

Cabot Inkjet Colorants

Safety, Health & Environment Overview



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Environmental Business Council of New England
7th Annual EHS Managers Seminar
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Cabot Corporation

- Founded 1882
- Operates 40 plants in 25 countries
- Approximately 4,000 employees
- 2005 sales of \$2.1 billion
- Total assets of of \$2.4 billion
- Three core businesses: Carbon Black, Fumed Metal Oxides, Supermetals (tantalum)



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Cabot Inkjet Colorants

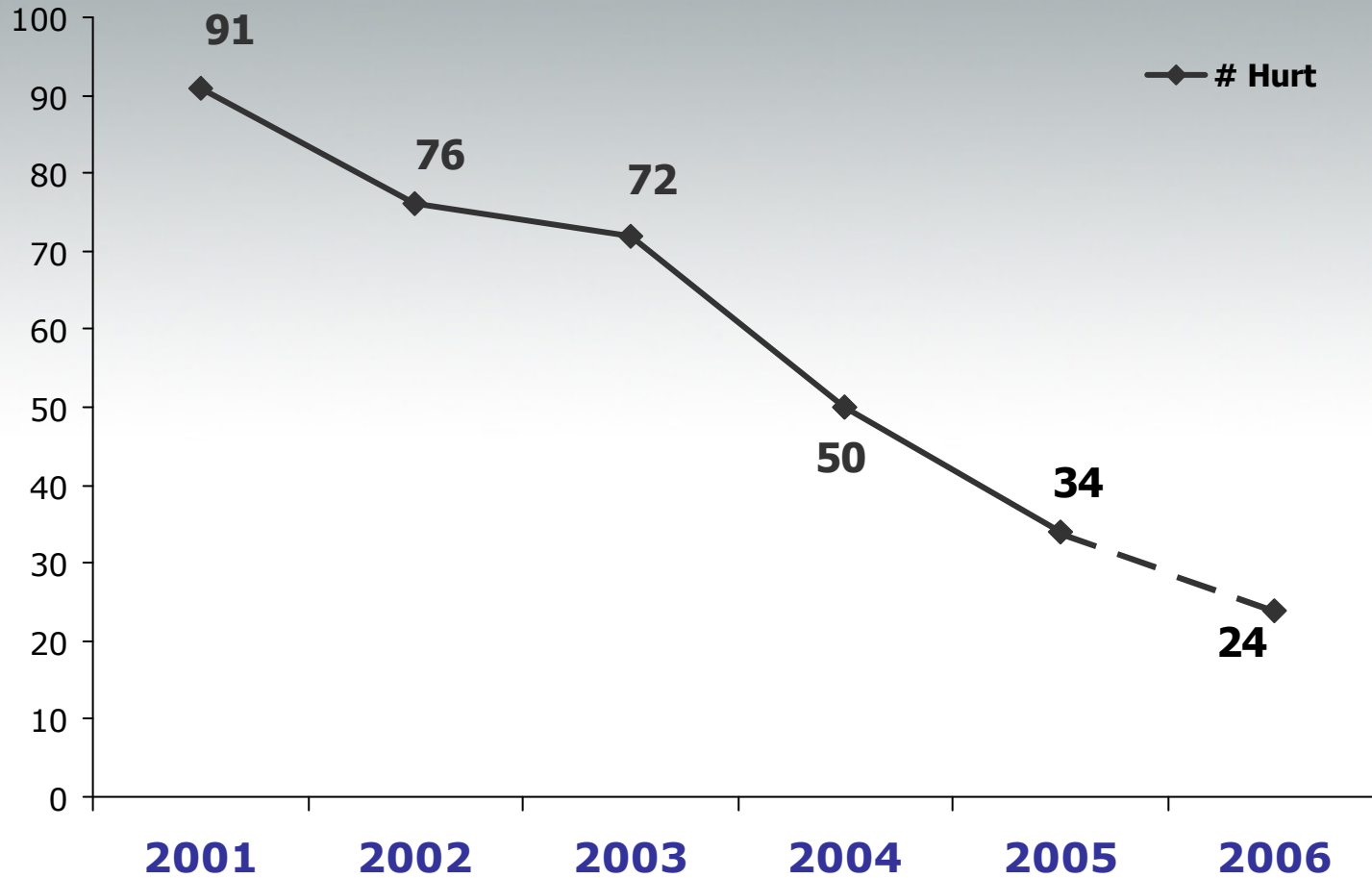
- Produces surface treated pigment dispersions for OEM and AM printer platforms
- Start-up around 1996
- Facility established in Haverhill 2003
- 24/7 Operations April 2004

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Global Safety Performance

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How Does Cabot Compare?



ORC Global* Companies

Company	TRIR
Johnson & Johnson	0.05
Applied Materials	0.15
Citgo	0.26
Occidental Petroleum Corporation	0.34
IBM Corporation	0.40
ChevronTexaco Corporation	0.45
Dow Chemical Company, The	0.48
ExxonMobil Research & Engineering Co.	0.52
Procter & Gamble Company, The	0.62
Cabot (employees only)	0.66
Kimberly-Clark Corporation	0.78
Colgate-Palmolive Company	0.79
Cabot (total)	0.79
FMC Technologies, Inc.	0.81
Monsanto Company	0.85
Raytheon Company	0.95
Rohm and Haas Company	0.99
BASF Corporation	1.02
Entergy Services Inc.	1.02
Bristol-Myers Squibb Company	1.14
Phelps Dodge Corporation	1.57
ORC Average (91 Companies)	1.98

Chemical/Benchmark Companies

Company	TRIR
Columbian (NA only)	0.32
Dow Chemical Company, The	0.48
Cabot (employees only)	0.66
North America CB Industry Average	0.77
Air Products	0.79
Cabot (total)	0.79
Monsanto Company	0.85
Rohm and Haas Company	0.99
BASF Corporation	1.02
Eastman Chemical Company	1.08
Wacker Chemical	1.16
E. I. DuPont de Nemours & Company, Inc.	1.18
Degussa Engineered Carbon (NA only)	1.29
Lubrizol Corporation, The	1.31
General Electric Company	1.42
3M Company	1.58
ACC 2003 Average	1.77
Henkel Corporation	2.66

Technology Companies

Company	TRIR
Intel	0.31
IBM Corporation	0.40
Hewlett-Packard Company	0.49
Cabot (employees)	0.66
Average Tech Related	0.77
Cabot (total)	0.79
Genentech, Inc.	1.86

Cabot FY2005
 TRIR Total - .46
 Employees - .45

NOTE: Data from 2004 Survey conducted by Organizational Resource Council (ORC); data is generally reported for employees only



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SH&E Structure

- Corporate
 - Overall guidance
 - Establishes global performance metrics
 - Specialty support
- Regional
 - NA, SA, EU, AP, China
- Site
 - Staffing varies based on business
 - Flexibility to establish own programs



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Inkjet SH&E Duties

- Department of One
- SH&E Generalist
 - Major Wastewater; Minor HW, Air,
 - Currently 70% Occupational Safety
- High Involvement Across Site
 - Shared training & development of programs
 - Topic champions
 - Systems



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Drive to Zero





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Foundation of Programs

- Demonstrated leadership support
- Integration of SH&E in most business processes and planning
- Performance metric for every employee
- Frequent monitoring of workplace conditions and actions.
- Continuous improvement in SH&E



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Regulatory Compliance & Beyond

- Contractors Included in Statistics
- Audit other Cabot Sites
- RCA for Every incident and Near Miss
- Reporting Thresholds are Set Low for all SH&E Incidents in the Company
- Establishing Discharge Standards for the Business, not just the Location



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SH&E Tools

- Process Safety Management
 - PHA, PSSR, MOC, PSI
- Technology Transfer Process
- Involvement in all Capital Projects
- Strong Document Management System
- Risk assessments for all Activities



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Priorities / Issues / Impacts

1. Construction Management
2. TSCA Issues
3. Expanding Environmental Programs
(permitting)
4. Distribution of Responsibilities
5. Increasing Understanding of the
Business



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Resourcing

- Most Work Done Internally
- Outsourcing IH, Environmental Design, TURA, Respiratory Protection
- Corporate Support for TSCA and some Environmental
- Supplement Training w/WBT



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Career Opportunities

■ What Next?

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