

Vol. 2 – 2007

powerline

connecting Thomas & Betts employees worldwide

Thomas & Betts

T&B
Grows by
LEAPS & BOUNDS
page 2

Managing Power to Wind Farms
a Breeze with T&B - Page 7

Thomas & Betts Wins NECA
"Product of the Year" - Page 11

A Win-Win Way to Go Green
with HVAC - Page 24

"Power"ful Factoids
Puzzle - Page 25

T&B Grows By Leaps & Bounds:

Four Acquisitions in Four Months Expand and Enhance Company's Leadership in Electrical Products

Thomas & Betts is on the move – **BIG TIME.** In the summer of 2007, the company announced the strategic acquisition of four distinct businesses that significantly enhance its electrical products portfolio. Together, the acquisitions should add nearly \$700 million in sales in 2008 while contributing to improved bottom-line performance.





“These are great businesses with strong management, excellent employees and leading brands. We are excited to add them to the Thomas & Betts family,” said Dominic J. Pileggi, T&B’s chairman and chief executive officer. “These acquisitions complement our existing portfolio and expand the markets we serve. This, in turn, should help T&B continue to post better-than-average growth in the electrical industry.”

The Power Solutions and Joslyn Hi-Voltage businesses were acquired from the Danaher Corporation, a well-known industrial products leader. DTS was a privately held French manu-

facturer serving European and Middle East markets. Lamson & Sessions, the largest of the four businesses, was a public corporation previously traded on the New York Stock Exchange under the ticker LMS.

According to Pileggi, the acquisitions met all the criteria Thomas & Betts had established for ensuring an acquisition fit with the company’s product portfolio and culture: leading brands; high-quality manufacturing; solid financial profiles; and strong cultures focused on meeting the needs of customers.

“Many acquisitions fail because they are done for the wrong reasons,” noted Pileggi. “We are not interested in acquiring companies for the sake of simply adding sales. We are interested in well performing companies that we can help excel; companies that can be readily folded into the T&B family with mutually beneficial outcomes.”

Acquisition	Product Offering	Key Markets	Brands
	High voltage electric switches, vacuum interrupter attachments and related products used mainly by utilities.	Electrical power distribution	Joslyn Hi-Voltage; Royce Thompson; Jennings Technology, Fisher Pierce®
	Products and services designed to ensure the high quality, reliable flow of power to commercial and industrial customers for mission critical applications.	Datacenters, retail enterprises, industrial complexes	Current Technology®, Cyberex®, Joslyn™
	Explosion-proof lighting and electrical protection equipment.	Drilling, petrochemical, marine, pharmaceutical and food products applications	DTS
	Non-metallic electrical products such as fittings, boxes, PVC conduit and utility pipe.	Commercial and residential construction; industrial; retail	Carlton®, Vylon®, Lamson Home Products®



Flexible Raceway



Door Chimes



Home Automation



Non-Metallic Boxes

The integration of the four businesses is underway and expected to go smoothly. The Power Solutions and Lamson & Sessions businesses will be part of T&B's electrical business. Joslyn Hi-Voltage will expand the company's utility business group, while DTS will be the newest member of T&B's European portfolio.

To ensure the successful integration of these businesses, T&B has set up "integration teams" with members from the acquired companies and T&B working side by side to ensure that the transition goes smoothly for employees, customers and suppliers.

"These are great businesses with strong management, excellent employees and leading brands. We are excited to add them to the Thomas & Betts family,"

Dominic J. Pileggi, Chairman & CEO

"Every acquisition is different and there is no one size fits all approach to integrating these businesses into Thomas & Betts," said Pileggi. "It is the responsibility of the integration teams to determine the most efficient and productive manner in which to incorporate the new employees, products and cultures into T&B."

This may mean adopting best practices from the new companies for use at T&B, rather than just assuming the practices currently used at Thomas & Betts are the best. And it means moving quickly but deliberately to ensure that operating and financial goals are met.

"We approach the integration process with an open mind," noted Pileggi. "Our goal is to grow and there is a wealth of talent at each of the acquired businesses that can help us do that. Successful acquisitions rely on sharing activities and transferring skills. This may require changes at both organizations."

continued on back page:



Static Transfer Switches



Power Distribution Unit



Uninterruptible Power Supply



Transient Voltage Surge Suppression





MARKETPLACE



Graybar Goes Back to School at T&B Training Booth

At the 2007 Graybar National Training Conference in San Diego, Calif., Thomas & Betts again took home the top award for Exhibitor Excellence for the T&B Grammar School exhibit. Designed to mimic a 1947s-style classroom, the T&B booth showcased new industrial and construction products while providing a memorable experience for the 350 Graybar delegates attending the annual event.

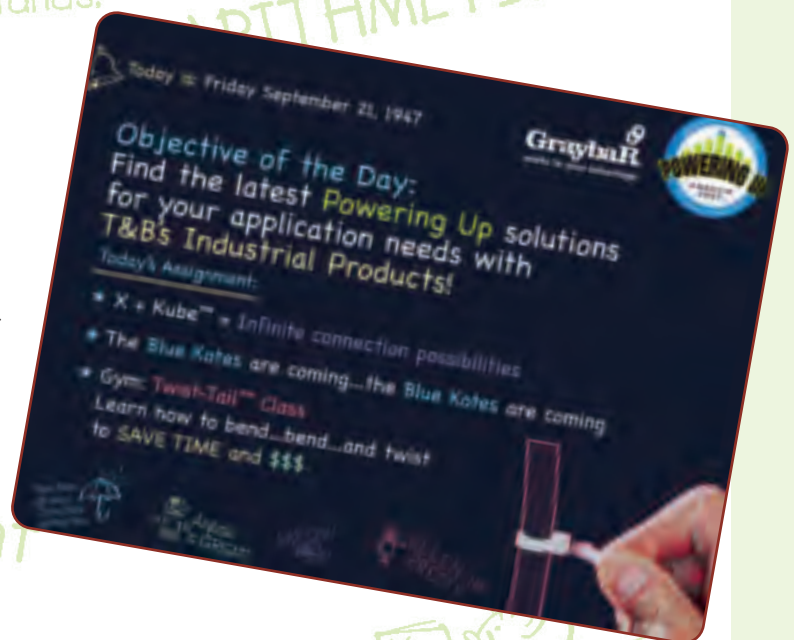
"This exhibit was truly a team effort," said John Longinotti, vice president of national sales for electrical products. "Ellen Vizzi provided the creativity and high quality booth needed to get attendees attention, the Southern California sales team provided the hands-on, high energy product training and Jay Joerg, national accounts manager, ensured that Graybar senior management viewed our offering."

The school featured a Thomas & Betts logo from the 1940s, old school desks, blackboards and other memorabilia reminiscent of days gone by. Attendees were given a composition book (filled with nuggets of information on T&B products), a big pencil (to take notes on all the new exciting products) and a brown paper lunch bag filled with "goodies." The Southern California sales team were dressed as school teachers complete with bow ties, pocket protectors and rulers.

In keeping with Graybar's theme of "Powering Up," T&B's creative marketing effort gave the Graybar team the power to educate their end user customers on the benefits of T&B products.



Proudly showing off their top award for Exhibitor Excellence is: Robert Siegel (Graybar), Bob Butcher, Ellen Vizzi, Angela Harris, Bruce Judkins, (Graybar), Bill Sweeney, Richard Offenbacher (Graybar), Ed Willson, Troy Ferguson, Andy Pulley & Jay Joerg.



President
Harry S.
Truman

Mickey Mouse
haha

"Lattice" Serve You Better - Steel Structures Expands Capabilities with Unique Alliances

Thomas & Betts Steel Structures business is North America's leading provider of tubular steel poles used by electrical utilities for high voltage electricity transmission. T&B is known in the industry for providing excellent engineering support, best-in-class logistics and service, and the highest quality products available. Now, Thomas & Betts has expanded its capabilities to offer both tubular and lattice towers to utilities by partnering with Comemsa of Querétaro, Mexico, and Fabrimet of Drummondville, Canada, two of the world's largest manufacturers of lattice structures.

"Many transmission projects include both lattice and tubular structures, especially in long-distance, extra-high-voltage projects," said Jim Wiederholt, president of the Steel Structures group. "Our new alliances will allow us to more completely integrate lattice structures into the total project design when appropriate."

Previously, utilities would typically contract with Thomas & Betts for the tubular structures needed and another



manufacturer for lattice towers. Now, the utility can deal with just T&B, simplifying and expediting the design and timetable for the project.

"We've always been known for being customer focused and for excellent project management capabilities," continued Wiederholt.

"Our decision to partner with Comemsa and Fabrimet to better meet the needs of our customers is another example of our commitment to understand and respond to market needs."

Federal studies estimate that the demand for electrical power will grow by 40 percent by 2030, necessitating additional investment in transmission lines. In fact, according to the Edison Electric Institute, utilities will invest more than \$30 billion from 2006 to 2009 to improve and expand the electric power network in North America.

The *BIG*, The *Bold* and The *Beautiful*: Now Featuring Reznor

When many people think of Reznor® products, they picture a small unit heater hanging from the ceiling of a warehouse, factory or garden center. They might even think of the small heater in their garage or workshop at home.

But they really need to think BIG – a lot BIGGER. Thomas & Betts' HVAC facilities not only make heaters and equipment that conditions the air, some of it is quite substantial in size. In fact, the latest version of the rooftop heating and air conditioning unit known as MAPS® (Modular Air Processing System) D Cabinet is 7 feet tall, almost 8 feet wide, 20 feet long and can weigh over 7,000 pounds (3,000 kilograms). Compare that to the average car that weighs only 3,200 pounds!

The newest member of the MAPS family offers up to 70 tons of cooling capacity (using non-ozone depleting R410A refrigerant), 1,600,000 btuh of gas heat, and air volume in excess of 12,000 cubic feet per minute.



A MAPS D-Cabinet unit dwarfs employees at HVAC's Mercer, Pennsylvania facility.



MARKETPLACE

Your Place or “Mine?” Product Training in Europe Goes Underground

You can always find ways for the traditional product training but every now and then it's fun to discover something a bit more unusual.

Michael Ziems, T&B's sales manager and Michael Kemmerling, T&B's sales director Electrical North and East Europe, went “underground” for product training with Uwe Kropf, chief electrician for the Deutsche Stein Kohle Company and his team of electricians who work in the Deutsche Stein Kohle Bergwerk Lippe coal mine in the vital Ruhr coal-mining district of northwest Germany.

During the short, but fast, elevator ride down 1,000 meters (3,281 feet) into the coal mine, Ziems discussed the value of Thomas & Betts products in harsh industrial environments such as the mine. After taking a train an additional 10 kilometers (six miles and 376 yards), they entered a small tunnel and made their way on foot to mining area “Sunshine 109” where Kropf stopped at an energy train which was filled with computers, transformers and switches. The energy train, which is 200 meters long (656.2 feet), is the hub of power in the mine. It is where the electricity is turned into the power needed to run the massive machines which break the black coal out of the earth and transport it to the top. To Ziems delight, he finds hundreds of Ty-Rap cable ties used on the train.

After adjusting to the dark, hot climate, Ziems held a formal training presentation on T&B products. The electricians were especially interested in the ERG120 cable tie hand tool used to tightly cinch cable ties around bundles of wire.

“I will never forget this training session,” said Ziems. “It was a new experience and very different from the typical training we do for customers. Nonetheless, it had the same goal – raising awareness of how T&B products can satisfy the customer's needs.”



Left to right: Michael Ziems and Michael Kemmerling



Left to right: Frank Behran, Rainer Kubitzik (electricians in Lippe mine) and Michael Ziems (T&B sales manager) discuss T&B's ERG120 cable tie hand tool.

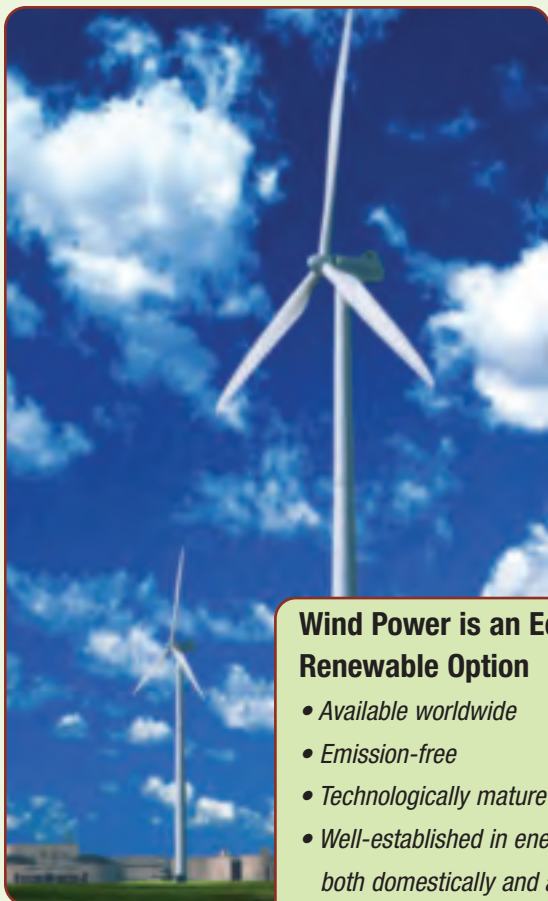


The energy train is the hub of power in the Lippe mine.

Managing Power to Wind Farms a *Breeze* with T&B Products

Wind turbines are becoming a common sight in many locations throughout the world, with more wind farms planned in the near future. In fact, the cumulative installed capacity is expected to reach 18,850 megawatts by 2009. These are high-performance machines designed to operate for more than 20 years, with an average 45-50 RPM of the 65+ foot blades. As in other industrial plants or power generation facilities, installers need advanced components to accommodate very specific tolerances and provide predictable, reliable performance and control.

Thomas & Betts's offers a breadth of products suited for use in this important market and supported with innovative engineering and specialized customer training. A new targeted marketing campaign is dedicated to operators of wind farms.



Wind Power is an Economical Renewable Option

- Available worldwide
- Emission-free
- Technologically mature
- Well-established in energy markets both domestically and abroad



T&B BlueKote™ Conduit Outlet Bodies Have an ‘Inside’ Edge Against the Competition



Who says beauty is only skin deep? T&B's new BlueKote Conduit Outlet Bodies have an “inside” edge when it comes to safeguarding against corrosion.

The conduit body has been widely used in industrial electrical applications for over 80 years. Even recently installed conduit bodies may look like they've been around for 80 years due to corrosion and rust pile up inside and out. This makes pulling wires through conduit even more laborious than usual and can prove to be expensive if the insulation or wires are damaged due to contact with rough surfaces.

The new Thomas & Betts BlueKote™ Form 7 and Form 8 conduit outlet bodies feature a slick, Teflon® based BlueKote™ interior finish to make wire pulling faster and easier than ever before and eliminate rough internal surfaces that can damage wires. To safeguard against corrosion, these conduit outlet bodies incorporate not one, not two, but three layers of protection – including two layers of epoxy coating.



In a rigorous seven-day 5% salt-fog chamber test, simulating nearly five years of outdoor exposure, the new T&B BlueKote Conduit Outlet Body significantly outperformed the competition.

Heat Gun Be Gone. Shrink-Kon® Self-Fusing Insulation Tape Hits Market



Insulating splices, terminations and connections in the telecommunications and related industries just got a whole lot easier with the introduction of Shrink-Kon Self-Fusing Insulation Tape. Forget the heat gun and adhesive. Just two layers of this silicone-based, self-amalgamating tape form a flexible dielectric layer that protects your connection against moisture, humidity and corrosion. Life has never been easier for your neighborhood “Cable Guy!”

Ty-Rap® Family Continues to Grow

As the market for cable ties suitable for use in harsh environments such as off-shore drilling platforms and other petroleum industry sites continues to grow, so does the Ty-Rap family of products with the recent introduction of Ty-Rap Polyester-Coated Stainless Steel Ball-Lock Cable Ties.

Traditional stainless steel cable ties offer excellent strength, durability and corrosion-resistance properties. But to stand up to the harshest

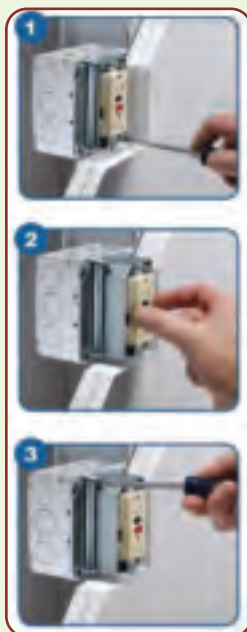
environments in the world, even stainless steel needs an added layer of protection. Designed to withstand continuous exposure to salt spray, sunlight, petroleum and chemicals, the newest Ty-Rap is one tough product.



Ty-Rap® Polyester-Coated Stainless Steel Ball-Lock Cable Tie is designed for continuous exposure to salt spray, sunlight, petroleum and chemicals!

New Steel City® Adjustable Mud Ring Smooths Rough-In Installations

Electricians are often forced to re-work or replace electrical boxes installed during the rough-in stage of construction because the box is no longer flush with the wall surface after the drywall, tile, concrete or other final surface is installed. This costs the electrician time and money. To eliminate this problem, Thomas & Betts has introduced a patented new Steel City box equipped with an inner ring that adjusts from 1/2-1 1/2 inches. Unique in the industry, the new Steel City® Adjustable Mud Ring features two adjustment screws that enable the inner ring to be set at anticipated depth prior to installation and adjusted after installation, ensuring the final installation will be flush with the wall and compliant with the electrical code.



Parlez-Vous HVAC?

T&B has expanded its portfolio of products sold in France by GAZ Industrie to include the PreevA® Series of heating and air conditioning equipment. Introduced as part of the Reznor brand family of products in North America in 2005, these products will now be available under the GAZ Industrie brand in France.

GAZ Industrie was purchased by Thomas & Betts in 2002 in order to expand the company's footprint in Europe. Until now, the company has sold products designed and developed exclusively for the French market. Now products designed and developed for North America will be available in France. And vice-versa, too!

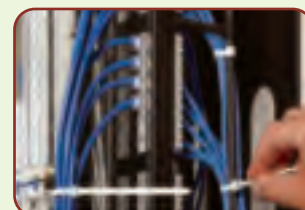
The PreevA Series provides high efficiency heating and cooling. It is designed to supply full stage indoor air comfort on the hottest summer or coldest winter days. It also provides conditioned air at lower stages during moderate spring or fall days, which means greater comfort for the building's occupants and energy savings as well.



Lionel Cachot of GAZ Industrie views a new unit with members of the Gaz Industrie team and customers.

Sta-Kon® Stays a Leader with New Plastic Strip Terminals

Thomas & Betts has been a leader in terminal products since the 1930s. This leadership continues with the introduction of the new Sta-Kon plastic strip terminal designed specifically for small- to mid-sized original equipment manufacturers (OEMs) that crimp more than 150 terminals per day. For higher volume jobs, efficiency and productivity are key measurements in managing an OEM facility. The new addition to the Sta-Kon family is continuously molded, making the product more stable and causing fewer equipment jams or other tooling problems. Installed with user-friendly T&B automatic tooling, greatly reduces worker fatigue and repetitive motion injuries.





MARKETPLACE

Thomas & Betts Continues to “Fire on All Cylinders” And Win the Race for Annual Industry Awards

Passion for Winning Proves Powerful Potion Again in 2007

Thomas & Betts continues to receive accolades within the electrical industry, winning the highly coveted “Best of the Best Overall” award from The Electrical Distributor (TED) Magazine. The award was presented at the National Association of Electrical Distributors (NAED) Annual Meeting in Washington, D.C., with more than 350 industry executives attending the awards ceremony. More than 365 entries were received and a record 95 companies participated.

TED Magazine’s “Best of the Best” Marketing Awards Program honors marketing excellence and recognizes creativity within the electrical industry. The judges are industry veterans with experience in marketing and communications.

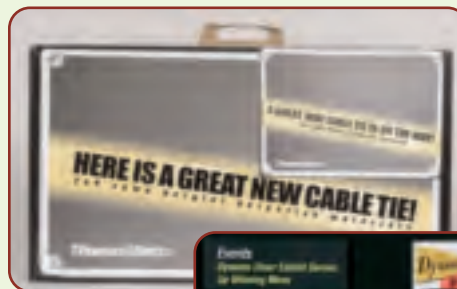
In addition to winning the top honor for a large manufacturer, T&B also won “Best of the Best” in the following categories:

DIRECT PROMOTION – Ty-Rap Detectable Tie promotion. Aimed at quality and maintenance professionals in the food and beverage industry, this unique direct mail promotion generated 354 new sales lead, or a 6.2% response rate.

LITERATURE/SELLING TOOLS – Time-Saving Products campaign at Graybar. This month-long promotional incentive program was directed to customer service representatives, counter sales personnel and project specialists at Graybar’s more than 250 branch locations. Sales of T&B time-saving products grew by 48% during the promotion.



Thomas & Betts' 2007 'Best of the Best' awards from TED Magazine.



From left: Time Saving Products for Your Customer; See for Yourself Why Ty-Rap Detectable Cable Ties Are The Best; Dynamo Diner: Serving Up Time, Money and Labor-Savings.



Thomas & Betts Wins NECA “Product of the Year” for Kindorf® Trapnut™

EVENTS – Dynamo Diner trade show exhibit at Graybar National Training Conference. Modeled after a 1950’s diner, the exhibit was designed to be fun, memorable and actively engage visitors. (See Powerline, Volume 1 - 2007 for a more complete overview of this promotion).

“Thomas & Betts fired on all cylinders,” said Cookie Caloia, an awards judge. “The product launch, design, ads and promotion each had one big attention-getting mechanism that granted their message a chance to communicate with their respective audience.”

“It is a great honor to win even one Best of the Best awards,” said John Padbury, T&B’s director of marketing communications. “To win several and receive the top honor is an important recognition of the hard work of the electrical group’s product management and marketing team and our continued focus on being the supplier of choice for distributors.”



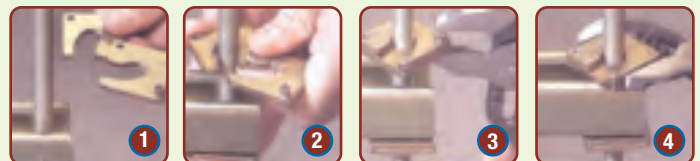
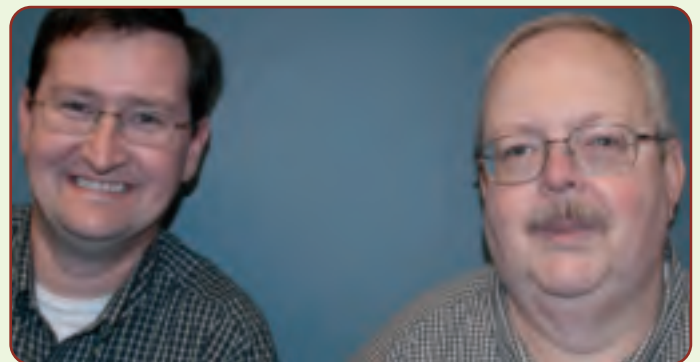
Pictured with their TED awards are, from left to right: Dan Dungan, senior vice president, Springfield Electric Supply and Jeff Greene, vice president, product marketing, Electrical Division, Thomas & Betts.

T&B’s innovative new Kindorf Trapnut Strut Fastener took home top prize at this year’s National Electrical Contractors show in San Francisco, Calif. In 2006, T&B won “Product of the Year” for the Kindorf Angler Clamp (see Powerline, Volume 1 – 2006).

In 2006, after meeting with the Contractor Council and listening to their needs, Charlie Whipple, T&B product engineer for the electrical division, literally sketched the trapnut on a paper napkin while sitting in T&B’s cafeteria. He took his idea to Danny James, T&B engineer production developer, who was instrumental in the design and development of the trapnut. Within weeks, working prototypes and early testing began and eventually the Kindorf Trapnut was born. (See Powerline Vol 1 – 2007).

“Less than a year old, the trapnut is quickly on its way to becoming a million dollar product for T&B,” said John Archer, T&B construction products group manager. “It is being called a game-changing product within the electrical industry and alternate uses are already being reported, such as HVAC and cable tray support.”

“Charlie is a great asset for T&B,” said Archer. “He is creative, imaginative and has really come on strong the past few years.”



Installing the Trapnut is a breeze.

1) Hold in the open position. 2) Insert the bottom plate on the rod and close the top plate. 3) Press the pin with pliers. 4) Tighten to the desired position.



MARKETPLACE

T&B 'Marked' as Best Supplier by IMARK Group

"Have we come a long way or what!"

was Bob Calhoun's reaction to being named a finalist in four categories and taking top honors in two major categories in the annual IMARK Group awards presentation. Calhoun is vice president of Distribution Marketing for T&B's U.S. electrical business.

Competing against more than 100 other manufacturers, Thomas & Betts was voted Supplier of the Year for helping IMARK members boost sales through the effective use of marketing programs developed specifically for IMARK. Winning requires more than just clever marketing slogans. Manufacturers must work to ensure the success of IMARK's Committed to Marketing Excellence (CTME) program, must have a strong presence on the web, and provide targeted training activities in support of IMARK members. The success of these efforts is quantified through real sales growth.

T&B also won the Excellence in Service and Support award, an award that recognizes the company's superior order fill rates and customer service, as well as T&B consistency in providing accurate shipments and invoicing. Excellence in these important areas helps distributors save transaction costs, which is a key part of the value proposition T&B offers its distributors.



Left to right: Steve Halle, IMARK president; Bob Calhoun (holding award), T&B vice president, Distributor Marketing; and Steve Cunningham, IMARK CEO.



Thomas & Betts was also a finalist in the category of Excellence in Sales Leadership and Excellence in Applying Technology. In 2006, the company won the award for Sales Leadership.

IMARK GROUP, Inc., is a member-owned marketing group made up of 172 independently owned electrical distributors with over \$8 billion in sales and 1,000 branch locations throughout the United States.

T&B Recognized For Excellence by Wesco – Again!

Thomas & Betts again dominated the annual WESCO Marketing Awards in 2007, winning three out of eight national awards – or 37% – for superior performance. More than 100 suppliers competed for recognition. Based in Pittsburg, Penn., Wesco is a \$5.3 billion distributor of electrical products with over 400 branch locations in North America.

T&B won the award for:

- Best Trade Show Support
- Field Marketing Support – Northeast Region
- Best Branch Marketing Support



T&B Delivers Final Pole to **Power Up** Wisconsin Transmission Project

50 Million Pounds of Steel Used in Precedent-Setting, Multi-Year Venture

In August, 2007, T&B's Steel Structures group delivered the last of 1,564 steel towers to the biggest transmission project ever undertaken by the company — Power Up Wisconsin. That was six years after Thomas & Betts originally won the contract to provide the electric transmission poles for the 220-mile power line connecting Duluth, Minnesota, to Wausau, Wisconsin. Numerous environmental and siting issues delayed the project start until early 2004. For T&B's Hager City, Wis., manufacturing facility, it meant six years of non-stop activity.

Regarding the project, Guy Holmes, project director for Wisconsin Public Service, commented, "T&B is an excellent company, run by excellent people. We are proud to have T&B poles defining the route from Weston to Arrowhead."

Also known as the Arrowhead-Weston Project, Power Up Wisconsin was needed to bring much-needed reliability to a seriously constrained and aging transmission system in Minnesota and northern Wisconsin. In the late 1990s, there

Power Up, cont. pg 24

"The success of this project is another example of why we are the leader in the market for steel transmission poles."

Jim Wiederholt,
President, Steel Structures

"We are proud to have been a key supplier for this important project," said Jeff Boigenzahn, plant manager in Hager City. "The Power Up Wisconsin project was unprecedented in the sense that T&B was the sole supplier for transmission poles. No other steel pole manufacturer has ever successfully tackled a venture of this magnitude."

Even though it was the largest contract ever won by T&B, Boigenzahn noted that the Hager City facility still had the manufacturing capacity and experienced workforce to concurrently start and finish other significant projects for utilities in the Midwest and Northeast.

"There is no question that our employees rose to the challenge, delivering pole after pole on time and on budget," said Jim Wiederholt, president of the Steel Structures group. "The success of this project is another example of why we are the leader in the market for steel transmission poles."

T&B delivered 1,564 steel poles for the project with each pole weighing, on average, 31,000 pounds (14,061 kilograms). Like most transmission projects, the poles ranged in size and configuration, adding to the complexity of the project. The total cost of the project was over \$350 million dollars, of which approximately \$60 million was spent on steel structures.



The 1,564th (and final!) structure on the Power Up Wisconsin project is erected near Bennett, Wis. The first tower in the 220-mile line went up three years earlier. The line is scheduled to go into service in early 2008.



EMPOWERED PEOPLE

T&B's Horsehead Facility Inducted into the National Partnership for Environmental Priorities Program



From left to right: Maria P. Vickers, E.P.A. Deputy Director; Om Chopra, T&B Corporate Director – Environmental Affairs; Gerardo Pastrana, T&B Electrical Division “Green Team” Coordinator; Roger Phillips, Plant Manager – T&B Horseheads Facility; Virgil Wilbur, Environmental Coordinator – T&B Horseheads Facility; Joann Brennan-McKee, EPA, Office of Solid Waste; Joseph Malki, Region 2 EPA Director.

T&B's Horseheads, N.Y., facility has been inducted into the prestigious National Partnership for Environmental Priorities (NPEP) program for the facility's commitment to remove cadmium and hexavalent chromium from their operations. The Horsehead's facility joins 125 other facilities nationwide that have achieved similar win-win successes for company, customers and environment.

The NPEP program encourages public and private organizations to form voluntary partnerships with the U.S. Environmental Protection Agency to reduce the use of certain chemicals.

“The Horseheads facility takes a comprehensive approach to waste management; looking at each waste stream the facility creates, from candy wrappers and hazardous waste to excess use of resources, and is applying a hierarchy of waste minimization methods and innovative solutions in order to minimize that waste and the facility's environmental impact as a whole,” said Virgil Wilbur, T&B's environmental health and safety specialist. “We remain excited about opportunities for waste reduction and the positive impact it can have not only on the environment but also on our operational costs, quality control and sales.”

The Horseheads facility has a long history of waste minimization efforts. Over the course of the last three years, such efforts have led to:

- 27,000 gallon per day reduction in freshwater usage
- Installation of a system to reclaim brass sludge
- 65% annual reduction in the amount of solvent used
- Institution of a single-stream recycling program
- Reuse of packaging materials received in incoming products for packing outgoing products
- 45.7% reduction in the total amount of hazardous waste solids generated
- Elimination of all Hexavalent Chromium bearing chemistry used at the facility
- Replacement of the cadmium plating process thereby eliminating the annual use of 22 tons cadmium metal, 10.5 tons sodium cyanide, 2 tons sodium metabisulfite and 156 tons sodium hypochlorite

T&B Veteran George Dauberger Retires after 42 Years



A fixture in T&B's engineering department, George Dauberger, has retired after 42 "short" years with the company.

"The 42 years have gone by incredibly fast," said George. "I've heard other people make that statement and I never really believed them, but it's absolutely true."

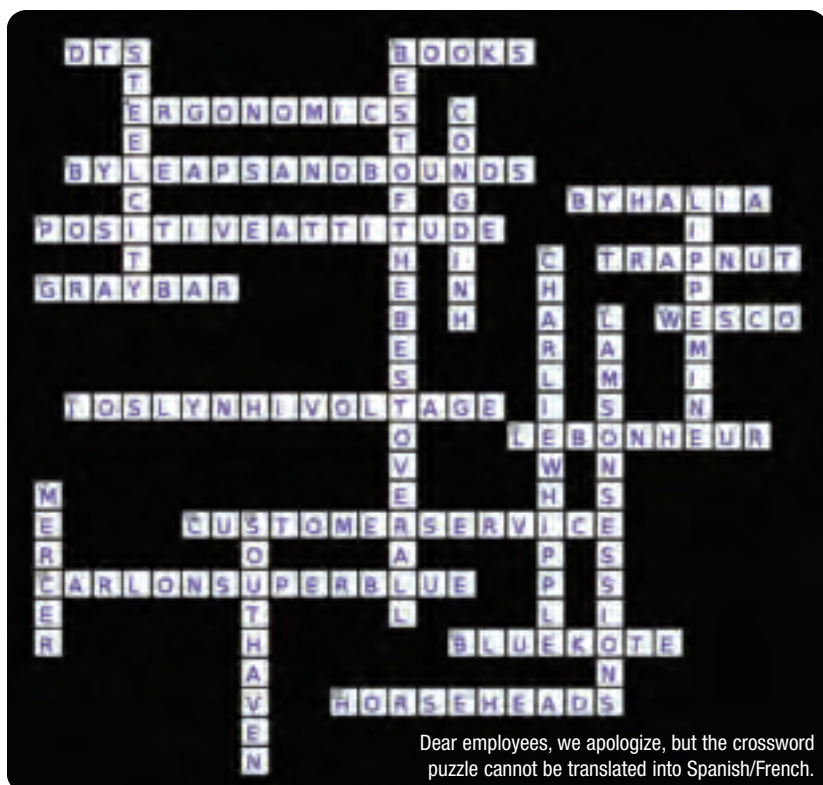
George began his career in the electrical industry in 1965 working as a draftsman for Midland Ross, a company that was destined to become part of the T&B family.

In 1992, George was promoted to director of engineering and R&D where he built an infrastructure to manage world-wide product listings, product certification, standards activities, product research, testing and documentation. He recruited and trained technical talent and played an instrumental role in the integration of companies acquired by T&B over the successive years.

In 2004, George was promoted to Director of Engineering Services and many of the groups within the Electrical Division that he helped launch were reconnected.

"I have great respect and admiration for George Dauberger," said Jeff Greene, vice president marketing and product engineering. "His calming leadership in the face of change and challenge, his selfless nature and willingness to go above and beyond, and his tireless dedication to his staff and Thomas & Betts will be missed."

“Power”ful Factoids Answers Puzzle on page 25





EMPOWERED PEOPLE

“Playing to Win” Through Creativity and Innovation

To promote exceptional service and encourage behavior that will ensure Thomas & Betts’s success, the Electrical division has created a new program to recognize employee achievement. Entitled “Playing to Win”, employees who have gone “above and beyond” are selected by their supervisor for recognition.

Cong Dinh, senior product engineer, construction products group, was recognized by his manager, Joey Magno for his innovation, creativity and his success in achieving 32 U.S. Patents, more than any other engineer in T&B’s 109 year history.

As a young boy, Cong was always tinkering and taking mechanical toys and gadgets apart to see how they worked. “I’ve achieved the things I’ve done by asking one question: ‘Can it be done better?’” said Cong.

“Cong is the spark plug in the group that lights the fire every brainstorming session we undertake,” said Magno. “His inventive talent is contagious and continues to generate positive attitude among the group. He is highly energetic and enterprising which motivates and challenges everybody to meet him at the same level.”

John Castany Named Director of Mexico Operations



Earlier this year, John Castany joined Thomas & Betts as the new director of the company’s Monterrey, Mexico, facility. Castany will be responsible for operations and related activities for the electrical products produced in Mexico. In addition, he will play a lead role in T&B’s overall Mexican manufacturing operations.

Castany comes well qualified for the job, having served in a similar capacity for other global manufacturing organizations. He has a BS in Mechanical Engineering from Instituto Tecnológico y de Estudios Superiores de Monterrey and a Master’s of Business degree and Master’s of Science degree in Manufacturing Systems from the University of Texas.

“We are very pleased to have a manufacturing professional of John’s caliber as a part of our team,” said Tim Coates, vice president of operations for the Electrical division. “John has broad operational experience and a proven ability to develop his team to contribute fully to the success of the operations.”

Ed Willson Hits 35-Year Milestone with T&B

Ed Willson, application tool specialist for the western area of the U.S., has achieved a goal only a select number ever reach – he celebrated 35 years with Thomas & Betts. Ed began his career with Thomas & Betts when it cost six cents to mail a letter, “All in the Family” was the popular T.V. show in the U.S. and the median household income was \$9,028 per year.

“Ed is a very conscientious and dedicated employee,” said Roger Kuhn, manager tool services. “His expertise and knowledge of our application tools is a great asset for our sales organization and our customers. His presence and dedication continues to be a powerful force in the success of Thomas & Betts.”



Left to right: Ed Willson and David Dean, vice president of customer service & logistics.



T&B Participates in Work Experience Program for Students

Thomas & Betts's Customer Service Center recently participated in a summer intern project designed to give teens an opportunity to build valuable work skills during the summer break. "Taking Care of Business," the eight-week program developed by BRIDGES, is an independent non-profit organization in Memphis, Tenn.

Thomas & Betts hired Chekeal Crump to assist the customer service team. Crump helped distribute mail, entered orders and learned how customer service representatives handle the wide variety of inquiries received each day.

"Chekeal was a great help," said Ann Negrini, customer service manager for the Electrical division. "She was able to keep pace with our seasoned order entry employees and she was extremely accurate with her keying."

Marilyn Williams, Carlton Stewart and Yolanda Childs, T&B customer service representatives, were responsible for mentoring Chekeal. "They did a wonderful job owning the role of mentor and supervisor," said Negrini.



Left to right: Marilyn Williams, Yolanda Childs, Ann Negrini and Carlton Stewart proudly display their Star trophy the company received for participating in the "Taking Care of Business" intern program.

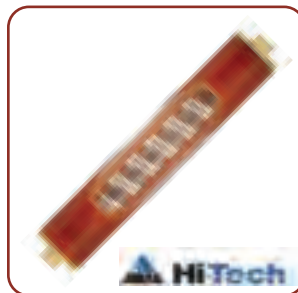


Bob Caporale Promoted to President – Utility Products Group



T&B's growing Utility Products group has a new president, Bob Caporale, who joined the company in 2005. In addition to managing sales, marketing, R&D, accounting and customer service, Caporale will now oversee manufacturing and logistics for the group. Utility products operations include the Hackettstown, N.J., Albuquerque, N.M., and Hickory, N.C., manufacturing plants and the recently acquired facilities of Joslyn Hi-Voltage and Jennings Technology.

"This is an exciting time for the Utility Products Group," said Caporale. "We have a high-energy team with great ideas and a passion for what we do. Given our strong brands, technical expertise, and loyal customer base, there's really no limit to what we can accomplish in the future."





HEALTH & FITNESS

T&B Employee Makes Positive Attitude a Key Ingredient in Fight of His Life

“You have cancer.”

“When you find yourself on the receiving end of those words your mind ricochets from emotion to emotion,” said Al Bierman, T&B’s national director of sales for communications products. “Shock. Fear. Anger. Denial. Nothing quite makes sense.”

When Bierman was diagnosed with stage 4 prostate cancer in April 2006, he had no idea what to do or where to turn. But disbelief soon turned into action when Bierman realized that his treatment success would be as much about attitude as it was about alchemy.

“Unfortunately, there is currently no cure for advanced prostate cancer,” said Bierman. “When my doctors told me my cancer was ‘terminal but treatable,’ I made it my goal to die with cancer not of cancer.”

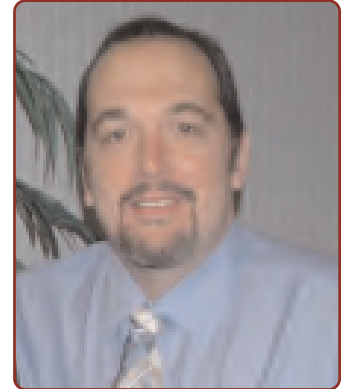
While Bierman felt lost and overwhelmed at first, he hopes that by sharing his experience – the trials and errors – he can help others that have just heard those three dreaded words from their doctor.

The first thing Bierman did was identify his support system. He turned to family and friends who not only helped him sort through all types of information but also gave him the greatest gift of all...hope. He also joined organized support groups which he highly recommends. Bierman also was very open about having cancer.

“I told friends, co-workers and even people I met in waiting rooms,” said Bierman. “By telling people, you are opening pathways to information and emotional support and may find that more people care about you than you ever imagined. I did, and it’s helped me deal with everything else.”

Bierman realized early on that he would need to be his own advocate.

“No one is going to care about your treatment as much as you do. Do your research, learn as much as you can and keep asking questions,” said Bierman. “Demand detail and don’t be afraid to challenge ideas that don’t seem right. And definitely get a second or third opinion.”



To find the right doctors, Bierman recommends not being afraid to look beyond local resources. Through his research, he was able to participate in a clinical trial at one of the top cancer treatment centers in Houston, thousands of miles from his home.

“No one is going to care about your treatment as much as you do. Do your research, learn as much as you can and keep asking questions...”

The power of the Internet has been an indispensable tool for Bierman in helping him take control of his destiny. While there are many websites devoted to cancer, according to Bierman, one of the best sources of credible information is the Bloch Cancer Foundation (www.blochcancer.org). There you’ll find all kinds of practical and inspirational information for fighting cancer with a positive, proactive attitude.

Bierman suggests looking at all options but being smart about doing it.

“You hope and pray for a miracle, but there are no quick fixes or instantaneous cures,” warned Bierman.”



“Unfortunately, there are too many people out there eager to prey on people that have been newly diagnosed and frightened. I spent thousands of dollars on alternative remedies, ultimately with no results. The best thing to do is find support networks that provide an experienced perspective.”

Lastly, Al Bierman wants his friends at T&B to know that there are always positives, even when facing the prospect of your own mortality.

“In an odd way, certain aspects of life may actually be enhanced as you battle this disease,” said Bierman. “My relationships with family and friends are better than they've ever been. I laugh longer and love more deeply. I've stopped putting off things and started really living.”

Online Resources for Cancer Patients:

- American Cancer Society: www.cancer.org
- National Cancer Institute: www.cancer.gov
- Cancer Treatment Centers of America:
www.cancercenter.com
- Clinical Trials: www.clinicaltrials.gov
- Bloch Cancer Foundation: www.blochcancer.org

10 Commandments to Fight Cancer

1. Recognize you have a life-threatening disease.
2. Make a commitment to do everything in your power to fight.
3. Get a qualified independent second opinion.
4. Realize that knowledge is your greatest asset.
5. Have complete confidence in your doctors.
6. Understand and believe in the treatments you receive.
7. Seek and accept support.
8. Plan for the times you will be depressed.
9. Maintain a strong desire to live.
10. Enjoy each day. Live one day at a time.

Provided by the Bloch Foundation.

Update: We are sad to report that Al Bierman lost his valiant fight against cancer on November 24, 2007, just as Powerline was going to press.



HEALTH & FITNESS

“Bigger is NOT Better” - Southaven Facility Fights Fat Together

The Wellness Committee at Thomas & Betts’s Southaven, Miss., facility used the spirit of team work to encourage employees to make healthy changes in their eating habits and lifestyles by sponsoring a six-week Weight Loss Competition.

Five teams, made up of six employees each, competed for bragging rights and gift certificates: The Light Weighters, The Pounders, Weight-Off, Born to Lose and Show & Tell.

“Show & Tell” won by losing a total of 66 pounds over the course of the competition. Here’s how they did it:

“I lost weight by going on a low carb diet,” said Buddy Hopper, electrician in the maintenance department. “I feel like a new man.”

“I stopped eating fried foods, consumed plenty of water and added exercise to my daily routine,” said Elbert Harris, CNC Lathe machine operator.

“I began exercising and lost fifteen pounds,” said Henretter Polk, material handler.

“My slogan is ‘Eatin’ ain’t Cheatin’ if you stop eating after 7:00 p.m., drink lots of water, increase your fiber intake and exercise,” said Smurf Westbrook, welder in the Cable Tray department.

“The Atkins Diet with low carbs worked for me,” said Jeff Chappell, maintenance mechanic.

“I joined Curves®, ate six small meals a day, and cut back on sugar, salt and bread,” said Evon Ford, assembler in the Hazlux® department. “It wasn’t easy but I did it for me.”

“Our motto is ‘The only true failures are those who don’t try,’” said Minnie Hall, Southaven’s human resource specialist. “Increased employee wellness can translate into improved employee morale, fewer accidents and injuries, reduced absenteeism and lower health insurance costs.”



Show & Tell before: (front row, l to r) Mary Cole (dropped out) replaced by Buddy Hopper, Smurf Westbrook and Evon Ford; (back row, l to r) Elbert Harris, Jeff Chappell and Henretter Polk.



Show & Tell after: (front row, l to r) Buddy Hopper, Smurf Westbrook and Evon Ford; (back row, l to r) Elbert Harris, Jeff Chappell and Henretter Polk.

Walking Their Way to Wellness: Mercer Employees Get Moving

Break time at T&B's Mercer, Pa., facility is a bit unusual these days. Instead of heading for the snack machine, employees are heading for the door. That's because they are part of a wellness initiative called "Walking for Your Health."

"Even though many of our employees are on their feet most of the day, we thought we could all benefit from a corporate-supported wellness initiative," said Stan Covert, liaison clerk in the engineering department.

Covert put his head together with Carolyn Zigo, executive assistant in the human resource department, and came up with the idea of a walking campaign. They were inspired by the fact that the facility is located on a picturesque street that meanders up a hill to an old, defunct hospital.

"The hill rises 100 feet from our plant to the old hospital," explained Zigo. "The round trip is half a mile, which is a manageable distance even for people who haven't been active in awhile and can be easily walked during a break or at lunchtime."

Employees were encouraged to join the effort by the prospect of receiving a T&B-logo shirt for each walking milestone reached: 20, 40 and 60 days.

The program has been a great success with over 50 participants. One walker, Mary McCarl, accounting clerk in the finance department, has missed only one day of walking since the program began and even came into the plant on vacation days to walk the hill.

"Mary's too modest to tell us how much weight she's lost," said Zigo. "But she's happy to show off the 'extra room' she now has in her clothing!"



Sporting her "Safety First" t-shirt, Mary McCarl walks her way up the "hill."



Walking their way up the "hill" are, from left to right: Deanna Williams (material handler); John Ryder III (assembler); June Heilman (material handler); Art Shambaugh (assembler); and Jay Weinel (assembler).



T&B Keeps on Trucking for Troops Abroad

Thomas & Betts stepped in to help Barnes & Noble, the world's largest bookseller, distribute more than 300,000 books, toys and games to America Supports You, a Department of Defense program that recognizes citizens' support for members of the U.S. armed services, their families and military support organizations around the country.

The delivery of the donations, consisting of 22 trailer loads of material, was made possible with the help of Thomas & Betts fleet. Dwain Becton, T&B's transportation manager for the electrical business, was instrumental in supporting and providing resources for the project.

"His immediate response and unwavering dedication to this project is sincerely appreciated," said Allison Barber, deputy assistant secretary of defense for public affairs for internal communication and public liaison.

"We were very honored to be contacted by a group from America Supports You and asked to help in the delivery," said Becton. "In addition to supplying the equipment and fuel, the drivers donated their time without pay."

"Thank you for all your support and love for us, who are serving this great country of ours," said Josh Morgan, a member of the U.S. Marine Corps originally from Memphis, Tenn.

More than 2,500 members of the military such as Morgan have responded with thanks on the America Supports You website (www.americasupportsyou.mil).



Staff Sgt. Dustin Wilbanks and Technical Sgt. David Raines from the 164th Airlift Wing of the Tennessee Air National Guard in Memphis, unload pallets of books donated by Barnes and Noble.



Treating Brain Disorders is Focus of T&B Charitable Contribution

"Le Bonheur names "MEG" for Thomas & Betts

"The doors of Le Bonheur will never be found closed and will forever hereafter be open to those who come in need, seeking its help." - Mrs. Howard Pritchard, President, Le Bonheur Club, June 15, 1952."

Le Bonheur Children's Medical Center, located in Memphis, Tenn., is a special place. Founded more than 50 years ago by a group of prominent pediatricians supported by a group of industrious women known as the Le Bonheur Club who raised the \$2 million needed to build the facility in 1950, the hospital provides comprehensive, specialized medical treatment to children from around the world, even those unable to pay.

Each year, the hospital's highly respected and internationally renowned staff performs more than 8,400 operations, serves more than 68,000 patients in the emergency room and performs more than 300,000 tests in the in-house lab. Its Cardiac and Neuroscience Institutes pursue ground-breaking research in epilepsy and brain tumors to help the thousands of children born each year with congenital heart defects and neurological disorders.

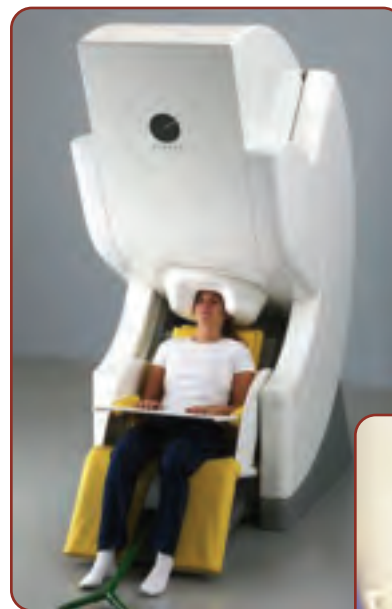
In 2005, Le Bonheur kicked off a campaign to raise \$100 million in order to expand and upgrade the hospital to better meet the needs of patients and their families. The new facility will add nearly one million square feet to the hospital and provide state-of-the-art equipment for its treatment programs and research labs. So far, individuals and corporations have donated more than \$70 million towards the goal, including a \$100,000 donation by Thomas & Betts.

To recognize the significant contribution from T&B, Le Bonheur will name the new Magnetoencephalography (MEG) testing room after the company. The T&B corporate charitable contributions committee selected the MEG room after reviewing possible naming opportunities and visiting the hospital.

In addition to visibility for the T&B name, the committee was particularly interested in the power the MEG provides in mapping the brain. MEG is a non-invasive neurophysiological technique that allows physicians to see changes in brain activity in real time by measuring the magnetic fields generated by neuronal activity of the brain. Using the MEG will help Le

To recognize the significant contribution from T&B, Le Bonheur will name the new Magnetoencephalography (MEG) testing room after the company.

Bonheur physicians better understand neurological conditions such as attention deficit hyperactivity disorder (ADHD), autism and traumatic brain injuries. For epilepsy patients whose seizures cannot be controlled by drug therapy, MEG will be used to determine the best surgical route to keep these functions intact.



Dr. Rick Boop, medical director of neurosurgery at Le Bonheur, said the MEG "will help us see more precisely where the abnormal electrical discharges associated with seizures come from before surgery."



A Win-Win Way to Go Green with HVAC

A trip to the gas station will tell you right away that energy prices are going up, up, up and conserving energy is again a “hot” topic. Today’s consumer is not only concerned with saving money, but also with saving the environment for future generations.

With that in mind, T&B’s HVAC business developed the “greenest” unit heater “under the sun.” The new Reznor unit heater, Model UEAS, is part of the V3 Series and is up to 93 percent fuel efficient. In other words, up to 93 percent of the available heating value of every cubic foot of natural gas is transferred into heating the indoor space. Typically, conventional unit heaters are only 80 percent efficient. Utilizing the proprietary TCORE3 combustion system/heat exchange, the new Reznor heater provides the same amount of heat but uses 16 percent less fuel. That’s a win-win way to go green.

There is only one heater better than a Reznor® ...

...too bad it only works half days.

“Greenest” Unit Heater under the Sun

- **Best-in-Class** - Up to 93% fuel efficient
- **Environmental** - Low carbon footprint
- **Reliable** - Reznor has pioneered commercial condensing unit heater technology since 1988
- **Advanced Technology** - Titanium stabilized primary heat exchanger with MacroChannel™ secondary heat exchanger (patent pending)
- **Compact** - 40% smaller than previous generation heater
- **Dependable** - Reznor, a trusted name in heating since 1888

REZNOR

www.RezSpec.com/green 800-695-1901

Power Up, cont. from p. 13

were several electrical system emergencies in the affected region due to the limitations of the old system. In fact, the U.S. Department of Energy declared Wisconsin one the states with the most serious transmission bottlenecks. Planning for the Power Up Wisconsin project began in 1998, which is when T&B submitted preliminary designs for the structures. It is scheduled to be fully completed and operational in 2008.

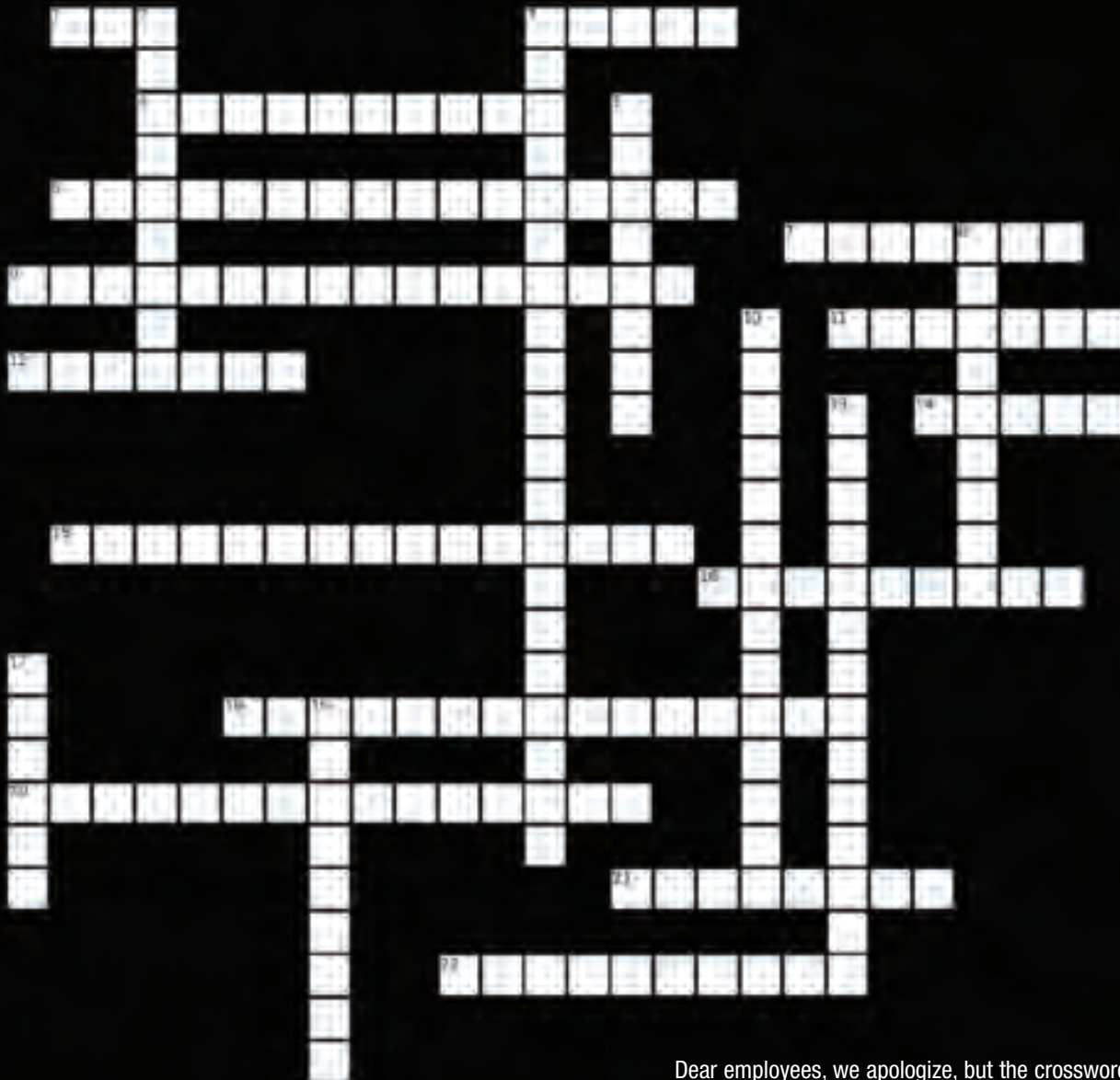
“Every one – consumers, small businesses and large industrial users – in Wisconsin will benefit from this project,” commented Boigenzahn. “It is extremely satisfying to know that we played a role in delivering reliable power to our friends and neighbors.”

To read more about the Power Up Wisconsin project go to:
<http://www.arrowhead-weston.com/maps.shtml?leftnavid=project>

Power Up Wisconsin Facts:

- Length: 220-mile transmission line crossing eight counties
- Number of steel poles: 1,564
- Avg. pole size: 130 feet high
- Avg. pole weight: 31,000 pounds (equal to nine full-size cars)
- Pounds of steel used: over 50 million
- Line voltage: 345-kilovats
- Total project cost: approximately \$450 million
- Cost to average consumer: Approximately 1 percent increase in electricity costs beginning in 2008
- Project sponsors: American Transmission Co., Minnesota Power, Wisconsin Public Service

“Power”ful Factoids



Dear employees, we apologize, but the crossword puzzle cannot be translated into Spanish/French.

Across

- 1 New French member of T&B Family
- 3 What T&B delivered to troops abroad
- 4 Science of designing efficient, safe items
- 6 How T&B is growing
- 7 T&B facility that celebrated safety milestone
- 9 Key ingredient in fighting cancer
- 11 NECA Product of the Year
- 12 Distributor that went back to school with T&B
- 14 Distributor that gave T&B three awards
- 15 Newest member of utility products group
- 16 Children's hospital supported by T&B
- 18 Department that built “Bridges” this summer
- 20 Market-leading non-metallic outlet box

- 21 Conduit body with an inside edge
against corrosion
- 22 Facility that minimizes waste

Down

- 2 Mud ring brand that smoothes
rough-in installations
- 3 T&B fired on all cylinders to win this award
- 5 Engineer who plays to win
- 8 Place where training went underground
- 10 Father of the Kindorf Trapnut
- 13 Biggest acquisition T&B made
- 17 Facility that's walking its way to wellness
- 19 T&B facility where bigger isn't better



SAFETY ZONE



Eureka!

T&B is Going Ergo in the Workplace

Expanding How We Think About Safety to Ergonomics

If you've shopped for a desk chair recently, you've probably heard the term "ergonomic." Designed to reduce the daily discomfort of spending long hours behind a desk, so-called "ergonomic" office furniture is a booming business. Unfortunately, reducing discomfort on the job or eliminating repetitive motion injuries such as a carpal tunnel syndrome or tendonitis won't be solved by simply swapping out furniture.

Ergonomics is the science of designing and arranging things so that people using them interact with them in the most efficient and safest manner. It's a fancy term but has its roots in common sense. For example, by adjusting the height of your work surface to a proper, comfortable level, you can help avoid or reduce back and neck injuries, muscle injuries, eyestrain, headache and fatigue.

"Starting in 2007, T&B's safety program has expanded to focus on ergonomics in the workplace," said Bill Frigon, director of safety. "Ergonomic type injuries account for more than 60 percent of all T&B accidents. We've already implemented an 'ERGO' program at nine plants and will be bringing what we've learned so far to additional locations in the future."

Locations will adopt a similar ERGO process such as:

- Establishing an ERGO Team (Management and hourly employees)
- Training the team to identify ERGO hazards
- Developing corrective actions along with employee training
- Monthly meetings to review new and status of ongoing projects
- Program review by outside safety consultants

Byhalia Facility Achieves One Million Hours Safety Milestone

Thomas & Betts' Byhalia, Mississippi, distribution center recently celebrated 1,000,000 hours without a lost-time incident from June 11, 2005 through April 21, 2007.

To honor this important milestone and reward employees for their hard work, the plant celebrated with donuts, ice cream, gift certificates and other tokens of appreciation.

"All of our associates contributed to our success in achieving this milestone," said David Dean, vice president of customer service and logistics. "I personally would like to thank and congratulate them for their commitment to safety that they have embraced which has provided us with a safe place to work."



Larry Staudenmyer (left), T&B's senior operations manager and Stacie Purdy, T&B's IT department, cook hotdogs and burgers in honor of Byhalia's safety milestone.



T&B Byhalia, Mississippi, employees enjoy the fruits of their labor at a company-sponsored barbecue celebrating one million hours of safety.

Leaps & Bounds cont.

Pileggi was quick to point out that the opportunity to grow Thomas & Betts through acquisitions should not overshadow the importance of continuing to grow the core business by winning market share and introducing new innovative products that pull sales through distribution. Nor should it be an excuse for not maintaining the excellent business disciplines T&B has established over the past several years.

“We have a long history of growing our leadership position by aggressively managing our brands and focusing on meeting the needs of our customers,” said Pileggi. “We don’t expect this to change just because our product portfolio is expanding. Our true success will be measured on how well we maintain our discipline in critical areas such as expense control, working capital management, pricing, lean and other areas even while managing the integration of these new businesses.”

According to T&B’s “feet on the street” – the utility, electrical and European sales teams – the acquisitions have been well received by distributors and end user customers.

“Our distributors know that expanding our portfolio with these leading brands will ultimately help increase their top-line sale, lower their transaction costs and improve overall profitability,” said Ned Camuti, president of T&B’s U.S. Electrical products group. “And end users trust T&B to continue to invest in new product development, product training and technical support.”

“Our utility customers recognize that T&B is a well managed company committed to meeting their needs,” said Bob Caporale, head of T&B’s utility business. “Expanding our portfolio of utility products with the Joslyn family of products is a tangible demonstration of this commitment.”



Powerline Online!

Powerline is now available with expanded photos on T&B’s intranet homepage. You can find it under “Departments – Human Resources.”

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