

## GLOBAL REACH LOCAL FOCUS

**2009** ANNUAL REPORT





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With the 2009 acquisition of Dulmison, Preformed Line Products broadened its **Global Reach and Local Focus.** The expanded presence in both Indonesia and Malaysia was the result of years of strategic planning. Now with twelve international subsidiaries, PLP continues to strengthen its ability to respond to market needs both globally and locally.

Despite worldwide economic downturns, PLP continues to look to the future, developing new and competitive products, while offering solutions and a level of quality, customer service and specialization unmatched in the markets we serve. Founded in 1947, Preformed Line Products Company, headquartered in Mayfield Village, Ohio, designs and manufactures products and systems for the construction and maintenance of overhead and underground networks for the energy and communications industries. Additional specialized markets include solar energy, tower/antenna and metal buildings. PLP serves all of these worldwide markets through its three manufacturing centers and sixteen international operations.



## **FINANCIAL POSITION**

### AND HIGHLIGHTS

**Net sales were \$257.2 million in 2009.** The stronger dollar relative to most foreign currencies had a negative \$12.2 million impact on sales when financial statements denominated in foreign currencies were translated to U.S. dollars. Excluding the impact of currency, sales decreased \$350,000 or less than 1% in 2009. Net income was \$23.4 million and includes a \$9.1 million gain from the acquisition of Dulmison and after tax expenses related to the acquisition of \$3 million. Excluding these items, net income from continuing operations was \$17.3 million or less than 2% below 2008. Our financial position remains strong with a current ratio of 3 to 1 and bank debt of \$7.6 million on total assets exceeding \$235 million.

FINANCIAL HIGHLIGHTS	YEAR ENDED DECEMBER 31,	
Thousands of dollars, except per share data	2009	2008
Net Sales	\$257,206	\$269,742
Income before income taxes and discontinued operations	29,593	24,760
Income from continuing operations, net of tax	22,833	17,042
Net income	22,833	17,911
Net income attributable to PLPC	23,357	17,623
Income from continuing operations attributable to PLPC common shareholders per share basic	4.46	3.17
Net income attributable to PLPC common shareholders per share basic	4.46	3.34
Income from continuing operations attributable to PLPC common shareholders per share diluted	4.35	3.14
Net income attributable to PLPC common shareholders per share diluted	4.35	3.30
PLPC Shareholders' equity	170,966	136,265
Shareholders' equity per share	32.58	26.09



\*Gain on the acquisition of Dulmison, net of acquisition related costs.

## GLOBAL REACH LOCAL FOCUS



ROBERT G. RUHLMAN
Chairman and Chief Executive Officer

# TO OUR SHAREHOLDERS

Given the overall global economic climate during 2009, I have no reservations at all about calling 2009 another successful year for Preformed Line Products (PLP). It was indeed an interesting year filled with both disappointment and success.

Domestic sales were down 7% but up in various other subsidiaries. This geographic diversity resulted in relatively flat consolidated sales when viewed in native currency. Net income was similarly down domestically but up in other parts of the world, and it was at an all-time record due to the affect of a bargain purchase gain on our most recent acquisition.

Misguided economic policies here at home combined with a high degree of uncertainty going forward, once again delayed much needed rehabbing of our nation's electrical grid and all but put the brakes on widespread broadband deployment, contrary to the campaign promises of 2008. Fortunately, our time-tested business model of global diversification and emphasizing local manufacturing and management in the markets in which we operate served us well in 2009, with regional gains elsewhere offsetting a disappointing year domestically. The global picture for 2010 looks quite similar to 2009 with strong prospects in many of the countries in which

we operate. Unfortunately, as I write this letter, there appears to be nothing on the horizon to indicate that renewed business growth in the USA, generating demand for our products, will take place in 2010.

We wrapped up 2009 by closing on what might be the most significant acquisition in our 63 year history. Our acquisition of the Dulmison line of products from Tyco Electronics completed a project which began nearly seven years ago and which occupied significant attention on our part for the past four years. It also led credence to the old adage, "the third time's the charm" as we had attempted to acquire Dulmison twice before.

Dulmison and Preformed have a long history together with Dulmison Australia having been a licensee of PLP's from 1960 to 1977. From 1977 until the acquisition this past year



Dulmison and Preformed had been formidable competitors on the world stage in both transmission and distribution products. Those 33 years of competition pushed both companies in a very positive sense and the in-depth knowledge both organizations have of the other has made the amalgamation process quite smooth.

The acquisition of the Dulmison product line and facilities has further expanded our geographic footprint with the addition of facilities in Jakarta, Indonesia and Kuala Lumpur, Malaysia while also growing our product line and increasing our overall global market penetration. This combination also added significant volume to existing plants domestically and abroad, but by no means have we achieved market dominance. In fact, this acquisition has and will continue to embolden our competitors as they attempt to capitalize on customers' desires to have multiple vendors. Therefore, we have a responsibility to our customers as well as ourselves to be an even better Preformed

going forward than we have been to this point and to further improve upon what got us to where we are today. I have no doubt that our talented worldwide team, now over 2,300 strong will successfully meet that challenge.

We warmly welcome those who have recently joined the Preformed family, many of whom are pictured throughout this report and as always, thank all who have been part of building this wonderful organization.

**ROBERT G. RUHLMAN** 

Chairman and Chief Executive Officer

## INTERNATIONAL REGIONS

PLP has sixteen manufacturing facilities in thirteen different countries. Each operation is a strong manufacturing unit capable of producing the majority of what it sells into its markets. It can produce the high volume products as well as specialized products with responsive deliveries for its local customers. These businesses are supported by local engineering teams responsible for product design, product line coordination with other PLP locations and manufacturing support. Additionally, these businesses coordinate sales across the region to take the best advantage of PLP's locations, product availability, as well as the language and cultural aspects that are so important to successful cross border selling. Beyond the regional coordination, these businesses are tightly connected to the rest of PLP's global capabilities. Whether it is new product design, new product initiatives, access to shared manufacturing experiences or access to lower cost products and materials, PLP's businesses take advantage of their global knowledge to exceed customers' expectations. The following is an overview of the three primary regions in which PLP operates: Asia-Pacific, EMEA and the Americas.

#### **ASIA-PACIFIC REGION**

Asia Pacific covers the region from Korea in the North to Australia in the South. In total, more than 3.9 billion people live in this Asia Pacific region.

With China and India as part of this region, growth in most major industries will exceed that of other areas of the world. Despite the massive population, this area still has a relatively low base of individual consumption. As such, it has significant potential for growth. The International Energy Agency estimates that there are still more than 800 million individuals in this area that live without regular electric supply each day.

PLP has been active in this region since partnerships were formed in the early 1960's in Japan and Australia. As those and other markets in Asia developed, PLP brought Transmission and Distribution technology to the region and started a process of moving from partnerships to owning 100% of the companies it operates. The customers in those areas grew to appreciate the attention and support PLP provided while benefiting from PLP's global product development and market experience.

As PLP began to focus its attention across a broader part of the Asia Pacific region, PLP established Beijing-PLP in the mid 1990's. This business was founded to supply the exploding demand for electric power as that important global market opened commercially. Beijing-PLP has grown steadily over the last fifteen years and remains the only significant multi-national pole line fittings company supplying fittings and hardware to the industry. The factory in Beijing mirrors other PLP facilities with equivalent technologies, providing product that is competitive both locally as well as internationally. Because PLP holds technical standards constant in all PLP businesses, customers are ensured access to common and seamless technology regardless of manufacturing location.

In 2004, PLP's growth in Southeast Asia continued with its acquisition of a small manufacturer in Bangkok, Thailand. With its subsequent acquisition of Dulmison, the Bangkok operation will be one of the largest in the PLP family. Combined with local operations in Malaysia (Kuala Lumpur) and Indonesia (Jakarta), PLP has a very strong presence of support for the markets centered around these Southeast Asian countries.

From this region's strong and steady growth, PLP has been successful in combining the local demand with project needs from other areas. The significant scale that has been obtained allows PLP to develop global centers of excellence while still ensuring that regionally-produced products are available to meet the demands of the local customers.

#### **EUROPE, MIDDLE EAST AND AFRICA REGION (EMEA)**

PLP's EMEA business is centered around three major operations in Europe and one in Africa. These facilities in England (Andover), Spain (Seville), Poland (Bielsko Biala) and South Africa (Pietermaritzburg) have been supplying products to the electric power utility market for over 50 years. Combined, these operations have over 200 years of experience in this industry.

Each of these four businesses was originally established to focus on its internal domestic market. As capabilities grew and product lines expanded, each began to broaden both its target markets and geographic coverage. Today, the EMEA region is well covered with a combination of direct selling and independent representatives and distributors. From an original market focus on the Electric Power Industry, the businesses now supply to the telecom, solar and transportation (i.e., railroad, light rail and traffic management) markets. Specialization within these fields has provided product line growth, as well as expanding market opportunities, such as supplying substation fittings.

#### **AMERICAS REGION**

In North and South America, PLP operates out of four strategically located operations to serve power utility, communications and solar energy customers throughout the region. With manufacturing facilities in Brazil (Sao Paulo), Mexico (Queretaro), USA (Arkansas, North Carolina, New Mexico, Ohio), and Canada (Ontario), PLP has been operating in this region since its founding in Cleveland, Ohio in 1947 and is well positioned to provide customers in the Americas with an unparalleled level of local service and support. In addition to comprehensive manufacturing capabilities, each of these operations is fully supported with sales and engineering resources to solve customers' problems and provide in-depth technical support.

The acquisition of Dulmison further cements PLP's leadership position in the region and will enable PLP to enhance the scope of its product lines and the technology it provides to this important market.



# 2009 BUSINESS CONDITIONS BY MARKET

Although 2009 was a challenging year given the global economic turmoil, PLP's global business remained stable and PLP is well positioned to seize opportunities when the global economy begins to improve.

Around the globe, PLP's manufacturing facilities are equipped with core industry technologies like forging, casting and CNC metal fabricating and machining. From these capabilities, the businesses now have a broad range of products to ensure complete market coverage. Manufacturing redundancy covers the most critical products and technologies that PLP has focused on for many years. However, each business has specialized in unique products that are now shared among the regional and global group. Most of these sites have modern test laboratories able to perform a wide range of mechanical, electrical and vibration tests on conductors and associated hardware. In addition, PLP offers expertise in the field, with its vibration monitoring service on transmission and distribution lines.

#### **DISTRIBUTION:**

The Power Distribution business (defined as voltages below 115KV), was down in 2009 as power utility companies put off maintenance programs to reduce spending, and the housing crunch continued to depress new home construction as well as the associated deployment of overhead power lines. Future prospects for this segment look encouraging assuming an economic recovery will spur renewed investment in required maintenance work, and new residential and commercial related construction will drive additional power line construction. PLP continues to drive future growth by identifying and developing new product opportunities to enhance its Distribution product offering. Recent additions to the product line include polymeric insulators, wildlife protection devices and polymeric surge arrestors (Brazil).



#### **TRANSMISSION:**

PLP's Power Transmission business (defined as voltages 115KV or higher) was up significantly in 2009 as power utility customers continued to invest in upgrading their rapidly aging transmission grids. PLP is well positioned in this market with a full range of transmission fittings, hardware and vibration control products to support line construction up to 765KV. PLP also benefited from increasing investment in alternative energy projects. In many countries throughout the world, incentives are driving construction of renewable energy facilities, with the most prevalent being wind "farm" construction. These large arrays (1 megawatt or greater) of wind turbines are typically located far from population centers and require significant investments in transmission line infrastructure to connect these assets to the grid. PLP provides comprehensive transmission line packages for these applications and continues to develop products to further expand the product offering for its customers.

PLP's leadership position in this market was enhanced with the acquisition of Dulmison. Dulmison's spacer, spacer-damper and stockbridge damper product lines complement PLP's product offerings and enable PLP to offer the most comprehensive line of products in the industry. With demand for electrical power



continuing to increase, especially in the many fast growing developing markets, PLP's leadership will enable it to take advantage of prospects for continued growth as transmission grids are enhanced and extended throughout the world.

Supplying transmission grid operators with a full line of engineered products to install and protect their electrical conductors is complicated. Each transmission line that is built has its own unique characteristics. To supply everything required, a company must be prepared to provide the complete engineered solution as well as to work with a variety of materials defined by multiple international standards. These projects often have aggressive delivery periods and need to be delivered to remote sites on the opposite side of the world.

To do this all in one factory is an enormous challenge, but to do it with the combination of specialized PLP operations in different locations makes the process much more manageable. PLP can offer its customers a level of specialization that no other manufacturer in this industry can match.

While the recent activities in the energy markets have been mixed due to varying levels of the economic crisis, PLP continues to develop and test a wide range of transmission hardware. PLP has successfully supplied many hardware

packages and is now widely recognized as a major supplier of fittings and vibration control devices to utility customers across all markets.

PLP employees work closely with the local utilities, contractors, wholesalers and local representative to ensure that PLP has the products to meet the local market needs. One example of joint co-operation is the introduction of a raptor protector. PLP developed this product with a South African environmental and wildlife division to help prevent vultures and other birds from being electrocuted on power lines in South Africa. In addition, PLP developed a new Vari-Grip termination for use on the guyed towers on the 765Kv line between Limpopo province and the Western Cape in South Africa.

In other markets, PLP has developed high temperature elastomers for use on the new generation of conductors which may experience service temperatures of 250 degrees Centigrade or higher. This elastomer is used at the suspension points of new conductors to increase the amount of energy that is able to be transmitted across existing steel towers and along existing rights of way.

#### **COMMUNICATIONS:**

The year 2009 was challenging for PLP's communication business throughout the world. Many communications customers cut back on capital and operational spending as the global economic downturn negatively impacted consumer spending on communication services. The U.S. was hit especially hard as communication carriers diverted operational funds to wireless communication projects where they could realize a faster return on their spending and investments. Also, the broadband stimulus program that was announced early in 2009 failed to gain traction throughout the year and the administrative burden of the program has further delayed the deployment of funds.

Through all of this, PLP maintained its focus on the customers' efforts. PLP directed these efforts at customer premise and demarcation applications which are the final connections between the network and the end consumer. As economic conditions improve and stimulus funds eventually start flowing into projects, PLP's efforts in these areas will lead to growth in the communications business. Opportunities for growth also look promising in Central and South America where deployment of fixed line telecommunications services and broadband penetration rates remain low as a percentage of the total population.

Like the Americas, the EMEA region exhibited lower 2009 results as telecommunication and CATV customers reduced capital expenses and operational investments in fixed line

communication networks. Specifically, large carrier communication companies supported wireless technologies throughout the region over growth in copper and fiber networks. Government regulatory uncertainty and discussions regarding the promotion of access to incumbent carrier lines to encourage competition in broadband services, have delayed widespread deployment of last mile fiber optic applications. Additionally, significant unemployment rates in Europe (e.g., Spain with an unemployment near 20%) coupled with a lack of growth over the last six quarters has had a dramatic effect on the EMEA region. As such, Fiber to the Home installations in most of Europe continues to lag other regions throughout the world.

General market conditions in the EMEA region remain challenging with further industry consolidations, customer cost reduction initiatives and an influx of Asian competitors combining to apply significant pressure on sales volumes and margins.

Despite a slow recovery in the region, PLP's EMEA group is optimistic that future growth will be driven by PLP's dedication to a comprehensive portfolio of copper and fiber products, continued innovative product development and its ongoing focus on local service and support.



#### **SOLAR:**

Business at PLP's solar energy subsidiary, DPW Solar, was up in 2009 as investment and incentives continued in solar energy projects throughout the U.S. DPW Solar, based in Albuquerque, New Mexico, manufacturers roof, pole and ground mounted hardware systems for solar power applications from a few kilowatts to one megawatt and higher. DPW Solar also provides packaged power systems and selected integration services throughout the Southwestern United States.

DPW Solar is keenly focused on new product development directed towards two goals. One is increasing application flexibility. The other is reducing the overall cost per watt of solar power installations by increasing the efficiency of hardware designs and dramatically improving installations times.

PLP also continued the development of its solar business outside the U.S, with operations in Spain, Australia, Canada, Brazil and Mexico. Canada offers significant growth opportunities for solar given the recent announcement by the Ontario Power Authority regarding their FIT (Feed-in Tariff) Program. The FIT program provides for a substantial credit per kilowatt hour for customers that invest in solar energy projects. The returns on these investments are guaranteed for twenty years



and the program is expected to dramatically increase the demand for solar power systems and services. Given the requirements for domestic Canadian content, PLP's operation in Canada is well positioned to service the local solar market as the FIT Program gains momentum. In Australia and Spain, PLP has done significant work to introduce PLP's solar hardware and integration solutions into the local markets. With the renewal and expansion of incentive programs in these countries combined with rapidly advancing technology, PLP is prepared to take advantage of future growth opportunities in solar power deployments.

With advancements in new product development and the continued expansion of the international solar operations, PLP's solar business will continue to play a key role in the market as the technology advances towards grid parity (i.e., solar energy at costs comparable to fossil fuel based energy).



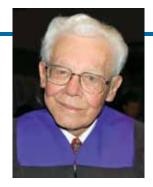
#### PATENT AWARDS 2009

## FIBERLIGN® CLAS Cable Storage System George Dudash and John Jones



#### VORTX<sup>™</sup> Vibration Damper John Olenik and Gary Zaleski





#### **MEMORIAL**

This Annual Report is dedicated to the memory of J. Richard Hamilton.

An attorney with Baker Hostetler for over 50 years, Rich also served as PLP's Corporate Secretary from 1990-2005. Rich's impeccable character, integrity and work ethic were well balanced with a love of life; family, friends, music, sports and the great outdoors. As one might guess from the picture, he had a bit of a mischievous streak as well.

Beyond being a respected attorney and talented corporate counsel, Rich was a marvelous mentor, responsible for enhancing the personal and professional development of many and a great friend to all who were fortunate enough to have known him. We will miss you, Rich.

## PREFORMED LINE PRODUCTS COMPANY CORPORATE INFORMATION

#### **DIRECTORS**

Robert G. Ruhlman Chairman and CEO

Glenn E. Corlett

Professor and Former Dean 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 President

Ruhlman Motor Sports

#### **OFFICERS**

Robert G. Ruhlman Chairman, President and CEO

J. Cecil Curlee, Jr. Vice President Human Resources

Eric R. Graef Chief Financial Officer and Vice

President Finance

William H. Haag III

Vice President

Vice President International Operations **Dennis F. McKenna** 

Vice President Marketing and Business Development

David C. Sunkle Vice President Research, Engineering and Manufacturing

Caroline S. Vaccariello General Counsel and Corporate Secretary

#### DOMESTIC PLANT LOCATIONS

**Arkansas** Rogers

North Carolina Albemarle

**SUBSIDIARY** 

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

#### INTERNATIONAL OPERATIONS

Australia

Preformed Line Products (Australia) Ltd. Sydney, Australia

Brazil

PLP-Produtos Para Linhas Preformados Ltd. Sao Paulo, Brazil

Canada

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

China

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

Indonesia

PT Dulmison Indonesia Bekasi, Indonesia

Malaysia

Preformed Line Products (Malaysia) Snd Bhd Selangor, Malaysia

Mexico

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

Poland

PLP-Belos S.A. Bielsko-Biala, Poland

South Africa

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

Spain

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

Thailand

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**United Kingdom** 

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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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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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