



GENERAL SHALE EXTENDS A SPECIAL THANK YOU TO DICK GREEN FOR HIS 40 YEARS OF WONDERFUL LEADERSHIP. DICK, WE WISH YOU THE BEST IN THE YEARS TO COME.


General Shale
 Building The American Dream®

1-800-414-4661
 P.O. Box 3547
 Johnson City, TN 37602
 www.GeneralShale.com


Wienerberger




General Shale
 Building The American Dream®

MESSAGE

FROM CHARLES SMITH,
 PRESIDENT AND CEO

My mission as your new President and Chief Executive Officer is to grow our business, our capabilities and our shared success.


We will achieve this by increasing our reach into the commercial construction segment while continuing our growth within the residential construction and renovation markets. Our recent acquisition of the Cleveland County Plant and integrating our Arriscraft business into the U.S. (and General Shale products into Canada) will be significant factors in the plan.

I am impressed with several economic factors that point to an improved construction market that can be sustained. Integrating the new Cleveland County products and Arriscraft as solutions for commercial and residential projects will add value to the beauty and enduring quality of large and small construction projects. This will mean higher volume projects that will mean greater efficiency for our production facilities.

Our Success Profile program has given us a head start on our competitors in retooling General Shale. By enhancing the key areas of our business, we are bringing new products to market more quickly, and with greater value. That is a credit to everyone who has helped us identify improvements in the way we do business, and I thank you for your help.

I look forward to working more closely with you as I visit locations and learn more about you and your own vision for our company. I know that we will be successful in our plan for a great future for General Shale and your own personal growth.

A special thank you to everyone who has played a role in my own 22-year path to this new and exciting role at General Shale. It is a company that I love and I look forward to our future together.



Charles L. Smith
 President and CEO

85
 YEARS
 OF SUCCESS
 1928-2013

Impressions

THE GENERAL SHALE EMPLOYEE NEWSLETTER

spring 2014

GENERAL SHALE'S NEW PRESIDENT & CEO

After 40 years of leadership under Dick Green, General Shale has a new President and CEO. Charles Smith, a 22-year veteran of the company, took the helm April 1.

Smith has served in a number of supervisory and management positions for the company throughout the years. In a recent interview, he said it doesn't seem that long ago that he sat in the Knoxville office of Mark Kinser for his first interview with General Shale. Smith says he never could have dreamt where his path at the company would lead.

"I never imagined ever being president," says Smith. "You always have a goal of where you want to go with a company...and I had goals and ideas of what position I thought I could get to, but maybe not president. It just seems like with the recent growth of General Shale there were more opportunities, and thankfully I had the chance to take on more responsibilities and that has led to this honor."

Smith spent nearly eight years at the Knoxville location before moving to a plant in North Carolina. Early in his career, leadership roles included several plant management positions. As Regional Production Manager, Smith was directly responsible for the operation of five brick plants, and he played a key role in company expansions and major capital projects.

In 2003, Smith moved to the corporate offices in Johnson City. As Vice President of Engineering and Research, Smith was responsible for more than \$90 million in capital expansions during a two-year period — while guiding research and development efforts for new product opportunities.

In 2007, he was named Executive Vice President of Operations, providing oversight for research and engineering divisions throughout the U.S., as well as operations at the company's manufacturing plants across the country.

Smith admits the company has some big challenges ahead, but he views them as opportunities to spread into other markets and



"With a broader array of product offerings and solutions for the consumer, a larger geographical footprint and a thriving economy to operate in, I think we're positioned for success," Smith proclaims. "We have great new modern plants and great retail locations with customer-focused employees. I look for us to unify our sales efforts between General Shale and Arriscraft. Under one sales team, we really have a tremendous opportunity where we can have all the products under one portfolio to take to our clients and be a one-stop solution for their needs."

Smith says he welcomes employees to continue to be a part of the process through the Success Profile initiatives and encourages everyone in General Shale to be a sales ambassador.

"I'd like to see us strengthen our relationship with consumers, whether it's end consumers, dealers, distributors or builders. I'd also like to see us provide more solutions, and I hope to continue to lead the company in growth and grow the company for the future," Smith concludes.

CHARLES SMITH { A HISTORY OF LEADERSHIP }



After being named President and CEO of one of the largest masonry manufacturers in the country, Charles Smith humbly points to his upbringing on a rural Tennessee farm as what started him on the path to success.

“I think growing up on that farm in small Philadelphia, Tennessee, really instilled in me a good work ethic,” Smith recalls. “Growing up with my father and mother on the farm and doing summer work was very beneficial for me. I saw my father work at a factory all day and then come home and work on the farm. And even when he was laid off, he still went and worked somewhere every day to provide for us. That’s the kind of work ethic I learned early on.”

In addition to the work at his home, the young Smith had various summer jobs, including working on a dairy farm. When it came time to go to college, Smith realized joining the National Guard would help provide financially for his education at Tennessee Tech University.

“I’m not sure I’d call it fun, but I certainly enjoyed the physical and mental challenges of being in the Guard. It was very rewarding, and again, it was an experience that instilled a discipline in me and developed me as a leader since I had the opportunity to serve as an officer and then work up to a captain,” Smith says.

Smith served 14 years in the Guard as a captain and cavalry troop commander, eight of those years while working at General Shale. He was hired at General Shale just after graduation from Tennessee Tech, where he earned a bachelor’s degree in industrial technology with a minor in business management.

That was in June 1992. Since then, Smith has served in several positions within General Shale, from Regional Sales Manager to VP of engineering, Vice President and now President/CEO.

Along the way, Smith married his wife, Rita, and raised a son, Taylor, who now attends Tusculum College in Greeneville, Tenn. Smith credits his wife and son for always being a strong support system at home. “They made it easier for me to travel and put in the long hours that I needed to in order to be successful in my career,” Smith says.

Smith says he’s excited about his new position at General Shale, a company where he’s spent his entire career. When asked why he never left, Smith says it’s because of his fellow employees.

“Well, I’ve been around for almost 23 years at General Shale, and I’m always pleased and surprised by the people. No matter what the challenge is, the people always react positively and we always find a solution.”

Smith began his tenure as CEO on April 1.

THE OUTDOORSMAN AND BRONCOS FAN : FUN FACTS ABOUT CHARLES SMITH

Although he no longer lives on a farm, Smith says he still loves the outdoors and spends his free time hiking or playing golf. As a family, they enjoy vacationing at the beach. Their favorite spot? St. Petersburg, Fla., where Smith says the warm weather, clear water and laid-back atmosphere win him over every time they visit.

And despite how they lost the Super Bowl, Smith is still a die-hard Broncos fan — and not one of those recent Peyton bandwagon fans, either. “I’ve been a fan since grade school, when a buddy and I wrote letters to several NFL stars. The only one that wrote back was Craig Morton of the Broncos. I think he may have sent back a pencil or something; either way, I’ve been a fan of the Broncos ever since,” Smith says.

NEW SUCCESS PROFILE TEAM KEEPING PERSPECTIVES IN MOTION

It’s been more than a year and a half since Wienerberger implemented the Success Profile initiatives company-wide. These are seven areas in which employees submit valuable input to help the company with its goal of continuous improvement.

The project has been successful. In each of the seven areas there have been ideas implemented or considered that have been insightful and valuable. In order to keep fresh ideas and perspectives in motion though, new steering committee members and leaders have been named.

“We knew from our beginning vision that we needed to rotate different members from different areas into the team from time to time,” says Executive Vice President Mark Kinser. “But the teams have the same initiatives, and we expect our employees to continually think of ways the company can improve in any of the seven key areas.”

Also the company is going to make a stronger effort to make sure employees understand the goals of each of the seven profiles.

“What we’re going to do is give some very tangible targets and goals with each initiative. We are depending on the new leaders of each team to come up with new goals for each team and communicate effectively with the team and the employees,” adds Kinser.

As always, Kinser says the company welcomes all ideas. “I can’t say enough that no idea is a bad idea. We may not be able to implement them all due to cost or timing, but we consider all of them,” Kinser says.

Below is a chart naming the new leaders and team members in each of the seven areas.

Project Structure



Overall Project Coordination:

Mark Kinser

Steering Committee:

Charles Smith, Mark Kinser, John Hammett, Kevin Ham, Marcel Scheicher, Dawn Henning, Steve Mason

1. Modern & Future Oriented	2. Value Pricing	3. Building With a Clear Conscience	4. High Touch Company	5. Technological Leader	6. Leader in Energy Efficient Construction	7. Expert for Building Professional
Project Resp. Stephanie Bullock	Project Resp. David Gilmore	Project Resp. Brian Ogle	Project Resp. Scott Clark	Project Resp. Mike Hopper	Project Resp. Jonathan Livingston	Project Resp. Jim Riccio
Rebecca Day Luke Guinn William Sundquist Marta Zonneveld Jay Taysom	Rod Griffith Chris Tipton George Winsor Julie Schmidt B. Edgeworth	Matthew Berry Jason Hilliard Angie Campbell Tommy Scalf Lewis Presley	Richard Baker Myra Costner Adam Clements Aimee Centanni Chip Bolton	Ron Bacon Wally Crawford Chad Wilkinson Donnie Cox	Jim Bryja Lukas Sayler Kelly Frye Michael Beal Justin Greaser	Bobby Wright Rick Boris Barney Wanner Gordon Yeazel Nat Medina
Advisor: Dawn Henning	Advisor: John Hammett	Advisor: Mark Kinser	Advisor: John Hammett	Advisor: Dan Green	Advisor: Kevin Ham	Advisor: Steve Mason



General Shale is excited to start 2014 off with several new and exciting products that add to the incredible selection from General Shale and Arriscraft Stone.

BUILDING PRODUCTS

INTRODUCING MONUMENT TUDOR & SPRINGCREEK TUDOR BRICK

In just the past year alone, we introduced nearly a dozen new brick products to various markets throughout the country. We are beginning this year in the same fashion by introducing two all-new brick products: "Monument Tudor" brick and "Springcreek Tudor" brick!

"Tudor" brick is the solution for achieving the worn, old-world look of centuries-old structures. Monument Tudor and Springcreek Tudor,

manufactured in Denver, Colo., hold true to that theme but have even more to offer our customers. Their unique depths and distressed textures are common characteristics found typically in stone, but when blended with the worn look of Tudor brick, they create an elegant combination of the best of brick and stone products!



MONUMENT TUDOR



SPRINGCREEK TUDOR

NEW TO THE WHITE/GRAY FAMILY

Manufactured at our Mooresville, Ind., location, Windsor White Tudor is a white brick with soft gray and brown undertones that add to our white/gray color family. The Tudor texture gives an old-world appearance to this classic look. This new product is a welcome option to the Indianapolis market and is expected to do well throughout the Midwest region.



WINDSOR WHITE TUDOR

NEW WAYS TO BE ORIGINAL

Old Brick Originals™ is more than simply a selection of thin brick colors. More so, it's a unique expression of color driven by the very character of nature's warmth and timelessness. Few product lines are able to provide an option that appeals to the distinct desires of both residential and professional customers. With consideration of those defining elements, we've added Carriagehouse and Towerbridge. These new colors retain the Old Brick Originals charm while introducing a distressed and textured depth commonly found in stone. The result is a refreshingly new take on a familiar favorite!

CARRIAGEHOUSE

TOWERBRIDGE

INTRODUCING SAND MOUNTAIN STONE ACCESSORIES

The Sand Mountain Stone Series is a lightweight stone option that provides the look of full-bed stone products with the ease of installation similar to thin stone veneers. Since Sand Mountain's market introduction in 2013, several homes, particularly in Southern markets, are being constructed with it in nearly every style and color! In many projects, accessory items such as window sills and wall caps are often desired for adding elegant finishing touches to new brick or stone homes. Today we are excited to announce Sand Mountain Stone Accessory Products—our solution for those commonly desired accentuation pieces for new construction and renovation projects! The following accessories are shown in the color Gray, but are also available in Buff, Charcoal and Chestnut.



CHIMNEY CAP



WALL CAP



COLUMN CAP



COLUMN CAP WITH HOLE



CORBEL



10" ROCK FACE KEY



WATER SURROUND



LIGHT SURROUND



ELECTRICAL SURROUND



13" X 20" HEARTHSTONE



18" WINDOW SILL



13" X 36" HEARTHSTONE

OUTDOOR LIVING PRODUCTS

PRESENTING THE ALFRESCO KITCHEN SERIES

Outdoor Living Products continue to grow with new styles, colors and features each year. We are confident our newest Outdoor Living addition, the Alfresco Kitchen Series, won't disappoint.

Outdoor Living kits are constructed using a combination of building stone and accessory items. The Alfresco Series is similar in that it is composed of several items that, when combined, create a truly versatile system that will fit virtually ANY outdoor living space! The systems are built through a combination of six items: Napoleon® Gourmet Grills, stainless steel cabinets and drawers, straight line and corner pieces with concrete countertops, and Normandy building stone.

The most striking characteristic of the Alfresco Kitchen Series is the ability to provide a truly versatile cabinet system, unique to the desires and vision of each customer. Of the six Alfresco Kitchen items, customers can combine ANY to create a space that fits their vision or the outdoor space with which they have to work.

Napoleon® Prestige P500 and P750 Built-In Grills are available as part of the Alfresco Kitchen Series.

Arrangement Shown (from left to right): Left Corner Cabinet, Single Door Cabinet, 500 Grill Cabinet, Triple Drawer Cabinet, Double Door Cabinet, Right Corner Cabinet



500 GRILL CABINET



750 GRILL CABINET
**not shown in arrangement*



SINGLE DOOR CABINET



DOUBLE DOOR CABINET



TRIPLE DRAWER CABINET



UNIVERSAL CORNER CABINET (L/R)

SAME GREAT SERENITY 200 WITH EVEN MORE CUSTOMIZABLE OPTIONS

The Serenity fireplaces remain among the most popular of the Outdoor Living kits. As this new year begins and we approach the upcoming spring season, updates have been made to the Serenity 200.

The most prominent change to the Serenity 200 is the addition of a new concrete lintel. The new lintel can be installed to display a smooth-face front for an elegant, streamlined look, or a textured, rock-face front for capturing the rustic appeal of an outdoor setting.

Similar to the rock-face lintel, each Serenity 200 fireplace will be bundled with an all-new, textured concrete cap, suspended by three double-round nose units.

As mentioned previously, each Serenity 200 fireplace will be bundled with the concrete lintel. However, thin brick remains a lintel option as an upgrade feature. Also, the new concrete cap shown below will be universal to all Serenity 200 fireplaces.



CONCRETE CAP DETAIL



SERENITY 200 WITH SMOOTH-FACE LINTEL



SERENITY 200 WITH ROCK-FACE LINTEL



SERENITY 200 WITH THIN BRICK UPGRADE

THE ALL-NEW STACKER 150 WOODBOX

The outdoor season is quickly approaching, and customers have already begun to express interest in Outdoor Living Products! Each year we've been able to introduce new products that have generated very positive responses from our customers and have continued to expand our entire outdoor product offering. The all-new Stacker 150 Woodbox serves as an accessory item to the Serenity 100 and Serenity 150 fireplaces.

The Stacker 150 features a concrete lintel that matches the lintel found in the Serenity 100 and 150, whereas the Stacker 200 features an Arriscraft lintel.



STACKER 150 WOODBOX

HABITAT HOUSE

“I think one of the keys to General Shale’s success is active participation in our community.”



Left side, back row (L-R): Brian Ogle, Chad Smith (Atmos Energy), Mark Kinser and Pat Weber (Ferguson).
Right side, Lisa Story, far right, with her son and daughter.

It’s a first-of-its-kind project for the nonprofit charity Habitat for Humanity, which builds houses for those in need — an all-brick exterior home built with General Shale’s Endurance RS4™ Structural Brick.

The home is being built in Johnson City, Tenn., for single mom Lisa Story and her teenage son. Construction began in October on the two-bedroom cottage. Winter weather has delayed the project a bit, but the exterior, built with one of the strongest, most energy-efficient bricks possible, is complete.

Endurance bricks are larger than standard bricks and are installed much differently than in traditional brick homes. With solid-sheet insulation and General Shale’s method for reinforcing the brick, it virtually eliminates the need for wood or steel sub-framing. This house will be greener, quieter and more weather-resistant than traditional brick.

Brian Ogle, General Shale’s Corporate Manager, Safety and Risk, who is overseeing the project, says he’s amazed at the strength this product brings to the home.

“You’re basically building a vault,” explains Ogle. “And from an energy-efficiency standpoint, I’m excited to see what kind of electric bills Ms. Story has. They’re going to be so much lower than any of her neighbors’. The insulation properties of this product, I don’t even know of anything that compares.”

Ogle says the project depends heavily on volunteers, and many more are needed to complete the project. He encourages General Shale employees and their families to donate their time.

“I think one of the keys to General Shale’s success is active participation in our community,” Ogle says. “The most powerful product we have is our people. We want to bring that level of experience and professionalism to this deserving family.”

The family also donates their time to this project, as well as other Habitat for Humanity homes being built in the area.

“That’s what I like about this project... you have to give a little bit to receive,” says homeowner Lisa Story. “When I found out about this pilot project and that we had been selected, I was overjoyed. I almost couldn’t believe it. I’m so grateful to General Shale for that.”

It’s appropriate that the home, because it is built with Endurance Brick, is considered so strong and stable from a construction aspect. Because figuratively, that’s exactly what Story says her family needs — and what this home brings to her.

“To us this means stability, something that is ours. We’ve never owned a home before or had something to call our own,” Story adds.

Ogle says there’s still plenty of work to do inside the home, including drywall, finish work and painting, as well as cosmetic work on the outside such as landscaping, planting flowers, etc.

If you are interested in volunteering with Habitat for Humanity, please call Robert at 757-254-5630.



Lisa Story and her son





Front View



Outdoor Living



The General Shale Crew with the star of "Million Dollar Contractor," Stephen Fanuka



Left Side



Right Side

INTERNATIONAL BUILDERS' SHOW DRAWING ATTENTION AND BUILDING OUR CLIENTELE

General Shale made its first appearance in three years at the International Builders' Show in Las Vegas on Feb. 4-6 with a stunning new booth highlighting the best of the company's product offerings.

The show drew more than 75,000 builders, remodelers and suppliers during Design & Construction Week at the Las Vegas Convention Center.

The General Shale booth displayed the four market segments of the company: Residential, Commercial, Renovation and Outdoor Living Products.

Dawn Henning, Director of Marketing and Retail Sales, says the company was ready to present the updated look showing General Shale has more to offer than just brick... and that goal was achieved.

"I feel like we walked away having educated every person that came by the booth on what we are today," Henning says. "We received tremendously positive feedback from customers, distributors and builders who were impressed with the booth, our products, our literature... just our overall appearance." She adds, "It's always satisfying to hear positive comments from people who have known us for years."

The Thin Veneer section was by far the most requested product in the booth. General Shale was able to highlight some of the more popular colors, as well as showcase the award-winning brickweb™ product.

Endurance RS4™ Brick was the main feature of the booth. A mock wall allowed visitors to see and touch the product as a video played highlighting the importance of a structural brick. The Commercial area showed off the new Cleveland County Plant colors, as well as several new colors in the Residential section. In the Outdoor Living

section, paver samples, pictures and videos of the gorgeous selection of Outdoor Living Products were on display.

There were plenty of brick samples on hand and literature was available for guests to take.

General Shale technology was also on display as there were two stations showing off the new iPad app. Potential customers were led through the app to see how easy it is to find a location, distributor, a product or to use the wall cost calculator.

"Another thing we did that I think was helpful for those coming into our booth was having our technical experts available," adds Henning. "Jim Bryja spent a lot of time answering questions and giving interested builders a better idea of the quality and abilities of our products."

In fact, with 15 General Shale employees working the booth at various scheduled times, there was a great amount of interaction with current and potential customers.

A fun moment for the crew was when the stars of the DIY Network show "Million Dollar Contractor" came by the booth.

The team effort at the show was indeed a success, as Henning says they came back with about 200 leads of potential customers for General Shale, Arriscraft and even international leads for Wienerberger. Henning extends a big thank you to everyone for their hard work, traveling time and expertise. "We had a great show!" she exclaims.

But the hard work, of course, doesn't end when the booth comes down... now the follow-up on those leads begins. And of course, get ready for IBS 2015!

MESSAGE FROM MR. GREEN... IT'S BEEN AN EXTRAORDINARY RIDE!



There is no way to describe my heartfelt thanks to so many people for a career that has spanned four decades. To every General Shale family member, I want you to know that I could not have found a better home for my own career. I hope that I did what I could to expand the opportunities for growth in your own career and in your family.

General Shale has evolved into a powerhouse of quality building material products in North America. The leadership and support of our parent company, Wienerberger, have made us a better organization that is primed for continued growth. Yet we all know that it is the people and the spirit within a company that truly make a great organization. That is where General Shale's heart and soul reside.

My career as a General Shale employee is rich in the relationships that I have formed with many of you. From my early days at our Johnson City and Knoxville plants, I learned that there is hard work in making a quality brick product. As I grew in experience and responsibility, I never lost sight of those among us who make some of the best building products in the world. I've witnessed the innovation of others who have developed and supported new products and helped us market and sell our way into our current position as one of the leading building materials manufacturers in North America.

I've also witnessed the careers of a senior management team that is filled with great leaders. Charles Smith and his team are perfectly suited in qualifications, dedication and passion for driving our great company in the years

ahead. If you support them as you have supported me, our company's future will be limitless.

I look forward to spending more time with my lovely bride, kids and grandchildren, and I'll be checking a few more items off my bucket list. I will also continue to support and follow your progress as an advisor to Wienerberger. So I'm certain I will visit with many of you in the future. It has been an honor and a privilege to serve with all of you. Best of luck in the years ahead.

Dick Green

Dick Green
CEO, Retired