

RAVEN

| Issue No. 4 |

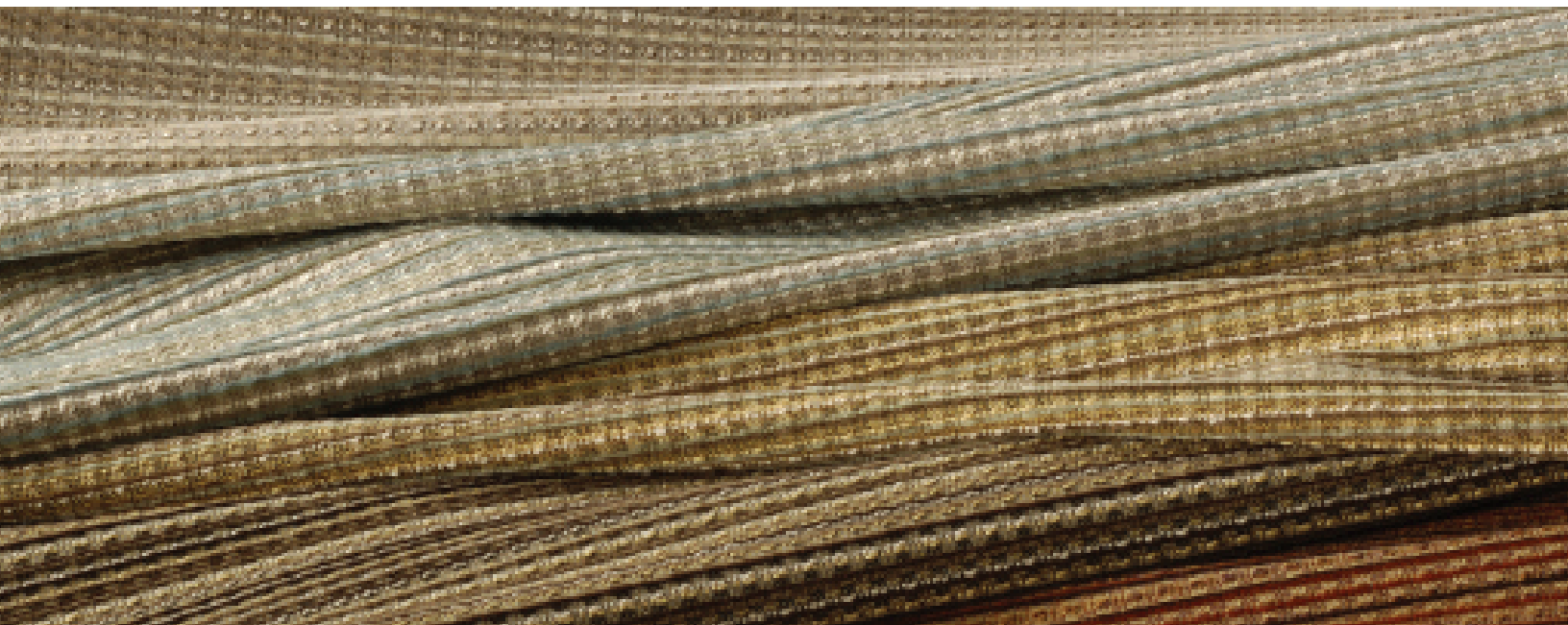


Expanding Terms of Engagement
Cultivating a Diverse Global Workforce
Changing Sunbrella®'s Stripes
Getting Closer to Customers
Affirming Vision, Values



People, Services Supporting Our Brands

People, Services Supporting Our Brands



Dear Readers:

Glen Raven's global market leadership requires the dedicated efforts of thousands of people around the world every day. From marketing and human resources to product design and information systems, Glen Raven people, in a great variety of ways, play essential roles in meeting customer needs.

In this issue, you will learn more about the people and the services that stand behind our brands. General Counsel Wally Wallace describes how we engage in markets around the world ethically and consistently, while Human Resources Vice President Chan Chandler describes the emergence of a culturally diverse Glen Raven workforce. John Duncan, vice president of information services, outlines the technology that links us to each other and to our customers.

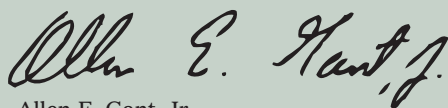
Lance Carter, technical director for Strata Systems, describes the importance of technical support services for our customers, while Gina Wicker, director of design for Custom Fabrics, offers an insight into the creative process. Harry Gobble, general manager of our new Distribution Group, illustrates how our acquisition of The Astrup Company and John Boyle & Company is bringing us closer to customers.

Hal Hunnicutt, director of marketing for Custom Fabrics, traces how we support the Sunbrella® brand, while David Corfmat, general sales and marketing manager for Dickson-Constant, describes our marketing approach in the highly competitive markets of Europe. Leib Oehmig, general manager of Glen Raven Custom Fabrics - Americas, outlines the incredible array of support services needed for performance fabrics.

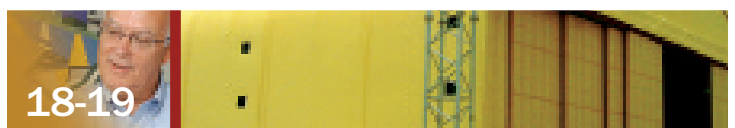
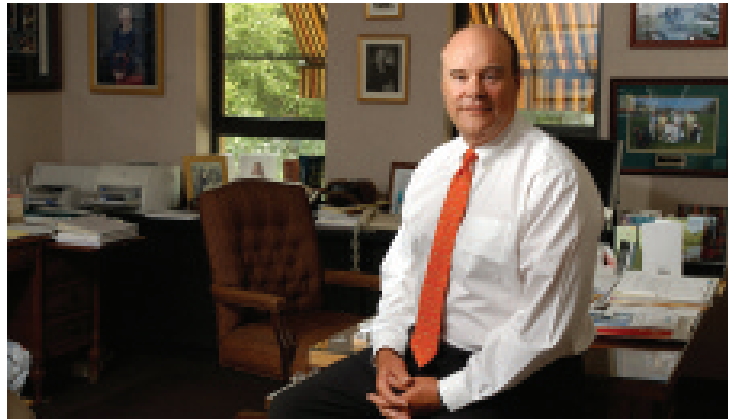
John Coates, vice president of research and development for Custom Fabrics, and Thierry Mosa, sales and marketing manager, Dickson Coatings, take you inside research and development processes. Finally, Chief Financial Officer Gary Smith identifies the ways in which we assure our financial strength.

I hope you come away from this issue with a better understanding and appreciation of the infrastructure that Glen Raven has built in support of our customers. Our commitment to innovative products, industry leadership and exemplary service is deep and continuing.

Thank you for your interest and support of Glen Raven, and, as always, I welcome your questions and comments at any time.



Allen E. Gant, Jr.
President





EXPANDING
THE TERMS OF
ENGAGEMENT



When I joined Glen Raven 10 years ago, I was the first in-house general counsel the company had ever employed. As the first person to fill this position, I enjoyed the opportunity of defining the role that I believe an attorney should fulfill within an organization such as Glen Raven.

There are, of course, the obvious duties – contracts, regulatory requirements, trademark protection, employment issues and hundreds of other legal and contractual matters. In this regard, I manage several outside firms that offer specialized expertise.

While managing legal matters is critically important to our business, I view the role of general counsel much more broadly. I see my job as working with executive management and our operating subsidiaries to frame how we engage with the marketplace in an ethical, consistent and customer-focused manner.

The values in our corporate vision statement championing integrity, quality, innovation, marketing, finance, associates, safety and environment serve as the foundation for how I define my mission. As general counsel, I am in a position to influence each of these areas for the benefit of Glen Raven customers around the world. Mine is a collaborative approach, offering advice and helping our management teams find the best ways of executing various business plans.

Evidence of the broad focus for general counsel at Glen Raven is reflected in my role as chairman of the corporate Marketing Committee, liaison to our New Frontiers Department, which serves as our driving force for innovation, and oversight of corporate communications. All of these responsibilities, including participation on the Executive Committee and service as corporate secretary

to the Board, give me an opportunity to shape the ways in which we serve our customers and engage in the markets we serve globally. My goal is to encourage innovative thinking and sound decision making that will engender confidence from our customers, trade partners and associates.

The position of general counsel is also important to increasing the value of our growing family of brands, which currently numbers more than 20. I work with others to develop approaches that allow us to share our intellectual property with customers and a growing list of trade partners.

During the past decade, it has been my pleasure to serve on Glen Raven teams that have implemented strategies that enabled us to serve as a valued resource to our customers – the acquisition of Dickson SA, discontinuation of our yarn business, construction of a new plant in China and acquisition of two national distribution companies. It has been my role to not only assure that legal requirements were met with these transactions, but also to assist management in achieving the business goals that it had set for these strategic initiatives, while remaining true to our value system.

The complexities of global markets, the pace of change and the immediacy of communications have made teamwork, internally and with our customers, more important than ever before. Glen Raven’s commitment to a broad perspective for the role of general counsel continues a long heritage of fair dealings, integrity, creative thinking and mutually beneficial relationships.

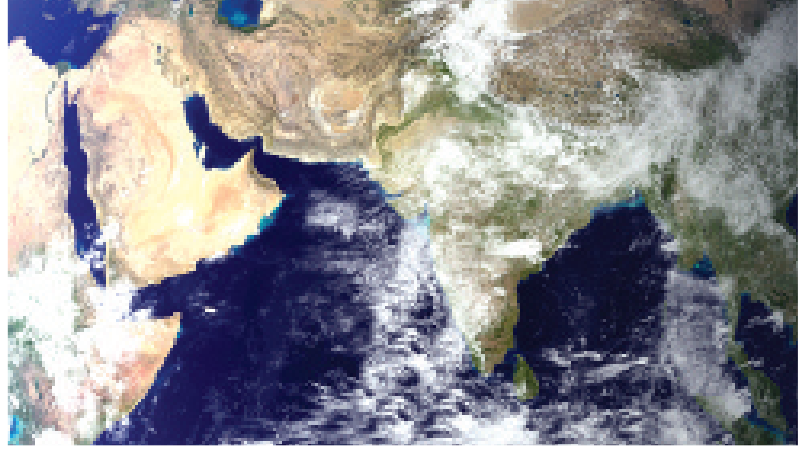
Carl E. Wallace is senior vice president, secretary and general counsel for Glen Raven, Inc., a position he has held since 1997. He earned bachelor and law degrees from the University of North Carolina, Chapel Hill.



“The values in our corporate vision statement championing integrity, quality, innovation, marketing, finance, associates, safety and environment serve as the foundation for how I define my mission.”

ABOVE: Dickson Coatings fabrics decorate TGI Fridays restaurants in the Middle East.
OPPOSITE PAGE: Wally Wallace

CULTIVATING A
DIVERSE GLOBAL
WORKFORCE



CHAN CHANDLER ■ VICE PRESIDENT, HUMAN RESOURCES

There are many ways to cultivate a culturally diverse workforce – recruitment, training and regulatory compliance, to name just a few. We follow all of those practices at Glen Raven, but the primary drivers for cultural diversity within our workforce have been global expansion and changes in the markets and customers we serve.

The first major infusion of cultural diversity for Glen Raven occurred in 1998 when we acquired Dickson SA. Overnight, we employed nearly 1,000 French associates, not to mention Dickson marketing representatives deployed in Asia, the Middle East and around the world. This acquisition helped to open our company to different ways of thinking about products, markets and customers.

The expansion of sales and marketing personnel around the world has continued to enhance the cultural diversity of our workforce. From Australia to Latin America and from Sweden to South Carolina, Glen Raven people come from all backgrounds.

Another major infusion of cultural diversity occurred with the opening of our China plant. An 18-month construction and start-up process gave our U.S. associates an opportunity for extended tours of service in Asia, where they worked hand-in-hand with Chinese counterparts. We were gratified by how eager our associates were to volunteer for service several weeks at a time in China to help teach new employees the Glen Raven way of doing business. These U.S. associates returned to Glen Raven with a deep respect for the work ethic, intelligence and commitment of their new Chinese colleagues.

While growth of the global economy has been the primary driver of diversity within our company, we have also been charged with bringing in new types of talent to our company due to changes taking place throughout

the supply chain. Technical services that have been traditionally provided by vendors are no longer available, requiring that we recruit a diversity of talent, from yarn specialists to product and marketing managers.

All of these changes have greatly elevated the expectations we have for our associates. While strong technical knowledge is required, we also look for a marketing and customer orientation from all employees. We value disciplined employees who are well rounded and work well as part of a team.

We are fortunate that Glen Raven has earned a reputation as a good place to work and is well networked within the industry. While we recruit regularly from many sources, we find that seasoned professionals regularly approach us when they are ready for a career change. Glen Raven also has a strong international internship program.


It's not enough, however, just to recruit great people. You also have to retain them. Glen Raven has also been fortunate in this regard. Our culture fosters independence, entrepreneurship and innovation, factors that have led to long-term commitments by talented associates.

The markets and customers that Glen Raven serves today are incredibly diverse, and it's our goal to assure that our associates reflect this cultural diversity. We will achieve this goal by fostering an innovative culture, taking a global view, recognizing individual achievement and giving talented people the freedom they need to reach their full potential.

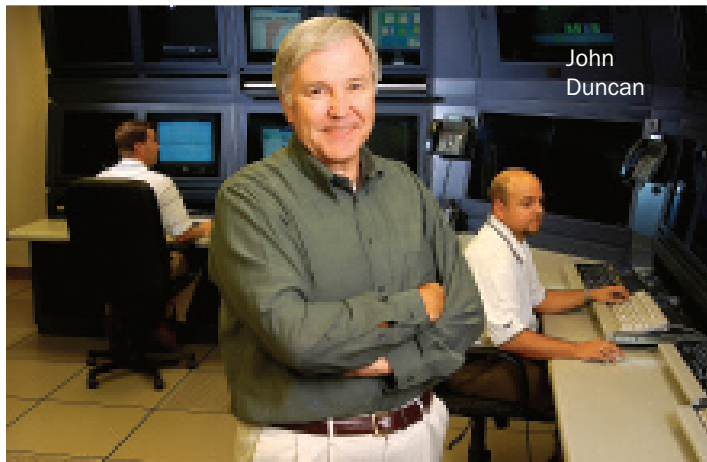
William S. Chandler, who currently serves as vice president of human resources for Glen Raven, joined the company in 1982 in strategic planning, a responsibility he continues today. He earned a Bachelor of Arts degree in English and an MBA from the University of North Carolina, Chapel Hill.



“The markets and customers that Glen Raven serves today are incredibly diverse, and it’s our goal to assure that our associates reflect this cultural diversity.”



JOHN DUNCAN
VICE PRESIDENT,
INFORMATION SERVICES



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LINKING EVERYONE WITH INFORMATION

From production planning to marketing and from senior management to customers, the common bond today is information – not just information, but real-time, actionable information delivered in an easy-to-understand format, 24/7, where and when it is needed, reliably and efficiently. It's a tall order that Glen Raven has embraced.

During the past several years, we have invested heavily in information systems that integrate our global operations. Featuring an Oracle database and Jomar applications software, these systems have achieved reliability levels close to 100 percent.

Our most significant downtime occurred in 1999 when a construction crew severed an electrical line that took our Burnsville plant off-line for six hours. By contrast, a recent earthquake in China had no impact on our connection with Glen Raven Asia.

For our management teams, integrated information systems mean they always have the real-time information they need for making decisions related to inventories, production schedules and business plans. For our customers, these systems provide current information on orders from the time the order is placed until delivery.

We currently provide information support for our North American operations, as well as Glen Raven Asia in China.

Our French subsidiaries operate their own information systems, while providing an interface with our U.S. data center for the consolidation of inventory, marketing and sales information.

With hardware and software life cycles of three to five years, we are dedicated to a position near the leading edge of technology, but never at the “bleeding” edge. We evaluate potential investments based on customer benefits and select only those that will result in significant product or service improvements. Our evaluations include individual hardware and software components, along with an assessment of how these elements can be integrated into our enterprise-wide network.

The complexity of our information system has never been greater than today. Material resource planning for our plants, by way of example, requires factoring in a great diversity of colors, styles, materials and sources. Glen Raven is truly a custom fabrics operation, which requires more and better information than ever before.

Integration of The Astrup Company and John Boyle & Company is our top priority, along with the creation of an enhanced dashboard reporting system for executive management. By spring 2008, we will have created a second generation dashboard reporting system that will improve management's online access to real-time inventory, production and sales information, which will result in better decisions in support of customers.

Because information is paramount to Glen Raven associates and their customers, our Information Services Department has adopted a service bureau mentality. Every request is given immediate consideration, and we set priorities based on customer needs.

With information serving as the global glue for Glen Raven, consistent, timely access to data must be a given. Through a collaborative approach with our associates, closer working relationships with customers and a disciplined approach to the introduction of new technology, Glen Raven's information infrastructure will continue to keep everyone linked.

John Duncan, vice president for information services, has been with Glen Raven for 23 years, serving in a variety of management positions. He earned a bachelor's degree in economics from East Carolina University.



LANCE CARTER
TECHNICAL DIRECTOR,
STRATA SYSTEMS

CONSULTING, SELLING, SERVING

Our company is heavily involved in consultative selling because of the technical nature of our soil reinforcement products, generically called “geogrids” and branded as Stratagrid®. The tremendous number of variables in each application and the critically important ways in which our products are used require a specialized sales approach. When you are creating a 90-foot retaining wall for retention of a steep slope at a shopping center, there is no margin for error.

Ideally, our sales organization or a distributor will identify a residential or commercial developer who needs our assistance at the earliest stages of site development, whether it’s a shopping mall, multi-family complex or single-family subdivision. This approach allows us to help guide solutions for steep slope and retaining wall construction from the very beginning. No one knows our products better than we do, and we can add the greatest value the earlier we engage in a project.

In other situations, we are called in after the project has been designed and is out for bid. In many of these situations, we can use our technical knowledge to suggest an alternate design that is equally or more effective at a cost savings to the developer. Our expertise in “value engineering” is extremely important to developers.

The demand for our products and our expertise is growing as developers seek out creative ways to build on sites that may be less than ideal. In one situation, we assisted a developer with a 93-foot retaining structure that allowed him to move forward with a large retail shopping complex that would not have been possible otherwise. We routinely work on retaining structures that are 20 to 30 feet or larger.

Not only do we provide consultation to engineers and developers, our technical staff is also responsible for providing technical data on our products to the engineering profession and assuring the quality of our products. We promote the technology of soil reinforcement through the distribution of technical information and involvement in industry associations that promote the development of national standards.

In terms of quality assurance, our diversified portfolio of soil reinforcement products are expected to perform for 75 to 100 years or longer, which requires extensive testing, including review by outside, independent laboratories. We review the use of our products in a wide array of situations, including various soil conditions and product combinations. This information helps us specify the right product for each application.

The resources that we bring to market begin with our research and development and manufacturing facilities in North Carolina and Georgia. Our investment in industry-leading technology allows us to offer unique products with a long track record of reliability. We also have experienced sales and technical representatives who cover all of the U.S., and are available to assist developers, engineers and our team at company headquarters. They also provide additional expertise in project design.

When it comes to geogrid technology, a combination of state-of-the-art products and seasoned expertise is critically important. Our leadership position in the industry will continue to be based on these essentials.

Lance Carter is technical director with Strata Systems, a firm specializing in geogrid technology that was acquired as part of John Boyle & Company. A registered professional engineer and a graduate of Virginia Tech in civil engineering, Carter has more than 15 years experience in engineering and construction products.



CHANGING
SUNBRELLA®'S
STRIPES



GINA WICKER ■ DIRECTOR OF DESIGN, CUSTOM FABRICS

In the summer of 2004, The Washington Post home section published a feature story under the headline “Sunbrella® Changing Its Stripes.” The article described how America’s favorite performance fabric brand, long associated with solid colors and broad stripes, was evolving.

“In sunrooms and playrooms, on dining-room chairs and kitchen banquettes, a fabric is promising to single-handedly destroy the dreaded duo of indoor catastrophes – stains and fading – that eventually mars every chair and couch,” The Post wrote. “Taking aim at family-friendly interiors, Sunbrella, the company that has built its reputation on deck awnings and boat accessories, hopes now to upholster our home’s interiors.”

The metamorphosis for Sunbrella fabrics chronicled by The Post is continuing apace, the result of advancing textiles technology and design inspirations gleaned from around the world. Jacquard weaving, innovative yarn combinations and advanced fabric finishes have changed the look and feel of Sunbrella fabrics, all under the careful stewardship of our dedicated Glen Raven design team.

Our team is comprised of the most talented group of designers that I have had the pleasure to work with in my 20 years in the industry. Each of them brings a unique talent, individual experience and unbridled enthusiasm to the team.

We travel the globe in search of the next big trend. Maison & Objet in Paris, Decosit in Brussels and Heimtex in Frankfurt are major European trade shows that we attend. We also participate in Neocon in Chicago and Hospitality Design Expo in Las Vegas to stay in tune with contract and hospitality markets.

These shows, along with core customer events, such as the Casual Furniture Market in Chicago, International Home

Furnishings Market in High Point, Industrial Fabrics Association International Expo and International Boat Builders Exposition, make it possible for our team to understand trends within different market segments.

Glen Raven designers play an active role in establishing color trends through participation in the Color Marketing Group. We not only attend each conference, we lead workshops that help define the trends for the upcoming seasons. This summer I was asked to give a presentation on color trends for the outdoor room at the group’s Southeastern Regional Conference.

Because the interior design community is hungry for beautiful performance fabrics such as Sunbrella, we are national industry partners in the American Society of Interior Designers. It is critical that we know and understand the challenges of the interior design community so that we can produce products that meet their needs.

One of the unique things about our designers is how closely they work with their customers and with our sales team, which gives them wonderful insights into the market place. Each designer has a unique sense of style and design combined with a deep understanding of individual customer needs.

Although our design job is challenging, it is rewarding when we satisfy a customer’s need for exclusive designs or when we present a new fabric to interior designers or magazine editors and they can’t believe that it’s Sunbrella.

Gina Wicker is director of design for Glen Raven Custom Fabrics, a position she has held for nearly five years. She earned a degree in textiles from N.C. State University and a Masters of Business Administration from Duke University.



“Jacquard weaving, innovative yarn combinations and advanced fabric finishes have changed the look and feel of Sunbrella fabrics, all under the careful stewardship of our dedicated Glen Raven design team.”

ABOVE: Sunbrella® fabrics for residential interiors.

OPPOSITE PAGE: Left: Gina Walker; Above: Sunbrella design team, left to right, Nicole Ziecik, Amy Rochester, Sara Hall, Emily Cosgrove, Greg Voorhis, Anderson Hicks, Gina Wicker, Claire Madera, Linda Barbuto



GETTING
CLOSER TO
OUR CUSTOMERS

HARRY GOBBLE ■ GENERAL MANAGER, GLEN RAVEN DISTRIBUTION GROUP

Every business searches for innovative ways to build customer relationships. Planning meetings, newsletters, regular e-mail messages, phone calls, golf outings – you name it and virtually every business has tried all of these techniques to sustain and build close relationships with clients.

Glen Raven is no exception. We field marketing representatives for all of our market segments, issue publications, over communicate at every opportunity, travel thousands of miles to attend trade shows and enjoy a round of golf or two each year, all with a goal of staying close to our customers in order to build relationships and gain insights into changing needs.

With our acquisition and merger with The Astrup Company and John Boyle & Company we have made a quantum leap in getting closer to our awning and marine customers. While in the past, we supplied Astrup and Boyle with fabrics, which they sold to customers, the responsibility for direct customer support now rests with Glen Raven, and we welcome it.

Creation of the Glen Raven Distribution Group will bring us in closer contact with our customers than ever before in our 127-year history. We have assumed this responsibility with confidence because of the depth and breadth of resources offered by Boyle and Astrup. For more than 100 years, these companies have been in the distribution business, changing with the times. They have built a strong national infrastructure focused on the timely delivery of products and the provision of quality service.

A transition team at Glen Raven has over the past few months reviewed the resources of these two industry leaders. We have looked for ways to bring operations

together and leverage their combined resources for the benefit of our customers. The transition team has identified numerous opportunities for a stronger, more efficient operation through the pooling of resources.

Creating a more efficient distribution organization, however, is just the beginning. We are also beginning to appreciate how our combined resources can contribute to enhanced inventory control and product availability. As manufacturer and distributor, we are in a position to have a comprehensive view of product inventories, from the factory through service centers and warehouses. We will translate this knowledge into enhanced service.

Beyond supply chain management, closer relationships open up the potential for the creation of innovative new products and services. We can learn first-hand what our customers need and what their customers are demanding. Working together, we can improve existing offerings and launch new products.

Getting closer to customers is certainly an exercise in relationship building and cultivating trust and loyalty. The Glen Raven Distribution Group will pursue these avenues, but we will take this process several steps beyond that as well.

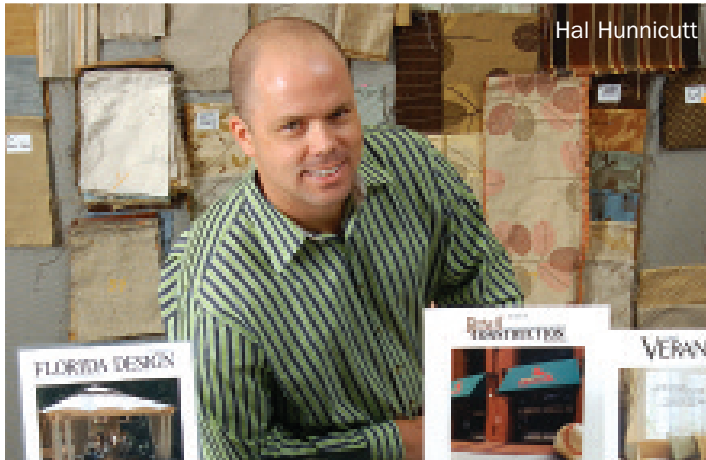
Our vision for the future is one in which we keep markets growing for the benefit of everyone, not only because we operate an efficient supply chain, but because we are close to our customers and to the ultimate user of many of our products, the consumer.

Harry Gobble, general manager of the Glen Raven Distribution Group, is a 28-year veteran with Glen Raven, primarily in sales and marketing roles, including director of marketing for Custom Fabrics. He earned a Bachelor of Science degree in business management from Virginia Tech.



“Beyond supply chain management, closer relationships open up the potential for the creation of innovative new products and services.”

HAL HUNNICUTT DIRECTOR OF MARKETING, CUSTOM FABRICS



BUILDING THE SUNBRELLA® BRAND

An industry-leading brand doesn't happen by accident. It has to be defined, communicated, supported and innovated. Most important of all, a successful brand must be represented in a way that is consistent with its values and relevant to its audience.

Such is the story of Sunbrella®. It was launched in 1961 with a vision of becoming the preferred standard for awning fabrics among trade professionals. Over the past 46 years, product innovation has extended Sunbrella into a variety of applications, including marine canvas, convertible automobile tops and upholstered furniture for inside and outside both homes and businesses.

Today's Sunbrella is not the product it was in 1961. Continuous investments in research and development; production and process improvements; and a marketing team that continually asks "What if?" have enhanced performance while expanding the color, styling and construction range. Sunbrella continues to improve and become more useful with time.

Along the way, we have consistently focused on creating the most durable, best performing fabric available for a particular end use. We only use the name Sunbrella when the fabric fulfills that promise. Customers and consumers know that they can trust Sunbrella and that Glen Raven will support that promise to their satisfaction. The resulting awareness and preference for Sunbrella is the fruit of our brand strategy.

In terms of brand support, Glen Raven has built the Sunbrella brand through consistent trade and consumer advertising that began with the product launch 46 years ago and has grown steadily ever since. Media advertising in trade and consumer magazines reaches more than 41 million people annually.

Closely associated with advertising are show home sponsorships, which include 12 signature homes coast-to-coast this year, backed by leading consumer shelter publications. Each show home typically attracts 20,000 to 30,000 visitors each and allows consumers to experience Sunbrella in application. Sunbrella reaches millions more through prominent displays in editorial spreads by the magazines that sponsor the homes.

We support the Sunbrella brand through an ongoing public relations program. Product placements and feature story mentions will reach more than 100 million readers this year. Writers and editors who specialize in home furnishings know and respect Sunbrella as evidenced by the amount of editorial space devoted to the brand.

Other brand support includes participation in leading trade shows, such as Industrial Fabrics Association International, International Boat Builders Expo, Casual Furniture Market and the Hospitality and Design Expo. Glen Raven has dedicated market managers for awning, marine, casual furniture, residential furniture and commercial furniture who lead product development and marketing for their respective markets.

The infrastructure supporting Sunbrella and all of Glen Raven's brands continues to build on the 127-year history of the company's leadership and integrity. Brand strategy is critical to our success, and you can count on Glen Raven to keep the Sunbrella brand healthy and growing.

Hal Hunnicutt is director of marketing for Glen Raven Custom Fabrics. Hunnicutt has been with Glen Raven for 12 years, including service in strategic planning, brand, product and account management. He earned Bachelor of Science degrees from the University of North Carolina, Chapel Hill and North Carolina State University and an MBA from UNC.



DAVID CORFMAT
GENERAL SALES & MARKETING
MANAGER, DICKSON-CONSTANT

PUSHING, PULLING, MARKETING IN EUROPE

With substantial manufacturing facilities near Lille, France, many people are surprised to learn that we view ourselves as a marketing company. This view is not to discount our manufacturing capabilities, which are world-class, but to emphasize that marketing, branding and product differentiation are essential in Europe and in all of the markets we serve.

Our marketing strategy is comprehensive, including consumer and trade advertising, showroom displays, design software, Internet presence and sampling, all supporting a push-pull strategy for Dickson® and Sunbrella® brands. Research and development and sampling fall under our marketing umbrella, and we support an awning dealer network. At Dickson, we provide full distribution services as well.

We market into extremely competitive markets, particularly in Europe, which means that brand recognition and creativity are critical. Because of the strength of the Dickson brand for awning fabrics and Sunbrella for marine applications, we can provide premium offerings for all of our customers.

Our creativity in marketing shines through in our ads, including a recent television spot that introduced a costumed character, “Mr. Sun,” who can be held at bay with awnings made from Dickson fabrics. Another creative marketing element that has been successful for us is a software program that allows consumers to illustrate the application of awnings with Dickson fabrics for their homes. This program not only shows the design, but also generates a detailed cost estimate.

From a strategic point of view, one of our most important marketing programs is our network marketing program Storiste Agree Dickson (SAD), which translates as “Dickson Official Dealer” program. We launched a similar program in 1988 and reinvigorated the effort in 2006 with the creation of SAD, which consists of 170 awning dealers across France and in Belgium and the Netherlands who have agreed to support this cooperative marketing venture. Each of the dealers features Dickson fabrics and displays the SAD logo in local advertising, on installation vehicles and through marketing materials. The program is scheduled to expand into Spain and Italy in 2008.

SAD members benefit from our national television advertising program, which none of the dealers could afford working independently. Each network member has exclusive rights to the use of television campaigns locally. In addition, we offer marketing kits that enable dealers to use our national advertising program on a local basis and to merchandise awnings at retail.

SAD network dealers have access to an exclusive range of 20 fabrics and can also use a custom design Web site that provides more than 10,000 custom awning estimates to SAD dealers each year.

Marketing in Europe is all about creativity, partnerships and pushing and pulling. Continued success in the super competitive markets around the world requires creative thinking, continuous innovation, strong brands and the ability to earn consumer loyalty and trust. Our SAD network goes a long way in helping to achieve all of these goals for the ultimate benefit of our customers.

David Corfmat is general sales and marketing manager for Dickson-Constant in Wasquehal, France. He joined the company more than 12 years ago and has held a variety of positions in export services. Corfmat attended business school in Paris.



EMPHASIZING
“CUSTOM” IN
CUSTOM FABRICS



LEIB OEHMIG ■ GENERAL MANAGER, GLEN RAVEN CUSTOM FABRICS-AMERICAS

An age of mass customization is a trend that has been predicted for many years. Futurists envision a point in history when consumers will have thousands of choices for virtually every product, all made possible by technology.

At Glen Raven Custom Fabrics we are rapidly approaching mass customization, with thousands of SKUs passing through our Anderson manufacturing facility each year. With the increasing number of colors, styles, products and markets, the word “Custom” in our name has taken on even greater significance.

Resources to support a mass customization operation such as ours are extensive. It all begins with the Anderson manufacturing facility, a 1-million-square-foot vertically integrated operation that remains one of the most modern and highly automated in the textile industry. First opened in 1995, we have continued to invest in this facility, including a recently announced three-year, \$20 million improvement program.

In addition to manufacturing, the Anderson facility is home for quality assurance, research and development (which is covered elsewhere in this issue), product resource planning and numerous other support functions. The recent consolidation of our Elberton, Georgia jacquard weaving operation into the Anderson facility has resulted in a more efficient operation.

Beyond the Anderson facility, Custom Fabrics has a number of other resources that are vital to our business. The design group, also discussed in this issue, provides styling and color inspiration and has one of its team members assigned to the Anderson plant. This close working relationship between design and manufacturing helps assure that new colors and patterns are authentically translated into the fabrics we produce.

Also maintaining a close working relationship with Anderson is marketing, which Hal Hunnicutt describes in an article in this issue. Our Anderson plant is an essential part of our marketing story, and our customers enjoy visiting the plant, which will soon feature an expanded showroom for the display of our products.

During the past few years, we have added market managers to Custom Fabrics, giving us a dedicated focus on awning, marine, furniture and contract markets. Our market managers keep us in close contact with customers and market trends and champion research and development.

We also have an experienced sales and marketing team that travels the country, working with awning and marine fabricators and Original Equipment Makers (OEMs). This team serves as our eyes and ears in the field and provides an essential service link.

Other resources from Custom Fabrics include teams in customer service, finance and product sampling. Harry Gobble, who is heading our newly formed Distribution Group, has written an article for this issue that describes how distribution services will bring us into closer relationships with our customers.

Glen Raven’s success, and the success of our customers, has been based on our ability to identify and serve profitable niches in a variety of performance fabrics markets. When you are a niche player, it requires an incredible array of diverse, nimble and talented resources. We are proud to have these resources available to our customers as we continue to promote the “Custom” in Glen Raven Custom Fabrics. ■■■■■

An 18-year veteran with Glen Raven, including service as site manager for the Anderson, S.C. facility, Leib Oehmig is general manager of Glen Raven Custom Fabrics-Americas. He earned a Bachelor of Science degree in management and an MBA from Clemson University.



“Glen Raven’s success, and the success of our customers, has been based on our ability to identify and serve profitable niches in a variety of performance fabrics markets.”



JOHN COATES
VICE PRESIDENT,
RESEARCH & DEVELOPMENT,
CUSTOM FABRICS



John Coates

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RESEARCHING, DEVELOPING, NEVER ENDING

Research and development is a process with no end. Can we create fabrics that are more durable, more comfortable, more attractive and more marketable? The answer to all of these questions is “yes,” which is why we invest heavily in research and development year-in and year-out.

Our R&D resources are extensive, including research labs at our manufacturing facilities, independent research services in the U.S., Europe and Asia, university-based research centers and outdoor testing facilities.

In terms of in-house capabilities, we have the largest collection of weathering stations that I am aware of in the industry. We can simulate years of environmental exposure within hours as we develop new products and tweak existing fabrics.

We turn to independent research centers for specialized testing capabilities, such as flame retardancy or basic polymer chemistry. Outside labs are also important when we need independent verification of in-house test results.

University labs include Clemson University in South Carolina, N.C. State and the Institute for Textile Technology in North Carolina as well as research centers in Europe. Affiliations

with universities give us access to specialized testing equipment as well as exposure to the best and brightest minds in fabrics technology. Internships offer students real-world experiences and provide us with opportunities to complete specialized studies.

Outdoor testing facilities allow us to expose our fabrics to real-world environmental conditions, such as acid rain, that cannot be duplicated in labs. Testing facilities in Florida and Arizona provide extremes in sun exposure, with Florida offering the added dimension of high humidity. We are also working with an outside testing center in Colorado that uses mirrors to intensify sun exposure.

Glen Raven market managers drive the development process, conveying customer and market opportunities to our textile engineers who specialize by market segment and manage the development work. We also provide our engineers with “free time” during which they are encouraged to pursue their own innovative ideas.

We find that it is ideal to have R&D facilities located within manufacturing centers. The close proximity of R&D and manufacturing speeds the commercialization process and assures a cross pollination among marketing, R&D, production, sample weaving and quality assurance. We run more than 400 trials each month at our Anderson, South Carolina facility alone.

Research and development represents a substantial and essential investment by Glen Raven each year. Our customers look to us to improve our existing products in terms of styling and performance on a continual basis. Customers also rely on us for a steady flow of new products, and our own goal is to generate 25 percent of our annual sales from new offerings.

R&D – a process with no end. This is a commitment that serves as a foundation for Glen Raven’s success and gives our customers confidence that they can look to us for the next “big idea.”

John Coates is vice president of research and development for Glen Raven Custom Fabrics. A graduate of N.C. State University in industrial engineering, Coates has been with Glen Raven for 12 years.

12th FINA WORLD CHAMPIONSHIPS

MELBOURNE 2007

THIERRY MOSA
SALES & MARKETING MANAGER,
DICKSON COATINGS

SETTING PRIORITIES IN A WORLD OF OPPORTUNITY

With a long-standing reputation for the latest in leading-edge, fabric-based solutions, research and development is the heart and soul of Dickson Coatings. We have the discipline to evaluate hundreds of opportunities and select those with the greatest potential. We also have the resources to take each opportunity from concept through development and ultimately to commercialization.

We rely on our market managers for a continual flow of new ideas, and members of our management team regularly attend international trade shows with a goal of identifying niches. Every potential development project is filtered to the Dickson Coatings' sales and marketing team where we evaluate them based on a few simple questions – can we create a product that no one else offers, will customers see this product as a value-added offering, are raw materials readily available, is the market for this product growing and can we manufacture the fabric at a good return on the investment?

If a proposed project meets all of these criteria, it still must compete with every other potential opportunity. We require that all of our development projects fit on a single piece

of paper, which means that we evaluate every opportunity against every other opportunity so that only the best of the best make it to a relatively short list of priorities.

After a project is cleared for R&D, we assign a technical team of chemical and textile engineers and assistants at either our St. Clair or our PTL division, depending on the market segment and application. Our R&D labs have virtually all of the testing equipment they need in-house for product development – flame retardancy, strength, durability, color, weld-ability, UV resistance and clean-ability. For our media fabrics, we have also acquired digital technology for testing printability and image clarity.

This disciplined approach serves us well. For example, following this method, our St. Clair division created the Evergreen line of media fabrics, which not only offers excellent print clarity but requires substantially less energy to manufacture than other banner materials and does not contain heavy metals. Leading retailers and prominent public spaces have selected Evergreen fabrics for colorful, detailed banner applications.

With this approach, our PTL division created a fabric for the tire industry to facilitate the handling of extruded rubber. Specifically designed for this application, our tire liner fabrics not only improve materials handling, but are also reusable, resulting in significant cost savings. Most of the world's major tire makers have adopted our product.

There are three secrets to our success with R&D – market managers who maintain close contacts with customers and provide insights into global market needs; substantial commitment to R&D in terms of experienced engineers and testing equipment; and a disciplined approach that requires us to set our priorities within a world of opportunities.

The ultimate drivers for R&D at Dickson Coating are our customers who depend on us for new ideas that can support their growth over the long term. It is a tremendously important responsibility and the most exciting part of our business – identifying a need, creating a solution and seeing it grow and prosper.

Thierry Mosa, sales manager for Dickson Coatings in France, has been with Glen Raven for 10 years. He holds a master's degree in polymer science engineering.

Thierry Mosa





ASSURING
FINANCIAL
STRENGTH

I am often asked about the source of Glen Raven's financial strength. There is not one source, but many. We have invested heavily in our brands over many years, focusing primarily on the Sunbrella® brand, creating value that is well accepted by consumers.

We make decisions based on facts, not emotion, and we have been successful in anticipating the future. We were among the first to exit the apparel business before off-shore competition became dominate. We built our Anderson plant at a time when most textile makers were retreating.

While Glen Raven is financially prudent, we have the courage to take calculated risks, provided there is substantial upside potential. Purchasing Dickson SA gave us a leading market share of awning fabrics in Europe and access to new global markets. Construction of a business center for Glen Raven Asia in China is opening up Asian markets. Our acquisition of The Astrup Company and John Boyle & Company is creating opportunities for product and service innovation.

Innovation has also been central to our financial strength. Support for the Sunbrella® brand and a continual flow of new products, from Evergreen media fabrics to workplace protective apparel, allow us to capitalize on profitable niches.

Our status as a privately held company contributes to our financial strength. We make decisions based on the best long-term interests of our customers and our company, not on the expectations of Wall Street. We are more concerned with increasing shareholder value over the long term than quarterly earnings statements.

As a company steeped in integrity, our financial and trade partners can understand and trust what we say. If anything,

we err on the side of over communicating. We want everyone we partner with to fully understand each new venture.

While our operating units are responsible for financial results, Glen Raven's finance team plays a key support role. We continually assist the business units in evaluating financial results and interpreting what the numbers mean. Our team is in a good position for suggesting potential options for business strategy and operational adjustments when numbers trend off plan. We have consistently supported new capital investments when compelling cases are presented.

We have built a strong finance team at Glen Raven, dedicated to assuring our continued financial strength to the benefit of our customers. Over the years, we have emphasized the recruitment and retention of professionals with significant business experience, including CPAs.

The most satisfying aspect of serving in finance at Glen Raven is seeing the numbers come to life. Our team works closely with the business units in assessing risks and making strategic decisions. When a commitment is made to move forward with a new strategy or a capital investment, our finance professionals are an integral part of the decision process.

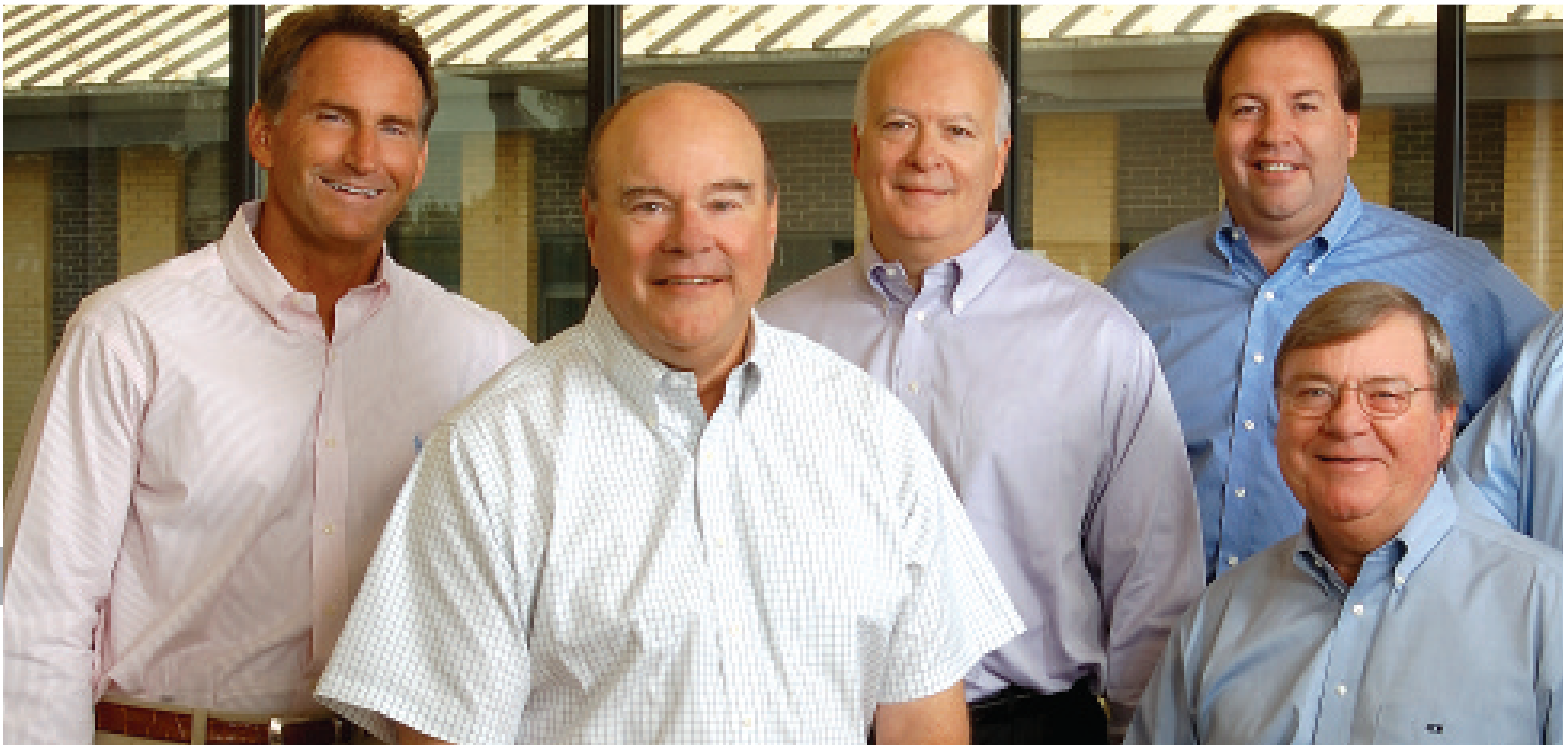
So what is the key to financial strength at Glen Raven? There is no single key; rather, it is the result of customer-focused decision making, collaboration, integrity, innovation, commitment to branding, anticipation of change and, ultimately, courage.

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



“As a company steeped in integrity, our financial and trade partners can understand and trust what we say. If anything, we err on the side of over communicating.”

AFFIRMING VISION, VALUES



20

In this issue of the Raven, you have had an opportunity to hear from the people who stand behind Glen Raven's global portfolio of innovative products, services and brands. As these commentaries illustrate, our company continues to change in a great many ways, yet remains centered on our statement of vision and values.

Whether it's the development of innovative new fabrics for automotive interiors or care-free residential upholstery, our focus is ultimately on enhancing the lives of global consumers through the relentless development and marketing of the world's most innovative solutions. Core values of integrity, quality, innovation, marketing, finance, associates, safety and environment serve as Glen Raven's global compass in achieving our mission.

General Counsel Wally Wallace reminded us of how we are expanding business relationships around the world with integrity in the way that we treat our customers and stand behind our products and services. A corporate culture that encourages cultural diversity among our associates is

helping to assure our competitiveness in global markets, as noted by Human Resources Vice President Chan Chandler.

Information Services Vice President John Duncan described how our commitment to quality-enhancing technology has been extended into information systems that are crucial to the management of our global organization. The increased sophistication of the technology behind our products makes technical customer support more important than ever, according to Lance Carter, technical director for our geo-grid specialist Strata Systems.

Our innovation-focused culture inspires us to build enduring brands, products and markets, and fuels the creativity of our Sunbrella® design group headed by Director Gina Wicker. Creativity is also evidenced in appropriate acquisitions that enable us to demonstrate pioneering leadership under the management of Harry Gobble, general manager, Glen Raven Distribution Group.

Custom Fabrics Marketing Director Hal Hunnicutt and Dickson-Constant General Sales and Marketing

Whether it's the development of innovative new fabrics for automotive interiors or care-free residential upholstery, our focus is ultimately on enhancing the lives of global consumers through the relentless development and marketing of the world's most innovative solutions.



2020 QUEST VISION STATEMENT

Glen Raven will enhance the lives of global consumers through our relentless development and marketing of the world's most innovative fabric-based solutions.

CORE VALUES:

INTEGRITY

Above all else, integrity in the way we treat our customers and stand behind our products and services.

QUALITY

Absolute dedication to quality that exceeds customer expectations:

- Motivating us to make quality an integral part of every product and service we offer
- Committing us to the never ending pursuit of quality-enhancing technology
- Making quality the top priority of every job, every day

INNOVATION

We recognize innovation as the single greatest competitive advantage for ourselves and for our customers:

- Committing to a disciplined and continuous focus on innovation
- Driving us to seek out new solutions ahead of our customers' current needs
- Creating a sense of urgency in successfully bringing new ideas to market

MARKETING

A marketing culture based on understanding and satisfying customer and consumer needs:

- Inspires us to build enduring brands, products and markets
- Leads us to make appropriate acquisitions
- Demands that we demonstrate pioneering leadership

FINANCE

Sound management that ensures our financial strength and stability:

- Secures our global competitiveness in premium market segments
- Leverages growth in our core competencies
- Invests in opportunities for long-term growth

ASSOCIATES

Respect for associates who are skillfully trained, highly motivated and rewarded for exceeding the needs of our customers.

SAFETY AND ENVIRONMENT

Stewardship of the safety of our associates and the health of our environment while being a responsible world citizen.

Manager David Corfmat reminded us of the importance of a marketing culture based on satisfying customer and consumer needs. Our Glen Raven Custom Fabrics subsidiary, under the leadership of General Manager – Americas Leib Oehmig, brings all of these elements together in an organization that motivates us to make quality an integral part of every product and service.

Research and development specialists John Coates and Thierry Mosa offered insights concerning our commitment to a disciplined and continuous focus on innovation. It is this obsession with innovation that drives us to bring new ideas to market ahead of our customers' current needs.

In terms of financial strength, Chief Financial Officer Gary Smith described how we invest in opportunities that offer long-term growth, secure our global competitiveness in premium market segments and leverage our growth in core competencies.

As Allen Gant noted in his introduction to this issue, Glen Raven's commitment to innovative products, industry leadership and exemplary service is deep and continuing. We hope and trust that the series of commentaries following Allen's letter makes this commitment come to life for you.

GLEN RAVEN EXECUTIVE COMMITTEE Left to right: Steve Ellington, general manager, Glen Raven Custom Fabrics-Global; Allen Gant, president; Gary Smith, chief financial officer; Harold Hill, general manager, Glen Raven Technical Fabrics; Wally Wallace, general counsel (seated); Harry Gobble, general manager, Glen Raven Distribution.

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