

Transparency The Currency of Trust

Leslie Turner, SVP, General Counsel,
The Hershey Company

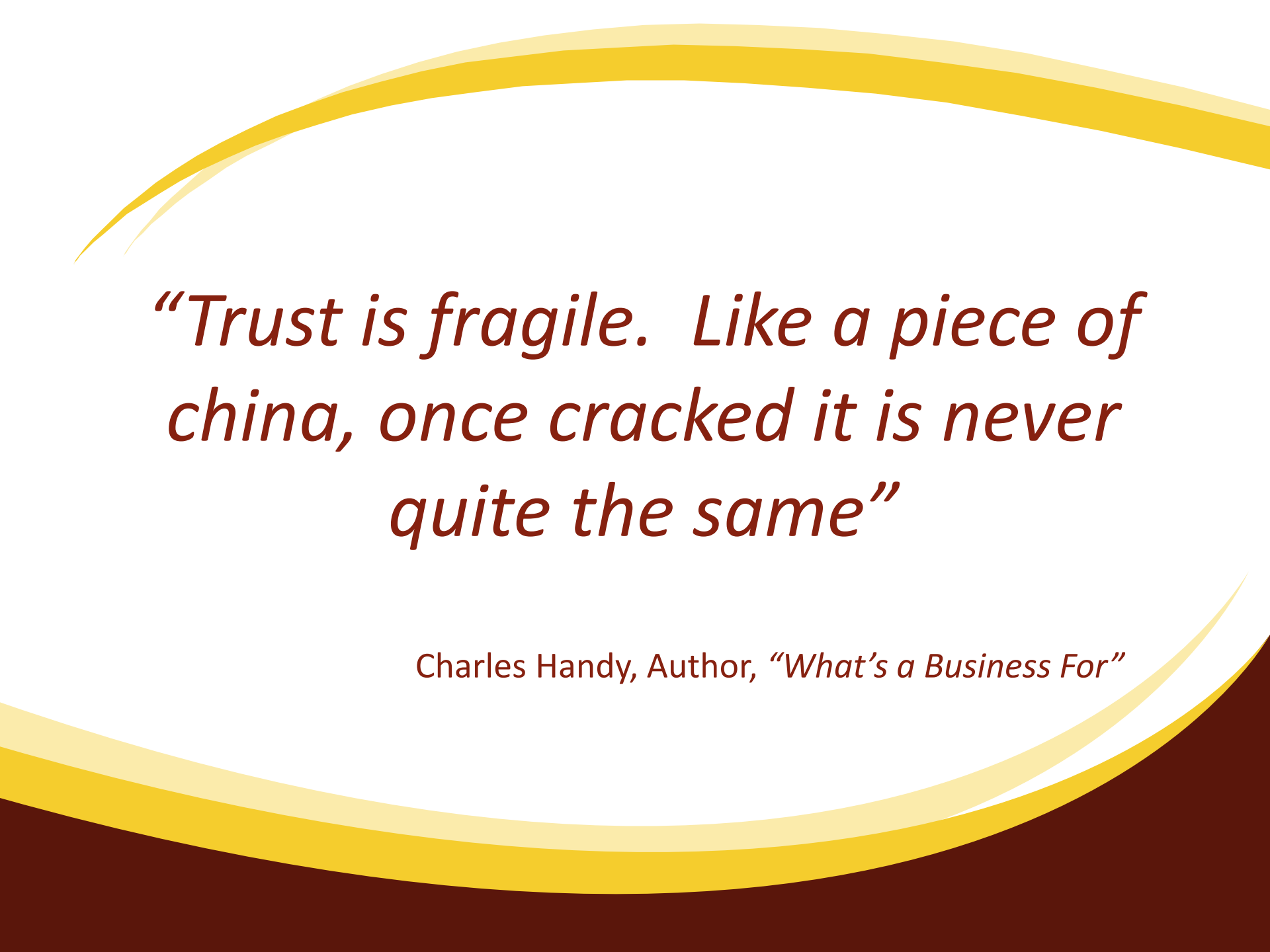


THE CENTER FOR
FOOD INTEGRITY





**Values-Based Relationships
are Built on Trust**



“Trust is fragile. Like a piece of china, once cracked it is never quite the same”

Charles Handy, Author, *“What’s a Business For”*

Trust Killers

- Lack of appreciation
- Not living up to your promises
- Covering up a mistake

Transparency Builds Trust

The ability to establish, extend, and restore trust with all stakeholders – customers, business partners, investors and coworkers – is the key leadership competency of the new, global economy.

Stephen M.R. Covey, *“The Speed of Trust”*

Behaviors of High Trust

- Listen first
- Straight Talk
- Demonstrate Respect
- Practice Accountability
- Clarify Expectations
- **Keep Commitments**

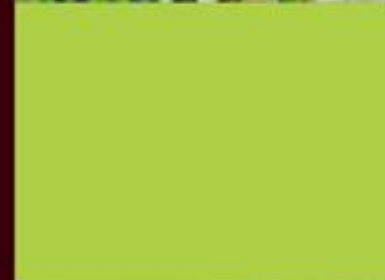


SIMPLE

INGREDIENTS



MAKING **HERSHEY'S** MILK CHOCOLATE



Examples of Transparency that build Trust





Hershey's Transparency Journey

- Simple Ingredients
- Food Transparency
- Thoughtful, responsible sourcing

WHAT YOU CAN EXPECT IN 2015:



Hershey's Milk Chocolate Bars will transition to easy-to-understand ingredients

FROM

MILK CHOCOLATE (SUGAR; MILK; CHOCOLATE; COCOA BUTTER; LACTOSE; MILK FAT; SOY LECITHIN; PGPR, EMULSIFIER; VANILLIN, ARTIFICIAL FLAVOR)

TO

MILK CHOCOLATE (SUGAR; MILK; CHOCOLATE; COCOA BUTTER; MILK FAT; SOY LECITHIN; NATURAL FLAVOR)

The introduction of Brookside Dark Chocolate Fruit & Nut Bars will feature simpler ingredients



- no artificial flavors
- good source of fiber (3 grams of fiber per bar)
- good source of antioxidant vitamins A, C, E
- gluten free

PER BAR
180 CALORIES
1.5g SAT FAT (3% DV)
35mg SUGAR (7% DV)
11g FIBER (44% DV)

4-1.4 OZ (39g) BARS
5.6 OZ (158g)

Hershey's Kisses Milk Chocolates will transition to easy-to-understand ingredients



FROM

MILK CHOCOLATE (SUGAR; MILK; CHOCOLATE; COCOA BUTTER; LACTOSE; MILK FAT; SOY LECITHIN; VANILLIN, ARTIFICIAL FLAVOR)

TO

MILK CHOCOLATE (SUGAR; MILK; CHOCOLATE; COCOA BUTTER; MILK FAT; SOY LECITHIN; NATURAL FLAVOR)



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