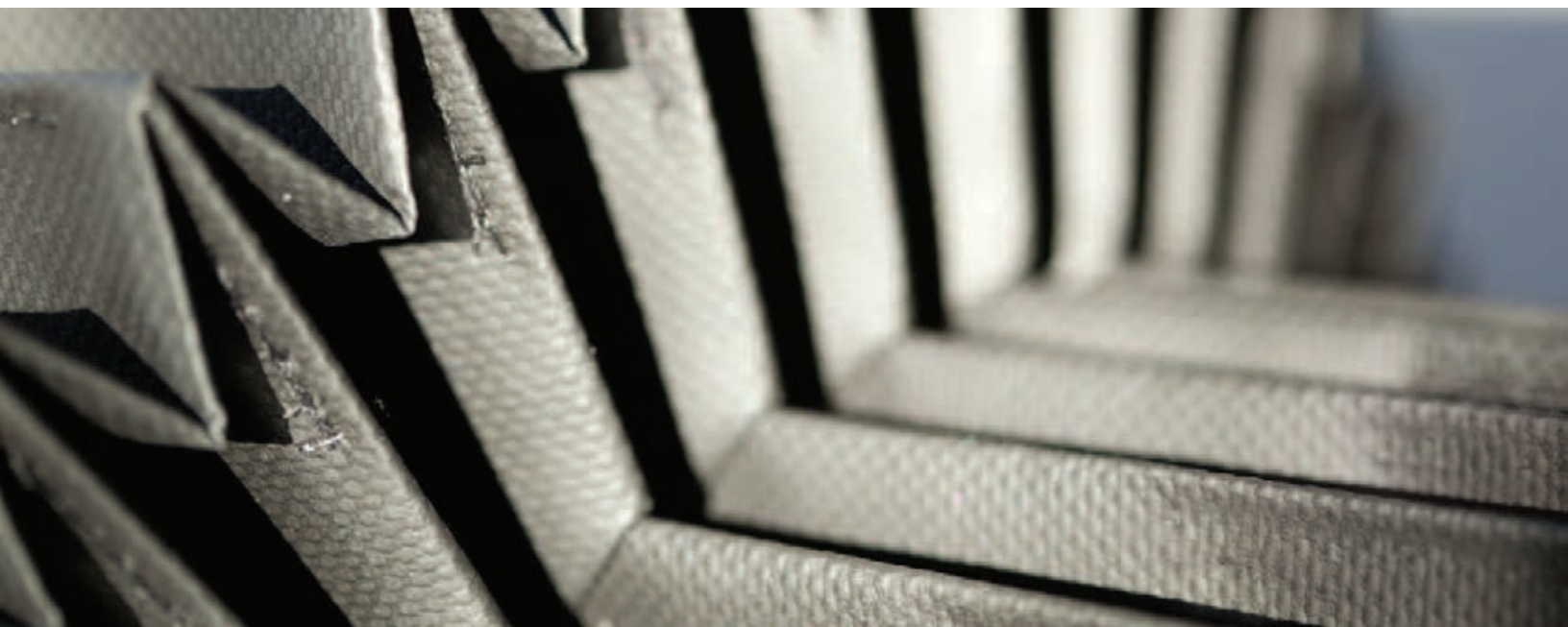


RAVEN

| Issue No. 16 |





Dear Readers,

May 7, 1998 was a milestone in the history of Glen Raven. That was the date when we announced our acquisition of Dickson, S.A. of France and overnight become a truly global company.

We committed from the first day that Dickson would run its own operations with our support but without interference. This decision has turned out to be the best we could have made as the Dickson team has proven itself smart, innovative and responsive to changing opportunities.

During the past 14 years, Dickson has pioneered innovations for its customers while fostering global collaborations throughout Glen Raven. The growth of our Sunbrella® brand in marine and home décor in Europe has led to close working relationships with our Dickson associates in virtually every area, from branding and operations to quality and logistics.

Dickson is actually three distinct but closely interrelated companies. Dickson-Constant is closely allied with Glen Raven Custom Fabrics, which was a prime competitor before the acquisition. Today, Dickson-Constant and Custom Fabrics are tightly aligned through the marketing of Sunbrella® and Dickson® fabrics around the world.

Dickson PTL is a technical textiles company focused on coating and lamination used in unique products, such as release liners used by the tire industry. Through advanced manufacturing facilities and the expertise of its people, Dickson PTL is a world leader in engineered materials that are heat resistant and flame retardant.

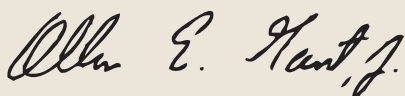
Dickson Saint Clair is one of Europe's leading suppliers of tarps for a variety of industrial and commercial applications, including soft sides of highway trailers. This company's innovative spirit is evident in the solar protection products that it manufactures for marketing by Dickson-Constant as part of a total solar protection program. Dickson Saint Clair is also a leader in graphic fabrics, notably its eco-friendly EverGreen line.

I am often asked why it's important to our customers that Glen Raven is a global company. There are actually many reasons. Every company today, regardless of market or size, is affected by the global economy. As an active participant in global commerce, Glen Raven has a deep understanding of the world economy, which we apply for the benefit of our customers through innovative products and services.

Perhaps the most important customer benefit of our global presence is our access to the best minds all around the world, working every day to improve the products and services we currently offer and to identify the next big idea. With operations not only in Europe, but also in China and India, we know that market-changing innovations can originate anywhere in the world at any time. It's innovation that will keep our customers competitive and growing.

We are encouraged by increasing collaborations among Glen Raven's global operations. Associates in manufacturing, R&D and operations are sharing information, ideas and experiences, all with a goal of adopting best practices regardless of where these practices originate.

We hope you enjoy learning more about our Dickson operations and meeting our French associates featured. We believe you will gain a better understanding of why a global perspective is important to our customers, trade partners, associates and shareholders.



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



DICKSON-CONSTANT



DICKSON PTL



DICKSON SAINT CLAIR



ON THE COVER The Hotel Alliance in Lille, France, is a 17th century monastery converted into a luxury hotel. To reduce heat gain from a glass ceiling covering the hotel restaurant, eight canopy blinds made of Sunworker fabrics by Dickson Saint Clair have been added. The Hotel Alliance is one of many solar-protection projects being led by Dickson-Constant all over Europe.

INSIDE COVER, TOP Solar protection in Europe comes in many different shapes and sizes these days, all part of a strategic initiative by Dickson-Constant to expand upon traditional awning markets with energy-conservation solutions.

INSIDE COVER, BOTTOM High-tech fabrics from Dickson PTL are molded into bellows that are used to protect sophisticated manufacturing equipment, such as laser cutting machines. These fabrics combine flexibility with heat resistance, reflecting the company's expertise applied to unique applications.

DICKSON-CONSTANT EVOLVING WITH HOME DÉCOR, SOLAR PROTECTION



During its 100-year history, Dickson-Constant had become the undisputed leader in awning fabrics in Europe, supplying fabrics throughout the Continent and to overseas markets as diverse as North and South America, Africa and Asia. This focus began an important strategic change, however, following Dickson-Constant's acquisition by Glen Raven in 1998.

After the merger, Dickson-Constant began diversifying its product offerings. By adding Glen Raven's Sunbrella® fabrics, Dickson-Constant created new opportunities in marine and home décor markets and gave rise to a dual brand strategy based on the market leadership of Dickson® and Sunbrella trademarks.

The global strength of the Sunbrella brand in the marine market has proven to be a natural growth opportunity for Dickson-Constant in Europe with its long-established maritime traditions. Sunbrella marine is also a growth engine for newly affluent emerging markets such as Eastern Europe, China, Brazil and Russia.

It also became apparent after the merger that Dickson-Constant could borrow a page from the Glen Raven Custom Fabrics playbook for growth in home décor. In 2001, Dickson-Constant began to focus on taking the Sunbrella brand into home décor, first targeting outdoor and casual furniture and subsequently residential interiors. Sunbrella fabrics are just one of several diversification initiatives that include technical solar protection.

Results from this evolutionary shift have been dramatic. In 1998 when Dickson was acquired by Glen Raven, 97 percent of its sales were in awning fabrics. While awning fabrics have continued to grow over the past 14 years, they now represent about 60 percent of the company's sales with the other 40 percent coming from newer products and markets.

"At the time of our merger Glen Raven was intent on expanding internationally, but that would have been very difficult from the position they held in 1998," said Eugène Deleplanque, president of Dickson. "By acquiring Dickson, Glen Raven instantly became a global company. This merger also gave Dickson the opportunity to grow and to diversify beyond our traditional focus on the awning market. Glen Raven and Dickson were highly complementary, and joining forces was a very good move for both companies and our customers."

Dickson-Constant is following a three-part strategy of innovation, international growth and brand support. While Glen Raven and Dickson were archrivals before the merger, they have pursued increasingly close collaborations for the development of new products based on global market perspectives and international best practices.

Innovation for Dickson-Constant is evident in a steady flow of new products particularly in recent years. While many of its European competitors have retrenched in light of the recession,

Dickson-Constant has continued to innovate with an extensive collection of Sunbrella fabrics styled for European tastes, Orchestra Max (self-cleaning awning fabric), Sunworker (technical solar protection), and photovoltaic fabrics for boats, camping and awnings. This fall the company will introduce a new woven flooring line.

"Our focus on innovation and new products is the primary reason we have weathered the recession," Deleplanque said. "As we have added new and better products, we have become more important to our existing customers and we have attracted customers in entirely new segments."

Innovation for Dickson-Constant has not been limited to products. The company has also pursued new ideas in how it approaches the marketplace with a strategically deployed sales force and market managers dedicated to specific segments.

One of the most important of its market initiatives is technical solar protection with the creation of a consolidated product offering, identification of new applications, such as pergolas and shade sails, and the naming of a seasoned manager to promote smart shade solutions for commercial buildings.

"It is essential that we remain flexible and innovative," Deleplanque said. "We are using research and development and design to differentiate ourselves."

Innovative thinking at Dickson-Constant encompasses manufacturing and operations. Just this past year, the company confirmed its quality, environmental and safety certifications in ISO 9001, ISO 14001 and OHSAS 18001. Dickson-Constant is planning the installation of a new digital inspection system at its manufacturing center in Wasquehal, and this summer it will open a newly consolidated warehouse and distribution center in nearby Lesquin. Dickson-Constant is continually pursuing innovative marketing programs, such as an awning design application for mobile phones and enhanced sales tools for its dealer network.

In terms of the entire Dickson organization, Deleplanque is pursuing closer collaborations among Dickson-Constant, Dickson PTL, Dickson Saint Clair and Glen Raven's operations around the world. By way of example, Dickson Saint Clair manufactures Sunworker, a central element in Dickson-Constant's solar-protection strategy.

"International is the second key element in our strategy," Deleplanque said. "Our product focus is on relatively small niche markets, such as awning, casual furniture and marine. If we limit ourselves to France, then the growth potential is relatively small. We must be able to sell into many different countries."

Sales to countries outside of France today represent more than 70 percent of Dickson-Constant's total sales with a goal



Sunbrella® fabrics are increasingly popular in Europe for sophisticated décor outside the home.



Unibail-Rodamco, the largest real estate company in Europe, added internal blinds made of Dickson Sunworker fabrics for its Paris headquarters as part of an energy management program.

of continuing international expansion. The company has targeted growth opportunities within Europe while expanding in the “BRIC” nations of Brazil, Russia, India and China. Dickson PTL is also heavily involved in export sales, targeting BRIC nations for growth in markets as diverse as tire liners and protective work apparel.

Brand support – especially a dual brand strategy – is the third element in Dickson-Constant’s strategy. With the launch of the Sunbrella brand in Europe in 2001, the company began to define distinct positions for Sunbrella and Dickson brands.

“We have two extremely strong brands in Sunbrella and Dickson,” Deleplanque said. “Sunbrella is strong in marine and outdoor fabrics, and Dickson in Europe is strong in awning and technical solar protection.”

Collaborative efforts between Dickson-Constant and Glen Raven have accelerated in recent years, driven in large part by the expansion of the Sunbrella brand in Europe. Manufacturing, R&D and management teams in the U.S. and in France are working closely together on fiber sourcing, weaving and finishing of Sunbrella fabrics in Europe.

Collaboration between France and the U.S. was central to the development of Dickson’s new flooring product, with Glen Raven’s Anderson, S.C., plant providing yarns that are woven in France. Later this year, Dickson will work closely with Anderson Plant on the installation of the same type of digital inspection system currently in place in Anderson. Ongoing information sharing is fostering a global perspective on best practices in all aspects of business.

“When you bring a global perspective to your business, you are a more valuable partner for your customers,” Deleplanque said. “You can apply ideas that you obtained from around the world for everyone’s benefit.”

BELOW Sunbrella® fabric styling by Dickson-Constant reflects a European aesthetic, which is contributing to increased popularity among consumers who are drawn to comfort, style and durability in home décor. For interior décor, Sunbrella fabrics in Europe are seen as ideal for draperies that are beautiful, fade resistant and long lasting.





DICKSON'S GLOBAL EXPANSION LED TO GLEN RAVEN MERGER

Throughout his long career with Dickson-Constant, Eugène Deleplanque has played a central role in its global expansion.

After completing university studies in business and economics in Paris in 1980, Deleplanque joined ADF, the parent company of Dickson, S.A., continuing a long family tradition of textile careers. Deleplanque was assigned first to South America and later to South Africa. In both postings, he was charged with growing new markets for Dickson's awning fabrics.

"In 1990, I was given my third international assignment – North America – and moved to Boston," Deleplanque said. "My assignment was to grow the U.S. awning market, and I traveled extensively, meeting with awning fabricators all over the country. Of course, I was continually running up against Glen Raven, which was the market leader."

As he continued to build the Dickson sales network in the U.S., Deleplanque recognized a tremendous growth opportunity in California with its sun-drenched terrain. He moved to the West Coast and opened a Dickson distribution center to establish a foothold.

"We were very successful in growing the U.S. market, which became 20 percent of our total sales," he said. "This growth led us to establish manufacturing in the U.S. in order to reduce shipping costs, improve customer service and better manage currency exchange rates."

After an extensive search, Dickson purchased New Elberton Mills in Elberton, Ga., in 1991. Dickson orchestrated a turnaround at New Elberton, which continued to fuel its growth in the U.S.

Deleplanque moved back to France as director of international sales in 1992, the same year that Dickson reorganized, creating Dickson-Constant, Dickson PTL and Dickson Saint Clair as

separate business units. This change set the stage for further growth of all three companies. It was continued growth in the U.S. and worldwide that led to Dickson's most important strategic change – acquisition by Glen Raven in 1998.

"I was very much in favor of our being acquired by Glen Raven," Deleplanque said. "Glen Raven was clearly our largest competitor and while we were taking market share from them, it was a constant challenge. At the same time, Glen Raven wanted to expand in Europe and internationally, but it was very difficult from a U.S. base."

The acquisition was completed in May of 1998, with Deleplanque and Thierry Constant in executive management roles at Dickson. With Constant's retirement, Deleplanque moved into the role of president.

"When we were acquired by Glen Raven, we were naturally apprehensive with our competitor now owning the business," Deleplanque said. "When Allen (E. Gant, Jr., president of Glen Raven) arrived at Dickson, he told us that our people are the most important asset and he wanted us to keep doing what we were doing in Europe. He was not going to tell us what to do."

In terms of the Dickson culture, Deleplanque emphasizes joy in the work, always congenial and upbeat. He meets personally with each new employee after the first six months on the job to learn how the work is going. He keeps associates informed with quarterly updates on company strategy and results.

"If work is not fun, if it is not enjoyable, then we will not do our best work," he said. "I want our people to get up in the morning and look forward to coming to work. I know we are not here for fun, we are here for work, but we should have as much fun as we can."

WOVEN FLOORING LATEST DICKSON-CONSTANT INNOVATION

Aymeric Fauvarque joined Dickson-Constant four years ago after having served as a product manager for France's largest distributor of flooring products. It was the ideal background for leading the development of Dickson-Constant's newest innovation – woven flooring. It was also this background that helped Fauvarque define requirements for a successful new offering.

“When I arrived at Dickson, great progress had been made, but I was concerned with the issue of fraying along cut edges of the prototype,” he said. “Frayed yarns were not consistent with the high-end focus of the product. It would have been very difficult to sell this flooring as premium flooring with the fraying; it proved to be a challenge to find a way to resolve the issue.”

Fauvarque led an international search for a yarn manufacturer with a monofilament yarn that would not fray on cut ends. Eventually the search led to Glen Raven Custom Fabrics' Anderson Plant, which operates one of the world's most advanced yarn operations. After research and development and an investment in technology, Anderson was successful in creating the yarn that Dickson needed.

The new offering, “Dickson Woven Flooring,” is scheduled for introduction this fall. It is truly a world product, with yarns produced in Anderson, weaving in the Dickson plant in Wasquehal, and a foam backing applied by a company in Belgium. Dickson is positioning the offering as unique for commercial uses.

“The commercial marketplace is ready for textile-like flooring, but until now no one has been able to offer a beautiful, highly textured product with good wear resistance and easy cleaning,” Fauvarque said. “This is the need that we will fulfill with Dickson Woven Flooring.”

The new product has passed essential international standards, including Oeko-Tex (no threats to health), FloorScore (indoor air quality), Sound Guard (acoustic quality), Fray Guard (no



Dickson Flooring Product Manager Aymeric Fauvarque with product sample.

frayed edges), fire certifications (EU - CFI-S1; US - ASTM Class 1) and use classification (EU 33, heavy commercial).

Beta tests, including a test installation at a special events company located near the Dickson Wasquehal plant, have proven the product to be a successful combination of good looks, durability and ease of cleaning.

“Dickson Woven Flooring offers great flexibility in construction and color,” Fauvarque said. “We can weave it in virtually any color and create a variety of textures. It offers the possibility of a totally unique look.”

Dickson Woven Flooring, which will be available in both sheets and tiles, is targeted for offices, hotels, restaurants and retail. The product offers excellent sound and thermal insulation and is highly resistant to imprints from chair casters. It is easy to install, antistatic, colorfast, comfortable under foot, slip resistant when wet and can withstand harsh chemicals. Testing is underway concerning outdoor applications; continuing enhancements are planned after launch.

“The textural flooring market is growing rapidly, having doubled in the past four years,” Fauvarque said. “Our new offering is truly unique – the first to successfully combine the performance of vinyl with the aesthetics of a woven product.

6

DAVID CORFMAT, general sales manager

Maintaining Market Perspective



As general sales manager for Dickson-Constant, David Corfmat leads a sales team that covers the world. In addition to three sales managers assigned to geographic regions, Dickson-Constant research and development also reports to him, assuring a direct link between customer needs and product development. Corfmat joined Dickson in 1986 and has held sales roles throughout his career.

“An important part of my job is to assure that we maintain perspective on our total market area, which extends far beyond France. We must recognize that decisions we make in one country can affect our customers all over the world because it is very common for our customers to operate in many different countries – France, Spain, Italy, South America, anywhere. I focus on the big picture of how we approach the marketplace and coordinate everyone so that we are all on the same page with our sales and marketing strategies and position.”

Ghislain Barrois, finance manager for Dickson-Constant, considers himself fortunate to have served his French military requirement in the Alps, learning the intricacies of mountain climbing, Nordic skiing, rescue and survival, all of which provide the type of discipline required to manage the finances of an international company such as Dickson-Constant. He joined the company in 1999 and heads a team of 13 responsible for legal and financial aspects of the company.

“My military experience gave me an opportunity to experience what it feels like to go beyond what you thought were your limits and to congratulate your team on the effort when you are on top of the mountain and looking at the beauty of the valley below. Glen Raven brings us financial strength and has improved our access to the resources we need for growth and change. Glen Raven is investing in our company, which has improved our relationships with the financial community. Everyone can see that Glen Raven shareholders are assuring that we have the backing we need.”

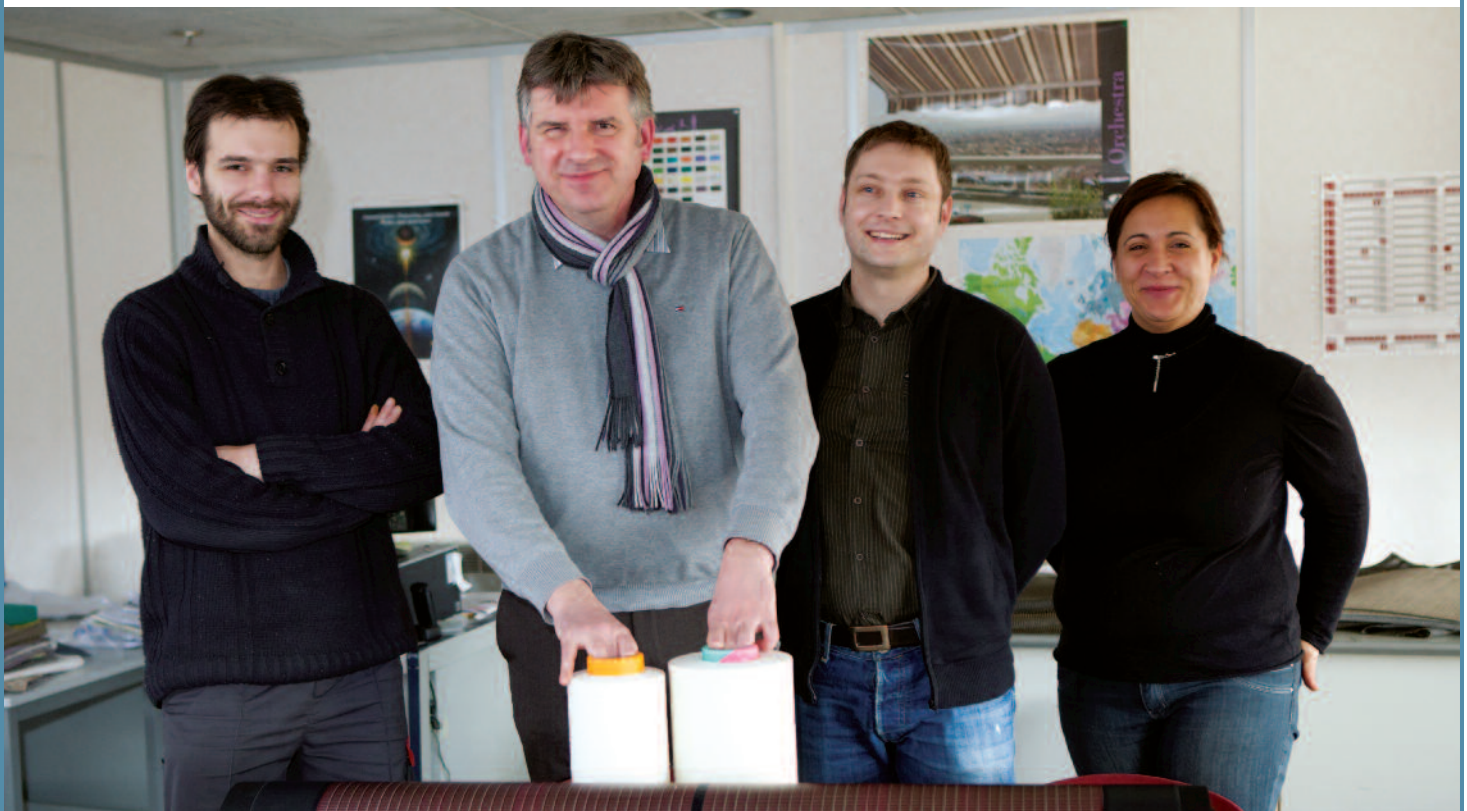


Laurent Raymond joined Dickson-Constant seven years ago as a market manager for solar protection and soon after moved into his current role as research and development manager. With more than 20 years of textiles experience, he is helping to expand the company’s position as a leader in home décor and solar protection.

“While historically Dickson was dedicated to awning fabrics, we have moved into home décor and solar protection, which are dependent on R&D and new products. Our R&D team is highly focused with fewer projects. When I first took on

this role, we had 100 projects, but today we are concentrating on 15 to 20 projects that are larger in scope and targeted to long-term opportunities for our customers. Our work often requires collaboration with outside resources for projects such as photovoltaic. We also work closely with Glen Raven Custom Fabrics in the States.”

The research and development team at Dickson-Constant includes, left to right, Damien Chomette, R&D technician; Laurent Raymond, R&D manager; and R&D engineers Guillaume Battistetti and Maria Henry.



JEAN-FRANÇOIS DEHOUCK,
industrial and human resources manager



With responsibilities that span information services, supply chain management and human resources, Jean-François Dehouck, who joined Dickson-Constant in 1994, often finds his team at the center of strategic initiatives for Dickson-Constant. The primary focus of recent years has been on enhanced systems to support Dickson's international growth, product innovation and market diversity.

"We don't believe in micromanagement. Each associate establishes three or four main objectives and throughout the year, management and associates check in to review the progress. This approach provides motivation to succeed. I enjoy the human resources part of my job most of all – taking time to explain why we are making a change before the change takes place. If people can understand the objectives at the beginning, it is much easier for them to make the change successful."

**DICKSON-CONSTANT OPENING
NEW DISTRIBUTION CENTER**

Unlike Glen Raven's U.S. business model in which manufacturing and distribution are separate subsidiaries, Dickson-Constant assumes responsibilities for both activities. This requirement makes its investment in a new distribution center opening this summer crucially important.

The new center, located in Lesquin about 15 minutes from the corporate office and manufacturing center in Wasquehal, will consolidate Dickson-Constant warehousing and distribution from two locations. With the latest in computer bar-coded inventories, the new center will offer a higher level of logistic support for the increased complexities of Dickson's growing home décor and solar protection businesses.

"The distribution center in Lesquin will help us control costs and gives us an opportunity to implement a highly sophisticated inventory management system," said Jean-François Dehouck, industrial and human resources manager for Dickson-Constant. "Additionally, by consolidating the warehouse at the Wasquehal plant we gain space for growth."

The Lesquin facility encompasses 11,000 square meters (118,000 square feet) with 28 loading docks. In addition to warehousing and distribution, the center will include Dickson-Constant's sampling operations.

"The center will serve more than 18,000 Dickson-Constant customers in 80 countries," Dehouck said. "Our new pick-and-pack automated system will be the latest technology, adding greatly to efficiency and service."

RIGHT, OPPOSITE PAGE The launch of Dickson-Constant's new distribution center has been a highly collaborative effort, reflecting the needs of manufacturing as well as sales and customer service. A team meeting at the center included, left to right, Marc Urbanczyk, finishing and warehouse director; Bruno Franquart, warehouse manager; Herculano Pacheco, technical production director; and Olivier Notredame, methods manager.





PIETER VERHELST, indoor & outdoor furniture market manager
JEAN VAN DER GHINST, sales manager Europe

Growing Sunbrella® Fabrics

Pieter Verhelst, indoor & outdoor furniture market manager, and Jean Van der Ghinst, sales manager for Europe, have enjoyed parallel careers at Dickson and are largely responsible for the growth of the Sunbrella® brand in home décor in Europe.

Van der Ghinst began work with Dickson 12 years ago, initially responsible for the Swiss and Belgian markets and subsequently for the Sunbrella brand all over Europe. His current responsibilities include Sunbrella sales in Europe. Verhelst joined Dickson-Constant nearly six years ago, also focusing initially on Swiss and Belgian markets and later transitioning into his current position as market manager for home décor, inside and out.

“Sunbrella was well known in Europe for marine, but not well known for casual furniture. It is quickly attracting a strong base of fans in Europe who are ready for an option that is comfortable and attractive. For interiors, Sunbrella has done very well as a material for curtains that won’t fade. We train

our customers in how to sell Sunbrella, and the brand is doing very well in Europe, doubling in sales in three years.”
 – Jean Van der Ghinst

“We began our program for Sunbrella in Europe eight years ago with the U.S.-styled collection and over the years have transitioned to an offering that is entirely of European design. Before Sunbrella, the fabrics used for outdoors in Europe were basic and vinyl. Today, people are investing more in the products for their outdoor spaces, and this is a trend that we anticipated. We have the high-end fabrics that the market needs.”
 – Pieter Verhelst

LEFT, OPPOSITE PAGE Jean Van der Ghinst, sales manager for Europe, left, and Pieter Verhelst, indoor & outdoor furniture market manager, are leading marketing and sales strategies for Sunbrella® fabrics in Europe. Their careers have followed parallel paths, resulting in a strong team in support of Dickson-Constant’s home décor emphasis.

Arnaud Dalle joined Dickson-Constant in 2000 in DIY sales. He was named marine market manager in 2007 with responsibilities for all aspects of the global marine market, including product development, marketing, sales and logistics. His mission follows a dual brand strategy, representing Sunbrella® and Dickson® brands.

“In 1998 at the time of the acquisition by Glen Raven, the marine market was very small for Dickson. Since then, marine has grown steadily with 98 percent of those sales for Sunbrella. We enjoy strong market share in most parts of Europe and see growth opportunities in developing countries of Eastern Europe, Russia, China, India and Brazil. Our team is also exploring the cruise ship market, which is huge in Europe. Regardless of the market, our value proposition is the same – while marine fabric represents only a small fraction of a boat’s cost, it can contribute significantly to the look and comfort.”



SOLAR PROTECTION NEW MARKET FRONTIER FOR DICKSON-CONSTANT

In Peter Winters’ view, solar protection goes far beyond the marketing of awning fabrics. It represents an economic and an environmental movement with deep implications for the future, not only in Europe but for the world.

“Shading is evolving as a new science,” said Winters, who has been named director of Dickson-Constant’s new Shading and Building Products Department. “We are promoting a comprehensive approach to energy efficiency that incorporates shading and daylighting.”

With more than 20 years of experience in awning fabric sales, Winters is well prepared to lead this strategic initiative at Dickson-Constant. He opened Dickson’s first sales office in Belgium and during his career has served numerous geographic areas. In his new position, his focus is truly global.

“While awnings represent a mature and slow-growing market, the potential for solar protection is huge, including fabric applications for pergolas and shade sails and technical solar protection for buildings,” he said. “Not only has the European Commission set aggressive standards for reduced energy consumption, there are also significant factors related to the growth of the European economy.”

The European Commission has established a 20-20-20 standard, which translates into 20 percent less CO2 emissions, 20 percent less energy consumption and 20 percent energy generated from renewable sources, all by the year 2020. With an estimated 41 percent of energy consumption in Europe attributable to buildings, it is clear that a commercial focus will be essential in reaching this target.

“Europe is highly dependent on imported energy, with more than 50 percent of our energy from other countries,” he said. “Imported energy represents 550 billion euros annually. If we can reduce our energy consumption and redirect those euros toward economic investments, the entire European economy will benefit.”

Dickson-Constant’s strategy for pursuing opportunities in solar protection includes three components – launch of an integrated Solar Protection Collection, involvement with regulatory agencies and increased communications with architects, specifiers and building owners.



Dickson-Constant's Solar Protection Collection is a comprehensive offering, including Sunbrella® and Dickson® brand fabrics as well as Dickson's full line of technical products, such as Sunworker and Sunworker Cristal. Energy-saving attributes of these fabrics are emphasized throughout sales tools.

During recent years, Dickson-Constant has aggressively marketed its Sunworker product line, which is used to provide shading for commercial buildings. Dickson is continuing to enhance this offering with fabrics for inside and out with varying degrees of daylighting.

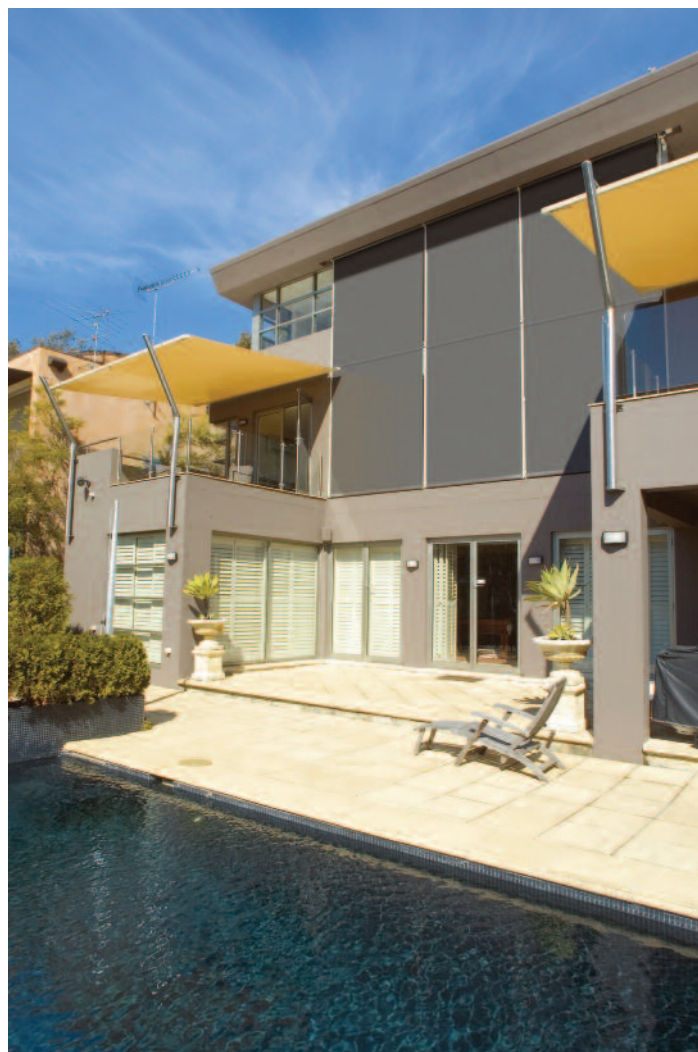
In terms of regulatory involvement, Winters is president of the European Solar Shading Organization (ESSO), which is an umbrella body representing the European solar shading and roller shutter industry. Its objectives are to demonstrate to regulators, architects and building owners that solar shading can make a substantial contribution in energy savings.

"The Swiss are leaders in incorporating shading into building designs," Winters said. "We want to achieve this same level of understanding and commitment all over Europe, which requires that we reach out to architects and specifiers with our messages about intelligent shading. Our challenge is to prove that our products are part of the energy solution and that the solution cannot be found without the use of solar shading."

The primary message to the industry is simple – with the intelligent use of shading, a window can become an even more dynamic element in energy conservation by keeping heat out during the summer and allowing heat in during the winter.

"The goals set by the European Commission are very important," Winters said. "There is no single technology that will allow us to reach these targets. It will require many technologies all working together. It is a big challenge, and it's why we are investing in product innovation and marketing and why we are reaching out to regulatory agencies, architects and building owners."

TOP RIGHT Peter Winters, director of Dickson-Constant's Shading and Building Products Department, is promoting shade as a central element in meeting Europe's increasingly stringent energy-conservation standards. **BELOW** Results of this effort include the Paris Cultural Center and exclusive residential properties that are incorporating Sunworker fabrics manufactured by Dickson Saint Clair.





Jean-Paul Tauvel studied textile engineering in Lille before joining Dickson-Constant in 1982 in the engineering department. He became purchasing director in 1990, responsible for all raw materials, including fibers and yarn. His position changed substantially after Glen Raven acquired Dickson in 1998.

“When we joined Glen Raven, it was a great opportunity to work together since we use the same types of fibers. Not only do we benefit from volume purchasing, but we also benefit from shared testing and quality assurance from Glen Raven. We work closely with Glen Raven’s Anderson Plant, which verifies color, tenacity and other technical features of the yarns we use. Fiber and yarn are the building blocks for everything, so the partnership with Glen Raven is essential.”

DICKSON-CONSTANT SUPPORTS DUAL BRAND STRATEGY

One of the most important growth engines for Dickson-Constant is its dual brand strategy, building on the strengths of Sunbrella® and Dickson® brands with distinct, yet complementary positions and marketing strategies. It’s an approach that has been refined since the acquisition of Dickson by Glen Raven in 1998.

“Both brands are high-end offerings well regarded for quality and premium pricing,” said Patrick Raguet, marketing director for Dickson-Constant. “Our dual brand strategy has created distinct positions for both brands and resulted in sales and marketing opportunities for our customers.”

In terms of language, “creativity and modernity” are emphasized for the Dickson brand, while “timeless and chic” are key words for the Sunbrella positioning. The goal has been to create “two brands, two stylistic territories that complement each other.”

Imagery is central to the dual brand strategy. For the Sunbrella brand, Dickson staged photography in the ruins of an ancient castle in Italy. For the Dickson brand, a series of orange silhouetted figures was photographed and retouched in Spain to illustrate the range of markets.

“For Sunbrella, the images were styled to show the durability of Sunbrella fabrics over time,” said Marie-Hélène Roeland, Dickson-Constant marketing manager. “We purposely chose an unusual format to set Sunbrella apart from all the other outdoor brands. These images appeared in prestigious magazines throughout Europe.

“The images for Dickson were adopted at the same time that we revised our logo two years ago as part of our repositioning in the home décor market,” she continued. “Our objective for the Dickson brand is to create unique visual elements that give the brand a unique style and personality that is modern and instantly recognizable without words.”

LEFT Distinctive imagery is being used as part of Dickson-Constant’s dual brand strategy in support of the Dickson® and Sunbrella® brands. The timeless and chic nature of Sunbrella fabrics is reflected in an ancient castle, while the Dickson brand is positioned as creative and modern with orange cast characters that are easily identifiable with various types of applications.





PATRICK RAGUET, marketing director, and
MARIE-HÉLÈNE ROELAND, marketing manager

Supporting Dual Brands

Patrick Raguet has enjoyed an international career, including an assignment in Australia for the parent company of Dickson-Constant from 1994-1998. He later joined a publishing company in China, returning to Dickson-Constant in 2006 and assuming the role of marketing director in 2008.

Before joining Dickson seven years ago, Marie-Hélène Roeland worked in the Lille office of one of France's largest advertising agencies, focusing on Dickson-Constant as her primary client. Raguet is responsible for overall marketing strategy for Sunbrella® and Dickson® brands, and Roeland directs the production of marketing and brand tools, including trade shows, advertising, public relations, Web and collateral.

"Brand management is a key element in my responsibilities as we follow a dual brand strategy for Sunbrella and Dickson. The Sunbrella brand has long been well regarded in the marine market and is growing well in outdoor-indoor décor.

The Dickson brand is well regarded in Europe as a company with a long history, and offering both brands elevates our image in the marketplace." – Patrick Raguet

"One of our greatest challenges is providing support for marketing that is different in every country. The languages are different, the cultures are different and the collections are different, so we have to adjust our marketing tools for each situation. Another important factor is the ways in which we support our dealers with training and sales tools. It's a very close relationship in which dealers rely on us heavily."

– Marie-Hélène Roeland

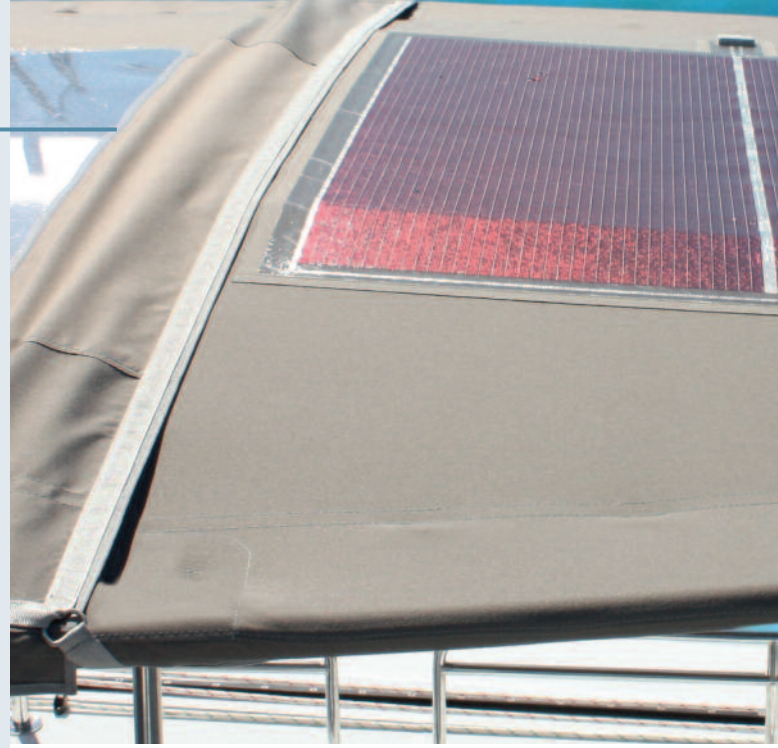
TOP Marie-Hélène Roeland, marketing manager, and Patrick Raguet, marketing director, are leading brand positioning and marketing support for Sunbrella® and Dickson® brands in Europe. They are pictured inside the Dickson show-room at company headquarters in Wasquehal, France.

DICKSON-CONSTANT LEADS INDUSTRY WITH INNOVATIONS

Innovation remains an essential strategy for Dickson-Constant, including the following milestones in new product development:

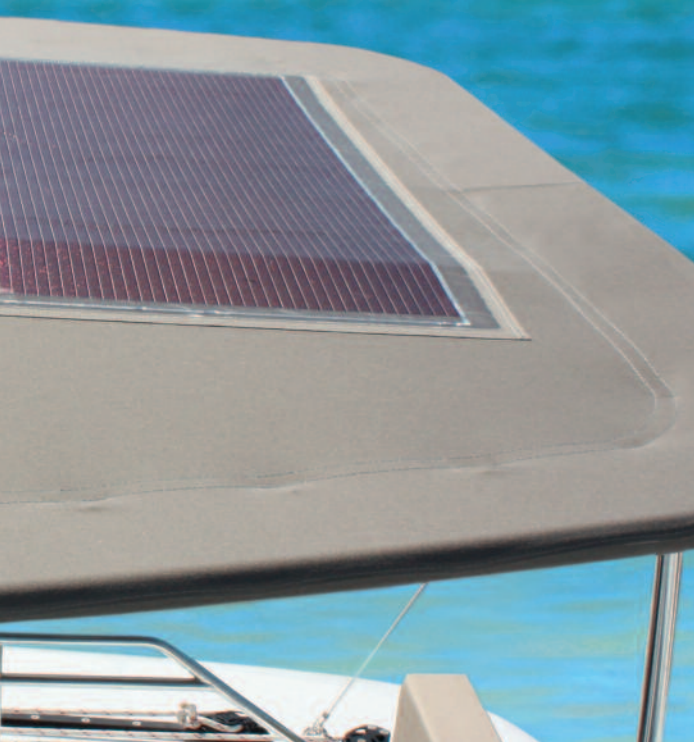
- **Photovoltaic** – Dickson-Constant has been an industry leader in the integration of photovoltaic cells into outdoor performance fabrics. The company was the first in Europe to commercialize a bimini top with solar panels and during the R+T trade show in Europe in February featured awning fabrics that are electricity producing.
- **Solar protection** – The Sunworker line of solar-protection products is central to Dickson’s strategy of establishing itself as a leader in the pursuit of increased energy efficiency in buildings. This line of products, produced by Dickson Saint Clair, is gaining traction in commercial markets as Dickson innovates with options that vary the amount of light and heat penetration and allow applications for interiors and exteriors. One of the newest versions of Sunworker, Sunworker Cristal, offers sun protection along with water repellency for structural applications.
- **Dickson Woven Flooring** – This new product line will be launched in the fall as a breakthrough in commercial flooring. Dickson Woven Flooring has been engineered for an ideal marriage of the performance of vinyl with the aesthetics of a woven, textile-like aesthetic.
- **Self-cleaning awnings** – Dickson was at the forefront of low-maintenance awnings with the introduction of Orchestra Max, a nanotechnology-based, self-cleaning awning fabric. Nanoparticles applied to the fabric form a dense protective layer that keeps dirt on the surface where it can be easily rinsed off. Orchestra Max fabrics are targeted for commercial applications in which the appearance of awnings is critically important and in situations where traditional cleaning methods are difficult due to limited access.
- **Flame-retardant fabrics** – Commercial applications in Europe often require flame-retardant fabrics for interior and exterior spaces, which Dickson has addressed through special product offerings that incorporate flame-retardant technology under the Alto FR brand manufactured by Dickson Saint Clair. Additional styling options are a primary focus for the coming year.
- **Field sales support** – Dickson-Constant is steadily enhancing software tools used by its international sales force. The latest version, which operates on iPhones, tablets and PCs, allows sales representatives to access the latest information on each customer, which encourages targeted calling and faster resolution of questions from the field.

Innovations from Dickson-Constant, **TOP AND CLOCKWISE**, include photovoltaic fabrics for marine bimini tops, self-cleaning awning fabrics for high-end commercial settings, mobile application for awning designs and fire-retardant awning fabrics (Alto FR) that are also highly water repellent and UV resistant.



CHRISTOPHE CATTEAU, design manager





Making Design The Heart Of Innovation

Christophe Catteau brings more than 23 years of textile design experience to his position as Dickson-Constant design director, including service with a French company that specialized in household linens and upholstery and an Italian printing company also focused on linens and upholstery. He has overall responsibility for the Dickson-Constant design, including collaboration with the Glen Raven design team.

“Design is at the heart of all innovative strategy, so it is definitely at the heart of Dickson-Constant’s future. I believe that design

should be considered as one of the major factors in optimizing productivity and competitiveness, and that a well-designed product can make a real difference. Dickson-Constant will sustain a strategic place in its markets by emphasizing design as one of the important elements. The added value created by good design will give Dickson-Constant greater visibility, identity and credibility.”

LEFT Design Manager Christophe Catteau with stylists Paula Ferreira, left, and Fanny Donette.

DICKSON PTL OFFERS UNIQUE SOLUTIONS ON FIVE CONTINENTS

Many companies claim to create unique products, but few deliver with offerings that are truly unavailable anywhere else. An exception to this rule of thumb is Dickson PTL, which can be confident in its position of offering extremely specialized technical products worldwide.

“We designed our own coating and laminating lines and assembled them ourselves here at the plant,” said Thierry Mosa, Dickson PTL general manager. “We have our own software for machine design, and even the companies that provide the various components do not have the overall picture or know how everything goes together. This approach gives us confidence that duplicating what we do at PTL would be very difficult if not impossible.”

On top of exclusive designs for coating and lamination lines, Dickson PTL also has closely guarded secrets in its two “kitchens” where coatings and laminations are formulated. These coating and lamination formulas give Dickson PTL products their unique attributes, such as heat resistance and flame retardancy, making them in high demand around the world.

Further supporting its unique position are employees with decades of experience, plus a substantial commitment to continuing research and development as evidenced by experienced technical personnel and advanced testing facilities.

“The focus of all of our offerings is on highly technical and premium quality, which allows us to sell anywhere in the world,” said Mosa, noting that more than 80 percent of Dickson PTL sales are outside of France. “In the niches we serve, we are the leaders with offerings that no one else can match.”

Dickson PTL, a specialty provider of high-tech coated and laminated products, coined its name from “Plastic Textiles Lyon” or PTL. The company targets four distinct niches where it has established leadership positions – release liners used primarily in tire manufacturing, ventilation ducting for construction, machine protection in the form of bellows used primarily for laser cutting technology, and personal protection for heat, fire and molten metal splash. It also offers one-of-a-kind applications for customers with unique needs.

“The most important aspect of our business is understanding the needs of the ultimate end user – the customer of our customers,” Mosa said. “When you can solve a problem for the end user, then you can go to your customer and say that I have a solution that you can sell to your customer. It is the strongest of positions.”



FROM TOP Dickson PTL General Manager Thierry Mosa flanked by personal protective equipment made from Dickson fabrics; machine operator Pridarom Pornsavan making adjustments to a lamination line; a variety of color-coded fabrics in the PTL warehouse.



Dickson PTL specializes in materials used to manufacture personal protective equipment for use under extreme conditions.



Components of high-tech laser cutting machines are protected by bellows fabricated from materials made by Dickson PTL.

One of the most successful innovations by Dickson PTL has been the development of release liners used by tire manufacturers. These materials have been adopted by leading tire makers worldwide because of the liner's ability to improve production efficiency and quality. Slitting lines allow Dickson PTL to provide release liners in varying color-coded widths to help tire manufacturers easily distinguish the appropriate liner for each tire component.

Just as tire manufacturing has expanded around the globe, so have virtually all Dickson PTL's markets. For example, the greatest demand for its protective apparel fabrics are now in locations such as Brazil, India and China, which are characterized by developing economies that support foundry operations no longer common in Western Europe.

Dickson PTL's machine protection market includes regions well known for the manufacture of sophisticated industrial equipment, such as laser cutting, which is concentrated in Asia and Western Europe. The company's offerings in this segment are revered for long life and ultimate flexibility in protecting sophisticated, high-tech machines.

Mosa's career at PTL has given him exposure to virtually every aspect of the company. With a background in textiles engineering, he began work for Dickson Saint Clair more than 14 years ago, with his first assignment as a lab manager. His career progressed into technical management, sales and marketing for both PTL and Dickson Saint Clair and business unit manager for PTL. With the retirement of Matthew Watson last year, he was named general manager for PTL.

Under this guidance, Dickson PTL operates new coating and laminating lines in support of key market segments, while seeking out unique technical fabrics challenges. Dickson PTL has earned an international reputation.

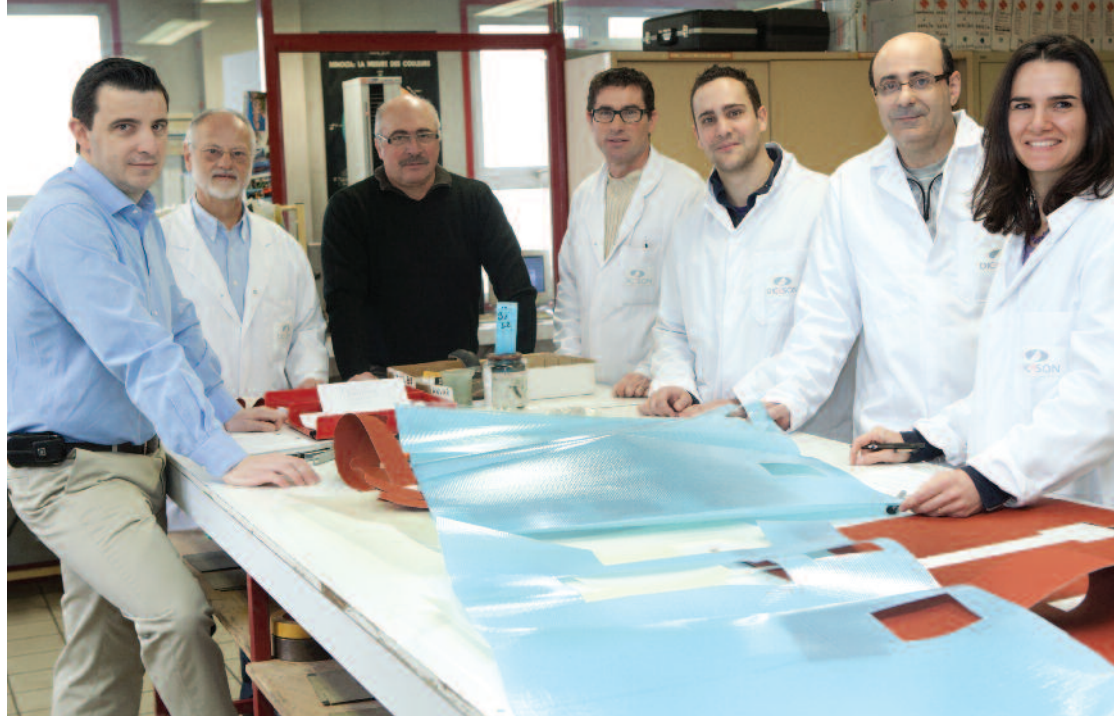
"One of the competitive advantages of our new lamination line is the ability to laminate very technical materials, which helps to produce technical textiles as release products and heat-resistant textiles," Mosa said. "We can deliver laminated materials with all of the desired performance characteristics and a strong value proposition."

Strategic core competencies include flame retardance and heat resistance that Dickson PTL achieves through proprietary technologies. This expertise is incorporated into numerous offerings that range from materials for personal protective equipment to under-hood cable protection for vehicles.

"Our relatively small size is an advantage," Mosa said. "We can adapt quickly to customer needs, and innovation is easier because decisions can be made by a very small group of people. The goal of PTL is to understand the needs of a market before the market understands them, and to develop our responses quickly."

FROM TOP AND CLOCKWISE Mohamed Fquir, coating operator with Dickson PTL on the company's newest coating line. The research & development team at Dickson PTL includes, left to right, Thierry Mosa, general manager; Jean-Paul Berthet, quality lab manager; Pierre Charriere, quality manager; Gilbert Bocquin, lab technician; Maxence Drevet, R&D Trainee; Fernand Guerrero, R&D technician; and Alice Blanc, R&D engineer. The sales and marketing team at Dickson PTL includes, left to right, General Manager Thierry Mosa and area sales managers Philippe Jomard, Cécile Guillermin and Enrico Panza.





CHRISTOPHE DESTOMBES,
manager, human resources, finance, IS,
Dickson PTL and Dickson Saint Clair



Christophe Destombes joined Dickson in 1988 as plant manager for the Saint Clair facility, a position he held for 10 years before being named manager of human resources, finance and information services for both Dickson PTL and Dickson Saint Clair.

“One of the most important aspects of my job is the focus on human resources, which I really enjoy. Europe has weathered four difficult years as a result of the recession, and in this environment it’s important that we communicate with our employees to reassure them about the future. My goal is to create a climate within PTL and Saint Clair that develops the skills of our people and creates an effective organization. We can do this through good communications that help employees adapt.”

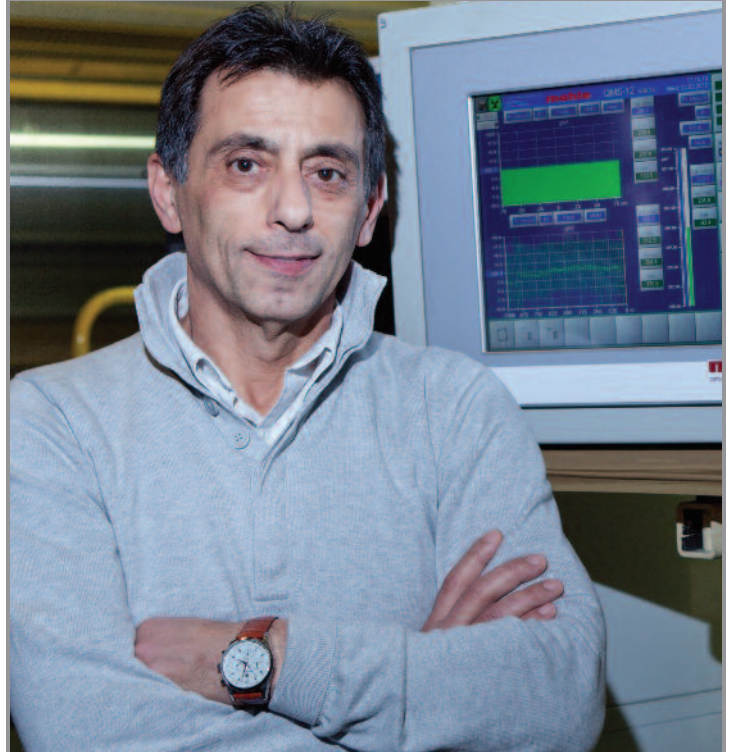
ENRICO PANZA, area sales manager



Based in Italy near Turin, Enrico Panza is an area sales manager for Dickson PTL, representing the full line of Dickson PTL products and capabilities in Italy, Germany, Austria and Switzerland. With Dickson for the past five years, he formerly served as a sales consultant in electronics.

“I like the fact we can find applications for our products in virtually any industrial environment. We provided fabrics used by Alp Transit during construction of a rail tunnel through the Alps. We are also the suppliers of fabrics used to make protective apparel that is slip and heat resistant for Russian firefighters in Serbian oil fields. Our expertise allows us to address exotic applications anywhere in the world.”

SALVATORE TRIPODI, production manager



Salvatore Tripodi joined Dickson PTL in 1979 in the coating department and was named production manager in 1990. During his long career with Dickson, he has gained experience in virtually every aspect of the operation.

“Every day is an opportunity for innovation, every day is an opportunity to improve the quality of our products. I view innovation as a step-by-step process rather than huge leaps. When you approach innovation in leaps, you are opening yourself up to additional problems. For a company such as Dickson PTL that ships products all over the world, quality problems can be very difficult to resolve with a customer thousands of miles away. Everything has to be right when it leaves our plant.”

CÉCILE GUILLERMIN, area sales manager



Adapting To Global Diversity

As is true for virtually everyone in sales with Dickson, Cécile Guillermin, area sales manager for Dickson PTL, speaks multiple languages, including English, French, German and Italian. She studied French and international business before joining Dickson in 1997 as a sales assistant. Guillermin became an area sales manager for PTL in 2002 with a focus on Eastern Europe, Germany, the Netherlands, Middle East and Africa.

“We have to be adaptable in our approach. The manner in which you approach customers in Germany would never work in other countries. They are two entirely different situations, which helps you appreciate the diversity of people and become more tolerant of differences. If you are not adaptable, if you don’t consider the differences and adjust, you will never be successful in different parts of the world.”

DICKSON PTL SHIFTS INDUSTRIES WITH INNOVATIVE PRODUCTS



Philippe Jomard, an area sales manager for Dickson PTL, knows better than anyone the amount of time and effort required to bring about a fundamental change within manufacturing processes. With well-established global brands and millions of dollars of production facilities at stake, international tire makers were naturally cautious when Dickson PTL offered a new product for handling rubber during tire fabrication.

“Our tire liners were a radical departure, and it has taken more than eight years and many miles in the sky for us to establish our position,” Jomard said. “During some of my meetings, potential customers asked me which moon did I come from. Eventually, we convinced tire companies to give our liners a trial and they soon realized the advantages we predicted would come true.”

The manufacture of quality tires requires precise alignment of varied components while preventing rubber contamination. Dickson PTL developed products that meet both of these specific criteria, along with added advantages of increased durability as compared with disposable materials traditionally used.

“The primary benefit of our release liners is the way we can enhance quality and productivity,” said Jomard, a 29-year veteran of Dickson PTL who, in addition to tire liners, has sales responsibilities in Russia, portions of France, South Africa and India. “Our liners assure a close fit between each of the tire components; production runs smoothly with a higher rate of quality production.”

Tire liners from Dickson PTL have been adopted by many of the leading tire companies around the world, which is testament to the company’s tenacity and technical expertise.

“At Dickson PTL, each of our products is highly technical and specialized,” said Jomard, who has held a variety of positions with Dickson PTL encompassing production, quality and logistics. “It’s essential for all of our sales people to be specialists to gain the customer’s trust. If you’re not a specialist, you are dismissed upon arrival at a customer’s meeting.”



Philippe Jomard, area sales manager, **TOP**, has led the sales growth for Dickson PTL release liners adopted by leading tire companies around the world. **BOTTOM**, Fabrice Chambouleyron runs a slitting line that fabricates release liners in specific widths for different aspects of tire manufacturing.



Jean-Paul Berthet, quality lab manager, conducting testing.

DICKSON PTL CONTINUES FOCUS ON PRODUCT INNOVATIONS

Innovation is at the heart and soul of Dickson PTL as the company pursues international markets with creative applications focused on advanced coatings and laminations. Some of the most recent innovations include the following:

- **Release liners** – Dickson PTL brought innovation to the tire industry through the development of its tire release liners, which are enhancing quality and production efficiency at tire plants worldwide.
- **Protective work apparel** – Materials for protective work apparel are a specialty of Dickson PTL. These materials are fabricated into apparel that can withstand the heat and molten splash of foundries. As foundry operations have moved from North America and Europe to developing

regions, such as Asia, India, Russia and Brazil, Dickson PTL has followed its customers through export strategies.

- **Laser cutting protection** – Dickson PTL is a leader in the development of materials to protect high-tech machines such as laser cutting. Dickson's protective materials are fabricated into long-lasting, highly flexible bellows-like accessories.
- **Flame retardancy and heat resistance** – Flame-retardant and heat-resistant technology are core competencies of Dickson PTL, supporting diverse applications for protective work apparel, ducting insulation and automotive cables.

ALICE BLANC, research and development manager

Meeting Customer Needs



After studying textile engineering in Lyon, Alice Blanc joined a yarn texturing company in the south of France and then 10 years ago became a member of the product development team at Dickson PTL.

“Our role at Dickson PTL is to create new products to meet the special needs of our customers. We begin by understanding the customer's needs, then we create a sample in the lab. Next is customer review and comments, and finally we work with production to assure we can make the fabric efficiently because there is no need for products that only work in the lab. I enjoy direct contact with customers and coordination with production and quality departments at Dickson.”



Inside the Dickson PTL warehouse.

ANNE KNAUBER, safety and environmental engineer for Dickson PTL and safety engineer for Dickson Saint Clair



Anne Knauber joined Dickson PTL in 2003 and today has safety responsibilities for both Dickson PTL and Dickson Saint Clair and environmental duties at PTL.

“My most important job is assuring that we take good care of our employees, with no injuries occurring while they are at work, and that we care for the environment. We are researching how we can incorporate the most environmentally friendly chemicals possible into all of our processes, which means replacing solvent-based chemistry with water-based wherever possible. This year, we’ll move one of our laminating lines from an adjacent building to the main plant, which will be an important improvement in environmental control.”

CUSTOMERS BRING PROBLEMS, DICKSON PTL CREATES SOLUTIONS

While Dickson PTL focuses on four core markets (release liners, ventilation ducting, personal protective equipment and machine protection), the company is also adept at addressing highly specialized needs that draw on core competencies in heat resistance and flame retardancy.

As Alp Transit was completing a 60-kilometer (37-mile) tunnel in Switzerland, it needed a protective fabric during the finishing and polishing of rails, which presents high risks of fire because of hot chips. Dickson PTL developed a polyurethane-coated fiberglass material that was cut and stitched into 500-meter (1,600-foot) strips for protection during the entire project.

Another highly specialized solution was created for Russian firefighters working in the Siberian oil fields. These workers face hazards that range from extreme cold (-58 degrees F) to huge flames, not to mention the danger from moisture that can cause slips and falls. Dickson PTL provided a silicon-coated aramid knit fabric that was used as a liner to solve the challenge, while providing flexibility and comfort.

Other unique high-tech solutions from Dickson PTL have included materials for assuring water-tight seals on convertible tops, covers for Airbus jet engines that resist all types of weather, and materials that keep asphalt temperatures high during repaving projects.

RIGHT Gilbert Bocquin, lab technician, conducts a strength test on a fabric from Dickson PTL.
BELOW Martine Verdier prepares fabric sample cards for customers.



JEAN PAUL PACCALLET, coating line manager



Jean Paul Paccallet is a 21-year veteran with Dickson PTL, currently serving as the coating line manager. Once the coating line starts running, it's like a living, breathing organism that requires constant attention. (Pictured above with machine operator Mohamed Madani, foreground.)

“Every day on the coating line is challenging, and every day is different. The coating line can be affected by temperatures, humidity and many different things that can change from day to day or even hour to hour. You must keep your eye constantly on the process and find a solution to any issues very quickly.”

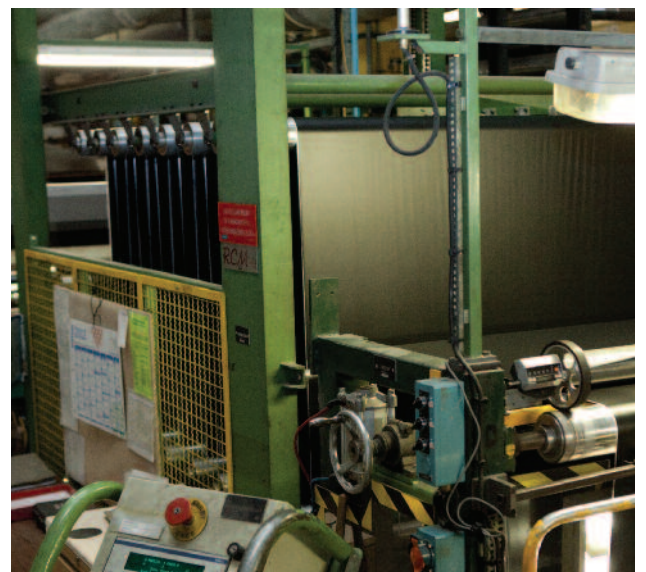


CHRISTOPHE NOUVION, maintenance manager



A member of the Dickson PTL team since 2003, Christophe Nouvion, maintenance manager.

“Every day is a new day in terms of what you learn. The key word for our new coating line at Dickson PTL is ‘simple.’ It’s easy to run compared to the old system, and it’s a pleasure to work on this new line. We have more information on the process while it’s running, and we have more control over temperatures and precise pressures.”



The ability of Dickson PTL to create high-tech materials in demand all around the world is the result of proprietary technology and great depth of expertise and experience of its people.



DICKSON SAINT CLAIR EMPHASIZING CHANGE IN PRODUCTS, MARKETS, PROCESSES

If asked to summarize life at Dickson Saint Clair these days, General Manager Xavier Christophe is likely to use one word – change. Virtually every aspect of the company is undergoing transformation as Dickson Saint Clair develops innovative products, modernizes manufacturing and responds to changing customer needs, all within a challenging economic climate.

“Dickson Saint Clair is experiencing change on a scale similar to the early 1990s,” Christophe said. “These are exciting but also demanding times when the economic situation in Europe has been uncertain for nearly four years.”

A pattern of transformation for Dickson Saint Clair can be traced to 1992 when Dickson PTL and Dickson Saint Clair were reorganized as fully functioning business units. Up until that time Dickson, S.A., based in Wasquehal, handled marketing and sales, with both PTL and Saint Clair serving as manufacturing centers.

“The changes in the early 1990s set the stage for growth for us with strategic responsibilities,” Christophe said. “The pace of change has accelerated again in the past few years in collaboration with all of Dickson and with the support of Glen Raven, which is investing in our future.”

After completing his studies in engineering, Christophe joined Dickson-Constant in 1988 in quality management, and in 1990 joined the management team with Dickson Saint Clair. In 1996, he became director of operations for Dickson Saint Clair and Dickson PTL, and in 2010 business unit manager for Dickson Saint Clair. With Matthew Watson’s retirement in 2011, he became general manager of Saint Clair.

Dickson Saint Clair is a leading provider of tarp materials used for a variety of industrial and commercial applications, including highway trailers. Highway trailers in Europe typically feature retracting vinyl sides for ease in loading and unloading cargo with forklifts.

Dickson Saint Clair is also a leader in the production of fabrics used for temporary structures, such as large tents featured at sporting and entertainment venues. Its structural fabrics were incorporated into a pavilion completed at the historic Tower of London.

Two of the most important areas of product transformation that Christophe is leading for Dickson Saint Clair are solar protection and printable fabrics markets. In both areas, Dickson Saint Clair has developed value-added offerings with significant growth potential.

“We see huge opportunities working with Dickson-Constant in the sun control market,” Christophe said. “They offer impressive marketing strengths, while we have the technical expertise from having designed and produced products for this market for more than 30 years.”

Dickson Saint Clair manufactures the Sunworker line of technical solar-protection fabrics that Dickson-Constant markets for commercial buildings. Saint Clair is continuing to enhance and expand the Sunworker line, including the addition of an open-weave product, Sunworker



FROM TOP Xavier Christophe, general manager of Dickson Saint Clair; hospitality venue fabricated from structural fabrics from Dickson Saint Clair; close-up of a coating line at the Dickson Saint Clair manufacturing center.



Greenpeace International used EverGreen fabric for a 22-meter by 22-meter (72-foot by 72-foot) banner presented to the European Commission, urging a ban on genetically engineered foods pending scientific testing.



Exclusive shopping venues have adopted EverGreen fabrics, including this shopping center in Sweden.



Open, that provides increased daylighting and was introduced during this year's R+T show in Stuttgart.

"Our Sunworker product line is growing, and we are continuing to innovate with new offerings," Christophe said. "We remain a relatively small company and therefore able to move and adapt quickly."

Dickson Saint Clair has also emerged in recent years as a leader in eco-friendly graphic fabrics because of its EverGreen line. The EverGreen brand is the most eco-friendly graphic fabric on the market today, which has led to its adoption by high-end retailers, prominent public spaces and environmentally focused organizations such as Greenpeace and Slow Food.

"During 2012, we will introduce three new products in our EverGreen line, two of which are unique on the market," Christophe said. "Graphic product development is very important to us as evidenced by our Jet Scroll product for scrollers (rotating advertising displays popular in Europe). Jet Scroll is the only product that guarantees 100 percent reliability of the scroller for long-term use in extreme conditions from heat and moisture. Our Jet 250 product is the only PVC-free product for outside banners and billboards."

To assist in expanding the market for its graphic fabrics, Dickson Saint Clair is creating a network of dealers throughout Europe and has an office in Atlanta that serves customers in North and South America. The company's recent achievement of ISO 14001 environmental standards is enhancing its market image as an environmental leader.

In terms of capital investments, Dickson Saint Clair has been undergoing a weaving machine replacement project for the past few years that is nearing completion, as well as a significant computer upgrade. Research and development remain central to the company's change strategy.

"Last year we introduced an antibacterial version of our PVC offering that is being used by first responders for the transport of medical devices," Christophe said. "We have an active R&D program that is continually researching ways to enhance our product quality and applications. One of the key initiatives this year is to enhance weldability of our fabrics; we are also exploring new applications as diverse as anti-termite materials."

While change is essential for Dickson Saint Clair, many of its core strengths are constant. The company operates Europe's largest coating lines, offering not only capacity but also the ability to handle widths of more than 3 meters (approximately 10 feet). Dickson Saint Clair is well regarded in the industry as a result of its commitment to stay in close contact with customers and provide access to a broad inventory of tarp materials.

"We have a great mix of very experienced employees and young people, which gives us a depth of expertise along with lots of new thinking," Christophe said. "We have changed many things about our company in the past two years, and now things are settling and beginning to bear fruit."



DICKSON SAINT CLAIR BENCHMARKS EMPLOYEE PERCEPTIONS

In order to stay in close contact with changing employee opinions, Dickson Saint Clair surveys associates every three or four years with the same 52 questions related to working conditions, communications, safety and environment. Results are compared survey-to-survey to provide management with a guide for planning.

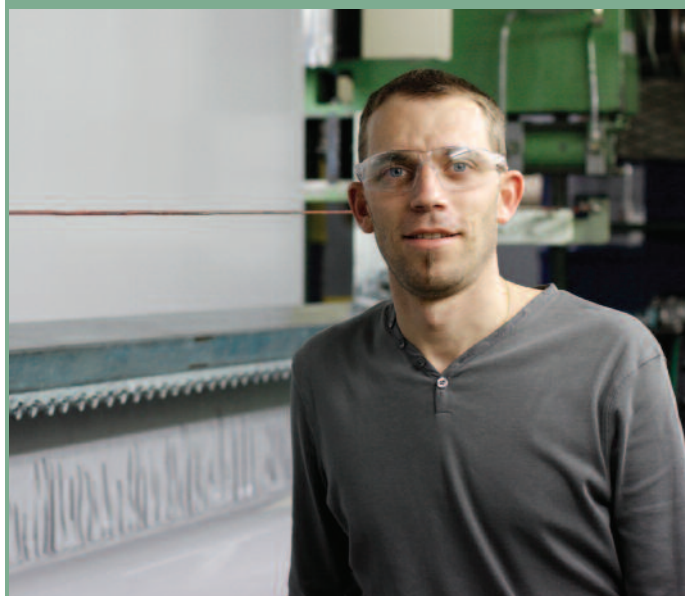
“We share the results with our employees so they know that we’re listening,” said Christophe Destombes, human resources manager. “One of the results of previous surveys was an increased emphasis on communications within the plant. Department managers are required to hold monthly employee

meetings, and we assist them in reporting on our strategies and status.”

During the most recent survey, more than 80 percent of all employees completed the surveys, which are anonymous to assure that everyone is candid. A human resources representative attends all shifts to assure that everyone has an opportunity to complete a survey.

Adeline Vial, human resources assistant, tabulates results from a recent employee survey at Dickson Saint Clair.

NICOLAS MARIE, coating department manager



Coating Wider Fabrics, Adding Value

Nicolas Marie joined Dickson Saint Clair in inspection and shipping in 2002 after completing his education as a textile engineer. He was named coating department manager in 2011 with responsibilities for two of France’s largest coating lines.

“We operate two coating lines at Saint Clair – one for solvent-based coatings and the other for water based. Our greatest strength is the ability to coat wide polyester-base fabrics and meshes up to 3.2 meters (approximately 10 feet.) The solvent line supports applications such as truck tarpaulins, sun protection fabrics and printable fabrics, while the aqueous line produces our printable EverGreen fabrics range. Both lines are compliant with REACH, the European standard for the safe use of chemicals. It is very important for us to respect and protect the environment and continue building upon our ISO 14001 certification and leadership with EverGreen fabrics.”

EVERGREEN LINE SETS STANDARD FOR ECO-FRIENDLY

When it comes to environmentally friendly graphic materials, the EverGreen line from Dickson Saint Clair has set the standard. Completely PVC-free, EverGreen fabrics offer an eco-friendly life cycle.

The product's environmental qualities have led to a loyal following by many of the world's exclusive retailers. You will also find EverGreen fabrics at high-profile public venues, ranging from sporting events to museums.

The product's reputation for environmental stewardship led to its use by Greenpeace, which created a large mural for an international presentation to world leaders. Slow Food, an international organization dedicated to responsible food cultivation, has adopted EverGreen fabrics for its special events.

While EverGreen leads the market in environmental qualities, it has in no way sacrificed print clarity. EverGreen printed fabrics are of such high quality that international retailer IKEA offers a line of printed artwork on EverGreen fabrics.

EverGreen media fabrics are increasingly the material of choice for applications that require both environmental sensitivity and photo-like print clarity. Slow Food, an international organization dedicated to responsible food sourcing, **LEFT**, has selected EverGreen for its special events, as did the Fina World Swimming Championships in Melbourne, Australia, **BELOW**.



As graphic market manager for Dickson Saint Clair, Fabien Régudy's primary objective is the growth of the EverGreen line of ecologically friendly media fabrics worldwide. He has been with Dickson for 12 years and his responsibilities encompass marketing tools, brand strategy and product development, as well as graphic sales in France, Belgium, Netherlands and Scandinavia.

"The digital printing market is growing rapidly around the world, and Dickson Saint Clair is positioning itself as a premium supplier, offering quality printable fabrics and excellent service and technical support. We differentiate ourselves with a large range of fabrics to meet virtually any need, from advertising to decoration and even interior design. Also differentiating is the complete range of eco-friendly fabrics with numerous environmental certifications. Our fabrics are even used for paintings sold through IKEA stores."



Sylvie Bosse is an environmentalist at heart, which makes her ideal for her position at Dickson Saint Clair as environmental manager. She has been with Dickson for 15 years and helped spearhead the company's certification under the ISO 14001 environmental standard.

"One of the things that I enjoy most about my job is the opportunity to advocate for taking care of the environment. It's exciting for me when I find that people understand and support my vision. I worked on our EverGreen media fabrics team, and it's my responsibility to assure that we provide our customers with the best quality possible, but that we do so while taking care of the environment. We are continually evaluating the processes and materials that we use."



Arnauld Fontaine has the type of hands-on experience needed to represent the full line of graphic materials from Dickson Saint Clair for wide-format and digital printing. His studies and work experience include graphics and color management, along with exposure to photographers, printers and photo labs. Fontaine has been with Dickson for five years, including experience in developing marketing materials.

“I work with our full line of graphics, including PVC banners used for advertising and our eco-friendly alternative, EverGreen, which has given us access to decorative, high-end markets. We work very closely not only with our direct customers, but also with printing equipment manufacturers and software developers. This approach assures that we not only provide quality graphic materials but also solutions that help customers grow. These close working relationships assure that we adapt to changing markets.”



Trained in chemical engineering, Magalie Tête worked in development for a paper company before joining Dickson Saint Clair five years ago. She has overall quality responsibilities for the entire product line from Dickson Saint Clair.

“Consistency in our product quality is most important for customers who rely on our products to be the same from one order to the next so they are assured of easy fabrication and printing. We maintain a good bit of contact with our customers to monitor quality and to assure we are meeting expectations. As our customers add equipment or adjust their processes, we often have to respond by changing our products. We are continually monitoring, measuring and changing.”



With a total of 20 years of experience with Dickson, Didier Rivoire has oversight of research and development for Dickson Saint Clair.

“Our focus is on improving the quality of our products through process and material enhancements. We are very conscious of the environment, which means continually searching for new materials and processes while assuring consistent quality. Some of the most exciting work has been development of our EverGreen media fabrics, which are the most environmentally sensitive on the market. The R&D team was also closely involved with the transition to the RAL color system, which required changes throughout the plant.”



Customers for tarp materials from Dickson Saint Clair expect that the color they need will always be in stock and ready for shipment the same day. This expectation defines the job of Florence Evieux, logistics manager, who is responsible for production planning. With seven years at Dickson Saint Clair, she previously held a similar position with an automotive company.

“One of our biggest undertakings during the past year was adoption of RAL (European color matching system). It was a huge undertaking to change all of our tarp colors to RAL numbers, affecting everything we do from chemistry to inventory management. We accomplished the change with very little disruption. Adopting standard colors benefits our customers in planning and design.”



TOP TO BOTTOM The Port of Papeete, a French overseas territory located in the South Pacific Ocean on the island of Tahiti, added a 13,000-square-meter (140,000-square-foot) structure that features Dickson Saint Clair’s Sunworker Cristal fabrics. As the third-busiest French port in terms of passengers, the Port undertook the construction program to enhance the experience of thousands of visitors to this beautiful island.



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DICKSON SAINT CLAIR MODERNIZING WEAVING OPERATIONS

As weaving manager for Dickson Saint Clair, Lawrence Briard is responsible for the greatest change to occur in the weave room in many years – the replacement of weaving machines, a process that began five years ago and continues today. So far, 28 of the plant’s 36 looms have been replaced.

“For many years the technology for weaving our tarp materials had not changed sufficiently to warrant a replacement project,” said Briard, a 25-year veteran with Dickson Saint Clair. “In more recent years, however, new technology was created that made a replacement program beneficial for our customers.”

The new weaving machines not only run twice as fast as earlier generation equipment, but are also capable of weaving flatter yarns. Flatter yarns translate into flatter fabrics which translate into a superior product for coating and printing. The majority of tarp materials from Dickson Saint Clair are used to fabricate the sides of highway trailers, which typically feature multi-colored graphics.

“The new machines are also more user friendly and easier for our people to operate,” Briard said. “Another major benefit is longer production runs, which mean greater efficiency resulting from fewer change outs.”

According to Briard, Glen Raven’s investment in the new equipment is good for morale.

“Our employees are encouraged when they see the new looms being installed, which is evidence that Dickson and Glen Raven are investing for the future,” he said.

LEFT Weaver Rachad Chemli in the recently updated weaving department at Dickson Saint Clair. **TOP** Lawrence Briard, weaving manager for Dickson Saint Clair, has led the introduction of new weaving equipment over the past five years.



Throughout a typical day, Florence Griénay, a sales assistant for Dickson Saint Clair who has been with the company for 18 years, speaks with customers in French, English and Spanish as she places orders, fulfills sample requests, checks inventories and answers technical questions from the lab. It's all part of the job for Dickson Saint Clair's sales team.

“Our new computer system provides access to complete information on each customer so that we can trace order status and review their history with our company, including the last visit by the sales department. One of the great things about this position is that we are given the authority to make decisions to help our customers. We don't have to tell them we'll get back to them. We can make a decision on the spot and resolve the issue.”

SANDRINE PIRARD, sales assistant



From her office at Dickson Saint Clair in the south of France, Sandrine Pirard, sales assistant, focuses on customer service for France and the United Kingdom.

“When we are working with customers, we have to adjust not just to their language but also to their cultures and their ways of doing business. In the course of an hour I may speak with a French person, an English person and someone in Germany. I not only have to speak in their language, but I must think in their language to take care of their needs.”

ALAIN CACHET, inspections supervisor



Alain Cachet, inspections supervisor, heads a team whose responsibility it is to detect and correct any issues with coated products. He has been with Dickson Saint Clair for 32 years.

“What I like about working at Dickson is the autonomy that I have to supervise inspections. No one is telling me what to do, and they trust me. I also enjoy the training aspects of this job and working with employees to help them understand what we are trying to accomplish.”

INNOVATION ABOUNDS AT DICKSON SAINT CLAIR

Innovation is key to the future success of Dickson Saint Clair as it supplements standard product lines, such as tarps, with innovative, value-added offerings. Some of the most recent innovations include:

- **Sunblock** – Dickson Saint Clair has created new finishes for its line of Sunblock fabrics, which are used for temporary structures. The new products offer an enhanced aesthetic, moving away from the more plastic look and feel of traditional vinyl.
- **Arcade FR** – This new flame-retardant product line, which is targeted for sun protection, was possible due to new weaving equipment that allows for lighter and thinner products. It offers an optimum balance of performance and good looks and is used for small tents and other sun-protection applications that demand flame-retardant features.
- **Sunworker Open** – This new version of Sunworker solar-protection fabrics was launched in February during the international R+T show in Stuttgart. The new offering provides increased interior light penetration while retaining energy savings.
- **Scroller fabrics** – Scrolling advertisements at busy intersections are a popular form of outdoor advertising in Europe. Dickson Saint Clair has created a media fabric that combines excellent print quality with unmatched durability for use in scrollers.
- **Product enhancements** – Continual research and development is enhancing products from Dickson Saint Clair, including improved weldability for its tarp materials.
- **RAL color standards** – During the past year, Dickson Saint Clair adopted RAL color standards for Europe, which assure universal color matching for customers.
- **Antibacterial bags** – Responding to the needs of emergency response crews, Dickson Saint Clair offers a line of PVC fabrics with antibacterial qualities for the transport of medical equipment.

TOP AND CLOCKWISE Innovations from Dickson Saint Clair have been highly diverse, including scroller fabrics featured in advertising, antibacterial PVC materials used by emergency personnel for equipment transport and Sunworker solar protection fabrics, which include an expanded offering with a variety of light transmission qualities.



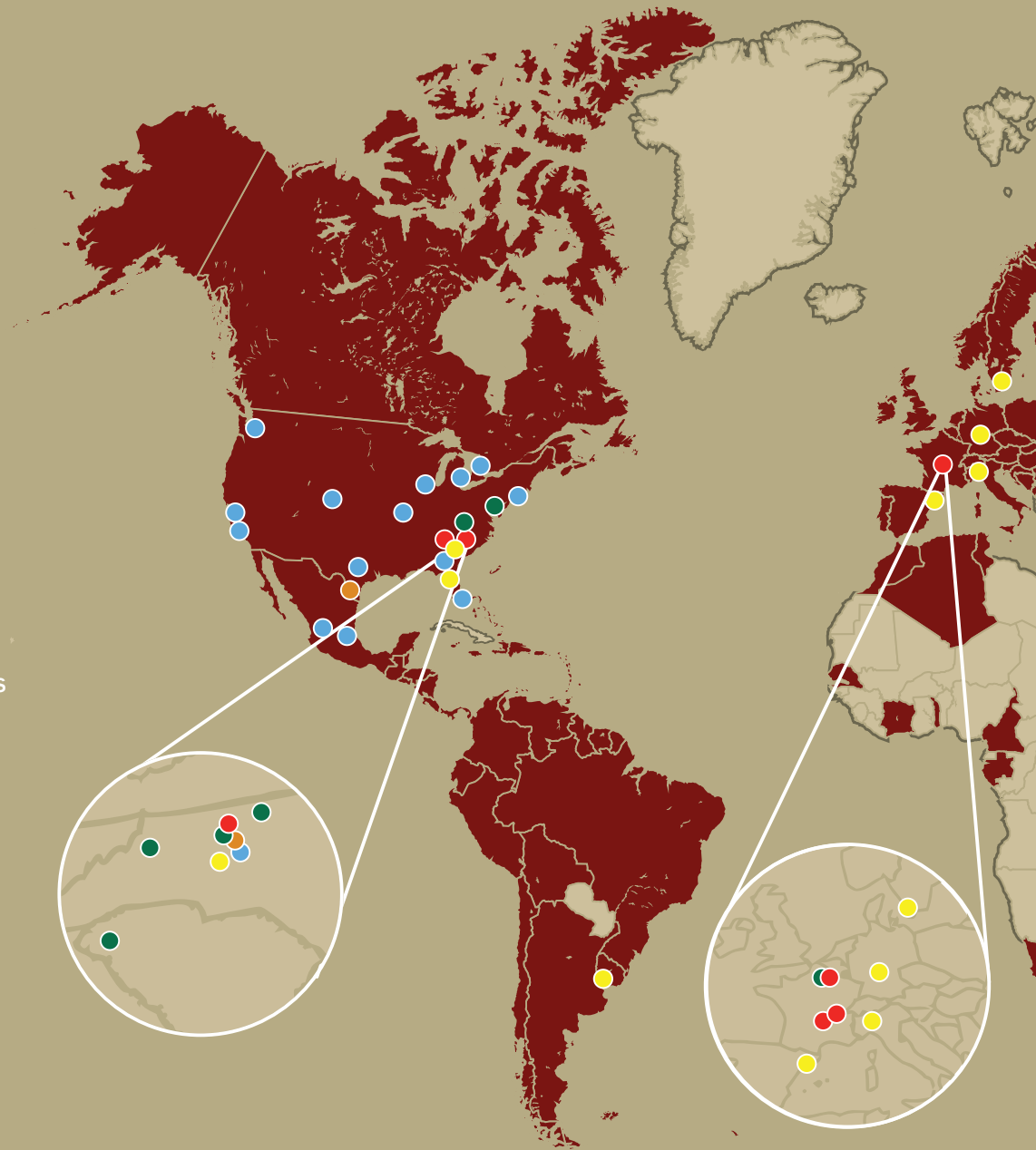


PIERRE-ALEXANDRE ERBS, coating operator



Pierre-Alexandre Erbs is a coating operator at Dickson Saint Clair who has been with the company for 18 years, primarily in coating, but also having served in weaving, inspections and the kitchen (chemicals preparation area).

“Dickson takes good care of its people, which is why I like working here and have stayed so long. It’s a source of pride to know that I work on one of the longest and most efficient coating lines in Europe.”



GLEN RAVEN GLOBAL LOCATIONS

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

CORPORATE

- **Glen Raven, Inc.**
Glen Raven, NC
336.227.6211

GLEN RAVEN CUSTOM FABRICS

- **Glen Raven Custom Fabrics, LLC**
Glen Raven, NC
336.227.6211
- **Glen Raven Custom Fabrics Anderson Plant**
Anderson, SC
864.224.1671
- **Glen Raven Custom Fabrics Norlina Plant**
Norlina, NC
252.456.4141
- **Glen Raven Custom Fabrics Link Spinning**
Glen Raven, NC
336.227.6211

- **Glen Raven Custom Fabrics High Point Showroom**
High Point, NC
336.886.5720

GLEN RAVEN TECHNICAL FABRICS

- **Glen Raven Technical Fabrics, LLC**
Glen Raven, NC
336.227.6211
- **Glen Raven Technical Fabrics Park Avenue Facility**
Glen Raven, NC
336.229.5576
- **Glen Raven Technical Fabrics Burnsville Facility**
Burnsville, NC
828.682.2142

TRI VANTAGE

- **Tri Vantage, LLC**
Glen Raven, NC
336.227.6211
- **Consolidated Distribution**
Mebane, NC 27302
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- **Southern CA**
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800.841.0555

- **Northern CA**
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- **Colorado**
Denver, CO 80239
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- **Florida**
Miami, FL 33172
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- **Georgia**
Lithia Springs, GA 30122
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- **Illinois**
Elmhurst, IL 60126
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- **Missouri**
Maryland Heights, MO 63043
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- **New Jersey**
Somerset, NJ 08873
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- **Ohio**
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- **Texas**
Irving, TX 75061
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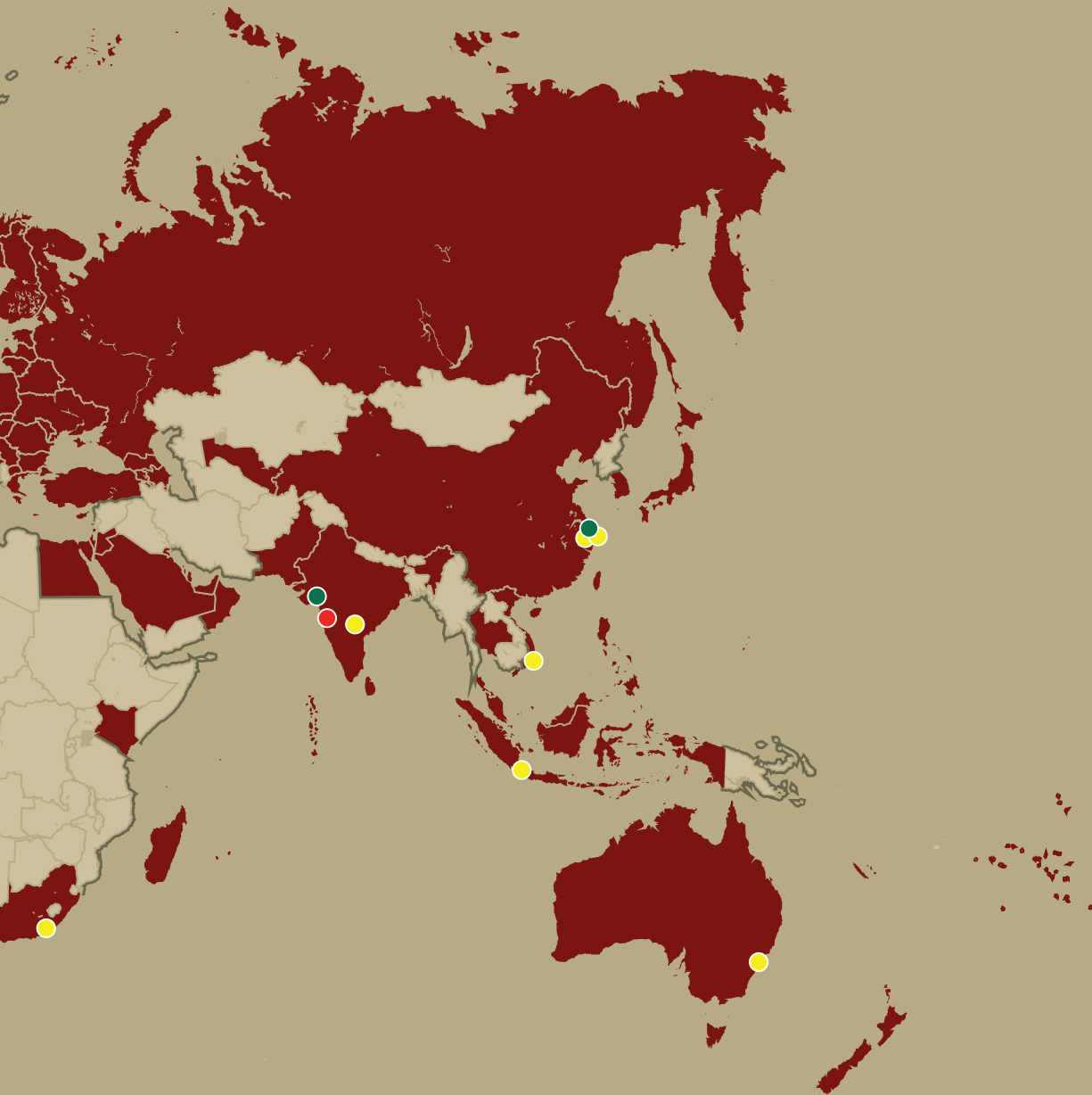
- **Washington**
Seattle, WA 98188
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- **Canada, Trican Corporation**
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STRATA

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Strata Systems Sleeve-It Plant
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Wasquehal, France
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Italy
Gaglianico, Italy
011.39.015.249.6303

Spain
Barcelona, Spain
011.34.93.635.42.00

Germany
Fulda, Germany
011.49.661.38082.0

Scandinavia
Göteborg, Sweden
011.46.31.50.00.95

DICKSON COATINGS

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

Dickson PTL
Dagneux, France
011.33.04.37.85.80.00

Dickson Coatings USA
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GLEN RAVEN ASIA

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