



April 10, 2009

Watco Team,

This week in continuing to focus on Coach Wooden's "Pyramid of Success" I'll introduce Building Block #4- Cooperation. For review, the previous Building Blocks were:

- #1 - Industriousness and Planning
- #2 - Enthusiasm
- #3 - Friendship

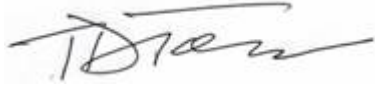
Cooperation is working with others for the benefit of all. It is being interested in finding the best way, not your own way. Anything different than this, for reasons other than those based on morality or principle is selfish. Working with others makes us much more than we can be alone. Coach Wooden relates the concept of cooperation to a time when he and his father were working with a team of horses to pull loads of gravel from a pit. The driver was a young man who used abusive tactics to drive the horses. The horses in response were hyper and agitated causing them to work against each other. Coach Wooden said that his father, after patiently observing the situation went up to the team of horses and with a gentle voice calmed the horses. He then walked them up the steep incline to pull the loads from the pit. His observation from this experience is two fold: Gentleness is better than harshness in getting cooperation and a team can accomplish much more than any one person.

For cooperation to produce the best result, all members of the team must trust that their teammates will perform their roles in earnest, dedicated to performing their role in a selfless manner. Trust is the glue that binds cooperation into a team.

As leaders and managers, one of our primary responsibilities is to ensure that all members of our team understand their role and the expectation for performance. Education and communication is how we empower our People to contribute to achievement of our Watco Foundation Principles. The more they know and are able to do, the more others can trust in the team. The more that trust binds the team the more the team can achieve in a cooperative effort to improve Customer Satisfaction, to do so in a safe and

efficient manner and to build lasting relationships with our Customer, among our team of People and in the Communities we serve and work.

Thanks to all of you for the sacrifice, commitment and dedication you make every day to serving our Customers, People and Company.

A handwritten signature in black ink, appearing to read "T. D. ...". The signature is stylized and cursive, with a prominent horizontal line at the top.