

It's been quite a while since my last note. In order to keep people informed, I've been trying to post short updates on the bulletin board of our website. Usually I do so when I receive an interesting photo. Please send them on to me if you have one that you think may be of interest to others. If you have misplaced your password for the website login area, Debbie can reset it for you.

We recently completed our annual planning meeting where we get all the managers and salespeople in from all over the world. In general, the outlook was positive both for a strong finish for 2014 and for good sales levels in 2015. Here's the group photo taken at this year's meeting.



During this same time period, we had a retirement celebration for Bill Hoekelman. Bill finished up work this summer after 32 years with Hotwork. Unfortunately some of the guys he worked with the most were out of country and couldn't attend. We managed to pass on best wishes and tell a few stories anyway. Here's Bill in rare form telling us about some of his adventures in the early years.



We have completed two of the four furnaces in Kazakhstan and will probably mobilize for the 3rd one after the New Year. This project had a long and miserable wait before the first furnace got lit off. Thanks to that crew for hanging in there.

We recently demobilized from another submerged arc furnace job – this time in Saudi Arabia. After standing by in a newly developed remote industrial city for over a month, the client finally demobbed us and delayed the project until next year. This delay time with nothing to do in a remote location might be one of the toughest tests for our crews. Often times this is when bickering and infighting sets in. Or even voodoo doll ceremonies of people in Lexington HQ. We appreciate the time put in waiting for our clients to get their furnaces ready for us – we know that time passes slowly. Very slowly. Although it is tough on the crew to be on standby waiting, we generally make money on this nonproductive time. So we ask that you grin and bear it. As we showed in Kaz, once the work actually starts, things just seem somewhat better.

The Glass Problems Conference was conducted recently in Columbus OH. This is an opportunity to network with many of our clients and other suppliers to the glass industry. George Kopser attended this year even though he is retired. It helped to smooth the transition to Ryan since George has almost 50 years of glass industry contacts. Here's a shot from our table top display at the conference.



We are entering our busiest time of the year which also happens to be when people may be distracted by holidays, family issues, and other non-work related events. Our work environment has many hazards and it requires your full and undivided attention in order to work safely. In 2013, we worked injury free for 11 months and then had two recordable injuries in December. Please try to keep the focus on your safety and let's complete 2014 without a recordable injury.

Jason Frendo has joined Hotwork Australia as a Technical Sales Rep. He will be assisting Jason Tomkins and learning about Hotwork's business. Please go out of your way to welcome him and teach him what you know.

Dave McCormack has completed his career at Hotwork and we wish in the best in his next adventure and/or retirement.

Improvements were implemented recently to the vertical fire burner (VFB) used to heat blast furnace stoves. More reliable flame detection and automatic ignition should significantly improve this

equipment. They are currently being used for the first time with these improvements on a project in Ashland KY.



Christopher Straw has also recorded an explanation of how a blast furnace stove works and what Hotwork does when heating it. The link to this 18 minute session is available in the login area of the website. We'd like to know if you find this type of info useful and if you'd like to see more of them. Suggested subjects?

There have been repeated warnings about disclosing company information on your individual social media accounts such as Facebook. This continues to be a problem and Larry will be making contact with individuals who seem to have not gotten the message. Protect yourself and Hotwork by thinking twice before posting any work related info in a public forum.

We continue to receive many favorable customer feedback forms. It is one of my greatest joys when I read how much our customers value and appreciate your work in the field. As always, we will spend management time trying to understand and fix the issues when we get an unfavorable review but I hope that you each take pride when you receive your copy of these feedback forms saying what a great job that you did.

Many of you may have heard that Hotwork is ordering our Field Technicians a jacket in recognition of a safe and productive year. I hope that you will wear this jacket with pride and be an ambassador for the Hotwork brand. They are expected by month end. Thank you all for your many contributions to our year so far. Let's deliver it in record fashion.

Tom