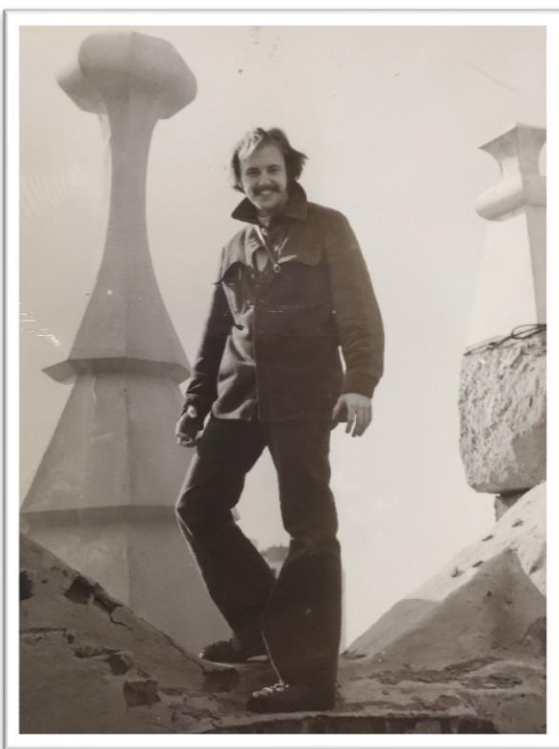


Fire Engineering's Future

As my current role, at Fire Engineering, comes to an end, one cannot help wonder what the future holds for all of us. My father once said to me, "If you were 40 years old, how would you like an 18-year old deciding your future?" Think about his message to me. In the journey through life, we all make some good decisions, some not so good, and some with profound lifelong consequences.



Restoration of Cathedral of the Madeleine 1975

My decision to come to Fire Engineering, March 1st, 1976, as the first new outside salesman, was one that changed my life and set the stage for many positive and humbling experiences.

This may seem corny to many of you, yet the 44 years I have been here has shown me many incredible and some not so incredible things, some of which were heartbreaking. My hope for your future is, you all will continue to learn from the past, plan for the future, but more importantly, live for today in an honorable and cooperative manner.

Fire Engineering in the 1970s was a totally different animal, versus that of today. One must never forget the gift those before us gave all of you. Herm Gillett, our founder, along with his sons, Lowell and Dick Gillett, assisted by Bart Leeftang, left a legacy we should all be proud of. In today's business environment, it appears, many take things for granted or feel a certain entitlement. Maybe it takes Father Time and experience for us all to eventually understand the value of that gift; it certainly did me. We should all be appreciative of what our company has provided us, but more importantly, the model for success it has in place for the future.

Fire Engineering is a rare, caring, and sharing business model not seen much in today's world.

Sure, there are other companies that, at first glance, may seem better. I would be hard-pressed to be convinced otherwise, and so should all of you! This company has always tried to be fair



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and balanced, with each employees' best interest in mind. Remember, decisions are made by management in the best interest of all, not just a select few. It is a tough balancing act. Fire Engineering is an entity that must survive and be healthy for everyone here to benefit. The overall opportunities offered by Fire Engineering, to all its employees, no matter what position, are very unique. I would hope most of you feel the same way, if not give it time, do your part, and be the solution not the problem.

I am excited for all of you working here today and those yet to come. I am confident the future leadership will take this company to an even higher place. It may not be easy at times, and change is inevitable, but the rewards, for all, will be incredible. Since 2001, our company has increased in value almost nine times! Everyone here has and continues to benefit

directly from that. The main reason is that, we have great people here at Fire Engineering.

We have spent many years in the transition of future management to help ensure a more organized process. Tom Brancheau, your future President, will bring unequaled dedication, foresight, tireless energy, honesty and integrity to this company and everyone's future.

As I fly away, March 1st into the sunset, I have no idea what the future holds for me. I do know however, all of your futures here, at Fire Engineering, are very bright. Embrace and understand the opportunity afforded you.

It has been an honor, privilege, and pleasure to have been a part of such an incredible lifetime experience at Fire Engineering. I hope that you all, in the end, feel the same way.

Always Respectful,

Kent



*Wee Willy II • P51 Mustang
Reno 2010*