MESSAGE
FROM CHARLES SMITH, PRESIDENT & CEO

For the rest of the world, it’s the season for giving; but as you will see in this edition of the newsletter, the season for giving is all year long for our company and employees.

I’m inspired by the selfless donation of time, hard work and money that our employees provide to charities around the globe. A handful of the stories of their commitment are covered in this newsletter. From Arriscraft’s Steve Lacelle’s story of helping dig a trench in Nicaragua so that a village could have fresh drinking water to “Project Blankie,” the story of David Gilmore’s daughter and family creating a Midwestern movement to provide blankets for St. Jude patients, and many others, I am proud of our General Shale family members engaged in supporting charities and making a difference in the lives of people all around the world.

In 2014, General Shale employees demonstrated our commitment to our communities in so many ways. Our employees donated their time, and we donated building materials for a Habitat for Humanity House in Johnson City. Chad Wilkinson went to Bulgaria to help with a Habitat project along with others from Wienerberger. Our bricks are used in building St. Jude Children’s Research Hospital Dream Homes, with proceeds from the sale going to St. Jude. This fall, we partnered with the local animal shelter/Humane Society and had an Adopt-a-Thon during our annual Customer Appreciation event. And our employees just finished packing shoeboxes for Samaritan’s Purse.

Needless to say, generosity and giving are part of General Shale’s culture, which was started more than 86 years ago. It is what makes our company and our employees so great. It is even part of our SUCCESS Profile of building with a clear conscience—treating every person as we would want to be treated.

There are so many of you who give in important ways, and that is what I enjoy so much about working for this company. Everyone is so dedicated and gives 100% to help make us successful. Your efforts are working, and business is starting to improve, but we are not there yet, and that is why I ask that you continue to give and to work hard so we can continue to be successful.

As the holiday season is upon us, I hope that you take time to enjoy the spirit of Christmas with your family and reflect on all that we are blessed with. Please continue to share and inspire us with your own stories so that we can celebrate and share your success throughout 2015.

Again, thank you for your hard work and dedication both in the company and in your communities; and to you and your family, have a safe and merry Christmas and a happy New Year. I look forward to all that we will accomplish in 2015.

Sincerely,
Charles Smith

General Shale wants your holidays to be memorable, but not for any of the unfortunate accidents that often come with colder weather.

Corporate Manager for Safety and Risk Brian Ogle says some simple precautions can keep your family warm and safe this winter.

“I know the fire departments encourage everyone to change their batteries in their smoke detectors when the time changes, but in case you didn’t, now is a great time,” Ogle says.

Fires resulting from chimneys, Christmas lights and heaters are common during the winter. A working fire detector can alert your family to fire in time to escape your home.

Carbon monoxide detectors are also a good investment for your family. They cost as little as $12 and usually no more than $40 and can be found at home improvement stores.

The Consumer Products Safety Commission says, “Carbon monoxide (CO) is a deadly, colorless, odorless, poisonous gas. It is produced by the incomplete burning of various fuels, including coal, wood, charcoal, oil, kerosene, propane and natural gas. Products and equipment powered by internal combustion engines such as portable generators, cars, lawn mowers and power washers also produce CO.”

If your heat source is malfunctioning, carbon monoxide can be released, but without a detector families don’t know they are being exposed to fumes.
Dirty filters, coils and fans reduce airflow through the system. Reduced airflow decreases system performance and can damage your system’s compressor. A professional technician can be called to service your heat pump, but as a homeowner you can inspect the outside and clear any debris and leaves from around your unit.

“We want to make sure everyone has a safe winter, and with a few precautions, that can be achieved,” concludes Ogle.

Symptoms of exposure include:

- Fatigue
- Shortness of breath
- Nausea
- Headache
- Dizziness

Ogle says it’s a good idea to have your heat pump inspected each year to ensure it’s working safely and effectively.

MAKING THE HOLIDAYS BRIGHTER

Each year General Shale “gives back” during the holiday season, and this year is no different. But the choice of charity is a new one for General Shale—although not new to its CEO, Charles Smith.

At the urging of Smith, the company filled shoeboxes for Operation Christmas Child. This is a charity he’s participated in before, and he knows the value of giving a simple shoebox filled with goodies to children in third-world countries.

Operation Christmas Child is part of Samaritan’s Purse, a faith-based relief charity headed by Franklin Graham, son of the well-known evangelist Billy Graham. The headquarters for Samaritan’s Purse is in Asheville, N.C.

For more than 20 years, volunteers have collected shoeboxes and filled them with not only toys for undeveloped children but also things the boys and girls desperately need, like toothbrushes, soap, new socks, winter gloves and scarves, and school supplies.

Smith’s Administrative Assistant Tammy Carter, with the help of Draftsman George Smith, headed up the project and ordered 100 empty shoeboxes. Nearly 60 current employees and 10 retirees filled them with supplies. General Shale covered the cost of shipping the boxes, which is $5 per box.

“Because we are so blessed as a company, we like to help those who are less fortunate,” says Carter. “And it’s exciting to be helping a cause that includes children.”

The final tally for General Shale was 108 boxes. Kenny McClaran and Draftsman George Smith personally drove the boxes to the Samaritan’s Purse headquarters and dropped them off along with a check for $56 to cover the shipping cost for each box.

About Operation Christmas Child

Since 1993, Samaritan’s Purse has collected and delivered more than 111 million gift-filled shoeboxes to children in more than 150 countries through Operation Christmas Child.

Boxes are labeled for boys or girls ages 2 to 4, 5 to 9 or 10 to 14.

In 2014, Samaritan’s Purse hopes to collect enough shoebox gifts to reach another 10 million children through the Operation Christmas Child project on six continents.

Shoebox gifts are collected in the United States, Australia, Austria, Canada, Finland, Germany, Ireland, Japan, New Zealand, Spain, Switzerland and the United Kingdom.

More than 100,000 volunteers worldwide, with more than 10,000 of those in the United States, are involved in collecting, shipping and distributing shoebox gifts.

Shoeboxes Make a Difference

Theresa’s Takeaway from Operation Christmas Child

I wanted to share something with you I heard recently.

Our group was singing at Telford United Methodist, and we were all blessed by a special visitor during the service.

There was a guest speaker from Africa—a young man in his early 20’s. He told us of a very special experience he had as a young boy. One day he awoke early to go to school but wasn’t sure he wanted to make the two-mile walk that particular day. The day before had been a particularly hard working day for him and his friends. Some of his friends were staying home, but he did decide to go to school because he wanted to learn.

When he got to school, there was great excitement. The teachers called all of the students out of class and had them line up by age. Then several visitors came in and addressed each group. They told the students about Jesus Christ, who he was and the gift he wanted them to have.

The visitors offered them Jesus and also taught them to sing the song “Jesus Loves Me.” Then the visitors gave a gift to each child. The gift was a shoebox filled with toys and other gifts. The young man said he had never received a toy before. When he got home, his friends that did not go to school that day put on their school uniforms and ran the two miles to the school, but it was too late; the visitors were gone.

The most significant moment was when he told us that bringing the shoeboxes to his family meant that he brought Jesus to his family. He asked that we all try to give shoeboxes, because God especially wants the little children to come to Him. A beautiful plant cannot grow without first planting the seed. Through the efforts of the Shoebox Operation, this young man’s entire family came to know Jesus Christ. After the service was over, on my way home all I could think about was this young man. I had made the shoeboxes before, but I had never heard of the end result of this Shoebox Operation.

What a blessing for all!

Theresa
“PROJECT BLANKIE” KNITS A COMMUNITY TOGETHER FOR A GOOD CAUSE

General Shale’s David Gilmore, Area Sales Manager for the Midwest, is currently overseeing a project that has General Shale donating brick for the St. Jude Children’s Research Hospital’s Dream Home. The home is being built with volunteer labor and materials, and the proceeds from the sale of the home will benefit the Memphis hospital.

This isn’t the first time his family has been involved in helping St. Jude, nor would it be the last, as decided by his 9-year-old daughter, Julia.

Years ago David’s wife, Cindy, was an executive with the firm that provided the financing for the very first St. Jude Dream Home in the Chicago area. A few years later, David’s oldest daughter decided that instead of presents for herself, she’d donate all her birthday gifts to St. Jude. And now, David’s youngest daughter, Julia, has initiated “Project Blankie.”

“One evening while talking about General Shale’s work on the Dream Home, my daughter Julia mentioned she’d like to do something for the kids there in the hospital as well,” explains David. “We talked about donating toys and other things, but Julia remarked that the times she has been in the hospital (for minor surgeries) a blanket always comforted her. So she decided she would make blankets for the children.”

Julia used a “no-sew” fleece blanket design and made a couple of blankets on her own. Soon Julia was speaking to their church congregation about the project and organized a “Blanket Making Party” at the church. Then Julia’s friends and other organizations in the community, including the Girl Scouts, got involved. Before long Julia had gathered 126 blankets that needed to be taken to St. Jude ... more than 500 miles away.

“There’s a man at our church who works for UPS, so they chipped in with the shipping cost of the blankets—they all ended up weighing more than 300 pounds,” explains David. “Then my wife Candy and Julia flew down to St. Jude to personally deliver the blankets.”

Although Julia wasn’t allowed to visit with any of the other children because of strict guidelines about spreading germs, Julia did meet a St. Jude nurse and is now considering nursing as a profession.

“She’s a good kid. We are just real proud of her incredible effort to make Project Blankie such a success,” says David. “She was able to donate enough blankets to cover every patient currently at the hospital.”

St. Jude Children’s Research Hospital®, one of the world’s premier centers for the research and treatment of pediatric cancer and other deadly childhood diseases, doesn’t charge its patients anything for its services. The majority of St. Jude funding comes from individual contributors. Families never receive a bill from St. Jude for treatment, travel, housing or food.

In February 2011, I had the opportunity to go on a mission trip to Haiti. A group from my church, the Life Centre, and four men from Northern Ontario traveled to Haiti to give support to missionaries Michel and Louise Charbonneau of Haiti Ministries. This is a children’s ministry in Haiti that is supported by PAOC (Pentecostal Assemblies of Canada).

We took donated supplies and money to help rebuild these precious lives. The generosity of people here was amazing, and the preparation for the trip was a blessing. Arriscraft donated $1,000, and the staff donated medicine, toys and clothing for distribution in Haiti.

Although the week that we were there was full of amazing and touching experiences, one family touched me the most: a family of seven children. Marica, who is 15, and her brother, John-Candy, 17, care for five younger siblings, the youngest being 7-year-old Stanley.

When Michel and Louise found them in December 2010, they were living in a lean-to made of old bedsprings and bits of rags, as they had lost three walls of their house in an earthquake. They were all suffering from malnutrition and had skin diseases. They are now all sponsored, and all but Stanley are attending school. They are eating regularly, and their health has improved.

Arriscraft, along with some other donations, was used to rebuild their home. The men on our team built two double beds for these children. We also made them seats and backs for their two chair frames so they would have something to sit on.

The support the people of Haiti still need is tremendous. They had so little, and then suffered through an earthquake, a tornado and cholera. My husband and I hope to return to Haiti in 2015.
Here is my experience with Habitat for Humanity Global Village. It all started when I bought tickets for a Habitat for Humanity Global Village Spaghetti Supper fundraiser. My niece, Jennifer, happened to call me that morning and decided to join me for the supper. The event included a full presentation on how Habitat works, and Jennifer and I both signed up for the next build with a group from Ottawa. The following weekend, Jennifer's father, Robert, decided to join also. We ended up being a record-setting group of 42 people from Ottawa on a build in Nicaragua.

Habitat for Humanity usually builds 350-square-foot houses, but this build was a project to bring potable water to a community of about 800 families. This resulted in the hardest physical workweek of my life, but at the same time it was easy. We worked along with the locals because everyone in the community had to contribute to the project. We had to build trenches that were 1 meter wide, 1 meter deep and 1.4 kilometer long—all with pickaxe and shovel, all week long.

People in that community of Masachapa, Nicaragua, drink water from the lakes, causing liver diseases for which there is no cure. On my first day I worked with Joan, who was my age but had just contracted a liver disease. As soon as the company for whom Joan worked found out that he was sick, they fired him. By the end of the week we were fortunate to witness clean potable water flow through the pipes into that small community. I felt like we made a difference.

That life-changing experience got me hooked on humanitarian trips. Jennifer, Robert and I are going to a build in Honduras in November with Habitat for Humanity. I am planning to go on a humanitarian trip every two or three years. I truly believe that it does make a difference for people with no resources.

Steve Lacelle, Jennifer St. Louis and Robert St. Louis
SuCCeSS Profile uPdateS

Building with a Clear ConSCienCe looks to implement recent SuGGeStion

General Shale’s Building with a Clear Conscience Team received a suggestion recently from Michel Blackburn, a delivery driver in Charlotte, N.C.

Blackburn suggested that General Shale look into reducing the size of trucks that deliver materials to residential neighborhoods. He felt the current trucks are too large to safely maneuver in some subdivisions.

“I rode with him to see firsthand what he was talking about,” says Brian Ogle, the Building With a Clear Conscience Team Leader. “He was right. When you look at neighborhoods, many contractors have narrowed the width of a road, there’s no striping, and it’s not only hard to maneuver these trucks without potentially damaging property, but it’s also a hazard to children or others out in the neighborhood.”

Ogle and Logistics Manager Rod Griffith are working to find a remedy.

“As money allows, we are replacing the trucks with some that are more suitable for those neighborhoods,” Ogle says.

Ogle adds that’s not the only good idea the team has received recently. He recalls five submissions in the past couple of months and is glad to see that ideas are still being generated.

One of the things committee leaders are doing is trying to recognize those who submit ideas.

“We’re not only sending a card but also following up with folks personally to let them know we appreciate the ideas,” Ogle explains.

Ogle also mentioned there’s been some great collaboration between teams on ideas. It goes back to the old adage that two heads are better than one, especially when you have the quality of team members that the success profile boasts.

High Touch, involving personal attention and service, is an important focus for General Shale.

Scott Clark, leader of the High Touch Team, says he’d like to provide that high touch experience not only to customers, but also to fellow employees.

“I call it high touch within the company,” says Clark. “A lot of times we get busy as we are being blessed with increased business, but when that happens you may not get the time to get to know other employees.”

Clark initiated what he called a “role” meeting. During lunch, employees split off into pairs and answered four questions about themselves and their roles at General Shale. Questions ranged from “Where are you from?” to “What can I do to better help you fill your role?”

Clark says it was a great start to not only get to know each other but also to provide an environment where each employee knows and is held accountable for his or her role, and helps fellow employees fulfill their roles.

These initial meetings took place in Charlotte and Chattanooga, but the plan is to roll out similar meetings throughout the company.

Another initiative of the High Touch Team is to do a better job of collecting customer emails.

“That’s been a big challenge,” says Clark. “We need to be able to get these emails to the right person—the one who makes the decision about products.”

Clark has created an Excel spreadsheet and wants all General Shale locations to get into a habit of collecting emails so they can be used for marketing email blasts. Currently the database is approaching 2,000 entries.

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Clark expects the new booth will be used for other AIA shows across the country in the future.

High Touch Committee defines its MiSSion

American Institute of Architects show

General Shale debuted its new commercial booth for the design community at the North Carolina American Institute of Architects (AIA) annual conference in Charlotte in September.

District Sales Manager Scott Clark says the booth was developed specifically for this show to highlight all of the company’s commercial products together.

“Now that we have a great commercial brick plant like the Cleveland County Plant (CCP), we are able to offer a full line of commercial products,” Clark says. “For our booth we wanted the focus to be on CCP with samples from that plant.”

Clark says the booth also highlighted Arriscraft stone and thin brick, which are being used more and more in the commercial market.

He pointed to the use of embedded thin brick for commercial parking lots and the movement of “urban infill”—utilizing space in urban areas to make new buildings blend in with the older ones—as two uses for thin brick, especially the tumbled thin brick, which looks older.

“Admittedly we have not been a big player in the architecture community before, so this was a ‘coming out’ project as a commercial masonry supplier,” Clark says. “The reception was exceptionally good.”

Clark estimates there were about 350 decision makers in the design community at the conference. He says multiple contacts were made, which led to a dozen significant conversations that will most likely lead to requests for specifications.

“What will now intrigue the architects and designers with General Shale is that we bring a value in that we have multiple products that can help them achieve nearly any type of masonry design they want,” Clark says.

Clark expects the new booth will be used for other AIA shows across the country in the future.

And as always, keep those suggestions for the High Touch Team coming. One recent suggestion from Clif Marklin, Plant Manager at CCP, is to have a “Made in America” tag on all products. The suggestion was well received and is currently being studied to determine how best to implement the tags.
ARRISCRAFT AND THE CCP

General Shale continues to build a stronger reputation in the commercial market, specifically highlighting products from both Arriscraft and the Cleveland County Plant (CCP).

Glen Frankling, Vice President of Sales and Distribution for Arriscraft, says his architectural sales team of nearly a dozen people has found success emphasizing uniqueness for all the products offered by General Shale and by being a solution for architectural needs.

"Typically we start with the architects; they have a lot of influence over what products the project is built with," Frankling explains. "A lot of times they have a look that they are trying to achieve, and we try to service that need with our products."

Frankling commented on how well Arriscraft stone products and the CCP brick go together and said it's often the combination of the two that makes the sale.

He adds that working with the mason contractors to ensure they are aware of the value of the products is also important.

"We try to make sure they know the value of our product," he says, "which is not just cost, but true value."

But when cost is prohibitive for some offerings, Frankling says that’s when they would suggest the Regency line out of Pinney Flats, Tenn. The economy line sales are very successful and growing every month.

“When you are looking at ways to cut the budget, sometimes that’s when they look to our competition. So instead of losing that job, we have an alternative,” explains Frankling. “It’s going to be a little different, but the quality is still there. The production cost is less, and so we can sell for less.”

SUCCESS STORIES

Education is one of biggest segments within commercial sales. Frankling says, “The great thing about successful educational projects, especially on campuses that will continue to grow, is once you’re in and the project is a success, you have a really good chance of getting more work on that campus in the future.”

Two educational projects that were great successes were ones at Miami University in Oxford, Ohio, and at Texas A&M in College Station, Texas.

TEXAS A&M

The first phase of Kyle Field at Texas A&M has been successfully completed but did not happen without challenges along the way. In order to secure the specification, General Shale had to gain the confidence of the university, architect and precast producer that the company’s thin brick product was the right fit for the project. Throughout the entire process General Shale demonstrated its ability to meet the color/texture criteria, compliance requirements and custom elements, all within the schedule of the project. The thin brick panels for phase two are currently in production, and construction will begin in December.

• Project: Texas A&M, Kyle Field House
• Location: Texas A&M University, College Station, Texas
• Architect: Populous–Kansas City, Mo.
• Precast Contractor: Enterprise Precast–Corsicana, Texas
• General Contractor: Manhattan–Vaughn
• Product: Heritage 441 Thin Brick and Shadow Canyon (accent brick) 280,000 total square feet

MIAMI UNIVERSITY

Founded in 1809, Miami University is one of the oldest public universities in the United States.

With such a rich historical past, maintaining the authenticity of its character is of primary importance to the administration in new building development. Thus, when sourcing authentic exterior stone for three new residence buildings, the university had reasonable concerns about using any material other than the natural Kentucky fieldstone prevalent across the campus. However, because of the contractor’s projection of significant time and labor savings using Arriscraft stone (in lieu of quarried stone), Arriscraft was challenged to make a custom color in its man-made product that would perfectly suit the early 19th-century stone already in place on campus. Arriscraft refined a standard Fresco Building Stone color to be a better match than the quarried stone option.

Although the material cost for the Fresco Building Stone was more than the quarried stone, the contractor met their demanding schedule and the installation cost was so greatly reduced that the total savings on the project was hundreds of thousands of dollars!

• Project: Miami University, Western Campus Residential Housing
• Location: Miami University, Oxford, Ohio
• Architect: CR Architecture, Cincinnati, Ohio
• Contractor: The Whitting-Turner Contracting Co., Mayfield Heights, Ohio
• Mason: Weisbrod Masonry, Cincinnati, Ohio
• Product: Fresco, Custom Color (80,000 square feet)
In 2003, General Shale built the Rome, Ga., plant, which has since become one of the top-producing plants in the company.

The plant currently produces about 1.7 million units a week, but with the addition of another kiln currently under construction, that number will increase to 2.8 million.

Plant Manager Matthew Berry is proud of what the plant has accomplished.

“Our sales volume here is better than any other plant, and we’re excited to push production even more,” says Berry. “We’ve just added 13 new employees and are in the process of testing about seven new colors to add to the production line.”

Currently the plant produces 12 colors, more variety than any other plant.

The most popular color is Cortez, says Berry. The other top colors (mostly residential) produced at the plant are:

- Berrywood
- Cambridge
- Castle Rock Tudor
- Charlestown Landing
- Millstone
- Mountain Creek
- Olde Georgian Tudor
- Preservation Red
- Rome LaCosta

Berry says the plant location was chosen because of the availability of raw material and its proximity to Atlanta.

“We’ve got a very good source of shale and clay nearby. We’ve got one pit in Alabama that is close and another one 12 miles away. It certainly keeps the cost down of hauling materials,” Berry explains.

Berry, who has been the plant manager since 2009, says the employees at the Rome plant do a great job. He commends them for their efficiency and quality of work.

And it sounds like Rome is a beautiful place to live.

The Greater Rome Convention and Visitors Bureau says, “Tucked in the foothills of the ancient Appalachian Mountains, Rome’s three rivers, Etowah, Oostanaula and Coosa, frame the downtown district for recreation and relaxation. History remains alive for everyone to experience in the many historical buildings, sites and cemeteries pristinely preserved throughout the city and county.”

General Shale is in good company with the other manufacturing industries located in Rome, as the area boasts a diverse industrial footprint of automotive, carpet, food and tire manufacturers.
At General Shale, we are proud to be constantly innovating and coming up with new products to offer our customers.

New Products

General Shale's brick collection continues to grow as we introduce three new colors—Bradford Hall, Clayton Falls and Farrington Tudor! Manufactured at our Moncure, N.C., facility, these new colors create even more design possibilities for our residential builders and customers!

The new colors are currently available. If you have any questions, please contact Bill Marceron, District Sales Manager. For pricing information, please contact your regional or district sales manager.

COMMERCIAL LITERATURE
NOW AVAILABLE ON SHARESITE

INTRODUCING NEW BRICK COLORS!

The first of General Shale's commercial literature that can now be found and ordered on the company Sharesite includes:

- General Shale Commercial Products Overview brochure
- Cleveland County Plant brick brochure
- Cleveland County Plant Colors and Shapes flyer
- Cleveland County Plant data sheet

There is also a custom shapes guide in the works.

Tobacco Cessation Program

As part of General Shale's annual benefits open enrollment, employees enrolled in our group medical coverage have to state whether they use tobacco products (tobacco use includes all forms of tobacco products, including e-cigarettes). Non-tobacco users are required to complete a Non-Tobacco User statement, submit it to their supervisor for approval and return it to the Human Resources Department by the designated open enrollment deadline. Non-tobacco users who complete the statement and return it by the designated deadline will receive a discount on their medical insurance premiums for the 2015 calendar year.

Tobacco users also have the opportunity to receive the discount on their medical insurance premiums for 2015, provided they enroll and complete the "Quit Today" tobacco cessation program available through Cigna. "The program is completed by phone," says Angie Campbell, Benefits Manager for General Shale. "If employees make their first phone call by January 30, 2015, and have at least six phone calls specific to tobacco by April 30, 2015, they will not be charged the higher premium for the 2015 calendar year."

Each call takes, on average, 10 to 15 minutes and is conducted by a health coach who will provide different techniques to help the participant stop using tobacco products. Each time a call is completed, participants can schedule a date and time for their next call. Employees enrolled in the program may also request nicotine gum and/or patches at no charge. Cigna will ship these items directly to their home address.

According to the "2014 Surgeon General's Report: The Health Consequences of Smoking—50 Years of Progress," between 2010 and 2014 smoking caused:

- Nearly half a million premature births
- More than 87% of all lung cancer deaths
- 61% of all pulmonary deaths
- 32% of all coronary deaths
- One out of three cancer deaths in the U.S.

"The statistics regarding the impact of tobacco use are alarming. General Shale will continue to offer resources and programs to assist our employees with their efforts to quit. We’re very committed to providing resources to our employees and their families to encourage them to achieve healthier lifestyles," Campbell says.

Campbell reminds employees that the corporate wellness program, GS STRONG, is a part of the Success Profile Initiative, and she encourages employees to continue to submit ideas and suggestions to improve the wellness of all General Shale employees and their families.

GS STRONG WELLNESS UPDATE

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