For

its latest architectural accent, Sanaa, a Japanese company, came up with a facade of rippled, 12-meter-high panels that envelop the building, which measures 160 meters in circumference, like a theater curtain. The material had to satisfy exacting requirements, be brilliantly colored, and stand up to any kind of weather. The choice: a new depth-effect design variant—PLEXIGLAS Hi-Gloss. No other material even came close to matching its properties. So it’s all systems go for the widespread use of PLEXIGLAS for future construction and living? “Unfortunately, no,” sighs Eckhardt. “We still have to

overcome a few obstacles on the certification front. Every construction project with PLEXIGLAS is a new challenge. PLEXIGLAS and other plastics—and often structural glass elements too—are considered unregulated building materials, which always complicates the execution process.”

A special permit is required in Germany for any major project using PLEXIGLAS. This needs to change, which is why the A-Team is working with TU Darmstadt to develop the basis of data required for certification. Naturally, this requires a high degree of care and extremely precise material data. After all, the aim is to leverage the enhanced image stemming from the lighthouse projects to date. Industry prizes and awards for projects involving PLEXIGLAS, such as the Deutscher Holzbaupreis for the Schlossgraben Bridge or the international university competition Solar Decathlon 2009 in Washington (District of Columbia, USA) are also helpful in this regard.

So what does the future hold? The A-Team is already looking forward to additional highlights, such as the glass pavilions that are being erected for the “90 Years of Bauhaus” celebration in Weimar. Things are also happening in Essen, which will be a European Capital of Culture in the year 2010. On the grounds of the World Heritage Site Zollverein mine, work is underway constructing high-energy efficiency workspaces, with further lighthouse projects to follow. Without doubt, the A-Team has big plans. CHE

### ARCHITECTURE ON THE INTERNET

[www.evonik.de/plexiglas-architektur](http://www.evonik.de/plexiglas-architektur)  
Case studies of completed architectural projects are available here for download.

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In a creativity workshop, the finance experts showed on canvas how they see Evonik. Other items on the meeting's agenda included specialist presentations and discussions. Chief Financial Officer Dr. Wolfgang Colberg (right picture) had invited the members of the Finance Community to attend the meeting

## "Only value creators have a future"

The Group's finance, accounting, and controlling experts are intensifying their cooperation by joining together in the **Finance Community** network to discuss ideas, develop solutions, and analyze results. The new organization kicked off with a meeting at the Group headquarters in Essen

One thing is certain: The approximately 100 members of the Finance Community network who took part in the first meeting have a creative streak. This was demonstrated by "The Art of Finance," the four pictures that were painted during the event. What's more, the members of the Finance Community showed as much enthusiasm in addressing the meeting's topics as they did in working at the easel—much to the delight of Chief Financial Officer Dr. Wolfgang Colberg, the initiator of the new network.

"As business executives, we bear a special responsibility for the transparency, management, and focus of our business operations at the Evonik Group. We can only address the challenges involved by acting in concert," said Colberg in his welcoming speech. Since the challenges faced by the Group are becoming

increasingly complex, it is now more vital than ever before that all experts communicate with one another continuously and quickly, regardless of their position in the hierarchy. "Only by knowing yourself can you build trust and work with others to make progress regarding the Group's main issues," the Chief Financial Officer added. There was a lot to discuss during the two-day meeting, including a presentation by Ute Wolf, Director of the Corporate Center's Finance division, who talked about the challenges the division will be addressing in the future. Another speaker, Claudia Goldenbeld, Director of the corporate division Controlling, provided information on the current status of on-track controlling and the methods involved. At the "Finance Café," the participants were able to discuss in depth the related goals, processes, and implementation.

The network's agenda for the coming months is also clearly defined, focusing on topics related to structures, operational excellence, and portfolios. Whereas the goal during the Task Force phase was to define opportunities for boosting the Group's earnings in the short term, all efforts are now focusing on long-term added-value projects. An example of this is the Lux project, which was presented at the meeting by its director, Dr. Bettina Uhlich. The aim of the project is to measure the performance of the Group's business operations by means of a uniform value-oriented system focusing on key figures. This would enable fair comparisons on which future investment decisions could also be based. The general business term for this process is "value-oriented performance management." "It's all about measuring the value enhancement of the op-

erating units in a transparent manner that allows fair comparisons to be made, and about identifying ways in which value can be enhanced," said Uhlich. Implementation of the new system is scheduled to begin in January 2010. In the spirit of a value-oriented corporate management approach, the program will also be incorporated into the Group's target-agreement system, for example. This creates an ambitious timeline for the Finance Community members, who now have to ensure that all of the necessary measures are implemented Group-wide.

The conditions for a promising collaboration have been met, as the members of the Finance Community not only hold annual meetings but also have a Web platform that serves as a common workplace. The Web platform creates a broad network in which interdepartmental teams will work on major topics, promote their ideas, share information, and find experts from throughout the Group for specific issues. It will therefore meet an important precondition for accelerating and streamlining processes and enabling employees to coordinate their activities efficiently.

### THREE QUESTIONS FOR...

## CFO Dr. Wolfgang Colberg

#### — What can the Finance Community do for Evonik Industries?

The Finance Community is committed to a value-oriented approach and bears a special responsibility for the transparency, management, and focus of our business operations. We've all learned over the past few months how important it is to take rapid yet prudent action in troubled times. However, we also have to prepare ourselves for the time after the crisis. We are doing this with a trustworthy network that brings together all of our finance experts so that they can act with transparency, precision, rapidity, and a high level of problem-solving expertise. The Finance Community's mission is to look for opportunities to improve the perfor-

mance of our business operations, boost value-added growth, and develop tools that provide us with a clear focus. Last but not least, we also have responsibilities toward the capital markets. The fact that our first corporate bond issue in October was substantially oversubscribed showed that investors have confidence in Evonik's capabilities. We now have to demonstrate each and every day that this confidence is justified.

#### — How is On Track developing?

The aim of the Task Force phase was to achieve €300 million in savings over the short term, and all of us accomplished this task very successfully. Unfortunately, only a small number of the measures involved are sustainable

in nature. That's why we are now implementing On Track throughout the Group to identify and exploit savings potential with lasting effects. We want to achieve savings of €500 million by 2012.

#### — What have you planned for 2010?

Although achieving savings is important, it cannot be our sole concern. That's why the programs which we initiated in the areas of controlling, finance, and portfolio management have a long-term perspective. Our motto here is that only that which creates value has a future. In the Lux project, for example, we are developing a value-oriented system for measuring the performance of our business operations on the basis of key figures...

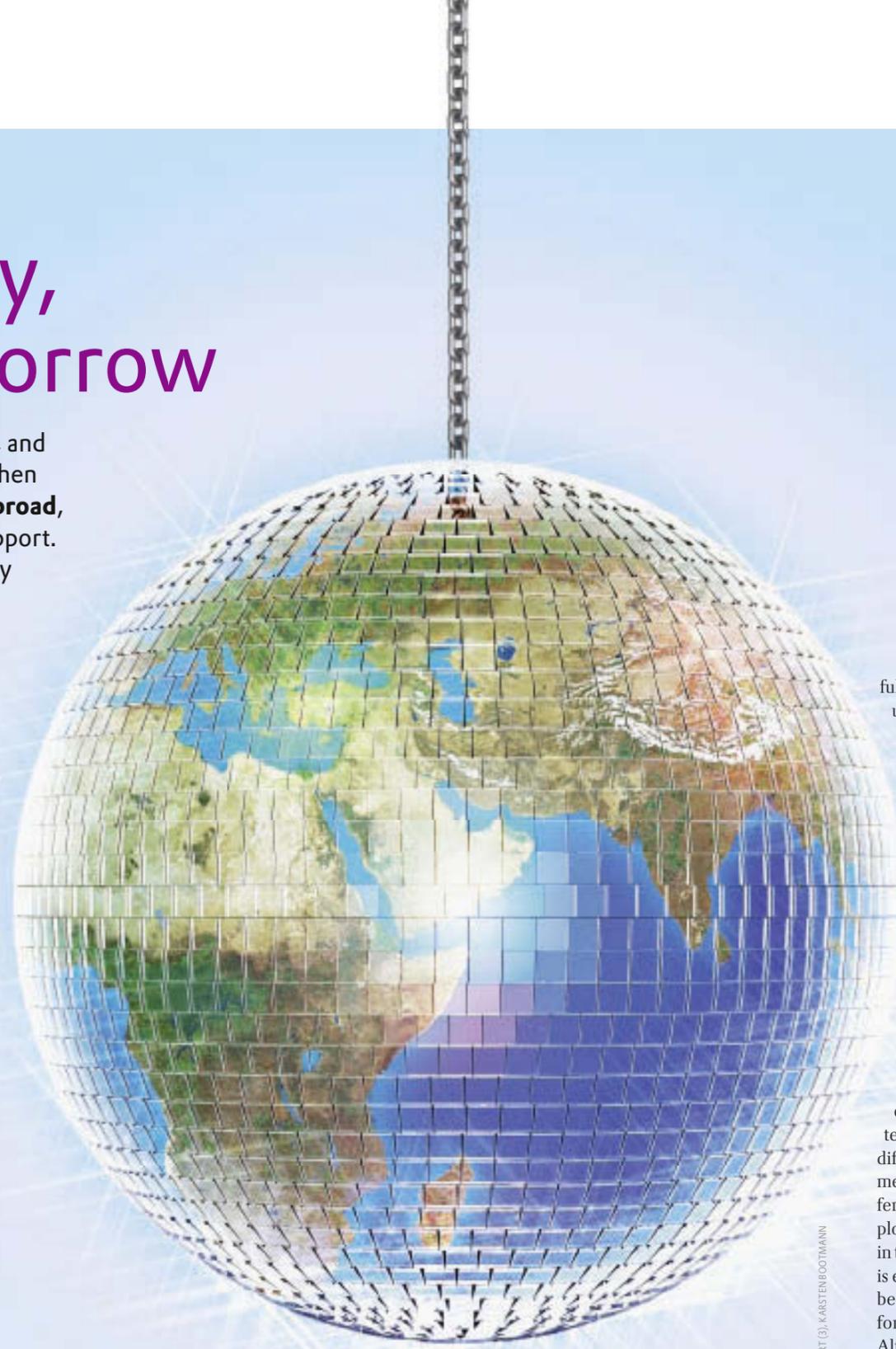
# Here today, there tomorrow

From Hanau to Shanghai (China), and from Virginia (USA) to Essen—when Evonik employees are assigned **abroad**, they can count on the Group's support. Many of them use this opportunity to broaden their horizons

I experienced so much in the five years I lived in China—at work and in my free time," says Thomas Kügerl. Kügerl is a former expatriate: After working in Hanau, he was sent abroad to gain international experience and to facilitate the transfer of know-how between Evonik locations. In 2004 Kügerl and his wife moved to Shanghai (China), where he helped to build up the new location. After that he took over as Head of the Process Technology and Engineering service unit, which added three years to their originally expected two-year stay.

During that time Kügerl gained lots of insight into how Chinese people think. "In central Europe we usually make every effort to work in a clear, precise, and structured way," says the native Austrian. "In comparison, the Chinese hate to decide anything in advance. They always try to keep their options open for as long as possible." Kügerl also learned that Chinese people never apologize directly, because they don't want to lose face; that also took some getting used to.

To help "expats" prepare for such cultural differences, Evonik Industries has its International Personnel Services (IPS) department, which is part of the HR Management service unit. The IPS department is currently providing support for around 320 employees in 38 countries. Most of them have been transferred from Germany to the USA or China. The nine-member IPS team organizes the entire transfer process, from preparations and support during the stay abroad to the employees' success-



No expatriate ever makes it "once around the entire globe," but many expats do acquire experience working on several continents

PHOTOGRAPHY: STEFAN WILDHIRT (3), KARSTEN BOOTHMANN

ful reintegration into their home environment upon their return. This service includes contract negotiation; issuing of visas; organization of all financial, social insurance, and employment law matters; assistance with moving arrangements; finding suitable accommodation, kindergartens, and schools; and overcoming bureaucratic hurdles. "Among other things, Evonik also offers its employees an intercultural training course, which helps them to prepare for cultural differences in the country they will be staying in," says department head Reinhold Peters, who has many years of experience working for Evonik in several Asian countries.

Kügerl also participated in the intercultural training course. "It was very intensive and improved my ability to identify difficult situations," he says. He also recommends the "look and see trip": When a transfer abroad is planned, Evonik invites the employee and his or her family to spend a week in the country where they will be living. "This is especially helpful for families with children because it gives them a head start in looking for appropriate schools and kindergartens." Although Kügerl didn't have children when he moved to China, his situation changed: His son, now three years old, was born in Shanghai. Kügerl and his wife mastered even this challenge without difficulties. All in all, they both took everything in stride. "It wasn't important to us to be protected from everything

that's different there," says Kügerl. And he offers a little advice: "You really have to embrace the country, and having a sense of adventure is a must." It's important to keep a broad perspective and be ready to accept new things—which is what motivated Kügerl to become an expat for a few years. And he's not the only one: Curiosity about other cultures and a thirst for new experiences are also what lured Jean-Louis Philippe, Derek Dagostino, and Matthias Heil abroad.

## Language is the key

Dr. Jean-Louis Philippe, a native of France, was already very familiar with Germany by the time he moved to the country in 2008. He had already spent ten years in Germany: as a student in Stuttgart, a doctoral candidate in Karlsruhe, and finally as a project engineer at what was then Degussa in Hanau. Philippe returned to his homeland in 2002 to work at the Degussa location in Ham (northern France). "In 2008 I was offered a three-year position as Head of Production Coordination and Strategic Projects in Hanau," he says. "I accepted the offer because I like Germany and wanted to advance my career."

But although Philippe was already familiar with Germany's Rhine-Main region, this move was very different. "I was single when I lived here before. Now I'm here with my family," he explains. His daughters are now five and three years old, and he has an 18-month-old son. They go to a German kindergarten and are happy in their surroundings. Philippe's wife

didn't find the move as easy, however. Child-care in Germany is more complicated than it is in France, she says: "Kindergarten and day-care center hours are shorter here. And day-care professionals are hard to find." She also learned that there is a completely different attitude toward mothers in Germany: "People here don't seem to understand that a mother with three small children doesn't necessarily have to stay at home."

After being an expat for over a year, Philippe gives a preliminary overview: "In terms of my work everything is fine. My colleagues have given me a lot of support, and the company is always ready to help me with any organizational problems. What is more challenging is to ensure that my family is happy too." His good German-language skills have helped him to settle in. Philippe believes language is the most important key to feeling at home outside of work. "At work everyone speaks English. But I can't expect my colleagues to continue speaking English in the canteen at lunch just because there's a Frenchman at their table. If you can't speak German, it's very hard to make friends and have a life outside the workplace."

Derek Dagostino has learned this too. In January 2009 he moved from Hopewell (Virginia, USA) to Evonik Goldschmidt GmbH in Essen, where he is an Operations Assistant in the oligomers and silicones plant. Dagostino also moved here with his family. His children are seven, five, and four years old and attend the international school and the international kindergarten. Dagostino and his wife are >



After receiving his doctorate in Germany, Dr. Jean-Louis Philippe (left) worked for a time at the Ham (France) location. Now he works in Hanau-Wolfgang: "You get a lot of support from your colleagues."—Thomas Kügerl (center) helped to build up the Shanghai (China) location before becoming head of the Process Technology and Engineering service unit in China: "I experienced so much in those five years."—Derek Dagostino (right) has been working as an Operations Assistant in Essen since January: "At no point have I regretted the decision to move to Germany"



Matthias Heil worked for three and a half years in Parsippany (New Jersey, USA). "Returning home isn't so easy; after all, time didn't stand still at home because we moved away"



gency number. This ensured that we would receive around-the-clock support from the company International SOS in the event of a medical emergency. That provides a sense of security," says Matthias Heil. The Employee Assistance Program (EAP) also provides professional support for any business or personal problems that arise during the stay abroad.

### Home sweet home

Whether the stay in a foreign country is a thoroughly positive or somewhat difficult experience—sooner or later the time comes to return home. And even that isn't always as easy as people might think. "You can't just begin again where you left off," says Matthias Heil. "The world at home doesn't stand still while you're away."

After an expat returns home, there are a few typical problems that emerge time and again, as Peters is well aware: "In many cases the expat has held a position of responsibility at a small location, where decision-making is a more direct process and things can usually be done very quickly," he explains. "Back in the home country, the wheels turn more slowly and there's less leeway in terms of what you can and cannot do—so returning expats need to become re-acclimated to their surroundings."

Evonik also assigns a mentor to each expat during the stay abroad, to help prevent problems from arising after the employee's return. The mentor, usually the employee's direct supervisor in Germany, keeps the expat up to date on changes within the company, is closely involved in the employee's development planning, and should begin early to look for suitable open positions for the returning expat. After coming home, the returning employees can take part in a "repatriation workshop," where they can share experiences with other employees in the same situation.

All the expats agree on one point, no matter which country they come from or where they were transferred to: You just have to talk with people—before leaving, with those who have already lived abroad; and with other returning employees after arriving back in your home country.

Dagostino agrees—and offers assistance: "At no point have I ever regretted my decision to move to Germany. That's largely thanks to all the support I've received. Now I'd like to help others who are going through the same experience," he says. "If anyone wants to give me a call, I'll be happy to give my input." **UH**

learning to speak German: "When I first arrived here my German was very weak, but it has improved considerably this year. My colleagues have been very patient with me."

The company has also provided him with support and is covering the cost of his language course—and his wife's too. This is part of the "Partner Program."

Dr. Birgit Heil has also taken advantage of this program. She moved with her husband and children, now 13 and 16 years old, to the USA, where they spent three and a half years. Although it wasn't possible for Dr. Heil to continue practicing medicine, she did take part in further training courses, which Evonik helped to pay for, and regularly attended conferences. "This enabled Birgit to stay up to date with new developments in the medical profession," says Matthias Heil, who took over as Head of the Logistics department at Evonik Degussa Corporation in Parsippany (New Jersey, USA) in 2005.

### Involve your partner

Back when men went off to work and most women were responsible for the home and children, a wife's role was just to accompany her husband when he went abroad. This is no longer true. To ensure that partners of transferred employees can stay abreast of developments in their professions, Evonik has created the Partner Program. "The partners are very involved in preparations for the move, and they are invited to participate in the intercultural training, language courses, and in-house

**"The support from the Group provides a certain sense of security"**

Matthias Heil

preparation seminars," explains Reinhold Peters. "Once they are settled in the new country, they also have an opportunity to take part in further training courses for their career development. Evonik provides up to €5,000 a year for this program." The "partner" in this context is generally the woman; almost all the expats are men. "Less than five percent of our expats are women," reports Gabriele Joram-Kostka, Senior Consultant on the IPS team. "And around half of them are single."

The Heil family has high praise not only for the Partner Program but also for the company's exemplary medical service in Frankfurt. The healthcare includes a thorough checkup before and after the stay abroad, as well as a checkup during the stay after two years—for the employees and their families. "After the examinations during the preparation phase, we were issued the Evonik Emergency Card, which features a special emer-

PHOTOGRAPHY: STEFAN WILDHIRT (3), KARSTEN BOOTMANN



## NORTH AMERICA

Information for the employees in North America

12 | 2009

# Evonik RohMax Pennsylvania facility earns prestigious safety award

Company lauded second time for demonstrating superior safety

Evonik RohMax USA, Inc.'s regional headquarters and technical center in Horsham, Pennsylvania, has again earned the U.S. Occupational Safety and Health Administration's (OSHA) highest safety award.

In awarding the company OSHA's Voluntary Protection Program (VPP) Safety Through Accountability and Recognition (STAR) award, John M. Hermanson, OSHA regional administrator, praised RohMax's continuing efforts at its Center of Excellence for automatic transmission fluids, specialty hydraulic fluids and wax crystal modifiers in Horsham.

"You have made quite an investment to increase safety awareness at your worksite," said Hermanson. "I am pleased that the injury rates remain below the national industry average."

STAR status is the highest VPP designation awarded by OSHA and indicates a facility has achieved injury and illness rates below its industry national average and has demonstrated to OSHA that its safety and health management systems are exemplary. RohMax first received the VPP STAR recognition three years ago.

Thomas Bates, president of Evonik Degussa Corporation, who attended the November 12, 2009 event celebrating the award in Horsham, noted that all components of RohMax's site safety and health program met the high quality expected of VPP participants.

"VPP status can only be achieved through a team effort that requires everyone to contribute," said Bates. "Each RohMax employee played an integral role in this three-year en-



RohMax USA's VPP Team & guests celebrate the VPP Star recertification of the Horsham Site.

deavor by attending safety meetings, providing feedback to management, improving their individual safety performance, and looking out for their co-workers. I congratulate everyone on this very impressive achievement."

Greg Bialy, president and chief executive officer of RohMax USA, noted that from 2006 to 2008, the Total Case Incidence Rate (TCIR) at the site was zero – 100% below the Bureau of Labor Statistic's (BLS) industry averages. He added that the Days Away from Work, Restricted Activity or Job Transfer (DART) case incidence rate was also zero – again, 100% below the 2007 BLS industry averages.

"This could not be achieved without the dedication of all our employees," said Bialy. "We are grateful for their tireless efforts to implement and maintain our superior safety and health programs. We believe everyone has the right to work in a safe and healthy

environment."

Bialy added that out of over 6 million companies in the U.S., fewer than 2,000 firms have achieved the VPP STAR designation. "This honor is a testament to our highly motivated work force and our dedicated management team," he continued. "It is a privilege to work with a team of employees that is committed to elevating workplace safety and health programs, which ultimately works for everyone's benefit."

The RohMax Oil Additives business line has been developing and manufacturing high-performance lubricant additives for more than six decades. Its products include VISCOPLEX viscosity index improvers, pour point depressants and dewaxing aids as well as VISCODASE synthetic base fluids.

JC

VISCOPLEX® and VISCODASE® are registered trademarks of Evonik RohMax Additives GmbH.



Evonik's Hydrogen Peroxide plant in Mobile, Ala.

## Evonik's Hydrogen Peroxide plant sets 3 billion pound record

**Safety, plant improvements, new products** cited for production milestone

Evonik's hydrogen peroxide operations in Mobile, Alabama, have reached a company milestone: The site has produced more than 3 billion pounds of hydrogen peroxide over the past 22 years.

That's the equivalent of 21,000 railcars of hydrogen peroxide. If lined railcar-to-railcar on a track, the line would stretch 258 miles – more than the distance between New York City and Washington, D.C.

"This is a remarkable accomplishment by our employees in Mobile," said Thomas Rieche, head of Evonik's Active Oxygens Business Line. "It is a true testament to the collaborative efforts of each and every Evonik employee in Mobile. This production record is powerful proof of our commitment to excellence in quality, productivity and health, environment and safety."

Producing 3 billion pounds of hydrogen

peroxide over the past two decades is an outstanding achievement, said Jack Chenault, Active Oxygens vice president and general manager – North America. "I am proud of what our employees in Mobile have accomplished," said Chenault. "Congratulations – and thank you – to this special group of dedicated employees who make a difference every day by working smarter and working safer."

Mike Barreca, Mobile hydrogen peroxide plant superintendant, noted that with an annual capacity of 90,000 metric tons, the Mobile hydrogen peroxide plant has supplied the North American hydrogen peroxide market without fail for the past 22 years. He added that improvements over the years at the site have included a second production unit – which started in 1992. The new unit doubled the capacity of the Mobile operations and enabled production of various grades of hydro-

gen peroxide to supply new markets.

"The hydrogen peroxide team in Mobile is truly exceptional," said Barreca. "All our employees continually pull together to produce the best possible product for our customers in the safest and most economical way. They are to be commended."

With an annual capacity approaching 600,000 metric tons, Evonik's Industrial Chemicals Business Unit is the world's second-largest producer of the eco-friendly bleaching and oxidizing agent hydrogen peroxide. This is used mainly in paper and pulp bleaching, and some producers have recently begun using it in the synthesis of propylene oxide. Evonik produces hydrogen peroxide in Germany, Belgium, Austria, the United States, Canada, Brazil, Korea, Indonesia, New Zealand, and South Africa.

## Evonik Cyro's Joe Dubinski receives Good Egg Award from International Association of Plastics

Association recognizes members for leadership and commitment

The experiments involved using every-day houThe Good Egg Award is given to individuals or companies for outstanding service to the International Association of Plastics Distribution (IAPD). This year's Good Egg Award recipient is Joe Dubinski of Evonik Cyro LLC. The association acknowledged Joe for his outstanding con-

tributions on several IAPD committees and the IAPD Board of Directors. Most recently, Joe has participated on the Membership Committee, Change Committee, Industry Research and Benchmarking Committee, Strategic Planning Task Force and the IAPD Board of Directors. He is one of the members who continually steps up and gives his time, en-

ergy and talent and has been part of some of the most monumental changes in the association. Thank you for your leadership and commitment to IAPD and the industry on behalf of Evonik Cyro.

Joe has been with Evonik Cyro for 32 years and has held numerous positions in sales, marketing, manufacturing and logistics. He is now the Director of Business Operations for the Acrylic Sheet business line in North America. He works closely with Supply Chain Management, Procurement, Credit and Collections, as well as the sheet Product Managers and Molding Compounds Strategic Account managers in reducing and managing Net Working Capital.

The International Association of Plastics Distribution (IAPD), founded in 1956, is an international trade association comprised of companies engaged in the distribution and manufacture of plastics materials. Represented are materials in semi-finished stock shapes, such as sheet, rod, tube, pipe, valves, fittings, film and related products. Cyro has been a member of the association since 1964.

JD



Joe Dubinski (center) was presented the "Good Egg" award at the recent IAPD Convention by IAPD President Patrick Foose (right) and Vice President Howard Natal (left).

## 2010 Evonik Industries – North America Merit Scholarship Program

**15 \$2,500 scholarships** will be awarded

Do you have a child who will be a full-time college or graduate student during the 2010/11 school year? Do not miss out on the opportunity to apply for a \$2,500 Evonik Industries-North America Merit Scholarship. Last year, we received 57 applications from locations across the U.S. and Canada, and awarded 15 scholarships to students based on their outstanding overall academic achievement, as well as achievements in visual & performing arts and technological innovation.

The program is open to the dependent children of full-time, active employees of companies of the Evonik Industries group in North America (except employees of STEAG LLC.) The parent must be an active, full-time employee as of June 30th of the year prior to

the award, at the time of application, and at the time the award is granted.

Previous recipients of the Merit Scholarship may reapply for the program, provided they meet all of the application requirements. Please refer to the instructions in the application for more information. The application and instructions can be found by accessing OurHR or on the North American intranet (ENN).

All phases of The Evonik Industries Merit Scholarship are administered by Scholarship & Recognition Programs (SRP), a program of The College Board located at Educational Testing Service in Princeton, NJ. DEADLINE for all scholarship application materials is January

15, 2010. Please send your application directly to the address listed below.

AMC

**Evonik Industries - North America  
Merit Scholarship Program  
ETS Scholarship & Recognition Programs  
PO Box 6730  
Princeton, NJ 08541**



# Making a difference; keeping our Nation's supply chain secure

## Evonik Degussa recertified for Customs Trade Partnership Against Terrorism

Evonik received recertification for Customs Trade Partnership Against Terrorism (C-TPAT) from the Department of Homeland Security maintaining Tier III Status, the highest level of certification an importer can receive.

"C-TPAT certification demonstrates Evonik's commitment to security and safety of the products and raw materials it transports into the United States" said Osama Arabi-Katbi, director of Logistics Services in North America.

C-TPAT is a voluntary government-business initiative governed by U.S. Customs and Border Protection (CBP). The CBP, a group within the U.S. Department of Homeland Security, brings government and industry together to support each other in keeping the supply chain and U.S. border safe against terrorism.

As a participant in this program, Evonik ensures the integrity of our security practices and verifies the security guidelines of our business partners within our supply chain. CBP recognizes that a safe and secure supply chain is the most critical part in keeping our country safe.

### Security with Benefits

Last year Evonik Degussa Corporation imported a declared value of \$371 million in materials and paid \$14 million in customs fees. With C-TPAT certification, there has been a reduction in the number of containers pulled for inspections which reduces the processing time for getting products from the custom's ports to our customers.

"Following the tragic events of September

11, 2001 security at our nation's ports became paramount. C-TPAT certification is critical in keeping our nation's cargo secure" said Tom Bates, Evonik's North American president. "It's important for Evonik to be part of this program and I congratulate the Logistics group on this key recertification" he added.

### Qualifying

To qualify for recertification, Homeland Security conducted inspections at Hermann



Warehouse Corporation in Wilmington, Delaware, one of Evonik's largest warehouse partners and Evonik's site in Wesseling, Germany. Three years earlier, inspections were conducted at the Linden Warehouse in New Jersey, and the Evonik facility in Marl, Ger-

many. Inspectors reviewed Evonik's security processes and procedures related to handling products within our supply chain. Some of Evonik's security measures include the use of High Security seals on containers, verification of quantities of product on all Bills of Lading (BOLs) with actual counts, and strict adherence to site security procedures. Security of the Evonik IT system, as well as personnel checks are also part of the validation process. All of Evonik's manufacturing sites have limited and controlled entry/egress, fencing, employee identification, visitor identification, and background checks on employees and new-hires; all in accordance with the requirements of CBP Homeland Security.

Vendors in Evonik's supply chain are all examined beginning with manufacturing facilities, transport to foreign ports, ocean carriers, and transport from U.S. ports to the domestic destination.

The validation cycle is every three years and CBP inspectors conduct inspections at different Evonik locations each time. In 2006 when the Linden Warehouse in Linden, NJ and the Marl, Germany manufacturing facilities were inspected, Evonik received the CTPAT Tier III Status. A determination as to whether an importer will receive tier 2 or tier 3 benefits is made by high level C-TPAT officials based on findings of the C-TPAT verification team, the number of best practices implemented by the C-TPAT importer, and its assessed risk level.

Any questions related to the CTPAT process or requirements should be directed to Mike Brobst at +1 973-541-8089 or mike.brobst@evonik.com. MB

# Rally puzzle

Check out the following statements: **true or false?** The right answers will lead you from start to finish by way of seven letters. Read in order, they spell out the answer



The letters of the correct answers make up the solution. There are two ways to enter the competition: either by sending a postcard to Evonik Industries AG, Folio-Quiz, Postfach 10 32 62, 45117 Essen, Germany, or by e-mail (don't forget your postal address!) to [folio-quiz@evonik.com](mailto:folio-quiz@evonik.com). The deadline is **January 22, 2010**. Participation is limited to employees of Evonik Group companies.

The solution is a pyrogenic silicic acid that gives toner powder the same properties as a liquid.

1	2	3	4	5	6	7
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### You could win:

We will be drawing the winners of four of the latest Apple iPod nanos (with video camera) with 8 GB of memory from the employees worldwide who send in the correct solution.

### Congratulations!

The solution to the quiz in Folio 10/2009 was CCFLEX. The winners will be published in "Evonik today."



Four entrants with the right answers will receive iPods

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