

keeping *in* touch

Sharing news with employees of the North American Rubber Business Group

Rhein Chemie Sept. 11th Memorial



RCDC warehouse staff from left to right: (standing) Gil Camilo, John Cohn, and Steve Smith; (kneeling) Chris Jordan, Bob Fries, Jim Sablich and Jimmy Snell.



Bin location of 09-11-01

For three years, the Trenton Rhein Chemie Distribution Centre (RCDC) has used a state-of-the-art, Automatic Bin Distribution System. Under this system, the code 09-11-01 referred to a specific bin - the one located at row nine, column 11, floor level. Things changed on September 11, 2001.

In the aftermath of the tragedies that ensued, the RCDC warehouse team immediately and unanimously requested that bin 09-11-01 be emptied, permanently locked out of the system, and established as a memorial to those who lost their lives that day. According to Bob Fries, warehouse supervisor, it was a team decision to clear out the bin and leave it empty. "From that point, it was just sort of freelance. Someone brought in a flag, others brought in pictures. And, just as the Twin Towers has become an empty space, so this bin is our empty space."

Normally, work at RCDC ebbs and flows as raw materials and finished products flow through the warehouse. "Riding the waves" they call it, says Fries. Teamwork is essential. Now, because of the sophisticated ABS system, bin 09-11-01 remains empty, yet work continues around it. "Once in a while you'll see somebody standing there, taking a few minutes

to reflect," says Fries, "but this isn't going to stop us, everybody pulls together and life goes on."

When Siegfried Weber, VP, Materials Management & Information Systems learned of the RCDC warehouse team actions, he suggested a similar memorial be established at Rhein Chemie's Chardon facility which also uses an ABS system. Small gestures perhaps, but poignant reminders of a day few will forget.



inside

Winter 2001

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Straight Talk

with Günter Hilken

This is the time of the year I wish I could be more like Santa Claus and give you what you want. Alas, we are mere humans and subject to the harsh realities of an ever changing society with its constant demands and so not all our wishes can be granted.

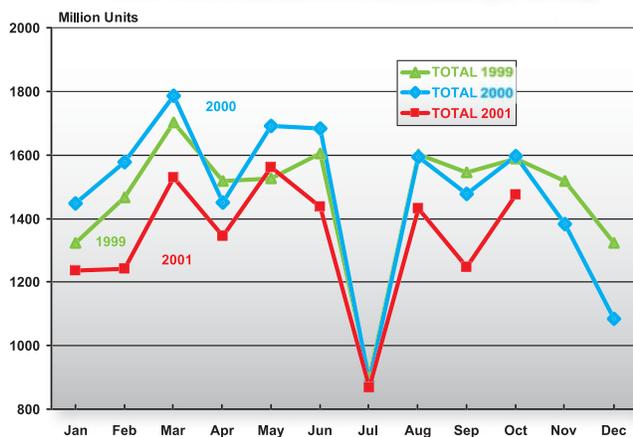
Basically, the only giving I can share with you today is a glimpse of what has happened to our business group over the past year and our prospects for next year. It's not a pretty picture but it is reality and to provide you with anything less would be inappropriate.

This is the year that began with a poor economy, continued to be weak following the tragic events of 9-11, and is ending on a bleak note. Let's take a brief look together at the year in perspective.

the second quarter, we might experience some relief in both of these areas as the economy was forecast to strengthen. Unfortunately, while relief did come with declining energy and related raw material costs, the economy began to stall, the auto market slowed down, and the demand for rubber never picked up. That left us on the hook for our earlier raw materials and energy losses. Combined with new capacity in BR, Therban, and Butyl over the past couple of years, our business continued to bleed through the early part of the year. We continued to hold out hope

Many people, fearing the worst, have stopped spending. As a result, the automotive industry slowed even more and as the automotive industry suffers, so do we. The demand for tires has remained low thereby affecting the demand for synthetic rubber. Through the month of August, for example, North American tire producers pro-

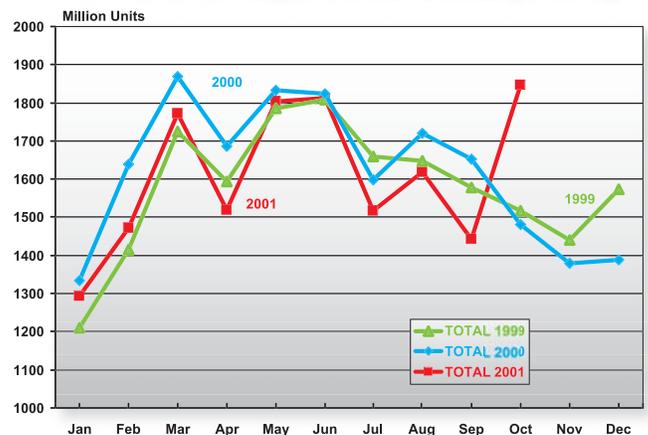
NAFTA Automotive Production (M Units)



2001 opened with high energy and raw material costs that got worse over the course of the first quarter. These were costs we could not pass on to our customers. Our expectation was that, by

the near future futile for most of us. With the resulting turmoil and war, progress towards an economic rebound is not yet apparent. This is true in North America, and also the rest of the world.

NA (USA & Can) Automotive Sales (M Units)



for an early recovery but there was none.

Then came that awful day of September 11th, a day not one of us will ever forget. Death and destruction were followed by an immediate economic standstill. The aftermath of 9-11 has made any hope of recovery in

duced 10% fewer tires than in 2000. That is a decline of almost 20 million tires and approximately 95,000 tonnes of rubber and that was before 9-11.

Yet throughout this economic turmoil, our people have worked together to pull off some extraordinary achievements, in all areas of our business group. And I know it hasn't been easy.

We took aggressive actions - and all of you worked very hard to support our actions - as we cut costs internally to prepare for a soft landing for our business. We reduced - and sustained - the cash fixed operating costs and created a more efficient organization through permanent headcount reduction.



We pursued an aggressive sales and marketing strategy that balanced higher market shares and higher prices. In some of our product lines, we were able to increase our market prices. It may seem a small victory but our overall market share has actually improved through your efforts. Even while August YTD demand for rubber produced in North America was 12% behind last year in August, our own sales declined by only 6% over the same period.

As well, we recently conducted a viability study in Sarnia - a similar one took place in Akron last year - and we are about to carry out a benchmarking study in Orange. All this is aimed at taking a thorough strategic look at our operations in the context of a changing world and our shareholders' requirements of its business portfolio. Please do not jump to any conclusions as Bayer has not yet reached any. A more complete picture will take shape when we synchronize our studies with those being done in Europe ... and these recommendations will take time.

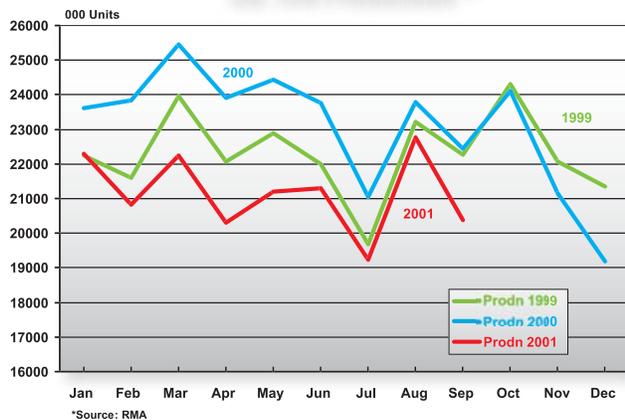
So where does all of this leave us? Basically, with your assistance, we have managed to control our inventories and costs, thereby positioning ourselves well for the inevitable economic recovery. This was accomplished through the efforts and hard work of many. I truly believe that because of the courage and persistence and patience that many of you have brought to our own very real war for survival, we will emerge a stronger, more secure force in our industry. We have faced similar hard times before in our history. As the leading player in this industry, Bayer is well aware of its cyclical nature. We are now positioning ourselves to take advantage of new opportunities when the market rebounds. And we will emerge from this economic downturn stronger than before.

However, the fact remains: we are substantially in the red. For the first time in recent history, the NAFTA Rubber Group is budgeting a loss for 2002.

At the end of the day, can I share anything with you of good cheer? I can tell you that in the good times, it's easy to manage. It's the bad times that bring out the best in people. In my opinion, the best in Bayer people is the best

there is anywhere. I believe that we have very bright, dynamic and dedicated employees who know how to roll with the punches and take the bad with the good.

US Tire Production *



This is my New Year challenge to you: Stick with it. Keep your eye on the customer when you are doing your job. Look forward, not back. Thank you for hanging in there when the going has been rough. I am very proud to be a part of this business you are leading. Most of all, I do appreciate what you have been through and like you, look forward to better times.

During the holiday, I hope you spent some quality quiet time to enjoy the warmth and security of family and friends. In the spirit of the season, I sincerely wish you all the very best for the New Year.

Günter Hilken

Management Systems for Environmental Performance

At the most recent meeting of the Akron Rubber Group, Bayer's Wayne Henderson was invited to outline management procedures related to the rubber industry for Health Environment and Safety (HES). In the context of the marginal economic performance that has dogged the entire rubber industry for the past year or so, he pointed out that proactive approaches to control actions which have a direct impact on the surrounding environment are much more than simply 'feel-good' programs. They can, and will, have a sustained impact on a company's business performance.

Working from Bayer's own model for managing environmental performance, Wayne points out that a well-thought-out, formal plan can reduce the costs and effort involved in achieving compliance with permits, meeting reporting requirements, as well as the fines and penalties associated with scrutiny from regulatory agencies. He goes on to say that a successful environmental management system (EMS) is made up of at least five basic stages:

- Environmental Policy
- Planning
- Implementation and Operation
- Checking and Corrective Action
- Management Review

When they are implemented, there is a cyclical synergy between these stages..

Environmental Policy

In the opening stage of the EMS cycle, management's commitment needs to be demonstrated with a clear Policy Statement, which is also required for various certifications. The Policy Statement must be formally distributed within the company. Wayne also suggests that forming a Steering Committee and designating an EMS Coordinator will further show management's commitment while the level of authority and visibility that the committee and coordinator are given will help to establish a high priority for the EMS. The policy must address compliance,

pollution prevention, and company goals and objectives. A maximum level of acceptable environmental impact that can be tolerated should be set. As well, a communication plan is required.

Planning

Identification and assessment are the first priorities of planning.

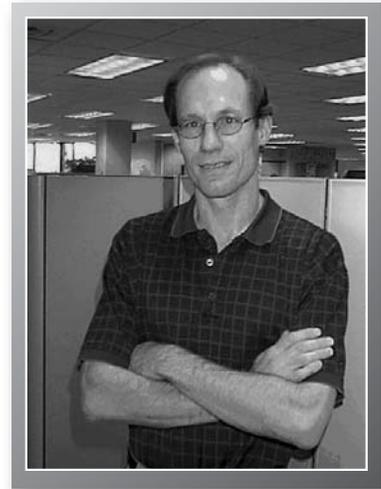
All Inputs and Outputs must be considered. Inputs include raw materials, natural resources, such as process water and compressed air, and energy. Outputs are products, by-products, chemical and energy wastes, and emissions.

According to Wayne, evaluation should include special cases such as emissions of greenhouse gases or elevated wastewater temperatures in addition to noise, vibrations, quality of work life, and neighborhood aesthetics. Wayne warns that special attention should be paid to the effects that new processes may have on the environmental performance of processes that are already optimized.

At the heart of the planning stage is the process for setting objectives and providing for resources to achieve them. "Use SMART goals," said Wayne,

"**S**pecific, **M**easurable, **A**greed upon, **R**ealistic, and **T**ime-bound." The goals you choose are not dictated by an EMS, but should be determined by the expectations spelled out in the Environmental Policy. In other words, you need to be sure that your goals will help you maintain compliance with all applicable regulations and will allow you to continually decrease your impact on the environment. An EMS merely helps manage the process.

You also need to know your starting point, he says. Baseline data is critical in order to set relevant goals. Data may be obtained from historical monitoring or from benchmarking with trade associations, other company sites or external organizations.



Monitoring also requires planning for special equipment purchases and subsequent maintenance.

Implementation and Operation

The EMS Coordinator plays a critical role and support from top management is essential. The Coordinator must command a sufficient budget to carry out the EMS plan. There must also be good communication with people in manufacturing processes as well as health environment and safety personnel.

Training is required on both the EMS process itself and on the skills needed to affect environmental performance. A formal procedure for outreach is also expected. This can include the annual report, community meetings, websites, public notices, newspaper articles, and even public hearings.

Each employee's job description should include an environmental performance entry.

Process flow charts showing inputs and outputs are important to managing safe operations. There should be a procedure for change management, where a review of the effect of any change on the environment is carried out. Engineering reviews and Hazardous Operation exercises also play a role in this stage. Wayne also draws attention to three operational conditions: normal operations, unusual operations (such as

start-up, shut-down, work-overs, scheduled maintenance, or elevated production rates), and incidents.

Carriers, distributors, contract employees, toll manufacturers, and suppliers may all be considered partners in the system. There should be a written procedure detailing how the company will assure that its partners are also taking positive steps to maintain compliance and improve environmental performance. Some companies may also want to qualify their customers to receive products based upon an evaluation of their safe handling capabilities.

Many of the procedures written for an EMS specify when documents must be generated and a procedure for maintaining them is part of the ISO 14001 registration protocol. The procedure should specify the responsible person for maintaining the records, the time interval for which the records must be held, and the frequency of document review.

One of the basic facets of an EMS is pollution prevention; therefore, a waste management and reduction program is essential.

Checking and Corrective Action

The Checking and Corrective Action stage basically looks at whether the organization did what it said it would do.

Audits may take the form of internal self-audits or third party audits. Internal audits should be done by the department where the activities are performed or by other knowledgeable personnel with technical expertise in the area. The purpose of these audits is to assure that good technical decisions are guiding the implementation of the EMS. All incidents, permit excesses, and deviations from acceptable performance must be evaluated for root causes. Appropriate measures must be agreed

upon and carried out, using documented timelines for corrective action. Accountability for these corrective actions is required. Trends of unacceptable performance should be analyzed, with measures for reducing incidents put into place.

Communication of all incident investigations is important as a way of providing positive feedback to employees and as a way of heightening understanding of the EMS.

Management Review

This review stage is an overall assessment of the EMS program itself. It is intended to answer the question, "Are we getting what we expect from the program?"

Are the goals relevant to the company's size and activities?

Are the measured objectives hard numbers or soft numbers and are there excessive sources of bias?

Management should maintain its own accountability by providing reports to the stakeholders on the company's environmental performance on a specified (usually semi-annual) basis.

Trade Associations and Industrial Alliances also share ideas on environmental performance and often recognize industry leaders for their positive roles in minimizing environmental impact.

Internal Awards can also be used to demonstrate that the EMS is working as planned.

A performance management system for employees allows the company to recognize individual employees for their positive efforts. Finally, having a strong program to identify and reward these employees also shows that the EMS is working.

Responsible Care® and ISO 14001

Two of the most well-recognized certificate programs for Environmental Management Systems are Responsible Care® and ISO 14001. The successful completion of the requirements of one of these programs gives a company or facility a credential that can be used to document environmental performance.

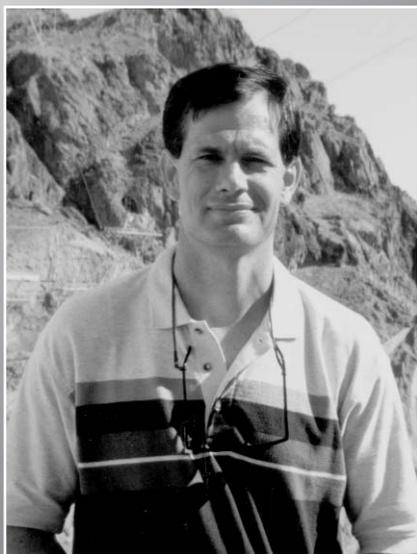
Bayer, as a leader in the rubber and chemicals industries, is a member of the American Chemistry Council (ACC). The ACC has developed a comprehensive management system for all of the Health, Environment and Safety fields called Responsible Care. Responsible Care has six codes of management practices, Process Safety, Community Awareness and Emergency Response, Distribution, Pollution Prevention, Employee Health and Safety, and Product Stewardship. A peer review process called Management System Verification (MSV) is also provided for in Responsible Care.

The International Standards

Organization's specification for an EMS is entitled ISO 14001. It is specific for environmental performance only and has a pass/fail certification procedure carried out by outside auditors. This certification is recognized globally and is becoming a condition for doing business in several industry sectors.

The ACC is currently working on a level of verification beyond the MSV that may be carried out by companies wishing to extend their Responsible Care program to full ISO 14001 certification. Several pilot facilities have been recruited by the ACC for trials in 1Q 2002. If this effort is successful, Bayer manufacturing facilities will have the option of adding the ISO 14001 certificate to Bayer's existing Responsible Care credential.

Meet Craig Young: Manager, Therban Manufacturing



Life's been hectic for Craig Young, these past few months. Since there are only two Bayer Therban units, world-wide, and the new unit in Germany is still going through the start-up and customer approval process, the Orange site is currently the company's sole Therban supplier.

Appointed Manager, Therban® Manufacturing, this past June, Craig is now responsible for all facets of Therban manufacturing at Orange, including, safety, quality and environmental matters. It is a demanding role.

Craig originally hired on in 1980 with the Mobay polyurethane operations in New Martinsville, working in the specialty isocyanates unit as a process engineer. Fresh out of college he had his chemical engineering degree from Penn State.

He spent his first two years with the company in that unit, and then moved to Bushy Park for the next 19 years. First he was a process engineer in Bushy Park's tolyltriazole unit (part of what was then the organic chemicals division), then he was an area engineer in various units of the coatings and colorants division.

In 1994, Craig joined the rubber chemicals unit as a general supervisor in production eventually becoming

the production superintendent before moving to his current role at Orange.

Each new manager brings different experiences and expectations to the unit, comments Craig. His own particular emphasis is on safety, efficiency and reducing costs. The latter, especially, have recently become a bigger factor than ever, says Craig.

"Not only are we competing with external competition in a much more difficult market but we now have a friendly competition with our sister plant in Europe." He adds, "You can't have a situation where one plant is much more expensive than the other."

Also, Craig says, "Although we've been making Therban for thirteen years, it's relatively new compared to other rubbers, and new applications are constantly opening for it. It's extremely important for us, especially in North America, to make sure we get our share of the growth in the market." Currently, the majority of Therban's base NBR rubber material comes from Leverkusen, Germany. This unit will soon be shut down and during the next year, Orange will complete the conversion to sourcing its feedstock from La Wantzenau in France. "Our goal is to make this a change that the customer won't notice," says Craig.

"Customers, especially those in the automotive industry, are pretty specific as to what they want," says Craig. He understands their concerns, "Anytime you change where you make something, people wonder if the product might be different until they can test it and prove otherwise." The bottom line is to be able to supply the new rubber grades using new feedstock. This means not just the same product, with the same quality and consistency but exactly the same thing they got the last time, "They don't want something different, even if you know it might be better - they want the same thing."

Craig is confident that the conversion will be completed smoothly by the middle of next year. And, says Craig, "I think the transition will be transparent. Therban® is a premium product and it's always had special handling, packaging and quality control already. That too will continue."

So when the customer asks, "How can I be sure that the product I'm getting next year is going to be the same as what you gave me last year?" Craig has his answer ready. "We've done two years of work in our research and development group and in plant trials. We've already got extensive lab and plant experience to be sure that the product we make will more than satisfy customer needs."

For Craig, the move to Orange is a return home of sorts. Although he originally hails from Pennsylvania, he's spent two-thirds of his life in the South. He moved to Dallas, Texas in grade school, returning to Pennsylvania to finish high school, and then later, moved south again after joining the company.

He and wife, Pat, have two girls, 14-year old Emily, and ten-year old, Lindsay. The girls are into horseback riding and art, respectively. Back in Bushy Park, Craig and his daughters also belonged to a program called "Indian Princesses and Indian Trail Mates" - which featured father-daughter activities, including camp-outs several times a year.

Pat's background is as an elementary and special education teacher, though right now she's helping the rest of the family through the move. The only thing she hasn't been able to do so far, is to set up Craig's small machine shop, which remains packed away in their garage. In his spare time, (when he gets some) Craig also enjoys being a general Mr. Fix-It, tinkering around with metal working equipment, a lathe and a milling machine.

Meet Keith Blizzard: Director, Plant Engineering, Orange



While still in university, Keith Blizzard was exposed to the chemistry and engineering aspect of polymerization through co-op stints at Atlantic Richfield, Merichem and Lubrizol. But it was the campus recruiters from Bayer's predecessor, Polysar, who convinced him the company's Orange site offered excitement, opportunity and the best work culture - and, he says, they were right.

Now, nearly twenty years later, with all that's planned for the Orange site, it doesn't look like any of this is going to change any time soon either!

Appointed this past May, as Director, Plant Engineering at the Orange site, Keith originally joined the company exactly 19 years earlier, straight out of the chemical engineering program at Lamar University in Beaumont, Texas.

He started out in process engineering and development where he gained experience on all unit operations, including those of ethylene-propylene (EP), butadiene rubber (BR), and the utilities, and then went to the butyl rubber unit as a process engineer.

From there, he went on to become part of the design team for the Therban® plant. Next, he was one of the leaders on startup of this plant in 1988, and subsequently, held roles as technical superintendent and then manufacturing manager, Therban®, until taking on his current role where he is responsible for all maintenance and engineering activities at the Orange site

Current projects under his guidance at Orange include: improving safety; improving equipment reliability; (as always!) ways to reduce costs and energy consumption; working on the QS9000 certification for the total Orange site; and, preparation for the implementation of SAP, an enterprise resource planning software.

Blizzard notes that all plant units are constantly undergoing ongoing improvements and modification to keep up with technology and lower costs. "We upgrade parts of the plant when it makes sense economically, and to improve quality. Right now, there's a focus on making sure our plants are safe and adhere to regulatory requirements."

"One thing that we want to make sure of is that we align the plant engineering objectives with the business objectives. We want to make sure we're supporting each unit here, that we have common goals, and that we work together toward achieving those common goals."

Keith is confident that as the Orange site takes on a more structured, disciplined approach, and begins to use new tools for analysis such as the computerized work order system made possible through SAP, there will be a significant improvement in equipment reliability.

A current capital project at Orange is the EP quality improvement project. There are two significant projects

planned for next year - one is another EP quality improvement and the second is to upgrade the site fire protection.

The eldest of three children, Keith was born in Commerce, Texas in the north-east corner of the state. His family moved to the Orange area when he was a teenager and he's been here ever since.

Contradicting the common notion on the success of blind dates, Keith actually met his wife, Karen, who is a manager with Chevron-Phillips, when his sister arranged for the two to meet. Married now eleven years, the couple have two children, four-year old Zachary, and two-year old, Samuel. Because Zachary now plays soccer, Keith has discovered that pastimes like golfing and fishing have been replaced by his new role as spectator/cheerleader and he eagerly attends all his son's games.

Keith doesn't just encourage his own kids. Through work, he became involved with South East Texas Junior Achievement and now sits on its Board of Directors. "I can see the benefit in what they do for the community. Kids learn about business and communicating. They learn how cities work."

Keith is also on the board of directors for the Samaritan Harvest Charity which coordinates volunteers to provide food to the local soup kitchens for the homeless. In addition, he is the incoming chairman of the finance committee at his church, Wesley Methodist in Nederland.

Looking forward, Keith says, "We're committed to making Orange the most reliable and profitable plant that it can be," and adds, "We also want to be the safest plant too and the plant known for very high product quality. We're setting the bar high, and know we will clear it."

Miracle e-mail - Bayer Employees' Cookbook helps raise money for Children's Hospital

From: Laura Jo Hawk, Children's Miracle Network
Children's Hospital Medical Center
Akron, OH

To: debbie.spencer.b@bayer.com,
sharon.bachmann.b@bayer.com, karla.wolniak.b@bayer.com

Subject: Children's Hospital Visit & Tour



Sharon Bachmann

It is my privilege to invite you all to visit Children's Hospital Medical Center. Akron Children's Hospital is one of the largest pediatric hospitals in the country. The hospital serves more than 350,000 patients annually and is the regional pediatric and burn center for 2.5 million people over a 17-county area. No one is ever turned away, regardless of their ability to pay, due to the kindness and generosity of the

people, companies and organizations in our community.



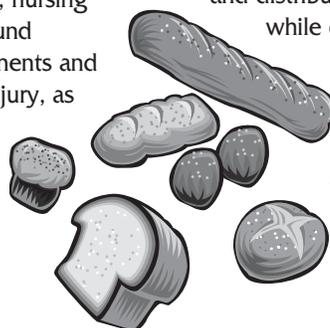
The money raised by your cookbook project will be used to provide MEDICAL CARE to infants, children, adolescents, and burn victims of all ages, regardless of ability to pay; support professional education for students of medicine, nursing and allied health professions; fund research into the causes, treatments and cure of childhood illness and injury, as well as burn injury; provide child advocacy and community outreach to improve the status of children and adolescents in our region of service.

Many of these programs are now funded by patient care dollars. The pressure on those patient dollars in today's health care arena is enormous. Philanthropy is the only avenue available to us to ensure that these types of crucial programs can be continued forever. Your donation will help.

I've heard great reviews about your cookbook! I appreciate both the work and talent it took to bring the cookbook to press. And I'm excited to be able to receive, on behalf of Akron Children's Hospital, your generous donation and look forward in being your hospital tour guide.

From: [Debbie Spencer /AKRON/FOR/US/BAYER@BAYER-US-NOTES](mailto:Debbie.Spencer@AKRON/FOR/US/BAYER@BAYER-US-NOTES)
Subject: [How the Cookbook started](#)

We had just had the Soup Fest and I was trying to figure out how I was going to collect recipes from all entrants and distribute them while driving in my car,



listening to a radio station talk about the radiothon they did to raise money (\$375,000) for Children's Hospital.



I was thinking we should try to do something to contribute, then thinking about the recipes Karla Wolniak had put on the 'I' drive for those of us who wanted them from a previous food event and it just

seemed to marry everything together to do a "Bayer Cookbook". It not only got all the recipes everyone loved from their co-workers in one spot, it got people excited about digging recipes out and putting it together, allowed people to buy the recipes while feeling like they were contributing to a good cause, and making the actual contribution on the part of employees and the company for a good cause. I did a little market research with a few people in the building to see if they would buy one or thought it was a good idea, and then I presented the idea to Sharon Bachmann and Karla Wolniak to see if we could do it, how much the company would want to be involved, how we should do it, etc, etc, and of course, the rest is history.



When I called the disc jockey who did the radiothon for Children's Hospital to tell him what we were doing to contribute, he said he would like to buy one. We were talking and thought it would be funny since he autographs stuff all the time, if we autographed his copy. This snowballed into the autograph sheet on the inside cover of everyone who contributed.



Debbie Spencer

(Some of those autographs came from past memos, for those no longer in the Akron office/area).

Who was involved in making it happen?

Debbie Spencer, Karla Wolniak, Sharon Bachmann, Angelina Norman, Roxana Fragale, Sharon Krachinsky, and an intern from Germany, Kathrin Tresper. (Several others offered to help but we

could never seem to get the timing quite right so we could get together).

How was it put together?

Karla spent many hours, on her own

time, collecting the recipes, editing and formatting them. We solicited artwork from the employees' kids and grandkids to be the divider pages between sections, and keep with the "children's" theme. Angelina drew the artwork for the covers (more children's theme) and made copies of the covers and dividers. Sharon K, Roxana, and I punched holes, sorted, and put together, then all of us who were involved would assemble on our lunch hours, after work or weekends. Kathrin helped us finish up by assembling the last ones so we could finally finish this project. Debbie handled marketing, sales, distribution and collections.

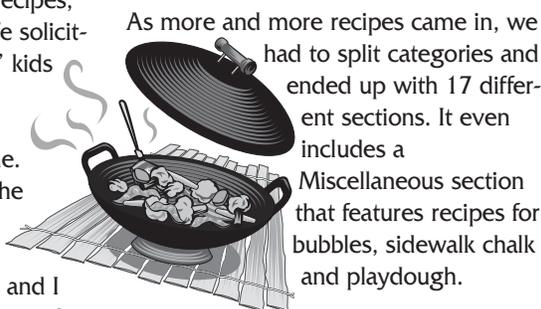


Karla Wolniak

We thought when we originally brainstormed that we could get a publishing company to do our printing (and assembling) for free with an acknowledgement page but that didn't happen after several calls. We ended up physically making and putting the cookbook together ourselves.

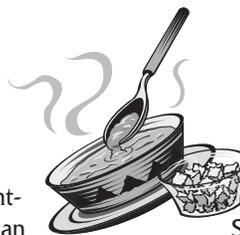
How many recipes do you have in it?

Almost 600! Forty current or past Akron employees contributed recipes. Sales extended to Germany, Orange, Pittsburgh and California. Very few duplicates were submitted, and those that were duplicate in title, the recipe itself was actually different.



As more and more recipes came in, we had to split categories and ended up with 17 different sections. It even includes a Miscellaneous section that features recipes for bubbles, sidewalk chalk and playdough.

It seemed like it was moving very slow at first and that no one was going to contribute any recipes. But once the deadline got very near (and changed about three times to allow for more contributions) we ended up with plenty. Some people really enjoyed contributing ALL their family favorites, kids'



requests, etc, so now they would all be in one nice, neat, typed place.

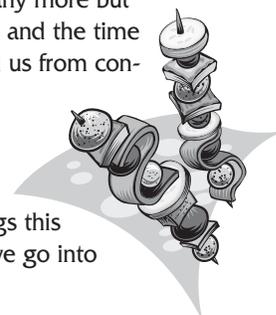
Several people were forced to contribute by requests from other employees for dishes that were brought to previous food functions. The rule was anything requested had to be contributed. Probably as many cookbooks were purchased for siblings and other family members as for mothers.

How much money did you raise?

\$2,170 / 217 books sold plus 2 donated to the radio disc jockeys for inspiration, one to the hospital and one to keep for archives. Bayer donated all of the supplies so ALL the money collected from sales goes to the hospital.

We originally marketed it for Mother's Day since we couldn't get it finished in time for the radiothon. The pace slowed (obviously) after those orders were filled and the rest were for Christmas presents. It was very well received. We could have sold many more but the cost of supplies and the time involved prevented us from continuing.

The trip to present the check to the hospital finally brings this to a close (unless we go into second printing?!)



Did you know?

- Taktene 1202 is one of our major HIPS (High Impact Polystyrene) grades. High Impact Polystyrene is less brittle than regular polystyrene. Its use ranges from plastic cups to TV cabinets.
- Our customers dissolve Taktene 1202 in liquid styrene to make a cement.

Then peroxides are added to polymerize the mixture. It is important that we have very low moisture and low gel content in this grade. Water interferes with the reaction.

- We use a special polystyrene film wrap for our HIPS grades. Our standard polyethylene film would not dissolve in

the cement and would have to be manually stripped. By offering the product in the special film, our customers save money by lowering handling costs and packaging waste.

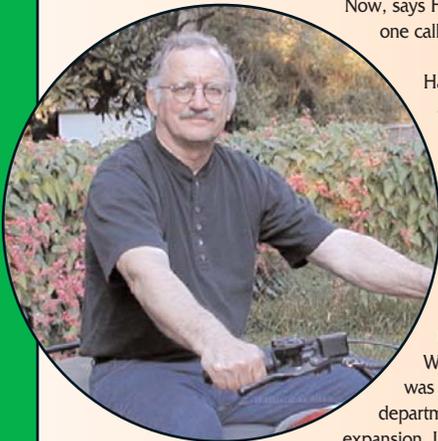
Orange

Larry (Hacksaw) Theriot: Safety Representative, Orange

For 29 years now, Larry (Hacksaw) Theriot has had his unusual moniker. In fact, many co-workers don't know him as anything but "Hacksaw."

Hacksaw had only been with the company about three months when he was asked to pull some rubber out of the equipment. "I was pushing and pulling with a hacksaw and when I pushed it too far, of course I bent the hacksaw blade and skinned my hands good as I pulled it out." His co-worker told him not to worry, he wouldn't tell a soul and then promptly got on the company radio and broadcast the news.

Now, says Hacksaw, it seems funny if someone calls him Larry at work.



Hacksaw started out as an operator and after three years moved into maintenance where he was a mechanic for 20 years. Next, he spent three years writing process safety manuals and training others in safety procedures.

Four years ago, a quadruple heart by-pass led to time off. When he returned, Hacksaw was asked to work in the safety department during a company expansion. Last year, when an opening came up as a safety representative, he applied.

Now Hacksaw does Hazwoper (hazardous waste worker), and Haz-mat (hazardous material) training, as well as CPR and firstaid training. He also issues permits for confined space operations and inspects all the safety equipment.

Because of all the standards and regulations, Hacksaw's job involves a fair amount of time with a computer. While he admits an honest dislike of paper work there are benefits to becoming computer literate. It offers an easy way to keep track of brigade members and email helps in setting up training. He even decided last year to buy a computer for home where he's used the Internet to research his Cajun roots. So far, he's been able to trace his ancestors back to France in the 1600s. This past fall he planned a trip to Port Royale in Canada to further explore his roots.

When not at work, you'll probably find Hacksaw on the racquet ball court. For 17 years he's played three or four days a week. His other passion is hunting down antique brass blowtorches and fire extinguishers to add to his collection.

Hacksaw definitely delights in being a grandfather. His two sons and two daughters have seven grandchildren between them, ranging in age from 6 months to 13 years old.

Because one daughter lives out of state, "Half my vacation is spent in Maryland and the other half is spent in Colorado" says Hacksaw. His wife, Beverly, grew up in Colorado Springs and when she and Hacksaw returned for her 20 year class reunion, they fell in love with the area and bought land on the Rio Grande River with plans to build their retirement home.

Bushy Park

Dustin Azevedo: Production Operator, Building C12-1

Dustin Azevedo is pretty pleased with his life at the moment. Hired on as a full-time production operator in September 1998, he began work with the company through a contract agency in 1997 - but full-time is definitely better. Says Dustin, "I continued to work the same shift and the same hours I did then, but I sure like the pay increase."

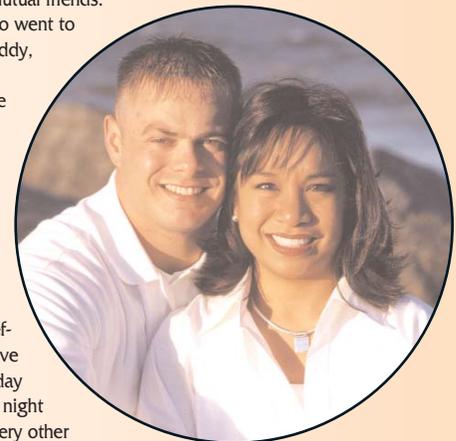
Of course another reason he seems so content could be that he and his wife, Linda, just came back there from their second honeymoon in Hawaii where they both still have family. Since he and Linda married in April 2000, about the only way things could get any better would be if Bayer were to set up operations in Hawaii.

Dustin's father was "career navy", so Dustin moved a lot as a child. Born in Washington State, he has also lived in San Diego, California; Hawaii; and Washington State. His family finally settled in the Charleston area in 1978 when Dustin was four years old.

Although he preferred environmental sciences in high school (taking three biology courses and just one chemistry course) he now enjoys working with different chemicals and chemical processes. "Knowing the end product is used worldwide and affects many is very rewarding." Dustin hopes to open the doors to career advancement with additional schooling once Linda graduates with her dental hygiene degree in 2003 and it's his turn for school.

Dustin and Linda met at a volleyball game arranged through mutual friends.

But, says Dustin who went to the game with a buddy, "I was supposed to meet the girl that he ended up getting together with, and he was supposed to meet the girl I ended up marrying."



Because his current work schedule is definitely not nine-to-five (it's two weeks on day shift, two weeks on night shift, and almost every other weekend off) it's not easy to get involved in organized activities or sports so Dustin spends his free time working out on free weights at the gym or on his computer. He's into internet role playing games like Everquest which he finds offer a lot of challenge. "Thousands of people across the world will play, they all have different characters, and you group up in teams which is a real challenge," he says.

Game playing over, Dustin loves to visit his in-laws, "because they'll always cook for me." Because Linda's family come from both Thailand and the Philippines, Dustin knows he's always guaranteed a more exotic meal than he'd ever get at the local fast food franchise.

people Power

Akron

Jeanne Moore: Senior Administrative Assistant

Jeanne is as comfortable working in her position with the Vice President of Sales and his demanding responsibilities as she is working with a professional chef and the culinary art of his cuisine. "Home life has certainly played a major part in my attitude at work, especially in respecting the opinions of others," says Jeanne. Home for Jeanne is a fulfilling life with husband Jeff, a personal chef who runs his service business, "A Taste For Something Moore, Inc." with Jeanne's assistance. This interest has led to even mo(o)re!



"We enjoy traveling and staying at bed and breakfasts" and from that has come the opportunity to be innsitters while the innkeepers take some time away. "We both love outdoor activities, from hiking to working in the small wildlife habitat of our yard." Her "small" habitat includes a mini-pond swimming with goldfish that is surrounded by butterfly plants and bushes attracting curious rabbits and colorful birds.

Jeanne's life is also enriched by a strong faith. She and Jeff both embrace Bible education, an activity they willingly receive and share with others.

It is these pillars of strength and stability that Jeanne draws upon to calmly handle just about anything that comes her way - especially change and challenge. She maintains there is no such thing as a typical day. But certainly there is a daily routine of reviews, pricing letters, interaction with the sales force and customers, coordination of meetings and conferences, administrative tasks like filing, mail, telephone calls. Throughout Jeanne must be able to change her priorities quickly when a sudden request requires her immediate attention or her finely-tuned computer skills are needed elsewhere in the office. "A technique my mother taught me when teaching piano was to practice the most difficult music first and then I could relax as I practiced the music I already knew. I find that in applying this in other areas of my life I get more accomplished - tackling the difficult tasks first and then doing the tasks that come easy to me."

Jeanne began through a contract agency in May 1979. That same year she was offered a fulltime position as secretary to the general manager. "I always had a desire to be a secretary or administrative assistant," she says. Jeanne took related professional courses, honed her computer skills, received public speaking training and learned from her colleagues and peers.

Her family gave her a strong moral grounding. "I was taught respect for people of all cultures, especially since my father's parents came from Romania, and my mother's family has been here for generations." Her father, an accountant, was "excellent with numbers and loves number riddles. I believe his love for office work rubbed off on me (except for the numbers!)." From her mother, an accomplished pianist, seamstress as well as bookkeeper, came the creativity. One of three sisters, Jeanne says there was not much sibling rivalry because they were so many years apart. "Our family always had many social contacts and friends from all over the world. I was always encouraged to cultivate friendships with people of all ages."

Jeanne met her Jeff at a wedding reception and they married in 1980. Only five years ago, their lives faced a dramatic change when Jeff decided to leave the construction business for health reasons and establish himself in an entirely different career as a personal chef. That led to he and Jeanne now working together in the hospitality industry they both love.

Sarnia

Trenea Crockett: Wage Scientist, Butyl Technology,

There is no such thing as a typical day for Trenea Crockett. While she may start the day on one project, at any time she can expect to be called upon to assist in solving production issues that arise. "It just depends on what problems come up." Recently she began to work in Butyl Technology, starting a project involving studying competitors' samples. Previously she was in BR Technology and, in true team spirit, her work hasn't been limited to the site she's at - collaboration between Sarnia and Orange meant the issues she tackled could be on a production line two thousand miles away.

Prior to joining Bayer, Trenea worked four years with Irving Oil in Saint John, New Brunswick on Canada's East Coast. This was her first job following her 1994 graduation with her Bachelor of Science degree in Chemistry from the University of New Brunswick.

She joined the company in May 1998 after she answered a blind ad. Intrigued by the job description, she was also interested in the chance for relocation to Sarnia, Ontario, where her mother had once lived.

Trenea is a member of several company teams including: the Technology Departmental Health and Safety Group; the Wellness Committee and the Technology Recognition Team. The latter is a new co-worker based program where employees nominate each other recognizing those who make that extra effort resulting in a job well-done. As part of the company's Wellness Committee, she's helped organize weight-loss and walking programs. Last year the team put together an Alternative Health Fair in coordination with the local Occupational Health Center. Run over the lunch hour, it was a great success offering employees a chance to check out new health care options through booths and demonstrations.

Her involvement isn't limited to company committees. She's also Public Relations Chair for the Sarnia Section of the Chemical Institute of Canada. "I find Science and Technology to be a very exciting field, and like to encourage young people, especially women, to consider getting involved." As part of her efforts with the CIC, she's taken part in presentations given to students at Bayer during National Chemistry Week and mall displays during National Engineering Week.

Husband, James, and their new Labrador Retriever puppy, Spencer, comprise 'family' in Sarnia, for now. "Right now, Spencer's the main focus of our life," she laughs. She likes to swim and walk, but is also happy to curl up with a book, especially those recommended by Oprah's Book Club. Trenea grew up in

various areas of Eastern Canada, but considers Saint John, New Brunswick her childhood home. "I miss the ocean and the fresh seafood, but Lake Huron is a good substitute, making Sarnia our home now."

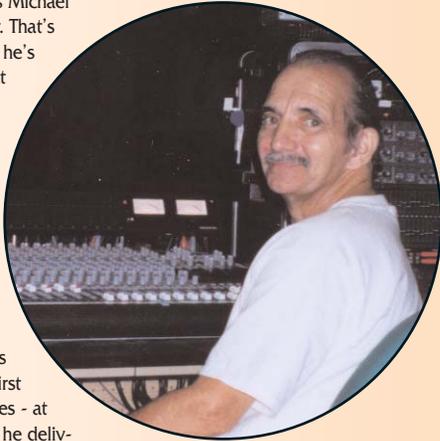


Rhein Chemie

Michael (Mickey) Muccie Jr.: Utility Man, Rhein Chemie, Trenton

Just about everybody at Rhein Chemie's Trenton site knows Michael (Mickey) Muccie Jr. That's because, although he's based at Plant 1, at 1008 Whitehead

Rd. Extension, Mickey spends most of his day doing "a lot of running for the company", making deliveries between four site locations. He laughs as he points out that even his first job was in deliveries - at the age of eleven, he delivered medicine for the local drugstore on his bicycle. (In fact, he continued to help out off and on for 32 years, stopping only after the drugstore closed.)



As "utility man", Mickey is also responsible for care of the "whitecaps." This is an important job says Mickey, because the health of others depends on it. Whitecaps, explains Mickey, are a kind of helmet which hook up to an air line and are used as a safety measure in certain operating environments.

It was his brother-in-law, George Cordwell, who encouraged Mickey to join the company in 1974. At first, he cleaned floors, vacuumed, and packed. "I came in on part time basis, but my part-time hours were always over 40," says Mickey, looking back. Eventually he got on full-time and had stints running a mill, rubber cutting, shipping and receiving, and driving. When the job in the helmet room came open, Mickey was quick to apply.

While most everyone may know Mickey, they may not know he boasts state championships in freshwater fishing. The first time he won the New Jersey title was in 1957, "then in 1960 I came back and won it again."

Mickey can also claim another state title of sorts. He and wife, Barbara, have two boys, Michael and Duane. Younger son Duane's wife hails from Nebraska where she had been in several pageants before marrying Duane and moving to New Jersey. She continued to enter pageants with the result that Mickey is now the "father-in-law of the current Miss East New Jersey."

If running around all week isn't enough, Mickey also travels throughout New Jersey with his gospel band, Past Times. "My wife sings and I take care of the sound system," says Mickey. The group sings four-part harmony and has a five piece band. Often they perform at Albert Music Hall in Waretown, N. J. where Mickey also fills in as the back up sound technician.

Things are really looking up. The first Saturday of every month, the Past Times band has a bluegrass gospel concert and plans to cut a CD soon.

Omnexus and Elemica form alliance

Omnexus, the global, neutral eMarketplace created by the plastics industry for the plastics industry, and Elemica, the global, neutral network founded by 22 of the world's largest chemical companies, have announced the formation of a long-term strategic alliance. Bayer is a principal member of both entities.

Elemica brings premier capabilities in ERP* connectivity by providing true interoperability and allowing members to connect to each other through a single connection to Elemica. Elemica has also deployed sophisticated logistics and supply chain solutions, offering a global suite of products that enable buyers and sellers of chemicals to collaborate and achieve substantial transaction, supply chain and technology savings. The Omnexus marketplace provides an efficient, cost-effective method of eProcurement that allows customers to transact with multiple suppliers in a standardized business process that delivers both time and cost savings. Omnexus has enabled collaborative commerce across five languages and multiple units of weight, measure and currency.

Under the terms of the alliance, Omnexus and Elemica will work together to leverage the technology each has developed. The result will be a series of simple and cost-effective solutions for buyers and sellers in the Chemical and Plastics industries. Each company will continue to function independently, however, each will become the technology provider to the other to deliver both the eProcurement and integration capabilities that are needed by their respective clients.

"This alliance leverages the substantial investment both companies have made in our respective technologies" said Peter Dunning, CEO of Omnexus. "It allows us to bring together the best elements of both in a clear and winning solution for our markets."

Kent Dolby, President and CEO of Elemica said "The key beneficiaries of this alliance are the companies who are looking to reduce their costs." He continued, "Companies who buy chemicals and plastics will now be able to access their suppliers through a single technology connection. Similarly, sellers will be able to gain the benefits of the Omnexus Plastics eMarketplace and the reach of the Elemica 'Connect Once - Connect to All' capabilities without having to deal with overlapping technology standards."

Between the two companies, over 40 global suppliers are now represented, which promises benefits such as: reductions in ERP connectivity costs, elimination of duplicate integration spends, broader choices of products and services, and a greater alignment with industry technology standards.

* Electronic Resource Planning

Tony says Baldness is "Not Receding"

Bald may be beautiful if your name is Sean Connery. But on your tires, baldness can be a hazard - and anything but beautiful. As the economy has begun to slow, at least one major study says that bald tires are showing up in record numbers. According to a survey from the U.S. National Highway Traffic Safety Administration, 9 percent of passenger cars on U.S. roads have at least one bald tire. On light trucks and SUVs, the study found 33 percent of these heavier vehicles had at least one tire under-inflated. In addition, bald tires are 1.5 to 1.8 times more likely to be under-inflated than tires with deeper tread.



Tony Niziolek in Bayer's Tire Technical Services Group, says that bald tires and under-inflation are coming at the worst time - the winter driving season when traction and control are paramount. In the cold, people tend to avoid going outside and bending down to look at their tire treads. What many don't realize is that their tires are already under-inflated because cold weather naturally lowers the inflation pressure in tires. Inflation drops 1 psi for each 10-degree decrease in temperature. Thus, a tire inflated properly at room temperature would be under-inflated by 4 psi at freezing.

Running a tire 20 percent under-inflated also increases fuel consumption by a whopping 10 percent, and reduces tread life by 15 percent. In addition, tire performance in cold weather falls by as much as 30 percent. Bald tires can cause traction loss-wet traction in particular. They also are more prone to puncture from road debris.



A tire is considered bald when the tread is worn to 2/32 of an inch. Tiremakers build in treadwear indicators - diagonal bars of rubber - to show when the tread is bald. NHTSA's research also discovered that about 10 percent of gas station air pumps don't work, fewer than half are equipped with pressure gauges and about 30 percent over-report tire pressure. To help motorists better monitor inflation pressure in their tires, the U.S. Congress recently passed the Transportation Recall Enhancement, Accountability and Documentation (TREAD) Act, which mandates new safety standards for tires, including installation of pressure-monitoring systems on vehicles by 2003. Automakers and tiremakers are cooperating to increase system installations on new vehicles. Federal safety officials estimate that pressure-monitoring systems would cost automakers up to \$66 per vehicle.



According to Tony Niziolek, this move has some significant implications for the rubber industry. If tire pressure monitoring devices are successfully brought into the automotive market it will take between 3 and 10 years for most cars to be equipped with the devices. However, they will result in reducing tread wear by up to 15%, thus extending the average life of a tire. That in turn, would result in fewer replacement tires (and less tire rubber) sold.

reporting directly to Don Hummel, Senior Vice President, Marketing. In this role, Jim is responsible for all aspects of our C4 Business and will head the newly created C4 Business Team. The C4 Business encompasses the Sarnia Olefins feedstock acquisition, and Butadiene and Raffinate Sales and Marketing.

Additionally, in his new capacity, Jim will join the North American BR and Butyls Business Team and will - in conjunction with the NAFTA Procurement Raw Materials Group - continue to lead Bayer's feedstock negotiations with NOVA which are currently in progress.

Jim will continue to be based in Sarnia.

Jim holds a degree in Chemical Engineering and joined Bayer in 1989 working in positions of increasing responsibility in both manufacturing and administration in the US and Canada. Most recently he has held the position of Vice President, Site Support Services in Sarnia and in November 2000 was selected to lead the current round of the Rubber Business Group's long-term C4 negotiations with NOVA.



Jim Raines

Raines named Business Manager-C4s

Jim Raines has been appointed Business Manager of C4s for Bayer's NAFTA Rubber Business Group,

We want to hear from you!

keeping *in* touch

Please continue to send us your comments and suggestions for topics you would like Keeping in Touch to cover.

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