

FLYERS CONSTITUTION

Fueling Success since 1979

PURPOSE

To provide desired goods and services to our valued guests in a timely and convenient fashion.

CORE VALUES

We create value for our guests through an extremely high level of guest service.

We are committed to the pursuit of excellence in its simplest form. We can never be satisfied!

We reward desired results.

FUNDAMENTAL IDEOLOGY

Every individual will be given the opportunity to reach their greatest potential through dedication and commitment to the company and believing in and living the culture daily.

We treat all team members, guests and vendors fairly, respectfully and with dignity.

All team members are expected to serve our valued guests, or support those who do.

We continually look for opportunities and applied techniques to lower our cost of delivery—we operate lean and mean!

We embrace change.



PASSION

Our passion is for Flyers and is demonstrated by the extraordinary means we will go through to ensure its success.

Ambitious first and foremost for the organization—the work, not themselves—and they have the fierce resolve to do whatever it takes to make good on that ambition

In a culture of discipline, people view their commitments as sacred—they do what they say, without complaint

GREATNESS IS LARGELY A MATTER OF CONSCIOUS CHOICE

BEST IN WORLD

We are obsessed with self-initiated progress and improvement. A Culture of Discipline elicits those who do not demonstrate the unwavering resolve to do what must be done in order to be the best.

Calm, deliberate, disciplined action

Don't rush to decisions just to make uncertainty go away

Confronting the Brutal Facts of your current reality

We believe that great results come about by a series of good decisions—actions taken with deep understanding, not bravado—accumulated one on top of another

There are consequences that people must understand

DON'T WORRY OVER WHICH YOU HAVE NO CONTROL.

ECONOMIC ENGINE

Flyers is a high performance organization. Every person is responsible for superior execution and a deep understanding of their specific role.

Ordinary people producing extraordinary results

Don't look to conventional wisdom or other people, look primarily at empirical evidence

Strip away the noise and clutter and just focus on the few things that will have the greatest impact

People don't have jobs; they have responsibilities

Fire bullets first then cannon balls

Focus equally on what not to do and what to "stop" doing

PROFIT IS THE REPORT CARD...NOT THE GOAL



VISION 2023

FLYERS COAST TO COAST

PASSION

BEST IN WORLD

ECONOMIC ENGINE

BHAG \$135M EBITDA

FROM ALL SECTORS COMBINED

KEY SEATS

The right people fit with the company's core values. Do you want to be here? Is Flyers right for you?

The right people don't need to be tightly managed. (Self motivated, self disciplined, critical thinker)

The right people understand that they do not have jobs. They have responsibilities. They grasp the difference between their "task list and "true" responsibilities and are ultimately responsible for the outcome and consequences thereof

The right people fulfill their commitments. (Say what you do, do what you say)

The right people are passionate about the company and its work. (They display inquisitiveness, deep understanding, intensity and a sense of urgency)

The right people display "Window and Mirror" maturity. Giving credit to those around them and taking personal responsibility for failure

THEY JUST "GET IT!"

FLYWHEELS

Multiple Flywheels/Business Sectors are encouraged

All Flywheels must be focused on supporting the Company Direction—each Flywheel must be pushed with the same intensity and commitment as when we first began building it

Never disrespect or neglect a Flywheel out of boredom, next big thing, or loss of focus

Focus on the reasons for success and not the specific tasks

Running our business is just turning the Flywheel, which is the action step

EXIT A FLYWHEEL. DEFINITELY OR RENEW OBSESSIVELY

WE CHOOSE OUR PATH

