

# SOUTHWESTERN

FAMILY OF COMPANIES





## Statement of Purpose

At Southwestern Family of Companies, our mission is to invest in purpose-driven people who are inspired to build principle-guided businesses that impact the world. We help people develop the skills and character they need to achieve their goals in life. Ultimately, we strive to positively impact the people and communities we serve worldwide.

As part of that pursuit, we believe in:

- An uncompromising commitment to operating with **integrity** and doing what we say we're going to do
- **Leading by example** because you can't teach what you don't know, and you can't lead where you won't go
- Setting goals, **using positive self-talk** and never limiting ourselves in what we can accomplish
- The power of **serving others**; what we do is important
- **Giving** with little regard for what we might get back
- Being coachable and continually pursuing personal and professional **growth**
- **Seeing** people not just for who they are but also for who they can become
- The power of an **entrepreneurial spirit** and helping people reach their ultimate potential
- **Taking action** and operating with a sense of urgency
- Being good stewards of our resources and being **accountable** to our partners for our results
- Focusing on **what is right** and not who is right
- The power of **faith** and believing we are strong enough to overcome any obstacle
- Choosing a **great attitude** and always finding a way instead of an excuse
- Being customer-focused, service-minded and doing the **right thing** for our customers and team members; we are blessed by the efforts of those before us, and we want to pay it forward
- **Self-discipline** and that successful people form the habit of doing the things they know they should be doing, and becoming the best version of themselves
- Working to **recognize others** over seeking recognition for ourselves; we help people feel valued
- Having an **intentional focus on sales** and that each person is responsible for the growth of the company
- Using **principles** to guide our decision making
- Developing a lasting **relationship** with our team and treating team members like family members

Most of all, we believe in building purpose-driven people. We take pride in being the best company in the world at recruiting, training, and inspiring elite sales forces. We carry a special reverence for our heritage and work with intentional responsibility to preserve our legacy for those who will come after us. We value being an integral part of our family of companies and believe in the power of shared ownership as we strengthen and grow together.

We **INVEST** in building people. We **INSPIRE** people to achieve their goals in life. We positively **IMPACT** the world.



# SOUTHWESTERN FAMILY OF COMPANIES LEADERS

The Southwestern Family of Companies leadership team takes a unique approach to leadership. Our duty is to serve all of the companies and remove any barriers slowing them down. Southwestern Family of Companies is an “entrepreneur house,” meaning we partner with entrepreneurs to build their businesses and provide the resources, infrastructure, training, and support necessary to scale their operations worldwide. Our most important job is to reinforce the Southwestern Family of Companies Statement of Purpose and the principles that have guided us since 1855. We start every leadership meeting by reading our Statement of Purpose. We ask every team member to hold us accountable to the principles in the Statement of Purpose, and they all know they can count on us to hold them accountable, as well. We believe that you can’t teach what you don’t know, that you can’t lead where you won’t go. We also believe that real leaders are those who identify a need and fill it. Each person, regardless of their current position, is empowered to make an impact within the business they serve and ultimately, the Southwestern Family of Companies.



**HENRY BEDFORD**

Chairman of the Board



**DUSTIN HILLIS**

Chief Executive Officer



**CINDY JOHNSTONE**

Executive Vice President & Treasurer



**CHRISTA ACEVEDO**

Vice President of Operations



**TIM NOWAK**

Vice President & Chief Financial Officer



**BEN HUDDLESTON**

General Counsel



**ED SOLIMA**

Vice President of Information Technology



**CHRISTINA RECKARD**

Vice President of Marketing



**PATTY HOPPENSTEDT**

Vice President of Human Resources



Reverend James Robinson Graves



In 1855, Reverend James Robinson Graves established the Southwestern Publishing House in Nashville, Tennessee.

18

55



On April 12, 1861, the Civil War began and in the summer of 1861 an unexpected shortage of Bibles hit the South. There was not a single publishing house with the plates and printing materials to produce the Bible within the Confederacy.

"The North has no monopoly on the Word of God," proclaimed the Rev. Graves.

By August, 1861, pocket-sized Bibles bound in hardcovers were being printed in Nashville, where they sold for 50 cents each.

They were called "the little Bibles."

A new concept. After the Civil War ravaged the South, many young men were without the means to fulfill their desires for education. To meet these needs, a new concept in sales was initiated.

Rather than selling by mail order, Southwestern engaged young men as book agents to carry Southwestern's Bibles and other books from door to door. Young Southern men were able to make money for college and to feel a sense of pride and accomplishment in themselves once again.

In 1862, threatened by the advancing Union troops, the Rev. Graves retreated to Memphis. The Southwestern Publishing House operated in Memphis until 1868, when the company returned to Nashville as The Southwestern Company.

OUR  
HISTORY



### The Henderson influence begins.

In 1905, while the Southwestern Company was operating under the presidency of P.J. Jones, a young man named J.B. Henderson began to sell books.



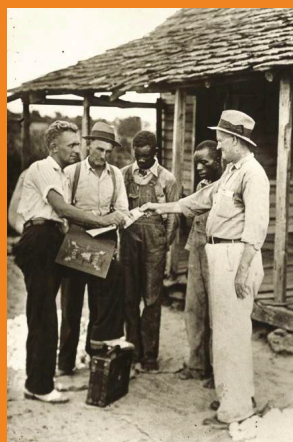
Although J.B. Henderson's first summer would have been termed a failure by most standards, it began the career of one of the most influential leaders in Southwestern's history.

While on his first assignment, J.B.'s crew suffered an outbreak of malaria, causing J.B.'s numbers to show losses for the summer's sales. He returned to try again the next summer and began many years of successful selling.



J.B. Henderson recruited his 14-year-old brother, W.E., in 1909. Like the other agents, W.E. would ride the local train to an outlying area on Monday morning and spend the week going from farm to farm. One week early in the summer, W.E. found himself a long way from headquarters with no money for the return trip. Pressed for a solution, he persuaded his next customer to pay him a 25 cent deposit which covered the train fare he needed.

His brother, J.B., was delighted. He immediately saw the value of the down payment and made it a permanent part of the Southwestern system.



College students sold during the summer, walking from farm to farm taking orders and delivering the books at the end of the summer. Other Southwestern salesmen worked year-round.

Through the closing years of the nineteenth century, The Southwestern Company continued to grow and strived to develop the qualities of upright living and a commitment to hard work in the young men of the time.

In 1911, J.B. Henderson was appointed Sales Manager for the company. He eliminated the division of profits by the crews and paid each salesman a commission based strictly on individual sales. Thus rewards for individual initiative began their vital role for the company.

As the country expanded to the west, the Southwestern book agents followed. The Bibles and other religious books they sold were often the first reading material in a new homestead.

The company prospered under this new approach, and the tradition of building character in young people was born.

In 1915, J.B. saw an impending paper shortage due to World War I and stockpiled paper with his own money, since the company didn't follow his recommendation to purchase the supply.

When the War grew more severe and his prediction came true, he offered the paper to the board of Southwestern. They accepted it.

1868

1911

1929

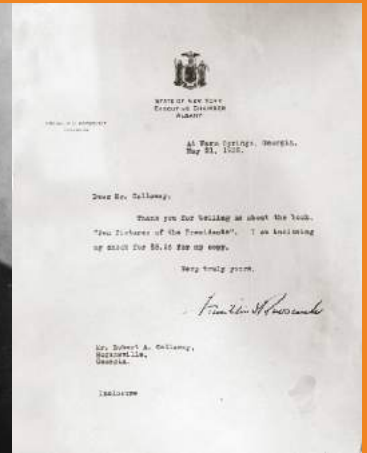


Then October 29, 1929, spelled disaster for much of the United States as the stock market crashed and the country plunged into its deepest depression in history. Southwestern was not immune. College students were few, and money was not plentiful, but J.B. Henderson was determined. He cut expenses to bare essentials and dropped the price of the books. He reasoned that if 25% of America's workforce was unemployed, then 75% must still be working. The Company kept operating when many others folded, and by the late 1930's steady profits began to roll in again.

Southwestern named J.B. Henderson Vice President and General Manager at age 29. He had come a long way since that first discouraging summer. The Southwestern Company had reorganized as a corporation in 1899. After World War I, J.B. Henderson began to buy up the company stock. In 1921 he bought the last shares and surrendered the corporate charter to the state.

**A decade of joy and disaster.** Like America, The Southwestern Company roared through the Twenties. The Henderson brothers recruited college students in the summers and older men for full-time work, and the company enjoyed a profitable decade.

In the thirties, young men who had experienced the Depression in full force, like those after the Civil War, needed an opportunity to gain pride in themselves and to earn their own way.



Two young men for whom Southwestern provided this prospect were Dortch Oldham and Fred Landers. Fred was a junior at Abilene Christian College, and Dortch was a high school student. They would later become key leaders.

1921

By 1940, the Company was recovering from the Depression, and soon the country's resources were being consumed by World War II. Paper and workforce shortages threatened the publishing industry, and once again the Company rode out the storm and began the process of rebuilding.

1940

Supported by W.E. Henderson's philosophy that "whatever you put into the lives of others comes back to your own," they pioneered new ways to encourage young salesmen to excel.

**The new breed takes over.** After serving in World War II, Dortch and Fred were hired by J.B. Henderson to become Sales Managers, recruiting and guiding their own teams. They knew their salesmen personally and regularly wrote letters to each one in the field. Rich Penuel, who later became Vice President and Secretary-Treasurer, recounted the time he returned from work at noon with an upset stomach and found his weekly letter from Dortch in the mailbox.

# 1960

In 1960, J.B. Henderson fulfilled an agreement to sell the company. Dortch Oldham, energetic and eager to expand, became President. Fred Landers, who established an excellent growth record as a Sales Manager and had made important contributions to the company, became Executive Vice President.



With these changes, a decade of remarkable growth began. Products were improved and updated, and Southwestern began publishing its books with control over content and quality. Southwestern had a new direction and a bold, new beginning.

Southwestern's century-old principles of drive, initiative, determination, belief, tenacity in overcoming obstacles, and pride in achievement, were exemplified in the five men who owned Southwestern during the 1960's.

# A NEW ERA

In 1982, Southwestern was acquired by company executives in a leveraged buyout from Times Mirror, a Los Angeles based print media publisher, who had purchased Southwestern in 1969. The company now had the freedom to launch new businesses.



Left to Right:  
Tom Milam, Robert O'Reilly, Tom Fisher, Jerry Heffel, Ralph Mosley, Henry Bedford, Spencer Hays (seated), and Tom McDow (not pictured).

# 1975

Tom McDow begins selling cookbooks to schools as fundraisers and Nashville Educational Marketing Services (NEMS) was born. The company would later do business as Great American, and then in 2019 as Southwestern Fundraising.

The number of student dealers increased by 500% and sales increased 1000% under the direction of a rapidly expanding sales management staff. Sales techniques were perfected, systematic recruiting methods were developed, the work ethic was strengthened, and the groundwork was laid for the success that was to follow into the 1970's and beyond.

Due to its outstanding sales program, and investment from thousands of alumni, the program achieved success and gained national recognition.

The potential of the college student, though evident in past years, blossomed during the 60s. The role of the Student Manager was expanded and company leaders quickly learned that these young people expected more of themselves than had ever been expected of them.



# OUR DECLARATION

**Why does Southwestern Family of Companies exist?**

**Why is our goal to be the largest and most impactful private company in the world?**

**Why does any of this matter?**

Since 1855, Southwestern Family of Companies has been guided by principles built on the foundation of truth. These principles have shined a light on the path often surrounded by darkness and showed us the way through the Civil War, the Great Depression, many recessions, and both World Wars.

Over the past 160+ years, we have stayed true to our mission of building people and serving our communities worldwide by helping people reach their goals in life.

Today, we find ourselves in a world focused on building walls instead of bridges. Many people are more focused on fame and fortune than inspiring kindness and filling needs. Some companies create products that harm instead of services that help. Lots of people get distracted by divisiveness rather than committing to unity.

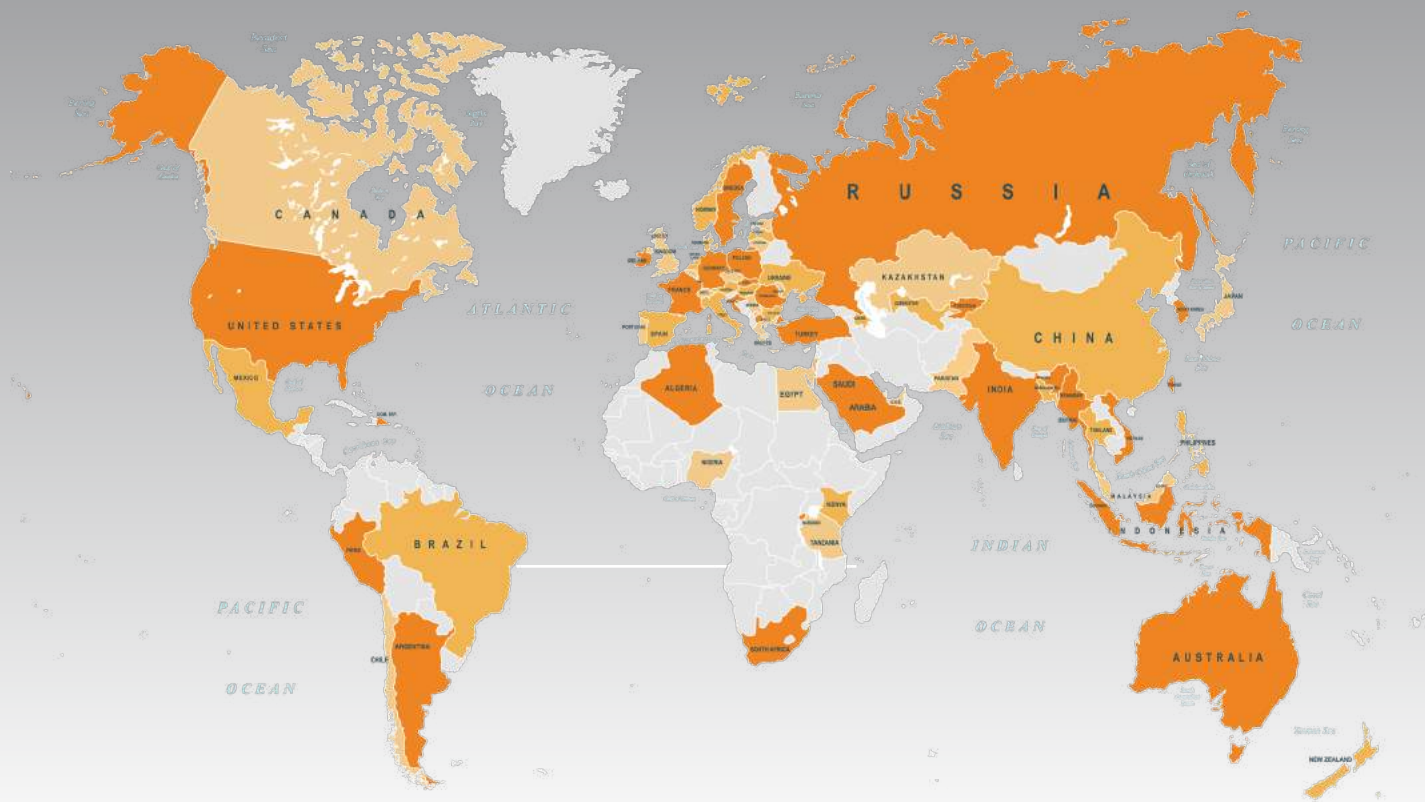
Our diverse family of companies has one immensely unifying gravitational force: We exist to help our customers, clients, and team members achieve their goals in life. Our products and services are what people truly need, and they deliver the benefits they promise.

Our team members operate based on principles and not from self-centered motives. Southwestern Family of Companies continues to innovate and will continue to grow.

This is important because throughout history, small groups of like-minded people have positively impacted the world. We only get one life to make a difference. What we do with our lives matters. We are created to serve, support, and help.

160 years from now, we will have made a difference in the trajectory of the world by choosing to align our vision and values in the service of others and live by the right principles focused on helping people.

# GLOBAL FOOTPRINT



# 18 BUSINESSES

**57+ COUNTRIES  
SERVED**



# WHO WE ARE

As a global leader in sales, leadership, and entrepreneurship, Southwestern Family of Companies is a diversified, growing, international, and employee-owned company built on a foundation of principles and purpose.

We are comprised of companies with a shared mission of building leaders and helping others. Established in Nashville, Tennessee in 1855, Southwestern Family of Companies provides a large range of products and services, including educational books and websites, luxury travel packages, financial advising, consulting services, sales and leadership coaching and more.

## OUR HISTORY

In its early days, Southwestern Family of Companies had one focus: publishing and selling first Bibles and then educational books door-to-door. In the aftermath of the Civil War, door-to-door book sales provided an opportunity for young people to earn money to pay for a college education. Today, the business—now known as Southwestern Advantage—has college-aged entrepreneurs around the world promoting educational study systems that combine the best features of print and online media. Southwestern Family of Companies has expanded beyond Southwestern Publishing House and Southwestern Advantage to include member companies across a range of industries.







- 1,500+ STUDENT PARTICIPANTS.
- 200+ CAMPUSES.
- 20+ COUNTRIES REPRESENTED.
- 3 MILLION U.S. & CANADIAN FAMILIES VISITED ANNUALLY.



**Southwestern Advantage** is the top-rated internship in the nation giving undergraduates a way to afford their degrees and gain entrepreneurial skills by helping families with education. For more than 150 years, Southwestern Advantage has given university students the opportunity to develop themselves for lives of contribution through its time-tested sales and leadership program. Beyond simply securing a powerful way to offset their educational expenses, participants receive comprehensive guidance and mentoring. They also gain entrepreneurial skills and build character while building their businesses. Each year, students from over 20 countries participate as they serve American and Canadian families' educational needs with their products. These young people are our future.

**ESTABLISHED**

1868

- 3 MILLION IN-PERSON CONSUMER REACH
- 50,000 IN-PERSON COLLEGIATE REACH
- 1.28 MILLION EMAIL CONTACTS
- 340,000 SOCIAL MEDIA NETWORK REACH



**Dan Moore**  
President





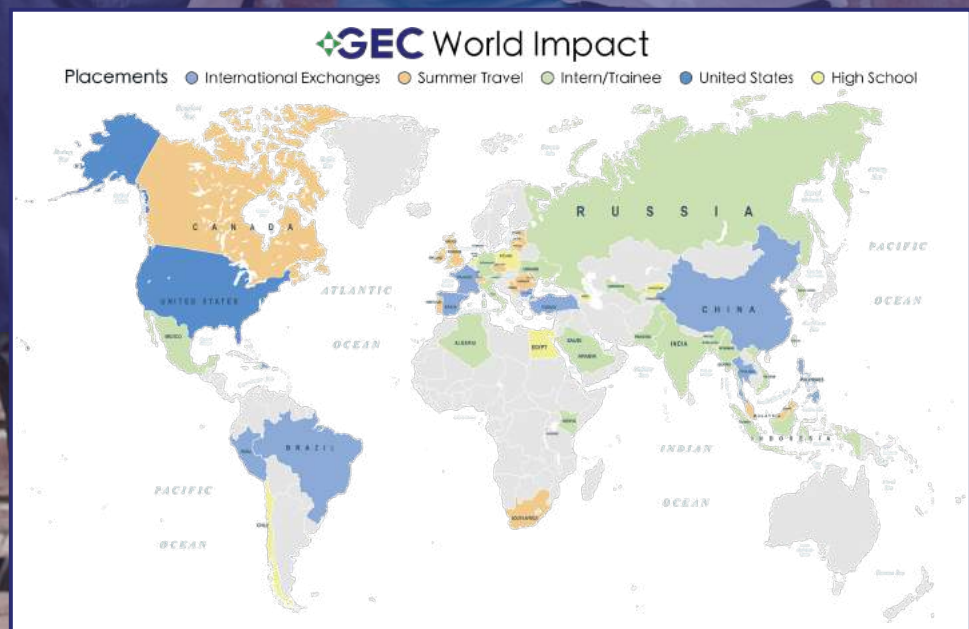


**Global Educational Concepts (GEC)**, is a U.S. State Department designated visa sponsor for Exchange Visitors Programs. GEC highly values Public Diplomacy and Cultural Exchange efforts through its programs. GEC serves for the purpose of ensuring to reflect the diversity of U.S. society and societies abroad. Their mission is to develop friendships and a better mutual understanding around the world through the best Exchange Visitor experiences possible.

**ESTABLISHED**  
2005



**Dave Causer**  
President





ennial Celebrations

# SOUTHWESTERN PUBLISHING HOUSE

SINCE 1855

From award-winning restaurants, resorts and wineries, to world-class cultural attractions, museums, and iconic brands, **Southwestern Publishing House** publishes a wide variety of high-quality books for authors, businesses and organizations that expand and enhance their engagement with core audiences.

Southwestern Publishing House has more than 150 years of publishing experience serving customers worldwide through imprints that include Beckon Books, Favorite Recipes Press, Greenwich Publishing, Blue Sneaker Press, Historic Hospitality Books, Southwestern Books, and Quail Ridge Press. The books range from cookbooks, children's books and guidebooks, to history, business, selling, inspirational, educational and art books. These high-quality books convey a brand's image, create customer loyalty and enhance brand visibility and engagement while being enjoyed and prominently displayed in the homes of guests, consumers and employees for years to come. Southwestern Publishing House is recognized for unsurpassed editorial excellence, expertly crafted books and related souvenirs, traditional and special market sales, and full-service warehousing and distribution services.

ESTABLISHED  
1855



**Christopher Capen**  
President



**ESTABLISHED**  
2006



Since launching in 2010, Southwestern Coaching produced over \$100,000,000 in revenue in its first 10 years of being in business. We accomplished this by helping over 17,000 one-on-one coaching clients increase their income by an average of 25%. With 150+ coaches working out of 8 different countries, Southwestern Coaching is living out its mission to help people achieve their goals in life and positively impacting the world!

Empowering people with skills, strategies, and solutions to find and develop their deeper purpose, elevate performance, and achieve lasting results.



Going above and beyond to elevate events by providing access to incredible speakers and offering tools to take an amazing presentation and sustain its impact long after they have left the stage.



**Dustin Hillis**

*President of Southwestern Coaching  
Co-Founder of Southwestern Consulting  
CEO of Southwestern Family of Companies*



**Emmie Brown**

*President of Southwestern Speakers*





**Southwestern Real Estate** is a residential real estate brokerage with a strong track record of helping agents develop top tier level businesses, training them to be elite in their profession. This leads to a better home buying and selling experience for the client and referrals for future clients.

**ESTABLISHED**  
2007



**Pat Roach**  
President

# SBRConsulting



**SBR Consulting** is a specialist sales performance consultancy that focuses exclusively on growing your revenues and increasing your profits by transforming your sales effectiveness and capability.

We do this by offering an end-to-end sales journey and what it takes to become an Authentic Sales Practitioner. We have worked with over 600 companies across 60 countries and a variety of sectors embedding conscious competency into sales teams.

**ESTABLISHED**  
2002



**Stuart Lotherington**  
*Managing Director*



**Alan Morton**  
*Managing Director*



# SOUTHWESTERN

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## INVESTMENT GROUP

### ***WE STAY TRUE TO OUR ROOTS***

From our humble beginnings in 2002 to today, we continuously take an integrated, long-term approach to help you plan your financial life and build wealth. We deliver more than help with investment decisions. We take the time to know and understand your entire financial picture while providing time-tested and steadfast money-management strategies that will help you reach the goals that matter to you.

### ***WE VALUE OUR DIVERSE SKILL SET***

Our company structure is unique. Our advisor teams—supported through our broker-dealer, Raymond James Financial Services—have come together to provide you the most resources at a service level that is personal and intimate. We realize that our success comes from helping you achieve yours.



**Jeff Dobyns**  
*Founder & President*

**ESTABLISHED**  
2002



**ThinkingAhead** is a boutique executive search firm that has been in the talent acquisition marketplace for over 30 years and recruits across 11 different specialty areas. They have been recognized as "Top 25 Executive Search Firms" according to Modern Healthcare, "Top Places to Work" as awarded by the Tennessean, and "Largest Recruiting Firms" highlighted by the Nashville Business Journal.

**ESTABLISHED**  
1982

**Greg Boucher**  
President



**NASHVILLE  
BUSINESS JOURNAL**

**Tennessean.**  
PART OF THE USA TODAY NETWORK

**Modern  
Healthcare**





inspire  
kindness™



## PURPOSE

We create inspirational products used by individuals to help them make a positive difference in their lives and in the lives of others. Our mission is to be the world's largest online destination for inspirational content and gift products.

## ESTABLISHED

2018



inspire  
kindness™

*Inspiring the world's largest  
kindness movement*

## BRANDS

*The Dash*

*Reminding others that it's how we  
live and love that is important*

 **FINISH STRONG®**

*Empowering people to respond well to  
the challenges in front of them*



**Mac Anderson**  
Founder



# Tasty SELECTIONS™

**Tasty Selections** is a manufacturer of high-quality frozen bakery products, including frozen muffin batters, pre-portioned cookie dough and a broad selection of thaw and serve cakes. With more than 175 years of bakery industry experience, Tasty Selections is committed to providing high-quality, innovative products, complete customer satisfaction and competitive pricing.

**ESTABLISHED**  
2002

Quality assurance is foremost of all processes with rigorous and fully-documented systems in place that exceed customer requirements and standards. Whether serving as a grocery retailer, food service or fundraising establishment, Tasty Selections is a dependable business partner.



**Carlo Coccimiglio**  
*President of Operations*





# SOUTHWESTERN

## TRAVEL GROUP

At **Southwestern Travel Group**, as a full-service travel agency, we craft memorable custom travel experiences for:

- Meetings and events
- Incentive travel
- Student group travel
- Leisure group travel

We strive to provide dedicated counsel and service, maximizing value and convenience all while reducing risk and stress.

**ESTABLISHED**  
2016

"Southwestern Travel has been a joy to work with! I've used their services for 5+ events. The team members are all quick to respond back when I have any questions. They help with everything!" - Melanie H.

"I highly recommend Southwestern Travel to any school planning a big trip. They made the whole process very easy, there was no stress during the trip, and their representatives were a phone call or text away if any concerns arose. I look forward to the next trip with them!" - Music Director, Southwick Regional HS

**Terri Rickard**  
Founder & President







**Southwestern Insurance Group** is an independent insurance brokerage that specializes in personal and commercial lines. Our team is dedicated to maintaining our clients' quality of life through tailored insurance policies.

We provide financial safety nets that evolve with our clients as life changes. Whether getting married, buying a new home, adding a teenage driver or trying to save money, we find the best fit for every client through one of our various insurance providers.

Insurance needs can become complicated as assets accumulate, so it is essential to have a company who will protect what you value most. By conducting annual policy reviews and building personal relationships with clients, our insurance agents make understanding coverages, navigating the claims process and adjusting policies, quick and easy.

**ESTABLISHED**  
2018



**David Stuart**  
*Founder & President*







At **Southwestern Legacy Insurance Group**, we're committed to meeting a critical need shared by millions of people. Of the over 10,000 Americans a day that turn 65, nearly half of them don't have life insurance or are underinsured. Our licensed agents are experts at guiding their clients to Final Expense life insurance solutions that make a real difference.

Why is Final Expense insurance so important? Many people simply don't realize how much their death could cost their loved ones. Currently, the average cost of dying in America is \$18,978. We created Southwestern Legacy to help families handle those expenses. Our Final Expense products are from highly rated companies — and our agents receive the best training in the business. All to help provide more Americans with protection and peace of mind.

**ESTABLISHED**  
2021



**Dustin Hillis**

*President of Southwestern Legacy Insurance Group  
CEO of Southwestern Family of Companies*





We are focused on educating and inspiring individuals on success and leadership using the wisdom of the iconic "Coach of the Century," Pat Summitt, through her profound Definite Dozen principles.

### OUR VISION

Our vision is to be a highly respected source for leadership excellence and best practices for success through a wide range of educational programs.

With dynamic programs for high school athletes, college women athletes, business professionals, basketball coaches, and more, all of our programs are designed to help individuals reach their own individual "summitts!"

**ESTABLISHED**  
2018



# EUROPE1

## VENTURES

**E1 Ventures** is an international profit center founded to provide additional career opportunities for entrepreneurial students. Acting as a business incubator for Southwestern Family of Companies, E1 Ventures focuses on starting and on-boarding new businesses by leveraging the family of companies' strong network of talented alumni.

E1 currently sells Nublu intelligent smoke alarms for G4S Group as well as helps different charities with their fundraising in Estonia, Latvia, Lithuania, and Poland.

**ESTABLISHED**  
**2019**



**Jaak Roosaare**  
*Head of Business Development*





# RESOURCES



## OFFICE SPACE

Businesses within the Family of Companies have access to our premium office space for below market rate. Ideally located in Nashville 5 miles from downtown and the Nashville International Airport (BNA). Our facility houses an auditorium, as well as training and meeting rooms. Tenants enjoy the amenities of a fitness room, showers, and building security in addition to an eating area with a cash snack market.

### **Landers Plaza**

2451 Atrium Way, Nashville, TN

132,265 SF with 5.5/1,000 Parking Ratio



**IT**

Our Development teams partner with you to analyze your business' needs and determine the best technology path forward. The Helpdesk and Network teams keep the systems running.

**HR**

The Human Resources department leads talent acquisition efforts to attract top talent. We guide you through performance management, professional development, employee engagement and recognition programs to retain, reward, develop, and promote our top talent. HR helps you navigate employee issues when they arise while keeping you informed of applicable employment laws. We administer employee benefits for you and your team as well as leave of absence, workers' compensation, unemployment and much more. HR is your strategic partner for all employee matters.

**ACCOUNTING**

For most entrepreneurs, managing cash flow is stressful. With Southwestern Family of Companies, however, that is where our Accounting department comes in. They work with you to determine the budget for the business, and then provide accounting, planning, auditing, and financial organization services. On a monthly basis, financial statements are created for you and business decisions are discussed with your business mentors and partners.





## MARKETING

A company's presence is accented by its visibility. The Marketing department places the company in front of a wider audience through effective advertisement and promotional campaigns by creating various marketing strategies to drive success, profitability, sales, and growth in the market.



## LEGAL

Quality legal representation is imperative. Our legal department is responsible for overseeing and identifying legal issues in all companies. Our in-house staff leverages deep relationships with leading firms to fulfill this mission. They partner with you to review contracts, protect intellectual property, and administer filings. When the business grows through acquisitions, legal is an invaluable team member. The legal team acts as the official and formal representative on behalf of the company in any legal situation.



## DISTRIBUTION

Southwestern Distribution is your strategic logistics partner. We have a 150,000 sq. ft. temperature-controlled facility for warehousing palletized products, bulk storage, and rack storage.

We can help you with packaging, distribution, kitting, assemblies, pick and pack, shipping, sorting, and quality control inspections. No matter what your products are, we can maintain and manage your inventory on your behalf, potentially lowering your warehouse cost and streamlining your logistics.



# OWNERSHIP

## OVER THE LAST 38 YEARS:

• 24% RETURN ON CASH INVESTED

• \$372 MILLION PAID OUT TO SHAREHOLDERS

**S**outhwestern Family of Companies' unique stock plan is comprised of a portfolio of diverse and direct-sales-driven businesses, creating a private mutual fund. The diversity allows the plan to weather storms better, which are inevitable in every industry. Spencer Hays led the team proposing an employee repurchase of the company from Times Mirror in 1982. Though he put up the capital, he had a vision that shareholder-business partners would own the company along with him and be able to earn equity through their performance.

### ONE CLASS OF STOCK

All equity owners—from the board of directors to the salespeople to the management team—own the same class of stock. Common stock tends to outperform bonds and preferred shares. It is also the type of stock that provides the biggest potential for long-term gains.

### EVERGREEN OPTIONS & SUBSCRIPTION

In our stock plan, half of a stock award is offered through a 10-year subscription agreement and half of a stock award is offered as evergreen options. The cost basis for the entire award of stock is the same, no matter when you exercise them. You benefit from the appreciation of the entire equity award over time without having to cash flow the purchase of the evergreen options.

### STOCK SCHEDULE

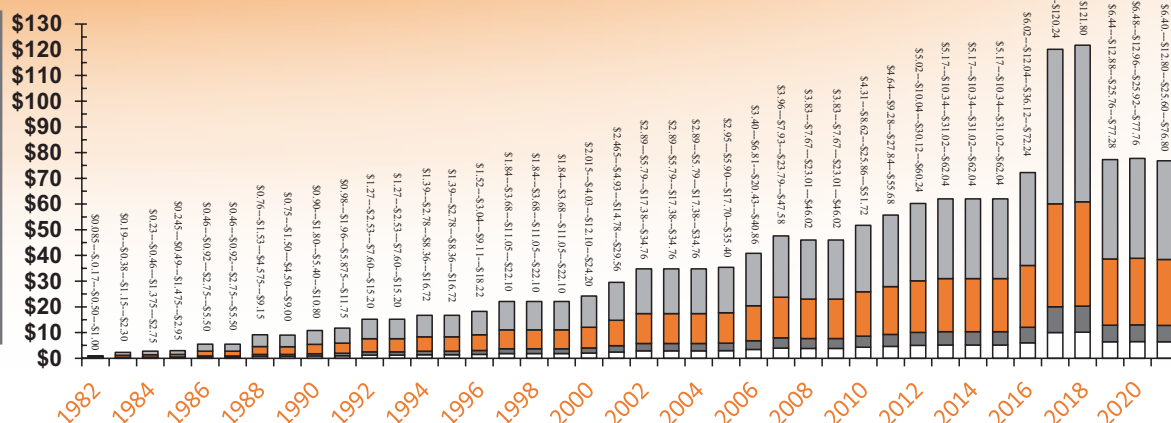
Every company has a stock schedule providing for an opportunity to earn into the stock plan. As your company grows and as you personally produce more revenue or profits, you can earn more equity, and as all the companies grow, your equity value compounds over time.

### BUILT-IN EXIT STRATEGY

The stock plan is similar to an internal market for the business you're building as an "intrapreneur" at the Southwestern Family of Companies. The company's option to purchase your shares can provide a built-in exit strategy that so often eludes entrepreneurs when they want to sell their business.

Representative of relative fair value per share while illustrating historic stock splits.

Past performance does not guarantee future results.





***“SINCE 1855, SOUTHWESTERN FAMILY OF COMPANIES HAS  
INVESTED IN PURPOSE-DRIVEN PEOPLE WHO ARE INSPIRED  
TO BUILD PRINCIPLE-GUIDED BUSINESSES THAT IMPACT  
THE WORLD.”***

## LETTER FROM THE CEO

I am eternally grateful that, 18 years ago, I found Southwestern Family of Companies. Through the leadership of Southwestern I have been instilled with the character and principles that have guided the Family of Companies for 160+ years. I have been privileged to personally experience the Southwestern Family of Companies on multiple levels. I started as a college student breaking sales records while selling books door to door with Southwestern Advantage. Then, I partnered with Southwestern as an entrepreneur, helping to co-found Southwestern Consulting and build it to its current 3 business units with Southwestern Coaching, Southwestern Speakers and Southwestern Empowerment. Now, I have the honor of serving as the CEO of the family of companies. I thank God every day for the opportunity to work with such amazing team members throughout our 18 businesses across the world. We truly have the best team who are focused on serving their clients and impacting the world. We're currently on a mission to become the largest and most impactful company in the world. If you or someone you know might be a fit to join the team, please send your contact information to [opportunities@southwestern.com](mailto:opportunities@southwestern.com).

With gratitude,



Dustin Hillis  
CEO of Southwestern Family of Companies



# ***INVEST***

***SOUTHWESTERN FAMILY OF COMPANIES INVESTS  
IN BUILDING PEOPLE AND STRONG COMPANIES.***

# ***INSPIRE***

***SOUTHWESTERN FAMILY OF COMPANIES INSPIRES  
PEOPLE TO ACHIEVE THEIR GOALS IN LIFE.***

# ***IMPACT***

***SOUTHWESTERN FAMILY OF COMPANIES POSITIVELY IMPACTS  
THE PEOPLE AND COMMUNITIES WE SERVE WORLDWIDE.***





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