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# 4 Core Values & their Guiding Principles



- A.** We value partnering with our stakeholders.
- B.** We consider the long-term value of our customers, not just the profit or loss on a few transactions.
- C.** We value open and honest communication.
- D.** We conduct ourselves with integrity, complying with all applicable agreements and laws.
- E.** We judiciously use the resources of all stakeholders.



- F.** We believe that 94% of the problems, errors or mistakes are a result of the system and only 6% are attributable to an individual. (Fundamental Attribution Error-Our 94/6 Rule).
- G.** We coach for performance and growth, not to instill fear and reprimand.
- H.** We encourage and support lifelong learning.

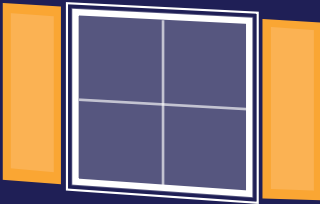


- I.** We respect and appreciate all stakeholders: each other, customers, suppliers, and our industry.
- J.** We make tough decisions in the interest of the entire Hallmark system.
- K.** We believe Professionalism is manifested in the way we dress, act, and communicate with stakeholders. Complaining about our direction or talking negatively about other associates, customers, suppliers, or competitors is not professional.
- L.** We support a work-life balance.
- M.** We have a commitment to the safety and well-being of our associate owners.



- N.** We are responsible to work the hours we are paid, work on value-adding activities and follow the processes and tools that are part of our role.
- O.** We consider how our actions impact other parts of the system.

# Associate Owners

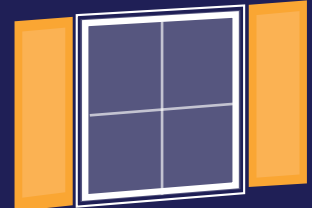
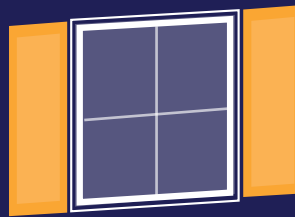


## Core Customer

A business **leader** in the construction industry who **values** supplier **partnerships**, depends on the supplier's **expertise**, and relies on their **performance** to meet their **commitments**.

Quarterly & Annual Planning

ROCKS

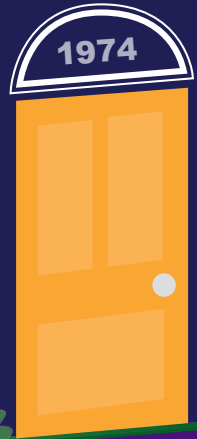


## Brand Promise

You can **rely** on us to **support** you and your customers, **deliver** exceptional service, and **never pressure** you to buy something you don't need.

Market Action Plans

Daily & Weekly Huddles



## OUR BHAG:

# \$200 by 12.31.31

Our 4 Core Values supported by their Guiding Principles



1. We are **honest** and **loyal**



2. We continuously **learn** and **improve**



3. We **care**



4. We **do what it takes** to get things done

OUR PURPOSE

# Great people helping build great things