

# CODE OF CONDUCT FOR COMPETITIVE PARTNERSHIPS

Snowflake's strong partner ecosystem is foundational to our mission of "Enabling Every Organization to be Data Driven." Our primary engagement with partners is complementary but we often compete with partners as well. Our values are our North Star for everything Snowflake does, including how we engage our partners and Competitors.

This Code of Conduct for Competitive Partnerships guides how we as Snowflake employees conduct ourselves when working with partners where we also compete. Please don't hesitate to contact our Partner Management with any additional questions.

## SNOWFLAKE CODE OF CONDUCT FOR COMPETITIVE PARTNERSHIPS:



### Respect Our Partners

Compete fairly and honestly. Focus on the strengths of Snowflake's products, particularly in the press and on social media. Be thoughtful when discussing partners' competitive products both publicly and privately.



### Do What is Right for the Customer

Focus on the needs of the customer. Work together with partners to meet those needs.



### Remain Independent

Do not cooperate in any way regarding competitive products (for example, don't price fix, market share, limit output or sales, or bid-rig) or share competitively sensitive information.



### Be Honest

Do not exaggerate Snowflake capabilities or improperly mis-position competitive products.



### Be Clear

When interacting with partners with whom we also compete, be clear about where we align and where we are competitive. Work together with our partners to meet the needs of the customer, but when we compete, always act independently. Avoid ambiguous language that could be misconstrued.



### Play by the Rules

Always respect customer and partner confidential information and privacy rights.

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**EVEN WHEN THERE IS AN ELEMENT OF COMPETITION, WE CAN BUILD LONG-TERM, HIGHLY PRODUCTIVE RELATIONSHIPS WITH COMPETITIVE PARTNERS BY FOCUSING ON THE CUSTOMER, ACTING WITH INTEGRITY, AND SHOWING RESPECT FOR ALL OUR PARTNERS.**

# FAQS ABOUT COMPETITIVE PARTNERSHIPS

## **What if a customer is considering Snowflake as an alternative to a competing product from one of our partners?**

Focus on fulfilling the needs and demands of the customer without regard to who the competitor is. Work hard to win but ensure that the Snowflake solution meets the needs of the customer. Remember, Snowflake only succeeds when the customer succeeds.

## **How should I speak publicly about Snowflake's competitors?**

Be thoughtful when speaking about competing products in a public forum including the press and social media. Do not volunteer comments about competitors. When answering direct questions about a competitor (particularly if you are authorized to speak with the press), focus on the merits of Snowflake, speak in general terms about the product category and avoid specific product comparisons. Use only publicly available information.

## **What about in-private conversations? Can I be a little more forthcoming about why Snowflake is the best?**

Don't be afraid to explain the advantages of Snowflake in private, such as in conversations with customers and non-competing partners under NDA. This includes explaining the deficiencies of the competitive product, sharing information about previous customer migrations away from the competitive product and otherwise de-positioning the competitive product. What if the primary engagement with a partner is complementary, not

## **What if the primary engagement with a partner is complementary, not competitive? Do the rules of engagement still apply?**

Yes. While our primary engagement with partners is generally complementary, it will not be uncommon for there to be an element of competition when working with our partners, as numerous partners also offer competitive products. We must recognize that while these are our partners, we also compete against them in other ways. In that way, we and some of our partners wear two hats in our ecosystems – one as “partner” and one as “competitor.”

## **Are there things I should avoid discussing with a competitive partner?**

Do not discuss competitively sensitive matters with partners who compete with Snowflake. Focus your conversation on publicly available information. Specifically, Snowflake Code of Conduct for Competitive Partnerships (1.0) 2 focus on material found on the Snowflake website. You should be particularly careful discussing information customers share under NDA, information about Snowflake's product strategy, current or future pricing or specific bidding plans. You should also never request a competitor or group of competitors to align, or take action collectively, on any particular practice or issue. For example, we can not agree among our competitors as to how we would collectively market, price, sell or contract the competing services.

## **Some field tension and disputes are inevitable with any competitive partnership. How do I navigate these situations?**

When tensions arise, assume that there is a misunderstanding with our partner and focus on resolving the dispute. The preferred approach is an honest, frank discussion directly with the partner, without talking about any specific competitively sensitive information. If this

is not possible or not appropriate, talk to the Snowflake partner manager responsible for the relationship.

### **What if a customer asks me about the competitive practices of competitors, such as pricing, discounting, or treatment of particular customers?**

You can share publicly available information. However, do not speculate about how a competing partner does business. Emphasize with customers that you can't share what you know about competitive business practices, and encourage each customer to make their own independent decision.

### **Our partners and competitors are working together. Can I try to stop this?**

Never withhold business from a Snowflake partner because the partner is working with Snowflake competitors. Never do anything that would prevent a partner or customer from endorsing a product that competes with Snowflake or punish them for doing so.

### **How should I treat leads registered by a partner?**

If a partner registers a possible lead with Snowflake, that lead should be treated as a joint opportunity to work together with the partner on that deal. Never provide registered leads to other partners or use those leads for competitive purposes. If a partner attempts to register a lead with Snowflake, and we decide to compete with that partner, we should reject the lead registration and promptly inform the partner that we intend to compete for that customer opportunity.

### **What should I do if a competitive partner misrepresents Snowflake to a prospect?**

Frequently, these issues are the result of a misunderstanding. Do not assume malintent from the partner. Correct the misrepresentation with the customer and inform the Snowflake partner manager responsible for the relationship.

### **What do I do if a partner suggests conduct that I think may be inappropriate?**

Decline the suggestion or invitation, terminate the interaction, and promptly report the incident to the Snowflake partner manager responsible for the relationship. If the interaction is in written form, like email or a text, consult with the Legal team prior to responding. There is no such thing as an "off the record" discussion between competitors.

### **Is there anything I can do to protect Snowflake when working with competitors?**

Behave consistently with Snowflake's values. Always follow the rules of engagement listed above and reach out to your Snowflake partner manager or the Legal team if you have any questions or concerns. It's also a good idea to draft an agenda that clearly documents the legitimate (i.e., non-competitive) business purpose for the interaction and limit discussions to that purpose.

### **What exactly do antitrust laws prohibit?**

Antitrust laws are complex, but, in a nutshell, they strictly prohibit colluding with a competitor. Agreements (including implicit agreements, such as a "wink and a nod") between competitors relating to price, discounts, terms of sale, customers, market allocation, group boycotts, and other competitive conditions are considered collusion and are illegal.

### **How should I manage two or more competitive partner requests to partner on the same opportunity?**

Do what is right for the customer. Work with the customer to best determine how to manage the different partner requests.

Version	Changes	Owner	Date
1.0	Initial Policy	CEO & CLO	May 26, 2018
1.1	Initial feedback incorporated	CEO & CLO	June 8, 2018

