

Vision  
**B 10**  
Values  
Teamwork  
Respect  
Integrity  
Execution

# Managing By VALUES

## TEAMWORK

Everybody who works at Carlson Holdings, Inc. has made the commitment to work together as a cohesive unit to be successful personally; for their teams they work in every day; for the teams that do other tasks and for the organization as a whole. Everybody who works at Carlson Holdings, Inc. knows they can depend on their fellow teammates and that those same teammates can rely on them to work hard together, do the best job they possibly can together and strive for excellence in what they do every day together.

This team will celebrate victories and successes together and will learn from failures and mistakes together as a team. Placing blame on any teammate is not allowed for any reason. Seeking solutions together is how this team will solve problems and overcome adversity.

## RESPECT

Everybody who works at Carlson Holdings, Inc. has made the commitment to adopt and practice respect for all others they come in contact with. This means we will treat all others the same way we want and expect to be treated ourselves. We will be responsive to others because we want others to be responsive to us.

We will recognize others for their accomplishments, their assistance, their patronage, their trust and their loyalty, because we wish to be recognized for doing the same things ourselves. We will treat all others fairly because that is how we wish to be treated as well.

## INTEGRITY

Everybody who works at Carlson Holdings, Inc. has made the commitment to a code of conduct that is highly ethical and moral. We will be honest at all times. We will be true and accountable to our words and deeds and honor any commitments we make, right or wrong, all the time. We will be consistent in this commitment to integrity every day, with no compromise at any time or for any reason whatsoever.

**CARLSON HOLDINGS, inc.**