



THE **SMS** WAY HOLDINGS

This booklet and the descriptions of the guiding principles found within are the outgrowth of the company's strategic planning process. Special thanks to the men and women of this company who gave so much of their time and effort to define the SMS Holdings Way.

The SMS Holdings Way:

OUR PURPOSE, OUR VALUES, OUR FUTURE




■ Our Foundation for Success:

Company Background



WILLIAM T. COAKLEY, SMS HOLDINGS FOUNDER

 In 1988, William T. (Bill) Coakley started a small, grassroots cleaning company with an innovative vision, unabashed drive to succeed, impeccable work ethic, and a dedicated system of core values.

Operating under the simple premise that anything could be accomplished with the right people, tools, and attitude, Bill Coakley grew a company that consisted of a few individuals that shared his values and ethics into an organization of world-class service companies that have all become dominant forces in the industries in which they serve.

Today, SMS Holdings stands as one of the premier facility service providers in the nation. From our humble beginnings, SMS Holdings has evolved into a company that provides innovative solutions and systems, and serves hundreds of facilities in a variety of industries and disciplines.

“My father taught me the value of doing things right the first time, doing what you promise and what you commit to, and most importantly having a strong work ethic.”


- William T. Coakley
Founder of SMS Holdings

- The SMS Holdings Way:

Our Core Values

We believe that these values practiced collectively provide a strong foundation for success.

- HONESTY ■ APPRECIATION ■ HUMILITY
- INTEGRITY ■ FUN ■ LOYALTY
- HARD WORK ■ GROWTH ■ GOD-CENTERED
- FAIRNESS ■ ACHIEVEMENT ■ FAITH-BASED

 *We will always act with honesty and integrity in our dealings with our people, business partners, and customers.*

one's self has been important to our company from its early days. We believe that it is important to work hard and play hard.

We will demonstrate our sense of responsibility and reliability to our customers through our hard work. We will be known for our tireless work ethic and willingness to do “whatever it takes” to exceed our customers’ expectations. We will strive to recognize and appreciate the efforts of every member of our team and the role they play in our success.

We will challenge each other to set goals, to strive for achievement, and to pursue growth personally and for the company.

We will always treat our people, business partners, and customers with respect, from a sense of fairness and a desire to be treated equally.

We will always act with humility, recognizing that there is no end to what we can accomplish as long as we don't care who gets the credit. We will remain mindful of our good fortune regardless of company size or personal position.

We will never forget the humble beginnings of our company and will always show appreciation for what we have earned.

As a company, we will always be mindful of our loyalty to our people, business partners and customers. We are committed to each other. As team members, we will remain loyal to each other and our company.

We will always recognize and appreciate our business partners and customers for the important role they play in our success. We will appreciate each other and the many individual sacrifices made to produce this company's success.

From our company's beginning, our business philosophy has been God-centered and faith-based. While we will always show tolerance and acceptance of the personal beliefs of others, we recognize that there is a higher order that provides a basis for all of our core values.

We believe that work should be fun, and we encourage each other to make it so. A sense of humor and ability to laugh at

- Our Foundation for Success:

Our Envisioned Future



SMS Holdings will lead all service companies and become recognized as the standard for specialized services by which all others are measured. We will sustain record profit and return on investment for ten straight years. We will be consistently recognized as the preferred employer in the industries we serve.

■ We envision a future where our unmatched service, exceptional quality, renowned expertise and reputation as a strategic partner have clients actively pursuing our specialized services.

- Throughout our company, each department and field operation is comprised of a well-trained, motivated team that embraces our core values and company philosophy of superior customer service. Each team is lead by a manager with a proven track record of success. ■ Our superior field operations are supported by an efficient, knowledgeable, responsive, and dedicated team of corporate staff. There is a solid partnership between the field and support center personnel and a spirit of cooperation and teamwork across all operating companies.
- Our communications plan properly and consistently echoes our vision and goals to all levels of our organization

- We pursue continuous improvement and innovation in all areas of our organization through systems, processes, and the prudent application of technology.
- Everyone in the organization has access to timely and accurate information that allows them to operate and serve our customers effectively and efficiently.
- Each operating company is supported by a well-defined and developed sales and marketing program.
- Managers and employees execute their duties and are always willing to take on more responsibility. They are supported by training and development programs utilizing internal and external resources. They recognize the opportunity for career growth across all operating companies and the Corporate Support Center.

- Our Foundation for Success:

Our Business Model



We will be the best in the world at People, Systems and Processes – the best at providing well-trained, dedicated people and processes proven to deliver a superior level of essential facility services.

Our economic engine will be fueled and measured by our profit per hour worked.

Our passion is to do whatever it takes to exceed our customers' expectations. This is a combination of our people, teamwork and our constant striving to be the best at what we do. It leads us to a consistent level of profitable growth and an enviable level of success.

We will serve major facilities, both private and governmental, who seek to focus on their core business and understand the benefits of outsourcing non-core support services.

Our efforts will focus primarily on services provided in the United States, but we value the opportunity to follow existing clients to other countries.

Our sales will be made through referral from satisfied clients and direct sales.

“Our passion for doing ‘Whatever it Takes’ to exceed our customers’ expectations drives our success as a company.”

- Keith Wolken
Chairman, SMS Holdings Corporation

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- The SMS Holdings Way:

Our Core Purpose

Our purpose is to provide: superior specialized services through the management of systems and people that allow our customers to focus on their core business; opportunities for economic growth and security to our employees; and an exceptional return on investment to our owners.