

A Look Inside



NSW installs
new board
members at
Annual Meeting.
See page 2.



Needy Children's
Christmas Fund
holds its third
raffle drawing.
See page 3.

The Owners Manual

A PUBLICATION FOR EMPLOYEE/OWNERS AND RETIREES OF NORTHWESTERN STEEL AND WIRE COMPANY December 1992



Our best
wishes to
you for
the very
happiest of
holiday
seasons!

The

President's Corner

Robert N. Gurnitz, President & Chief Executive Officer

Dear Fellow Employees:

As 1992 comes to a close, we can be proud of our accomplishments during the past year and be confident of our future. The accomplishments experienced are the result of the hard work and understanding of Northwestern's employees.

In looking back, we see many in the steel industry who continue to be ravaged by the domestic and international market places.

Looking ahead, we approach the holiday season with some good news, and we can enter 1993 with confidence in our Company. We can look at the first quarter of our fiscal year, which ended October 31, much differently than the employees of many steel companies, who reported major losses.

During our first quarter of fiscal 1993, Northwestern posted an operating profit of \$6.1 million, resulting in a net profit of \$0.3 million. For the same period last year we had a net loss of more than \$4 million.

We have experienced continued and steady improvement at our Sterling and Rock Falls facilities and major improvements in Houston.

Our Houston facility is breaking even and will soon be adding to our profitability. Houston reported a production record of 38,474 tons and a shipping record of 40,266 tons for the month of October.

Because of our recent improved performance, we can reflect on the rewards it can furnish. As you know, our profit sharing plan accumulates our profits and losses for the fiscal

year which will end July 31, 1993, after which payout calculations are determined for that fiscal year. Having completed one profitable quarter, we are well on our way toward generating a profit sharing payment. We exceeded our plan for the last quarter. This generated over \$480 thousand for the profit sharing program — accumulating in excess of \$180 per participating employee. While income or losses of the next three quarters of our fiscal year will increase or decrease this amount, it is our goal to increase this figure substantially.

With the assistance of all employees, we are in a position to make significant progress in our overall performance for the balance of fiscal 1993.

Many of our long-time employees are planning to begin their retirement on January 1, 1993. I would like to take this opportunity to thank each and every one of these employees for their years of dedicated service, and especially their loyalty during the past year. Their efforts are appreciated and they will be missed.

Chuck Biermann, Senior Vice President of Sales, is one of those who will be retiring on January 1. Assuming the responsibilities of the Steel Division Sales Department will be Vern Johnson, Manager of Fabricator Sales, and Ray Bauer, Manager of General Sales. The Wire Products Division Sales Department will continue under the leadership of Dave Oberbillig, Vice President of Sales - Wire Products Division.

As we approach this holiday season with a sense of accomplishment and with confidence in ourselves and in our Company, we can look to the future as an opportunity to increase our prosperity.

With these thoughts in mind, I wish you all a happy, healthy and prosperous 1993.

Robert N. Gurnitz
President/CEO

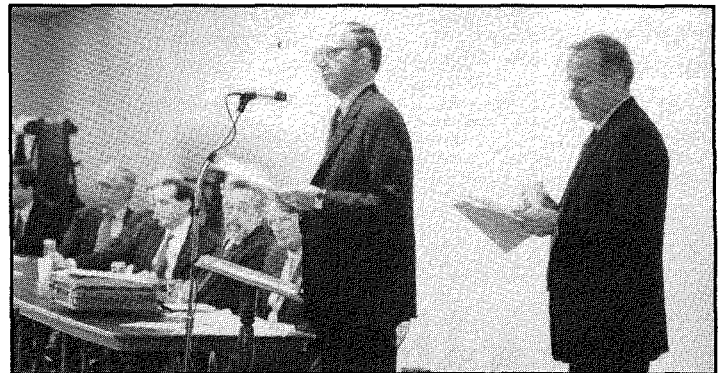
Board members installed at Shareholders Meeting

Northwestern's Annual Shareholders Meeting was held on November 18 for the purpose of electing nine directors to serve for a period of one year or until their respective successors have been elected.

Since the recapitalization of the Company in August 1992, the Company's Board of Directors is no longer divided into Class "A" and Class "B" Directors and all shareholders may vote for all directors.

The Notice of the Meeting and proxies were mailed to all shareholders the latter part of October, with the results of the election announced at the Annual Meeting.

The nine candidates who were nominated and subsequently elected to the Board of Directors are as follows: Kim G. Davis (Kohlberg & Co.); Richard L. Frasor (Operations Manager at Northwestern's 48" Mill); Robert N. Gurnitz (President and CEO of NSW); James A. Kohlberg (Kohlberg & Co.); Jerome Kohlberg, Jr. (Kohlberg & Co.); Christopher Lacovara (Kohlberg & Co.); Robert A. Paul (Ampco-Pittsburgh Corporation); George W. Peck IV (Kohlberg & Co.), and Louis J. Ramirez (Nail Machinist at



Robert N. Gurnitz, Northwestern's President/CEO, addresses members of the audience during the Annual Shareholders Meeting.

Northwestern). Ramirez and Frasor were nominated by the ESOP participants to represent them on the Board of Directors.

After the close of the formal meeting, Robert Gurnitz gave brief remarks on the financial position of the Company and the outlook for 1993.

The NSW employees attending the meeting at St. Mary's Parish Center in Sterling were given the opportunity to ask questions of the board members after the meeting.



Tom Beggerow, Caster Department, draws a winning ticket from the drum during the Needy Children's Christmas Fund raffle drawing. The raffle netted \$2,656.

NSW stock appraised

The independent appraisal firm of Houlihan, Lokey, Howard & Zukin completed the annual valuation of Northwestern's ESOP shares in early November. They advised the ESOP Administrative Committee that the per share value of the Company is \$3.85. This is down from the \$14 per share value set one year earlier.

The valuation of Northwestern's ESOP shares as of July 31 each year is used as the re-purchase price of shares distributed to participants during the next twelve months.

Participants receiving distribution during the 1992-93 plan year have the option of cashing in their shares within 60 days of receiving distribution at the \$3.85 per share value. Or, they can wait until the new valuation is received in November 1993 and receive a second 60 day window.

Another option open to retirees and others eligible for distribution is to not cash in their shares of stock for a period of five years after leaving, or until they reach age 65, whichever is later. However, government regulations require immediate distribution to persons attaining age 70-1/2, even if the five-year period has not elapsed.

Any ESOP participants who have questions regarding the stock valuation can contact any member of the ESOP Administrative Committee: Jim Olson (625-5946) Jim Boesen (625-2500, ext. 2361), John Leach (625-5946), or Malon Wilkus (301-951-5946).

Lucky raffle winners rewarded for donating to NSW Christmas Fund

Northwestern Steel and Wire Company's third Children's Christmas Fund raffle drawing was held Monday, November 16 at the Pentagon. This raffle netted the Fund a profit of \$2,656.

The top prize of \$500 was won by Mike Harry, Vice President of LaFont, Inc. in Detroit, MI.

Winner of the \$250 second prize was Doris Hughes, a Dispatcher for Mason-Dixon, Co. from Davenport, IA.

Third place winner was Alvin Barton, Plant 3 Welder from the 24-Inch Mill. He was awarded \$100.

Both the first and second place winners owe thanks to the efforts of Steve Harris, Northwestern's Dispatcher, who alone sold 800 tickets, mostly by phone to business associates.

Drawing names were Tom Beggerow, Caster Department, Chuck Rhode, Acting Manager of the 14-Inch Mill, and Sandy Loos, Payroll.

NSW bucket brigade to help Andersons

A bucket brigade was recently held for Jean Anderson, wife of Bonnie Anderson, who is a brickmason at Northwestern.

Jean Anderson is suffering from cancer and is presently undergoing treatment. The bucket brigade was organized by Melvin Wade, brickmason and a co-worker of Bonnie, to assist with medical expenses incurred by the Andersons.

Collections were made at all Company gates, including the offices, and a total of \$1,096 was raised.

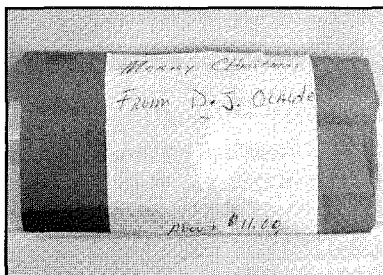
Wade would like to thank all employees who assisted with the bucket brigade and everyone who contributed to the collection.

Vernon Ellis retires

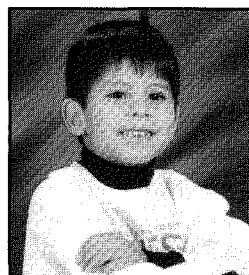
Best wishes to Vernon A. Ellis, East Plant Drawing Room, who retired on November 1, following 23 years of service with Northwestern Steel and Wire Company.

Makes own donation in coins

5-year-old D.J. Olalde takes Christmas seriously



D.J.'s package of coins



D.J. Olalde

The Christmas spirit was in evidence at the Dionicio "Don" Olalde residence this season.

Olalde, who works in the Nail Packing Department, had mentioned in conversation at home that Northwestern's Needy Children's Christmas Fund was seeking monetary and food donations for local families.

When Olalde's five-year-old son D.J. learned of this he set out to do his part. Out of his own volition, the younger Olalde broke into his "piggy bank" of coins and donated its contents (about \$11) to the Needy Children's Fund.

Well done D.J. The *Owner's Manual* salutes you.

QIP/LMPT teams continue to tackle problems

Northwestern QIP & LMPT teams continue to meet to identify and resolve problems in the workplace. This issue of the *Owners Manual* will highlight three team presentations recently made to their respective steering committees that would result in monetary savings for the Company.

"Wire is being wasted due to our inability to accurately control the stay wire length of our current mechanically operated single wire feed system."

The LMPT STEP Team chose to tackle this problem because of the amount of wire being scrapped.

In their study the STEP Team determined that a major reason for the waste was due to inefficient older model machines which cannot accurately control the length of the stay wire.

After researching the problem the STEP Team recommended adopting computer-controlled servo motor-operated feed rolls on all single wire feed systems.

The advantages of this system are: quick changeover for length of fence, precise control of stay wire length, fewer moving parts to generate wear, and less noise from the banging of the feed rolls.

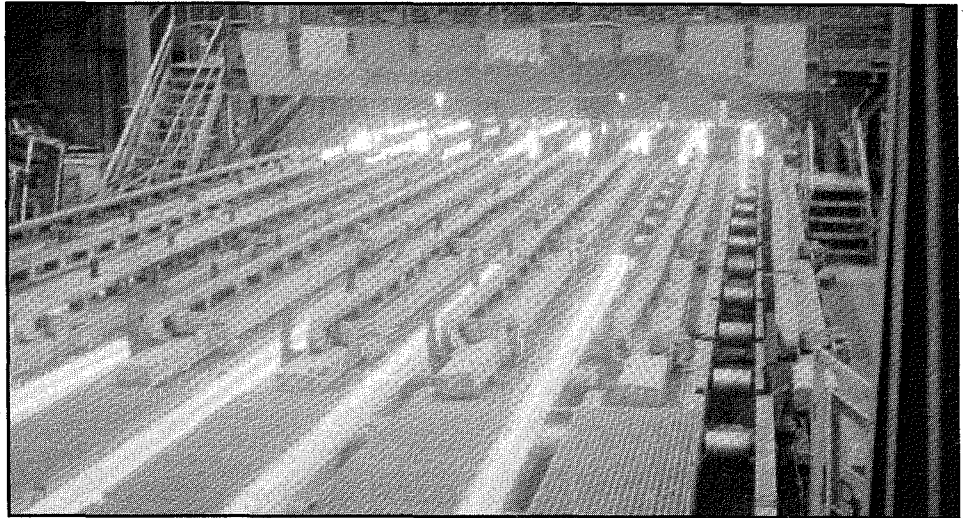
Since No. 2 Electro-Weld machine was outfitted with the computer-controlled feed rolls the average length of stay wire overhang was reduced from 7.3" to .84". Savings in the reduced amount of scrap is expected to amount to over \$102,000 per year.

Team members are Lewis Battles, Stan Calsyn, Bruce Jackson, Ed Culjan, Ed Reglin, Mel Berogan, Al Castenada, Don Wypasek and Ron Bruder.

Steering Committee members are Jim Olson, Gordon Rolofson, Larry Fisher, Rudy McCrady, John Thayer, Dick Bennett, Mel Berogan, John Souser, Larry Bell, Joe Martinez, Ken Zemke, and Tim Stickel.

There is unwanted movement of the entry/delivery tables on the 24" mill.

The QIP 24" Mill Team No. 2 selected this problem to resolve because of delays caused by tables dropping. The team noted that on occasion the tables cause major delays, which are recorded. However, many times the prob-



The Engineering and Support Team No. 2 recommended isolating the intercoms for each of the casters so that all three intercoms do not go down at the same time, leaving no communications in the Caster Department.

lem causes small delays of a few minutes at a time, some of which are not recorded. This problem detracts from the efficiency of the mill.

The team was able to solve the problems by use of some very simple but useful measures.

With scrap blocks of wood from the Carpenter Shop, the team was able to reduce the unwanted movement of the table until a new table could be designed and installed.

The team suggested a new table be constructed in the Plant 3 Weld Shop for the 7/8 stand according to the team's suggestions. In addition, a hold down at the entry end of the wing will be designed and installed after the table is in place. Other tables would be redesigned as need arises.

It was also decided that sluiceways be thoroughly cleaned periodically to keep the tables operating properly.

Team members are William Anderson, Steven Bierman, Apolinar Jaramillo, Gilbert Quick, David Sproul, and Dennis Stoudt.

Steering Committee members are Gerry Hartman, Jim Mangan, Bob Aldridge, Dean Dace, Gilbert Quick, and Brad Lierman.

Failure of the intercom system on all three casters is costly and time consuming to repair.

The QIP Engineering and Support Team No. 2 observed that when an intercom fail-

ure occurs it affects all three casters. The troubleshooting and resolution of the problem often takes many days, leaving all three casters without a communication system.

After researching the problem the team recommended installing switches to isolate each caster into independent intercom systems. All recommendations have been implemented and proven to be successful. Intercom failure occurred during the implementation of the recommendations. Electronic technicians were able to isolate the problem area immediately allowing the other two casters to operate normally, maintaining production while the damaged intercom system was being repaired.

Other recommendations were to relocate spliced wire from the manhole to a terminal strip in the control room; replace existing wiring at the tundish level and pouring tower with high temperature wiring; replace the long cords at the ladle car areas on all casters with shorter cords.

Members of the team are Danny Anderson, Jerome Bauer, Steven Bell, Bernard Goeking, Barry Hassell, Michael Hughes, Michael Lubbs, William Scott, Robert Walker, and Richard Williams.

Steering Committee members are Don Morgan, Jim Patterson, Mike St. Pier, Al Ernst, John Smith, and Andy McConnell.

Many to celebrate January, February anniversaries

Many employees will be celebrating anniversaries with Northwestern in January and February. The *Owners Manual* congratulates those employees listed below for their years of service to the Company.

January 30 Years

Alfonso A. Cantu, 1/27/63, 20-24" Shipping and Finishing.
 David M. DeVries, 1/27/63, Electric Furnaces.
 Charles D. Howard, 1/27/63, Plant 2 Pipefitters.
 Marvin J. Alt, 1/28/63, Nails.
 Kenneth J. Burnett, 1/28/63, Vice President of Operations - Steel Division.
 Jack Gardner, 1/28/63, Plant 3 Electrical.
 Orville L. Hatten, 1/28/63, Wire Mill Shipping.
 Federico Ramirez, 1/28/63, Billet Caster.
 Lawrence R. Swords, 1/28/63, Plant 3 Millwrights.
 Ramon Gonzalez, Sr., 1/29/63, Wire Mill Drawing.
 Robert Morden, 1/29/63, Wire Mill Millwrights.
 Dieter H. Meinen, 1/30/63, Rock Falls Shipping.
 Jesus Miniel, Jr., 1/30/63, Electric Furnace.
 Wilbur Schwindenhammer, 1/30/63, Plant 5 Pipefitters.
 Donald L. Sisson, 1/30/63, Degreaser.
 Ronald C. Tompkins, 1/30/63, Wire Mill Shipping.
 Gary P. Bauer, 1/31/63, Wire Mill Millwrights.
 Richard L. Castro, 1/31/63, Electric Furnace.
 John H. Cumby, 1/31/63, Wire Mill Drawing.
 Larry J. Ege, 1/31/63, Plant 2 Welders.
 Praxedis J. Garcia, 1/31/63, Billet Caster.
 Lyle E. Hoyle, 1/31/63, General Millwrights.
 Robert L. Lauritzen, Jr., 1/31/63, Wire Galvanizer.
 Robert V. Martin, 1/31/63, Plant 3 Electrical.
 Frank C. Miller, 1/31/63, Electric Furnace.
 Tommy C. Miller, 1/31/63, Plant 3 Welders.
 Marian Nerstheimer, 1/31/63, General Millwrights.

Orlan M. Ohlwine, 1/31/63, Wire Mill Drawing.
 Carlos Ortiz, 1/31/63, 12" Mill.
 James B. Taets, 1/31/63, Plant 2 Welders.

25 Years

Atanacio Pena, 1/26/68, 20-24" Shipping & Finishing.
 Ronald G. Carroll, 1/29/68, Plant 5 Millwrights.

20 Years

Dorman D. Lamb, 1/5/73, Scrap Yard.
 Charles L. Turner, 1/7/73, Plant 3 Crane Mechanics.
 Leon H. Woodin, 1/7/73, Bale Tie
 Clarence S. Porter, 1/9/73, Trial Crew West.
 Scott F. Ackman, 1/14/73, Bundling.
 Robert J. Cantu, 1/14/73, 20-24" Shipping & Finishing.
 Dale J. Chandler, 1/14/73, 14" Mill.
 Donald D. Hunter, 1/14/73, Wire Mill Inspection.
 Roy A. Jones, 1/14/73, 20-24" Shipping & Finishing.
 Bill J. Murray, 1/14/73, Wire Mill Shipping.
 Samuel Rodriguez, 1/14/73, Netting.
 Raymond L. Saffell, 1/14/73, 20-24" Shipping.
 Rolando S. Ducoing, 1/15/73, Nails.
 Raymond A. McCarty, 1/16/73, 24" Mill.
 James B. Ordean, 1/16/73, Plant 5 Electrical.
 John E. Loechel, 1/21/73, 14" Finishing.
 Kenneth Mitchem, 1/21/73, 20-24" Shipping & Finishing.
 Marvin J. Nutt, 1/21/73, Nails.
 William R. Flynn, 1/22/73, 14" Finishing.
 Daniel S. Hermes, 1/23/73, 24" Mill.
 John W. Reifsteck, 1/25/73, 14" Finishing.
 Lawrence K. Sandretto, 1/25/73, Plant 5 Welders.
 Jerry W. Schriber, 1/25/73, Plant 3 Electrical.
 Kenneth J. Heffelfinger, 1/26/73, Trucks.
 Randy M. Jacobs, 1/28/73, Netting.

15 Years

Ross T. Ferger, 1/17/78, Trucks.
 John R. Deets, 1/19/78, Plant 3

Millwrights.

Anthony D. Fiorini, 1/19/78, Laboratory.
 Relton L. Sharp, 1/19/78, 12" Finishing-Bars.
 Richard K. Lancaster, 1/20/78, 12" Finishing-Bars.
 Michael E. Sanders, 1/20/78, 12" Finishing-Bars.
 James A. Winn, 1/20/78, 12" Mill
 Estel A. Keefer, 1/23/78, Nail Galvanizer.
 Robert D. Knapp, 1/23/78, Nails.
 Myron L. Kramer, 1/23/78, Plant 2 Electrical.
 John C. Law, 1/23/78, Wire Mill Drawing.
 William L. Smith, 1/23/78, 20-24" Shipping & Finishing.
 Kris E. Wolf, 1/23/78, Barb Wire.
 Wesley L. Bradley, 1/24/78, 14" Shipping.
 Art P. Ruiz, 1/24/78, 14" Shipping.
 Robert A. Abell, 1/25/78, 14" Finishing.
 DuWayne K. Doane, 1/25/78, 20-24" Shipping & Finishing.
 Vernon A. Ellis II, 1/25/78, Wire Mill Drawing.
 John A. Fry, 1/25/78, 20"-24" Shipping and Finishing.
 Bradley G. Kruse, 1/25/78, Mobile Mechanics.
 Ray A. Pope, 1/25/78, Labor Pool.
 Ronald J. Terrock, 1/26/78, 12" Finishing-Bars.
 Steven J. Denning, 1/29/78, Wire Mill Shipping.
 Gary L. Gray, 1/29/78, 12" Finishing-Bars.
 Alan W. Royer, 1/29/78, Wire Mill Drawing.
 James L. Shover, 1/29/78, Wire Galvanizer.
 Lyle P. Freas, 1/30/78, Trucks.
 Newell A. Cook, 1/31/78, 24" Mill.
 Jose M. Herrera, 1/31/78, 20-24" Shipping & Finishing.

10 Years

William L. Doering, Jr., 1/6/83, Plant 2 Millwrights.
 Mark J. Spangler, 1/13/83, Pollution.
 Allen D. Rosenow, 1/23/83, 24" Mill.

(continued on page 6)

Anniversaries (continued)

(continued from page 1)

5 Years

Timothy M. Brockman, 1/31/88, Labor Pool.
 Douglas A. Courter, 1/31/88, 20-24" Shipping & Finishing.
 Mark A. Druien, 1/31/88, Wire Mill Millwrights.
 Robert L. Eddinger, 1/31/88, Degreaser.
 Joseph W. Moeller, 1/31/88, Billet Caster.

FEBRUARY

30 Years

Richard R. Foltzler, 2/4/63, General Millwrights.
 Larry D. Miller, 2/5/63, Temporary Transportation Supervisor.
 Ronald E. Drane, 2/11/63, 24" Mill.
 Joseph Ramirez, 2/12/63, Electric Furnace.
 Lawrence H. Slifer, 2/13/63, Die Reaming.
 Richard A. Kimpel, 2/14/63, Plant 2 Pipefitters.
 Julio Garcia, 2/18/63, Drawing Room Cleaning House.
 Robert C. Laidig, 2/19/63, 20-24" Shipping.
 Rudy O. McCrady, 2/26/63, General Supervisor - Rock Falls Plant.

25 Years

Jerry T. Steele, Sr., 2/6/68, Brickmasons.
 Patricia Jones, 2/13/68, Bookkeeper.
 David P. Attig, 2/19/68, Brickmasons.
 Michael Kinmon, 2/23/68, Plant 5 Electrical.
 Blaine G. Riesselman, 2/27/68, Electric Furnace.

20 Years

John M. Krug, 2/6/73, Wire Mill Millwrights.
 William K. Schwab, 2/6/73, Plant 2 Machine Shop.
 Israel Rodriguez, 2/8/73, 12" Mill.
 Duane A. Pinkston, 2/9/73, 20-24" Shipping.
 Wayne A. Russell, 2/9/73, 14" Mill.
 John E. Kustes, Jr., 2/13/73, 14" Mill.
 Terry D. Burdick, 2/13/73, Nails.
 Marion E. Fortune, 2/14/73, 20-24" Shipping & Finishing.
 Louis O. Witzleb, 2/14/73, Roll Shop.
 Gary L. Bender, 2/15/73, Electro-Weld.
 David J. Fitzpatrick, 2/16/73, Caster.

Lyle W. Eichelberger, 2/19/73, West Plant Pollution Control.

Jeffrey L. Lengfelder, 2/19/73, Scrap Yard.
 Wallace H. Hartman, Jr., 2/20/73, Electro-Weld.

Brad L. Lierman, 2/26/73, Plant 3 Mechanical.

Gary D. Clevenger, 2/27/73, Plant 5 Millwrights.

Bruce W. Elder, 2/27/73, Wire Mill Shipping.

Edward J. Eubanks, 2/27/73, Plant 3 Mechanical.

Reynaldo Garza, Jr., 2/27/73, 24" Mill.
 Stanley P. Loechel, 2/27/73, 1 & 5# Packaging.

15 Years

James E. Browne, 2/1/78, Plant 2 Mechanical.

Richard Sandoval, 2/5/78, Nails.

Terry A. Luther, 2/6/78, Plant 2 Crane Mechanics.

Henry A. Richmond, 2/6/78, Plant 2 Crane Mechanics.

David L. Billings, 2/7/78, Wire Mill Drawing.

Chester L. Winfield, 2/14/78, 12" Finishing-Bars.

Lorene Winfield, 2/14/78, Wire Mill Shipping.

William E. Burall, 2/18/78, Nails.

Dexter W. Manning, 2/18/78, 12" Finishing-Bars.

Steve M. Young, 2/18/78, 14" Mill.

Clarence E. Hartman, 2/20/78, Guards.

Timothy G. McCoy, 2/21/78, Guards.

John N. Howard, 2/22/78, 24" Mill.

Patrick R. Dorathy, 2/25/78, 12" Finishing Bars.

James E. Coers, 2/27/78, Plant 2 Millwrights.

Vernon L. Gould, 2/27/78, Drawing Room S/C.

Ronnie L. Hughes, 2/27/78, Plant 5 Inspection.

Randy J. Hussung, 2/27/78, Scrap Yard.

John M. Anning, 2/28/78, 14" Finishing.

Kevin L. Judas, 2/28/78, 12" Finishing-Bars.

10 Years

Louis A. Gonzalez, 2/17/83, Nails.

Douglas A. Richards, 2/26/83, 24" Mill.

5 Years

Jeff L. Wallace, 2/1/88, Electric Furnace.

Dale L. Collin, 2/5/88, Labor Pool.

Dana S. Fellows, 2/5/88, Nails.

Linda D. Hilton, 2/5/88, Guards.

Roger E. Maxwell, 2/5/88, Plant 2 Millwrights.

Rodney W. Mills, 2/5/88, Electric Furnace.

Nicklos J. Promenschenkel, 2/5/88, Labor Pool.

Felimon Sandoval, 2/5/88, Wire Mill Drawing.

David A. Tabor, 2/5/88, Labor Pool.

Leland E. Downs, 2/7/88, Bale Tie.

Kenneth W. Knox, 2/7/88, Labor Pool.

Patrick D. Balsley, 2/9/88, Labor Pool.

Jeffrey Q. Bruns, 2/9/88, Labor Pool.

Julie L. Edwards, 2/9/88, Bale Tie.

Melvin F. Long, 2/9/88, Labor Pool.

Thomas S. McCormick, 2/9/88, Wire Mill Drawing.

Gabriel Ramirez, 2/9/88, Labor Pool.

Mark N. Stangeland, 2/9/88, Electro-Weld.

Matthew T. Webb, 2/9/88, Nails.

John W. Abbas, 2/14/88, Labor Pool.

Richard M. Finnicum II, 2/14/88, Labor Pool.

Richard A. Hurlless, 2/14/88, Labor Pool.

Mark N. LeFevre, 2/14/88, Plant 2 Crane Mechanics.

Brad K. Pollock, 2/14/88, Wire Galvanizer.

Matthew J. Sunday, 2/14/88, Labor Pool.

Kelly E. Deets, 2/15/88, Labor Pool.

Lowell J. Ligtenberg, 2/15/88, Labor Pool.

Dan J. Nelson, 2/15/88, Labor Pool.

Jeff J. Corwell, 2/16/88, Wire Mill Drawing.

Richard A. Dean, 2/16/88, Labor Pool.

Terry J. Deskeere, 2/16/88, Electro-Weld.

Mark D. Hoover, 2/16/88, Labor Pool.

Kurk R. Jonaway, 2/16/88, Plant 5 Welders.

Morgan M. McConnell, 2/16/88, Rock Falls Watchman.

Harold R. Packer, Jr., 2/26/88, Labor Pool.

Byron D. Pope, 2/26/88, Nails.

Michael L. Ackland, 2/28/88, Bale Tie.

Darrel G. Angier, 2/28/88, Wire Galvanizer.

Carl L. Craig, 2/28/88, Labor Pool.

Jerry T. Desch, 2/28/88, Wire Mill Millwrights.

Barry V. Jones, 2/28/88, Labor Pool.

Kenneth V. McCallister, 2/28/88, Labor Pool.

Robert T. Campbell II, 2/29/88, Nails.

Autumn records are varied and many

Records continue to fall as individuals, departments, and in some cases entire plants combine their efforts to reach these new marks. Congratulations!

Field Fence - 39-6-B
73 rolls - 10/7/92 (7-3)
Ray Wolf
Old Record - 71 - 6/21/90

Drawing Room - .185 PQ Wire
17,440 lbs. - 10/26/92 (3-11)
Paul Brunk
Old Record - 15,320 - 5/27/92

Drawing Room - .183 Wire for Galv.
18,810 lbs. - 10/27/92 (3-11)
Paul Brunk
New Established Record

Drawing Room - .500 PQ Wire
for S/C
28,990 lbs. - 11/9/92 (7-3)
M. Kinnaman
New Established Record

Drawing Room - .500 PQ Wire
for S/C
32,280 lbs. - 11/10/92 (7-3)
M. Kinnaman
Old Record - 28,990 - 11/9/92

Drawing Room - .312 PQ Wire

37,670 lbs. - 11/19/92 (7-3)
Paul Brunk
Old Record - 35,580 - 4/21/92

48" Mill
38,474 tons - October 1992
Old Record - 37,673 - 9/92

48" Mill - SHIPPING
40,266 tons - October 1992
Old Record - 35,182 - 9/92

Caster Department
161,345 tons - October 1992
Old Record - 151,707 - 9/92

Jumbo Caster
54,025 tons - October 1992
Old Record - 40,643 - 9/92

Combined Mills
(12", 14", 24", 48")
133,272 tons - October 1992
Old Record - 127,651 - 9/92

12-Inch Mill - Rods
37,489 tons - October 1992

Old Record - 37,293 - 5/92

24" Mill
Semi-Finish - SHIPPING
63,475 tons - October 1992
Old Record - 52,280 - 9//92

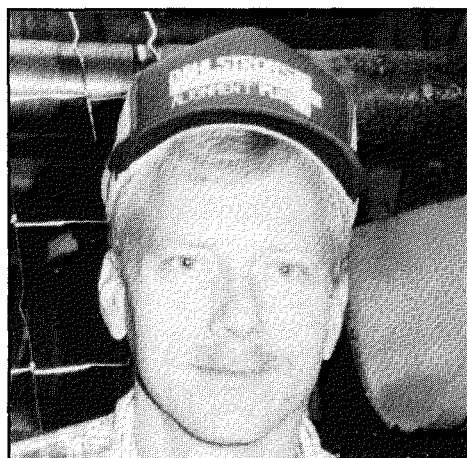
Field Fence - 39-6-B
75 rolls - 11/25/92 (7-3)
Ray Wolf
Old Record - 73 - 10/7/92

Field Fence - 42-9-11
85 rolls - 11/25/92 (7-3)
John Lewis
Old Record - 82 - 10/25/90

48" Mill
2,567.6 tons - 11/10/92 (24 hrs.)

48" Mill
39,675.1 tons - November 1992
Old Record - 38,474 - 10/92

48" Mill - SHIPPING
3,778.7 tons - 11/20/92 (24 hrs.)



Ray Wolf, Drawing Room, has been on a blistering record-setting pace in 1992, having averaged a record a month all year long.

Brad Lockhart welcomed to Wire Division inside sales team

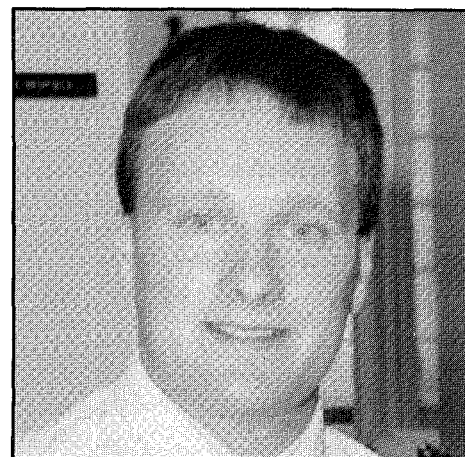
Northwestern welcomes Brad Lockhart to the Wire Division Inside Sales team. Brad is currently training to cover the desks of Mike Preston and Al Lopez when it is necessary for them to travel their outside territory. Mike and Al recently have been assigned outside territorial duties in the Chicago area, in addition to their inside sales responsibilities.

Having been employed in several departments, primarily in the East Plant, over the last two years, Brad is no stranger to Northwestern. He was also employed here during the summer months while attending college.

"I think my employment here has given me a good perspective on our operations, such as inventory and shipping," Brad said.

Brad, who graduated from Northern Illinois University with a degree in history, is

single and lives in Sterling. He enjoys jogging, water skiing, snow skiing, target shooting, and listening to music.



Brad Lockhart

Through special business camp

Bauer gains insight into Japanese/American trade

Ray Bauer, NSW's Manager of General Sales, Steel Division, returned recently from a special four-day business camp at Eagle Ridge Resort, Galena, IL, with insight into the complexities of Japanese/American business interests, methods and procedures.

The First Annual Business Summer Camp, hosted by the National Association of Japan America Societies, was organized for the purpose of fostering business training on Japan for Americans and encouraging more extensive dialogue between the business communities of the two countries.

The business camp program will be con-

ducted for three consecutive years at various locations in the United States.

As one of 20 American businessmen attending the camp, Bauer was able to interact both in a group format and personally with Japanese counterparts. Americans and Japanese also roomed together in condos to further facilitate dialogue and increase understanding across cultural lines.

"The basic idea was to encourage American business people to invest in Japan and to encourage them to export to Japan," Bauer said. "They are trying to dispel the notion that Japanese markets are not open to the

United States."

Bauer said that was pretty much a hard sell for many U.S. businessmen who believe that there are many trade barriers to doing business on Japanese soil.

"Doing business in Japan is very complicated and takes a good deal of patience," Bauer said. A major strategy discussed at the camp was for American companies wishing to export to Japan to team up with a Japanese company.

Bauer said it was also pointed out that Japanese and Americans use different approaches to problem solving. "Americans want to discuss setting the rules when they first approach a trade negotiations problem. Japanese look at what results their trading counterparts wish to accomplish and then suggest that they negotiate from that point," he said.

A highlight of the camp was attending a dinner at the home of former Senator Adlai E. Stevenson, who is a member of the Executive Committee National Association of Japan America Societies, and Chairman of the Japan America Society of Chicago.

Bauer may be going to Japan in the spring as part of a business internship sponsored by the Japanese government. Over the two week period Bauer would learn about Japanese business practices, including spending some time in a Japanese corporate headquarters and/or factory - possibly a steel mill.

Investigation continues with transformer failures

Northwestern's Melt Shop operation suffered another setback following the third transformer failure in a six month period. This failure will require a rewind.

The No. 8 furnace transformer had a fault in late July with damage to both the primary and secondary bushings. Northwestern has a backup transformer for such emergencies and it was quickly installed at No. 8 when the main transformer was sent to Chicago for repair.

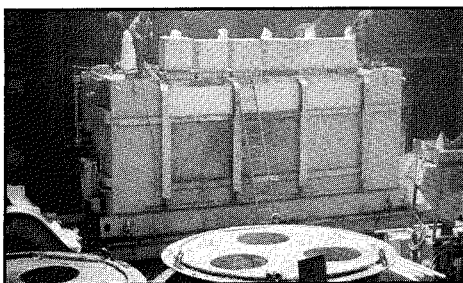
The backup transformer failed in mid-November. The backup transformer was subsequently removed and replaced with the revamped transformer in late November. The revamped transformer failed in early December.

"We are doing a total investigation. We are working with Westinghouse, General Electric, Commonwealth Edison, ABB, and Power Technologies Inc. (an engineering firm) to identify the problems," Don Morgan, Manager of Services and Engineering,

said.

A transformer failure is not a common occurrence since the useful life of a transformer is estimated to be 15-20 years. "I can't remember ever having failures so close together," Morgan said. "It came at a bad time too, since our orders have been good."

Morgan said he expects the backup transformer to be returned by the end of December. "Damage to the backup transformer was not as extensive. The primary bushings were not damaged, just the secondary. It won't take as long to repair."



No. 8 Transformer

Northwestern Steel and Wire Company
121 Wallace Street
Sterling, Illinois 61081

Bulk Rate
U.S. postage
PAID
Permit No. 69
Sterling, IL

RD
ROCK FALLS
61071

IL