

All Desks—All Locations

May 18, 1995

MISSION STATEMENT

Attached is a copy of our new mission statement, which is the product of many meetings, much thought and considerable insight on the parts of many people. I want to thank everyone who contributed to making this mission statement reflect our company and our commitment to excellence so perfectly. In particular, special thanks go to Liz Hacking who guided the development of this statement; to Peg Doherty, John Ridley, Ray Shepard, Steve Lewers, Liz Kubik, Paul Charow and June Smith who worked through many drafts, many evaluations, and many subsequent revisions; and to **Julian Willis** of our College Division, who worked directly to synthesize the statement we have today.

We will be discussing each element of this mission statement in greater detail in the coming year. Your comments and thoughts are most welcome, whether you choose to make them to me or to the head of your division.

Nader F. Darehshori
Chairman, President and
Chief Executive Officer

Mission Statement



Houghton Mifflin Company

New Ways to Know.

Houghton Mifflin gives shape to ideas that educate, inform, and delight. In a new era of publishing, ~~our legacy of quality thrives as we combine imagination with technology, bringing you new ways to know.~~

Our guiding principles:

- We believe that every individual has the right to be educated.
- We strive to surpass each customer's expectations.
- We encourage and foster creativity and personal growth.
- We inspire leadership and collaboration throughout the company.
- We incorporate the latest technologies in everything we do.
- We chart our own course as an independent company.

Our goals for the millennium:

- Derive 20% of our revenues from new products and services.
- Become an industry leader in electronic publishing.
- Seek growth opportunities through strategic alliances.
- Grow to a one billion dollar company while increasing profitability.
- Deliver increasing value to our shareholders.