

Ferro Today

Headquartered in Cleveland, Ohio, Ferro Corporation is a multinational company with 6,700 employees working from operations in 20 countries. We have customers in more than 100 countries; 53 percent of our 2006 revenues came from outside United States. The Company generated record sales of \$2.04 billion in 2006.

Ferro was founded in 1919 as the Ferro Enameling Company. It continues to produce porcelain enamel products, as well as other highly specialized glass products, from modernized facilities located at its original site, 4150 E. 56 St. in Cleveland. The Company was listed on the New York Stock Exchange in 1939; our ticker symbol is FOE.

Business and Product Overview

Ferro manufactures high-performance materials and chemicals that deliver value by enabling critical appearance, performance or functionality in our customers' products.



Inorganic Specialties 45% of 2006 sales

- Porcelain enamel coatings for appliances, cookware and hot water heater and sanitary ware applications
- Tile coating materials, such as frits, glazes, colors, and specialty inks used to create decorative coatings on floor and wall tiles
- Glass enamels, conductive pastes, color concentrates and decorating products for automotive, architectural, appliance, and container glass products
- Pigments and colors for paint and plastics applications, pigments and glazes for dinnerware, and frits, glazes and special glasses and pigments for roof tile, sanitary ware and industrial ceramics

Electronic Material Systems 22% of 2006 sales

- Highly engineered abrasive compounds and fine abrasive particles used for precision polishing of semiconductor wafers, optical lenses, LCDs and automobile surfaces
- Multilayer capacitor materials used in electronic devices
- Conductive pastes and glass and metal powders used in leading-edge applications such as solar cell panels and microcircuit packaging

Organic Specialties 33% of 2006 sales

- Polymer additives, such as lubricants, modifiers and stabilizers, as well as polymer colorants, advanced polymer alloys and engineered plastic products
- High-purity, low-endotoxin carbohydrates, high-potency Active Pharmaceutical Ingredients and drug development/manufacturing services, and proprietary particle engineering technologies for the pharmaceutical and biopharmaceuticals markets
- Specialty solvents, including electrolytes for Lithium and hybrid vehicle batteries, and phosphines and phosphates used in production of nylons applied in carpeting, electronics, medical devices, and military equipment

Our Operating Markets

Ferro's products meet the demanding requirements of end-use applications in electronics, solar energy, telecommunications, pharmaceuticals, building and renovation, appliances, automobiles, household furnishings, and industrial products.

Our Advantage in the Market



- **Brand**
The Ferro brand and "check in circle" logo are respected worldwide; we hold market leadership positions across our business lines
- **Technology**
Particle engineering, color and glass science, formulation capabilities, chemicals handling expertise
- **Applications Knowledge**
Unmatched ability to help our customers apply our products
- **Relationships**
Deep customer relationships, with close interface from product development through manufacturing
- **Portfolio**
Broad offerings within our key markets

Our Culture and Values

Ferro's operating philosophy, called "Win from Within," is revitalizing our corporate culture and shaping the resurgence of our company. Win from Within aims at helping our customers succeed, strengthening the Company's financial performance, and building value for Ferro shareholders. It is built on principles emphasizing commitment and accountability; high-velocity decision making; intimate knowledge of customers; and operational excellence.

Ferro's core values were developed to support our Win from Within culture. These values, listed here, apply equally to interactions within the Company and to relationships with suppliers, customers and shareholders.

- Delivering on our commitments is essential to our credibility
- Customer-centric thinking is the path to growth and success
- Continuous improvement sustains operational excellence
- A winning attitude will accelerate our success

Our Growth Strategy

Ferro is building upon its rich, 88-year history to move into the future with cutting-edge, high-quality products. Our strategy for long-term, profitable growth includes:

Organic Growth

Leveraging our core capabilities, market positions and customer relationships to diversify and develop new products, derivatives and environmentally friendly alternatives that expand available markets

Regional Growth

Building on our global presence to expand our market penetration in underserved regions, including Eastern Europe, China, Southeast Asia, Northern Africa, the Middle East and other regions where demand is growing rapidly

Operational Excellence

Improving the cost structure and operational efficiency of our business to allow profitable entry into new markets and expanded opportunities in existing markets



Our Leadership Team

- James F. Kirsch, Chairman, President and Chief Executive Officer
- W. Thomas Austin, Vice President, Operations
- Sallie B. Bailey, Vice President and Chief Financial Officer
- James C. Bays, Vice President, General Counsel and Secretary
- Ann E. Killian, Vice President, Human Resources
- Michael J. Murry, Vice President, Inorganic Specialties
- Barry D. Russell, Vice President, Electronic Material Systems
- Peter T. Thomas, Vice President, Organic Specialties

For More Information

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