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Corporate Members Meeting
Final Draft
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“A Decade of New Horizons”

Good Morning.

**Chairman Maatman just spoke about how the future is here
... today.**

**The future back in 1990 was the horizon of a new century – a
whole new millennium. And as UL’s President, I am proud to
say to all of you: ... we have arrived.**

**I am even more honored to stand here today and say: “I
helped to lead us to that future place.”**

How did I accomplish it?

**I could see further ... past the traditional boundaries of
geography and service offerings ... past the new horizons of
those who have led before.**

I could see that ‘thinking outside the Mark’ expanded our mission of public safety, by broadening our service portfolio beyond the U.S. In brief, I could see a new era for UL – and I wanted to bring the future to everyone who shared our public safety mission.

When I assumed the role of president, I had over three decades of career service at UL. And the world had changed enormously in that time. The year was 1990, and the computer had forever changed how we shared information and conducted business in a global marketplace.

One new horizon became apparent to me. If UL’s customers were evolving into global organizations – so had we.

The potential for bringing new levels of safety to more people around the world held the future for UL.

My deep conviction was that there will always be more to UL.

I felt it then, I feel it even more strongly today.

But I only had to look to our past leadership for inspiration.

Jack Bono, UL's 7th president, was figuratively the 'architect' of UL's future. He laid the foundation for new buildings and laboratories, which in turn facilitated growth and expansion for years to come.

Perhaps it was Daniel H. Burnham who said it best. Burnham was an architect – in the literal sense – who was a contemporary of UL's founder, William Henry Merrill. In fact, Burnham was the architect of the Chicago World's Fair, where Merrill was first summoned to conduct fire investigations.

Burnham was a man of vision. He saw new horizons for the city of Chicago. He saw past the common sense of other city

planners and built parks instead of refineries, skyscrapers instead of factories.

His vision was simply stated: “Make no small plans. They have no magic to stir men’s blood.”

Working for a safer world has that magic when UL is in your blood.

What we called the future back in the 90’s is the here and now of today.

But ‘*make no small plans*’ also has meant: ... *make no small commitments*.

And to transform those goals into *today’s* business reality has been *no small task*.

- **It has meant taking over a hundred years of experience and success and asserting our leadership worldwide with globalability.**

- **It has meant expanding our service portfolio, like ISO, to bring new levels of quality and safety assurance to our core business.**
- **It has meant allocating resources to empower UL with an IT infrastructure second to none.**
- **It has meant demanding the best of everyone – from the President of the Board, to your President and CEO, to our esteemed council members, to dedicated UL staff everywhere.**
- **We demanded the best to become the best.**

Each president under their respective leadership has left their own mark. Jack Bono was the ‘architect’ – building new facilities for future growth. I was the ‘visionary’ who expanded the scope and breadth of the Mark globally – and now UL’s new horizon is just ahead of us.

Maya Angelou, America's most poetic voice, stated: "The horizon leans forward ... offering you space to place new steps of change..."

For UL to bring our mission of public safety to the greater world, we must take those new steps of change. UL's future demands a perspective that's fresh, a business sense that's keen, and a leadership that's bold.

Conclusion:

It is time to look to that new horizon and beyond ... we must "Make no small plans. They have no magic to stir men's blood."

And working for UL has that magic.

Thank you.