

A photograph of two men in suits standing in a brick building. The man on the left is wearing a blue patterned blazer and glasses. The man on the right is wearing a dark blue blazer. They are both smiling and looking at the camera. The background is a brick wall and a wooden floor.

RAVEN

FALL 2017 | No. 28



Allen E. Gant, Jr.
CHAIRMAN

Dear Readers,

Glen Raven's story is a story of transformations. From the introduction of the Sunbrella® brand in 1961 to the launch of a global strategy in the 2000s that opened new markets in Europe, Asia, India and Brazil, Glen Raven has been constantly challenged to transform in order to survive. These changing environments sometimes included new directions in management, and with each new executive came a fresh perspective on the state of the industry and the direction of our business.

After my father, Allen Gant, Sr., became CEO in 1960, Glen Raven would not only launch a new performance fabric, but would also thrive on the production of pantyhose and other apparel. After his death in 1972, two of my cousins, Roger Gant, Jr., and Edmund Gant, would lead Glen Raven for the next 23 years, a period in which the company was regularly challenged to reinvent itself. When I became CEO in 1996, the American textile industry was redefining how it would compete in an era of free trade agreements and looking at markets beyond its own country's borders.

Through it all, Glen Raven has emerged stronger than ever. Today, the company is a global provider of performance fabrics with product sales in more than 120 countries. It also operates national distribution and logistics subsidiaries. I can only imagine what my grandfather would think today about the company he founded in 1880, though I know he would agree that a company in constant motion requires a transformative leader whose vision is focused on the horizon. Glen Raven's next CEO is that leader.

As you will read in the cover article of this issue of Raven, my retirement as CEO of Glen Raven was effective in October. Leib Oehmig, who has been a part of the Glen Raven family for nearly 30 years, is the company's new chief executive. He is a strategic architect of Glen Raven's current course focused on providing customers with business solutions. Under his leadership, Glen Raven is poised for even greater success.

The customers featured in this issue highlight the state of transformation at Glen Raven and offer a glimpse of the company's future under Leib's leadership. Gloster Furniture and Agio International feature exciting new opportunities for Sunbrella, while Pike Awning and an infrastructure project in India outline how collaboration can lead to the right solution. We also delve into a vexing issue facing our industry — the chronic shortage of high-skilled trade workers. The efforts by Relgnite Hope on this front have been nothing short of amazing.

This marks my final column in this magazine. It has been an honor and a privilege to share with you the stories behind our customers' innovative approaches and Glen Raven's support of those successes. Leib will author the next issue, which will take an in-depth look at the complexity of global business operations. I look forward to reading about your successes.

Allen E. Gant, Jr.



Since its inception over 60 years ago, Gloster Furniture has respected and elevated teak, an ancient wood, to manufacture the highest-quality plantation-grown teak furniture for outdoor living. In that time, much about the business has changed, and Gloster's ability to adapt and grow is a key strength that contributes to its longevity and influence.

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FOR THE FIRST TIME IN NEARLY A GENERATION, GLEN RAVEN, INC., IS BEING LED BY A NEW CHIEF EXECUTIVE. LEIB OEHMIG (RIGHT) WAS NAMED CHIEF EXECUTIVE OFFICER IN OCTOBER 2017 FOLLOWING THE RETIREMENT OF ALLEN E. GANT, JR., WHOSE GRANDFATHER FOUNDED THE FAMILY-OWNED COMPANY IN 1880.



EXECUTIVE TRANSITION:

LEIB OEHMIG NEW CEO OF GLEN RAVEN, INC.

Walk down any corridor in a Glen Raven facility and you will find associates like Lawrence Lee, Sr. A 20-year veteran of Glen Raven's Park Avenue finishing facility, located on the company's corporate campus in Burlington, North Carolina, Lee beams with pride when he talks about being a member of the Glen Raven family and how the company's executive leadership considers him the same.

"I've spent more than half my life at Glen Raven because the Gant family and senior leadership treat me like family," Lee said. "I can't tell you how many times I've looked up and spotted Allen Gant or Leib Oehmig, with sleeves rolled up, walking in my direction. Every time that's happened, we've had a substantive conversation and I felt like my voice was heard. That's respect, and it's also how family members treat one another."

Lee recalled his encounters with Gant and Oehmig as the two executives were preparing to execute the first executive leadership succession plan at Glen Raven, Inc., in nearly a generation. Gant announced his plans to retire as CEO of Glen Raven in 2013, activating a succession plan that would name Oehmig president and chief operating officer with the intent that he would become CEO upon Gant's retirement. Today, the transition is complete and both men are preparing for their new roles with Glen Raven's customers and the company's extended family top of mind.

"I roll up my sleeves and talk to associates because I want to hear their voices," Oehmig said. "They are on the front lines when it comes to turning 'what if' into 'what's next.' Their input is invaluable as Glen Raven continues its mission to design and build innovative solutions that improve people's lives."

Since joining Glen Raven in 1989, Oehmig has held increasingly responsible positions, including leading the construction and management of Glen Raven's technologically advanced, 1 million-square-foot Sunbrella® fabrics manufacturing center in Anderson, South Carolina. It's where he perfected the art of rolling up his sleeves alongside management and colleagues alike.

"Part of what makes Glen Raven such a special place is everyone, regardless of position or physical location, considers themselves part of one team — one Glen Raven," he said. "This approach to teamwork keeps us focused on doing whatever it takes to get the job done. I'm not the only one whose sleeves are rolled up. We're all in this together."

“

I'M CONFIDENT WE HAVE THE VISION AND STRATEGIES IN PLACE TO SERVE OUR CUSTOMERS IN NEW MARKET OPPORTUNITIES, INCLUDING THOSE WE HAVEN'T THOUGHT OF TODAY.”

LEIB OEHMIG
CEO, Glen Raven, Inc.



Wife | Lisa
Children | Hunter (19), C.G. (21), Ariail Siggins (26)



Hometown | Anderson, SC



Lifelong Clemson Tigers Fan



First Job at Glen Raven | Management Trainee



Interests | Boating on Lake Hartwell and Pawleys Island, SC

Oehmig's tenure at Anderson Plant led to his promotion as president of Glen Raven Custom Fabrics, LLC, one of three Glen Raven business units along with Glen Raven Technical Fabrics and Trivantage®. In 2013, he was named president and COO, positions he held until he became CEO.

Today, Oehmig leads the worldwide operations of Glen Raven, Inc. As the company continues to grow throughout the world, he provides leadership to ensure a culture of integrity and innovation while maintaining the high standards of quality and service for which Glen Raven is known. It's a job description that meshes well with his leadership style.

"I am privileged to work alongside our associates, who are among Glen Raven's greatest assets," Oehmig said. "I've also been fortunate to learn from the best during my career at Glen Raven, including from a predecessor who puts a premium on collaboration and teamwork."

Though Gant is officially retired from the day-to-day activities at the company founded in 1880 by his grandfather, he will remain chairman of Glen Raven's operating board. He joined Glen Raven in 1971 — his first job was in industrial engineering — and rose through the ranks until he was named CEO in 1996. After 21 years as the chief executive, Gant relishes the long-term potential and global reach of Glen Raven's solutions under Oehmig's leadership.

"Leib's previous leadership role will serve him well as the next CEO of Glen Raven," Gant said. "He is a transformative leader and a strategic architect of the company's current course focused on solutions for our customers. His ability to lead will be felt across our company's global footprint for years to come."

There is perhaps no better example of the constant state of transformation at Glen Raven than an ambitious project to revitalize a 117-year-old manufacturing center into the global headquarters for Glen Raven Custom Fabrics. Located on the

GLEN RAVEN'S LEADERSHIP TEAM

Glen Raven CEO Leib Oehmig leads a nine-person team of seasoned veterans that oversees the company's three business units — Glen Raven Custom Fabrics, Glen Raven Technical Fabrics and Trivantage — while also providing counsel on matters related to finance, law, human resources, marketing and information technology.

"The collective goal of our leadership team is to create great customer experiences and earn our customers' business every day," Oehmig said. "We are one company first and our team has a small-business mindset in providing customers with business solutions."



GARY SMITH
Senior Vice President,
Treasurer and Chief
Financial Officer

Gary Smith joined Glen Raven in 1998 as director of finance for Glen Raven Custom Fabrics, LLC, and Dickson®. A certified public accountant, Smith earned a Bachelor of Science in business administration from the University of North Carolina at Chapel Hill. Prior to joining Glen Raven, he had a 20-year career with an international accounting firm, 15 of them as a partner.



HAROLD W. HILL, JR.
President, Glen Raven
Technical Fabrics

Harold Hill, Jr., directs the strategic direction of Glen Raven's automotive, protective apparel, military, geogrid, outdoor and logistics businesses with manufacturing facilities in North America, India and Brazil. 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.



STEVE ELLINGTON
President, Trivantage

Steve Ellington manages Glen Raven's distribution and marketing services subsidiary, Trivantage. He joined Glen Raven in 1983 in industrial engineering and during his career at this company has served as national sales manager and president of Glen Raven Custom Fabrics – Global. 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.



DAVID SWERS
President, Glen Raven
Custom Fabrics

David Swers oversees the division that manufactures and markets the Sunbrella and Dickson brands of performance fabrics worldwide. His responsibilities also include Dickson-Constant, Dickson PTL, Dickson Saint Clair in France and Glen Raven Asia in China. Swers earned his Bachelor of Arts in economics from the University of Rochester and an MBA from Duke University in 1984.

company's corporate campus in Burlington, North Carolina, the new design center will create a relevant, innovative workspace where the Custom Fabrics team can better serve its customers.

Walk through the center with both executives and you will walk away with not only a history lesson but also a glimpse of Glen Raven's future. After all, Gant bears witness to the center's immense history — the first yard of Sunbrella® fabric was woven there in 1961 — while Oehmig marvels at its potential to remake how Glen Raven interacts with customers.

"Employees, customers and partners can explore creative ideas in this new home away from home, and Glen Raven designers will be inspired to new heights of design and performance," Oehmig said. "This center is a recognition of our company's future, which will involve more collaboration than ever before."

"For as long as I can remember," Gant added, "Glen Raven has been in a constant state of transformation. That's how we have

remained relevant in the markets we serve. This new center will mirror the pace of innovation in the 21st century and serve as a constant reminder to each of our business units that you have to drive change and not just respond or react to it."

Driving change is central to the role Oehmig envisions for himself and his leadership team as he launches his tenure as CEO.

"I'm confident we have the vision and strategies in place to serve our customers in new market opportunities, including those we haven't thought of today," he said. "We have a passion for serving our customers and a desire to earn their trust every day, and I'm incredibly excited to get started."

With his sleeves rolled up, of course.



LEIB OEHMIG, Chief Executive Officer

Leib Oehmig became chief executive officer of Glen Raven, Inc., in 2017 and leads the company's worldwide operations. As Glen Raven continues to grow throughout the world, Oehmig provides leadership to ensure a culture of integrity and innovation while maintaining the high standards of quality and service for which Glen Raven is known. Since joining Glen Raven in 1989, Oehmig has held increasingly responsible positions, including leading the construction and management of Glen Raven's 1 million-square-foot Sunbrella fabrics manufacturing center in Anderson, South Carolina. Oehmig served as president of Glen Raven Custom Fabrics prior to being named president and chief operating officer in 2013. He earned a Bachelor of Science in business and an MBA from Clemson University.



DEREK STEED
Senior Vice President,
Secretary and General
Counsel

Derek Steed joined Glen Raven in 2012 after serving 15 years as an outside general counsel and business attorney for closely held businesses while a partner with a North Carolina law firm. Steed earned his Bachelor of Arts, graduating summa cum laude, from West Virginia Wesleyan College and his law degree from the University of North Carolina School of Law.



SUE RICH
Vice President,
Human Resources

Sue Rich is responsible for all aspects of human capital management, including talent recruitment, employee relations, benefits and compensation, as well as oversight of Glen Raven's safety, security and environmental efforts. Rich joined Glen Raven in 1992 and has held previous positions as corporate vice president and strategic planning manager. She earned a Bachelor of Arts in English/journalism from Elon University.



HAL HUNNICUTT
Vice President, Marketing

Hal Hunnicutt is responsible for strategic communications planning, brand positioning and marketing communications programs. He joined Glen Raven in 1995 as director of planning and later served as vice president of marketing for Glen Raven Custom Fabrics. Hunnicutt earned a Bachelor of Science in business administration from the University of North Carolina at Chapel Hill, a Bachelor of Science in textile management from N.C. State University and an MBA from the University of North Carolina at Chapel Hill.



ETHAN LANE
Chief Information Officer

Ethan Lane joined Glen Raven, Inc., in 2016 as its first chief information officer. He brings a broad and diverse background of IT leadership in manufacturing organizations to Glen Raven and emphasizes the role of information technology in the company's business planning process. He holds a Bachelor of Science from Purdue University and a Master of Science from Purdue's Krannert School of Management.

GLOSTER FURNITURE:

CREATING A GLOBAL BRAND THROUGH
SUPERIOR MANUFACTURING AND DESIGN



Deep in the tropical forests of Indonesia, time stands still. Away from the bustle of city life, urban sounds are replaced with a primordial quiet punctuated by the drone of insects, the chirping of birds and the occasional cry of an unseen animal. It is here that teak trees start life, growing slowly into a steadfast, durable wood that is the basis for Gloster's timeless furniture.

Since its inception over 60 years ago, Gloster has respected and elevated the ancient wood, manufacturing the highest-quality plantation-grown teak furniture for outdoor living. In that time,

much about the business — and world — has changed. Gloster President Eric Parsons says that the company's ability to adapt and grow is a key strength that contributes to the company's longevity and influence.

"When the company started, it was a partnership out of West Africa," Parsons said. "Over time, we changed our approach, moving our manufacturing to Singapore and then to the source of the timber in Indonesia, along with a factory, saw mill and kiln operation. At this time, we were a furniture manufacturing



“ WE ALWAYS LOOK AT OUR CONSUMERS AND TRY TO MEET THEIR NEEDS BY ASKING, ‘WHAT DO THEY WANT IN THEIR OUTDOOR LIVES?’ ”

ERIC PARSONS, President

company producing for other brands, and the Gloster brand as we know it now was still developing. In the early 1990s, it made sense for us to begin our own brand. We found Gloster in Bristol, England, a company making benches and chairs, purchased them and started our own line of teak furniture. As you can see, our history is inherently global.”

According to Svend Loevbjerg, group CEO of Gloster, the global nature of the company is one of its unique strengths.

“Today, we are in 65 markets across the world,” Loevbjerg said. “Whenever we consider an aspect of our business, whether it’s design, manufacturing or marketing, we do this in a global context. Our customers are not only from countries across the globe, but they are also extremely well traveled. They know the quality of furniture available across the world and purchase the best products.”

In order to offer customers superior craftsmanship, Gloster invests heavily in manufacturing infrastructure.



"Our roots are in manufacturing furniture," Loevbjerg said. "We continue to improve our process by investing in computer-controlled machines that allow us to replicate every detail in each piece and produce at an efficient rate. We have CNC (computer numerical control) machines that can perform 12 operations to a piece of wood. This used to take us two days, but now we can do it in less than one hour. Combine our manufacturing prowess with our emphasis on high-fashion design and you get furniture unlike any other in the market."

"We're a manufacturing company, but we are also in the fashion business," Parsons echoed. "As a global company, we work with independent designers throughout the world to create furniture that appeals to our high-end consumers, and today that furniture is manufactured using a variety of mixed materials such as teak, aluminum, stainless steel, woven fibers, waterproof fabrics, ceramics and countless more."

The customer, Parsons says, is at the heart of everything Gloster does. This client-focused approach leads to revolutionary innovations, such as Gloster's Outdoor Lounge collections, featuring Sunbrella® Rain fabrics applied to fixed-cushion outdoor furniture. Since their introduction five years ago, they've become a large percentage of Gloster's business.

"Most of our consumers own multiple properties, and they can't be at each one all the time," Parsons explains. "When they aren't there, they want to protect their furniture, especially if it's a cushioned piece. The custom-fit protective furniture covers have been an incredible success. We always look at our consumers and try to meet their needs by asking, 'What do they want in their outdoor lives?'"

Asking that question has led Gloster to use Sunbrella yarns and fabrics in all of their outdoor furniture. As of 2016, all fabric used in Gloster furniture is Sunbrella, and the yarns used in Gloster rugs and accessories are also exclusively Sunbrella.

"This was our first full season with a 100 percent Sunbrella fabrics offering," Parsons said. "It was an easy decision for us. Sunbrella is a strong brand in our industry that consumers have confidence in



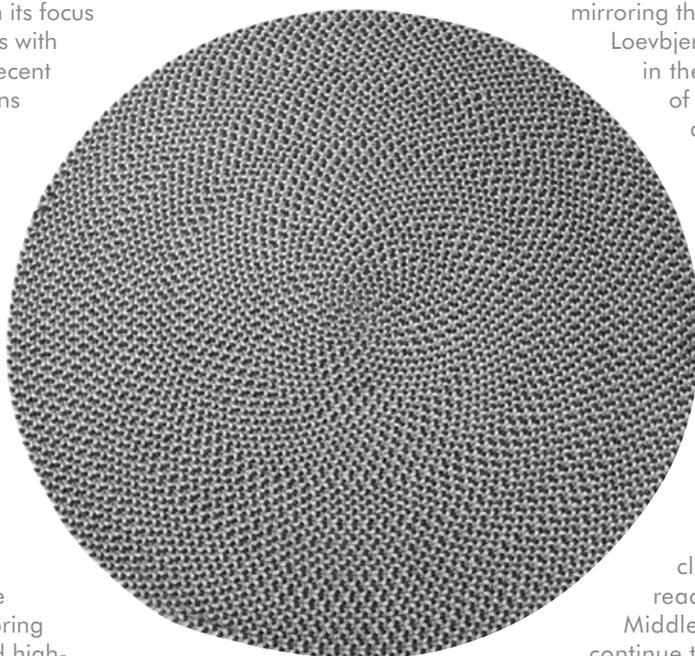
and depend on. It's got the double benefit of having great brand recognition and proven performance. People don't buy outdoor furniture often, so it needs to look great and it needs to last. Sunbrella does both."

Parsons added that Sunbrella, with its focus on design and performance, melds with Gloster's message and that their recent emphasis on the indoor applications of the traditionally outdoor fabric resonates with Gloster's current effort to blur the border between indoor and outdoor living.

"Our consumer is very focused on high style in their indoor spaces, so we want to integrate that into our outdoor designs," Parsons said. "There isn't a shift in someone's taste or style when they go outside, yet most outdoor furniture today doesn't acknowledge that. We want to create a seamless living experience. With Sunbrella moving into the interior market, we know that the fabrics we're using bring superior outdoor performance and high-fashion style."

To further bring the indoors outside, Gloster now offers accessories to complete the living area, including rugs and

baskets made from Sunbrella yarns. Gloster's ambient Cocoon lighting feature recently won a 2017 Red Dot Award for product design, an international award recognizing innovative products.



"Like Eric said, the outdoor market is increasingly mirroring the design-driven indoor offerings," Loevbjerg said. "This is especially true in the hospitality segment. Instead of adding outdoor furniture as an afterthought, hospitality entities are using outdoor furniture to profile themselves like they do with their indoor spaces. This is the future of outdoor design."

When Loevbjerg considers Gloster's past and looks toward its future, he clearly envisions their mission: work in markets across the world to offer the best service and products for high-end outdoor living.

"I think the direction for us is clear," Loevbjerg said. "As we reach new markets, including the Middle East and Asia, we need to continue to develop our brand and our products without forgetting our history. Design leadership is our future, but it always has to be related to our story of quality craftsmanship."

On the web at gloster.com



THE LARGEST ROOM IN ANY HOME?

FOR AGIO CUSTOMERS, IT'S THE ENTIRE OUTDOORS

No longer are outdoor furniture choices limited to dining sets and chaise lounges. Agio, the industry leader in fine outdoor furnishings, gives customers a wide variety of entertaining options — comfortable deep-seating groups, outdoor fire pit chat groups, outdoor bar sets and accessories — to complement any décor.

In looks that range from clean, modern designs to classically styled elegant collections, Agio's trendsetting design and long-standing durability do not go unnoticed, especially when coupled with Sunbrella® fabrics. Sunbrella is but one way Agio ensures its customers can demonstrate their decorating and entertaining savvy to friends and neighbors.

In a recent interview, Bob Gaylord, president of Agio USA, discussed his start in the outdoor furniture industry, evolving consumer tastes and how customers can make their outdoor spaces come alive with Agio.

We are celebrating the 40th anniversary of our business relationship, in what has to be one of the longest and most successful associations between two separately owned and managed companies in our industry. Dozens of attempts to make this type of association work have been tried by many Chinese manufacturers and American marketing entities, but none have been as successful or lasted anywhere near as long. It was individual and collaborative inspiration that helped us fulfill a lifelong dream for Agio to be where it is today.

HOW DOES AGIO STAY AHEAD OF EVOLVING CUSTOMER TASTES?

In the early 1980s, I was part of the effort that introduced real outdoor casual dining sets to the masses through mass merchants and home centers throughout the U.S. Prior to this time, all but the top 1 percent of homeowners were buying wood picnic tables and folding furniture for the backyard experiences. Think about



WHAT WAS THE INSPIRATION BEHIND THE FOUNDING OF AGIO?

The roots of Agio date back to the 1970s. My start in the outdoor furniture industry came in seasonal hard lines around 1971, manufacturing picnic tables and related outdoor products. In 1977, I helped begin a hearth company named Franklin Cast Products that imported cast-iron wood stoves from Taiwan and where I met my eventual business partner, Oliver Wang. The company evolved into Omni Products, which became the first company to import extruded aluminum and extruded PVC casual outdoor furniture out of Taiwan. Omni was later sold to a public company and, in 1989, Agio was started by Oliver Wang to manufacture outdoor casual furniture in China. That same year, I started a separate company, Agio USA, and took over the exclusive product development, marketing, sales and customer service for Agio International in the United States, Canada and Mexico.

that for a minute. For the most part, only the wealthy could see themselves purchasing anything but throwaway outdoor furniture.

By the time we began Agio, our industry was well on its way to becoming a growth category that has still not reached its full potential. Agio's role was to bring more affordable dining sets to both the specialty and mass segments of our industry. By 2005, our company had exceeded \$300 million in annual sales, which made us the largest company in the industry. But more important, the American consumer began to see the potential for their own "outdoor room," which for most, is the largest area for entertaining family and friends. It then became our focus to understand what consumers really wanted and to fulfill their needs.

DESCRIBE THE MAJOR TRENDS WITHIN THE OUTDOOR CASUAL INDUSTRY TODAY? HOW IS AGIO ADDRESSING THOSE TRENDS?

I would categorize current industry trends, and Agio's innovations in response to those trends, in four categories.

Multiple-Seat Dining

Prior to the 80s and 90s, most outdoor dining sets were usually five-piece sets with four chairs and a round table. Because the norm is to have more than four people dining at one time, even then these were merely decorative pieces versus a functional set for entertaining. Agio quickly recognized that multiple-seat dining sets for six, eight or even 10 people had a strong market potential. We also saw that although 90 percent of our dining tables used tempered glass, people didn't necessarily like or trust glass-top tables because of their susceptibility to breaking. Very early on, we navigated Agio's offerings away from glass to predominately cast aluminum, stone, porcelain and drop-in tile tops. Today, glass represents only about 2 percent of our dining table business.

The Outdoor Room

I believe Agio's strength and market position really helped solidify the idea of the Outdoor Room, and we were among the most successful companies that catered to the concept. When consumers really started to use their outdoor rooms, they realized that dining was a 20-minute affair. Whereas, hours could be spent outdoor relaxing, reading or entertaining. A deep-seating group was much more conducive to fill those needs than a traditional dining set. All-weather wicker versions of both deep seating and dining have been a huge part of this growth, and today Agio does over \$100 million per year in this category.

Deep Seating

Probably the greatest trend over the last 10 years has been the emergence of deep-seating groups. Sofa and lounge chair groups, with casual dining-height coffee tables and end tables, or deep-seating chat groups with four deep-seating lounge chairs, have reframed the category. Prior to this time, deep-seating sofas or lounge chairs were special-order items available to only a few.

Portable Gas Fire Pit

Perhaps Agio's most successful industry introduction came in 2002: the gas fire pit. Consumer surveys repeatedly list fire as the second, if not the first, item on wish lists for outdoor decorating. Although wood fire pits have been around for years and contractors would happily build custom gas fire pits for a few thousand dollars, our portable natural gas or propane fire pits have been an unprecedented success. Just a few manufacturers produced them for the past 10 or 15 years, and now hundreds of manufacturers are offering them. Today, the gas fireplace chat group is the largest-selling collection by nearly all retailers and is probably the fastest-growing segment of our industry. This from a category that rarely existed before 2002.

WHAT ARE YOUR GREATEST STRENGTHS AS A COMPANY?

You learn a lot when you've been in business for almost 40 years, especially in an industry that has experienced so much change in the past two decades. I believe Agio's greatest strength for our customers is our size, with 8 million square feet of manufacturing and warehousing space in China, with campuses in four major areas of the country. Our size has given us the ability to neutralize potential problems whenever they arise.



Agio Heritage 6-Piece Deep Seating – An outdoor classic that never goes out of style.



Agio Brentwood Collection – Agio is the industry leader in pairing fire pits with outdoor seating to create showstoppers for any outdoor setting.



I believe over the long term our quality and on-time product shipping is one of the most important strengths our customers can rely on. Agio has over 200 people in R&D and seven full-time designers. Our customer service department handles consumer and trade customer matters and has been given the highest ratings by some of the top retailers in the country. Most important, our company complies with all government regulations in China, at every level, and complies with all consumer protection agency mandates. This includes all safety concerns and human rights issues, which should be paramount to any serious customer of ours in the U.S. and around the world.

HOW DOES AGIO COMBINE BEAUTIFUL AESTHETICS WITH FUNCTION AND DURABILITY?

An observation of this comes from our success with indoor furniture retailers who have only just entered the outdoor business. We've heard it remarked that they have some concerns selling an outdoor sofa for over \$1,000 when an indoor sofa can see prices as low as \$300 per sofa. Our answer is simple: put that indoor sofa outside for three days and see how it holds up! This is actually a great line when selling outdoor furniture.

But seriously, we have spent decades making our furniture hold up to the elements much like Glen Raven continues to enhance its products. This includes metals, welding, powder coatings, clear coats, proper draining engineering and UV inhibitors in all materials we use, from stone-top tables to our all-weather wicker extrusions.

HOW DOES GLEN RAVEN SERVE AS A PARTNER TO AGIO?

We have had the opportunity to partner with Glen Raven for over 25 years. We view the design staff, sales team and customer service department at Sunbrella® as an extension of our family. The hard work and dedication that is put into ensuring our success has made our relationship seamless. The partnership has grown from a traditional product development and fulfillment relationship to a deep-rooted trust between both companies. The trust that Agio has in LeAnn Somers, Glen Raven's key account coordinator for Agio, shouldn't go unnoticed. Her commitment and passion for our business is spot-on and it's the relationships like this that Agio cherishes most.

As we've been able to grow, Glen Raven has been able to grow with us. Glen Raven and Sunbrella have become the industry standard for design, quality and innovation. As important, the Sunbrella brand has become the choice of our retail partners and consumers at an impressive rate.

WHAT DO YOU SEE AS THE GREATEST GROWTH POTENTIAL FOR YOUR COMPANY?

Agio's greatest growth potential has to be dotcoms and indoor furniture companies. The dotcom potential is limitless. Agio wants to grow with companies that are most likely to show our industry the respect it warrants by providing a site that makes real sense. Secondly, U.S. customers shop for indoor furniture at retailers, so why not offer furniture for the Outdoor Room as well? The potential for indoor furniture retailers is just as high for those that embrace the disciplines of the outdoor category — and don't try to "sneak" into the business. Management must commit from the top down. They have to pay their dues and invest in the category. For those that do, the potential is huge. Agio plans to work with such companies.

On the web at agio-usa.com



PIKE AWNING:

A TRADITION OF CUSTOMIZATION AND CUSTOMER SERVICE



DAN SPEARING
Co-Owner, Pike Awning

When Dan Spearing went to work at his father's company in 1981, it was supposed to be temporary. Spearing's father, Ray, had recently purchased what was then known as Pike Tent and Awning Company and needed some help with installations. Twenty-one and anxious to strike out on his own, Spearing agreed to perform a few odd jobs before pursuing his career. A stint in installation led to a position in production, and 35 years later, Spearing and his brother are leading Pike Awning in its original home of Portland, Oregon.

"I really never thought I would stay this long," said Dan, who owns Pike Awning with his brother, Ken. "I wanted to make my own way when I started and didn't want to work for my father. Once I got involved, I found it was a fascinating job. I worked in installation and production, and Ken worked in sales. We made our own areas of expertise, and that's the way it's gone since then."

"When I joined the company, I had no intention of staying," Ken echoed. "After our dad took over the company, he was working hard without many employees. I took an extended leave of absence from my engineering job and joined the sales team. I found that I liked the idea of the family business and enjoyed working with my father and brother. When my leave of absence ended, I decided to stay."

Longevity is inherent in the company. Founded in 1891 as the A. C. Pike Tent and Awning Factory by Danish sailor August Pike, the company grew, evolved and changed hands over the past 125 years. Today, it is the oldest awning company in Portland.



Though many things have changed over the century and a quarter, one thing that remains is Pike Awning's commitment to customer satisfaction. Since the beginning, the company has dedicated itself to producing the best products with quality materials that are made to order and built to last.

"The company began out of necessity," Dan said. "As a port city, Portland had a demand for sail repair and products for the shipping industry. With settlers and gold miners arriving daily, there was also a need for wall tents and canvas bags, as well as awnings. Whatever our customers needed, we made."

In his time, Dan has made everything from yurts to Sioux teepees to microwave tower covers. As time passed, Pike Awning became more specialized. In the 1990s, awnings became popular, and today they are the company's focus.

"Our main niche is commercial awnings," Dan said. "Restaurants, malls and hotels all want the soft, elegant look of an awning. We also do some residential awnings."

But that spirit of customization is still deeply ingrained in the company. Nearly every project starts from scratch and is customized to meet the customer's exact specifications. From the initial conversation through measuring, design and framing, Pike Awning works with its clients to ensure the highest level of satisfaction.

"At Pike Awning, we begin with design and work with the customer all the way through manufacturing and installation," Ken said. "We

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WE GAUGE OUR SUCCESS IN
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ANYTHING BELOW FIVE STARS.”

DAN SPEARING, Co-Owner, Pike Awning



KEN SPEARING (front left)
Co-Owner, Pike Awning



meet with the customer and get an idea of what their needs are, whether functional or cosmetic, and give them some suggestions. We have lots of photos, and people have often done their own homework online. We offer renderings of what the building will look like with the awning on it to help customers feel comfortable with their decision. After we finalize design, we start the process of getting permits and structural requirements and finally hand it off to our project managers so they can make it and get it installed."

The typical commercial project is fairly involved and lengthy, often taking months from design to installation. But to Dan and Ken, time, communication and quality go hand in hand to create a superior customer experience.

"We go beyond what normal companies will do to make sure our customers are happy," Dan said. "That's one of the most important things we drive home to our team: the customer is never wrong. We want to make sure they are completely satisfied with the product and the people they come into contact with. We gauge our success in numerous ways, including reviews. We've rarely received anything below five stars."

Quality is a crucial part of the customer experience. Pike Awning uses the best materials available to make awnings that last as long as possible, even down to the last thread.

Pike Awning also strives to provide superior customer service and top products in the market, and it wants the same qualities in wholesale companies.

"We've worked with Trivantage® since their inception and they've been our number one wholesaler for supplies," Dan said. "They're good at what they do, their website is great for ordering and I get to work with fantastic reps and salespeople. Over 90 percent of our products are made with Sunbrella® fabric."

"When you're working with retailers or restaurants, appearance is important," Ken added. "If you're putting an awning over a restaurant, it's the first impression for people. The city of Portland requires awnings in the downtown area to be cloth. Cloth is more susceptible to UV rays and dirt, so it's important to use a fade-resistant and durable fabric with easy cleanability like Sunbrella."

Today, Pike Awning has 17 employees and produces over 1,500 custom awnings each year. Driven by their values of offering quality products and customer service, the brothers believe the company will continue to grow.

"When you have a family business, our name isn't on the door, but you take a different perspective on the product," Ken said. "The pride you take in your work is more than with a traditional corporation. When you work with and represent your family, you want the product and service you put out to reflect your family values."

Even as the company grows and changes, family will continue to be at the heart of Pike Awning. Both Dan's and Ken's sons are watching and learning, preparing to take over the company as Dan and Ken did from their father.

"I'm excited to eventually pass the company to a new generation," Dan said "I'm sure they will make changes when it's their turn like Ken and I did when we took over from our father. While the company undoubtedly will follow twists and turns we can't foresee, I hope it will continue on the same path — a small, custom craft business that loves to make sure every product they put out is the best they can do."

On the web at pikeawning.com





STRATA INDIA

BRINGS INNOVATIVE SOLUTION TO VAPI LANDFILL



The city of Vapi, India is a historically industrial town with a host of chemical, fertilizer and textile manufacturing operations. Located at the southern tip of a cluster of manufacturing facilities, Vapi accumulates trash, debris and other waste generated by its industrial neighbors nearby, posing a significant environmental threat. And as India's economy continues to grow at a breakneck pace, industrial waste generation is also increasing at a similar rate.

While the growth of India's economy shows progress that is undeniably welcome, it also poses unique challenges for the country and other developing nations. As population and urbanization rates increase, waste management has emerged as a major environmental problem because more waste is being produced than ever before, but the amount of available land for disposal hasn't kept pace. Land in India is expensive, and when it's developed more often it's for residential or commercial purposes. Advancements in technology and manufacturing have also changed the composition of waste in India, which along with capacity issues are driving the need for more sophisticated waste management solutions.

"The country is not setup to tackle this problem," said Gautam Dalmia, vice president of business development for Strata India. "The pace of population growth in cities is high, and massive urbanization coupled with industrialization is putting a strain on infrastructure. Trying to keep up with the growth is leading to unsanitary garbage disposal, especially in industrial towns like Vapi."

On average, the Vapi landfill accepts 400 tons of waste per day for eight months each year. During the four-month rainy season, the landfill is covered and shut down. Though it had been in operation for 15 years, the Vapi industrial landfill only had a six-month capacity left due to land shortage.



“Our goal was to find an innovative and sustainable way to generate more disposal capacity within the same land footprint available,” Dalmia said. “If landfills run out of space, the industries would have to shut their manufacturing down.”

So, how do you fit 260,000 m³ of toxic waste into a landfill built for 150,000 m³ of waste? With a dedicated technical team led by Chief Technology Officer Shahrokh Bagli, a wide spectrum of advanced geotechnical offerings at hand and a determined objective to minimize cost, Strata proposed an out-of-the-box approach to the various facets of expanding the landfill: instead of expanding it horizontally, they would build the landfill vertically.

“ THIS HAS BEEN AN
EXTRAORDINARY EXPERIENCE
FOR US AT STRATA.”

GAUTAM DALMIA,
Vice President of Business Development, Strata India

The conventional method of containing landfills with earth dykes requires a large base for stability. Strata’s creative design used reinforced soil structures as containment, which requires a smaller footprint and facilitates vertical building. Vertical expansion was made possible with StrataGrid® geogrids and StrataBlock™ modular precast concrete blocks.

What about existing parts of the landfill that were already closed? The containment was completed with conventional earth embankments and side slopes. Typically, mulch mats are used along the outer slopes to cultivate vegetation and to prevent slope erosion. However, at Vapi, mulch mats with soil cover slid off the outer steep slopes. The greenery was facilitated by StrataWeb® geocells being locked into position with StrataGrid® laid beneath and anchored into a reinforced soil mound at the crest.

But completing the project is only the beginning. Dalmia believes the rapid urbanization and increased emphasis on manufacturing in the country will continue to drive demand for this type of waste management solution.

“The need for this type of technology is there,” Dalmia said. “Solutions like this are great because they give organizations a way to use their land more efficiently. The principal thought is that the landfills need to be near cities to reduce the cost of transporting waste. But this type of disposal requires lots of land, and land near cities is expensive. If we can offer more storage space in the same storage footprint, that’s exciting, because clients can get more for their purchase. Overall, our solution increases storage space by about two and a half times.”

This project was a series of firsts for Strata India.

“This has been an extraordinary experience for us at Strata,” Dalmia said. “We had many firsts — it was the first time we were the general contractors for a complete turnkey construction, the first time we designed and installed several new geotechnical solutions and the first time we constructed a landfill. It has been a learning experience we could never have even dreamt of.”

On the web at strataindia.com



GIVING BACK:

PATIO HEAVEN FOUNDERS CREATE WELDING SCHOOL
TO GIVE OTHERS A SECOND CHANCE TO SUCCEED





REIGNITE HOPE ISN'T ABOUT AN INDIVIDUAL, BUT ABOUT THE PEOPLE WHO COME TOGETHER AND MAKE IT HAPPEN. THEY GIVE FROM THEIR HEARTS, AND THAT'S WHY THIS PROGRAM IS SUCCESSFUL. IT'S PURE AND SELFLESS."

ANTHONY XEPOLIS
Co-Owner, Patio Heaven

When Curtis Shin and Anthony Xepolis formed Patio Heaven in 2008, the purpose was to create and sell the best quality patio furniture. Yet even then, they knew that it was just the beginning and that their partnership was meant for something greater. The pair spent years building up their business in Los Angeles, California, establishing Patio Heaven in the market as a contender against their larger counterparts.

"We studied the competition and decided to focus on what they don't do: service, custom work and inventory," Xepolis said. "We're a sports car on a highway of 18-wheelers. We zig and zag, but they can only go one way."

Because almost every piece they create has a cushion, Patio Heaven uses large amounts of fabric for cushions and upholstery provided by Trivantage®, Glen Raven's distribution subsidiary.

"The upholstery is the first thing you notice with patio furniture, so it needs to be the best quality," Xepolis said. "Through our partnership with Trivantage, we can create just about anything our customers envision with great fabrics."

Once their company had secured a place in the patio market, Shin and Xepolis knew it was time to take the next step by giving back to their community. In conjunction with Steve Bunyard of Rolling Hills Covenant Church in Rolling Hills, California, the two founded a welding school, Relgnite Hope, aimed at getting people off of Skid Row, out of gangs and back on their feet. To those society doesn't give a second look — homeless individuals, recently released prisoners, former gang members — the school extends love, support and a second chance.



ANTHONY XEPOLIS
Co-Owner, Patio Heaven





"We wanted to do something like this from the beginning," Xepolis said. "Steve, one of the pastors in the outreach ministry from Fred Jordan Missions, enjoys welding and wanted to share the skill with others."

But they wanted it to be more than just a class. Shin and Xepolis knew it was important for those who felt helpless to help others in need. Originally called Wheels of Hope, the school offered a course that taught students to build bike ambulances to send to Africa, where it can take people hours to reach medical care, and donated the finished pieces to villages, hospitals and missions.

Four years later, the school has graduated over 200 students with a 100 percent success rate. In about six weeks, students can attend at no cost and receive certification from the American Welding Society. Many students — like Jimmy Brown, a member of the second graduating class — return and dedicate time to teaching the new students.

"We changed the name to Relgnite Hope, because that's what this program does," Xepolis said. "Society tells us that if you don't make a million bucks, then you aren't worth anything, but that's not true. We want people to be able to hold their heads up, to be able to produce and supply for their families — that's what it's about."

While Patio Heaven gets 90 percent of their frames from overseas, they've dedicated a full line to Relgnite Hope. "We wanted students to have a product to work toward and give them real-world experience rather than tasks for the sake of practice," Xepolis said. "To that end, students produced an entire line of furniture for the hospitality industry."

People in and out of the community are starting to notice the program's positive impact. The school is run solely through volunteered time and donations and is garnering attention and support from state senators, representatives and tech companies. But Xepolis says he and Shin aren't looking for accolades.

"Relgnite Hope isn't about an individual, but about the people who come together and make it happen," Xepolis said. "The people who work to bring Relgnite Hope to life don't do it because they are paid. They give from their hearts, and that's why this program is successful. It's pure and selfless. We've been allowed to be part of it, but we don't want the credit. That takes away from what the program is about."

The deeply rooted values of selflessness and second chances Relgnite Hope holds stem from Xepolis's personal faith.

"We are Christian-based, but we don't push," Xepolis said. "It's at our heart, and it's there for anyone who is interested or open. The world tells people they're worthless and don't have value, but we want people to know that God loves you, and he wants you to be happy and successful."

In 2016, the school moved under Patio Heaven's roof, and there are plans to expand the program's offerings to include basic math and English skills. But even as Relgnite Hope grows, Xepolis remains humble.

"The message of the program is starting to take hold," he said. "It's not just about the students, but all of us. Life isn't about making the most money, but about finding a way we can reach out together, live together and help one another succeed."

And that's a message that can reignite hope in everyone.

On the web at patioheaven.com



PASTOR STEVE BUNYARD
Co-Founder, Relgnite Hope



ReIGNITE HOPE™

Relgnite Hope was founded to help men and women learn a trade, develop means of employment and help them discover self-confidence. We spoke with co-founder Steve Bunyard, pastor of Rolling Hills Covenant Church, and Jimmy Brown, graduate and current employee of Relgnite Hope, to hear their stories.

STEVE BUNYARD

How did you get the idea for Relgnite Hope?

I was working with a mission on Skid Row with homeless men and noticed that we kept seeing the same people over and over. While we could provide food and clothing, we weren't doing anything to help break the cycle. I began praying for a solution. When the idea for a welding program came to me, I wasn't sure people would like it. But the opportunity to offer people a livelihood and means to support themselves through work resonated, and Relgnite Hope was started.

How has the program evolved?

When we started out, we were working primarily with homeless people. Now, we work with people who are coming from prison, from gangs or from other situations that are leading them down the wrong path. Our numbers have also increased, solely through word-of-mouth. People go through the program or recognize its impact and tell their friends and families. We moved from our original location on Skid Row to a larger facility, but we still have to turn people away. That demonstrates the clear, pressing need for job training and assistance in urban areas throughout the United States.

What is the biggest impact you see from the program?

The impacts are many and indescribable. We see people who have been beaten down by the world from a young age — whether they had a mother on drugs or an absent father, whether they've been on the streets or in jail — and help them gain skills, confidence and self-respect. Many of our students were told they were losers, and few graduated high school. When they graduate from Relgnite Hope, it's often the only outward recognition of achievement they've received.

What does the future hold for Relgnite Hope?

Joblessness is a pervasive problem throughout the country. We are in talks with numerous cities — both local and national — to bring our welding program to them. Two California cities, Turlock and Oakland, are interested in establishing a Relgnite Hope program, and major cities like Chicago, Philadelphia and Phoenix are interested as well.



JIMMY BROWN
Graduate and Volunteer, Relgnite Hope

JIMMY BROWN

How did you get involved with Relgnite Hope?

When I first heard about Relgnite Hope, I was in a bad place. I was depressed, aimless, looking to make quick money and really didn't care if I made it to the next day or not. I decided to go to a job fair, and before I did, I prayed, asking God to help me find a direction even though I had turned my back on him. My friend brought me the brochure for the program, and I decided to call. When I first spoke to Pastor Steve, the first thing he told me was that the program was faith-based and that he hoped that wouldn't scare me away. It was the opposite. I felt I had been given a sign from God that this was what I was supposed to do.

From the first day, I worked as hard as I could. I got to class on time and stayed late if I had to, because I knew this was my chance. I was part of the second graduating class, and I've been here ever since.

Has the program changed the way you think about yourself and your future?

I didn't think I had a future before getting involved with Relgnite Hope. Now, it's a total 180. I cherish every moment I have.

Why did you decide to continue working with the program after you graduated?

I want to help other people like me find the purpose and happiness I have today. I can relate to the students because I was in their position. Whether they've been incarcerated or dealing drugs, this place can help them gain a sense of worth. I told Pastor Steve that he would have to close down the shop and lock the doors to get rid of me. This is the place that helped me regain my life, and I want to pay it forward.



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GLEN RAVEN, INC.

- Corporate Office
Glen Raven, NC
336.227.6211

GLEN RAVEN CUSTOM FABRICS

- Corporate Office
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336.227.6211
- Anderson Plant
Anderson, SC
864.224.1671
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336.227.6211
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Burnsville, NC
828.682.2142
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Norlina, NC
252.456.4141
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336.886.5720

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212.925.4600

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570.286.3800

GLEN RAVEN TECHNICAL FABRICS

- Corporate Office
Glen Raven, NC
336.227.6211
- Park Avenue Plant
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336.229.5576

TRIVANTAGE

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Glen Raven, NC
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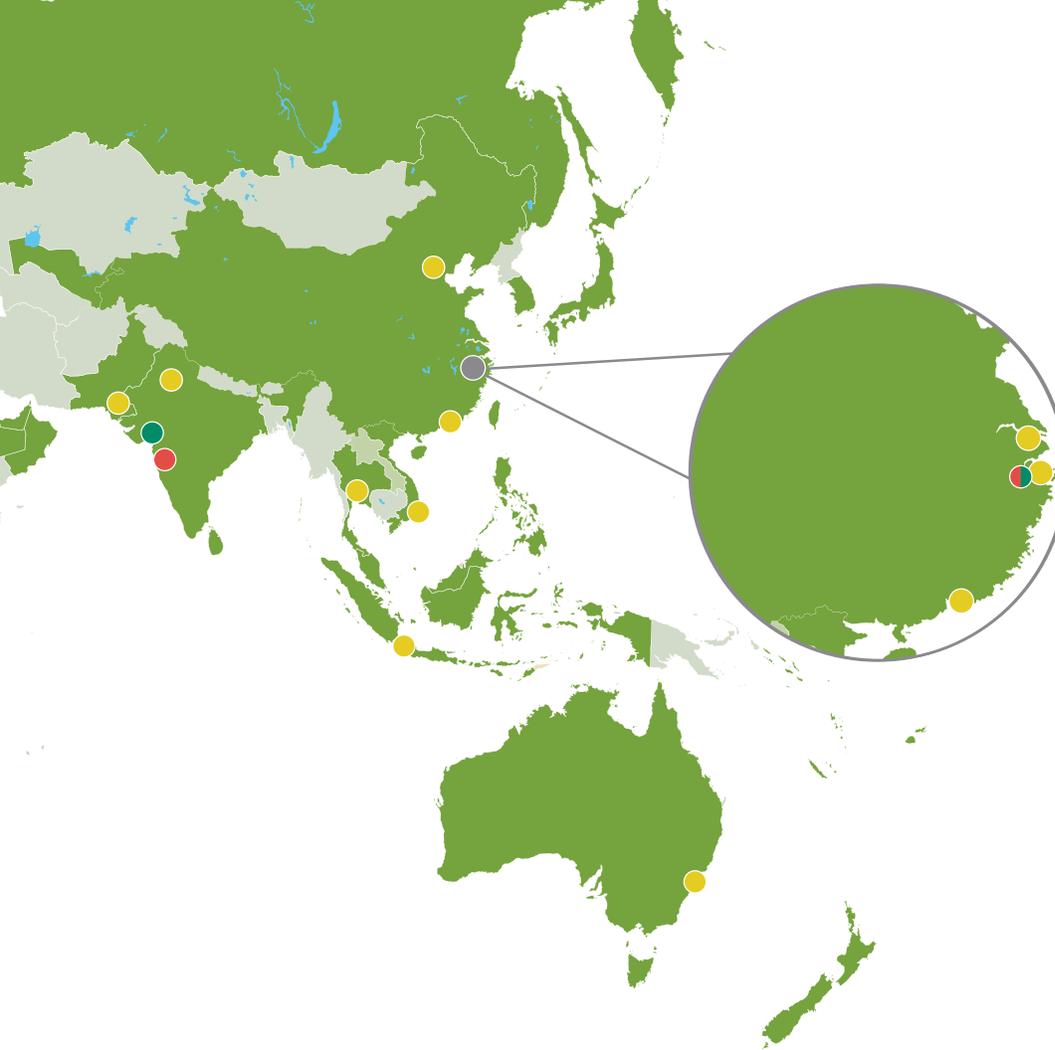
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Mexico
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Guadalajara, Jalisco
Mexico
800.00.88625
- Tunali Tec Cancun
Cancun, Quintana Roo
Mexico
800.00.88625

DICKSON-CONSTANT

- Corporate Office
Wasquehal, France
33.(0)3.20.45.59.59
- Dickson-Constant Italia SRL
Gaglianico, Italy
39.015.249.63.03S

Glen Raven, Inc.
 1831 North Park Avenue
 Glen Raven, NC 27217
 336.227.6211
 glenraven.com



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 46.31.50.00.95
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 33.(0)4.74.83.51.00

STRATA SYSTEMS

- Corporate Office
 Cumming, GA
 800.680.7750

STRATA GEOSYSTEMS (INDIA)

- Corporate Office
 Mumbai
 91.22.406.35100
- Daman Plant
 Bhimpore, Daman
 91.260.222.1060
- Hyderabad Sales Office
 Hyderabad
 91.9949.361.706
- Gurgaon Sales Office
 Gurgaon, Haryana
 91.9871.102.146

GLEN RAVEN ASIA

- Corporate Office
 Jiangsu Province, Suzhou
 86.512.6763.8151
- Sales Office
 Xuhui District, Shanghai
 86.21.5403.8385
- Sales Office
 Xicheng District, Beijing
 86.10.8836.5210
- Sales Office
 Luohu District, Shenzhen
 86.755.2238.5117

SUNBRELLA/DICKSON GLOBAL

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 Bogota, Colombia
 57.310.461.0776
- Southern Latin America Sales Office
 Montevideo, Uruguay
 59.89.9209.219
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 Xuhui District, Shanghai
 86.21.5403.8385
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 Ho Chi Minh City, Vietnam
 84.8.38.27.72.01
- Indonesia Sales Office
 Jakarta, Indonesia
 62.21.5289.7393
- South Pacific Rim Sales Office
 New South Wales, Australia
 61.2.997.44393
- South Africa Sales Office
 Port Elizabeth, South Africa
 27.(0)41.484.4443
- Central America Sales Office
 Fort Myers, FL
 239.466.2660
- Thailand Sales Office
 Bangkok, Thailand
 66.87.515.8866

GLEN RAVEN LOGISTICS

- Corporate Office
 Altamahaw, NC
 800.729.0081
- Laredo Office
 Laredo, TX
 956.729.8030
- Mexico Sales Office
 Mexico City, Mexico
 011.525.55.561.9448
- New Jersey Terminal
 Avenel, NJ
 800.729.0081
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 800.729.0081
- Texas Terminal
 Laredo, TX
 800.729.0081