

A salute to South Carolina's manufacturers

The manufacturing industry's impact in South Carolina goes beyond payrolls and production cycles.

The state's manufacturing community is intimately involved in training a future workforce, strengthening communities through charitable efforts and innovating processes that others can emulate.

For 10 years, the Silver Crescent Foundation has honored the state's manufacturers for involvement with the educational system, commitment to workforce, environmental stewardship, and product or process improvements.

The 2011 Silver Crescent Awards for Manufacturing Excellence were announced Sept. 22 at a Salute to Manufacturing awards luncheon at the TD Bank Convention Center in Greenville. There were 21 finalists in categories for small, midsized and large manufacturers.

"Our goal is to recognize the best of the best in South Carolina manufacturing — whether large, medium or small in company size — and these 21 finalists represent the very best our state has to offer," said Tony Smith, chairman of the Silver Crescent Foundation.

Read more about the three Silver Crescent award winners — Bosch, Domtar Corp. and Cox Industries — in the profiles on the following pages.

Nominations were judged by a panel of industry executives and South Carolina business leaders.

To be eligible for nomination, a company must have been in operation in South Carolina for at least three years prior to June 1. Anyone may nominate a South Carolina manufacturer meeting this requirement, including company employees, community leaders, economic developers, chamber of commerce officials, customers, suppliers, friends and partners.

Last year's recipients were:

- Caterpillar Precision Pin Products Group, located in Sumter, Small Manufacturer of the Year (199 or less employees)
- Bosch Rexroth, located in Fountain Inn, Medium Manufacturer of the Year (200-499 employees)
- Force Protection Inc., located in Ladson, Large Manufacturer of the Year (500 or more employees)

The foundation's mission is to promote manufacturing vitality and career opportunities in South Carolina. It has supported education, engineering and technology development in the state for

more than 30 years through many collaborative efforts, including partnership with the SCRA, the South Carolina Manufacturing Extension Partnership, the state's technical colleges and four-year institutions of higher education, the S.C. Chamber of Commerce, local economic developers and the S.C. Department of Education.

The foundation is comprised of business and education leaders across the state who are committed to supporting manufacturing's continued success.

In addition to the Silver Crescent Awards, the foundation's programs include Camp Success, an engineering and technology day camp for seventh and eighth graders; and the Discover Manufacturing Design Challenge, in which students compete to develop advertising for a manufactured product based on their own research and solution for a real-world problem. The foundation has other programs as well. Learn more at www.silvercrescentsc.org.

The Finalists

Large manufacturer (500+ employees)

- Cummins Turbo Technologies, Ladson
- Freightliner Custom Chassis Corp., Gaffney
- Honda of SC Manufacturing Inc., Timmonsville
- Lockheed Martin, Greenville
- Michelin North America, Greenville
- Robert Bosch LLC, Charleston

Midsized manufacturer (200-499 employees)

- BorgWarner Seneca Plant, Seneca
- Domtar Corp. — Marlboro Mill, Bennettsville
- Jostens Inc., Laurens
- Shaw Industries Group Inc., Central
- U.S. Engine Valve, Westminster

Small manufacturer (Fewer than 200 employees)

- Adex Machining Technologies, Greenville
- Cox Industries Inc., Orangeburg
- Cytec Industries Inc., North Augusta
- G&G Metal Fabrication Inc., Sumter
- Meritor, Manning
- Precision Machine Components, Brunson
- PropertyBoss Solutions LLC, Greenville
- SKF Specialty Bearing, North Charleston
- Sumter Packaging Corp., Sumter
- Treblig Inc., Greenville

Silver Crescent Winners

Robert Bosch LLC.....	11
Cox Industries Inc.....	14
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Bosch Charleston believes in power

Exceeding goals

Bosch set a goal to reduce carbon emissions by 15% from 2007 to 2012 and 25% by 2020. Already the Charleston plant has reduced overall carbon emission by 26%.



by **ROSS NORTON**
gnews@scbiznews.com

Power” is the word that keeps coming up at Robert Bosch LLC in North Charleston. Power is what the plant has done since

it opened in 1974 as a manufacturer of high-performance automotive parts, focusing now on creating powerful but efficient products. The company also believes in empowerment, giving its employees the power to be creative problem solvers. And Bosch believes in empowering the community, with active involvement in all levels of education, from elementary schools through high school and on to technical colleges and research universities, an effort that Bosch managers hope will build the community in which it operates and from which it draws its employees.

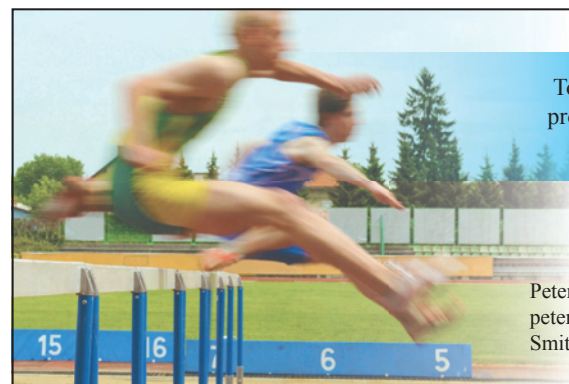
Plant Manager Larry Lautenschlager believes Bosch Charleston's products speak of the challenges and solutions

in manufacturing today: fuel efficient diesel and gasoline fuel injectors, diesel exhaust gas treatment systems and antilock braking systems — products that require increased performance and also deliver with an efficiency that is beneficial to the environment.

“We provide safe, clean efficient power,” Lautenschlager said. “Our products are good for the environment and the processes are efficient.”

In recent years the plant workforce of 1,746 employees maneuvered its way through a tough economic downturn by providing much of that efficiency with new ideas. When each employee was challenged to create and implement 12

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problem solved

Cox Industries more than a business; it's a family



Cox Industries shipped utility poles made at its Orangeburg facility to aid areas struck by Hurricane Irene. (Photo/Provided)

Good seeds

For every utility pole Cox Industries sells, it plants a seedling, amounting to more than 10,000 new trees in 2010.



by **ROSS NORTON**
gsanews@scbiznews.com

When Michael Johnson says there is no nepotism policy at Cox Industries, it's not an admission. It's bragging.

"It's exciting when someone tells a brother or a cousin that this is a great place to work," said the Cox president and CEO. "If it's good enough that you recommend it for members of your family, then that's a good testament to us."

Cox Industries Inc. has been not only family oriented, but family run since its founding by Johnson's grandfather and great-uncle in the 1950s. Grandfather W.B. Cox Sr. and his brother Ed started the business in Columbia and moved it to Orangeburg two years later.

More than 150 employees rely on Cox Industries for jobs in Orangeburg while the company relies on them to deliver pressure treated wood. The company produces wood products for decks, fences and framing as well as utility poles, docks and retaining walls. One of the largest privately owned companies in South Carolina, Cox operates 12 manufacturing locations and four distribution yards, employing more than 300 people in 10 states. Customers stretch up and down the East Coast and abroad. In fact, Johnson is proud that his company puts a dent in the U.S. trade deficit by shipping wood to customers in China.

But even as they reach around the world and up the eastern seaboard – Cox

Industries utility poles recently were rushed to aid areas struck by Hurricane Irene – Johnson says the company remains focused on long-established core values that emphasize honesty and respect for people, services and processes that deliver value, employee empowerment and development, teamwork and communication and support of the national and local community.

A lot of industrial employers are good about supporting the communities where they operate, but Johnson says there is an extra incentive when the community is home base.

"There's a lot of incentive to make a difference when it's where your workforce lives and where your management lives," he said. "I think it's incumbent upon companies headquartered in a community to step up and lead."

Johnson said community leadership from Cox Industries has come not just from management, but the employees have embraced their roles, too. In fact, the Cox Industries employees are well-known cooks throughout the county, appearing at almost every fundraising event.

"Giving money is the easy part. Everybody knows that. But in our community, you find our people giving their time and energy on every effort in town, serving on boards and in fundraising efforts," Johnson said.

He is particularly proud of their involvement with Habitat for Humanity because it's a project that relies on support from management as well as the volunteerism of employees. Cox Industries and employees have been building Habitat houses since 2006. As the economy tightened over the last several years, "it would have been easy to cancel some of the philanthropic causes, but we felt like our core values called for us to keep going and we did. It was worth it if for no other reason

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BOSCH, continued from page 11

improvement ideas per year, the workers responded with an average of 15 new ideas. It's one example of how Bosch management empowers the workforce to get creative and find the solutions that keep the company successful.

Additional training needs are evaluated at the North Charleston plant, through a competence matrix that allows gaps in training to be identified and filled. The successful drive toward excellence has made Bosch Charleston the training center for lean manufacturing for all Bosch facilities in North America.

Using the European Foundation for Quality Management model, which provides a holistic approach to achieving business excellence, the company focused on partnership in the community, people, environmental resources and products. It is a strategy in keeping with the company's stated vision of "Safe, Clean, Efficient Power."

Lautenschlager said it is an ideal that Bosch expects from its products, its processes and its environment. The approach enables the company to consider its economic impact and Bosch's role in the community.

In the Lowcountry, Bosch's presence is easy to find. The company is involved at every level of education, with a special enthusiasm for those projects, such



The entire leadership team at Robert Bosch in Charleston participated in Trident United Way's Day of Caring on Sept. 9. (Photo/Provided)

as FIRST Robotics and A World In Motion, that hit on the science and technology skills Bosch hopes to cultivate in the workforce of the future.


"Our associates gladly put time into that and work with students so the future generation sees the type of work we do here as a viable option for their future," Lautenschlager said. The entire leadership of the plant went to a school on Sept. 9 to commemorate 9/11 through United Way's Day of Caring project. Bosch Charleston was awarded a 2010 business education award for the work it does at Windsor Hill Arts Infused Elementary School and Fort Dorchester High School. Bosch also supports education beyond the second-

ary level, including an apprenticeship program with Trident Technical College and co-op programs with the state's major universities.

Schools are not the only beneficiaries of the Bosch plant or its employees. A "fair share" board established by associates determines where to distribute corporate and employee donations. In 2010, Bosch Charleston and its associates donated \$215,000 and contributed 3,700 labor hours to a wide range of causes in the community from the March of Dimes to local food banks.

The list of awards and recognitions for Bosch Charleston's commitment to the well being of its workforce goes back at least as far as 1980 when the plant

won the National Safety Council Award of Merit. For the last seven years, it has earned the S.C. Safety Achievement Award. The company has an aggressive program to measure and respond to worker satisfaction, and company benefits include incentives to eat healthy and remain physically fit. They also offer tuition reimbursements to employees who pursue higher education in career-supporting fields.

Lautenschlager said environmental responsibility is important to the North Charleston facility and the plant has been assessed to ISO 14001 — an international set of environmental management standards that provide a framework for organizations to systematize and improve their environmental management efforts. Bosch set a goal to reduce carbon emissions by 15% from 2007 to 2012 and 25% by 2020. Already the plant has reduced overall carbon emission by 26%. Its commitment to the cause has brought numerous awards for environmental excellence and stewardship. And, as Lautenschlager points out, Bosch has historically focused on innovations that make life safer, more comfortable and more environmentally friendly. The Bosch products produced in Charleston contribute to either emission reduction in vehicles or to road safety — the kind of labor that makes a workforce proud, he said. 



Bosch is committed to supporting worthy causes in the communities where we work and live. It's one more way we can help enhance the quality of life for our neighbors, employees and our customers.

That's why Bosch is proud to be part of the Salute to Manufacturing - Silver Crescent Foundation



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Domtar goes big at Marlboro Mill

389,000 tons of paper

Domtar's Marlboro Mill makes enough paper each year to tie a 27-foot wide bow around the equator 11 times.



by **ROSS NORTON**
gsanews@scbiznews.com

It's not that Bill Edwards isn't proud of the economic impact Domtar Corp. has on rural Marlboro County. He is. At 20% of the county's tax base and more than 325 employees on the payroll, the economic importance of the county's premier industrial employer is obvious.

What really charges Edwards' pride about the Domtar's Marlboro Mill are the extra ways the company supports the community. The threads of corporate giving spread throughout the county and state to a long list of beneficiaries. However, it is the other giving – contributions of skill and time – that Edwards believes truly separates Domtar Paper Co.-Marlboro Mill from the rest.

"I'm proud of our folks for giving their

time to the local and state community," said Edwards, vice president and mill manager for Domtar Paper Co. LLC-Marlboro Mill. "From Relay for Life to the American Heart Association, United Way and local contributions for things like the library and education. I'm proud that our folks get out and get involved with their time and money."

In one example of the role they play, Domtar-Marlboro Mill and its employees donated \$54,000 to the United Way, whose entire county goal was \$90,000.

Edwards said the community has been supportive of the mill, too. Marlboro has struggled economically as much as any South Carolina county in recent years. The economic impact of the paper mill is significant. In addition to the employees, there are more than 80 contractors on site and another 675 jobs that depend on the Marlboro Mill in and around Bennettsville.

Domtar Corp. is the largest integrated manufacturer and marketer of uncoated freesheet paper in North America and the second largest in the world. The Marlboro Mill is the newest facility of its type in North America. The mill produces uncoated freesheet paper and cellulose fibers, with an annual paper production capacity of 389,000 tons and pulp ca-



In addition to the 325 employees at Domtar Paper Co.-Marlboro Mill, there are more than 80 contractors on site and another 675 jobs in and around Bennettsville connected to the company. (Photo/Provided)

capacity of 338,000 tons. The mill makes enough paper each year to tie a 27-foot wide bow around the equator 11 times. Product from Bennettsville goes to 31 states, Canada and Europe.

With that much work to do, Edwards says the company is intent on keeping a highly engaged workforce.

"At the Marlboro Mill and Domtar, we are committed to having an excellent team," Edwards said. "We work hard to select those folks and we work hard to

train them and provide tools and set expectations and they rise to the challenge every time."

Once they are on board, Domtar works hard to keep good employees. Incentives include wellness programs, screenings and health fairs, healthy food choices in vending machines and smoking cessation programs. It is recognized as a Fit Friendly Company by the American Heart Association, and has been

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than to see people get out and work together and build a house. ... It's just hard to say how rewarding it was to be there when kids see, for the first time in their life, their own bed," Johnson said.

Cox Industries also throws its weight behind a long list of other causes in Orangeburg County, from Boy Scouts of America and the March of Dimes to support of local schools through donations of money, furniture, wood for playground equipment and sponsorship of sports teams and organizations like Fellowship of Christian Athletes.


Cox Industries has a close relationship with Orangeburg-Calhoun Technical

College, too, relying on and giving to the school. A conference room in the school's new academic building bears the name of Cox Industries to recognize that support. Cox employees also benefit from the "Cox College Leadership Program," an effort to train the business's future leadership by broadening their perspective and expertise in Cox operations.

The Cox Foundation has a scholarship program that has awarded \$480,000 to 140 students – children of Cox employees – many of whom were the first in the families to attend college. The company's commitment to employees, including profit sharing, bonuses, a wellness program and other benefits led Gov. Nikki Haley to appoint Johnson chairman of the

state Workforce Investment Board.

Another long-time practice of the company is today known as "being green," but which Johnson says pre-dates government involvement of public concern over climate change. Early efforts included use of lined kilns, chemical recapture, recycled chemicals and elimination of pollutants. Cox's industrial division has implemented a "Buy a Pole, Plant a Seedling" program for utility customers in which, for every pole purchased, Cox replants a seedling, amounting to more than 10,000 new trees in 2010.

The company's sustainability plan calls for the reduction of its environmental footprint through education, flexibility and innovative strategies and technologies. 

DOMTAR, continued from page 16


active in fundraising activities for the organization, with Edwards serving as regional chairman of the Heart Walk. In fact, Edwards delivered on a promise to wear a red dress to work if the company exceeded fundraising goals.

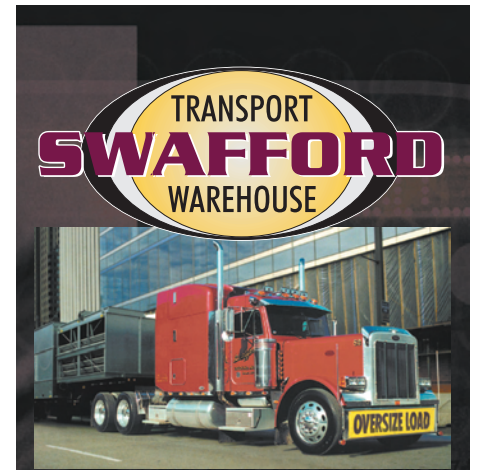
The Marlboro Mill also places a premium on safety training and practices in the work place. The mill has a highly trained emergency response team certified in CPR, first aid, interior firefighting, confined space rescue, high angle rescue and hazardous material emergencies. Even visitors are asked to watch a safety video before entering the plant.

Domtar implements a non-traditional, all-salaried, team-based workforce with flexible paths of progression. The more jobs an employee becomes certified in, the more money that employee may earn. Employees pursue skill blocks instead of progressing with seniority. The company pays for continuing education and offers tuition reimbursement for colleges and technical schools. Domtar also offers college scholarships for the children of employees and retirees. The turnover rate at Domtar is less than 2%.

Winners of the South Carolina Environmental Excellence Award in 2005, 2007 and 2011, Domtar-Marlboro Mill is involved in a collection of stewardship

practices. Domtar supports sustainable practices in forestry and has a relationship with the Forest Stewardship Council and works to practice and support chain of custody and sourcing standards. Programs to meet standards for air and water quality requirements are in place, and the company has worked aggressively to reduce waste material going to landfills, down 10% since 2005.

In 2010, the Marlboro Mill flipped the switch on a 50 megawatt bio-fueled steam turbine generator, which produces green energy that Domtar sells to Santee Cooper. The \$40 million investment created a system that can provide enough energy for about 31,000 homes. 



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Upstate Manufacturing Companies

Ranked by Number of Local Employees

Company Address Phone/Fax/Website	Local Employees	Top Local Official(s)	Area of Specialization	Year Founded
BMW Manufacturing Co. P.O. Box 11000, Spartanburg, SC 29304 864-989-5536/864-989-5527/www.bmwusfactory.com	7,000	Josef Kerscher	Manufacturer of automobiles	1994
Milliken & Company P.O. Box 1926, Spartanburg, SC 29304 864-503-2020/864-503-2100/www.milliken.com	3,400	Joe Salley, Jim McNulty	Innovation company with expertise and products across a breadth of disciplines including specialty chemical, floor covering and performance materials	Late 1800s
GE Energy 300 Garlington Road, Greenville, SC 29615 864-254-2192/864-254-3981/www.ge-energy.com	3,300	William Standera, Rick Stanley	Engineering and manufacturing of gas and wind turbines for power generation	1968
Sealed Air Corp. P.O. Box 464, Duncan, SC 29334 864-433-2000/www.sealedair.com	2,200	Karl Deily	Manufacturer of materials and systems for protective presentation and fresh food packaging	1955
Michelin North America P.O. Box 19001, Greenville, SC 29615 864-458-5000/864-458-6359/www.michelin-us.com	1,860	Dick Wilkerson	Manufactures tires for every type of vehicle	1975
Robert Bosch LLC 4421 Highway 81 N., Anderson, SC 29621 864-260-8000/864-260-8511/www.boschusa.com	1,350	John Kuta	Manufacturer of gasoline systems and electronic automotive components	1985
Nestle Prepared Foods Co. P.O. Box 1419, Gaffney, SC 29342 864-487-7111/864-487-8410/www.nestleusa.com	1,300	Patrick J. Emerich	Manufacturer of frozen prepared foods	1980
Techtronic Industries North America Inc. P.O. Box 1207, Anderson, SC 29625 864-226-6511/864-964-3404/www.ttigroupna.com	1,000	Lee Sowell, Mike Farrah	Contract OEM/ODM for major private labels in the home improvement industry	2000
Drive Automotive 120 Moon Acres Road, Piedmont, SC 29673 864-277-4200/www.cosma.com	820	INP	Manufactures major body panels and assemblies for autos	1994
DAA Draexlmaier Automotive of America LLC P.O. Box 1345, Duncan, SC 29334 864-433-8910/864-433-8920/www.draexlmaier.de	650	Stefan Bude, Klaus-Dieter Nagel, Ulrich Eichler	Automotive interior and electrical systems	1995
Nutra Manufacturing 1050 Woodruff Road, Greenville, SC 29607 864-987-3404/864-987-4202/www.nutramfg.com	650	Michael Locke	Manufacturer of vitamins and dietary supplements	1975
Spartanburg Steel Products Inc. P.O. Box 6428, Spartanburg, SC 29304 864-699-3200/864-699-3250/www.ssprod.com	650	Bryan Bickimer	Stampings and welded assemblies for automotive and lawn and garden industries	1962
AFL P.O. Box 3127, Spartanburg, SC 29304 864-433-0333/864-433-5560/www.afglobal.com	643	Jody Gallagher	Fiber optic cable, conductor accessories	1984
D & W Finepack LLC P.O. Box 766, Fountain Inn, SC 29644 864-862-4004/864-862-1942/www.dwfinepack.com	600 ①	Mark J. Staton	Foodservice and food packaging products	1984
R.R. Donnelley & Sons Co. 300 Jones Road, Spartanburg, SC 29307 864-579-6000/www.rrdonnelley.com	540	Mark Koenig	Mail order catalogs, retail inserts	1980
Bosch Rexroth Corp. 8 Southchase Court, Fountain Inn, SC 29644 864-967-2777/864-967-8900/www.boschrexroth-us.com	500	Andreas Abbing	Manufacturer of mobile hydraulics, axial piston and radial piston products	1989
Covidien 525 N. Emerald Road, Greenwood, SC 29646 864-223-4281/www.covidien.com	500	Julie Gueller	Medical products manufacturing	1962
Hubbell Lighting Inc. 701 Millennium Blvd., Greenville, SC 29607 864-678-1000/864-678-1065/www.hubbellighting.com	500	Scott H. Muse	Lighting and lighting controls	1993
Faurecia Interior Systems 101 International Blvd., Fountain Inn, SC 29644 864-862-1900/864-862-7700/www.faurecia.com	490	Martin Round	Interior automotive parts	1994
IAC Group 199 Black Hawk Road, Greenville, SC 29611 864-295-5000/864-295-5623/www.iacgroup.com	485	James Kamsickas	Tufted and molded automotive carpet	INP
Covidien 1448 Blue Ridge Blvd., Seneca, SC 29672 864-985-5500	475	Neil G. DeBeaux	Manufacturers of medical/surgical products	1958
Sage Automotive Interiors Inc. 200 Carolina Point Parkway, Greenville, SC 29607 864-987-7778/www.sageautomotiveinteriors.com	400	Dirk Pieper, Dave Gable, Brian McSharry	Designs and makes automotive body cloth including seating fabric, door panels and headliners	2009
Orian Rugs Inc. P.O. Box 2276, Anderson, SC 29622 864-224-0271/864-225-6344/www.orianrugs.com	375	Wim DePape	Decorative woven area rugs, polypropylene yarns	1979
Hamrick Mills P.O. Box 48, Gaffney, SC 29342 864-489-4731/864-487-9946/www.hamrickmills.com	370	Carlisle Hamrick	Two vertical spinning and weaving mills that produce light- to medium-weight fabrics for apparel, home furnishings and industrial applications.	1900
Velux Greenwood Inc. P.O. Box 5001, Greenwood, SC 29649 864-941-4700/864-941-4759/www.veluxusa.com	310	John W. Pillman	Manufacturer and distributor of skylights and solar water heating systems	1979
Faiveley Transport 50 Beechtree Blvd., Greenville, SC 29605 864-277-5000/864-277-5207/www.faiveleytransport.com	290	David L. Rose	Braking systems and other components for freight and passenger railways	1991
Roehling Automotive Duncan LLP 245 Parkway E., Duncan, SC 29334 864-486-0888/864-486-0881/www.roehling-automotive.com	250	Robert Eimer	Plastic interior and exterior automotive parts	1998
T & S Brass and Bronze Works Inc. P.O. Box 1088, Travelers Rest, SC 29690 800-476-4103/800-868-0084/www.tsbrass.com	250	Claude Theisen	Faucets for industrial use, restaurants, hospitals, labs	1947

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① HQ and manufacturing

Researched by Clayton Wynne