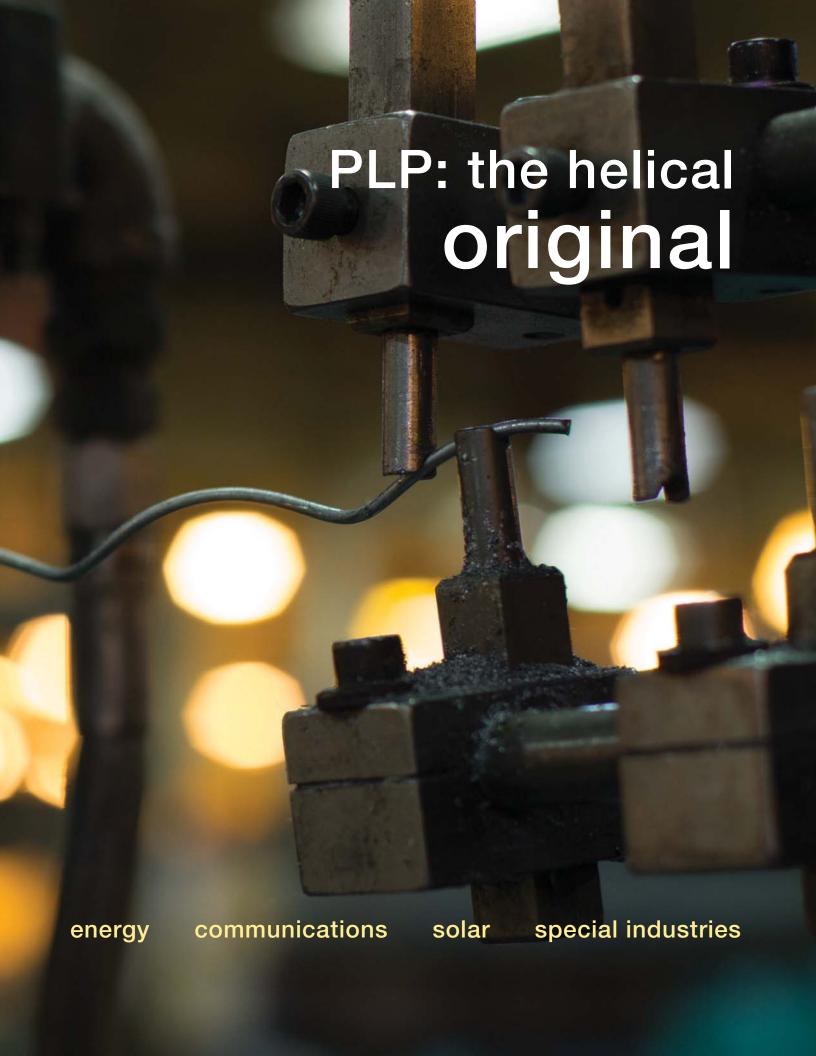


the leader since the beginning support through every storm

2013 ANNUAL REPORT









PREFORMED LINE PRODUCTS COMPANY (PLP) DESIGNS, **ENGINEERS AND MANUFACTURES** INNOVATIVE PRODUCTS FOR THE COMMUNICATIONS, ENERGY AND SOLAR POWER MARKETS. THESE PRODUCTS INCLUDE CABLE ANCHORING DEVICES. CONDUCTOR HARDWARE, VIBRATION CONTROL SYSTEMS, SOLAR RACKING AND FIBER OPTIC AND COPPER SPLICE CLOSURES. PLP IS RESPECTED AROUND THE WORLD FOR QUALITY, DEPENDABILITY AND MARKET-LEADING CUSTOMER SERVICE.

# THE LEADER SINCE THE BEGINNING

It was 1947 when engineer Tom
Peterson came up with a concept
that would change the power industry
forever. Instead of relying on bolts or
compression devices to support and
protect power lines, he used aluminum
rods formed into a helix. The helix could
spiral tightly around a conductor and
hold fast. No clamps or stress points.
No installation tools. Just revolutionary
helical technology — and the beginning
of PLP.

Since then, competitors all over the world have been trying to copy PLP's innovation, but the lead created by Peterson has only extended. Today, PLP is the only supplier of a full line of formed-wire helical products for energy transmission and distribution as well as communication industries.

In 2013, PLP furthered its lead with superior products, strong marketing and international growth.

# SUPPORT THROUGH EVERY STORM

PLP's helical technology has supported customers through decades of storms. Whether wind, snow or ice, our products are engineered to keep the utility lines operational in the harshest of environments. Our turnaround time for storm-damage orders is second to none, even for custom-engineered items. And thanks to our extensive U.S. manufacturing and storm tracking, we can have the right products in stock even before a storm strikes.

In addition, our helical technology has helped our company through storms of a different nature. We have weathered growing competition, market fluctuations and international challenges. But just like our helical products, our industry leadership holds secure.







During 2013, foreign currencies continued to weaken against the U.S. dollar as the world economy continues to struggle. Translating foreign denominated financial statements into U.S. dollars resulted in a \$10.5 million negative impact on sales and a \$.5 million negative impact on net income. Additionally, we recognized \$2.6 million of losses when translating foreign denominated loans and

receivables from our subsidiaries into dollars although any gain or loss will not be realized until these balances are settled. Our balance sheet remains strong with a current ratio of 3.5:1 and with sufficient debt capacity available to meet our growth objectives.

# financial highlights

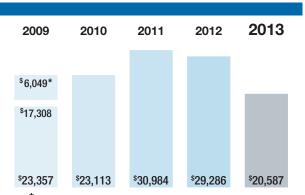
#### Year ended December 31,

In thousands of dollars, except per share data	2012	2013
Net Sales	\$439,192	\$409,776
Income before income taxes	44,827	31,794
Net income	29,286	20,587
Net income per share basic	5.50	3.84
Net income per share diluted	5.45	3.77
Shareholders' equity	241,069	252,330
Shareholders' equity per share	44.83	46.81

## consolidated net sales

# 2009 2010 2011 2012 **2013**\$257,206 \$338,305 \$424,404 \$439,192 \$409,776

## consolidated net income attributable to PLPC



<sup>\*</sup>Gain on acquisition of Dulmison, net of acquisition related costs.

2013





After the record setting performances of the past several years, 2013 was a bit of a disappointment from a financial perspective. While still a solid performance particularly domestically, with sales on par with the then-record setting 2011 numbers and operating profit exceeding 2011's stellar performance, we nevertheless fell short of 2012's domestic records. However, this was as expected.

In spite of what gets touted in the media as a so-called improving economy, a recovery on Wall Street is not the same as a recovery The economic situation is equally bleak, if not worse, throughout the world, where the negative impact of limited utility spending has been further compounded by devalued currencies in many of the markets in which we operate. While the capex spending message is virtually the same around the world, hopefully currencies will somewhat stabilize.

Now, this is not to say that we did everything right in 2013 with respect to the factors we can control; we did not. However, I believe we have done a very nice job of analyzing where mistakes were made, what the necessary corrective actions are and where ongoing improvements can be realized. In some cases, this meant significant changes in upper level management.

We do have a significant advantage over our competitors, particularly with respect to helical technology: we invented it and have the longest running experience with understanding it. As the innovators, enhance the customer's experience. In Rogers, Arkansas we broke ground on a new, 40,000 square foot, state of the art injection molding facility to be completed this spring.

While the deal officially closed in January, the bulk of the work that resulted in the merger of Helix Uniformed Ltd. in Montreal, Quebec, Canada was done during 2013. This is a very exciting opportunity for both companies due to the complementary strengths of both companies. Since its founding in 1993, Helix has been one of the very few PLP competitors to share the same passion for research, engineering and design that we have. This, in addition to a cultural like-mindedness, makes the future possibilities of this union quite exciting. We enthusiastically welcome the Helix team to the family!

I firmly believe that if you don't occasionally stumble, you're likely not being aggressive enough. The trick lies in learning from the fall and refining the approach. 2013 was

# AS THE INNOVATORS, WE HAVE A PASSION FOR UNDERSTANDING TECHNOLOGY

on Main Street. Our business ebbs and flows with Main Street. With the economy continuing to flounder as a result of ongoing poor policy decisions in Washington, the utilities, our customers, had indicated early on that the level of project spending would be sharply down from the levels experienced in 2012: there would be no near-term repeat of the large scale projects we participated in during 2012. Unfortunately, with no signs of economic improvement in the crystal ball, ongoing gridlock in Washington and contentious mid-term elections coming at the end of this year, the message from the utilities in North America remains the same for 2014: no major projects planned and capital expenditures to grow no more than 2% over 2013 levels.

we have a passion for understanding technology, refining designs and for constantly improving manufacturing processes, which allows us to rebound more quickly than others. The vast majority of our competitors frankly flatter us with their constant, albeit poor, imitation of our product designs.

2013 was not without its bright spots! We completed our addition at World Headquarters which features a major expansion of our world class laboratory and testing facility. As technological improvements permit ever greater understanding of the factors affecting the performance of our products, we use that knowledge to refine our designs and improve our processes in order to further

a year that included a few stumbles that I believe we have learned from. We also continued to expand geographically with the inclusion of Helix but also with the opening of offices in France and Russia. We continue to grow our regional footprints as well, through the expansion of existing facilities as we continue to become an increasingly compelling supplier to our core customers, while adding new ones.

As always, thanks to everyone involved through the years for helping build the solid foundation upon which the current team diligently continues to build!

Shut 6 Rul





#### WEATHERING MARKET FLUCTUATIONS

"Winds of change in commercial markets can whip up their own kind of storm.

Utilities can be stagnant for a time but then ramp up activity seemingly overnight. That's when PLP needs to ramp up production as well.

We have become experts at managing these ups and downs. We've tracked historical demand. We know volumes. We know what's happening in the industry to drive or hinder growth. We know how to prepare.

Our competitors, which tend to be low-cost overseas manufacturers, don't have this kind of industry insight. Nor can they react to fluctuations as quickly as we can. With our domestic manufacturing capacity, we can deliver product in just days.

Then there's consolidation. The telecommunications industry was first. Now we're starting to see similar movement in power utilities. As such, there's more pressure to provide the best products and service at the lowest cost.

Thanks to our technological leadership, PLP is already a favored supplier. The utility market has a high regard for our products, knowing our quality doesn't deviate from product to product, or order to order. End users know it. Distributors know we have a complete helical product portfolio and are remaining committed to PLP despite pressure from competitors to sell their cheaper versions of helical products. Our long-term relationships and unprecedented technical support and education have left a lasting impression industry wide.

Demand for formed wire products continues to evolve. Investment in transmission grids globally is being addressed along with fiber based technologies like fiber to the home and mobile backhaul construction."



#### SUNNY OUTLOOK FOR PLP TECHNOLOGY

"When it comes to helical products, we offer the best in the world. More competitors have also begun offering helical products, copying our designs. But none of them understand the technology as well as those who invented it: PLP.

We've designed laboratories to simulate mechanical loads that occur in the field. We test products for cyclic fatigue, vibration, corrosion and more, and uncover deeper truths about helical technology and how to perfect it. In 2013, we enlarged our Research and Engineering facility by 50 percent. Our newly expanded lab area includes two additional vibration spans, longer than our current spans, to more closely simulate real-world conditions.

Design and engineering is only the first step to producing leading-edge products. The second is sophisticated manufacturing. Many of our competitors outsource that function to low-cost international manufacturers. But PLP manufactures in-house on the most advanced helical production equipment.

PLP's Machine Design Group continuously develops new equipment, which we fabricate and assemble ourselves. As in recent years, 2013 saw investments of more than \$1 million to build equipment that will produce next-generation helical products. That investment keeps us a step ahead of our competitors. It allows us to continue improving our ability to produce the highest quality helical products cost efficiently in shorter times to react to our customers' needs.

Can formed wire continue to evolve? Yes! We will continue to master the technology to push PLP's products and performance even further."



#### A STRONG INTERNATIONAL FORECAST

"PLP introduced helical technology to the world through direct sales and international licensees. We have been able to retain the majority of the market share for helical products, particularly in England, Spain, Australia and Canada, where our international presence began. Years of working locally with our customers has been rewarded with their loyalty. Local presence is extremely important to us and in 2013 we opened sales offices in France and Russia, addressing niche opportunities there.

As developing markets have needed more and more electricity, we've moved into countries such as Mexico, Brazil and South Africa. Currently, Asia is our fastest growing region. In 2013, we made great strides into Southeast Asia with a reintroduction of PLP helical ties.

One goal in particular moving forward is healthy sales of helical products in areas that are expanding or upgrading their power distribution networks.

PLP's international competitors tend to be small, regional businesses that attempt to cherry-pick only the highest-volume helical products at the lowest possible cost. Their limited offerings never compete fully with PLP's full range of products, not to mention our premium quality and manufacturing efficiencies.

PLP shares technological insights across all our operations, from one part of the globe to another. That promises to be one of our biggest advantages as we continue to expand market share around the world."



# new patents awarded in 2013

THE COYOTE® ACE IS THE LATEST

ADDITION TO PLP'S FAMILY OF

WALL PLATES. THE DESIGN OFFERS

THE GREATEST FLEXIBILITY TO

ADDRESS THE MULTITUDE OF

CONNECTION OPTIONS REQUIRED

TO SUPPORT HOME AND OFFICE

NETWORKS.



# COYOTE® ACE (Adaptable Connection Enclosure)

Chris Grubish (left)
Adam Deel (center)

Global Market Manager Communications

Product Development Engineer

Randy Cloud (right) Engineering Manager, Communications

Product Development

THE RANCHMATE" INSULATED

POST DEAD-END IS A NEW

SOLUTION FOR CONNECTING

ENERGIZED HIGH TENSILE WIRE

FENCING TO POSTS IN FARM AND

RANCH APPLICATIONS.



# RANCHMATE™ INSULATED POST DEAD-END

Darnell Johnson (left)

Ryan Ruhlman (right)

Engineering Laboratory Supervisor Manager of New Business Development and Marketing Communications

# corporate information

## directors

Robert G. Ruhlman Chairman and CEO

Glenn E. Corlett Dean Emeritus at the College of Business at Ohio University

Richard R. Gascoigne Former Managing Director at Marsh Inc.

Michael E. Gibbons Sr. Managing Director, Brown Gibbons Lang & Company

R. Steven Kestner Executive Partner, Baker & Hostetler LLP

Barbara P. Ruhlman Randall M. Ruhlman

# officers

Robert G. Ruhlman Chairman, President and CEO

J. Cecil Curlee, Jr. Vice President Human Resources

Eric R. Graef Chief Financial Officer Vice President – Finance and Treasurer

William H. Haag III Vice President International Operations

John M. Hofstetter Vice President Sales and Global Communications Markets

Dennis F. McKenna Vice President Marketing and Global Business Development

David C. Sunkle Vice President Research, Engineering and Manufacturing

Caroline S. Vaccariello General Counsel and Corporate Secretary

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# domestic plant locations

Arkansas Rogers

North Carolina Albemarle

subsidiary

**Direct Power and Water Corporation**Albuquerque, New Mexico

# international operations

Argentina

Preformed Line Products (Argentina) S.R.L. Buenos Aires, Argentina

Australia

Preformed Line Products (Australia) Pty. Ltd. Sydney, Australia

Brazil

PLP—Produtos Para Linhas Preformados Ltda. São Paulo, Brazil

Canada

Preformed Line Products (Canada) Ltd. Cambridge, Ontario, Canada

Helix Uniformed Ltd. Lachine, Quebec, Canada

China

Beijing PLP Conductor Line Products Co., Ltd. Beijing, China

France

Preformed Line Products (France) SAS Paris, France

Indonesia

PT Preformed Line Products Indonesia Bekasi, Indonesia

Malaysia

Preformed Line Products (Malaysia) Sdn Bhd Selangor, Malaysia

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Preformados de Mexico S.A. de C.V. Querétaro, Mexico

New Zealand

Electropar Ltd.

Auckland, New Zealand

Poland

Belos—PLP S.A. Bielsko-Biala, Poland

Russia

PLP Russia Ltd. Moscow, Russia

South Africa

Preformed Line Products (South Africa) Pty. Ltd. Pietermaritzburg, Natal Republic of South Africa

Spain

APRESA—PLP Spain, S. A. Sevilla, Spain

Thailand

Preformed Line Products (Thailand) Ltd. Bangkok, Thailand

**United Kingdom** 

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**Ernst and Young LLP** 

# registrar & transfer agent

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www.computershare.com

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#### common shares

PLP common shares are traded on the NASDAQ Global Market under the ticker symbol: PLPC

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Telephone: 440-461-5200 Fax: 440-442-8816 Web Site: www.preformed.com E-mail: inquiries@preformed.com

The Company has adopted a code of conduct. A copy of the code of conduct is posted on our Internet Site at www.preformed.com in our About Us section.

If you would like to receive an electronic copy of this or future Annual Reports of Preformed Line Products, go to www.preformed.com, click Investor Relations and follow the instructions; or e-mail us at inquiries@preformed.com.



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