



Oh behave!

Your how-to-do guide to make a difference



Wiki:	“Code of Conduct is a set of rules outlining the responsibilities of or proper practices for an individual or organization.”
Finnish:	käytännösääntö
Swedish:	uppförandekod
Norwegian:	etiske retningslinjer
Chinese:	员工行为守则
Danish:	etisk regelset
Japanese:	行動規範
German:	Verhaltenskodex
Spanish:	código de conducta
Hindi:	आचार संहिता

Check list:

- I'm one of the special persons at The Switch to have received this guide
- I am proud to now be making a difference in my work every day
- Ask me to show you how

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Why this guide?

Every company has its own way of doing business that makes it unique.

So too does The Switch.

We invite you to read through this guide to find out more about how we work and pay special attention to those details that make us different from our competitors.

These are the reasons we're proud to be and act like we're from The Switch!

We are The Switch

Welcome to the world of The Switch!

A place where you can allow your passion for innovation and technology to make a difference in the world.

We're passionate about advancing the world with electric drive trains for renewable and industrial applications. Our main focus is multi-megawatt power generation for wind, marine and special industrial applications. The Switch solutions are designed to offer the highest electricity yield and lowest possible energy consumption in drive trains.

As a Yaskawa company, we work with customers to be their core power-generating components partner that adds value by collaborating and networking to create a future in environmental energy by lowering the world's overall carbon footprint. This is our mission.

The Switch vision

We are growing with customers for whom drive train technology is key to their success. Collaborating with The Switch enables them to deliver solutions that produce profitable power generation as well as optimize processes and energy use.



Check list:

- Project a positive and constructive spirit every day
- Respect all team players inside and outside the company
- Prioritize a successful delivery as promised

Astonishing attitude

Seriously relaxed

One strongly defining characteristic of our company is our attitude. We're upbeat, but laid back. We're serious about our job and, at the same time, relaxed. This is surprising to many – but hey – we're confident in our chosen path towards the future. And our attitude shines in all we do.

Positively forward

In the workplace, we project a positive and constructive spirit. We work to support others in our teams to reach our company's goals. We respect each other's time and missions ... and our part to make them a success. We make the impossible possible.

"Our attitude is the way The Switch miracles happen."

Acting responsibly

We know how to take responsibility and are pleased to do so. We're active, aim to influence and participate to make things easier for others and on behalf of our customers. Our behavior on a daily basis is our business card to make things happen. Or not.

Prioritizing promises

When promises are made, we do all that is possible to ensure that we can deliver on that promise. The Switch is created from team players – it's all for one and one for all!

Confidentiality

As with all confidential company-related matters, we treat them with utmost sensitivity.

Good work ethic and common sense

We know how to use good judgment and sense. We're calm and confident, despite the sometime turbulent winds of change around us. Although our work demands some very intense periods of extending ourselves, we also have the responsibility to make sure we rest up to be able to give our best again.



Check list:

- Celebrate the cultural diversity of The Switch
- Adapt to your new surroundings when traveling abroad
- Listen actively for a deeper understanding of others

Cultural crossroads

Dynamically different

The Switch is purposely made up of people from different backgrounds. This allows us to be more diverse in our way of thinking and approaching global challenges. It's one of the cornerstones that make us inherently different. We see issues from more angles, we're open to the power of networking and we solve problems in multiple ways.

Our strength of diversity, however, can also turn into our curse – if we're not careful.

Cultural battles take place constantly throughout the world, across borders and within small departments. That's why it's our responsibility to make sure we proactively work towards greater cultural communication and eliminating misunderstandings. We don't have time for senseless squabbles.

In Rome, be a Roman

When traveling as much as any Switchian normally does, it's most important to follow the specific laws, rules and regulations of each host country. Try to find out more about the cultures and habits of the people, so as not to offend anyone with something that may be appropriate in your own culture.

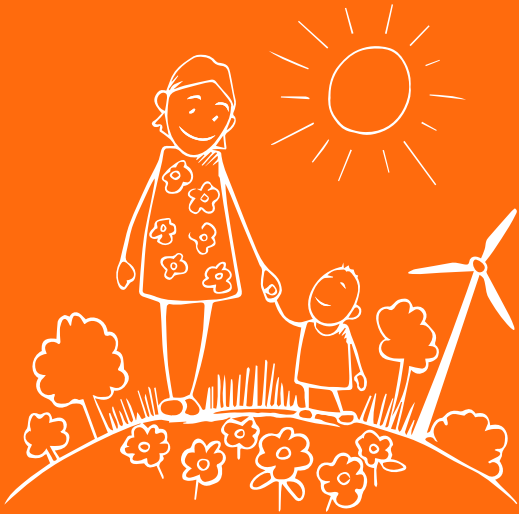
Language barriers

Learn to listen actively – between the lines and beyond the mispronunciation of words. Each person working for The Switch has been chosen to be among the selected few to make a difference in our industry. Everyone has intelligent and important points to add. Let the ideas of others flourish and produce great results.

"It's our responsibility to make sure we proactively work towards greater cultural communication."

Conflicts of interest

If you do find yourself in the midst of a disagreement, distance yourself. If you see, hear or participate in activities that are against the rules of the company, it's your responsibility to report them to your superior or superior's superior.



Check list:

- Aim to make environmental energy the natural choice for future generations
- Save energy wherever possible
- Recycle and opt for environmentally friendly alternatives

Walk on the green side

Care for the environment

From the start of The Switch, we have been driven by the need to make the world a better place to live. For our generation, this means using innovation and passion to boost electricity yield and lower energy consumption.

For the generations to come, our work means that the world will be embracing environmental energy as a natural part of their lives. Energy that can be created on demand, when and where needed.

"Have you been touched by The Switch?"

Minimizing our use of energy

As a forerunner in helping the world gain more from energy, we need to set a good example in our consumption habits. Turn off lights, computers and any other equipment when you're finished using them.

Conserving other resources

As with all scarce resources, be mindful of their use. Try not to be excessive with the use of water, paper, and other work supplies. Set an example by recycling as much as possible. When traveling, try to make your journey as green as possible. Does the trip even need to be made - or would a conference call work as well? Have your boarding pass ready on your smartphone rather than using many printouts.

Seeing green

Choose environmentally friendly options over those with a more damaging long-term environmental impact.

"At The Switch, we choose Skype and teleconferences to stay connected and collaborate with one another."



Check list:

- ✓ Face-to-face and phone meetings are often better than email to reach an understanding
- ✓ Keep your email messages clear, well structured and courteous
- ✓ Your opinions are welcome in social media; but remember, you are equally an ambassador for The Switch

Journey with respect

Exploring challenges

To explore our world and continue to solve the challenges, we need state-of-the-art tools to help us along the way. Computers, phones, the Internet – these tools have dramatically changed the way we communicate. We need to respect how they enable us to do our jobs – and when they lead us into trouble.

Email with care

- Today, emails are used too often for all kinds of communications. For long conversations or to settle a dispute, talk face-to-face or on the phone for better understanding.
- Emails are good for setting up meetings with the calendar function, for informing several people where data can be found, and for documenting important messages.
- When email is the most practical choice, make sure your message is clear, well structured and addressed properly to the persons responsible for actions. The use of “cc” is for information only. Please carefully consider confidentiality.
- Avoid the USE OF CAPITAL LETTERS or too many !!!!!!! that scream your message across to the receiver.
- Use a link to shared files instead of attaching large files that may be difficult to download.
- Use “out of office” when you are not able to read your messages. Please remember to also give the name and contact information of someone who will replace you during this time.

Calendars

Use the Outlook calendar to inform about your vacation, travel and out-of-office time.

Signing off

Make sure to use an appropriate voicemail greeting and email signature. Please check from our intranet for the recommended format.

Use of social media

Today, social media dominates our personal and private lives. Keep in mind that your personal and professional opinions are welcome – but can no longer be separated. Please remember you are now an ambassador for The Switch 24/7.

Keep yourself virus-free

Do not open files from unknown sources. No auto-forwarding is allowed outside the company. If using mail on your phone, make sure the mail connection is password protected.



Check list:

- Dress one notch better than those you meet
- Be cost-conscious about how you use The Switch money
- Respect people's time in meetings. Plan ahead and minimize disturbances

Dress for success

Leading minds

Dress to impress

Show you care by how you dress. Dressing to impress does not have to be over the top. Instead, try to give a clean and well-groomed impression by being one notch more formal in your clothes selection than the persons you'll be meeting. If they're wearing a suit coat, wear a suit coat and tie. Think about your shoes, belt ... did you shave? Have you brushed your teeth?

Around the office, it's fine to dress casually with co-workers. But keep in mind to look fresh. Especially on days when you know important visitors will be coming.

At exhibitions, you're serving as an ambassador for The Switch. Pay attention to all your personal grooming and dress details to give the best possible professional appearance.

"Huh? Do I really need to polish my shoes???"

On the road of cost consciousness

Cost-effective travel and hosting is a duty at The Switch. The finest wining and dining, unless pre-approved for special cases by The Switch management, only raises questions in the eyes of others about how you're using the company's - and more importantly, the customers' - money.

In meetings

Meetings should be quick and effective. Don't waste your time and the time of others. Plan ahead, have an agenda and follow up after the meeting to make sure that things move forward as agreed.

"Yes, yes - I'm listening... just gotta send this off now..."

Answering emails and phones during a meeting are exceptionally disturbing to others. No matter how quietly or inconspicuously you're answering a text message, it really cuts down on the focus of all participants during a meeting. Be considerate. Ask for a quick break to answer phones and emails. During the actual meeting, pay 100% attention to ensure the success of the session.

FAQs

Q: We claim to be a leading player in environmental energy. What does this mean?

A: Environmental energy refers to new and innovative forms of energy that help make a lasting cut in the world's overall carbon footprint. Our role in environmental energy is to create solutions that save energy and reduce emissions. In every application, we aim to offer advanced drive trains that provide the highest electricity yield and lowest possible energy consumption.

Q: Why is environmental energy increasing in importance globally?

A: Global energy consumption is growing continuously. Environmental energy enables us to offer a *switch* to guarantee the world's energy supply by complementing the existing non-renewable energy sources.

Q: How do The Switch solutions contribute to climate change?

A: Our environmental energy solutions focus on permanent magnet generators (PMGs) and full-power converters (FPCs). For example, a 1.8 MW turbine can produce more than 5.2 million kWh in a year – enough to power more than 500 households.

Q: What is the reason behind our chosen technology?

A: Several independent studies by industry specialists have concluded that PMGs and FPCs are the choice for the most effective drive train technology. Today, our market position confirms that the strategic decisions we made regarding this technology choice for energy generation have been the right ones.

Q: How are rare earth metals linked to our business and are they easily available?

A: Rare earth metals are a key component of PMGs. China currently controls approximately 97% of the rare earth materials that are vital to clean-energy technology sources. The Switch made a strategic decision early in its history to combine our purchasing power with the large Chinese state-owned Dongfang Electric Machinery (DFEM) corporation, which has guaranteed availability of Neodymium materials for permanent magnets. We have secured the necessary supply to match our growing needs by buying only completely finished magnets from China. Through Dongfang, we are assured of good service, competitive pricing and continuous access to the magnets with Neodymium.

BUSINESS AREAS

Q: What are The Switch areas of business?

A: Today, The Switch has three main areas of focus for our advanced electrical drive trains: wind, marine and turbo applications.

In addition, we have enjoyed success in emerging business areas, such as wave and tidal, CHP and energy storage.

AGILE WAY OF WORKING

Q: What does this mean?

A: The Switch offers customers a new working model based on agile positioning that enable them to better compete and profit. Our customers can be ready and responsive to market changes by embracing our flexible business approach. This allows them to scale their growth, localize results and minimize risk.

Q: What is agile positioning?

A: Agile positioning refers to the way that a customer and supplier work together to form a tight-knit team, constantly taking small steps in the same direction.

Agile positioning is a combination of agile product innovation and agile business model innovation. This method allows customers to become more engaged in a journey of discovery and innovation so that products and business have a greater probability of a successful outcome.

Q: What is agile product innovation?

A: Agile product innovation in the renewable energy industry means engineering next generation technology together.

This leads to products that are tailored to specific operating conditions or breakthrough ideas for greater energy production. Each of our customers is actively involved from the start.

THE DESIGN SWITCH

Q: What is The Design Switch?

A: The Design Switch is one part of our tailored customer service concept, which gives our customers extra resources for application know-how and engineering intelligence.

Q: How does this support our customers?

A: The Design Switch service offers our customers experienced evaluation and consulting, professional design, R&D project execution and quality testing.

THE PRODUCTION SWITCH

Q: What is The Production Switch?

A: The Production Switch is our service for a rapid ramp-up from specification freeze to first delivery – and on to quick series production. The Model Factory concept is at the heart of The Production Switch.

Q: How do our customers benefit from this service?

A: The Production Switch accelerates project execution and guarantees fast, on-time deliveries. Plus, it provides a manufacturing system that is quickly replicated in new locations. This helps build capacity and quickly adjust to rapidly changing demands.

Q: What is The Switch Model Factory?

A: The Model Factory concept is a unique production approach implemented by The Switch to combine our expertise with the knowledge and capabilities of customers to help them ramp up mass production. During the production phase, we make sure our experts are available onsite at our partners' facilities to monitor the different phases of production, including R&D, supply chain management, and quality monitoring and improvement.

THE PROACTIVE SWITCH

Q: What is The Proactive Switch?

A: The Proactive Switch operations strive to support our customers over the entire lifetime of the delivered equipment. The Proactive Switch encompasses field services, spare part services, training services and care services.

Q: How do our customers benefit from this?

A: The Proactive Switch service is designed to guarantee our customers the highest achievable reliability and productivity with their equipment from The Switch.

THE SWITCH HISTORY – BACKED BY YASKAWA

Q: What is the company's history?

A: The Switch evolved in 2006 from the joint forces of three innovative companies – Rotatek Finland, Verteco and Youtility.

Q: When did Yaskawa become involved?

A: Yaskawa Electric Corporation, a world leader in motion control, robotics and systems engineering acquired The Switch in July 2014 to support both companies' strategic objectives and strengthen their international presence.

Since it was founded in 1915, Yaskawa Electric has provided motor applications, advancement of industrial automation, the creation of mechatronics and cutting-edge robotics. Yaskawa today employs over 14,000 persons globally in its core divisions. For more information, visit www.yaskawa.co.jp

Q: Why did Yaskawa acquire The Switch?

A: Yaskawa acquired The Switch to support both companies' strategic objectives and strengthen their international presence. The Switch will play a key role in Yaskawa's System Engineering Division, serving as a catalyst for long-term growth.

Yaskawa provides a gateway for The Switch to sell our products to the highly potential Japanese market, while we will help Yaskawa access customers in Europe, the Americas and other Asian markets.

Q: How do our products work within the Yaskawa portfolio?

A: With Yaskawa, we offer customers a wider product range, enhanced R&D, and engineering and sales resources. Our product portfolios complement each other well.

Together, we have now a firm foundation and the power boost needed to move forward on our fast-track path of advancing the world with electrical drive trains.

Q: Why did The Switch acquire Wärtsilä's Norway-based marine drives business?

A: In October 2016, The Switch acquired Wärtsilä's marine drives business, including the drive products, R&D and manufacturing, that encompasses specialized megawatt-class power drives targeting marine applications.

The Yaskawa-backed investment gives The Switch a stronger foothold in its growing marine business area. Together, The Switch and the Norway-based marine drives business aim to benefit from a number of inherent added-value synergies, including a stronger machine and drive package offering, a broader product range and a wider market access.



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