



# GUIDING PRINCIPLES

① **INTEGRITY** Conduct all affairs with integrity, for which courage is the foundation.

② **COMPLIANCE** Strive for 10,000% compliance with all laws and regulations, which requires 100% of employees fully complying 100% of the time. Stop, think and ask.

③ **VALUE CREATION** Create long-term value by the economic means for customers, the company and society. Apply MBM<sup>SM</sup> to achieve superior results by making better decisions, pursuing safety and environmental excellence, eliminating waste, optimizing and innovating.

④ **PRINCIPLED ENTREPRENEURSHIP<sup>SM</sup>** Apply the judgment, responsibility, initiative, economic and critical thinking skills, and sense of urgency necessary to generate the greatest contribution, consistent with the company's risk philosophy.

⑤ **CUSTOMER FOCUS** Understand and develop relationships with customers to profitably anticipate and satisfy their needs.

⑥ **KNOWLEDGE** Seek and use the best knowledge and proactively share your knowledge while embracing a challenge process. Develop measures that lead to profitable action.

⑦ **CHANGE** Anticipate and embrace change. Envision what could be, challenge the status quo and drive creative destruction through experimental discovery.

⑧ **HUMILITY** Exemplify humility and intellectual honesty. Constantly seek to understand and constructively deal with reality to create value and achieve personal improvement. Hold yourself and others accountable.

⑨ **RESPECT** Treat others with honesty, dignity, respect and sensitivity. Appreciate the value of diversity. Encourage and practice teamwork.

⑩ **FULFILLMENT** Find fulfillment and meaning in your work by fully developing your capabilities to produce results that create the greatest value.

Market-Based Management<sup>SM</sup>