



# ANNUAL REVIEW 2009

**SWARCO** | First in Traffic Solutions.

# TABLE OF CONTENTS

MISSION STATEMENT .....	3
MANAGEMENT LETTER .....	4
FACTS & FIGURES.....	20
WHO IS WHO .....	24
SWARCO ADDRESSES.....	26

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## MISSION STATEMENT



SWARCO is a growing international group providing the complete range of road marking, signalling and traffic management products, services and solutions.

The focus of SWARCO's business is to keep traffic in motion and inform and guide the traveller with innovative products and services in order to support the growing mobility needs of society.

Our mission is to help our customers increase road safety with high quality and environmentally friendly solutions while providing a sustainable return to our stakeholders.



SWARCO AG, the parent corporation of the SWARCO Group located in Wattens / Austria, would like to present a short annual review of the past fiscal year. The following pages reveal the main events of 2009 and present the overall status of this dynamic association of companies in the traffic industry.

## COMPANY PROGRESS IN THE YEAR 2009

The SWARCO Group was able to consolidate and extend its leading position in 2009 by accepting the various market challenges and taking advantage of the opportunities that presented themselves. SWARCO revenues reached a new all-time high.

With a consolidated turnover of € 416.5M, SWARCO AG once again managed to clearly outperform its own annual growth target of 10%. Compared to 2008 (€ 340.1M) this represents a 22.5% (!) increase. Although organic growth slowed down and sales especially in Eastern Europe suffered from the economic crisis, positive contributions came in particular from the US operations and the first full consolidation of SWARCO NORDIC and DAMBACH-WERKE.

# TRAFFIC MATERIALS DIVISION

**SWARCO's Traffic Materials Division** manufactures advanced road safety products such as reflective glass beads, liquid and preformed road marking materials as well as various high performance systems to better guide the motorists.

**LIMBURGER LACKFABRIK** maintained its position as Germany's market leader for liquid road marking materials. The product range includes paints, coldplastics, thermoplastics as well as special marking solutions for airports, race courses, driver training centres, car parks and indoor applications. Ongoing cutthroat competition and price pressure, however, led to a 4% production decrease. Niche products and the concentration on export markets were partly able to compensate the difficult situation in the homemarket.

The SWARCO bead companies in Austria, Germany, the USA and Saudi Arabia had mixed business courses, the European

productions feeling the effects from the economic crisis, the US operations benefitting from unbroken public spending in infrastructure and the Saudi plant serving the entire Middle East area at competitive prices. Positive influences on the SWARCO results were due to augmented sales of the high index bead products to the segments road and airport and to further efficiency increases in the bead production processes.

**Boost from the USA.** SWARCO AMERICA 2009 results showed positive growth in sales revenue, gross profit and net income over the 2008 period. Sales revenues grew in excess of 44% bolstered by efficiencies and quality improvements in the thermoplastic and pavement marking tape divisions. Strong demand for SWARCO standard and specialty glass bead products also contributed to the significant revenue growth. Gross profit for the same period showed 129% increase over the previous period with earnings before taxes posting a positive 22% of sales. New product development in the thermoplastic and tape divisions provided opportunities into new markets and business areas that will continue to support longer term growth

strategies. SWARCO also completed the 100% acquisition of COLORADO PAINT in Denver, Colorado allowing SWARCO AMERICA entry into new liquid pavement marking markets while providing key geographical market position.

**Response to the challenges of the future.** SWARCO's response to the challenges in the markets is research and development in order to offer innovative road marking systems and a further diversified product range. The beads and materials companies of the SWARCO Group moreover benefit from their unique position to draw advantages from the



integrated know-how in the production of the road marking system components and their professional application on the road.

Ecology plays a major role in SWARCO's thinking and acting. This is not only manifested by constant checks of the product program and the use of top quality raw materials, but also by R&D aiming at improving production processes and reducing the energy usage and consequently related emissions.

In our Amstetten-based research and development pool we work on new types of glass beads, more durable and waterborne wet-reflective road marking systems, the perfection of high index glass beads, and the improvement of production technology. We react to the road authorities' requirement that striping works shall affect traffic flow as little as possible by focusing on the development of fast-curing 2-component systems that can be applied without needing to close lanes.



A person is seen from the side, sitting at a desk in a control room. They are looking at several computer monitors. The monitors display various traffic management data, including maps, network diagrams, and data tables. The room is dimly lit, with the primary light source being the screens. A large white arrow graphic points from the top left towards the center of the image.

# TRAFFIC MANAGEMENT DIVISION



**SWARCO's Traffic Management Division (STM)** offers the full range of traffic control and signalling equipment and related systems for urban, interurban, parking, public transport and infomobility applications. Installation, maintenance and project management services complement the division's portfolio.

**Very positive figures.** 2009 turned out to be a particularly successful year in which the division's production companies and the system integrators with their project business posted

very positive revenues and profit figures. STM accounted for € 248M, which is 60% of the SWARCO Group's total turnover.

SIGNALBAU HUBER GmbH is the largest company within STM representing a 2009 turnover of almost € 100M. Sustainability and environmental awareness are key drivers for this system integrator, who acts in urban and interurban traffic management, parking, detection, future-oriented e-mobility solutions (EnergieParken) and has a nationwide service network in Germany. Through SIGNALBAU HUBER's Austrian subsidiary, the company also has footholds in the Czech Republic, Poland and Greece.

SWARCO FUTURIT GmbH, STM's LED signalling expert, defended its position as the world's largest traffic signal producer, however feeling the reduced investment of municipalities in Eastern Europe. Sales revenues slightly dropped to € 52M for the company's business segments traffic lights, variable message signs, dynamic road markings, and railway signals.

New impulses are expected from the integration of Slovenian LEA, who will extend SWARCO FUTURIT's portfolio with new products, e.g. mobile signs, warning trailers, and public transport information signs. A premiere in 2009 was the integration of an acoustic unit directly into the AluStar traffic signal head. With its 15 years of experience in energy-saving LED signalling technology, SWARCO FUTURIT started development and design work in a new business segment, LED street lighting.

**SWARCO NORDIC – new all-time performance high.** Our NORDIC operations continued to grow in 2009. Despite the effect of the financial crisis in some market segments and in the Baltic region, SWARCO NORDIC achieved higher consolidated revenues than ever before, totalling over € 50M. The dedicated staff of 155 people forms a unique pool of competence and skills. Product specialists, engineers, technicians, sales people and back office staff have all contributed to the success, in a flat organization structure based on minimized bureaucracy and maximum customer focus. Projects and orders completed respectively awarded include the service and maintenance

contract for Urban Traffic / ITS systems in Stockholm, the roll-out of the new traffic management platform OMNIA with the first systems in full operation in Denmark, and the turnkey real time passenger information system for the county of Sør-Trøndelag/ Trondheim (managing up to 350 buses and 100 bus stops).



Several traffic guidance projects were completed during 2009 – including the advanced motorway system on E4 Kista-Häggvik in Stockholm. The road administration in Oslo chose brand-new technology from SWARCO in the new city tunnel in Oslo, including a number of fully graphical VMS displays in RGB technology.

SWARCO also managed to keep a high activity level in the parking market and delivered more than 60 turnkey parking systems during 2009 across the Nordic region. Additionally, both Stockholm city and IKEA/Oslo chose SWARCO as supplier of large and most advanced parking guidance systems with single space functionality.

**Involvement in international R&D projects.** SWARCO companies like MIZAR AUTOMAZIONE, SIGNALBAU HUBER and DAMBACH-WERKE have been involved in the past years in national and international research projects looking into Vehicle-to-Infrastruce and Infrastructure-to-Vehicle communication. COOPERS, CVIS, SAFESPOT, INTERSAFE-2, DIAMANT are



just a few of the project names that focus on fluid mobility, better traffic information, and increased road and driver safety with the cooperative systems approach.

SWARCO's contributions to these initiatives are an important expression of the group's technology competence and expertise in co-designing the traffic solutions of the next decade.





**Participations in events, fairs & exhibitions.** In 2009 SWARCO took part in various road safety exhibitions and industry-related events. Besides the ATSSA Traffic Expo in San José, SWARCO presented its large range of traffic solutions during TRAFFEX in Birmingham, jointly with the British subsidiary Dambach UK Ltd. In May, Intertraffic Istanbul was attended by our companies SWARCO FUTURIT, SWARCO TECHNOLOGY and MIZAR AUTOMAZIONE. Our Chinese colleagues were present at Intertraffic China in Shanghai.

SWARCO companies showed their capabilities at the Hamburg Tunnel Congress and during a road show organised by German automobile club ADAC, supported by SIGNALBAU HUBER and DAMBACH-WERKE. Also in May, the SWARCO march was premiered at our factory in Neutal, a piece of march music composed especially for SWARCO and Manfred Swarovski and performed by the Tiroler Militärmusik.

# SWARCO IN THE PUBLIC EYE

In June, the official manual on SWARCO's new corporate design was completed and subsequently rolled out in the group. First steps were also taken to relaunch SWARCO's internet presence with a new design and extended content.

In September, the ITS World Congress in Stockholm took place in one of the strongholds of SWARCO Traffic Management. The SWARCO Group showed its solution capabilities on a 60m<sup>2</sup> stand to the worldwide ITS community.

A delegation of the European Journalists Association (EJA) was welcomed by SWARCO in October to learn more about the corporation and to visit the SWAROVSKI CRYSTAL WORLDS in Wattens.

The 2009 exhibition season was concluded with ExpoTrafic Bucharest in November and GULF TRAFFIC in Dubai in December.

**SWARCO RAIDERS win Eurobowl for the second time in a row.** Following their victory over the French team Flash La Courneuve in the European Champions League final, the SWARCO RAIDERS TIROL American Football team - after the 2008 touchdown - conquered also the 2009 Eurobowl. Particularly proud of this success is Elisabeth Swarovski, who was elected President of Innsbruck's American Football club in February 2009.





## OUTLOOK

In view of the ongoing difficult global economy, SWARCO concentrates on sustainably securing the corporation's economic success with cost awareness and savings programmes touching all departments of the group.

Business impulses from infrastructure investments by the public sector to reflate the market are not coming as expected. The delayed placement of orders by the public sector has an impact on SWARCO's overall results. The order book situation nevertheless remains stable and gives hope for the months to come.

**German companies with new names.** The new structures and responsibilities in our German traffic management companies implemented during 2009 are being analysed for further improvement, also with regard to better transparency for our customers and partners. Germany continues to be SWARCO's most important traffic market. The SWARCO brand is strengthened between Flensburg and Garmisch by renaming

SIGNALBAU HUBER into SWARCO TRAFFIC SYSTEMS and M.TECH AG into SWARCO TRAFFIC HOLDING AG. DAMBACH-WERKE will concentrate on their core competencies in static and prismatic signage, corporate design solutions, parking guidance and tunnel equipment. Product applications for Deutsche Bahn and the airport sector are part of the activities.

SWARCO's acquisition pace will slow down to give more momentum to consolidation. Nevertheless SWARCO AG has taken some important steps to secure its know-how and reinforce its market leading position. Italian traffic telematics and software developer MIZAR AUTOMAZIONE is now a 100% SWARCO company. SWARCO LEA in Slovenia has been fully acquired by SWARCO FUTURIT, thus adding mobile signs, trailers, parking guidance and public transport signs to FUTURIT's product portfolio.

Project management activities and the cooperation with leading partners in the industry will be intensified and open new perspectives in the international traffic market. A central SWARCO PROJECT OFFICE will coordinate the tasks linked to international tenders and bidding procedures.

**Focus on developing the Americas and the Middle East.**

New capacities have been added to put more focus on the business development in Latin America and the Middle East region, where we see an increased demand for turnkey solutions in traffic management.

SWARCO's major asset is its employees. As our future to a large extent depends on the quality and skills of our management staff, we have founded the SWARCO ACADEMY to train the talents for tomorrow's tasks and to guarantee a smooth succession management. The ACADEMY's first round meanwhile has been completed. Twenty-four graduates obtained their diplomas and are well prepared for leading functions within our group.



The next SWARCO ACADEMY round, again held with support of external management trainers, will be launched in autumn 2010.

We wish to thank all our employees for their part in making the particularly challenging year 2009 another successful one for SWARCO and we look forward to mastering the numerous tasks of 2010 and 2011 together.

Wattens, October 2010

The SWARCO AG Executive Board



Manfred Swarovski



Alexander Swarovski



Morten Andersson

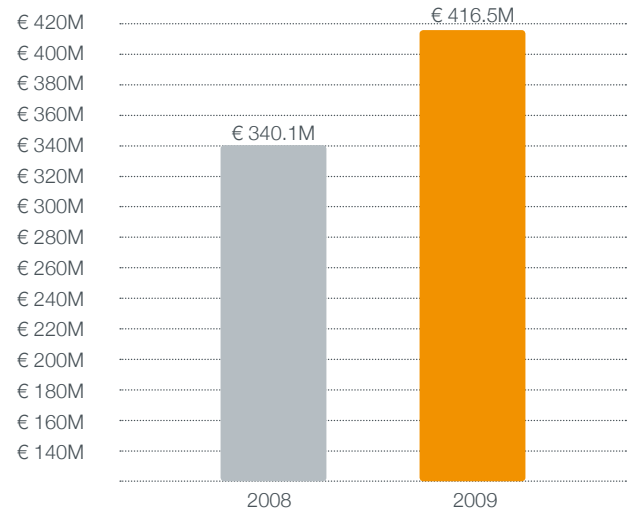
## FACTS &amp; FIGURES



	2008		2009	
Revenues	340,156	100.00%	416,462	100.00%
Gross Profit	90,346	26.56%	117,640	28.25%
EBIT	19,712	5.79%	25,765	6.19%
EBITDA	32,105	9.44%	39,605	9.51%
Cash Flow	17,740	5.22%	24,160	5.80%
Total Assets	371,205	100.00%	369,422	100.00%
Current Assets	201,688	54.33%	210,231	56.91%
Fixed Assets	169,518	45.67%	159,191	43.09%
Current Liabilities	160,629	43.27%	169,187	45.80%
LT Liabilities	139,211	37.50%	99,707	26.99%
Equity	71,365	19.23%	100,528	27.21%
Head count (31 <sup>st</sup> Dec.)	2,514		2,531	

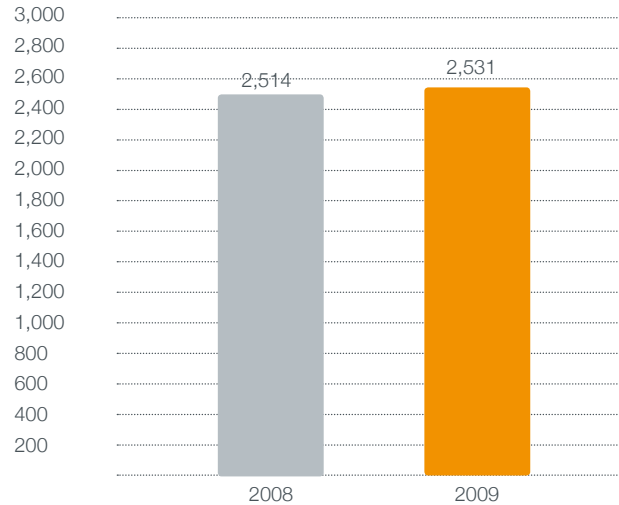
all € amounts x 1,000

In fiscal year 2009 SWARCO AG managed a 22.5% revenue increase compared to 2008. As organic growth slowed down due to the overall global economic crisis, the increase is mainly due to positive US business and the effects from the first full consolidation of SWARCO NORDIC and DAMBACH-WERKE.



## HEAD COUNT

Compared with the 2008 number, SWARCO's head count remained stable, growing only slightly from 2,514 to 2,531 people.



## WHO IS WHO



THE SWARCO AG  
SUPERVISORY BOARD:

Robert Büchelhofer	Chairman
Mark Noetzold	Vice-Chairman
Elisabeth Swarovski	Member
Hartmut Fromm	Member

Manfred Swarovski  
Alexander Swarovski  
Morten Andersson

THE SWARCO AG  
EXECUTIVE BOARD:

	CEO
COO Traffic Materials Division	
COO Traffic Management Division	

as of October 2010

## SWARCO ADDRESSES

as of October 2010

## HEAD OFFICE

**SWARCO AG**

Blattenwaldweg 8  
 A-6112 Wattens  
 T. +43-5224-5877-0  
 F. +43-5224-56070  
 E. office.ag@swarco.com  
 www.swarco.com

## ALBANIA

**SWARCO ALBANIA Sh.p.k.**

Str. Budi No. 1.1.6  
 AL-1010 Tirana  
 T. +355-42347691  
 F. +355-42347691  
 E. office.albania@swarco.com

## AUSTRIA

**M. SWAROVSKI GmbH**

Industriestraße 10  
 A-3300 Amstetten  
 T. +43-7472-202-0  
 F. +43-7472-202-249  
 E. office.msa@swarco.com

**SWARCO FUTURIT  
Verkehrssignalsysteme GmbH**

Manfred-Swarovski-Str. 1  
 A-7343 Neutal  
 T. +43-2618-20025-0  
 F. +43-2618-20025-50

**STOLL REFLEX  
Straßenmarkierungs-  
materialien GmbH**

Industriestraße 10  
 A-3300 Amstetten  
 T. +43-7472-202-303  
 F. +43-7472-202-301  
 E. office@stollreflex.com

**SWARCO FUTURIT  
Verkehrssignalsysteme GmbH  
Sales & Administration:**

Mühlgasse 86  
 A-2380 Perchtoldsdorf  
 T. +43-1-8957924  
 F. +43-1-8942148  
 E. office.futurit@swarco.com

**SWARCO HEOSCONT  
Straßenmarkierungen GmbH**

Münchendorferstr. 33  
A-2353 Guntramsdorf  
T. +43-2236-53717-0  
F. +43-2236-53717-9  
E. office.heoscont@swarco.com

**HEOSCONT  
Straßenmarkierungen GmbH**

Manfred-Swarovski-Str. 1a  
A-7343 Neutal

**VIALUX  
Leiteinrichtungen GmbH**

Brixentaler Straße 30  
A-6300 Wörgl

**SWARCO RECYCLING GmbH**

Blattenwaldweg 8  
A-6112 Wattens  
T. +43-5224-5877-0  
F. +43-5224-54780  
E. office.recycling@swarco.com

**SIGNALBAU HUBER  
VERKEHRSTECHNIK  
GmbH**

Mühlgasse 86  
A-2380 Perchtoldsdorf  
T. +43-1-98 35 763-620  
F. +43-1-98 35 763-613  
E. info@signalbau-huber.at

**BRAZIL****DAMBACH DO BRASIL Ltda.**

Avenida Inácio Cunha Leme, 297  
sala 4  
04784-145 Jardim Ipanema  
São Paulo - SP  
T. +55-11-5666 4484  
F. +55-11-5666 4484  
E. dambachbr@hipernet.com.br

**BULGARIA****SWARCO BULGARIA Ltd.**

2, Louis Ahailler Str.  
BG-1404 Sofia  
T. +359-2-958 67 45  
F. +359-2-859 00 03  
E. office.bulgaria@swarco.com

**VIALUX BULGARIA Ltd.**

2, Louis Ahailler Str.  
BG-1404 Sofia  
T. +359-2-9581827  
F. +359-2-8582107  
E. vialux@abv.bg

**CHINA****SWARCO ASIA Ltd.**

3/F., Jonsim Place,  
228 Queens Road East,  
Wanchai  
Hong Kong  
E. office.asia@swarco.com

**SWARCO INTELLIGENT  
TRAFFIC MANAGEMENT  
SYSTEM EQUIPMENT  
(SHANGHAI) CO., Ltd.**

A-2F, 3071 He Chuan Road  
PRC-201103 Shanghai  
T. +86-21-6446-4466  
F. +86-21-6446-4131  
E. office.sits@swarco.com

**CZECH REPUBLIC****SIGNALBAU HUBER CZ s.r.o.**

Pod Víšňovkou 37  
CZ-140 00 Prag 4-Krč  
T. +42-02 34 034 100  
F. +42-02 34 034 104  
E. sbh@iol.cz

## DENMARK

**SWARCO DANMARK AS**

Tonsbakken 16–18  
 DK-2740 Skovlunde  
 T. +45-36-8888-88  
 F. +45-36-8888-00  
 E. office.danmark@swarco.com

**SWARCO TECHNOLOGY Aps**

Klokkestøbervej 21  
 DK-5230 Odense M  
 T. +45-63-152-200  
 F. +45-63-152-219  
 E. morten.sondergaard@swarco.com

## FINLAND

**SWARCO FINLAND OY**

Sinimäentie 8  
 FIN-02630 Espoo  
 T. +358-207-41-03-01  
 F. +358-97-77-31-03  
 E. office.finland@swarco.com

## GERMANY

**SWARCO VESTGLAS  
Vestische Strahl- und  
Reflexglas GmbH**

Rumplerstraße 12  
 D-45659 Recklinghausen  
 T. +49-2361-6094-0  
 F. +49-2361-32167  
 E. office.vestglas@swarco.com

**IMS - International Marking  
Systems GmbH**

Rumplerstraße 16  
 D-45659 Recklinghausen  
 T. +49-5032-913273  
 F. +49-5032-913274  
 E. info@ims-marking.de

**LIMBURGER LACKFABRIK  
GmbH**

Robert-Bosch-Str. 17  
 D-65582 Diez  
 T. +49-6432-9184-0  
 F. +49-6432-9184-18  
 E. office.lila@swarco.com

**HITZBLECH MARKIERUNG  
GmbH**

Heimstraße 16  
 D-58791 Werdohl-Eveking  
 T. +49-2392-9792-0  
 F. +49-2392-9792-240  
 E. info@hitzblech.de

## GERMANY

**SWARCO TRAFFIC HOLDING AG**

(former M.TECH AG)  
 Bodenseestr. 113  
 D-81243 München  
 T. +49-89-89699-102  
 F. +49-89-89699-331  
 E. office.sthag@swarco.de

**SWARCO TRAFFIC SYSTEMS GmbH**

(former SIGNALBAU-HUBER)  
 Kelterstraße 67  
 D-72669 Unterensingen  
 T. +49-7022-6025-200  
 F. +49-7022-6025-199  
 E. office.sts@swarco.de

**DAMBACH-WERKE GmbH**

Adolf-Dambach-Straße  
 D-76571 Gaggenau  
 T. +49-72 25 64-01  
 F. +49 72 25 64-3 00  
 E. info@dambach.de

**M-UNICOMP VERKEHRSSYSTEME GmbH**

Plauener Straße 163-165 / Haus L  
 D-13053 Berlin  
 T. +49-30-98 31 700 70  
 F. +49-30-98 31 700 77  
 E. info@unicomp-berlin.de

**SWARCO V.S.M. GmbH**

Blumenstrasse 8-10  
 D-73779 Deizisau  
 T. +49-7153-610-339-0  
 F. +49-7153-610-339-29  
 E. office.vsm@swarco.com

## GREECE

**SIGNALBAU HUBER HELLAS**

1, Parthenonosstr, Nea Erythrea  
 GR-14671 Athen  
 T. +30-210-80 03 7-60  
 F. +30-210-80 03 7-63  
 E. info@signalbau-huber.gr

## HUNGARY

**HEOSCONT HUNGARIA KFT.**

Külső Veszpremi u.50/B  
 H-9028 Győr  
 T. +36-96-51-48-40  
 F. +36-96-51-48-45  
 E. heoscont@heoscont.hu

**STRADACOLOR KFT.**

Knezich u.10.  
 H-1046 Budapest  
 T. +36-13-89-00-09  
 F. +36-12-72-06-63  
 E. stradacolor@t-online.hu

### **SWARCO TRAFFIC HUNGARIA KFT.**

Gyömrői út 150  
H-1103 Budapest  
T. +36-1-22 08 751  
+36-1-88 30 999  
F. +36-1-36 33 039  
+36-1-88 30 960  
E. office.sth@swarco.com

## **ITALY**

### **MIZAR AUTOMAZIONE S.p.A.**

via Nizza 262/57  
I-10126 Torino (TO)  
T. +39-011-6500411  
F. +39-011-6500444  
E. mizar@torino.miz.it

### **Office Naples**

via Cinthia, 25  
I-80126 Napoli (NA)  
(zona Parco San Paolo)  
T. +39-081-19560387  
F. +39-081-19560429  
E. mizarsedenapoli@napoli.miz.it

### **Office Verona**

via Giberti, 7  
I-37122 Verona (VR)  
T. +39-045-8012501  
F. +39-045-8012439  
E. ufficiogare@verona.miz.it

### **Office Rome**

via Flaminia, 388  
I-00196 Roma (RM)  
T. +39-069-761 59 31  
F. +39-069-761 8105  
E. mizarsederoma@roma.miz.it

## **NETHERLANDS**

### **SWARCO NEDERLAND B.V.**

New Yorkstraat 14  
1175 RD LIJNDEN  
T. +31-20-430 3040  
F. +31-20-430 3049  
E. office.nederland@swarco.com

## NORWAY

**SWARCO NORGE AS**

Brynsveien 12  
 N-0667 Oslo  
 T. +47-23-17-09-00  
 F. +47-23-17-09-01  
 E. office.norge@swarco.com

**Trondheim Office**

Teknobyen Innovasjonssenter  
 Abels Gate 5  
 N-7030 TRONDHEIM  
 T. +47 23 17 09 00  
 E. office.norge@swarco.com

## POLAND

**SIGNALBAU HUBER  
 SP.Z.O.O.**

ul. Kopijników 75A  
 PL-03-274 Warschau  
 T. +48-22 675-6949  
 F. +48-22 675-7086  
 E. biuro@sbh.com.pl

## ROMANIA

**SWARCO ROMANIA s.r.l.****SWARCO TRAFFIC  
 ROMANIA s.r.l.****PARKING EXPERTS s.r.l.**

23 Dr. Lister Street, 5th district  
 RO-050541 Bucharest  
 T. +40-21-31 55 797  
 F. +40-21-31 55 787

E. office.romania@swarco.com

E. office.str@swarco.com

E. gelu.andrei@swarco.com

**SWARCO VICAS S.A.**

Șos. Găești, nr. 8  
 RO-130087 Târgoviște  
 T. +40-245-61 50 80  
 F. +40-245-21 37 96  
 E. office.vicas@swarco.com

**HEOSCONT ROMANIA s.r.l.**

str. Calafatului nr. 123  
 RO-20746 Sat Braniste  
 comuna Podari, jud. Dolj  
 T. +40 251 339 125  
 F. +40 251 339 125  
 E. heoscont.romania@swarco.com

**RUSSIA****SWARCO AG MOSCOW  
REPRESENTATION OFFICE  
SWARCO TRADE & SERVICE**

Lesnaya str. 20/2  
 RUS-125047 Moscow  
 T. +7-495-981-8760  
 F. +7-499-973-2919  
 E. office.moscow@swarco.com

**SWARCO RAIL LLC**

Varshavskaya ul., 5, korpus 2  
 RUS-196128 St. Petersburg  
 T. +7-812-635-8841  
 F. +7-812-635-8840  
 E. office.rail@swarco.com

**SAUDI ARABIA****RASWA COMPANY Ltd. / AL  
SALAMAH**

P.O. Box 117  
 KSA-11383 Riyadh  
 T. +966-1-498 1177  
 F. +966-1-498 4591  
 E. office.raswa@swarco.com

**SLOVAKIA****SWARCO TRAFFIC  
SLOVAKIA s.r.o.**

Ventúrska 16  
 SK-811 01 Bratislava  
 T. +421-2-44 44 26 03  
 F. +421-2-44 44 26 50  
 E. office.bratislava@swarco.com

**SLOVENIA****SWARCO LEA d.o.o.**

Finžgarjeva ulica 1a  
 SLO-4248 Lesce  
 T. +386 4 53 53 653  
 F. +386 4 53 53 633  
 E. office.lea@swarco.com

## SWEDEN

### SWARCO SVERIGE AB

Pepparvägen 81  
S-123 56 Farsta  
T. +46-771 88 22 88  
F. +46-10 45 16 290  
E. info.stockholm@swarco.com

#### Office addresses

Gjuterigatan 27  
S-652 21 Karlstad  
T. +46 771 88 22 88  
F. +46 10 45 16 291  
E. info.karlstad@swarco.com

Möndalsvägen 93  
S-41 263 Göteborg  
T. +46-771 88 22 88  
F. +46-10 45 16 292  
E. info.goteborg@swarco.com

### SWARCO MIZAR AB

Möndalsvägen 93  
S-41 263 Göteborg  
T. +46-771 42 98 30  
F. +46-10 451 62 92  
E. infofbg@swarco.se

## UAE

### SWARCO MIDDLE EAST

Post Office Box 113055  
Crowne Plaza Tower  
Sheikh Zayed Road  
Al Satwa District  
Dubai  
T. +971.50.281.3474  
E. william.sowell@swarco.com

## UNITED KINGDOM

### DAMBACH U.K. Ltd.

7, Mercury Road  
Gallowfields Trading Estate  
Richmond  
North Yorkshire DL10 4TQ  
T. +44-1748 82 46 24  
F. +44-1748 82 46 25  
E. sales@dambach.co.uk

### SWARCO UK Ltd.

25 Erica Road  
Milton Keynes MK12 6HS  
T. +44-01908 326 168  
F. +44-01908 315 401  
E. office.uk@swarco.com

## USA

**SWARCO INDUSTRIES Inc.**

270 Rutherford Lane  
Columbia, TN 38402  
T. +1-931-388-5900  
F. +1-931-388-4039  
E. office.industries@swarco.com

**SWARCO REFLEX Inc.**

900 N. Denton  
Mexia, TX 76667  
T. +1-254-562-9879  
F. +1-254-562-7601  
E. office.reflex@swarco.com

**COLORADO PAINT  
COMPANY**

4747 Holly St.  
Denver, CO 80216  
T. +1-303-388-9265  
F. +1-303-388-0881  
E. sales@coloradopaint.com

**DAMBACH Inc.**

P.O. Box 3044  
North Attleboro, MA 02761  
T. +1-800 737-0383  
F. +1-508 699-8278  
E. sales@dambach-traffic.com

**CEROGLOSS  
TECHNOLOGIES Inc.**

919 James Campbell Blvd.  
P.O. Box 1730  
Columbia, TN 38401  
T. +1-931-490-8030  
F. +1-931-490-8060  
E. info@ceroglass.com

**SWARCO TRAFFIC  
MANAGEMENT Inc.**

270 Rutherford Lane  
Columbia, TN 38402  
T. +1-931-388-5900  
F. +1-931-388-4039  
E. office.stmnc@swarco.com



SWARCO AG  
Blattenwaldweg 8  
A-6112 Wattens, Austria  
T. +43-5224-5877-0  
F. +43-5224-56070  
E. [office.ag@swarco.com](mailto:office.ag@swarco.com)  
[www.swarco.com](http://www.swarco.com)

