

RAVEN®

| Issue No. 19 |



GLEN RAVEN®
LET ENDLESS POSSIBILITIES BEGIN™

Glen Raven Sponsors Marine Design
Challenge at N.C. State University

Issue No. 19

Summer 2013



Dear Readers,

We are pleased to bring you another issue of the Raven magazine focused on innovation with our customers and trade partners.

As our cover story illustrates, innovative ideas can come from anywhere, including the young minds of university students. Our recent design studio with N.C. State University resulted in many new ideas for make boating more fun, several of which are illustrated in this issue of the magazine.

Innovation is also evidenced by companies that are successful in identifying unique opportunities. An excellent example is the Brookwood Companies, which is proving that the textile industry is alive and well for entrepreneurs in the U.S.

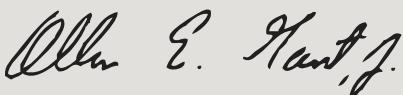
Continuing our focus on best practices are two columns included in this issue. Louis Foreman, a leading authority on innovation, provides insights into true innovation, while Michael Hundgen, a social media strategist with The Walt Disney Company, offers practical suggestions for how companies can exploit social media for brand building. We highly recommend both of their question-and-answer interviews.

Innovation in marketing programs is illustrated in an article on "Perspective Atlanta," the latest creation of our Sunbrella® marketing team. This program, which is being deployed with video, social media and Web tools, is helping to elevate the Sunbrella brand for the benefit of all of our customers and trade partners.

From across the pond, we are featuring articles on two of our Dickson customers. AVZ is a valued partner for innovative shade structures, while Mondial Chapiteaux is a 300-year-old company that is using its heritage to further the circus arts in Europe. Both of these companies illustrate the value of shared innovation with our customers.

In this issue of the Raven we are also profiling Kincaid Furniture Company, which is reporting success for its retailers through the adoption of software that makes furniture shopping and buying more fun and easier for retailers and customers alike. This story illustrates the power of today's touchscreen technology in meeting customer needs at retail.

Innovation is certainly the leading competitive advantage for us all, and we hope this issue of the Raven will help inspire more creative ideas from throughout the many industries we serve all around the world.



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



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ON THE COVER Fashion design students studying at the N.C. State University College of Textiles recently participated in a Marine Design Challenge sponsored by Glen Raven's Concept Gallery. The challenge was to use fabrics and other materials available through Glen Raven to create boating features and accessories that could make the boating lifestyle more appealing to a target audience of women with families. Students worked closely with Glen Raven's marine market managers and visited the Concept Gallery to sample materials.

INSIDE COVER, TOP Kincaid Furniture features an extensive line of Sunbrella® fabrics, which fit well with the Kincaid brand image of long-lasting, heirloom quality products.

INSIDE COVER, BOTTOM AVZ, a Dickson-Constant customer in Europe, is creating innovative shade structures that are as beautiful as they are effective in protecting people from harmful UV rays while reducing energy consumption.

GLEN RAVEN SPONSORS MARINE DESIGN CHALLENGE AT N.C. STATE UNIVERSITY

“The Marine Design Challenge was a tremendous venue for bringing forward the ideas of young people to improve the boating experience.”

Steve Callahan



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Innovative ideas can come from virtually anywhere, including students within the College of Textiles at N.C. State University in Raleigh, N.C. With this recognition in mind, Glen Raven sponsored a Marine Design Challenge, asking fashion and textile design students at N.C. State to create boating designs with the female consumer in mind.

“We selected fashion and textile design students because they are in close contact with the latest trends in fashion and they are for the most part new to boating so they started with a blank slate,” said Paige Mullis, director of the Concept Gallery at Glen Raven. “The students were given full access to all of the products available through Glen Raven and challenged to develop new ways of using these products to make the boating experience more appealing to women.”

Students were initially briefed by Bill McDaniel, marine market manager for Glen Raven’s Sunbrella® fabrics, and Vince Hankins, industrial business manager for Sunbrella, who provided background on the boating industry. Students also visited Glen Raven’s Concept Gallery at corporate headquarters in Burlington, N.C., to sample a vast array of products available through Glen Raven and to meet with members of the Sunbrella design team, which is headed by Gina Wicker, design and creative director.

“We were attracted to this project because it gave our fashion design students an entirely new experience working in an entirely different environment,” said Nancy Webster, practicum professor at N.C. State. “These types of experiences are essential to our students in providing opportunities to work in real-world business environments.”

The students stepped up to the challenge by detailing a broad array of innovative ideas for boating, including movie screens above and below deck, trampolines for diving, modular deck seating, changeable wall panels, collapsible storage boxes and many more. Each of the teams focused on features that would appeal to female consumers and their families in enhancing their enjoyment of the boating lifestyle.

“I saw many ideas that I will incorporate into my design work in boating,” said Faith Roberts, owner of Banner Canvas and one of four industry judges who selected the final winners. “My customers will benefit from the designs coming out of the Marine Design Challenge, which are applicable for my boating market.”

Joining Roberts on the judges’ panel were John Greviskis, executive producer of Ship Shape TV; Mike Erickson, CEO/Owner at Canvas Designers; and Steve Callahan, vice president of materials for Chris-Craft Corporation.

“The Marine Design Challenge was a tremendous venue for bringing forward the ideas of young people to improve the boating experience,” Callahan said. “The Marine Design Challenge is the type of activity that we need to keep us looking forward and remaining on the cutting edge of this industry.”

ABOVE Winners of the Glen Raven Marine Design Challenge were, left to right, N.C. State students Morgan Green and Lauren Michelakis, and far right Caroline Cox. Paige Mullis, Glen Raven concept development director, third from left, and Nancy Webster, N.C. State University practicum professor, directed the program.



Day & Night Alex Cohen, Megan Deutsch and Kara Walker

Children onboard need to be entertained, so this team created an erasable drawing board made of Strataglass (premium clear vinyl for boat windows carried by Trivantage) and also a kid's pop-up fort for stargazing made from ULCANS (a military camouflage fabric made in partnership with Saab).

Deco on Deck Rachel Godown, Scottie Arriola, Kayla Cook and Negaar Misaghin

This team used Sunbrella Supreme, Terry Cloth and Strap to create a sunbed that can be extended on the front of a boat for lounging, complete with straps for holding magazines, sunglasses and sunscreen. Also from this team was a movie screen made from Sunbrella Screen and a collapsible box for handy, space-efficient storage.

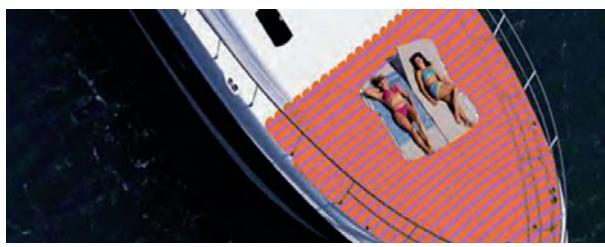


Lake Como Retreat Kim Ring, Erin Roberts, Renee Graff

For highly flexible sun protection, this team created a retractable awning for the rear of a boat made from Sunbrella Supreme; and for pure fun they designed a trampoline dive platform made from Sunbrella Sling. For space efficiency, these students conceptualized a collapsible shower made of StrataWeb and Sunbrella.

Maritime Design Caroline Cox, Lauren Michelakis and Morgan Green

With space always a premium onboard, this team created a collapsible shelving system using Sunbrella Rope. Other ideas from this winning team were a hanging seating arrangement created with GlenFlow, Sunsharp and Dickson Woven Flooring. The ultimate in flexibility for on-deck seating was achieved with repositionable lounge blocks with multiple materials including Aqualon and Sunbrella. Rounding out this team's work was a design for an automatic extendable awning made of Sunblock and Minemaster.



Rest Ashored Jackie Almeter, Ashley Farris and Emily Lin

The ultimate in lounging was conceptualized by this team with a hammock for the bow of a boat made of Sunbrella fabrics and attached to guard railing. Coordinating fabrics are also featured on the bow walkway and covered with a nonskid polymer coating for saltwater protection.



Urban Escape Angelika Barth, Ashton Caldwell and McCall Moore

A boat owner looking for diversity of entertainment should check out the putting green designed by this team of students, incorporating Polytex Shade Sail. The design is obviously for mega yachts.



Yours Truly Annie Hall, Lily Hurr and Mallorie Nelson

Personalization is an important consumer trend that was reflected in the work of this team, which proposed the use of monograms throughout a boat's design. This personal touch is also reflected in modular curtains, walls with storage pouches and tablecloths and blankets.

ONLINE PROGRAM
SHOWCASES SUNBRELLA®
FABRIC'S VERSATILITY





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When it comes to awnings, boating and outdoor furniture, the Sunbrella® brand is always top of mind as the leading choice for beauty and durability. Not so well known, however, is how the newest generation of Sunbrella fabrics is ideal for décor inside the home.

"People all over the world know Sunbrella fabrics for outdoor living – awnings, boats, outdoor furniture. But many people are just discovering our vast availability as an indoor fabric option through leading furniture manufacturers and fabric by the yard," said Gina Wicker, design and creative director for Glen Raven Custom Fabrics. "Perspective Atlanta is helping us increase people's understanding of Sunbrella fabric as an interior upholstery option for all kinds of applications, including sofas and chairs, ottomans, wall coverings, draperies and more."

"Perspective Atlanta" is one of Glen Raven's most innovative promotions ever in support of the Sunbrella brand. The marketing team led by Wicker secured a loft apartment in one of Atlanta's trendy residential areas and hired Alex Gaston, design director for Mark Cunningham, Inc., a leading design firm in New York, to transform the space by incorporating furnishings that feature Sunbrella fabrics.

"Perspective Atlanta is helping us increase people's understanding of Sunbrella fabric as an interior upholstery option for all kinds of applications, including sofas and chairs, ottomans, wall coverings, draperies and more."

Gina Wicker

New York designer Alex Gaston transformed an empty loft apartment in Atlanta with a broad mix of furnishings and accessories, illustrating how to bring a cohesive and creative look to a space using Sunbrella® fabrics.

The entire project was videotaped from planning to shopping and from fabrication to installation to show how Gaston transformed the space into a compelling interior design. His design for the loft features furniture from a variety of Sunbrella >

SOCIAL MEDIA OFFERING BRAND-BUILDING OPPORTUNITIES ONLINE



Michael Hundgen

Michael Hundgen is senior manager of social media strategy for The Walt Disney Company. In his role, Hundgen oversees content and distribution for the Disney and Disney/Pixar brands on Facebook, Twitter, Pinterest, Tumblr, and the newly formed Oh My Disney blog.

Prior to joining Disney, Hundgen worked as a producer on popular shows such as "Survivor," "The Biggest Loser" and "Top Chef." Prior to moving to Los Angeles, he worked at CBS Television in New York as a marketing associate. Hundgen is a Boston College graduate. He is also the son of Steve Hundgen, vice president of sales for Glen Raven Technical Fabrics, and Karen Hundgen, formerly an associate with Glen Raven Transportation.

Hundgen visited the Glen Raven Concept Gallery recently to discuss opportunities for brand building through social media:

What are the brand-building opportunities for companies on social media?

The growth in social media is truly amazing – 3.2 billion interactions on Facebook every day from 1 billion global users; 340 million new tweets on Twitter every day; 4 billion hours of video watched on YouTube every month; 100 million active monthly users on Instagram; and 500 million users on Google Plus.

Brands have a tremendous opportunity with social media to connect in a one-on-one way with their customers. If you are not participating in social media, you are missing out on a great opportunity because the reality is it's happening. Folks are spending more time on social media and connecting with their peers, so why not enter the conversation.



Alex Gaston



partners along with decorative accessories found online and in stores across Atlanta. The project focuses on educating consumers on furniture and fabric selections and how to bring many different elements of décor together to create a warm and inviting home.

Consumers are engaging with the transformation through an online destination – <http://perspective.sunbrella.com> – and through Lonny Magazine, an online publication that has served as the media partner for Perspective Atlanta. The eight-part series available online not only includes the step-by-step process, but also design tips from Gaston on topics that range from how to select the perfect sofa to how to create a cohesive look in a challenging space, such as a loft.

Success with this program required assistance from numerous Glen Raven customers and trade partners, including the following:

AuthenTEAK
Bjork Studio
Boxwood Garden
Colonial Mills, Inc.
CR Laine
Donghia
Kolo Collection
Lee Industries
Room & Board
Stanton Home Furnishings
Textillery Weavers

Not only are companies building their brands online, they are using social media for creating purchase intent and booking sales, responding to crisis, doing research and managing customer service. Social media can greatly expand a company's reach affordably because most of the social platforms are free.

What are the keys to success with social media?

When it comes to keys to success on social media, the first and most important is to create content that's engaging. The only way that people will decide to like or share or click on your online content is when you give them something they want to see and experience.

The second most important key to success with social media is balance. Marketing messages are great on social, but you have to realize it can't be all buy, buy, buy or click this link, click this link. You have to create a space that makes the guest want to continue to engage with you.

No. 3 is to be innovative. You can create some interesting possibilities by showing your product and your company in unexpected ways. And, No. 4 is to create a mix of content – video, photos, straight writing, long form or short form, whatever it might be. Create a plethora of different kinds of content that connect to your customers or guests.

How should an organization go about developing a social media strategy?

The first step is to identify your audience. Who do you want to speak to with this medium? Once you have your audience you can figure out where your brand should be within all the social media options. Does it make sense for my brand to live on Facebook, or does it make more sense to have a Twitter

feed, or maybe we should just create editorial content around the website.

Not every company has to be in every space. You want to choose wisely what makes the most sense for your brand and your customers and your bandwidth. You don't want to start a bunch of things and not feed them.

Additionally, there are ways to augment your presence in social media with paid media to lift the overall audience. Finally, invest in the resources you hire to manage your social media program. You have to have good writers. There is no way around it. Ultimately it is about the copy, and you have to understand the brand and how to craft copy for that brand and make it work.

Where is social media heading for the future?

There are three areas to focus on for the future of social media. The first is mobile. If you do not have a mobile strategy or you are not thinking about mobile, you need to get on that train very quickly. People are using their smartphones and tablets much more frequently than their laptops.

The second trend is personalization. What does your brand mean to each individual person? Instead of just broad-based messaging, how can we really get down to the one-to-one interaction that we know people would like to have with a brand.

The third big bucket is around new technology, whether it's Google Glasses or the next Instagram that we could have never expected or whether it's about creating apps around your social content. There are apps being created for everything in people's lives, and you want to ask should your content be optimized for that type of experience.



SUCCESS WITH INNOVATION REQUIRES ABILITY TO EXECUTE

Louis Foreman is a prolific inventor, product developer, innovation enthusiast and small business entrepreneur. Over the span of 20 years, Foreman has created nine successful startups and has been directly responsible for the creation of more than 20 others.

In recent years, he's been called upon by Congress to share his point of view on patent reform, by USA Today for commentary on entrepreneurship and often to address schools and universities to propel the advancement of innovation for all ages. Foreman is founder and CEO of Enventys, a Charlotte, N.C.-based company that assists its clients with all aspects of product development, from research and design through prototyping and go-to-market strategies. He is also the creator of Everyday Edisons, a public television series that documents the product development process, and founder of EdisonNation.com, an online community that assists inventors with bringing their ideas to market.

He recently visited the Glen Raven Concept Gallery to discuss innovation.

Why is innovation important to business today?

Innovation is critical today not only for companies, but also for consumers because innovation brings new capabilities, new products, new challenges and new solutions to the marketplace. More than 50 percent of consumer products today are less than two years old, which tells us that the pipeline of innovation is flowing much faster and that consumers are no longer satisfied buying today what they bought yesterday.

For many companies, innovation can be a game changer. Start-up companies can create a level playing field with much larger competitors by inventing a new product or service; established companies can use innovation to gain a competitive advantage or to diversify into new markets. Without continual innovation, brands run the risk of losing their differentiation and becoming commodities.



Louis Foreman

What is the single biggest mistake that companies make with innovation?

Many companies confuse brainstorming with innovation. These companies believe that if you get a bunch of people together in a room, magic will happen. Or better yet, you take a group of your employees off-site to a resort or a rope course where they will be free to develop creative new ideas.

"True innovation is all about using creative ideas to develop new products or services that you take to market profitably."

Louis Foreman

The reason this approach doesn't work is you just end up with a bunch of creative ideas. After people return to their jobs, the emails start coming in and the meetings pile up and nothing happens with those great ideas. True innovation is all about using creative ideas to develop new products or services that you take to market profitably. True innovation is all about the execution.

What are some of the other challenges that companies face with innovation?

There are many challenges to successful innovation. Expectations can be too high for quick results that will increase next quarters' earnings; creative ideas are starved by the lack of people and financial resources; fear of failure prevents many organizations from taking the risks that innovation requires; participation in innovation is often limited to only a few people in the R&D department rather than throughout the organization; companies attempt to create a new product or service that falls outside of their core competencies.

Fear of failure is a major obstacle to innovation for many companies. Failure is simply part of innovation, and if you

are not failing you are probably not reaching far enough. You certainly want to limit your failures, but equally important look at failure as one option that didn't work, learn from the experience and move along to an option that will enable you to achieve success.

What is the key to success with innovation?

Success with innovation requires establishing a culture that understands what innovation is and what innovation isn't.

Great ideas can come from anywhere, including your customers who interact with your products every day. Successful innovation requires being able to identify great ideas and then being able to execute on those great ideas. The difference between creating a great idea and making money from a great idea is all about execution.

Surround yourself with talent that can design, engineer, manufacture, market, brand and distribute your new product or service. You can't do it by yourself.

Innovation isn't just something that you talk about. Innovation is something that you do. You need to have the right people, the right resources and the right leadership. When you are truly innovative you are going to disrupt.

Innovative Ideas From Everyday Edisons and Edison Nation

Below are just a few of the innovative ideas that have been taken to market in recent years, thanks to the work of Louis Foreman and Everyday Edisons and Edison Nation:



Eggies

While standing over her stove watching the water boil over a few eggs, Betsy Kaufman imagined a heat-resistant, egg-shaped container that would prevent hairline fractures in egg shells so she wouldn't have to labor over peeling egg shells. You'll find Betsy's "Eggies" idea on store shelves at many leading retailers.



Gyro Bowl

When Brad and Melinda Shepard's son couldn't keep his Cheerios from spilling, these young parents took matters into their own hands. They developed a prototype for a snack bowl that could swivel, dip and oscillate to withstand the quick movements of a busy toddler. This idea has become an infomercial bestseller.



Mister Steamy

With combined backgrounds in acting, restaurant and bar owning, Will Howe and Ric Payne understood how much active lifestyles leave little room for mundane household tasks like doing laundry. Their idea, the Mister Steamy dryer ball, is a solution for those with limited time or just lacking the will to fold and put away clothes when the dryer buzzes.



Pressix technology

Franklin Ramsey's great idea was for a trash can that holds the trash bag securely in place, which resulted from his experience assisting his wife with her commercial janitorial business. His invention, which is featured in high-end trash cans, keeps trash can liners in their proper place without ever having to tie, knot or tear a single bag.



“The one thing that truly makes us different is our ability to serve as a one-stop shop beginning with fiber design and carrying through with value-added dyeing, printing, finishing, coating or laminating.”

Amber Brookman

BROOKWOOD COMPANIES PURSUING ONE-STOP-SHOP APPROACH FOR TECHNICAL TEXTILES

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As Amber Brookman scanned the textile industry for entrepreneurial opportunities in the early 1980s, she identified a niche that led to the creation of one of the industry's most diversified companies that is providing value-added products for markets as diverse as military and medical, active wear and law enforcement.

“Before forming Brookwood Companies, I met with spinners, weaving mills, converters and finishers and wondered why everything in this industry was so disjointed,” said Brookman, whose career experience before creating her own company in 1984 had included service with Allied Chemical. “The concept for Brookwood Companies would be a one-stop shop for the textile industry in which we could serve our customers throughout the process, from the engineering of fibers to product design, manufacturing and marketing.”

Brookwood Companies has grown into a globally recognized expert in dyeing, printing, finishing, coating and laminating technical products using synthetic fabrics, primarily nylon. The company's technical fabrics include the U.S. military, U.S. Postal Service and law enforcement as well as protective work wear. Brookwood's consumer products are innovative

and fashion-forward offerings encompassing active wear, outerwear, luggage and specialty bag markets.

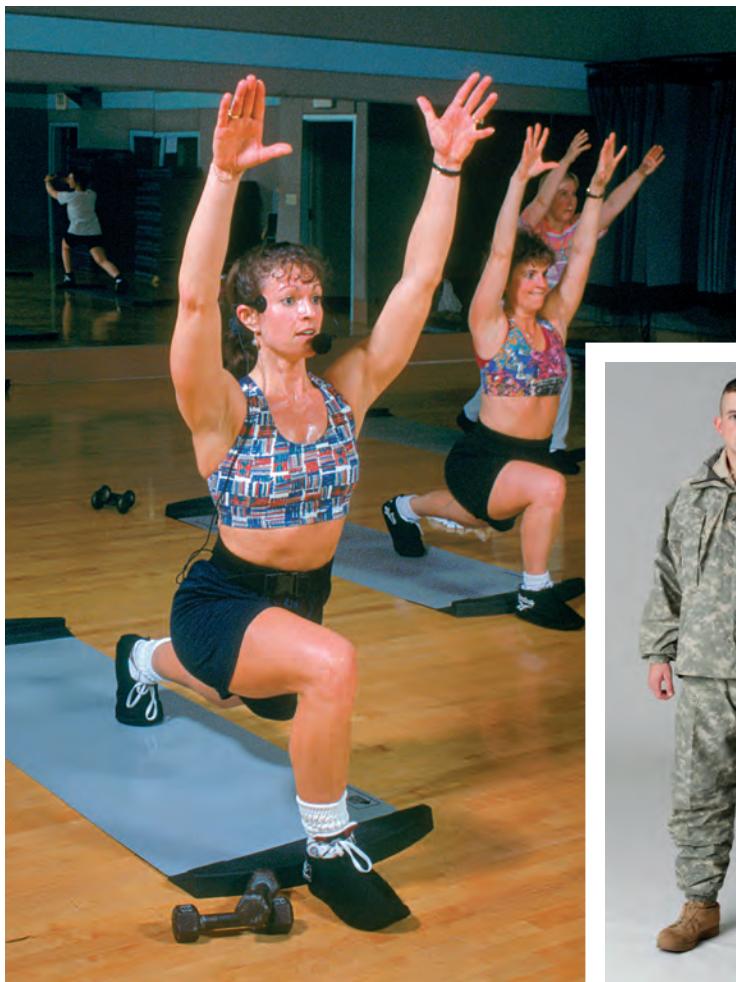
You will also find Brookwood Companies' fabrics throughout the healthcare industry, including blood pressure cuffs, wound care mattresses, and pneumatic foot and leg wraps. Industrial fabrics from Brookwood are used in specialty end products such as filtration, airline safety equipment, and coating and laminating substrates. The company also operates a roll goods division that serves customers who need fast delivery of fill-in yardage.

Among Brookwood's trade partners is Glen Raven, which since 1989 has been a resource for woven nylon fabrics manufactured by Glen Raven's Burnsville, N.C., manufacturing center. These fabrics find their way into a broad array of Brookwood's finished products for many of its key markets. Brookwood Companies is headquartered in New York with manufacturing centers in Connecticut and Rhode Island and a distribution center in California.

“Given the cyclical nature of textile markets, product diversification has been one of our core strengths over the years,” >

ABOVE LEFT Brookwood Companies CEO Amber Brookman on a nature trail during an outing with employees. **ABOVE RIGHT** Brookwood Companies headquarters in New York City features open space throughout with no private offices, including company CEO Amber Brookman who shares space with all other employees. **RIGHT** Brookwood's Kenyon facility, built in 1844 in Rhode Island, today features state-of-the-art equipment yet retains the charm of days gone by.





Brookman said. "While we cover a wide range of applications, there are unifying features of our company, including a high level of technical expertise working with synthetic fibers. The one thing that truly makes us different is our ability to serve as a one-stop shop beginning with fiber design and carrying through with value-added dyeing, printing, finishing, coating or laminating."

Another secret to success for Brookwood Companies has been a strong culture that is reflected in its mission statement adopted in 1984. This culture is demonstrated in dramatic fashion by an open floor plan at corporate headquarters in New York where no one has a private office, including Brookman.

"We have an egalitarian work environment in which everyone is treated equally, and individuals in all jobs are treated with respect no matter the level within the organization," she said. "Our company is ageless, genderless and raceless; if you are smart and work hard, you are welcome here. We offer generous benefits and flexible work schedules; we like to think that we created a Google-like work environment long before Google was a word in the average vocabulary."

The egalitarian environment has resulted in strong workforce retention with many Brookwood associates having served with the company since its founding. Other elements of the culture include a focus on giving back to the community and environmental stewardship.

"Instead of taking us to lunch or on golf outings, we ask that our trade partners donate the money they would normally spend entertaining us on the charities we support," said Jeff Harris, executive vice president with Brookwood. "Our core values are to treat our trade partners with the same level of respect that we provide our employees, and we find that they support our focus on channeling support to community causes."

A recent example of environmental stewardship is a \$3 million investment Brookwood is making in advanced wastewater treatment facilities at its manufacturing center in Rhode Island. The new system will allow the company to continue to meet or exceed governmental standards for water treatment while being able to produce new and different products and serving as good neighbors to communities nearby.

"Our company was created at a pivotal point for the textile industry during the 1980s, and we carved out a niche that has really worked well for our customers," Brookman said. "This focus is as valid today as when we founded the company, but we are continuing to evolve, invest in the business and explore new markets."

ABOVE Products from Brookwood are diverse, ranging from military to active wear.



DICKSON SAINT CLAIR FABRICS SUPPORTING CIRCUS TRADITIONS



When the Centre Nationale des Arts du Cirque (French National Center for Circus Arts) needed a new tent to support its traveling shows by students, professionals and technicians, it was only natural that it commissioned the work to Mondial Chapiteaux, which is owned by a family that has been active in circus and entertainment businesses in Europe for 300 years.

Mondial Chapiteaux is located in Balan, a small town in the southeast of France close to Lyon that specializes in the design and fabrication of large tents. The company was founded in 1958 by the father of Jean Léonard Vigne, the current owner. For a century and a half the family was circus performers and for the most recent 150 years has specialized in circus tent fabrication. Today, Mondial Chapiteaux serves customers in Western and Eastern Europe, North and South America, the Middle East and Africa.

"We offer comprehensive tent services to our customers, including design, fabrication, transportation, installation and dismantling if required," Vigne said. "We like to close the loop for our customers."

In addition to tent fabrication, the other passion for Vigne personally is car rallies, including a 20-year stint following the Paris-Moscow-Beijing course that included a tent fabricated by his company. The tent he created for this event, measuring 800 square meters (8,611 square feet), was said to have had the world's shortest dismantling time, only 30 minutes, which fit perfectly with the fast pace of a car rally.

The French National Center for Circus Arts, which provides training for professional circus performers, commissioned a new

tent from Mondial Chapiteaux in 2012. While most tents of this size use two poles, the design for this new tent features four poles to provide space for acrobats. The overall diameter of the tent is 25 meters (82 feet) with a maximum height of 12 meters (39 feet).

"We selected Sunblock from Dickson Saint Clair for this project, using light gray on the outside and dark blue inside," Vigne said. "One of the great advantages of Sunblock is its suppleness, which makes it easy to install even in cold weather. Other PVC fabrics tend to become stiff when the temperatures drop. Sunblock is also easy to clean because it includes the Cleangard finish."

The tent for the French National Center for Circus Arts includes more than 2,000 square meters (21,528 square feet) of Sunblock material.

Mondial Chapiteaux and Dickson Saint Clair are frequent collaborators, which is essential for the large and complex structures involved.

"Our relationship with Dickson is simple and direct," Vigne said. "It's easy to get in touch with Dickson and discuss technical issues on an equal footing; they know how to listen to their customers and respond in a way that makes the projects go smoothly."

ABOVE A large performance tent recently created for the French National Center for Circus Arts using materials from Dickson Saint Clair is one of the most innovative by Mondial Chapiteaux, incorporating four support poles to provide sufficient height for circus acrobats. Photos by Pierre Sastre, Thierry Dubois, Mohammed Sadi – Imag'in de Pertuis



MEET THE EXECUTIVE COMMITTEE FOR GLEN RAVEN, INC.

Over the past few months, Glen Raven, Inc. has made a few changes to its executive team.

With the retirement of General Counsel Wally Wallace, a new chief attorney has been added with Derek Steed. Another retirement, Chan Chandler as director of human resources, resulted in the promotion of Sue Rich to the chief HR position.

And, with marketing an increasingly important strategic consideration, Hal Hunnicutt, vice president of marketing for Glen Raven Custom Fabrics, has assumed a similar position for Glen Raven Corporate.





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



Allen E. Gant, Jr. is president and CEO of Glen Raven, Inc., the company founded by his grandfather in 1880 and continuously family owned throughout its history. He joined Glen Raven in 1971 and served in a number of increasingly responsible positions with the company before being named president and CEO in 1999.

Gant, who attended the University of North Carolina at Chapel Hill and was honored with a degree of Doctor of Humane Letters from Elon University, is a global business and textile industry leader. He has served as a member of President Bush's Advisory Committee for Trade Policy and Negotiations (ACTPN), member of the Board of Directors of the American Manufacturing Trade Action Coalition (AMTAC), TextilePAC, past chairman and board member of the National Council of Textile Organizations (NCTO).

He is also active with numerous community and educational organizations including the Board of Trustees for Elon University, Board of Trustees of Alamance Regional Medical Center and Board of Directors of the Alamance County Economic Development Foundation. He serves on the Board of Visitors of the UNC School of Business, and in 2008, he was awarded the Meritorious Service Award in Business Administration from the UNC Kenan-Flagler Business School.

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Leib Oehmig President | Glen Raven Custom Fabrics, LLC

Leib Oehmig is president of Glen Raven Custom Fabrics – Global, which manufactures and markets the Sunbrella® and Dickson® brands of performance fabrics worldwide. His responsibilities also include Dickson-Constant, Dickson PTL and Dickson Saint Clair in France and Glen Raven Asia in China.

Joining Glen Raven in 1990, Oehmig has held increasingly responsible positions including service as site manager of Glen Raven's 1-million-square-foot Sunbrella fabrics manufacturing center in Anderson, S.C. Oehmig was named to his current position in 2009.

His community and industry service involvement has included the United Way, Anderson University, Tri County Technical College, Institute of Textile Technology, United States Industrial Fabrics Institute and the Industrial Fabrics Association International. Oehmig earned a Bachelor of Science degree in business and an MBA degree from Clemson University.

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Harold W. Hill, Jr.

President | Glen Raven Technical Fabrics, LLC



As president of Glen Raven Technical Fabrics, LLC, Harold Hill is responsible for the strategic direction of Glen Raven's automotive, protective apparel, military, geogrid, outdoor and logistics businesses with manufacturing facilities in North America and India.

Hill earned a bachelor's degree from Elon University and an MBA from the Babcock Graduate School of Management at Wake Forest University where he was a Babcock Scholar and class president. Prior to joining Glen Raven, Hill served as a marketing manager of performance fabrics for a major textiles company.

Hill serves on several community boards including membership with the President's Advisory Council at Elon University and membership on the Alamance County Board for Wells Fargo and the Alamance Foundation. He has also served as president and chair of the long-range planning committee of Alamance Country Club.

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Hal Hunnicutt

Vice President | Director of Marketing



Hal Hunnicutt serves as vice president and director of marketing for Glen Raven, responsible for strategic communications planning, brand positioning and marketing communications programs.

He joined Glen Raven in 1995 as director of planning for Glen Raven, Inc., and has held increasingly responsible positions including residential market manager, brand manager and vice president of marketing for Glen Raven Custom Fabrics and the Sunbrella® brand.

Hunnicutt earned a BSBA degree from the University of North Carolina at Chapel Hill, Bachelor of Science degree in textile management from N.C. State University and an MBA from the University of North Carolina at Chapel Hill. His community activities have included service on the board of directors for Burlington Day School.

Sue Rich

Vice President | Director of Human Resources

Sue Rich serves as vice president and director of human resources and is responsible for all aspects of personnel management, including recruitment, employee development, benefits and compensation.

Rich joined Glen Raven in 1992 and has held positions as manager of employee development, corporate vice president and corporate brand manager for trade shows and events. She earned a Bachelor of Arts degree in English/journalism from Elon University.

Her community activities have included service with Elon University Board of Visitors, Alamance Community College Foundation Board of Directors, Piedmont Health Coalition Board of Directors and Alamance Jazz Band.





Steve Ellington

President | Trivantage, LLC

Steve Ellington is president of Trivantage, Glen Raven's distribution and marketing services subsidiary. He joined Glen Raven in 1983 in industrial engineering and during his career with Glen Raven has served as national sales manager and president of Glen Raven Custom Fabrics – Global. Ellington was named to his current position in 2009.

Ellington earned a bachelor's degree from Elon University and an MBA from the Bryan School of Business at the University of North Carolina at Greensboro. He serves on the Elon University Board of Visitors and the Industry Advisory Council for the College of Textiles at N.C. State University. Prior to joining Glen Raven, he worked for a major textiles company.

Derek Steed

Vice President | General Counsel

Derek Steed serves as vice president and general counsel for Glen Raven, Inc. He joined Glen Raven in 2012 after having served for 15 years as outside general counsel and business attorney for closely held businesses while a partner with the North Carolina firm of Wishart, Norris, Henninger & Pittman, P.A.

Steed earned his Bachelor of Arts degree summa cum laude from West Virginia Wesleyan College and law degree from the University of North Carolina School of Law. He is active in numerous community organizations, including service as chairman of the Alamance County Area Chamber of Commerce and Alamance County Economic Development Foundation. He is also a trustee of Alamance Community College.



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Gary Smith

Senior Vice President | Treasurer, Chief Financial Officer

Gary Smith, senior vice president, treasurer and chief financial officer, joined Glen Raven in 1998 as director of finance for Glen Raven Custom Fabrics and Dickson. A certified public accountant, Smith earned a Bachelor of Science degree in business administration from the University of North Carolina at Chapel Hill.

Prior to joining Glen Raven, Smith had a 20-year career with an international accounting firm, 15 of them as a partner.

KINCAID FURNITURE BRINGING TECHNOLOGY TO FURNITURE SHOPPING

Consumers today are addicted to technology when it comes to shopping. They expect to have all of the buying information they need right at their fingertips, including the ability to review an almost limitless number of options with a mouse click.

Armed with this insight and dedicated to making the furniture shopping experience easier and more enjoyable for consumers and furniture retailers, Kincaid Furniture launched its Kincaid Shoppe, which is now available in 83 retail furniture stores. It's designed to build upon the traditional gallery concept of furniture retailing with one important addition – ShoppeLink software that provides a high-tech element that consumers expect today in all of their retail shopping.

"The Kincaid Shoppe concept also recognizes that the footprint for furniture retailers is smaller today, so you have to facilitate the furniture shopping and buying experience in a much smaller space," said Kincaid President Steve Kincaid. "This is where technology can make a significant difference."

The Kincaid Shoppe includes cohesive merchandising of furniture for virtually every room in the home, all within the space of 3,000 to 5,000 square feet. The central element in the concept, however, is ShoppeLink software that allows consumers and sales personnel to use a touchscreen to view and customize virtually every item in the showroom. Available either on a showroom kiosk or through an iPad or smartphone, each salesperson has access to all needed information, never having to leave the consumer's side throughout the shopping and purchasing process.

"Each store can load its own profit margins into ShoppeLink, so the consumer can receive a quote of the retail store price instantly," Kincaid said. "The software also links to the Kincaid inventory system so that the salesperson can tell the consumer when the furniture can be delivered."

Kincaid developed ShoppeLink through the company's in-house information technology team at corporate headquarters in Hudson, N.C., with leadership from Max Dyer, vice president of marketing. Furniture retailers who have installed the Kincaid Shoppe have reported double-digit sales growth, validating that the system has achieved its design objectives.

ShoppeLink is the latest milestone for Kincaid Furniture, which was founded in Hudson in 1946 by Steve Kincaid's father, Wade, and grandfather, George. Focusing on solid wood furniture, Kincaid's reputation for heirloom-quality case goods is well established with consumers and retailers alike.

The company has continually evolved over the years, becoming a La-Z-Boy company in 1988 following two hostile takeover attempts. The acquisition by La-Z-Boy helped set the stage for growth by both companies.

"La-Z-Boy was interested in expanding its product offerings beyond the upholstery market, and Kincaid offered an opportunity for diversifying its product mix," Kincaid said. "The acquisition



"Upholstery was a natural addition for us because we wanted to expand our offerings to cover the full home."

Steve Kincaid



was important for our company in providing us with access to La-Z-Boy retail outlets along with management expertise and the capital we needed to weather the cyclical nature of the furniture business."

Kincaid was one of the first companies in the industry to begin sourcing components from Asia beginning as early as the 1970s. The company continues to source strategically from the Far East, but the majority of its products are still made in the U.S. in two manufacturing centers in North Carolina. Another strategic event for the company occurred in 2000 when Kincaid acquired Alexvale Furniture Company and added upholstery to its product mix, also with U.S.-based manufacturing.

"Upholstery was a natural addition for us because we wanted to expand our offerings to cover the full home," Kincaid said.

Entering the upholstery business also laid the groundwork for Kincaid's recent adoption of Sunbrella® fabrics as an upholstery option. It's been an excellent fit given the complementary positions of the two brands.

"The Kincaid and Sunbrella brands stand for quality, and we both target consumers who appreciate how the products are

made and how they can last for generations," Kincaid said. "Our focus today is on selling solutions for the home rather than just furniture, which makes the stories behind our brands even more important."

For the future, Kincaid foresees an increased focus on the changing buying habits of consumers, including the expectation for greater variety of fresh new products offered at retail.

"The furniture business is a fashion business, so you have to always be looking ahead," Kincaid said. "The product development cycle and speed to market are faster than ever, which requires that we keep changing as we have throughout our history."

LEFT AND ABOVE The Kincaid Shoppe not only includes most of the elements needed for home décor, but also a touchscreen computer system that makes shopping for and purchasing furniture easier and more fun than ever for consumers.





INNOVATIONS IN SHADE STRUCTURES OCCURRING WORLDWIDE



Innovations in shade structures are occurring all around the world, and one of the best examples is AVZ, a customer of Dickson-Constant founded in the Netherlands in 1961 by Mr. Frans A.J. van den Eerenbeemt. Today, AVZ operates as a subsidiary of CRH Plc., an Irish multinational company listed on several stock exchanges.

AVZ has four subsidiaries in the Netherlands that develop sun protection systems such as patio roofs, awnings and screens. The company distributes its products, either as complete systems or as component parts, to customers and subsidiaries in Benelux (Belgium, the Netherlands and Luxembourg), Germany, Austria, Switzerland and other locations both inside and beyond Europe.

"Our strengths as an organization include the fact that we are financially sound and have an entrepreneurial spirit," said Rinus Terhoeve, the current CEO who leads the group of companies totaling approximately 180 employees. "We also pride ourselves on smart product development and out-of-the-box marketing. Specifically our Cubola® brand is an excellent example of this strength. It's an outdoor living product that features a contemporary design with a patented technique that fits perfectly with today's trends."

Also contributing to the success of the company are trade partners, such as Dickson-Constant, which supplies AVZ with acrylic fabrics for many of its shade designs. AVZ has created its own fabric collection known as the Tibelly® collection, which includes stock Dickson patterns and colors as well as exclusives available only from AVZ. With Tibelly the company sponsors the Dutch Cancer Foundation in its battle against skin cancer.

"It's through collaborations such as this one that we can bring new ideas to market that are as high performing as they are beautiful."

Eugene Deleplanque

"We rely on Dickson for competitive pricing and high levels of quality and service," Terhoeve said. "Dickson is a good partner for us in thinking proactively about our business and bringing new



ideas to us. We regularly collaborate on new product development, testing and training."

Dickson-Constant is fulfilling a leadership role in Europe, assisting consumers and businesses with shade products that contribute to energy conservation and UV protection while offering a European aesthetic based on classic and timeless designs.

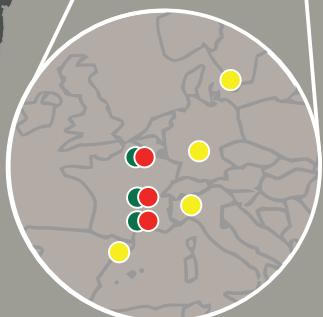
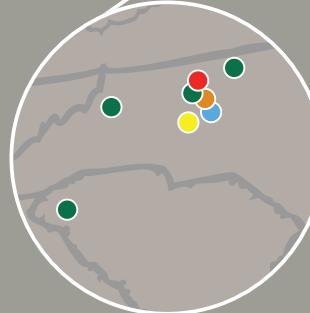
"AVZ is a great example of a company in Europe that is leading innovative product design in the solar protection category," said Eugene Deleplanque, president of Dickson. "It's through collaborations such as this one that we can bring new ideas to market that are as high performing as they are beautiful."

Netherlands-based AVZ uses fabrics from Dickson-Constant to offer a wide variety of innovative shade structures for customers in Europe and beyond.



GLEN RAVEN GLOBAL LOCATIONS

- Corporate
- Distribution
- Manufacturing
- Sales/service
- Logistics
- Countries sold into



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Norlina Plant
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- Glen Raven Custom Fabrics
Link Spinning
Glen Raven, NC
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Glen Raven Custom Fabrics

- Glen Raven Custom Fabrics
High Point Showroom
High Point, NC
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- Glen Raven Technical Fabrics, LLC
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Glen Raven Technical Fabrics

- Glen Raven Technical Fabrics
Park Avenue Facility
Glen Raven, NC
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- Glen Raven Technical Fabrics
Burnsville Facility
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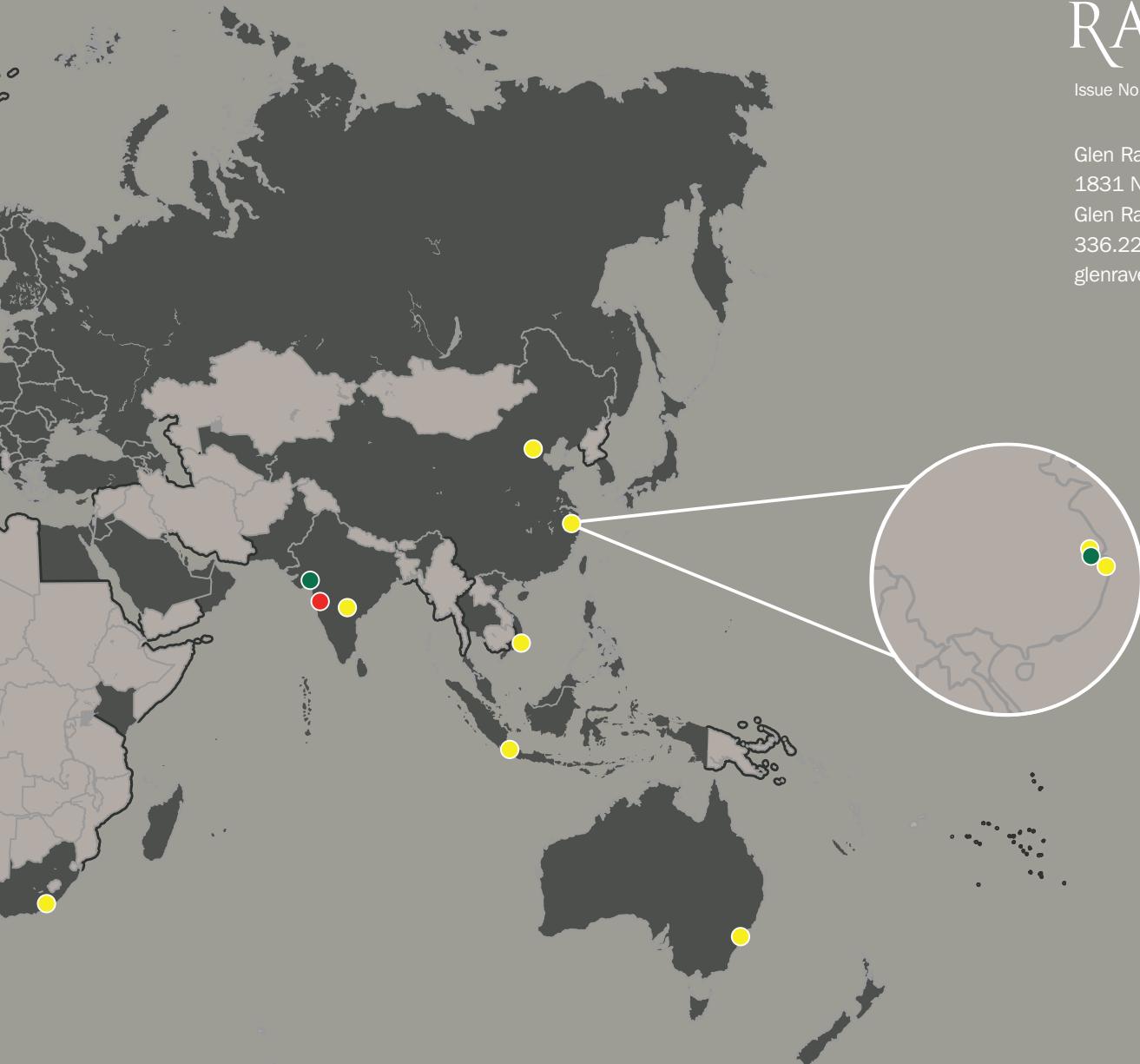
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- Spain
Barcelona, Spain
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- Germany
Fulda, Germany
011.49.661.38082.0

- Scandinavia
Göteborg, Sweden
011.46.31.50.00.95

Dickson Coatings

- Dickson Saint Clair
Saint-Clair-de-la-Tour, France
011.33.04.74.83.51.00

- Dickson PTL
Dagneux, France
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