OPERATING PRINCIPLES

We are a diverse, inclusive team of passionate pet lovers who are motivated and inspired by what the future can become for our customers and team members. Our Operating Principles serve as a common framework that guide our character, capabilities, ingenuity, and operations in support of our company's mission to be the most trusted and convenient destination for pet parents (and partners), everywhere.

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

2. **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

3. **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 ambiguity or setbacks

4. **BUILD HIGH-PERFORMING TEAMS**
   - We hire, develop, and promote exceptional talent who inspire us, who we can learn from, and who will make us better
   - We empower our teams to make high-quality decisions, as it fuels growth for individuals and for the company
   - We anticipate change and continuously prepare our teams for future scale. We actively succession plan and willingly move talent across Chewy, to promote team member growth

5. **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

6. **OPERATE AT DEPTH**
   - We live in the details of our business and are comfortable with metrics and data
   - We think critically and analytically when solving problems
   - We approach our work with a deep intellectual curiosity and a passion to continuously improve

7. **ACT AS AN OWNER**
   - We take a holistic company-level point of view vs. letting personal or departmental agendas dictate our actions
   - We care - about Chewy, our customers, and each other - a lot. If we see trash, we pick it up. We take initiative instead of waiting to be told what to do. We do the right thing
   - We value frugality in that we treat the company’s brand, money, and resources as our own

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

9. **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
   - We detest bureaucracy and seek to eliminate needless process wherever possible

10. **THINK BIG**
    - We promote innovation 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

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