

# CHEWY OPERATING PRINCIPLES

## CUSTOMERS FIRST

- We amaze our customers with an exceptional, memorable, and reliable experience, every time
- We deeply understand and anticipate customer needs, and we are relentless about fulfilling them
- We believe an outstanding customer experience is a differentiator that creates long-term competitive advantage

## OPERATE AT DEPTH

- We live in the details of our business and are comfortable with metrics and data
- We think critically and use our analytical horsepower when solving problems
- We approach our work with a deep intellectual curiosity and a constant desire to understand and improve

## EARN TRUST

- We communicate openly, honestly, and transparently with each other
- We support our own ideas and opinions with facts, data, and a display of high judgment
- We hold ourselves mutually accountable and follow through on our commitments

## ACCELERATE TIME

- We operate in accelerated "Chewy Time" where we can accomplish more than others think is possible
- We are comfortable with failure; we fail fast, learn, and iterate so we can make incremental progress quickly
- We are diligent in establishing clear scope and objectives. This enables fast decision-making and action in pursuit of the best outcome for pet parents

## DELIVER RESULTS

- We understand that execution pays for ideation; we don't confuse activity with progress
- We seek to be extraordinary in our work quality. Mediocrity is not a happy state for us
- We persevere when faced with setbacks

## ACT LIKE AN OWNER

- We take a holistic company-level point of view and don't let departmental or short-term interests get in the way of long-term success
- We value frugality in that we treat the company's money and resources as our own
- We don't let defects get passed downstream to our colleagues who rely on us

## KEEP IT SIMPLE

- We work hard to remove unnecessary complexities. Great ideas will fail if we can't transcend complexity to understand what's important
- We avoid analysis paralysis, especially when decisions are reversible

## THINK BIG

- We value imagineering and big impact scale thinking even if ideas seem impractical or complex at the surface
- We set bold visions that challenge us to think and act long-term
- We embrace the big ideas that inspire us to build new ways to serve pet parents

## DEBATE OPENLY; COMMIT FULLY

- We voice our opinion when we believe the outcome may not be favorable to Chewy AND we align fully once a decision is made
- We show courage to question the status quo, with our leaders, our colleagues, and even ourselves
- We invite constructive feedback and debate to foster healthy collaboration and to achieve the best outcome for Chewy and our customers

## BUILD HIGH-PERFORMING TEAMS

- We hire, develop and promote exceptional talent who constantly raise the bar for our teams, and our company
- We foster a diverse, inclusive team that will enable us to win together across our common goals
- We empower our teams to make high-quality decisions, as it fuels growth for individuals and for the company