

RAVEN

| Issue No. 13 |



Manufacturing Center Going Landfill-Free
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Brooklyn Museum's Great Hall features architectural environment with 2,400 yards of Sunbrella® fabrics. | 2

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Summer 2011

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Photography by Keith Sirchio



Dear Readers,

Time is the ultimate test of a brand. It is one thing to create a strong brand, but quite another to sustain that strength over time, remaining relevant for new markets, new customers and new generations.

As our cover story and other articles in this issue of the Raven illustrate, the Sunbrella® brand continues to withstand the test of time. When Situ Studio was commissioned to create an original work of art in the Great Hall of the Brooklyn Museum, their designers selected Sunbrella fabrics as the ideal choice. In the 50-year history of the Sunbrella brand no one has ever deployed our fabrics in such a dramatic and artistic manner.

The Sunbrella brand also continues to gain strength throughout Europe as evidenced by the latest awning fabric offerings from Dickson-Constant. We are seeing increased interest in Sunbrella fabrics throughout Europe not only for awnings, but also for casual furniture and interior décor.

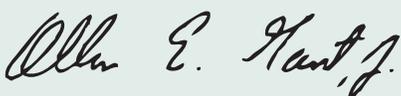
A unique venue for Sunbrella fabrics is Les Toiles du Soleil. This French company, renown for beautiful cotton fabrics woven on century-old fly-shuttle looms, selected Sunbrella fabrics as a complementary offering for its lines of home and lifestyle accessories. Les Toiles du Soleil is indeed proving that a performance offering can live in harmony with classic cotton designs.

In the last issue of the Raven magazine, we introduced our new vision – “Let Endless Possibilities Begin™” – and in this issue we have included three articles closely related to our vision. You will read comments from members of our management team concerning how Glen Raven collaborates with suppliers and customers to bring new ideas to life.

We are also featuring a new product offering from Dickson Coatings, an antimicrobial fabric, developed in response to the needs of emergency response personnel in the United Kingdom. In addition, you will also read the amazing story of Strata India and how our associates have reinvented their business model based on new possibilities.

I would also like to call your attention to two articles related to environmental stewardship. Our manufacturing center in Burnsville, N.C., will soon become the second Glen Raven facility to become landfill-free, which is part of our larger initiative to recycle and reduce energy consumption company-wide. Our other environmental article relates to our Anderson, S.C., manufacturing center which is continuing to enhance the natural habitat surrounding the plant, recently planting 25,000 new pine trees.

In closing, I would like to again thank you for your relationship with Glen Raven. As we proclaim “endless possibilities” as our vision, we want to make it clear that we are sharing these possibilities with our customers, suppliers, trade partners and associates. Working together with a shared sense of mission and values, we are confident that the possibilities are truly endless.



Allen E. Gant, Jr.
President and CEO
Glen Raven, Inc.



SUNBRELLA® FABRICS TRANSFORM BROOKLYN MUSEUM ‘GREAT HALL’

The “Great Hall,” a 10,000-square-foot colonnaded space on the first floor of the historic Brooklyn Museum, has been transformed by a cutting-edge architectural installation featuring 2,400 yards of Sunbrella® fabrics. Sixteen towering columns are enveloped with fabric stretched and pleated over wood and metal frames, resulting in an awe-inspiring experience.

“We enjoy hearing all of the different ways that visitors interpret the space,” said Aleksey Lukyanov-Cherny, a founding partner of Situ Studio, a Brooklyn-based creative practice that created the installation. “Our goal was to transform classical architectural elements – 25-foot columns – and give the space a new life and form.”

The Brooklyn Museum originated the installation, known as “reOrder,” as a way of inaugurating the first phase of reimagining the Great Hall as a central space for exhibits, performances and other museum activities. The museum is implementing an Ennead Architects-designed renovation of the Hall, which was built in the early twentieth century as a part of the original McKim, Mead & White architecture. Several design firms were invited to submit concepts for a Great Hall installation.

“Because this installation is so unexpected and so beautiful, it will have a lasting impression on anyone who visits the Museum.”

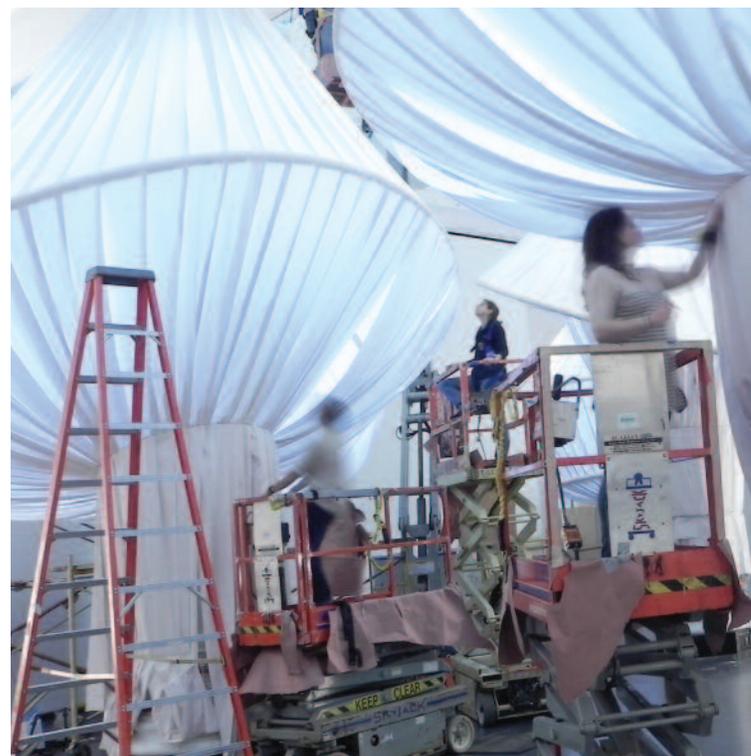
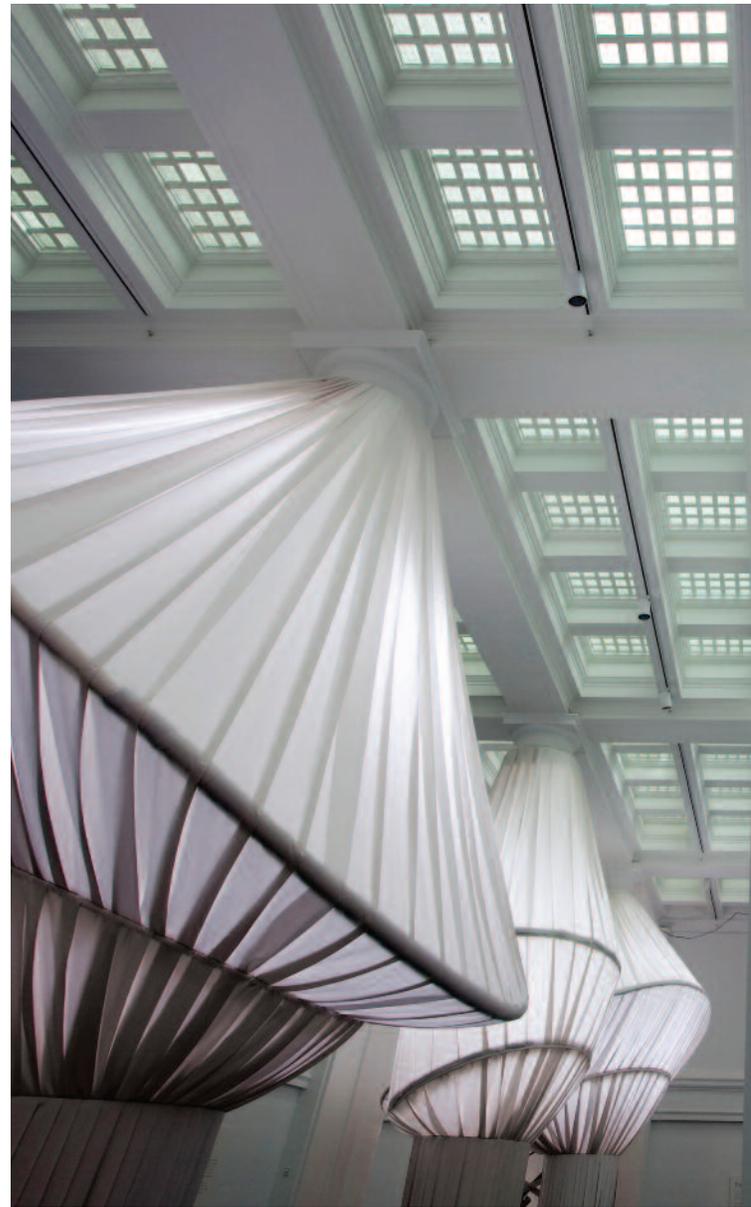
Gina Wicker

“We later found out that other proposals were of individual sculptures to be installed in the Great Hall; we focused instead on the architecture of the space and in particular the 16 classic columns to create a site-specific installation that transforms the overall environment of the space,” Lukyanov-Cherny said. “Throughout architectural history, columns have been ornamented, and we saw the opportunity to push this concept outside of traditional bounds in grand and unexpected ways.”

Situ Studio’s design consists of a series of stretched fabric canopies and integrated furnishings that augment the profiles of the monumental columns. The fabric structures vary in size and volume and are complemented by the installation of benches and tables at the bases made of acrylic solid-surface material. Lighting inside each column adds depth and texture, resulting in a surreal effect.

A defining element for the installation was fabric selection. Situ Studio reviewed a number of options before selecting Sunbrella fabrics.

“We had to have a fabric that was durable to withstand the construction process,” Lukyanov-Cherny said. “For the installation, the fabric had to be cut, creased and pressed, and if it got dirty it had to be easy to clean. Plus,





the fabric had to have the ability to look good in a high-traffic, public space for an entire year.”

Sunbrella fabrics passed all of the performance requirements set by Situ Studio with the added benefit of excellent light diffusion and no harmful off-gases that could affect air quality inside the museum.

“The fabric was amazing to work with,” Lukyanov-Cherny said. “Sunbrella was easy to handle, easy to clean and durable. It folds and drapes beautifully and gave us just enough stiffness for the crisp lines we wanted. We were able to cut Sunbrella with a hot knife, which meant that we didn’t have to hem the cut edges, which was a tremendous time savings.”

Craftsmen worked intensely for two months, fabricating various components and planning how it would be installed. As a one-of-a-kind project, the team creating the installation developed customized approaches.

“The work became easier as we moved through the project,” Lukyanov-Cherny said. “We designed a system in which many parts were interchangeable, including the fabric itself. No specific patterning was needed because we could achieve the design we wanted through folding and pleating.”

Glen Raven Custom Fabrics donated Sunbrella fabrics for the Brooklyn Museum project because this unique installation is exposing thought leaders in design and architecture to an entirely new level of creative application for the brand. “reOrder” demonstrates dramatically the most important attributes of Sunbrella fabrics – beauty, adaptability, durability and environmental friendliness – to sophisticated and diverse audiences.

“Because this installation is so unexpected and so beautiful, it will have a lasting impression on anyone who visits the Museum, whether they are a design professional or a thoughtful consumer,” said Gina Wicker, design and creative director for Glen Raven Custom Fabrics. “We are continually searching out innovative uses for Sunbrella fabrics that can inspire and educate, and we could not have asked for a better partner than Situ Studio or a better platform than the Great Hall.”

The Great Hall installation will remain in place until January 15, 2012 at the Brooklyn Museum, 200 Eastern Parkway in Brooklyn. Sunbrella fabric used for the installation will be repurposed and suggestions for potential new applications can be submitted online at www.sunbrella.com/brooklyn.

CENTER, TOP The 16 columns in the Brooklyn Museum Great Hall have been transformed with structures made from Sunbrella® fabrics. **CENTER, BOTTOM AND RIGHT, TOP** Sunbrella fabrics were selected by Situ Studio for the Great Hall project for many reasons, including the fabric’s durability and ease of cleaning during fabrication and installation, along with excellent light diffusion and elegant draping qualities.



BURNSVILLE PLANT SETTING SIGHTS ON BECOMING 'LANDFILL-FREE'

The Blue Ridge Mountains are among North Carolina's most important ecosystems, attracting millions of tourists each year for leaf watching in the fall, skiing in the winter and escape from the heat in spring and summer. The highest peak in the range, Mt. Mitchell, is located in North Carolina, along with portions of the Blue Ridge Parkway and Appalachian Trail.

North Carolina's Blue Ridge Mountains are also home to descendants of the first settlers who arrived in the 17th century – fiercely independent people renowned for their creativity, work ethic and resilient spirits, capable of coping with the demanding natural terrain and weather. Within this environment is Glen Raven's Burnsville Plant in Burnsville, N.C. – a weaving operation with an intensely loyal workforce where 20-plus year service records are the norm.

“Recycling has allowed Burnsville Plant to convert our waste management from cash-flow negative to cash-flow positive.”

Wendell Wilson

“You mention a need or an idea this afternoon and it will be done by tomorrow morning,” said Wendell Wilson, manager of the Glen Raven Technical Fabrics facility. “People here are highly innovative and extremely competitive by nature. Who can grow the most pounds of a crop per acre, who caught the biggest fish – there is a sense of pride and achievement both inside and outside of our plant.”

This competitive spirit has led Burnsville Plant into leadership positions in several markets – No. 1 in sailcloth and flag and banner fabrics in North America and cutting-edge performance fabrics for ballistic vests for the U.S. military and protective





equipment for electric utility workers. It's this mindset for achievement that is also driving the plant's latest goal – to become a landfill-free manufacturing center this summer.

Recycling has been a key component of Burnsville Plant for decades, resulting in the majority of high-value waste materials being recycled. During a plant renovation in the late 1990s, a recovery and handling system for nylon and polyester fibers was put into place.

“Recycling has allowed Burnsville Plant to convert our waste management from cash-flow negative to cash-flow positive,” Wilson said. “An essential element was the associate-led system to segregate our nylon and polyester wastes, which increased the value of these materials more than 50 times.”

In addition to recycling nylon and polyester fibers, Burnsville recycles batteries, fluorescent tubes, clear plastics and cardboard. Wood pallets are repaired and reused multiple times and reuseable plastic crates are used for receipt of raw materials. Food waste from the plant cafeteria is collected by a local hog farmer to the delight of his livestock.

“When we assessed everything earlier this year, we realized that we are closer to landfill-free than we thought,” Wilson said. “There wasn't much left to recycle.”

The remaining waste items, however, were the most difficult to recycle, including materials such as contaminated fibers and floor sweepings. It was at this point that Burnsville Plant called on assistance from its sister plant, the Anderson, S.C., Sunbrella® fabrics manufacturing center, which has been landfill-free for three years.

“You reach a point in your recycling program when you need an outside partner who can further separate and process wastes so they don't end up in a landfill,” said Randy Blackston, plant manager at Burnsville from 2003 until 2007 and currently vice president of operations for Glen Raven Custom Fabrics, which includes Anderson Plant.

Through additional separation and reprocessing steps, difficult-to-recycle waste items can be used to create absorbent materials, such as those used to control the oil spill in the Gulf of Mexico. Other reprocessed materials can be used for filler in packaging and insulation. Anderson Plant has advanced to this step and Burnsville Plant will implement a similar approach.

“With recycling, it's often a matter of simply adding one additional step,” Blackston said. “You have to get buy-in from your associates to take that extra step – to put the recyclable item in the proper container. The time and the cost are negligible, but the benefits are huge.”

The total recycling of waste at Burnsville Plant is part of a much larger initiative within the facility and for all Glen Raven facilities to recycle, reduce energy consumption, limit the carbon footprint, enhance working conditions and protect the environment. For example, Burnsville Plant recently replaced lighting in manufacturing areas, resulting in significant cost reduction and improved working conditions.

“Glen Raven was a green company back when green was just a color,” Blackston said. “We know that we are smart enough and innovative enough to recycle our wastes rather than spreading them out on this beautiful earth we've been given.”

LEFT The waste reduction program at Burnsville Plant includes the work of Randy Blackston, left, vice president of operations for Glen Raven Custom Fabrics; Jenny Edwards, shipping and receiving manager; and Wendell Wilson, Burnsville Plant manager. This team was photographed in front of a flag made from Burnsville Plant fabric. Environmental stewardship is crucial for Burnsville Plant for many reasons, including its location within North Carolina's Blue Ridge Mountains. **ABOVE** Jerry Barnett, waste coordinator, bales nylon and polyester wastes which are separated within the plant using an associate-designed automated handling system. Waste yarns are melted down and processed into pellets, which in turn become yarn again for fabric weaving.

CLASSIC COTTON AND PERFORMANCE SUNBRELLA® LIVING IN HARMONY



A 150-year-old French company, Les Toiles du Soleil (“Cloth of the Sun”), is proving that today’s high-performance fabrics can live in harmony with classic cotton designs based on century-old traditions. It is not one or the other, but an amalgam of the best of each, resulting in stunning fabrics for home and lifestyle accessories.

“Les Toiles du Soleil sends us their designs made of cotton that we countertype in Sunbrella® Fabrics,” said Daniel Demouveau, design manager with Dickson-Constant. “It takes many trials to obtain just the right mixture of yarns to achieve warm, rich cotton fabric colors.”

Les Toiles du Soleil traces its roots to a small textile mill founded 150 years ago in the Catalan region of France. The forerunner of Les Toiles du Soleil introduced power looms to the area and specialized in colorful fabrics used for authentic, handmade espadrilles.

Françoise and Henri Quinta took over the company in 1993, renaming it Les Toiles du Soleil. The Quinta family introduced fresh new fabric designs and diversified the product offerings beyond traditional rope sandals. Within two years after their first participation at the well-known design fair, “Maison&Objet” in Paris, Les Toiles du Soleil began to take on an international aura.

While Les Toiles du Soleil is renowned in Europe, Australia and Japan, it is not as well known in the U.S. The company opened

a new store in 2008 in New York City, however, that is expanding the company’s image and product offerings to American consumers. Jean-luc Carrucciu and Sandrine Guibert, who is from the town where the company was born, have made the New York shop a popular destination for affordable table adornments and home accents.

“Our relationship is a victory for everyone – to work with a true craftsman and create a Sunbrella product that can be shown alongside a noble product such as cotton.”

Daniel Demouveau

Les Toiles du Soleil specializes in cotton fabrics that are woven in France on century-old fly-shuttle looms. In addition to cut yardage, the company offers a wide array of home accessories, including table cloths, napkins, placemats, table runners, throw pillows, tote bags, aprons, bibs, towels, cushion covers, chairs, bags, notebooks and more – many of which are made in the store. Clients can customize anything from upholstery to accessories, even curtains for shower or window treatments.





“Our fabric designs are based on fabric samples from the archives of our original plant,” said Henri Quinta. “We reinterpret these designs for current trends in fashion, and we give free rein to our own imaginations as we begin each new design with a blank sheet of paper.”

Sunbrella fabrics were added to the Les Toiles du Soleil product line in 2002 in response to customer needs for outdoor performance. The most popular cotton fabric designs are recreated in Sunbrella fabrics.

“We decided to offer a different range of fabrics for outdoor use, calling on Dickson to weave some of our patterns in Sunbrella, which is much more resistant to weathering,” Quinta said. “For customers who wish to leave their garden furniture outside, we advise them to use Sunbrella fabrics.”

The working relationship between Les Toiles du Soleil and Dickson-Constant is a close partnership, with Quinta providing design inspirations and Dickson-Constant bringing them to life in performance fabric offerings.

“Our work with Les Toiles du Soleil represents a successful, 10-year collaboration between two different worlds,” Demouveaux said. “Our relationship is a victory for everyone – to work with a true craftsman and create a Sunbrella product that can be shown alongside a noble product such as cotton.”

Sunbrella fabrics carried by Les Toiles du Soleil are targeted primarily for outdoor applications, but you will also find Sunbrella fabrics used for other applications, such as lamp shades, covered letter boxes, sewing boxes and book covers. While the design influence of Les Toiles du Soleil is being felt around the world, it has had an equally important impact in France where the company was recognized as a “Living Heritage Company” in 2009.

“When you enter our factory you are stepping back in time to see the operation of shuttle looms straight out of the 19th century,” Quinta said. “By saving the last textile mill in the village of Saint Laurent de Cerdans, we have revived the great tradition of weaving in Catalan and are perpetuating the local expertise for generations to come.”

You can visit Les Toiles du Soleil on the Web at www.lestoilesdusoleilnyc.com.

LEFT, TOP Françoise and Henri Quinta took over a 150-year-old French textiles company in 1993, renaming it Les Toiles du Soleil, which has stores in a number of major cities, including New York (BOTTOM, LEFT) and Paris (BOTTOM, RIGHT.) **RIGHT, TOP AND BOTTOM** Les Toiles du Soleil retail locations feature cut yardage of both Sunbrella® and cotton fabrics, along with a great variety of home and lifestyle items, from bags to napkins. **TOP, RIGHT** Daniel Demouveaux, design manager with Dickson-Constant, leads the team that replicates Les Toiles du Soleil classic cotton fabric designs into Sunbrella performance fabrics.



DICKSON COATINGS 'BAGS'
INFECTION CONTROL FOR
UK RESCUERS



Speedings Ltd., a leading supplier of equipment to the rescue services industry in the United Kingdom, has partnered with Dickson Coatings of France to solve an ongoing challenge for emergency response crews – how to protect medical equipment from infectious agents during transport from one location to another.

The new AntiBacBag line from Speedings is fabricated from a PVC-coated polyester that incorporates antibacterial and antifungal agents. Rescue services throughout the UK are adopting the new bags, which are available in a wide range of sizes and configurations.

“These bags have been developed in response to a growing need for improved infection control within UK ambulance service trusts,” said Gary Wilson with Speedings. “We have received orders for these bags from a number of ambulance trusts and are communicating the availability and benefits of this innovative range of products.”

Speedings had previously purchased PVC-coated polyester fabrics from Dickson Coatings and was familiar with the material’s durability, good looks and ease of cleaning. The question posed to Dickson was whether the fabric could be made antibacterial and antifungal.

“Our response was ‘yes, we can do that,’” said Matthew Watson, general manager of Dickson Coatings, a Glen Raven subsidiary and one of Europe’s leading technical fabrics suppliers. “From a technical standpoint, the conversion was relatively easy as we added the antibacterial agent to the top coat and lacquer finish. The fabric has undergone testing to verify that the antibacterial performance will last for the life of the fabric.”

Established in 1827 on the banks of the River Wear in Sunderland, Tyne and Wear, Speedings remains a family-owned business and the oldest manufacturing company in Sunderland. The company originally manufactured sails and flags for local shipyards, moving into the production of ships’ awnings, tarpaulins and hatch covers when steam power came into being.

During the world wars, the company continued to focus on maritime products, eventually moving into “safety at sea” offerings such as life buoys and the world’s first reversible life jacket. The transition into products for firefighting, rescue and public safety began in the 1980s, which remains the primary focus today.

Employing 43 people, the Speedings production process has sewing machinists crafting each product from start to finish for a greater sense of achievement and pride. The company is run by Robert Hammal, who has taken over from his father Joseph Hammal.

Speedings AntiBacBags are manufactured to virtually any size or shape and are available in small or large quantities. Internal configurations of the bags can be designed to accommodate virtually any device or type of equipment. Each bag can also be overprinted or supplied complete with wipe-clean badges and photo-fluorescent strips.

“Our PVC-coated polyester is highly durable and easy to clean, which is essential to rescue services,” Watson said. “Rescue personnel can wipe the bag down with warm water after every use, confident that the antibacterial coating is helping to inhibit bacteria growth. This fabric has great potential for applications beyond medical equipment bags, such as stretchers and wheelchairs – anywhere that you need a durable, antibacterial fabric that is easy to clean.”

Initial availability of AntiBacBags has been limited to the UK, but expansion is planned throughout Europe and elsewhere. For more information on Speedings Ltd., visit www.speedingsltd.co.uk.

LEFT, BOTTOM Emergency response crews in the United Kingdom rely on antimicrobial bags made by Speedings Ltd. from fabric created by Dickson Coatings. **LEFT, TOP, AND RIGHT** The AntiBacBag line includes a wide assortment of sizes, colors and configurations to accommodate various pieces of medical equipment that emergency response crews must transport. The bags, which are made from a PVC-coated fabric that inhibits the growth of bacteria and fungus, are soon to be available throughout Europe.



“These bags have been developed in response to a growing need for improved infection control within UK ambulance service trusts.”

Gary Wilson



LET
ENDLESS POSSIBILITIES
BEGIN™

GLEN RAVEN ENCOURAGING 'ENDLESS POSSIBILITIES' THROUGH COLLABORATION

“We receive many new ideas from our customers, and we encourage and motivate our associates to bring us innovations.”

Eugene Deleplanque

Glen Raven’s new vision statement – “Let Endless Possibilities Begin™” – was crafted as an invitation to customers and suppliers to bring us new ideas. Glen Raven has a long-held tradition of working collaboratively with its trade partners, and the new vision encapsulates and re-emphasizes this business philosophy.

Six members of the Glen Raven management team were asked to comment on how the company works collaboratively with customers and suppliers on innovative new ideas. Our goal is to offer insights into how Glen Raven’s vision is guiding the company every day toward global innovation.



Eugene Deleplanque
General Manager
Dickson-Constant, France

We receive many new ideas from our customers, and we encourage and motivate our associates to bring us innovations. Our organization has been infused with a dynamism of creativity by young engineers working with a management team that has open minds.

One of the reasons that we weathered the recession is because we continued to introduce new products even during the downturn. It would be a natural tendency not to invest in innovation during a recession, but it has been the new offerings that have made up for the drop-off in some of our traditional lines. With the economy improving, we are seeing growth on all sides, which is, of course, highly beneficial to our dealer network as well.

Market studies are important when we evaluate new ideas, but ultimately it comes down to a management decision – is the market ready for this product and are our customers ready? You can have all the great market research in the world, but you must know the markets and your customers to be successful with new ideas.



Al Johnson
Director, New Business
Development, Tri Vantage

We look for new products that will add value in the marketplace and that will benefit our customers. The chief criterion is simple: will a new product add value in the channel that will benefit our customers?

Service innovations are equally important for our customers. For example, furniture manufacturers and cushion fabricators value a resource for the fast delivery of smaller quantities of fabric. They don’t want to carry large inventories, and they value having access to a broad array of SKUs. We have been able to meet this customer need by serving as a resource with large inventories that we ship overnight.

Tri Vantage constantly evaluates new products and services, and we continue to add new items to our offerings, which number more than 12,500. For us, the vision statement, “Let Endless Possibilities Begin™,” is an accurate reflection of how we are working to help grow the awning, marine and furniture businesses for the benefit of our customers.

“It’s all relationship oriented. Are these knowledgeable people who you want to work with? You look for partners who can enjoy shared success.”

Patti Bates



HEADLINERS

Working with the automotive industry, Glen Raven developed a new headliner fabric that is being fabricated and marketed in partnership with Shawmut Industries.



John Coates
Vice President,
Supply Chain and Logistics
Glen Raven Custom Fabrics,
Tri Vantage

The prevailing attitude at Glen Raven toward new ideas is very open, and we encourage suppliers to come to us first. We want our suppliers to see us as a good partner who has access to markets and who has the ability to move new ideas into a given market.

New ideas may come through our research and development group or they may originate with one of our market managers or from a supplier’s marketing rep. The big question is always the same: will the innovation fill a need in the market? Then we ask can it be produced efficiently and profitably for everyone.

When it comes to intellectual property, we put nondisclosure agreements in place for our protection and for the protection of our suppliers. When evaluating a new idea, you begin in broad and general terms and then work your way into the specifics. At a certain point, you are sharing proprietary information and that’s where these agreements give everyone a level of confidence and the ability to collaborate fully.



Patti Bates
Vice President, Operations,
Glen Raven Technical Fabrics

Suppliers often bring new ideas to us first because they know we will hear them out and they know that we have the technical and financial resources and the market access to move forward on a new idea if it makes sense for us and our customers. We also have the mindset to take a longer view in bringing a new idea to market.

We are very consistent with the types of innovations that move forward. Glen Raven is not interested in ‘me-too’ products or offerings that are based simply on lower cost. The innovation has to be unique, it has to fill a void in the market, and it has to fit our expertise and the asset base of Glen Raven and our partners.

A supplier may have a new product idea and bring it to us for evaluation, or we may go to a supplier and say that we have identified a need in the marketplace. Will you work with us to develop a new product with these specific qualities? At other times, we have had suppliers identify markets that they feel are not being served and suggest that we approach specific new customers with new offerings.

It’s all relationship oriented. Are these knowledgeable people who you want to work with? You look for partners who can enjoy a shared success.



CAMOUFLAGE

The military depends on Ultra Lightweight Camouflage and Net Systems (ULCANS) for protection of military installations. Glen Raven provides the fabrics to trade partners who add technology that prevents visual and radar detection.



GLENGUARD

Through a collaboration with Kermel® fibers, Glen Raven created the GlenGuard® brand of fabrics for Personal Protective Equipment (PPE) to protect utility workers from electric arc hazards.



BIMINI

Partnering with two other French companies, Dickson-Constant has pioneered the first photovoltaic biminis for the boating industry combining sun protection with power generation.



MAKROLON

One of the newest offerings from Tri Vantage is Makrolon®, a high-clarity window material from Bayer Science ideal for high-end marine applications.

Photo courtesy of Covercraft.



Matthew Watson
General Manager,
Dickson Coatings

Within our core strengths, we are very open to innovative ideas. For example, we have taken existing fabrics and coated them with antibacterial properties. We are currently working with a customer on the joint development of a fabric that will be anti-termite. In both instances, we are working with an existing substrate that can be adapted using our existing expertise and equipment.

We are recognized as market leaders in certain domains so suppliers view us as a serious developer with the resources to take an idea through research and development, manufacturing and ultimately to market. Some customers or prospects contact us for technical developments to determine if we can react quickly and positively. I think we are fast at developing new ideas.

The new vision statement fits well with our philosophy and our approach to the marketplace. If it's an idea with a clearly defined market and within our range of capabilities, then we are an excellent development partner.



Philippe Petot
Vice President,
Business Development
Glen Raven Custom Fabrics

Contrary to more bureaucratic companies where the idea process is channeled through a series of stages, filters and hurdles, ideas at Glen Raven float to the top in ways that slowly gather consensus from all layers of the organization.

Expressed or implied, the main criterion for moving forward with a new idea at Glen Raven is always the value proposition: you find a problem you need to solve, you set an objective to address the problem, you define a solution, and you look at its consequences.

The toughest part is recognizing a problem in the marketplace and defining that problem. Too often people find a great solution to a problem that does not exist. The problem can be a need that is not addressed, an opportunity that is not exploited, a process that fails or is too complicated. Defining the problem is more important than finding the solution.

“Let Endless Possibilities Begin™” has been embedded in Glen Raven for many years and solidifies a state of mind. Once a problem has been clearly defined, Glen Raven will put no hurdles across the implementation of the solution. There will be no effort spared and no second-guessing. This is what makes this company great. You can make progress in all confidence with the organization’s full support.

STRATA INDIA ACHIEVES NATIONAL HIGHWAY CONSTRUCTION MILESTONE



As an emerging nation India is a case study in milestone events – economic growth, global joint ventures and rapid investments in infrastructure, from airports to highways. It’s in this last category – highway construction – that Strata India recently completed a milestone event for the company and for the nation.

By the end of May, Strata India had produced retaining walls for 16 overpass structures in little more than 10 months along an 80-kilometer highway stretching between Mumbai and Surat. More than 1 million special concrete blocks were produced on-site and used to create the flyover structures, some of which are more than 40 feet high. More than 1 million square yards of StrataGrid® was used to stabilize the soils used in building the overpasses.

“The products that Strata offers are right in our sweet spot – technical, designed for a special application and unlike anything else on the market.”

Allen Gant

“Nothing of this scale and speed in highway construction has been done before in India,” said Ashok Bhawnani, president of Strata India. “This project is taking our company to new heights and has established Strata India as a major player in highway construction.”

Making this accomplishment even more remarkable is the fact that just seven years ago, Strata India was a tiny distributorship consisting of four employees who were involved in importing StrataGrid from the U.S. into India. Today, Strata India has nearly 150 employees, and StrataGrid is the No. 1 selling geogrid

material in India. In addition, Strata India has expanded to include not only the manufacture of geogrid, but also engineering and design services for highway structures, fabrication of concrete blocks and panels, and installation of retaining walls for flyovers. The company is also pursuing growth in the Middle East and other markets.

Strata India traces its roots to 2004 when Bhawnani, who has had a long career in textiles, identified an opportunity to provide geogrid for India’s rapidly expanding national highway system. Through a Google search and subsequent emails, Bhawnani connected with Chip Fuller, president of Strata Systems, which led to a joint venture in India.

In May of 2007, Glen Raven acquired Strata Systems as part of its acquisition of national distributor John Boyle & Company. Harold Hill, president of Glen Raven Technical Fabrics, made a trip to Strata India with Fuller in the fall of 2007 to learn more about the joint venture, named Strata Geosystems (India) Pvt. Ltd.

“I was intrigued during my visit and set up a subsequent trip for Allen (Gant, Glen Raven president) and Wally (Wallace, general counsel) six weeks later,” Hill said. “Their trip was very memorable as we really connected with our new associates in India. We came away prepared to invest in their future and ours.”

Gant said all the strategic stars were in alignment for Glen Raven to invest in India even in the face of a global recession.

“The products that Strata offers are right in our sweet spot – technical, designed for a special application and unlike anything else on the market,” Gant said. “We also recognized that emerging markets around the world represent some of the strongest opportunities for us, and we could see many advantages to having a foothold in India.”

Glen Raven’s initial investment in Strata India funded the construction of a geogrid factory that could provide increased capacity and speed to market for StrataGrid. As the new operation continued to grow, it became apparent that providing



geogrid materials was not enough to be a major player in the national highway program in India.

“We discovered that the only way to assure proper grid installation and quality was for us to expand our role into design, engineering and retaining wall installation,” Bhawnani said. “Today, we have evolved to a full-service model that extends from design through installation of retaining walls using our own proprietary StrataGrid, concrete blocks and panels.”

The design, sales and business office for Strata India is located in Mumbai, the financial capital of India; manufacturing is in Daman, which is about 125 miles north of Mumbai. Strata India’s management team has also been strengthened, including the addition of Mujib Katrawala as chief operating officer and Narendra Dalmia as co-director on the board and chief executive officer. These two experienced executives, in teamwork with Bhawnani, Fuller and others, have been essential to Strata India’s ability to execute large construction projects and manage the company’s rapid growth.

The success of Strata India continues a long tradition of international operations by Strata dating back to 1997 when Fuller established the company’s first offshore distributor. Fuller has continued to emphasize global expansion, recruiting partners around the world.

“When you operate in a country such as India, you have to have the agility to follow their culture and customs and conduct business their way, and you have to form a strong team,” Fuller said. “We have a world-class group of professionals in India that I would stack up against anyone in the world.”

For more information on Strata Systems, visit www.strataindia.com and www.geogrid.com.



TOP, CENTER India is in the midst of a massive national highway building program that is designed to promote economic growth throughout the nation. **TOP, RIGHT** Ashok Bhawnani, president of Strata India, left, and Harold Hill, president of Glen Raven Technical Fabrics, at Glen Raven’s headquarters in North Carolina. **RIGHT** Strata India is constructing overpasses (flyovers) as part of India’s massive national highway building program.

SUNBRELLA® AWNING FABRICS TAKE ON DECIDEDLY EUROPEAN FLAVOR

By Vincent Baudalet, Market Manager – Solar Protection
Dickson-Constant



Sunbrella® fabrics have for many years been a truly global brand in the marine market, revered for performance by mariners. I am pleased to report that the Sunbrella brand is gaining increased recognition in awning and casual furniture markets globally as a result of design and marketing programs from Dickson-Constant.

We recently launched an expanded Sunbrella awning fabrics collection in Europe with 37 solids, seven classic stripes, 26 fancy stripes and eight jacquards – a total of 78 offerings. Our design goal is to create Sunbrella awning fabrics that are timeless, refined and resolutely upscale. We are conveying the values that represent the essence of the Sunbrella universe in Europe.

Design inspirations for our Sunbrella lines are decidedly Continental. These new fabrics reflect the very latest trends in upscale interior decoration featured at the leading European trade shows, including Heimtextil, Maison&Objet, Mood, Milan Furniture Fair and others. Sunbrella styling is following a direction that assures a strong brand differentiation from our Orchestra Collection of awning fabrics.

One of the most important goals for the new Sunbrella awning collection is coordination with our furniture-weight fabrics for market umbrellas and cushions. Through common color palettes, consumers and hospitality venues can create incredibly beautiful outdoor settings.

Innovation is an important theme with our new Sunbrella awning fabrics. For our solid fabrics, we have included novel “crêpe” and stitched effects for eye-appealing textures. This line also incorporates the first-ever jacquard-woven Sunbrella awning fabrics that have achieved a new level of elegance.

We are also innovating in our marketing programs for Sunbrella fabrics. Dickson Designer is a new interactive application that allows consumers to take photos of their homes and then superimpose awnings. The app works with the iPhone, iPad and PC and is envisioned as a means of engaging customers and generating new business for our dealer network.

Market reaction to the new Sunbrella awning fabrics has been very positive. The styling is decidedly different from previous offerings, and our customers are excited to have new fabrics for new markets, including the hospitality segment.

Dickson-Constant has recently launched an expanded offering of Sunbrella® awning fabrics, which are styled for European tastes. Coordination with Sunbrella furniture fabrics allows Continental consumers to create highly decorative outdoor settings.



“Our design goal is to create Sunbrella awning fabrics that are timeless, refined and resolutely upscale. We are conveying the values that represent the essence of the Sunbrella universe in Europe.”

Vincent Baudelet



25,000 PINE TREES TO ENHANCE WILDLIFE HABITAT AT ANDERSON PLANT

When Glen Raven's Anderson Plant joined the S.C. Wildlife Federation's Wildlife and Industry Together (WAIT) program two years ago it committed to ongoing habitat enhancement on the plant's 180-acre site. Anderson Plant is making good on this commitment with the recent planting of 25,000 pine trees on an adjacent 40-acre site.

"This land was acquired in the early 1990s as part of the original plant site," said Jerry Moore, an associate at Anderson Plant who managed the tree planning project. "We have been maintaining the site with regular tractor mowing; by planting trees on this site, we will stop the mowing and create an improved habitat for wildlife. This is a much better environmental solution."

Loblolly pine trees are barely visible on the site today, but are relatively fast growing and ideal for the soils and climate of upstate South Carolina. Maturity is expected in about 30 years, which means many years of increasingly rich and safe habitat for the great assortment of wildlife in the area.

In addition to the tree planting, the Anderson Plant team has initiated a composting program, collecting food wastes from the canteen and break areas of the plant. The compost will be used as organic fertilizer for areas around the plant where wildlife food sources are being planted. The WAIT Task Force has positioned a camera in wildlife feeding areas, which allows it to record the nocturnal feeding patterns of animals.

"Since this program began, we have been amazed by the numbers and diversity of wildlife around our plant," said Rodney Jones, chair of the associate-led WAIT Task Force at Anderson Plant. "Deer, coyotes and wild turkeys are here in abundance."

For the future, the WAIT team is planning a nature trail, which will ideally complement the plant's wellness program that emphasizes regular exercise. Area Boy Scouts will be invited to help with the nature trails, including identification of plant life.

"The WAIT program is not only about habitat improvement, but also about environmental education and awareness," Jones said. "We learn something new about our environment and how to care for it every week."

An associate task force led a program to plant 25,000 pine trees on a 40-acre site adjacent to the Anderson, S.C., Sunbrella manufacturing center. While a professional landscaping company planted the trees, the task force installed a few additional trees in the area. Task force members, **TOP, left to right** include Dennis Jackson, Tracey Sanders, Jerry Moore, Rodney Jones, Melissa Clem and Helen Davis. The trees are barely visible today, but will steadily improve the natural habitat as they grow each year.

"Since this program began, we have been amazed by the numbers and diversity of wildlife around our plant. Deer, coyotes and wild turkeys are here in abundance."

Rodney Jones



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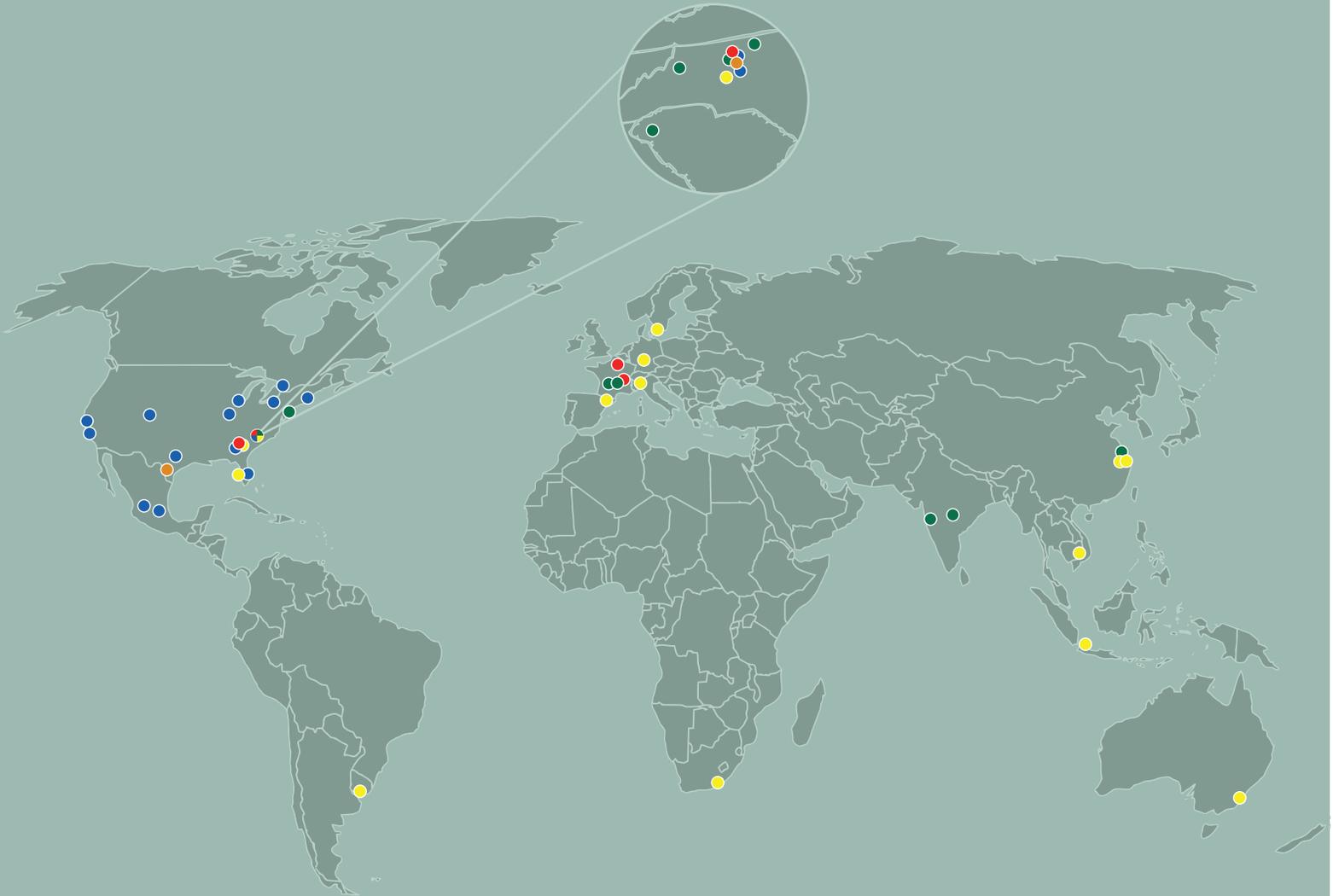
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