

powerline

Winter 2008-2009

connecting Thomas & Betts employees worldwide



Delivering on Our Promise by

Through good times and bad, Thomas & Betts has remained a leader in electrical, HVAC, emergency lighting and power transmission markets by focusing on continuous improvement. Today is no exception. As T&B heads into what is certain to be a bumpy macro-economic ride in 2009, the company is moving forward by taking decisive and definitive action to improve strategic planning and create a culture of inclusiveness.

“We’ve got great brands, great service and great people,” said Dominic Pileggi, T&B chairman and chief executive officer. “But to really deliver on our promise, we need to ensure that everybody on our team understands the role they play in

“We need to create a culture of 'WE' to better leverage our resources and capabilities,”

said Dominic Pileggi

helping us achieve our goals. In other words, we need to build a culture of “We” and really get our employees engaged in the business.”

What exactly is a culture of “We”? According to Pileggi, it’s where every employee understands where the company is going, how it will get there and how they fit. A “We” culture is an environment where all members of the T&B team feel like they can contribute; where they are comfortable sharing their insights with each other and with management.

“We have lots of great examples where we have created a “We” culture within a small group or facility,” said Pileggi. “What we need to do now is broaden that experience across our entire global organization so we can leverage our resources and capabilities effectively.”

Beginning by Understanding

To start the process of aligning T&B’s culture and its strategies, Pileggi asked for initial input from about 60 individuals throughout the organization regarding T&B’s Strengths, Weaknesses, Opportunities and Threats (also known as a

SWOT analysis). The analysis took a look at the “Five Key Elements of Strategy:”

- Growth - How will T&B continue to grow profitably on a global basis?
- Organizational capacity - Do we have the right people in the right place with the right skills?
- Productivity - Can we continue to improve our operations and costs?
- Supply chain management - Can we turn supply chain management into a competitive advantage?
- Technology - Are our IT systems an effective, competitive weapon?

To make sure that the participants were able to speak freely, J.C. Jones & Associates, an organizational consultant, was brought in to lead the initial assessment. All responses were kept strictly confidential with only aggregated information given to Pileggi and his core team.

The SWOT survey showed that the T&B’s historical legacy of strong brands and strong focus on customer service and relationships were the top strengths of the organization. The lack of accountability and sense of complacency as well as poor internal communications were cited as the greatest weaknesses.

“It was clear from the results that considerable time and thought went into the SWOT process,” noted Pileggi. “While we may not have liked everything we heard, we needed to get an honest assessment of our business and strategy before we could begin to move forward and make effective changes.”

Eight Key Initiatives Underway

Based on the findings of the SWOT process, eight high-level, company-wide projects have been initiated. The issues being addressed include: organizational capacity, the acquisition process, global growth, internal communications, global supply chain management and procurement, continuous improvement and lean, information technology superiority and working capital management.

According to Jones, these are all major initiatives that are far reaching in scope and potential impact.

Building a Culture of “We”



George Wright, T&B's Byhalia, Miss., facility manager, talks to a group of employees to discuss safety, winning or losing in areas of quality, productivity and if resources need to be shared.

“To make each of these initiatives manageable, we needed to identify individuals who would ‘own’ the process and work with a small team to identify the primary goals and develop specific time-phased action plans to achieve the goals,” said Jones. “We’ve done that and the teams are off and running.”

Initially, the teams’ goal is to scope out the problems/barriers to improvement, define realistic goals, and outline short- and long-term actions that should be considered to move T&B to the next level in each key area.

“The effort of these teams is just the beginning,” said Pileggi. “The real progress won’t begin until the plans are finalized, resources are defined and the initiatives are rolled out to the entire T&B global community.”

“We are asking all of our employees to adopt an attitude that says ‘this is never as good as it gets,’” continued Pileggi. “We aren’t looking for a Big Bang to fix our issues; we’re looking for process improvements and cultural changes that will allow us to get little wins day after day.”

Guiding Principles Reintroduced

Part of the drive to transform T&B includes reintroducing the company’s Mission, Vision and Guiding Principles and defining the type of behaviors that support the Guiding Principles. (See page 4).

“Our Guiding Principles are meant to be “guides” that define the type of behavior we value as an organization,” said Pileggi. “They are not meant to be a proclamation of what we want to be; they are meant to be a written illustration of who we are. We are reintroducing them now in conjunction with the launch of these eight strategic initiatives in order to drive the message home that our strategies and our culture cannot be separated if we want to remain an industry leader.”



Employees at T&B's Jonesboro, Ark., facility discuss open/new action items to ensure necessary resources and support are in place for the Carlon operation.

Employees throughout Thomas & Betts can expect to hear much more about the company’s goals, strategies and initiatives as we move forward into 2009. Employees with questions, comments or information to share should feel free to talk to their manager or email the editorial staff at powerline@tnb.com or Jeff Jones at jjones@jcjones.com.

Thomas & Betts

Guiding Principles

- We treat each other with respect.
- We understand customer needs.
- We are committed to operational excellence and providing a safe and healthy workplace.
- We are committed to continuous improvement.
- We treat customers and suppliers like partners.
- We adhere to sound financial strategies.
- We value creativity and innovation.
- We are passionate about winning and support risk taking - but never recklessness.
- We encourage trust and open communications.
- We set the standard.

Lancaster Steel Facility Aims High with Capacity Expansion

A new expansion at T&B's Lancaster, S.C., steel structures manufacturing facility positions the plant to reach new heights in the steel monopole business and increase production by at least 20 percent.

Built on the site where lattice structures (towers that look like giant erector sets) were produced many years ago, Lancaster has installed a new three head plasma-torch cutting table, a 750-ton tandem press, a 55-foot long seam welding machine and related material handling equipment.

The project team responsible for the expansion was led by Ron Bartels, a senior engineer from T&B's Hagar City, Wis., steel structures facility and consisted of Lancaster personnel and a limited number of corporate employees.

The fact that team members were physically located in three different sites wasn't an excuse for not moving aggressively. The team met weekly using remote meeting software and teleconferencing equipment. By expanding the building outside the current structure, the team was able to focus on a step-by-step installation and minimize the impact on the existing production processes.

The most impressive and massive piece of new equipment was the 750-ton tandem press. The new press not only can press longer steel plates but can bend twice as deep as the old press thus increasing the size of the transmission poles they manufacture. It will allow the Lancaster facility to do more engineered poles in the future.

"By working together and staying focused with weekly meetings and updates, we were able to successfully complete the expansion on time, on budget and with minimal disruption to our utility customers," said Dave Fitzgibbons, Lancaster facility manager.



The new press in operation.



Formed tube sections fresh from being processed on the new press wait to be fed into the new long seamer. The formed sections move from the press to the long seamer on a transfer table designed and built by T&B employees.



Jeff Sigmon monitors the new seam welder to ensure top quality welds.



Ty-Rap® Celebra

Fifty years ago, Thomas & Betts revolutionized the electrical wiring industry when it introduced the Ty-Rap® cable tie.

Today, Ty-Rap remains the leader in the global marketplace for cable ties.

First developed to solve the problem of bundling the hundreds of feet of wiring found inside commercial aircraft, Ty-Rap cable ties can now be found virtually everywhere – from Nascar racing engines to backyard tool sheds. Self-fastening and basically indestructible, the ground-breaking design of the Ty-Rap cable tie demonstrates American ingenuity at its finest – solving a complex problem with a simple technology.

Ty-Rap cable tie inventor, Maurus C. Logan, worked for many years at Thomas & Betts and finished his career with the company as Vice President of Research and Development. During his tenure at Thomas & Betts, he contributed to the development and marketing of many successful Thomas & Betts products. Logan passed away in November, 2007, at age 86.

“My dad didn’t have a lot of formal education, but he was the most ingenious person I have ever met,” said Robert Logan,



Maurus Logan, Ty-Rap Inventor

Maurus’ son. “He never thought the customary way of doing things was good enough and when he looked at anything he thought about ways to improve it. The invention of the cable tie is an excellent example of how he worked.”

For the cable tie, the proverbial light bulb came on over Logan’s head while touring a Boeing aircraft manufacturing facility in 1956. Aircraft wiring was a cumbersome and detailed undertaking, involving thousands of feet of wire organized on sheets of 50-foot long plywood and held in place with knotted, wax-coated, braided nylon cord. Each knot had to be pulled tight by wrapping the cord around one’s finger which sometimes cut the operator’s fingers until they developed thick calluses or “hamburger hands.” Logan was convinced there had to be an easier, more forgiving, way to accomplish this critical task.

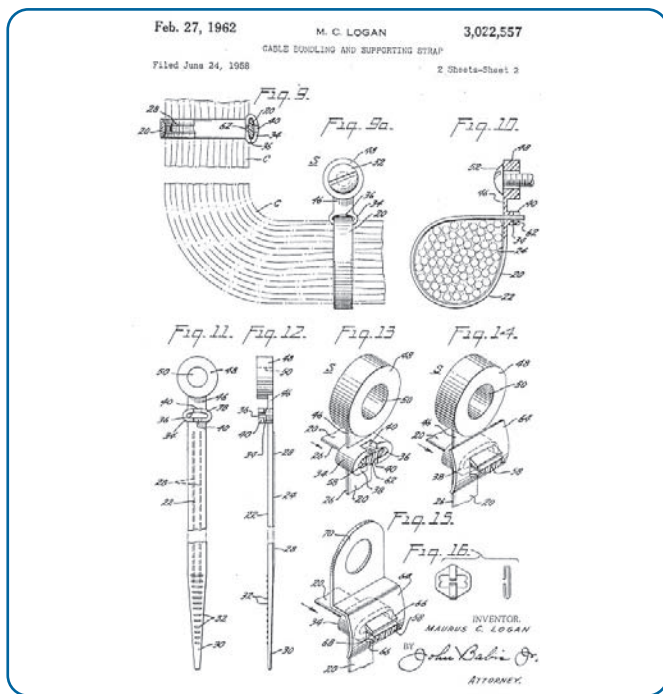
For the next couple of years, Logan experimented with various tools and materials. On June 24, 1958, a patent for the long-lasting, easy-to-use Ty-Rap cable tie was submitted. The rest, as they say, is history.

Today, Thomas & Betts offers more than 500 varieties of Ty-Rap and Catamount cable ties.



Endless innovations keep Ty-Rap design choices evolving.

tes 50 Years!



Ty-Rap drawing that accompanied Maurus Logan's patent application.

“Over the past 50 years, Ty-Rap has become an indispensable part of everyday life,” said Dominic Pileggi, T&B chairman and CEO. “This is a great example of how our focus on innovation can pay dividends for years to come. We continue to re-invent the Ty-Rap cable tie and have introduced a variety of special-use versions — such as the detectable cable tie for the food processing industry — over the past several years.”

No one has been able to “out-design” engineers at Thomas & Betts...

Although there have been imitators over the years, no one has been able to “out-design” engineers at Thomas & Betts as they continue to improve “The Original — and Best — Cable Tie” for new applications and industries. New innovations include a stronger “Grip of Steel®” locking mechanism, UV stabilization for longer life in outdoor use, detectable compounds for use in food processing environments, and extra high temperature materials for use in harsh and hazardous locations.

For five decades, T&B has continued to make Ty-Rap cable ties stronger and more versatile. Today, as always, the Ty-Rap brand is the benchmark for excellence and innovation in wire management.



Catamount® Twist Tail Wins IMARK Product Service

The newest member of T&B's cable tie family is already winning accolades in the marketplace.

IMARK, a member-owned marketing group made up of 172 independently owned electrical distributors throughout the U.S. honored T&B with the Product Select Award for Catamount® Twist Tail Cable Ties at the group's recent marketing conference held in Chicago. More than 1,000 IMARK members attended the event, a record level of attendance. These participants evaluated the suppliers' trade show booths and rated products and services based on perceived value to their companies and their customers.

Catamount® Twist Tail Cable Tie is ideal for limited-space installations where you can't fit a cut-off tool.

Once in place, the cable tie does not require any tools for removal of excess length. The tail is removed via bend-bend-twist motion that does not leave behind any sharp edges.

With over \$8 billion in combined sales, IMARK Group members represent the second largest electrical distribution entity in the U.S.

Catamount®

T&B Continues to Outshine the Awards from Distributors Across

Top Ten National Distributor - Border States - Awards T&B "Supplier of the Year"

T&B won a coveted "Supplier of the Year - Operational Excellence" award from Border States Electric (BSE), the 10th largest independent electrical distributor in the U.S.

Founded in 1952, Border States is an employee-owned distributor with headquarters in Fargo, N.D., and an extensive network of branch locations in 14 states and northern Mexico.

A core philosophy at BSE is growth through its existing customer base. For BSE, this means that operational excellence and superior logistical solutions are critical to their continued success. It also might be why T&B is a preferred vendor for the growing company.

According to BSE, T&B has consistently supplied outstanding operational support to BSE and its customers by providing fast, dependable and accurate inventory replenishment.

"Winning 'Supplier of the Year' from Border States is an outstanding accomplishment," said Jim Feeney, T&B vice president of sales for the U.S. electrical business. "They are a great customer and we look forward to continuing our partnership well into the future."

To become Supplier of the Year, T&B had to:

- Provide a consistently high level of support across a broad set of measurements and disciplines;
- Offer superior customer service and on-time delivery;
- Be easy to do business with;
- Offer high-quality service;
- Provide excellent inventory management performance; and Exhibit a true spirit of partnership.



Ned Camuti, president of T&B's U.S. electrical business, Brian Becker, vice president of finance for Border States, Jim Feeney, T&B vice president of sales and Matt Eddleman, Border States vice president of Vendor Relations.

Northeast Powerhouse Distributor, Horizon Solutions, Names T&B "Vendor of the Year"

Horizon Solutions, a family owned electrical and industrial distributor with roots dating back to 1885, named Thomas & Betts 2007 Electrical Vendor of the Year. Horizon was created from the merger of three distributors: Holmes Distributors of Portland, ME; Oakes Electric of Holyoke, Mass.; and RERO Distribution of Rochester, N.Y. All three companies were leading regional distributors with long histories. This is the first time Horizon has given this award.

Vendor of the Year was selected on the following criteria:

- Consistent sales coverage at all Horizon locations;
- Best execution of company-sponsored initiatives;
- Strong corporate sponsorship;
- Strong conversion programs.



Horizon managers Dick Wilson, Jim Newton, Peter Roby and Bert Andrews

Competition Winning Coveted Across the Nation

T&B Voted “Supplier of the Year” from Leading National Distributor WESCO

WESCO International, a leading national distributor of electrical products based in Pittsburgh, Pa., has named T&B as “Supplier of the Year.” WESCO has over 400 full-service branch locations, 7,000 employees, 110,000 customers worldwide and more than \$6.0 billion in sales.

T&B received the award at WESCO’s annual Marketing Meeting where over 500 executives from more than 300 suppliers were in attendance. In addition to winning the “grand” prize, T&B also won other awards including:

- Best Supplier Sales Planning System (SSPS) - an award recognizing T&B’s dedication sales planning and special promotions with WESCO branches nationwide; and
- Best Vertical Market Expansion for the construction market.

T&B also participated in WESCO’s first “Trade Show and Training Conference” that preceded the marketing meeting. At the trade show, T&B won even more awards including:

- Best in Show;
- Best Booth Appearance;
- Best Staff and
- Best Giveaways for most unique and effective promotional items.

“We have worked very hard to grow our presence in WESCO branches nationwide,” said Jim Feeney, vice president of sales for the U.S. electrical business. “These awards are testimony to hard work of the WESCO sales and marketing team members including Peter Feruglio, WESCO national accounts manager; Mid-Atlantic Region sales representatives Angelo Dombrowski, Kelly Cannon, Paul Berthold and Denny Murphy; John Archer, manager of construction products group and his team; Matt Willard and Dan Michaelis; Jon Gardner, manager industrial products group; Gretchen Boyer of the marketing team and Eric Hull, Carlon sales.



Left to right: John Engel, WESCO COO; Ned Camuti, T&B vice president, Electrical; Peter Feruglio, T&B national accounts manager; Jim Feeney, T&B vice president, Sales; and Gashaw Abebe, WESCO director-supplier relations.



Jon Gardner, T&B director industrial product group, speaks to WESCO associates about how T&B is solving problems for them and their customers through innovative products, training and marketing collateral.

T&B Chosen as One of North Coast Electric's AD Marketing Partners

Thomas & Betts was chosen by North Coast Electric Company, a premier Affiliated Distributor member, as their key marketing partner for the second half of 2008; receiving top ranking for sales participation and effectiveness.

North Coast Electric Company has 38 locations and more than \$400 million in sales. Affiliated Distributors (AD) is the largest wholesale marketing group in North America with more than 530 independent distributors and 3,000 locations in the U.S. and Canada.

"The joint effort for the next six months is a very intense and measured program that reaps great results for both T&B and North Coast," said Tony Aimi, regional sales manager for electrical products in the Northwestern United States. "We have consistently grown our business over the past several years resulting in double digit growth. This is the sixth year that we've been chosen as a Key Supplier."



Pictured above are: Ken Spridgeon, Bob Feagan, Lee Hutchins, Scott Taylor, Tony Aimi, Larry Beach, Randy Vigos, Tim Ray, Jason Hull, John Paul Jones and Gordon Soule.



Utility Portfolio Expanded with Additional of Homac and Boreal Brand Products

Thomas & Betts continues to strengthen its utility products portfolio with the acquisition of The Homac Manufacturing Company, a privately-held leader in the market for secondary underground power distribution connectors and the purchase of Boreal Braidings, a privately held manufacturer of high-quality, flexible braided power and grounding connectors used in switchgear, transformers, grounding applications and wind mill tower construction.



Substation connectors



Custom Assemblies

Homac's market-leading brands and technology complement Thomas & Betts' portfolio of power delivery products marketed under the Elastimold®, Blackburn®, Hi-Tech®, Joslyn™ Hi-Voltage and Fisher-Pierce® brand names. In addition, it allowed T&B to immediately gain a leading position in the market for secondary distribution products.

Boreal Braiding offers unique braided connectors that complement T&B's grounding and cable tray product lines. Large braided connectors, also known as shunt connectors or flexible bus bars, are used throughout the power industry in power stations, sub-stations, wind towers and other applications where solid bus bars may be prone to failure due to the stress of the vibration created by the high electrical currents or by the movement of the installation itself such as wind energy towers.

Since the acquisitions were completed, T&B has focused on eliminating redundancies in the product lines and operations, resulting in a more focused line of core products.





MARKETPLACE

T&B Participates in the World's Largest Annual Wind Energy Event

Wind energy is a growing market for many of T&B's electrical and utility products and the company recently took part in WINDPOWER 2008 Conference & Exhibition held in Texas. Featuring over 770 exhibitors, WINDPOWER 2008 is the world's largest annual wind energy industry event. Attendees learned about industry successes as well as actions needed to expand wind's contribution to 20% of U.S. electricity supply by 2030--a level that a recent report by the U.S. Department of Energy says is technically and economically feasible (www.20percentwind.org).



Focusing on the WindPower Solutions T&B has to offer are from left to right: Bill Smith, Tom Russ, Brian Shaw, Roger Kubn, Dan Gardner, Chris Ivanovich, Tim Collins, Dwane Boyd.

Carlton® Products Ride the Wave at Byhalia Distribution Center

T&B's Byhalia, Miss., Central Distribution Center underwent a significant transformation in 2008 in order to begin processing shipments for T&B's newest family of brands, Carlton®, from Lamsons & Sessions. The Carlton "blue box" is recognized the world over among electrical contractors and do-it-yourself consumers as the leading non-metallic switch and outlet boxes.

Over the course of an intense 60 day period, the Byhalia distribution center absorbed the inventory and processing of more than 1,000 truckloads of Lamson & Sessions/Carlton products. Effecting a change of this magnitude was no easy feat, requiring hundreds of hours of planning and preparation, extensive behind-the-scenes changes to IT systems, strategic inventory management and physically reconfiguring the workflow in Byhalia. More than 150 new employees were hired at Byhalia to handle the increased volume.

Over a similar time frame, Byhalia's sister distribution center in Bromont, Quebec, also added Carlton products to their order processing. Despite the increased volume, productivity has improved at Bromont thanks to the implementation of voice recognition equipment such as a personal digital assistant (PDA) to simulate orders and commands normally sent via radio frequency (RF) equipment. The PDA is

worn around the employee's waist and allow a hands-free picking alternative. This permits the employee to keep his eyes focused on the picking location at all times.

"Bringing the Carlton family of products into our unique 'one order, one shipment, one invoice' logistics model makes T&B an even more effective partner for our distributor customers and further solidifies our leadership in the electrical industry," said Dominic Pileggi, T&B chairman and CEO.

David Dean, vice president Customer Support and Logistics, added, "All of our employees involved in the integration of the Lamson's distribution centers into Byhalia went above and beyond the call of duty to get the job done right the first time. We should all be very proud of our success."



“We Don’t Do Anything Half Brass”

SPECTacular Marketing Campaign Strengthens Steel City® Floor Box Competitive Positioning

The Steel City brand name is well known and widely respected among electrical contractors as being the best outlet box in the industry. So when T&B decided to expand the Steel City portfolio of floor boxes, it seemed like a good opportunity to raise the awareness through an innovative and targeted marketing program.

“The Floor Box SPECTacular campaign was intended to be an educational blitz for engineers, contractors and distributors designed to get Steel City floor boxes specified into the construction plans for commercial buildings,” said Dan Michaelis, product manager for T&B. “And it worked! The integrated approach was the key to reaching our target audiences with multiple touch-points.”

The integrated marketing campaign included print advertising, a direct mail and email campaign and a dedicated website. The most prominently featured product was Steel City Poke Through Systems for multi-story commercial construction. Poke through floor boxes are typically installed after the concrete has been poured. After installation, only the cover is visible.

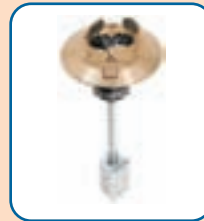
The SPECTacular program components highlighted various attributes of the Steel City Poke Through System, such as the all-brass covers, the installation flexibility ideal for both new construction and retrofit applications, and the service tools provided by Thomas & Betts to aid contractors and distributors.

The theme that tied the program together touted the all-brass covers of the Steel City Poke Through System with the headline, “We Don’t Do Anything Half-Brass.”

Part of the campaign included a counter display that won TED Magazine’s “Best of the Best” marketing award in the Merchandising category. TED (short for ‘The Electrical Distributor’) is a leading trade publication in the electrical industry.



Left to right: Tony Kolznak, Segment Marketing Manager, Dan Michaelis, Product Marketing Manager, Judy Rawles, Marketing Communications Manager and Dan Seidel, plant manager - Jonesboro, Ark., stand in front of the Floor Box SPECTacular “Glass Wall.”



The goal of the counter display was to encourage distributor conversions to Steel City Floor Boxes. The rotating display features floor boxes mounted on tile, carpet and pergola. One side is made of clear acrylic to give customers a view of the display interior where portions of the products are visible that are under the floor in a typical application.

T&B Showcases the Latest Energy Industry Innovations in Dubai

Thomas & Betts increased its presence in the Middle East by participating in the Middle East Electricity trade show held in Dubai, United Arab Emirates, the leading energy event of its kind anywhere in the world. The exhibition had over 900 exhibitors from 55 countries and was attended by all Middle East Countries and global manufacturers.

“We adopted a two tier approach giving us valuable meeting area on the upper deck for privacy and on-site meetings,” said Mike Bodington, T&B sales and marketing director EMEA & Asia. “We also incorporated brands such as Kaufel®, VanLien, Furse® and Steel City® which is a strong product in Saudi.

The Name of the Game is Reliability

When T&B's Utility Products Group took part in the biggest event of the electric utility industry hosted by ComEd in the windy city of Chicago, they took a unique approach to their exhibit. Utilizing a thematic approach, "The Name of the Game is Reliability", the exhibit provided an interactive game enabling the attendee to see all aspects of the exhibit which featured T&B's entire family of products under the brands: Elastimold®, Homac™, Joslyn Hi-Voltage™, Fisher Pierce®, Hi-Tech® and Blackburn®.

The event is designed to help all T&D professionals improve job performance and is focused exclusively on the transmission and distribution concerns of electric utilities. Over 7,000 industry professionals and 350 exhibiting companies attended the event which is held every two years.



Pictured above is the layout of the "Power Delivery Game" the Utilities Product Group used in their interactive exhibit where over 1,600 attendees participated.

Red•Dot® Post Sconce Lights Shine On Episode of *Take Home Handyman*

T&B's Red•Dot® Post Sconce Light was recently featured on *Take Home Handyman*, a television program showcasing master handyman Andrew Dan-Jumbo and his techniques for helping ordinary homeowners make easy home repairs.

The Post Sconce Lights were installed as part of an outdoor renovation project at a residence in Edgewater, a city on Maryland's Eastern shore. The family chose the Post Sconce Lights to provide lighting for their backyard deck and add a sense of safety and security to their home.

Post Sconce Lights are made of die-cast aluminum alloy which provide durability while its bronze lacquered finish allows it to blend into a surrounding landscape. Its copper-free aluminum construction increases corrosion resistance, making Post Sconce Lights suitable for both wet and dry locations.



T&B's Canada Facility Earns Top ISO Recertification

T&B Canada has obtained recertification from the International Standards Organization (ISO) for the next three years. The recertification follows an extensive audit by Quality Management Institute (QMI), which conducted a full audit of the facilities in Iberville to ensure compliance with all International Standards and stated procedures.

"Receiving recertification is proof that T&B is truly committed to support our strategic objectives in regards to quality and continuous improvement," said Nathalie Pilon, T&B President – Canada Division. "I would like to thank all of our internal auditors for their efforts during the preparation of the external audit."

ISO, founded in 1947, is an international agency that promotes the development of international standards and facilitates the exchange of goods and services worldwide.

Certification is based on several quality management principles and requirements to help improve organizational performance including customer focus, leadership, and involvement of people, process approach and system approach to management. ISO believes that certifying management systems offers proof of the company's commitment to quality, environment, health and safety.

ISO assures that products are produced by meeting well-defined standards of quality and consistency and contributes to the quality of life in general by ensuring that the transport, machinery and tools T&B use are safe.



EMPOWERED PEOPLE

T&B Welcomes New Board Member



Rufus H. Rivers has joined T&B's Board of Directors, filling a vacancy left by the retirement of Ernest H. Drew. With the addition of Rivers, the company's Board has 10 members, including nine independent directors.

Rivers is a managing director of RLJ Equity Partners, LLC. Part of the RLJ Companies, RLJ Equity is a private investment firm focusing on middle-market companies in the media, consumer products and professional services sectors. The RLJ Companies, founded by Robert L. Johnson, founder of Black Entertainment Television, is a diverse portfolio of

companies in the financial services, real estate, hospitality, professional sports, film production, automotive and gaming industries.

Prior to joining RLJ Equity, Rivers served as co-founder and managing director of Carlyle Mezzanine Partners, L.P., a private debt and equity fund associated with The Carlyle Group, one of the world's largest investment firms. He has also held executive positions with TCW/Crescent Mezzanine, LLC, Heller Financial, Inc. and the First National Bank of Chicago. He received a Bachelor of Arts degree from Morehouse College and a Masters of Business Administration from the J.L. Kellogg Graduate School of Management, Northwestern University.

T&B People Are on the Move Around the World

Pilon Promoted to President, Canada



Nathalie Pilon has been promoted to the position of President of the Canada Division. Nathalie has served as Vice President – Finance since joining Thomas & Betts in 1996.

Vince Pesce has been appointed as Vice President – Finance of the Canada Division. Vince joined T&B in 2000 where he was involved in the business strategies and financial plans. In his new role, he will undertake all the financial functions and the strategic alignments in order to better meet the business needs of T&B's Canadian division.

EMEA Leadership Changes

Fabrice Van Belle has been promoted to President – EMEA/Asia. Fabrice began his career with T&B over 20 years ago in the privately held Reznor – Europe business which was acquired by Thomas & Betts in 1996. He moved to European headquarters in 1997 as a financial accountant and was promoted to Finance Director –

Europe in 2000. Fabrice later assumed financial management responsibility for the Asia region as well as tax and treasury activities.

Also in Europe, Johan van Bruggen has been named Managing Director of Lighting while Mike Bodington has been promoted to Manager Director of Electrical and Grounding Products. In these roles, van Bruggen and Bodington will be responsible for strategy development and execution and the delivery of all performance objectives.



Corporate Executive Changes



Imad Hajj has been named Senior Vice President of Global Operations. A seasoned operations executive, Hajj will now oversee the development and execution of T&B's global manufacturing, supply chain and distribution center.



Stan Locke has changed positions from Controller to Vice President – Business Development and Strategic Planning. Stan will lead the Company's strategic planning, merger and acquisition, and divestiture activities.

Bill Weaver has joined T&B as Vice President and Controller. Bill comes to the company from MetLife Home Loans where he was Vice President and CFO. He was previously with First Horizon Home Loans where he served as Senior EVP and CFO for the Mortgage Banking Division. Prior to First Horizon, Bill served as Managing Partner for KPMG LLP where he was responsible for the Thomas & Betts account.

Utility Products Business Enhances Management Team



Howard Broadfoot has joined T&B from the Newell-Rubbermaid Company as Vice President of Operations, Utility Products. Broadfoot will use his extensive background in Six-Sigma, Lean Manufacturing and the Toyota Production System to help improve productivity.



A 35-year veteran of T&B's Elastimold® products team, Al Borgstom has been named Vice President of R&D for utility products. In this role, Borgstom will oversee all development activities.



Tom MacDonald joined the Utility Products Group as Vice President of Sales and Marketing. Previously, MacDonald held positions with MacLean Power Systems, Cooper Industries and Alflex Cororation.



Robert Booth, who was recently promoted to Director, International, and Tim Max, also recently promoted to Director, Marketing Services.

Electrical Powers Up Leadership



Viswas Purani has joined Thomas & Betts as Vice President and General Manager of the Power Solutions business located in Richmond, Va. Viswas will be responsible for developing strategy and growth initiatives with continued focus on the significant brand recognition of Cyberex®, Current Technology® and Joslyn® products as well as the global service segment.

Purani joined T&B from the Eaton Corporation.



Dan Lee has joined the Electrical Division as Vice President - Finance. Dan previously worked for Accellent, Inc., where he served as Vice President - Advanced Manufacturing and Vice President - Finance. Earlier in his career, he worked for ten years at Square D/Schneider Electric in various financial roles.



Kendall Morgan has been promoted to Vice President of Marketing for the U.S. Electrical Division. Kendall's strong skill set and successful experience in finance, sales, marketing and direct involvement in operations and product development make him uniquely qualified for this role.



Michael Pratt has been named as Director of Engineering Services. Pratt has held a number of critical engineering, operations and management positions over his nearly 20-year career with T&B.

Empowered People continued on back page



T&B's Masters Club Inducts New Members

T&B's "Masters Club" - which recognizes the best of the best in electrical product sales has inducted ten new members. Congratulations to Joe Davis (South Central Region), Chad Gray (Mid South Region), Jay Joerg and Peter Feruglio (National Accounts), Eleanor Marschke and Alan Amidon (South Atlantic Region), Teri Youngblood (Pacific Southwest Region), Tim Pierce (Mid-Atlantic Region), Doug Ropp (Midwest Region) and Robert Troise (Northeast Region).

"The new Master Club inductees exemplify what it takes to win every day, day after day, in highly competitive markets,"

said Jim Feeney, T&B vice president of sales for the U.S. electrical business. "These ten individuals are highly focused, have strong credibility and are known for their reliability, integrity, passion and dedication. We are extremely proud to have them on the T&B team."

The winners and their spouses were flown to Memphis, Tenn., for the award ceremony and associated leisure activities.



From left: Ned Camuti, Dominic Pileggi, Chad Gray, Chris Hartmann, Teri Youngblood, Eleanor Marschke, Jim Feeney, Jay Joerg and Joe Davis.



From left: Jim Feeney, Roger Troise, Ned Camuti, Dominic Pileggi, Tim Pierce, Alan Amidon, Peter Feruglio and Doug Ropp.

Neva McGruder Selected for Women of Excellence by Tri-State Defender



Neva McGruder, T&B Director of Human Resources Steel Structures Division, was honored in 2008 by the Tri-State Defender for inclusion in Women of Excellence. This tribute is given to 50 of the most enterprising and influential women from various

professions and walks of life. The Tri-State Defender is one of the oldest continuously-published African-American papers in the United States.

The Women of Excellence honorees exemplify African-American female executives, business owners and community leaders with proven success in their profession and industry.



John Goldsberry Celebrates 40 Years with T&B

For over four decades, John Goldsberry, regional sales manager for Telecom Central Office Equipment Installation sales, has been part of T&B's growth. When Goldsberry started his career, annual sales were \$55 million; today, T&B is well on its way to reaching \$3 billion in global revenues.

Goldsberry has worked in telecom, data com, electrical, OEM, exports and central office products. Over 40 years, he has had a chance to work 49 out of 50 states. While based in northern California, his territory included Alaska and Hawaii. While based in New England, his territory included Puerto Rico and Jamaica. He also was one of the original "scouts" assigned to initiate the company's sales efforts for telecommunication products in China. Today, Goldsberry resides in Massachusetts, just outside of Boston.



John Goldsberry (front row, far right) joins his colleagues from the Communications Products team.

Growing "Lean" Leaders

Several years ago, Thomas & Betts began a "Lean" journey in many of the company's manufacturing facilities. Lean is a systems approach where each phase builds on the previous one. Employing Lean techniques has, over time, helped make T&B facilities safer, kept costs competitive and enhanced customer service.

When employees involved in the Lean journey were surveyed, they reported that they believed Lean had "made us a stronger company," "made our jobs easier" and that Lean had made "communication better." They also noted that "there was a need for on-going training for all employees" and that supervisors needed help in providing guidance and assistance on the factory floor.

T&B responded by creating a "new" position of Team Leaders in facilities using Lean techniques. While some facilities already had similar positions known as cell leaders, group leaders and department leads, creating "Team Leaders" standardized the responsibilities of these individuals, ensuring that the skill requirements, behavioral traits, roles and responsibilities would be consistent across T&B locations regardless of whether the facility was in Mexico, Canada, the U.S. or Europe.

In addition, standardized training programs were developed. No longer would supervisors have to learn by the old "sink-or-swim" method.

Team Leaders are required to participate in a minimum of 60 hours of training including classroom work and on-the-job training. Training specific to a facility was developed and delivered by the management or professional staffs at the facility.

Empowered People continued on back page



T&B

Honoring One of Our Own

Joe Hassell, regional sales manager for T&B's Northeast Steel Structures Region, is a talented artist that has once again put his talent to work to honor those that serve to defend freedom and democracy -- this time to honor someone close to the T&B family, Larry Guyton, Sr.

Guyton, a T&B steel structures production supervisor in Houston, Texas, lost his son Army Pfc. Larry I. Guyton, Jr., on May 5, 2007, during combat operations in Baghdad, Iraq. Larry Guyton, Jr., was the 1st Battalion, 5th Cavalry Regiment, 2nd Brigade Combat Team, 1st Cavalry division and was a member of the Buffalo Soldiers, an organization dedicated to teaching about the black cavalries that served during the Civil War.

Hassell painted a portrait of Larry Guyton, Jr., at the request of Jim Wiederholt, president of T&B's steel structures business.



(From left: Steve Shepard, Houston plant manager, Henry Brown, production manager, Joe Hassell, Larry Guyton, Gary Cook, materials manager, Jim Wiederholt and behind the camera is Lupe Garcia, Houston HR manager.)

“Joe Hassell is a talented artist. His vocation is selling transmission structures. His passion is art,” said Jim Wiederholt.

Joe also contributed his talents to Faces of the Fallen, an exhibit of 1,400 portraits of service men and women killed in Iraq and Afghanistan that was displayed at The Women in Military Service for America Memorial at the Gateway to Arlington National Cemetery in Arlington, Va.

Engineering Seminar Showcases T&B to Customers

T&B's Utility Products Group conducted an annual two day engineering seminar last fall for 40 utility customers such as MLG&W, Georgia Power, Southern California Edison and Centerpoint just to name a few.

The seminar was filled with information benefitting engineers, technicians and others in the utility industry. The seminar

covered industry standards, best field practices, product application and how to use the Elastimold® products in their system.

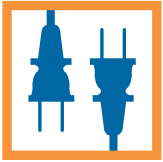
The Utility Products Group plans to hold similar seminars for Joslyn™, Fisher Pierce®, Hi-Tech® and Homac products.



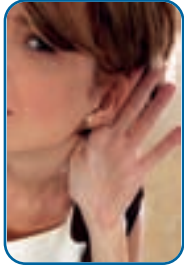
From left: Sergio Arellano, Brian Shaw, Martha Bernal, George Triantopoulos, Fernando Ciprian, Larry Darst, John Tarsi, Mike Jackson, Kim McNitt, Ed Jankowich, Dave Britton and Bob Caporale.



George Triantopoulos and Ed Jankowich, T&B applications engineers, Utility Products Group, are discussing the Ranger2 shrink-fit termination products. These products were recently acquired from G&W and are part of T&B's Elastimold® product portfolio.



PLUGGED IN



Can You Hear Me NOW?

Bromont Distribution Center Uses Voice Recognition Technology to Help Workers Do Their Jobs Faster and Better

The future is now at T&B's Bromont, Quebec, distribution center where associates now use state-of-the-art, hands-free voice recognition personal digital assistants (PDAs) to "pick" customer orders from the thousands of products stocked in the 250,000 square-foot facility.

"Voice recognition systems have come a long way in the past few years," said Pierre David, director of the Bromont distribution center. "Before, we were hesitant to make the switch to what we considered a 'bleeding edge' technology with lots on unknown variables. What we discovered is that voice-directed technology is less costly, easier and safer to use and is, in fact, more reliable than the older radio-frequency technology.

David said the biggest challenge was proving that the voice recognition technology could work effectively within a bilingual warehouse environment.

The new PDAs are worn by associates around the belt, eliminating the need for them to stop and focus on paper logs or the often tiny characters on a radio frequency (RF) screen. The 'hands and eyes free' methodology results in a much more focused operator, improving accuracy and productivity as well as reducing the incidence of wrist and shoulder pain from carrying and constantly picking up and putting down a heavy hand-held radio-frequency (RF) gun.

Low cost and ease of replacement are just several advantages to the new system. The PDAs cost about \$400 apiece in comparison to upwards of \$1,000 for repairing an indi-

vidual RF device. The new system has proven so cost effective that Bromont achieved the expected return on the investment in just over six months, well before originally anticipated.



VS.



Murielle Descoteaux, T&B collaborator in shipping and receiving in the Bromont facility, is wearing her PDA while picking orders.



Marie-Josée Leblanc Côté, T&B shipper/receiver, says the new system simplifies the picking process and streamlines physical movements by eliminating the necessity of picking up or putting down the heavy hand-held radio.



SAFETY ZONE

Par Excellence! Canada Raises the Bar and Wins!

T&B's St. Jean sur Richelieu facility in Quebec, Canada, has been recognized by the Commission de la Santé et de la Sécurité au Travail (CSST) for its innovation in automating a time-consuming and injury-prone part of the manufacturing process for industrial fittings. CSST is the Canadian equivalent to Occupational Safety and Health Administration (OSHA) in the U.S.

The St. Jean facility is a major manufacturing facility for T&B in Canada. The plant produces more than 1,500 products and employs approximately 400 people.

Teck brand industrial connectors are manufactured on a 'screw machine' which is a type of lathe specialized for the automated production of small threaded parts. A long bar of aluminum or steel is fed through the spindle, where it is shaped, drilled and threaded and the finished part is cut off.

At St. Jean, the old process to insert the aluminum or steel bar was cumbersome, inefficient and often led to repetitive movement that could lead to tendonitis in the arm. Machine operators had to hammer metal bars with a steel rod in order to push the bar forward into the screw machine.

A team made up of machine operators, engineers, and technical resources worked together to design, fabricate and install a new semi-automatic bar advancement system. Now, the operator inserts a bar into the tube and then activates a hydraulic cylinder that automatically pushes the bar forward, eliminating the need of manually hammering the bar. The new system is programmable and includes new guards and safety switches for additional protection. A video of the new process can be found at http://www.csst.qc.ca/asp/innovation/a_2008_rich.html.

"We are very excited that the Semi-Automatic Bar Pusher has been recognized as an innovative and successful project," said Alain Quintal, T&B vice president manufacturing and technology, Canada. "In addition to increasing efficiency, it improves safety for our employees."



Semi-Automatic Bar Pusher



Yves Leblanc, machinery operator, demonstrates how the 12 foot aluminum bar is inserted into the machine.

Gadsden Alabama Steel Structures Facility Gets **SHARP!**

Thomas & Betts got another feather in its cap when the Gadsden, Ala., steel structures facility earned a place in the U.S. Department of Labor's Occupational Safety and Health Administration's (OSHA) prestigious Safety and Health Achievement Recognition Program. Gadsden joins the Lancaster, S.C., facility which received SHARP recognition in 2004.

The SHARP program was created by OSHA to provide incentives and support to companies that implement and continuously improve effective safety and health management systems at their worksites. Facilities in the SHARP program are exempt from OSHA programmed inspections for one year.

To become certified in the SHARP program is no easy feat. It requires a comprehensive consultation and review by OSHA and a high level of employee involvement.

"We participated in the SHARP program in order to ensure that our employees work in a safe and healthy environment every day," said Debbie Wood, manager of human resources in

Gadsden. "Being recognized for this effort is great but it's really more about establishing a pro-active safety culture that will stand the test of time than just winning an award."



Dr. William H. Weems, Director Safe State, University of Alabama, presents the SHARP certificate to Chris Heaton, plant manager and Debbie Wood, human resources/safety manager.



Going **Green** is Good Business

Horseheads Facility Receives Grant For Eco-Friendly Efforts

When it comes to waste reduction efforts, Thomas & Betts' Horseheads, N.Y., facility has done such a great job that the State of New York awarded the plant a \$160,000 grant to help offset the company's \$500,000 investment for new equipment.

The grant is part of New York State's continuing recognition of T&B's program to eliminate cadmium and hexavalent chromium from the electroplating process. Both materials are considered a priority chemical that EPA wants eliminated from manufacturing.

"In addition to eliminating two hazardous chemicals from the electroplating process, we eliminated 1,500 tons of hazardous waste and achieved numerous cost savings," said Roger Phillips, T&B Horseheads general manager. "We've also been inducted into the Environmental Protection Agency's (EPA) prestigious National Partnership for Environmental Priorities Program.

In order to receive the grant, T&B had to make a significant capital investment, complete the project on time and meet predetermined, stringent benchmarks.

"My hats off to the Thomas & Betts Corporation for their initiative to become a national leader in this effort," said New York State Senator George Winner. "New York State's investment in the quality of corporations like Thomas & Betts

clearly serves to strengthen the economic and environmental well-being of the community-at-large.



Chemung County Executive Tom Santulli speaks during a news conference outside T&B's Horseheads facility. With Santulli are, from left, T&B General Manager Roger Phillips, state Senator George H. Winner, Jr. and state Assemblyman Tom O'Mara.



Athens Facility Recognized For “Doing the Right Thing”

T&B’s facility in Athens, Tenn., has been recognized by the Athens Utilities Board (AUB) and the Kentucky-Tennessee Water Environment Association for initiatives undertaken to reduce waste and the energy required to run the facility.

AUB’s Craig Brymer, who oversees environmental compliance issues for the utility, said that the awards highlights how industry and AUB, which must ultimately treat waste streams from manufacturing plants, work as an effective team regarding environmental stewardship.

According to Brymer, T&B has “demonstrated its commitment to ‘doing the right thing’ to minimize its impact on the environment, particularly local waterways” and that “Thomas & Betts has always done a commendable job treating their process wastewater, which can be challenging considering their processes in metal finishing.”



Left to right: Athens Plant Manager Herb Bradshaw, AUB’s Craig Brymer, T&B Athens Environmental Compliance Officer Joe McCall, T&B Athens Environmental Engineer Lisa Neisler, and T&B Athens Pollution Control Technician Bobby McLemore.

T&B's Pointe-Claire, Quebec, Facility Celebrates Accident Free Year

T&B's Pointe Claire, Quebec, facility (also known as the Trans-Can facility) recently celebrated 365 days or 166,400 man-hours without a lost-time accident. Coincidentally, T&B Chairman & CEO Dominic Pileggi was on hand for the celebration ceremony.

“Mr. Pileggi’s timing couldn’t have been planned better, said Bob Gill, director of operations of Trans-Can. “One year without an accident is an achievement the Trans-Canada facility is extremely proud of and to be congratulated, in person, by our leader makes it that much sweeter.”

This is not the first time, the Trans-Can facility was recognized by T&B. In 2006, it was named “Manufacturing Facility of the Year” in Canada. In 2007, they were recognized as “Most Improved Health and Safety Facility” and “Most Improved Manufacturing Facility.” They’ve kept the positive momentum up throughout 2008.

The Trans-Can facility is a plastic injection molding facility which molds and assembles plastic products such as Marrette® brand wire connectors, NuTek™ brand plastic outlet boxes and EMERGI-LITE® brand components used to manufacture emergency lighting products.



Day Shift



Evening Shift



Night Shift



continued from pg 15

New Quality & Marketing Leadership for Steel Structures



Jim Palmer has joined T&B as Director of Marketing for the Steel Structures business. Jim previously worked at Hoffinger Industries, Inc.



Ed Jacobs has been promoted to the position of Director of Quality and Research & Development for Steel Structures. Jacobs has over 17 years of quality and project management experience.

Jim Clark Joins NFPA Board of Directors



Jim Clark, vice president in T&B's finance department, has been elected to the board of directors for the National Fire Protection Association (NFPA), an international nonprofit association dedicated to reducing the devastation of fire and other hazards by providing and advocating consensus codes and standards, research, training and education. NFPA's 300 codes and standards influence every building, process, service, design and installation in the U.S. as well as many other countries.



Powerline Online!

You can find it under "Departments – Human Resources."

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