

Additional Information

We show respect for all individuals

- We believe that all individuals can and want to contribute to their fullest potential.
- We value differences.
- We inspire and enable people to achieve high expectations, standards and challenging goals. We are honest with people about their performance.

We are strategically focused in our work

- We operate against clearly articulated and aligned objectives and strategies.
- We only do work and only ask for work that adds value to the business.
- We simplify, standardize and streamline our current work whenever possible.

Innovation is the cornerstone of our success

- We place great value on big, new consumer innovations.
- We challenge convention and reinvent the way we do business to better win in the marketplace.

We are externally focused

- We develop superior understanding of consumers and their needs.
- We create and develop products, packaging and concepts that build winning brand values.
- We develop close, mutually productive relationships with our customers and suppliers.
- We are good corporate citizens.

We value personal mastery

- We believe it is the responsibility of individuals to continually develop themselves and others.
- We encourage and expect outstanding technical mastery and executional excellence.

We seek to be the best

- We strive to be the best in all areas of strategic importance to the company.
- We benchmark our performance rigorously versus the best internally and externally.
- We learn from both our successes and our failures.

Mutual interdependency is a way of life

- We work together with confidence and trust across business units, functions, categories and geographies.
- We take pride in results from reapplying other's ideas.
- We build superior relationships with all parties who contribute to fulfilling our Corporate Purpose, including our customers, suppliers, universities and governments.