

WINTER 2004

# powerline™

connecting Thomas & Betts employees worldwide

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## Pileggi to Lead Final Ascent in Turnaround

*Thomas&Betts*

# Pileggi Aims to Take T&B to the Summit of Success

On January 16, 2004, Dominic Pileggi succeeded Kevin Dunnigan as chief executive officer of Thomas & Betts. *PowerLine* recently spoke with Dominic about his plans for leading T&B.

**PL: T&B has changed considerably since you returned three years ago. What's your perspective on where we've been and where we're going?**

**DP:** When I rejoined Thomas & Betts in late 2000, things couldn't have been worse. We were spending more than we made; had quality and service issues; didn't communicate well with each other, our suppliers or our customers; and were losing market share. Our customers viewed us as slow, inflexible and internally focused. Our reputation for providing superior customer service and innovative new products was in tatters.

I knew the problems at T&B wouldn't be fixed overnight. I also knew that they couldn't be fixed without the full support of our employees. To dispel skepticism and garner this support, we made a conscious decision to communicate honestly with our employees about the challenges facing T&B.

I'm proud to say that our employees rallied to the cause even as we were making tough decisions – such as closing facilities – that adversely affected many of them. Working together, we streamlined and improved our manufacturing operations and key business processes; significantly cut costs; revitalized new product development; eliminated quality issues and regained the confidence of our customers. As a result, we're profitable again and have strong operating cash flow.

**PL: Sounds like the old T&B is back.**

**DP:** Not quite. While we're back on solid ground, our financial performance still lags our peers. We need to close this gap in order to solidify our leadership and position our company for future growth.

**PL: What's next on our agenda?**

**DP:** We're entering a new phase in our turnaround – one that I liken to climbing a large mountain, such as Everest. Climbing in extreme environments requires a team effort – you can't compete against the mountain alone. Progress is measured in stages and nobody reaches the top without the support of a group of people with diverse skills willing to put personal ambitions aside in order to achieve a collective goal.

How does this apply at T&B? A key challenge and collective goal for us is to grow our sales. Our manufacturing expertise has become a competitive advantage and we need to leverage this advantage by putting more volume through our plants. If our plants were running at optimal capacity, we'd be able to spread our fixed costs over a larger sales base and would see an immediate positive impact on earnings.



## **PL: Sounds like growing sales is our key goal.**

**DP:** Yes and no. We need sustainable growth; that is, growth quarter after quarter in every business and product line. We can start by being more proactive and strategic in our marketing and sales efforts.

Ultimately, our goal is to retake our position as the leading innovator and best performing company among our peers. We want to be the brand of choice for our customers, the partner of choice for our distributors and the employer of choice for our employees.

## **PL: If being the brand of choice is how you define the summit for T&B, what will it take to get us there?**

**DP:** The best way to become the brand of choice is to create a culture where every employee shares the responsibility for customer satisfaction – not just the sales or customer service departments. Fundamentally, our businesses are driven by our relationships with our distributors, end-users and suppliers and the foundation for these relationships is comprised of everything we do – from our attitude when we answer the phone to the quality of our products and the speed of our service. Certain employees may be on the front lines, but behind the scenes we all play a role in supporting their efforts and managing T&B's reputation.

We need a culture that empowers our employees to contribute their best to our collective success. We've already seen the power of empowered people in our efforts to better manage pricing, inventory, accounts receivable, distribution, quality control and lean manufacturing.

## **PL: So how close to the summit are we?**

**DP:** We're well past the base camp and about ready to begin the final ascent. But up here, the terrain is steeper, the weather more severe, the air thinner and the risks greater. Success requires a different set of tools and skills, and, frankly, the determination and passion to win.

## **PL: In other words, T&B needs to create a culture where every employee is passionate about winning?**

**DP:** That's right. But being passionate about winning doesn't mean winning at any cost. We expect our employees to act ethically at all times and to put the fundamental values of honesty and respect first and foremost in everything we do.

Throughout the turnaround, we've tried to show respect by being honest about the tough challenges we faced. This was a risk because things were changing rapidly and, fearing the unknown, employees could have fought the changes. Instead, we all pulled together to get the job done.



Dominic Pileggi, T&B's new CEO, chats with Henrietta Elliott, a supervisor in customer service, for the electrical business.

This proves to me that an environment where open communication is the norm – where information is shared willingly and we don't avoid the tough issues – can serve as a catalyst for achieving our goals.

Second, every employee needs to understand our goals and how their efforts support these goals. This means we need to break down the silos and communicate openly with one another and between departments. We saw the power of sharing goals in our factories where employees on the front lines suggested and implemented many of the changes that have made lean manufacturing a success in our plants.

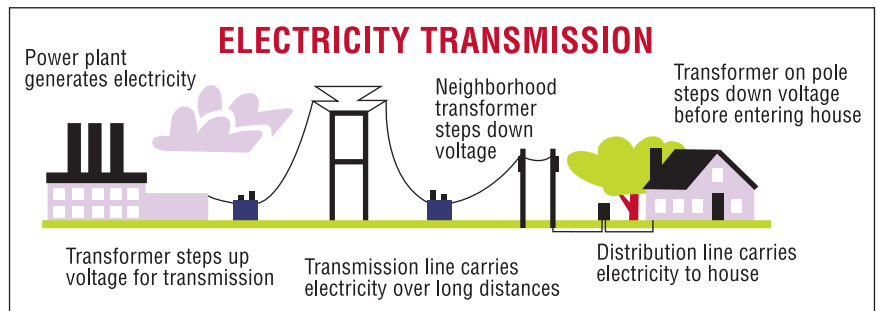
Lastly, we need to think strategically and challenge the status quo. This means embracing diverse thinking, experiences and viewpoints if we want to stay one step ahead of the competition. We can't be afraid to take decisive action and must follow through on our commitments.

As we move forward, I will look to managers at all levels of the organization to help me communicate to employees about our goals and our progress and to help ensure that our guiding principles underpin everything we do. That's how we'll create a self-sustaining culture of success. ■

# Keeping the Juice Flowing: T&B Products Essential to Upgrading Outdated U.S. Electrical Transmission Grid

Thursday, August 14, 2003, started as a typical summer day in the Northeastern United States and adjacent Canadian provinces but ended in infamy. That afternoon, in just over an hour's time, a rolling sequence of power line failures cascaded through the Midwest, Northeast and Canada, creating the biggest power outage in history and leaving 50 million people without electricity. The economic costs of the outage were staggering and the incident pushed to the forefront long-standing concerns about the outdated and dangerously fragile power grid serving North America.

It also heightened interest by investors in companies, such as T&B, that provide products or services to electrical utilities. In the U.S., T&B is the leading producer of steel structures used



for electrical transmission. The company also sells Elastimold® and Blackburn® connectors and switchgear used in electrical distribution. Overall, about 15 percent of T&B's sales go to utility customers.

## ***A Decade of Mismatched Investment Left System Fragile***

According to the Edison Electric Institute (EEI), an industry lobbying group, utilities overspent on new generating plants during the 1990s and underspent on the transmission grid. This was driven by a government-set return on investment that favored generating plants. As a result, the U.S. can create enough high voltage electricity to meet demand but lacks a stable system to move the energy to local distribution networks where it is “stepped down” and distributed to consumers at a lower voltage.

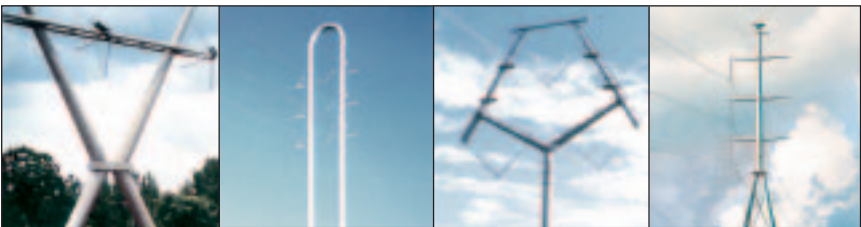
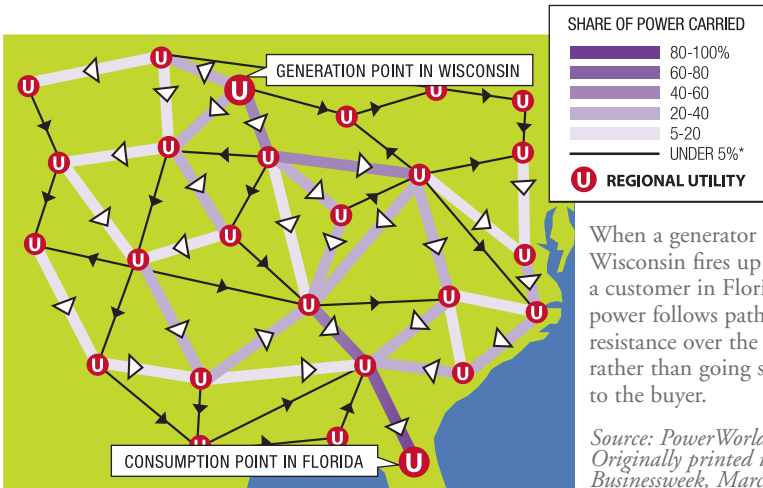
This mismatch has created congestion in the 160,000-mile grid, resulting in bottlenecks and system glitches that cost the U.S. economy an estimated \$100 billion a year or 1 percent of the U.S. gross domestic product according to EEI.

**“No competitor matches our expertise in engineering and manufacturing custom steel structures suited to each utility’s specific needs.”**

“Right now we have a highway to transmit power,” David Owens, EEI executive vice president, told *The New York Times*. “But we need a superhighway.”

The North American Electric Reliability Council – a nonprofit voluntary organization that sets technical standards for managing the power grid – projects that 7,000 miles of new transmission lines are needed to meet the demand for electricity over the next five years. In densely populated areas such as California and the Northeast, the grid may need to double or triple in size to accommodate future demand.

The cost of bringing the transmission grid squarely into the 21st century is estimated to be \$30 billion to \$100 billion. Changes in regulatory requirements and energy policies also will be required.



T&B's Meyer® poles come in an endless variety of shapes and sizes (left to right): X-frame, paperclip, tennis racquet, pyramid.

**T&B GETS PLUGGED INTO CALIFORNIA'S FAMED PATH 15**

The coastal hills of central California are bustling with activity now that construction has begun on Path 15, a \$300 million, 84-mile addition to complete the three 500-kilovolt-transmission lines connecting northern and southern California. Path 15 will add enough electricity to power 1.5 million households. The Western Area Power Administration, with the participation of Trans-Elect's New Transmission Development Company and Pacific Gas and Electric, is managing the project.

Thomas & Betts will provide about 100 custom-engineered poles – one-third of the total structures needed. The Meyer® poles will be used in the most environmentally sensitive areas of the project – stretches that cover nearly 30 miles of prime agricultural land. The poles will ship directly to the job site from T&B's Hager City facility. In total, the project will result in approximately \$8 million in sales for T&B.

"Meyer poles are ideal to address the challenges of routing transmission lines through economically critical agricultural areas," said Jim Wiederholt, president of T&B's Steel Structures division. "They require a significantly smaller footprint than lattice towers."

The Path 15 project is expected to pay for itself in four years and will save Californians an estimated \$100 to \$300 million in energy costs per year. Plans call for the project to be completed in late October 2004.

**T&B Is Well Positioned to Benefit From Increased Utility Spending**

According to Jim Wiederholt, president of T&B's Steel Structures division, T&B is well positioned to benefit from increased investment in the grid infrastructure.

Wiederholt explained that, while utilities have traditionally used wood poles or lattice towers for transmission lines, steel poles offer important advantages better suited to today's market.

"Expanding the transmission grid will require larger structures that can support significantly increased capacity," said Wiederholt. "That's where we come in. No competitor matches our expertise in engineering and manufacturing custom steel structures suited to each utility's specific needs."

Wiederholt pointed out there are fewer mature trees available for use as poles today and that the large amount of land required for lattice towers raises environmental concerns and places limits on where they can be used.

Poles destined for Path 15 at T&B's Hager City, Wisconsin facility.

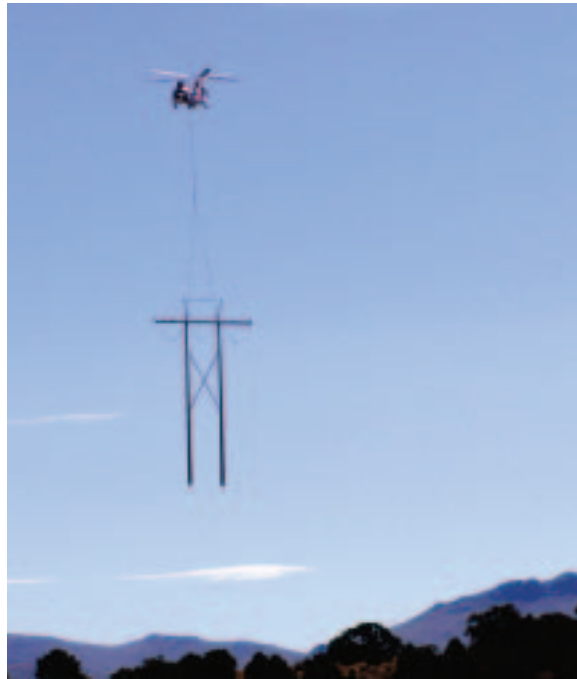


## NEVADA'S FALCON-GONDOR PROJECT FLIES PERFECTLY WITH MEYER POLES

Thomas & Betts recently played a major role in the largest utility construction project undertaken in 2003 in terms of linear miles of construction. Dubbed Falcon-Gondor, the project involved installing a new 180-mile, 345 kilovolt transmission line to meet the growing energy needs of northern Nevada and north-eastern California. Of the more than 700 custom-designed Meyer steel structures that T&B provided, 216 structures, weighing more than 1,765 tons, were installed by helicopter.

To counter the weight challenge, T&B engineers custom-designed a system that allowed the foundations to be installed ahead of the poles.

"We successfully set 216 towers in six days and it couldn't have gone better," said Steve Moline, market development manager, Hager City facility. "Presetting the foundation lightened the helicopter's load, enabling it to transport the entire tower in a single lift. This reduced the number of trips required, speeding up the installation time and reducing the cost to the utility."



Meyer poles are installed by helicopter in Nevada.

"Steel poles have a life cycle twice as long as wood poles and are more secure than lattice towers," said Wiederholt. "Steel structures also can be taller and carry heavier loads than wood or concrete poles. This means fewer poles are required which reduces installation and maintenance costs. They also require less disruption to the environment and are more aesthetically pleasing."

Bob Shultz, vice president of marketing for T&B's Steel Structures division, noted, "Steel structures give design engineers the widest range of aesthetics and performance in addition to unmatched strength-to-weight ratio. We've built A, H, V, X and Y-frame and pyramid-shaped structures; poles shaped like paperclips and racquet heads. We've designed structures for agricultural areas, deserts, forests, swamplands and mountain tops. We've designed poles to be installed by cranes and helicopters. We've creatively solved all types of transmission problems."

### ***Upgrading the Nation's Power Grid is a Long-Term Project***

Upgrading the nation's power grid is a long-term project. In 2001, continuous brown- and blackouts in California were top news as state officials and utilities scrambled to solve the urgent need for more electricity. Three years later, the solution – construction of a new 84-mile segment of the 500kV transmission line through central California called Path 15 – is just now beginning. (See Path 15 article on previous page)

Nationally, the issue is even more complex. A bill providing \$31 billion in tax incentives to spur investment in the energy infrastructure is now pending in the U.S. Congress. However, certain parts of the proposal are highly controversial. Even when new legislation is passed, obtaining the required approvals from local, state and federal agencies will still take years, not months. This means that any positive impact on T&B's financial performance from increased spending by utilities will be gradual and won't begin immediately. ■



Falcon Gondor foundation installation.



## Cold Murder Case Solved With T&B Help

Recently, through an extraordinary series of events, one single cable tie had a starring role in an episode of Court TV's "Forensic Files" and T&B was a quiet hero in helping solve a 16-year old murder.

**Flex-Cuf® brand cable ties are large, heavy-duty two-piece ties sold exclusively to law enforcement and military organizations for use as a temporary handcuff.**



Flex-Cuf® brand cable ties are large, heavy-duty two-piece ties sold exclusively to law enforcement and military organizations for use as a temporary handcuff. In 1986, however, a Flex-Cuf cable tie was used not by an officer of the law, but tragically, in the murder of a young woman. On a wooded running trail in rural Michigan, David Draheim surprised Jeanette Kirby, bound her hands with a Flex-Cuf, stabbed her and left her body in an isolated ravine.

For years, police were stumped by the murder. They found no weapon, no eyewitness, no evidence of a motive, no DNA evidence and no suspects. What they did have, however, was the Flex-Cuf cable tie and a victim whose family refused to let the crime remain unsolved. In 1998, they succeeded in having the case reopened.

This time, police uncovered a new lead involving Draheim, who was serving a 40-year prison sentence for an attempted kidnapping that bore similarities to the Kirby case. Draheim's former roommate told investigators that he and Draheim had been private security guards in the early 1980s. At that time, the roommate bought a retired police car and in the process of refurbishing it,

found a bag of Flex-Cufs stuffed in a wheel well. He said that he kept one for himself and gave the rest to Draheim.

Even though 15 years had passed, the roommate still had his security officer hat with a lone Flex Cuff tucked safely inside the brim. The detective surmised that it might be forensically possible to match the Flex-Cuf to the tie used in the Kirby murder based on the stainless steel barb used to secure the tie.

Police enlisted T&B's help to determine if a match was possible and soon traveled to Monterrey, Mexico, to visit the T&B facility where Flex-Cufs were made (today, T&B manufactures Flex-Cufs in Puerto Rico). Examining the manufacturing process, the investigators learned that the steel barbs were cut from large spools of steel by a carbide saw. As the saw blade wears down, it leaves distinguishing marks on the metal barb. Eventually, it was determined that the marks from the roommate's souvenir Flex-Cuf and those on the cable tie used to bind Jeannette Kirby were so closely matched that, in all probability, the two ties were made consecutively. This was the scientific evidence that prosecutors needed to convict Draheim of murder in July 2002.

Today, Draheim is serving an additional 60-year sentence, convicted on evidence made available and reliable by the distinctive Thomas & Betts Flex-Cuf design and the intricate marks left by a carbide saw at the Monterrey plant. ■



Flex-Cuf cable ties are ideal as temporary handcuffs. Photo courtesy of Nik Public Safety, a division of Armor Holdings, Inc.

# T&B Canada Soars Above the Competition: Celebrating 75 Years of Going Strong

Traditionally, a 75th anniversary calls for diamonds. But for Thomas & Betts' Canadian business, this year's 75th anniversary celebration called for balloons. Actually, just one balloon: an eye-catching, high-flying hot-air balloon emblazoned with the Thomas & Betts name.

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**In industrial markets in Canada, the T&B name is synonymous with world-class quality and service.**

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Flying high above the countryside, the T&B balloon has logged more than 50 flights and carried more than 80 customers, distributors and employees on a breath-taking, commemorative ride.

The spectacular balloon is symbolic of the pride T&B Canada feels in its industry leadership. Canada is the second largest geographic region served by Thomas & Betts and sales in this vast region account for about 20 percent of the

company's overall sales. In industrial markets in Canada, the T&B name is synonymous with world-class quality and service.

Beginning in 1928 as a sales agency for U.S.-made products, T&B's Canadian operations have grown steadily and today boasts four regional offices, 11 manufacturing facilities and a regional distribution center serving both Canada and the Northeastern U.S. More than 1,500 employees represent T&B in Canada, of which more than 130 have 25 or more years of service (see sidebar).

According to T&B retiree Pierre Girouard – whose career at T&B spanned 36 years – when Nestor (Mac) MacDonald, president of T&B, formed Thomas & Betts Canada Ltd. in 1932, he sent a general manager named Bob Bailey from T&B headquarters in New Jersey to run the new subsidiary. Just in case Bailey didn't like the colder weather up North, MacDonald only gave Bailey a one-way ticket. Fortunately, Bailey fell in love with Canada.

The first two employees hired by Bailey were women – one of whom, Jacqueline Moreau, would rise to become controller. In 1942, the company established a direct sales force when it hired Lawler Leonard. Two years later, when sales hit \$200,000 (Canadian), T&B hired its second salesman – none other than Pierre Girouard. Girouard went on to eventually lead T&B's European business before returning to Canada to retire.

T&B Canada really started to grow in the mid-1950s, according to Girouard, when it moved operations to Iberville. Soon after, the company bought Longtin & Northey, adding more sales power throughout the country.

"In the mid-1960s," Girouard recounted, "as business continued to grow, Bob Berry, the general manager, hired a young salesman who, he thought, showed potential. That young salesman was none other than T. Kevin Dunnigan – and as we know, the rest is history!" Dunnigan would advance through T&B to eventually run Canada and then on to the company's headquarters and the corner office.

T&B continues to make history in Canada, offering new products and services designed to bring the company closer to the customer. The dedication of the Canadian employees have been – and will continue to be – a key component in T&B's success in this important market. ■



Pierre Girouard, T&B Canada retiree, witnessed 36 years of growth for T&B in Canada.

## SOME EMPLOYEES JUST CAN'T GET ENOUGH

Even in a work force filled with long-term employees, **Pauline René** and **Denise Marziali** stand out: the women celebrated 46 and 45 years of service, respectively, in 2003. Their long tenures exemplify commitment and flexibility – hallmarks of T&B's success.

**Pauline René** is the longest-serving employee on the floor of the Saint-Jean-sur-Richelieu factory. She was only 15 years old when she accepted an offer from Iberville Fittings in 1957. Her first job was pasting together cardboard boxes in the Plating Department. Since then, her career has included stints as a packer and as a box hanger. René now works mostly at finishing box components. She hopes that T&B will be not only her first employer, but also her only employer, when she retires.

**Denise Marziali** also joined Iberville Fittings in 1957, at age 18. Over the years, she has witnessed firsthand the evolution of the manufacturing process from manual handling to automated production. Her first job was packing plated parts in cartons. Advancing to jobs in assembly and as a machine tool operator, she became an operator/adjuster of production lines. Marziali, who is now a grandmother, plans to retire in March with 45 years of service.

The T&B balloon participated in eight hot air balloon festivals in three provinces (New Brunswick, Québec and Ontario).

“Thomas & Betts has a long and rich history in Canada. We've grown up serving all of the major industries that define Canadian industry today – pulp and paper, hydropower, mining and petrochemical,”  
Mike Kenney, president, T&B Canada.





# marketplace



## Single Tool for Cutting and Stripping Wire Now in T&B Arsenal

T&B continues its tradition of offering innovative products that lower the cost of installation with the introduction of a combination wire cutter/stripper designed for rugged industrial use. Launched in Canada, the new tool is available in both single and double wire stripping models and can be operated with one hand. It also offers automatic adjustment to the diameter of the wire. The new tools complement the wide assortment of quality wire termination tools already offered by T&B.

## New Union® Boxes Designed For Harsh Climates

As energy prices continue to rise, contractors and consumers are increasingly demanding energy-conserving building materials. T&B's new Union Vapor-Barrier Boxes were designed with this need in mind. Boasting integrally molded flanges and gaskets, the new boxes meet the strictest energy codes in the market and can be used for both wall and ceiling installations. T&B's marketing program for the new boxes, which are ideal for cold climates, will target Canadian and northern U.S. construction markets.



## Crib Connections™ Program “Babies” Big Customers

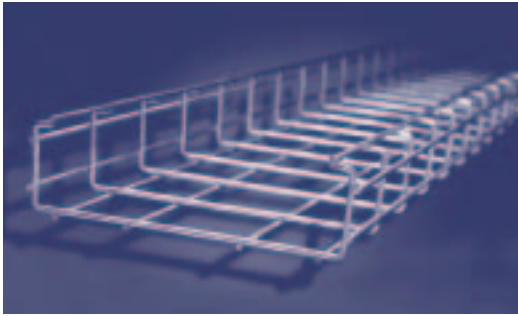
T&B has launched a new program called Crib Connections designed to help industrial users (MRO and OEM) lower their inventory, labor and maintenance costs on the factory floor. T&B works with the local distributor and industrial customer to develop cost-saving inventory consolidation steps, set inventory reorder points, and help design the shelf bin system. In exchange for an exclusive supply contract, T&B provides the hardware and software for scanning inventory. When the scanner is placed in a cradle, the order is transmitted electronically to the designated distributor, who completes the replenishment process.



## Hazlux® On-Line Lighting Layout Speeds Up Design

Taking the definition of full-service provider to a new level, T&B now offers engineers and contractors the ability to send industrial lighting layout requests to T&B via the Internet at [www.hazlux.com](http://www.hazlux.com). T&B engineers then work with the customer to find the optimal solution to their lighting needs complete with AutoCAD® drawings and all necessary specifications.





## Tray-Pro® 2002 Simplifies Designing Cable Tray Systems

Designing cable tray systems is a complicated and tedious task. Now a new release of T&B's Tray-Pro 2002 software module reduces design time with features such as on-line NEC, NEMA and CSA code help, automatic calculations for elevation changes and 2-D and 3-D drawing capabilities. Tray-Pro 2002 works as an extension to AutoCAD software.



## Trade Shows Provide Connection to End Users

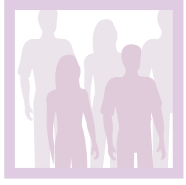
T&B showed its latest products to the 1,200 attendees at the recent NJATC (National Joint Apprentice Training Committee) Trade Show. NJATC's mission is to provide the most comprehensive training program available to help electricians understand the National Electrical Code and be more proficient in their installation practices.

The annual IEC Expo (Independent Electrical Contractors) allowed T&B to reach out to independent electrical contractors to ensure that they know the advantages of T&B products. To reach this very large, but fragmented market, T&B participates in the annual IEC Expo. At T&B's booth, the Southern California District Sales Team shared many products – including Ty-Rap®, Sta-Kon®, Color-Keyed®, Steel City®, Cable Tray® and E-Z-Code® brands – with attendees. As a Platinum Partner of the Expo, T&B participated in numerous meetings and discussions with independent contractors – from code changes to trends in the overall electrical industry.

## Red Dot® Code Keeper Introduced

T&B's Red Dot Code Keeper, the newest “universal while-in-use” cover, provides exceptional versatility for a wide range of applications. The weatherproof, transparent cover keeps out moisture while its external locking device makes it highly resistant to tampering. These features make it perfect for all outdoor outlets such as those used for landscape/holiday lighting, lawn equipment, and pool and hot tub pumps.





# empowered people

## ENGINEERING CREATIVITY DOUBLES AFTER ROLL-OUT OF INVENTION AWARDS

Over the last 100 years, T&B has developed a reputation for creating cutting-edge products designed to meet the needs of electrical professionals. Indeed, the term “T&B Engineered” is synonymous with quality and innovation. While we may not think about it much, intellectual property (patents, trademarks and the like) has marketplace value just like property, such as plants and equipment.

To recognize employees for the development of products and services, T&B recently instituted a cash awards program to employees whose efforts result in T&B receiving a new patent or trade secret. The program is paying off: In 2003, 60 new ideas were submitted – an average rate of one idea every six days. This was double the submission rate in 2002! The award program is co-managed by the Legal and Engineering Departments.

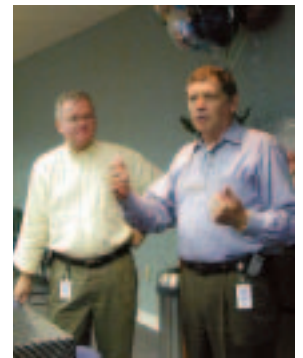
## There’s Strength in These Numbers

T&B’s continued success would not be possible without the commitment and dedication of its global employee base. 768 T&B employees in more than 25 locations worldwide have proven their commitment during more than 25 years of service – many with more than 30 years. That’s more than 23,000 collective years of experience in serving customers! The table to the right summarizes where these long-timers put their talents to work.

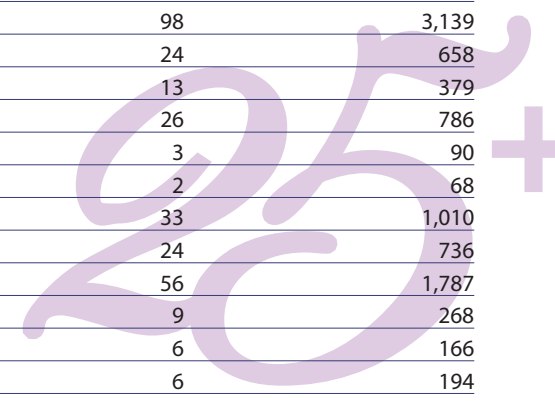
Engineering team members: (left to right, front to back) Charles Whipple, Kimberly Van Horn, Ian Rubin de la Borbolla, Brian Pope, Julio Rodrigues, Xueming Cai; Cong Dinh, Doug Irby, Charles Thompson, Roger Pyron, Paul Bartholomew, Mark Drane, Joey Magno.



Chris Hartmann (left), electrical division president, and Dave Stevens, general manager of T&B’s utility products group, at Stevens’ 30th anniversary celebration.



LOCATION	# OF EMPLOYEES WITH 25+ YEARS	TOTAL SERVICE YEARS
Albuquerque, New Mexico	24	690
Athens, Tennessee	155	4,697
Barendrecht, Netherlands	6	203
Berlin, Germany	5	146
Byhalia, Mississippi	7	209
Caribe, Puerto Rico	19	560
Darmstadt, Germany	1	29
Field Sales	24	785
Hackettstown, New Jersey	59	1,930
Hager City, Wisconsin	98	3,139
Horseheads, New York	24	658
Houston, Texas	13	379
Iberville, Quebec	26	786
Jonesboro, Arkansas	3	90
Lancaster, South Carolina	2	68
Memphis, Tennessee	33	1,010
Menen, Belgium	24	736
Mercer, Pennsylvania	56	1,787
Nottingham, England	9	268
Piffonds, France	6	166
Pointe Claire, QC, Canada	6	194
Richmond Hill, ON, Canada	7	209
Saanichton, BC, Canada	1	31
Southaven, Mississippi	41	1,233
St. Jean, QC, Canada	115	3,473
St. Remi, QC, Canada	4	126
<b>TOTAL</b>	<b>768</b>	<b>23,602</b>





It took teamwork to fold West Coast distribution service into T&B's Byhalia facility. (left to right, front to back) Mark Salvatore, Calvin Jones; Paul McKinney, Jackie Jenkins, Jason Hensley, Shawn Shahryari, Curtis Woodward; George Wright, Larry Staudenmyer, Al Fartaj, Barbara Knight, Dwain Becton, Toby Ingram, Robert Reeves, Bobby Holloway.

## Byhalia Seamlessly Absorbs West Coast Distribution Service

When T&B recently transitioned its distribution service for West Coast customers from Sparks, Nevada, to the company's Byhalia, Mississippi, central distribution center, the logistics team knew that they had to accomplish the move fast and without disruption to our customers. According to Al Fartaj, vice president of distribution services, the team created an open flow of communication to coordinate the changes and streamlined their processes for managing shipment schedules and order processing. The move came off flawlessly. Today, the Byhalia center is successfully managing a 25 percent increase in volume and has reduced order-processing time with only a slight adjustment in staff. Senior management also recognized the Human Resources team for doing an exceptional job in helping employees adapt to the changes at both locations.

## T&B Supports Citizens with Developmental Disabilities

Sometimes it takes more than a monetary donation to make a difference in our communities. Ever since T&B established its headquarters in Memphis, Tennessee, the company has supported Shelby Residential and Vocational Services, Inc. (SRVS) with projects such as relabeling product boxes and filling product sample bags. These simple projects help individuals with disabilities such as mental retardation, cerebral palsy and autism to earn a competitive wage while learning valuable job skills and self-confidence. Thomas & Betts is also a corporate sponsor of the annual Spirit of SRVS fundraiser, providing cash support and coordinating in-kind donations from T&B suppliers and peer companies in the Memphis community.

## Hajj Named to Lead HVAC Division

In October, Imad Hajj was named president of T&B's HVAC division. A 20-year veteran of Thomas & Betts, Hajj began his career as an industrial engineer in T&B's Irvine, California, facility and most recently served as the head of global operations for the Electrical Division.

"Imad has successfully advanced his career through a variety of assignments in manufacturing, supply chain and information technology. He brings the functional expertise and experience needed to lead the HVAC Division," said T&B CEO Dominic Pileggi.

T&B's HVAC division sells industrial heating units around the world. Hajj's international background should prove valuable in the continued growth of this business.

Imad Hajj, HVAC President.





# safety zone

## Tennessee Plants Prove T&B Employees Live and Breathe Safety

In just about anybody's book, 2,357,548 employee hours is a long time. That's how long T&B's Portland, Tennessee, plant has gone without a lost-time accident (LTA).

"Safety is a key measure of our operational performance. Our employees deserve the credit for identifying unsafe acts and unsafe conditions and correcting them before a lost-time accident can occur," said Matt Fadule, Portland plant manager.

The plant's 250 employees produce more than 1,000 different products including Union® Box and Bowers® residential electrical outlet boxes, covers, and non-metallic fittings.

The Portland plant sits on 22 acres in middle Tennessee, 35 miles north of Nashville. Built in 1989, it has 150,000 square feet of manufacturing space.

Not far away – in Athens, Tennessee, Herb Bradshaw, manager of T&B's electrical products plant, is equally proud of the over two years that his facility has gone without a LTA.

"We exceeded more than a million and a half employee hours – or more than 28 months – without a lost-time accident," said Bradshaw. "Avoiding accidents never gets to be automatic... as soon as you stop focusing on safety, you're next in line for an accident. That's why we make it a point to talk to our folks every day about safety."

Athen's 450 employees produce more than 3,000 different products each month including Steel City® and Bowers electrical outlet boxes and covers, Superstrut® and Kindorf® metal framing accessories and Taylor® Duct.

Experience plays a key role, too. The average length of service for employees is 15 years, and more than 27 percent of the Athens work force has 20 or more years of service.

The Athens plant sits on 35 acres in southeastern Tennessee, halfway between Knoxville and Chattanooga. Built in 1965, it has 325,000 square feet of manufacturing space.

## Safety Is a Piece of Cake at Menen Plant

T&B's industrial heater manufacturing facility in Menen, Belgium, recently celebrated an all-time record of one year without a lost-time accident, beating the previous record of 139 days. Employees celebrated this important milestone with cake.

"The large industrial and commercial heaters we produce are, by their nature, difficult to handle and can easily lead to serious injury," said Eric D'haeveloose, Menen plant manager. "Involving all of our employees in our safety campaign has been critical in improving our safety record."

D'haeveloose credits monthly safety meetings and training with keeping safety at the forefront of all employees' minds. The educational campaign used posters of employees photographed at the plant to highlight critical safety issues.

T&B employs approximately 120 employees in Menen, which is located in Flanders in southwest Belgium.



T&B's Portland, Tennessee safety team: (left to right, front to back) Fred York, Ruzmir Alagic, Ben Brigance, Fatima Piric, Virginia Garrett; George Tucker, Ron McKeel, Jennifer Meadows



Noe De Vlaeminck, Menen safety supervisor (left), and a Menen wiring engineer celebrated more than one year of production without a lost time accident.



# tidbits & bits



## Ty-Rap® Gator Contest Winners Prove Creativity Isn't Dead

Since its introduction in 1958, Ty-Rap cable fasteners have won the world's approval as hundreds of billions of the ties have been used over the years. In the last issue of *PowerLine*, employees were invited to share their ideas for creative uses of Ty-Rap cable ties. The contest was based on a promotional campaign run jointly by T&B and a large distributor. The winners are listed below.

### 1st (tie) | Lamp Shade | Neil Young, Leeds, UK

Neil suggests that a marketing campaign for this lamp could run ads proclaiming "Cable Ties From Thomas & Betts Puts the Competition in the Shade" and "Thomas and Betts' Cable Ties Light Up the World."

### 1st (tie) | Olympic Rings | Daniel Kiss, Keszthely, Hungary

Daniel shows that Ty-Raps could remind one of the rings of the Olympic flag, and, like Olympians, T&B is a champion in its field.

### 2nd | Lawn Trimmer | Rich Blasko, Mercer, Pennsylvania

Rich says that Ty-Raps make great lawn trimmer cutting blades – they cost less and don't jam up like the spools of string typically used.

### 3rd | Chevrolet Pickup | Lillian Skaggs, Southwind

According to Lillian, Ty-Raps have literally held her 1991 Chevrolet S-10 pickup truck together through many years on the drag racing circuit.

### 4th | Human Ties | Lorraine Cameron, Iberville

Lorraine thoughtfully reminds us Ty-Raps provide "human ties" for end users, noting that, "They are there when disaster strikes to secure lines downed by ice or windstorms. They also secure homes where hanging wires can be dangerous."

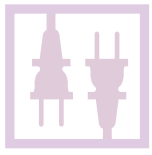
### 5th | Shoe Laces | Aimee Quesnel, Iberville

Aimee suggests that Ty-Raps are a perfect substitute for shoelaces.



### Honorable Mentions

Brian Derenthal, Horseheads, NY  
Julie Brosseau, Iberville, Canada  
Debra Lennie, Iberville, Canada



# plugged in

## Supplier Discounts Put Employees in Driver's Seat

Being a supplier to major automobile manufacturers has its advantages for Thomas & Betts employees. General Motors and DaimlerChrysler both offer discounts when T&B employees buy or lease a new car. To find out more about the **GM Supplier Discount Program**, call 1-800-960-3375 or go to [www.gmsupplierdiscount.com](http://www.gmsupplierdiscount.com). To take advantage of Preferred Pricing (1% below factory invoice) when you purchase or lease select new Chrysler®, Jeep® or Dodge® vehicles through the **DaimlerChrysler Affiliate Rewards Supplier Program**, visit [www.dc-rewards.com](http://www.dc-rewards.com) and enter the T&B Company Code of S92197.



## MyConnection Saves Time and Money

Employees can obtain a wealth of information online at [MyConnection.tnb.com](http://MyConnection.tnb.com), the company's intranet site for human resource and benefits information. Personalized and secure, MyConnection allows employees to view their current and historical paycheck stubs, tax information and a summary of their benefits. It also allows employees to update personal information, such as addresses, W-4 changes and bank account information. It also is the repository for job openings, information on corporate policies, special offers available to employees and past issues of *PowerLine* magazine.

Beginning in 2004, MyConnection is the exclusive source for obtaining payroll information for U.S. employees who enjoy the benefits of direct deposit. By providing online access (available on Wednesday prior to the pay date), T&B cut the cost of printing and distributing pay stubs, and gave employees access to their pay information earlier.

According to Connie Muscarella, vice president, human resources and administration, nearly 90 percent of the company's U.S. employees enjoy the benefits of direct deposit, up from 57 percent just six months ago. In Canada, Belgium, France, Hungary, the United Kingdom and Mexico, 100 percent of T&B employees participate in direct deposit.

**THOMAS & BETTS CORPORATION**  
8155 T&B Boulevard  
Memphis, TN 38125

Your comments are welcome.  
Please send correspondence to:

PowerLine  
Mail Stop 4A-31  
8155 T&B Boulevard  
Memphis, TN 38125  
e-mail: [PowerLine@tnb.com](mailto:PowerLine@tnb.com)  
fax: (901) 252-1306

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