

Our Culture Code

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Context

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**Culture
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Summary

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**What's the point
of this document?**

To share...

Our Purpose

**Why we've chosen our path,
the non negotiable conditions of travel and
how we're going to operate on our journey.**

Our Culture

Purpose

Why we do
what we do

Culture

If it's a focus or if it's completely ignored, all companies have a culture.

We know that a good one doesn't guarantee success, but a bad one almost guarantees failure.

Our culture starts with us and the behaviours that you have identified as the things you care most deeply about... via internal surveys, 121s, focus groups etc.

“Leadership is a choice. It is not a rank.”

Simon Sinek



Document disclaimer

- Much like our industry, this company and indeed, us as individuals, this document will forever be a work in progress.
- The following is a reflection of where we've been as a company, where we are today and the kind of team we want to become.
- This document is largely fueled by your feedback and the things we've identified as being of importance.
- Trustonics' culture is down to us. Together we will write the next version of this document through the behaviors we exhibit and the values we uphold.

It all starts with why
we do what we do.

**50% of the world
doesn't have access
to a smartphone.**

We don't think that's fair

- We're improving access to education, work and a healthful life – by making smartphones more affordable.

We're enabling a more secure future for an increasingly connected world

- We're ensuring the safety and integrity of the phones we use, the vehicles we drive and the things we care about.
- There will be 35bn connected devices globally by 2025.

We are protecting against the bad guys

"If you're offered a seat on a rocket
ship, don't ask what seat.
Just get on!"

Sheryl Sandberg, Facebook



"...Rather than offering our customers an underlying feature, such as 'security', we are focusing on use cases such as 'secure communication' or 'content protection'

Solutions which are specific and valued..."

Ed Bateman, France

"I love the impact of putting a device into someone's hands for the first time.

That device becomes a gateway to options and opportunities for that individual and the people close to them."

Chris Hoyle, UK

**Before we embark on our
journey, what are the non
negotiable conditions of travel?**

The brilliant basics..



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What's our Culture Code?

**Our culture code is how we're going
to operate while on our journey.**

It's what it's like to work here.

Our culture code will explore 3 things:

The scale
of our
ambition

Continuing to make the
Impossible, Possible

The focus
of our
approach

Customer. Quality.
Delivery. Speed:
Telescope & Microscope

The team &
how we win
together

Let's Go! Together

The scale
of our
ambition

The focus
of our
approach

The team &
how we win
together

The scale of our ambition is

BIG!

Some might think it, impossible...

But, we have the track record, the focus and the team to continue to make the impossible, possible.

We've already connected 2bn things

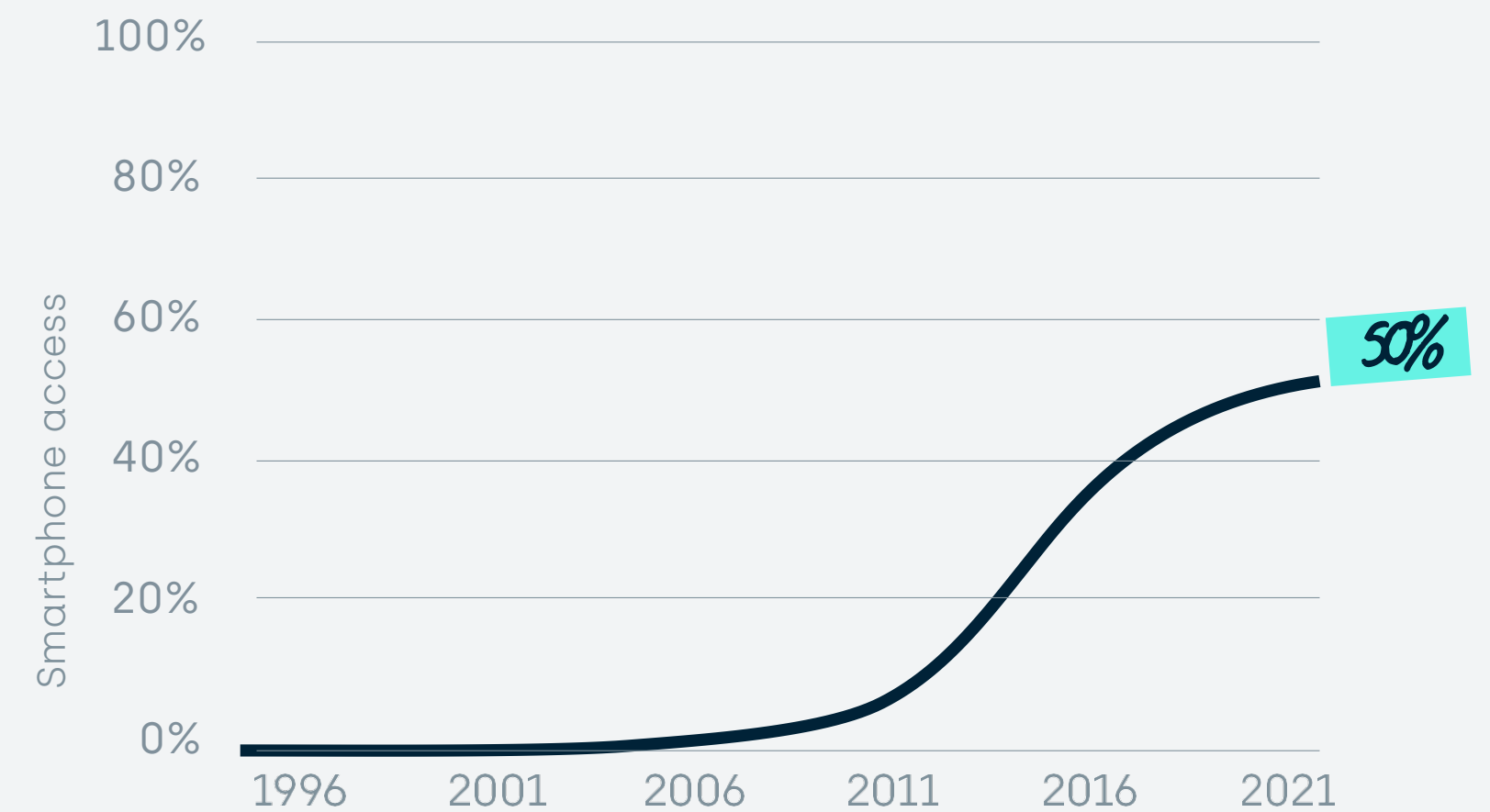
Smartphones, vehicles,
IoT devices.



**The Ambition:
We've not 1, but 2
audacious goals!**

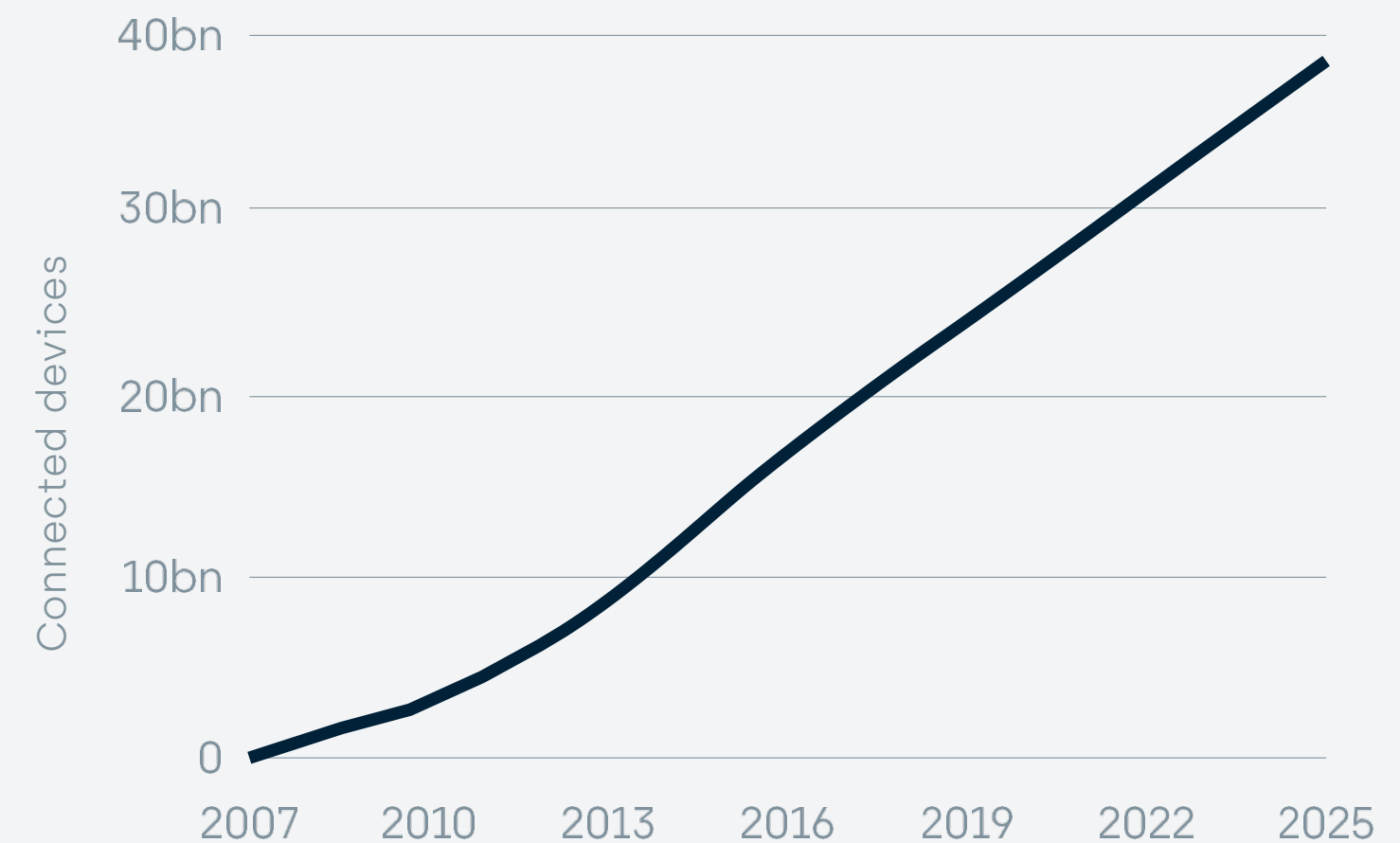
Goal 1: Helping to connect the next billion

- Only 50% of the world has access to smartphone.
- This lack of access to education, economic opportunity and health support is known as the Digital Divide.
- We don't think that is fair! We are working to close that gap by "connecting the next billion".



Goal 2: Connecting people to the things they care about

- We're ensuring the safety and integrity of the phones we use, the vehicles we drive and things we care about.
- We're enabling a more secure future as the world becomes more connected.



To deliver on our ambition, our history is not enough...

We have to cultivate..

1. the right customer focus, and
2. the right team to deliver.

"..we learned a lot about how customers are actually using our solutions. These insights not only revealed additional use cases, they also helped us fine-tune our roadmaps and our product development."

Chris Tow, USA

Our Ambition in summary...

We are helping to connect the next billion and protect the things people care about.

We make this possible with customer focus and the right team.

The scale
of our
ambition

The focus
of our
approach

The team &
how we win
together

**Our focus is customer centric; we
deliver quality at speed and we
operate with a delivery bias.**

**We scan the horizon for opportunities
and challenges while also diligently
working on the detail to deliver.**

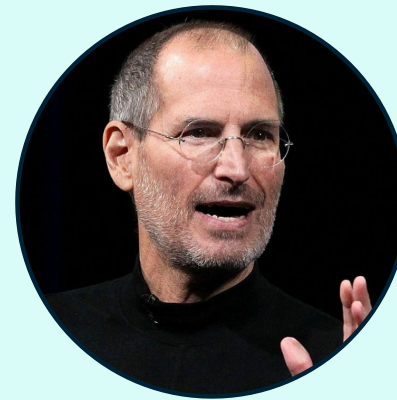
*Think of this like being able to use a telescope
(look for big stuff on the horizon)
AND a microscope (paying attention to the detail).*

The focus
of our
approach

- Customer obsession.
- Quality at speed.
- Delivery bias.

"You've got to start with the customer experience and work backwards to the technology."

Steve Jobs, Apple



Being clear on the problem statement is key...

**We remain a humble student, ravenous
in our quest for knowledge to profoundly
understand the problems of our customers.**

"We work as part of a large collaboration, part of an ecosystem which we take the lead with our part and co-operate with all partners as part of an integrated whole."

Chris Hoyle, UK

It's a journey...

Once we've clearly defined the destination, waypoints and deadline with the customer, we apply our expertise to plot a course and deliver.

**...a journey that has not
been undertaken before**

We navigate by placing
our assumptions aside
and putting customers at
the heart of everything
we do.

"Doing the right thing for
the customer and ensuring
our solutions align with
their goals are not just
words, they are taken
seriously and acted upon."

Chris Tow, USA

The focus
of our
approach

- Customer obsession.
- Quality at speed.
- Delivery bias.

Quality and speed
are two sides of
the same coin.

We enable secure technology, essential for life.

**There are real world
consequences if we
get it wrong.**

The opportunity to make a difference
is huge, but it is not exclusive to us.

To remain first.
We move fast.

The focus
of our
approach

- Customer obsession.
- Quality at speed.
- Delivery bias.

"It almost doesn't matter what you know.
It's what you can do with
whatever you know and actually
accomplish that's valued here."

Andy Grove, Intel CEO



Our focus in summary...

Customers are at the heart of everything we do.

We deploy high quality at high speed.

With a clear delivery focus.

The scale
of our
ambition

The focus
of our
approach

The team &
how we win
together

The team &
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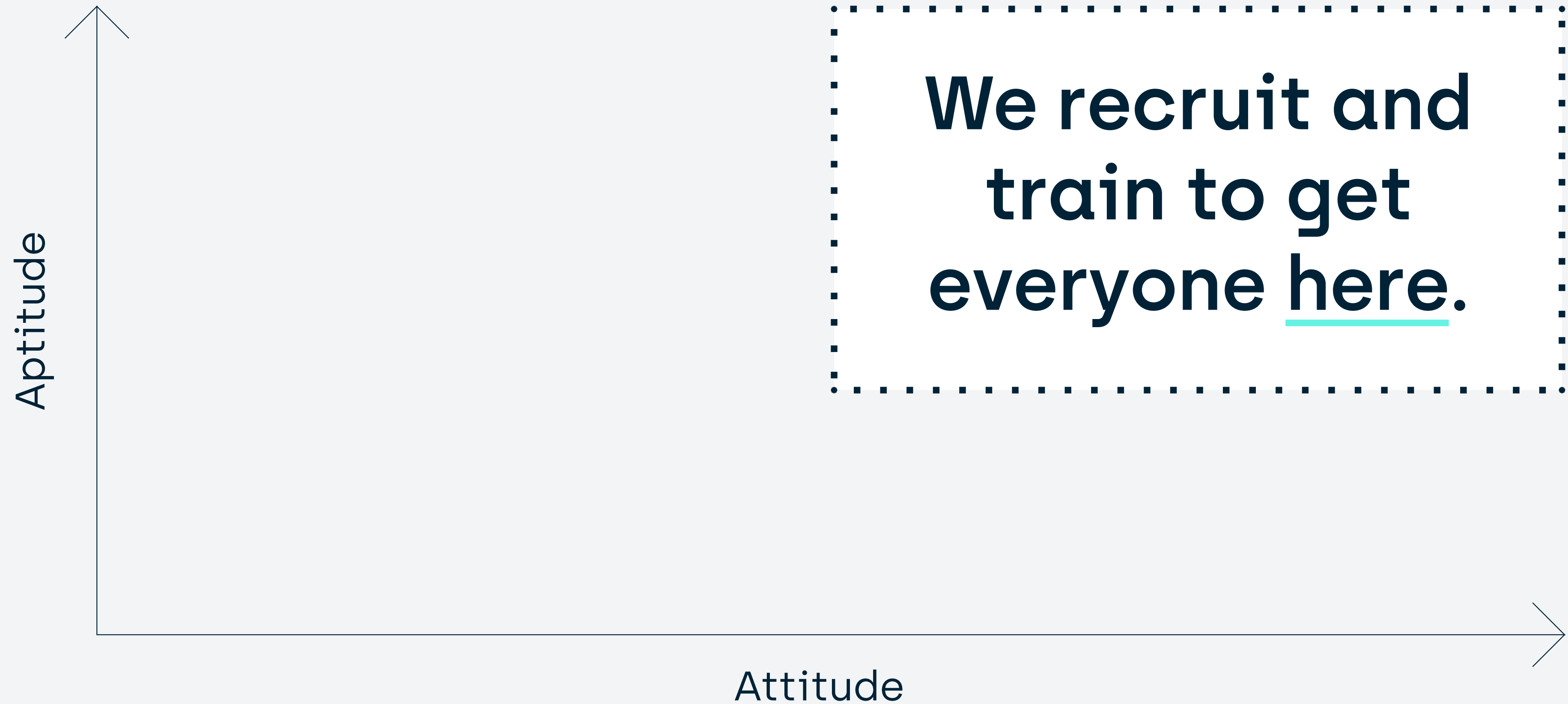
- How we work together.
- How we communicate.
- How we give back.

"If you only want to
go fast, go alone.
If you want to
go far, go together."

African Proverb

What makes someone
a great fit for Trustonic?

**We look for both
attitude and aptitude.**



Aptitude and Attitude for us means:

Desire & ability
to learn.

Reflective.

Curious.

Frames issues
with clarity.

Customer driven.

Delivery focused.

Imaginative.

Creative.

Resourceful.

Practical.

Team player.

Takes ownership.

Solves problems.

Realistic.

What to expect...

**When you join and
as we progress.**

We know it is not always easy to join a new team

- Making new team members feel welcome is what we do.
- We have clear onboarding plans for when new joiners start.
- Key meetings, welcome emails, an intro call with our CEO, will all be in place.

Togetherhness is very important.

Ed Bateman, France

"The leadership is responsive. For example, the 'ask me anything' channel has been anonymised to make it easier to give feedback."

KP, UK

We're open

- We have monthly All Hands and weekly CEO "Off the Top" updates.
- Our communications are transparent, regular, but not overkill.
- We're consistent and transparent in the data we share with the team and our investors [where we can be].

We're humans first

We always make time to ask each other how we are – and we care about the answer.

We work flexibly, when and where we're the most effective and at our best.

*You don't have to be
a slave to your screen!*

We have common goals, focused on delivering for our customers

You can gift an OKR to others!

We use Objectives and Key Results [OKRs] to track and share progress.

We ask each other for feedback through 360° reviews.

This happens at least once per year

We raise money for our chosen charities – doing the right thing for each other, the planet & society.

We collaborate, validate and build

We take people on the journey. Solo missions rarely lead us anywhere useful.

We deliver high quality at speed by iterating quickly and moving as one.

*We validate that we are on
the right path as we go*

Rate of change

We're unapologetic about the speed
at which we adapt and change.

Delivering for customers in a market that has not
existed previously means we are fleet of foot.

Change is customer led, internally
prioritised and clearly communicated.

We trust each other

- We do what we say we're going to do, when we say we're going to do it.
- We communicate. We share. We help others develop understanding.

*Keeping up to date is challenging
but we make it happen.*

"To make the project work, we depended on everyone else doing their specialist jobs and cracking their specific technical problems. There was a heavy reliance on each other pulling together, which made this project rewarding."

Neil Blue, UK

If you have a problem, someone will help you directly or help guide and orientate you. When joining the team, people are there to help you. We still to need to work on this but 'together' is something I see every day.'

Marie Kaiser, France

'In Singapore, I had been working alone for almost a year before 2 colleagues joined recently.

This meant for colleagues, getting up very early or staying up very late in order to take calls, the fact that I simply asked and they responded and went above and beyond meant I was truly supported and their actions took 'teamwork' and 'collaboration' to a whole different level.'

Nick Teo, Singapore

We share and celebrate success

- We share the spotlight with those who have made it happen.
- We celebrate successes regularly in different ways.
- We say thanks!

**We know things
won't always
go as planned**

- We fix the problem not the blame.
- We operate as part of an ecosystem that we cannot completely control...

*We have plans
B and C ready to go*

Have a back up plan: "two is one, one is none."

SEAL Teams

The team &
how we win
together

- How we work together.
- How we communicate.
- How we give back.

**We are students of
communication.**

"If I am to speak for ten minutes,
I need a week to prepare;
if fifteen minutes, three days;
if half an hour, two days;
if an hour, I am ready now."

Woodrow Wilson, Former US President



**Money is a renewable
resource, time is not.
Every hour is important.**

Clear communications

- For us this means *Based on customer insight & facts* communicating in a way that everyone understands
- English is not the native language for many of us, so we speak clearly and plainly with examples.

Active listening, really listening

*We don't just wait for the
next opportunity to speak*

- We listen. Really listen.
We listen to the customer
and we listen to each other
- We acknowledge that
everyone has a voice

Opinions, opinions, opinions

**Opinions based on customer insight,
facts and experience are a good thing.**

**Not having an opinion on everything
is a very good thing.**

How we speak

- We're straightforward, very direct and very kind at the same time.

It's not just what we say, but how we say it – we put ourselves in others shoes

We have all-hands monthly. In one of our all hands, the decision and the reason for dropping one of the products was shared with everyone. Even though it wasn't the best news, it was done in an open, transparent and straight-up way.

KP, UK

The team &
how we win
together

- How we work together.
- How we communicate.
- How we give back.

"We want 'Learn It Alls',
not 'Know it Alls'."

Satya Nadella, Microsoft



What we provide

Aptitude

We want to fuel life long learners with growth opportunities. You will learn more here in 6 months than in 2 years elsewhere.

Flexibility

Time. Location. Balance. Family First.

Benefits

Competitive salary, bonus, unlimited time off, health care, pension.

What you get

Autonomy

We coach and provide direction, we don't micromanage. Process is kept to the minimal effective dose.

Mastery

We encourage you to develop expertise.

Purpose

We are connecting the next billion people and the things people care about.

"The ability to learn is the most important quality a leader can have."

Sheryl Sandberg, Facebook



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Ambition

Focus

Team

- Our ambition is significant, and we will continue to make the impossible, possible.
- Our success means that the world will become better than when we found it.
- We have the experience, resources, customer focus and team to make this happen.

Ambition

Focus

Team

- We scan the horizon for opportunities [Telescope] and deliver diligently [Microscope].
- Customers are our obsession. It is where we begin and end our journey.
- We deliver high quality solutions into those customers and at high speed.

Ambition

Focus

Team

- We won't be able to achieve any of this unless we go together.
- With the right people, in the right positions and aligned in the right way, we are unstoppable .
- When we're unstoppable, we make the impossible, possible.

Let's Go! Together!