



Norbord[®] make it better

www.norbord.com

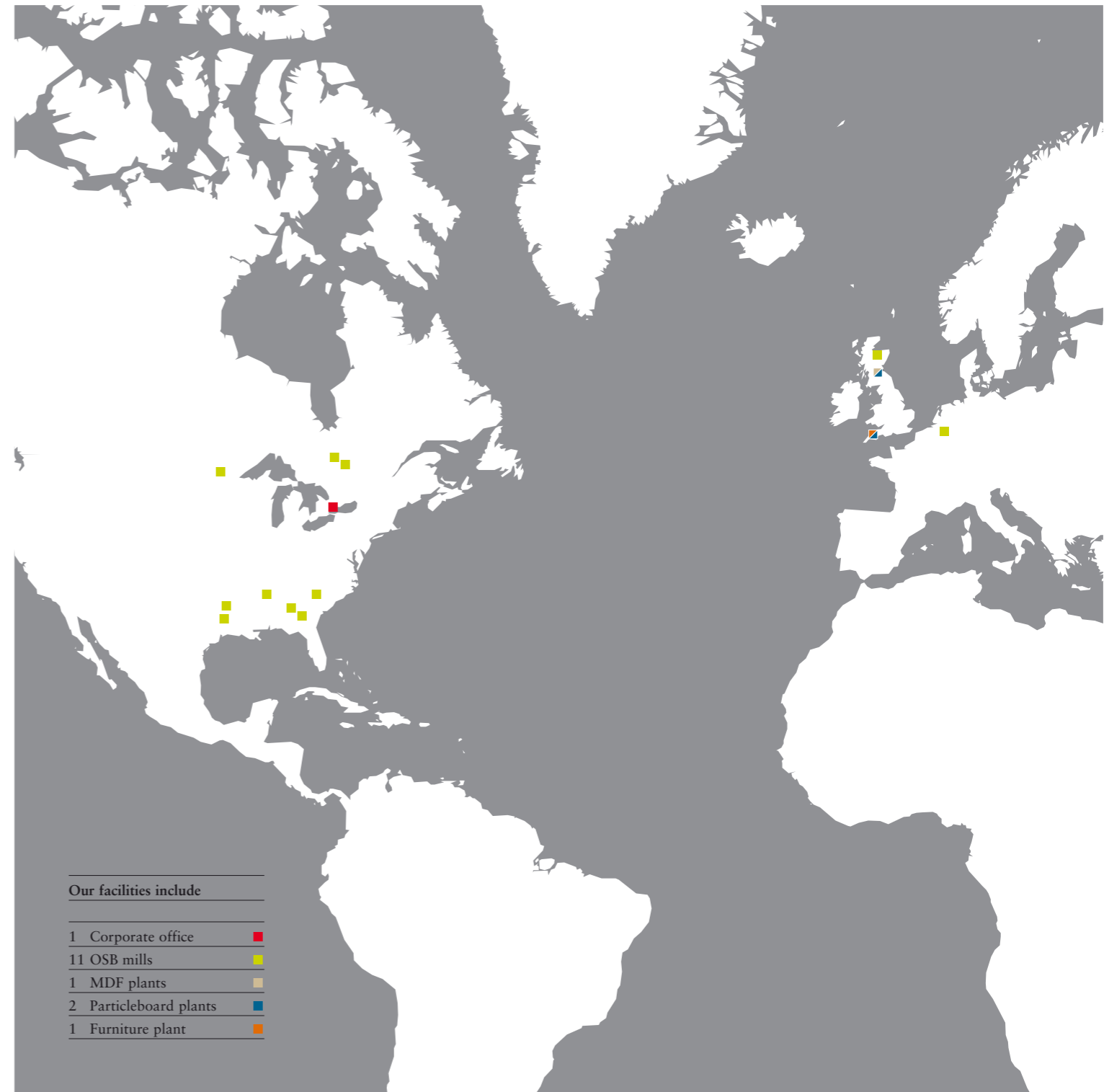
Introduction

Norbord is one of the World's leading manufacturers of engineered wood-based panel products. Our products are used extensively in the construction, DIY and furniture sectors.

Our objectives are:-

- Strong customer base
- Excellent service/delivery
- Consistent quality
- Broad product mix
- Low-cost producer
- Strategic supply partners
- Well known brands
- Financial strength

Norbord Incorporated has its headquarters in Toronto, Canada. Throughout the World we employ some 2,500 people – with approximately 900 of them in Europe. We are publicly owned and listed on the Toronto Stock Exchange.





Supplying products to Europe for over 40 years.

Norbord has been supplying the European market since 1964. In 1999 the company completed acquisition of all current UK sites. In 2004 the Genk facility in Belgium was added, strengthening the European component of the business. Norbord continues to place customers, standards of excellence, control of costs, safety and environmental concerns at the centre of its business activities.

The Norbord European team has adopted a common set of values that have been built through open communication and dialogue reflective of mutual respect. These values can be summarised in three words: customers, trust and excellence.



COMMITMENT TO HELPING OUR CUSTOMERS BE SUCCESSFUL



CUSTOMERS

Our people recognise that if our customer relationships are not based on win-win outcomes, then they are not sustainable.

This belief drives our strategy of focusing on key customers and working with them to ensure mutual benefits over the long term. Benefits based on continuing improvements in customer service, product and business development, supply chain effectiveness and technical support.

The only valid gauge of our success in this commitment is whether our customers believe and confirm we're doing it.



Norbord Europe – Our Values – Trust

TRUST AND PERSONAL RESPONSIBILITY IN ALL RELATIONSHIPS



TRUST

We believe that each of our people has the capability and commitment to maximise his or her contribution and the desire to take responsibility for their actions.

Our collective goal is to set clear objectives and to deliver on all promises and commitments. This philosophy applies whether we're engaged with customers, suppliers, fellow members of Norbord, shareholders or with the community at large.

Norbord Europe – Our Values – Excellence

08/09

EXCELLENCE AS OUR STANDARD



EXCELLENCE

Our goal is to have an organisation which is capable of excellence, and of delivering it consistently in the areas critical to our business.

These include the following:-

- Safety
- Managing beyond customer expectations
- Supply chain management
- Cost management
- Capacity assurance
- Organisational effectiveness

Norbord Europe – Our Products

SterlingOSB®

SterlingOSB-Zero®



The natural successor to softwood plywood.

Oriented Strand Board (OSB) is an engineered wood-based panel designed for construction and other industrial uses. SterlingOSB is designed to perform. A complex manufacturing process uses tens of thousands of real wood strands that are cross directionally aligned to construct each board. No knots. No voids. No debates. OSB is ideal for builders, architects and specifiers.

SterlingOSB is the natural successor to softwood plywood and is the board of choice for structural and non-structural applications.

This highly engineered range assures peace of mind in building and structural applications:-

- SterlingOSB2 – for structural use in dry conditions from boarding to hoarding
- SterlingOSB3 – ideal for structural use in humid conditions, from timber frame to portable buildings
- SterlingOSB3 T&G – the perfect platform for floors and for building with proven strength
- Sterling Roofdek – designed specifically for flat roof decking and pitched roof applications
- SterlingOSB-Zero – Supplying the German and Benelux markets



Norbord Europe – Our Products

Caberboard®



Caberboard particleboard is a well-known and respected brand throughout the construction industry.

The Caberboard range is manufactured at our state-of-the-art mills in the UK. A large percentage of the raw materials used in manufacturing Caberboard are recycled components. These are broken down into chips which are bonded together with resin under heat and pressure to form a rigid board with a smooth surface.

When you require consistency, availability and choice you can rely on Caberboard.

The range consists of some of the UK's best known brands in both flooring and furniture grade panels.

- Caberfloor P5 Moisture Resistant flooring for new build housing
- Caberdek P5 Moisture Resistant flooring with peel-clean weather protection
- Caberfix accessories - range of BBA approved adhesives and tapes for installing Caberdek
- Caberboard P1/2/3 grades for general use including kitchen worktops



Caberwood MDF®



The original and best.
When it comes to MDF,
we're an unbeatable team.

In 1979, our Cowie facility was the first to produce MDF in the UK. Today, MDF is one of the most popular materials used in the construction and furniture industries.

Norbord continues to develop the MDF product range. Caberwood MDF is designed to exacting tolerances, to give you peace of mind that the product you are using is engineered to perform.

The range offers choice and versatility and includes:-

- Ultralight - the ultimate lightweight board
- Light - for applications where weight is an important factor
- Standard - for all general construction and furniture applications
- Moisture resistant - for use in humid or occasional wetting conditions
- Deep route - grades that are the ideal solution for deep routed profiles



Norbord Europe – Our Products

FURNITURE COMPONENTS AND FLAT PACK FURNITURE



Manufacturing integration provides value proposition.

From panel components to flat packed furniture, Norbord can provide a solution. Customers are assured of a competitive and quality package, as manufacturing, planning, despatch and logistics are integrated at every stage of production.

The Norbord South Molton site is one of the largest volume producers of flat pack furniture in Europe. The site is fully integrated combining both particleboard lamination and furniture component assembly. This highly integrated site enables production flexibility whilst ensuring a high level of customer satisfaction.

Norbord Europe – Our Products



A DIY household name for over 30 years.

One of the most familiar brand names in the DIY market, Norbord's leading Conti brand has provided solutions from simple shelving to complex bespoke storage projects for more than thirty years.

Contiboard is at the heart of creating stylish and practical furniture items and is available in a wide range of finishes and sizes. Its ease of use and versatility makes it the ideal panel product

for both experienced and first time DIYers. Fixing systems, handles and even special paints have been adapted by the DIY industry to enhance the flexibility and adaptability of Contiboard.

Norbord's Conti customer support team have developed a number of easy-to-follow projects to help DIYers create both inspiring and imaginative storage solutions.

INVERNESS



Leading European OSB production since 1985.

The Inverness mill was the first in Europe to manufacture Orientated Strand Board (OSB). Production commenced with the first board rolling off the line at 00:45 hours on 1st June 1985.

Three years after it first commenced production, the Inverness plant became part of the Norbord group. 1988 also marked major achievements with the recognition of the structural qualities of OSB: both British Board of Agrément and BSI Quality Assurance accreditation were awarded. These prestigious quality credentials are still attained today and other accolades continue to be awarded such as the Teco accreditation at Platinum level, a world first.

OSB grew substantially as a preferred substitute to softwood plywood and in 1994 a second production line was installed. The two lines at Inverness together with production at Genk, Belgium, combine to make Norbord one of the largest OSB producers in Europe.

The Inverness mill was the first OSB plant in Europe to receive Forestry Stewardship Council accreditation: once again demonstrating Norbord's commitment to the environment and sustainable forestry practices.

Inverness facts

OSB – 300km³

Employees – 113



Norbord Europe – Sites

GENK



Genk is the newest site in the Norbord European group.

Genk site operations date back to 1966 when it was a processor of waste timber, with output being sold to particleboard manufacturers in Belgium. From 1968 to 2008, Genk manufactured and distributed its own particleboard. OSB came on stream in 2001, using a continuous production (Conti) method of manufacturing.

Panel boards produced in Genk are distributed across Europe with key markets located in the Benelux countries, Scandinavia, Germany, France and Britain.

Genk became part of the Norbord group in 2004 and since this time has strengthened its environmental credentials and now produces OSB to FSC standards.

Genk facts

OSB – 240km³

Employees – 120

Norbord Europe – Sites

COWIE



Continual development in engineered wood panel products assures choice and value.

Norbord has the distinction of owning the first MDF manufacturing facility in the UK at Cowie, Scotland.

MDF production commenced at Cowie in 1979, prior to this the plant was already producing particleboard. The Cowie site became owned entirely by Norbord in 1999.

Today Cowie operates state of the art production lines in both MDF and particleboard, continuing to lead the industry in product development. Examples of such developments include Caberdek: the particleboard flooring product with a slip and

wet resistant film, and Caberwood MDF Light: the MDF that is 20% lighter than standard grade MDF and is ideal for applications where weight is of prime consideration.

Significant investment continues to improve environmental performance, the most recent being a biomass heat energy plant and an upgrade of the WESP (water electronic static precipitator) that filters wood fibre moisture.

Cowie facts

MDF – 330km³

Particleboard – 335km³

Employees – 270

Norbord Europe – Sites

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SOUTH MOLTON



Total manufacturing integration provides a unique product and cost proposition.

One of the most integrated engineered wood-based panels and furniture component manufacturers in Europe: logs and wood fibre commence the process resulting in flat-pack furniture being despatched.

South Molton commenced production in 1971 and became fully owned by the Norbord group in 1999. Manufacturing at the site includes particleboard, loft flooring panels, foil and melamine paper lamination, Contiboard DIY shelving and project panels plus furniture components and flat pack furniture.

For a number of years it has led the field in championing sustainable forestry practices. The Norbord South Molton site was the first board manufacturer in the UK to be certified to Forestry Stewardship Council chain of custody standards and to obtain the environmental management system standard ISO14001.

South Molton facts
Particleboard – 225km³
Employees – 400



Our People

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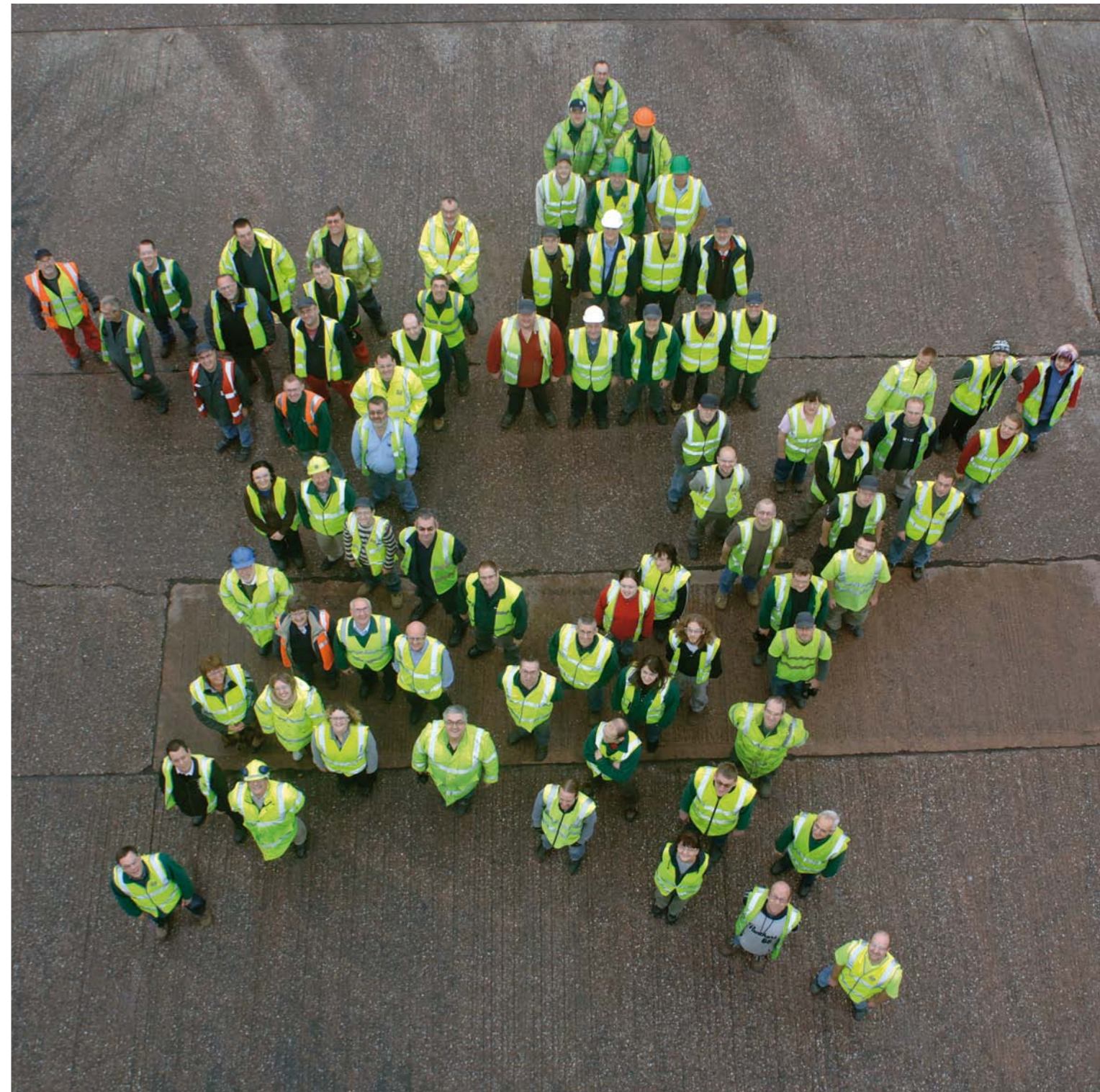
Our customers tell us that Norbord people are some of the most experienced they have met. The reason is simple: we recruit the best, continually invest in their skills and create an environment where they want to develop their careers.



We are committed to safeguarding the health and well-being of our employees, contractors and visitors by creating and maintaining a safe working environment. Together we make it safer.

We believe:-

- All injuries and occupational illnesses are preventable
- Health and safety is a top priority and an integral part of our business and decision-making
- Management is ultimately responsible for workplace health and safety
- Safe operating practices are a shared responsibility among management, employees, contractors and visitors
- Employees and contractors are accountable for their safety and that of fellow workers
- Working safely is a condition of employment
- Sharing best practices improves performance



Quality & Environmental Credentials



By using FSC certified wood we are supporting better management of the world's forests. FSC supplier.

Cert no. TT-COC-1144
www.fsc.org
996 Forest Stewardship Council



Quality & Environmental Credentials



Products certified to Forest Stewardship Council criteria is standard.

Norbord - A name you can trust to deliver and keep its promises.

Norbord is committed to sourcing all of its timber from responsibly managed forests and therefore all our European manufactured products are certified to Forest Stewardship Council standards.

The FSC product label allows consumers worldwide to recognise products that support the growth of responsible forest management. In an increasingly environmentally aware marketplace many demand the FSC mark on their wood products: with Norbord it comes as standard. All of our plants have obtained the coveted environmental 14001 ISO accreditation.

At Norbord, all our facilities are regularly visited by a team of environmental auditors, so there is always something better to strive for and a new standard to set. This combines with our open approach to business. Norbord is a name you can trust to deliver, and to keep its promises.

Norbord strives to obtain the highest quality standards in the industry. These standards relate to products, management systems and the environment.

The BBA (British Board of Agrément) is designated by UK Government to issue European Technical Approvals. This provides third party security and further guarantee of the performance of SterlingOSB and CaberdeK in modern construction applications.

The CE mark, shown on all Norbord products, is intended to promote free trade of products within the EU by showing that essential health and safety requirements have been met.

Norbord's quality management systems are all audited to ISO9001 international standards assuring customers the highest level of professionalism.

Norbord employees are recognised as experts in a wide range of product areas and as such are often involved in training programmes for industry bodies, architects and specifiers. As a member of the Construction CPD Certification Service, you can be sure that Norbord's training is thorough and industry leading.

For more information visit:
www.betterbyfar.org



At Norbord, we realise the environment is fundamental to our future. The paper used to produce this brochure uses pulp sourced from well managed forests.

Further information:-

www.norbord.com