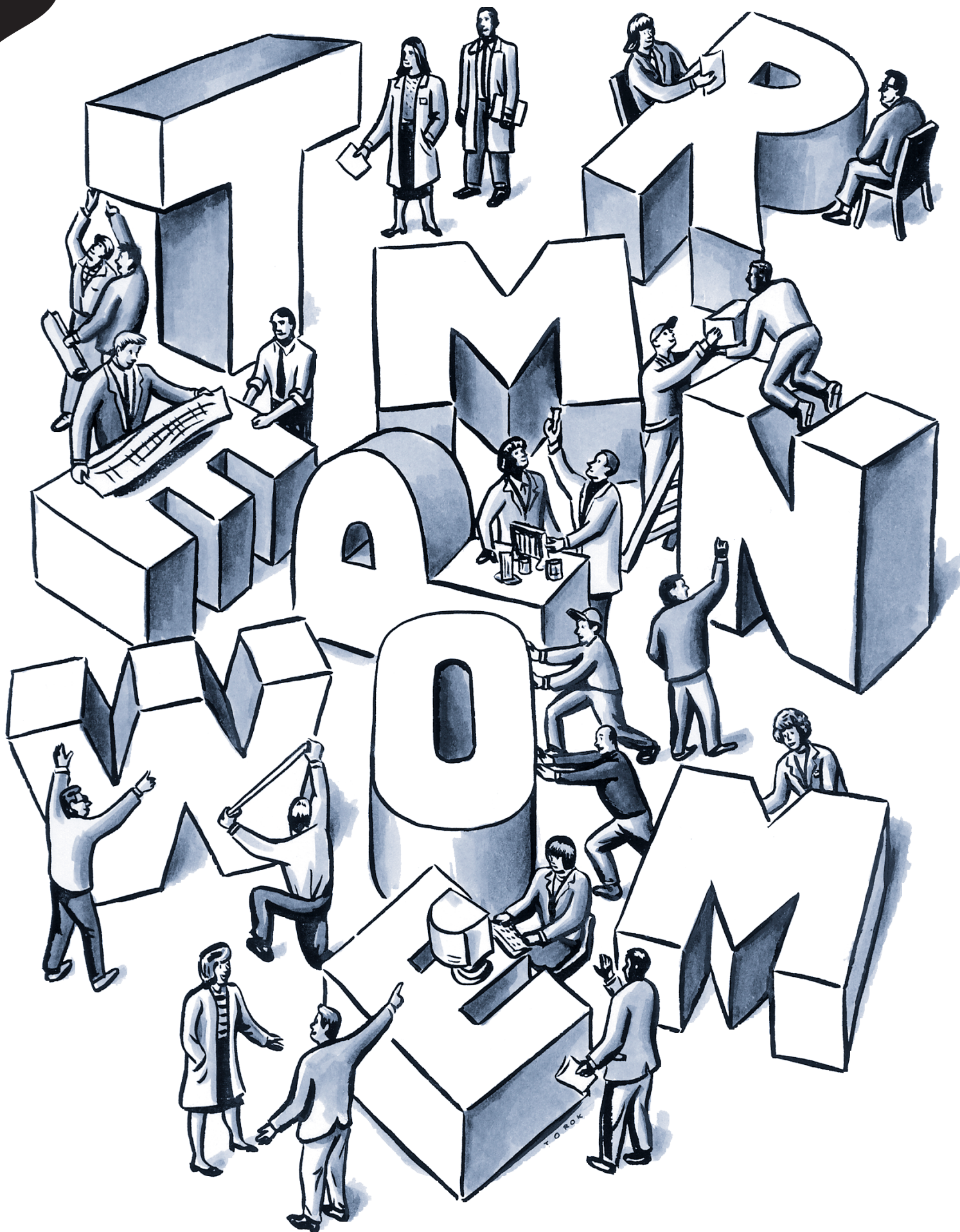




In the last issue of EQ Spirit, the subject was “change” and the need to “break through.” In this issue, we show how change is possible when people are empowered. For example, when a new plant in Savannah is run by teams of workers without job titles or any direct supervision, production easily exceeds management’s expectations. In Chessington, U.K., workers start questioning normal routines and save the company money. And from Iselin to the Netherlands, a growing number of Engelhard employees are learning what workers in other companies have already discovered: If given the chance, empowerment works. We hope this issue of EQ Spirit will help you understand how it can work for you. And for Engelhard.



IN THIS ISSUE

2

Empowerment = Opportunity²

4

Savannah Smiles: PCG swiftly opens a new plant, and no one even has a title

6

On Wall Street: Where Perception is the Reality

8

This Customer Said “Thank You” 330 Times



IN DIT NUMMER

2 Ingrijpende veranderingen bij Engelhard

4 1+1=3

6 Als het bedrijf geschikt is, koop het

7 Engelhard ontdekt de elektriciteit

8 Uitvinder Steven Kuznicki: niet bang zijn om te falen

Als u vandaag naar Engelhard kijkt, ziet u een bedrijf dat er heel anders uitziet dan een paar jaar geleden. Tegenwoordig is Engelhard agressiever, dynamischer, concurrerender, flexibeler en ook minder conservatief en minder bureaucratisch. Bovendien is Engelhard aan het groeien door een aantal joint ventures en aankopen, zoals Engelhard/ICC en General Plasma. Hierdoor wordt het proces alleen nog maar versneld. Met andere woorden het is een bedrijf dat beter uitgerust is om de uitdaging van de toekomst aan te kunnen. *Zie verder op de volgende pagina*



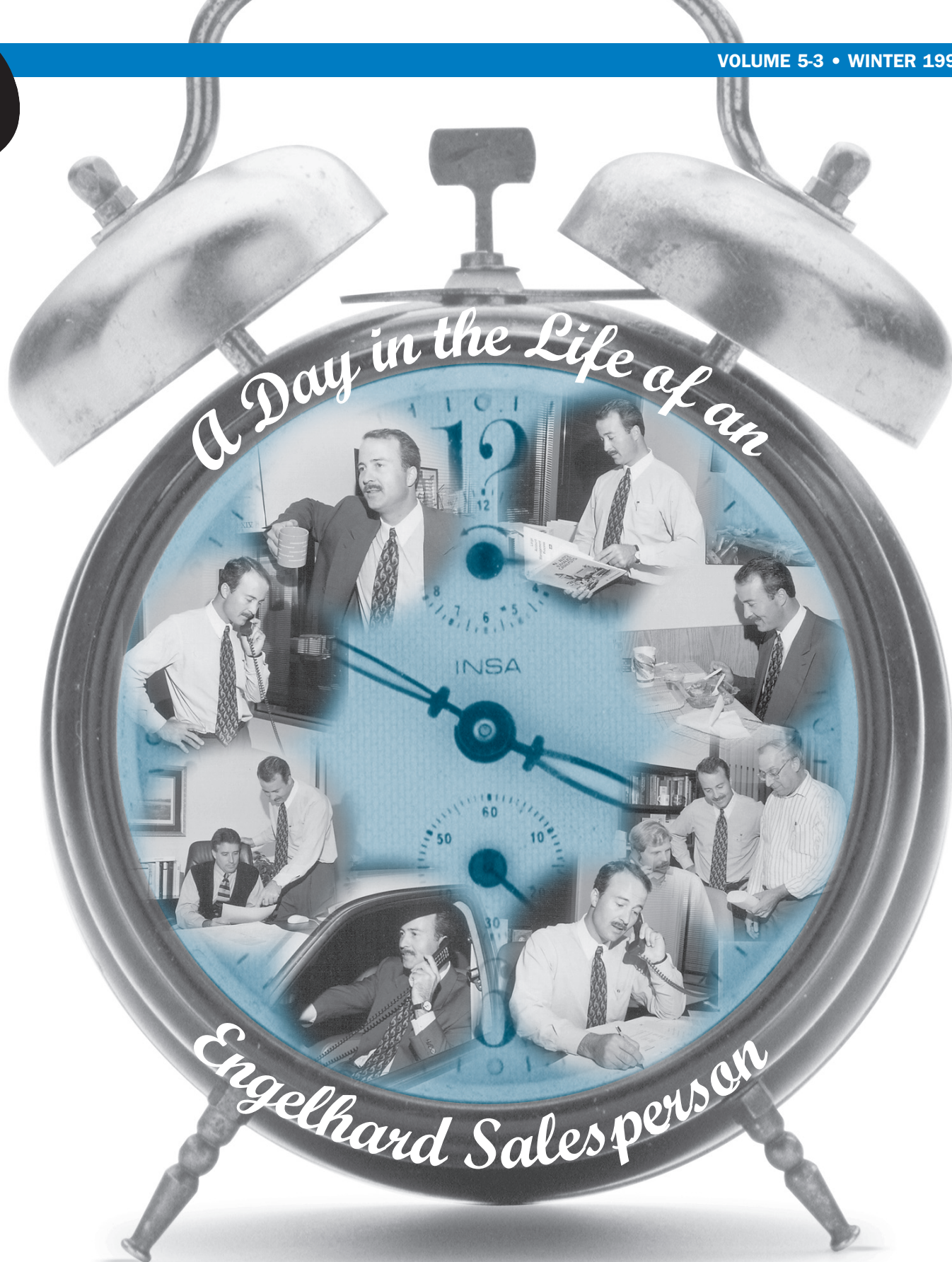
SEASON'S GREETINGS!

EQ Spirit has traditionally focused its attention on Exceptional Quality issues in the area of manufacturing. In this issue we turn our attention to an equally vital aspect of the EQ equation at Engelhard: Sales. The sales function at Engelhard has changed greatly over the past several years as we have sought better ways of determining and meeting customer needs.

Our cover story takes us through a typical day of one member of Engelhard's sales force. In the process, we learn how sales interacts with other areas of Engelhard and, naturally, with our customers as well. In the accompanying sidebar, we sit down with Chairman Orin Smith and CFO Bill Nettles and pose a few questions regarding their views of the sales function. Our other sales feature, on pages 4-5, looks at LAMP™ (Large Account Management Process) and how this initiative is changing the way we approach both existing and potential customers.

Of course, our "On Site" and "On the Customer's Side" departments are also back this issue. The former examines the success of Middle Georgia's mining survey team, while the latter happily explains why CRI Catalyst Company recently gave Engelhard its outstanding supplier award.

We hope you enjoy the stories! If you have an idea for one that you would like to see in print, please write or fax us, or send in an e-mail. Our mailing address, phone numbers, and e-mail address can be found on page 6. Until next year!



At 7:05 a.m., an alarm clock in a Detroit suburb stirs Jim Peterson from his final moments of well-earned sleep. After a quick shower, *Continued on page 2*

IN THIS ISSUE

3

Sales: A View From the Top

4

LAMP: Lighting The Way to Better Account Management

5

Tool Box

6

On the Customer's Side: Silver on Demand