



Culture Code

TRUSTONIC

This isn't just about words on a slide. It's about the essence of how we operate, collaborate and inspire one another every day.

Our culture is the driving force behind every success we enjoy, every challenge we face together and every innovative leap we take.

It shapes the way we show up for each other, for our clients and for our community.

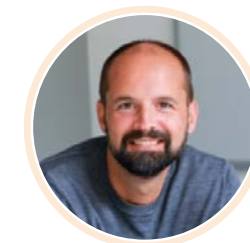
This is more than just a code – it is the pulse of Trustonic

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

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

It is will forever be a work in progress as it reflects the behaviours we exhibit and the values we uphold.

Our culture code results from lots of teamwork and input from all of you. We're excited about what we created - not just because of the effort that went into it, but because it truly represents the kind of company we're building together and the workplace we all want to be a part of



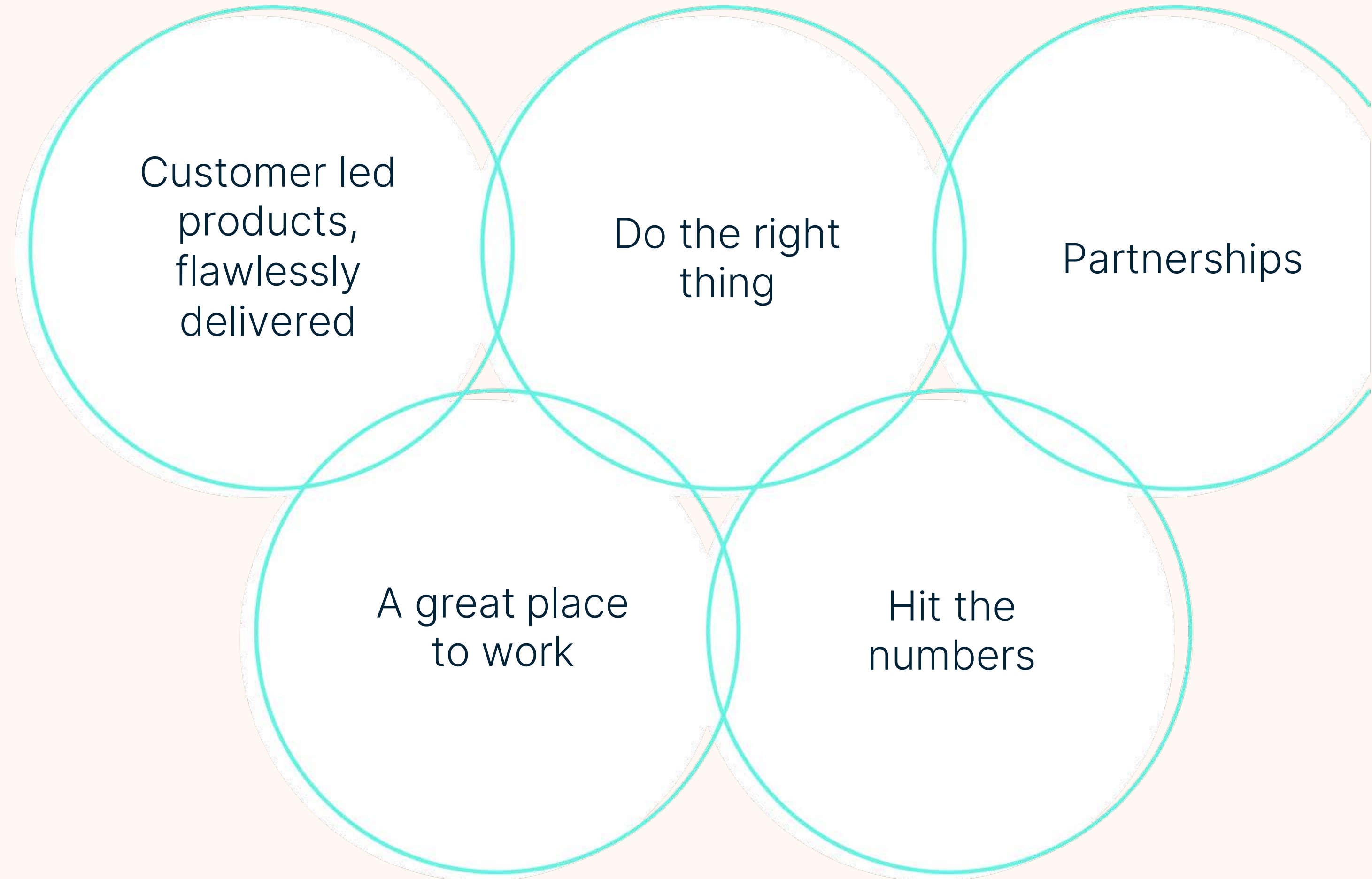
VALUES

MISSION

MEASUREMENT

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

The brilliant basics



Let's start our first value;

MAKE IT
 **POSSIBLE**

High ambition

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.

To remain first. We move fast.
We focus on quality and delivery.

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

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.

Now lets talk about our second value;



Focus: Customer obsession

We are obsessed with figuring out the customer puzzle, securing them, launching them and scaling them

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)

It's a journey...

Once we've clearly defined the destination, way-points 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.

Naturally curious about our
customers challenges and how
we can help

*We capitalise on opportunities to delight
them, while deftly anticipating and
navigating challenges*

*Finally, lets talk about our
third value;*



We deliver at High speed & high
quality, and we do it together.

When we work together, we create
something more successful.

We are unstoppable because
we acted together.

We fix the problem not the blame

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.

*We trust each other and have a back up plan.
"Two is one. One is none."*

SEAL teams

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!

The way we
do things....

*Based on customer insight
& facts*

Clear communications

For us this means 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.

We're consistent and transparent in the data we share
with the team and our investors (where we can be).

Active listening, really listening and how we speak

We listen. Really listen. We listen to the customer and we listen to each other

We acknowledge that everyone has a voice

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

We don't just wait for the next opportunity to speak. It's not just what we say, but how we say it.

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.



*Desire and ability
to learn*

Reflective

Curious

Kind

Practical

Realistic

Brave

**For us, attitude
and aptitude
means...**

Customer driven

Delivery focused

Imaginative

Creative

Resourceful

Helpful

*Takes ownership
and solves problems*

A fair exchange...

What you get

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

Flexibility: Time. Location. Balance.

Mastery: We encourage you to develop expertise.

Purpose: You will contribute to connecting the next billion people and the things people care about.

Aptitude: Growth opportunities. You will learn more here in 6 months than in 2 years elsewhere.

Together Everyone
Achieves More

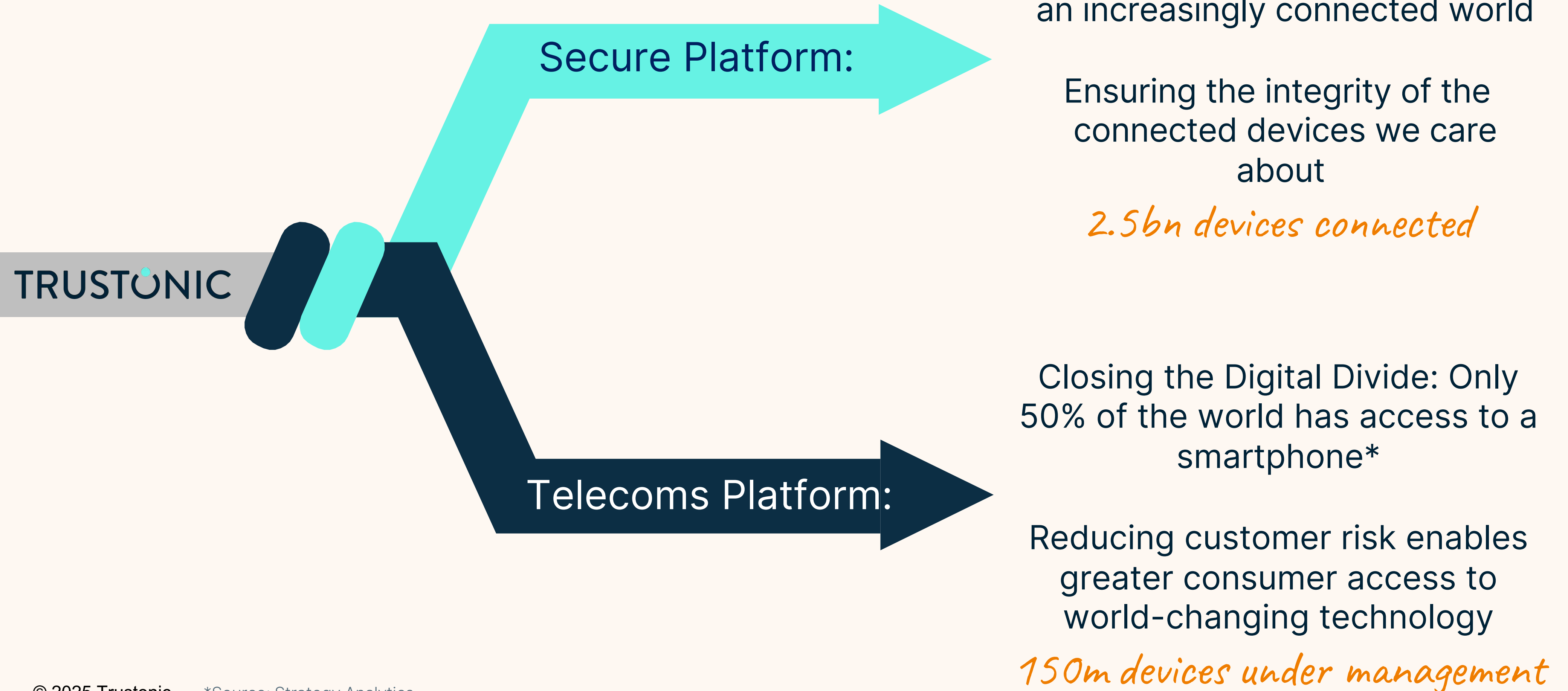
VALUES

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The reason we're here...

Why do we do what
we do?



What are we here to do?

Secure Platform

Be the global leader in Trusted Execution Environments (TEE)
& Trusted Applications (TA) for Auto, Mobile & IOT

Telecoms Platform

Be the global leader Device Lock Solutions

Accelerate fast and capture the market

Telecoms Platform

We're on a mission to connect
the next billion and protect the
things people care about

We can help fix this

We're improving access to education, work and a healthful life. By allowing smartphone sellers to reduce their risk, we're making smartphones more affordable

Secure Platform

As each of us continue
to use technology it becomes
more essential, and personal, to
our daily lives

We're ensuring the integrity and security of the connected devices we use
and the people we care about. There will be 35bn connected devices
globally by 2025.

*We are protecting against
the bad guys*

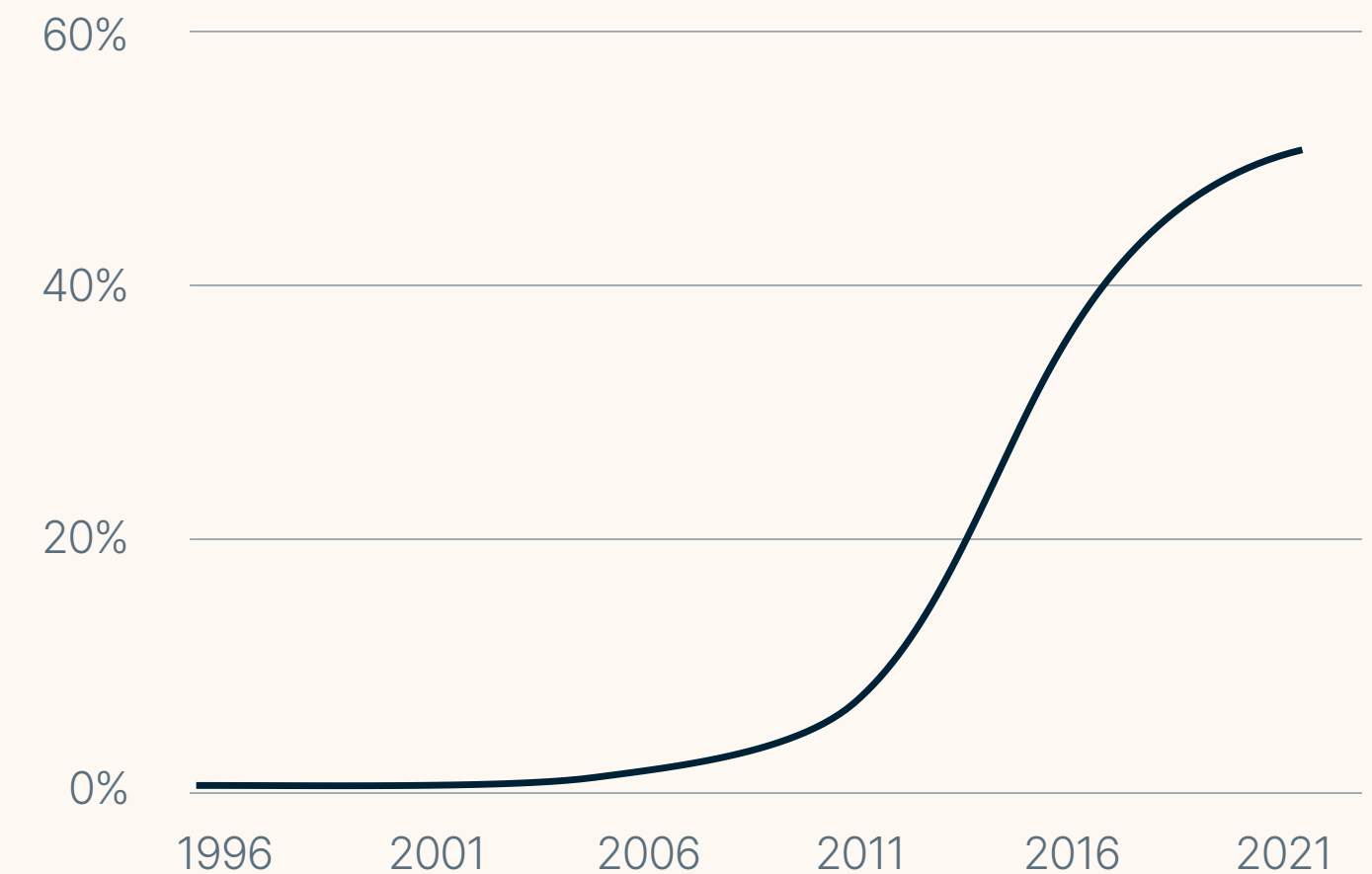
Our ambition:
Not 1, but 2
audacious goals

and we are just getting warmed up

Goal 1. Trustonic Telecoms Platform: Helping to connect and protect the next billion

Only 50% of the world has access to a smartphone*.
This lack of access to education, economic opportunity
and health support is known as the Digital Divide.

By reducing risk and enabling financiers, and protecting
against theft, we're working to close that gap by
connecting and securing the next billion

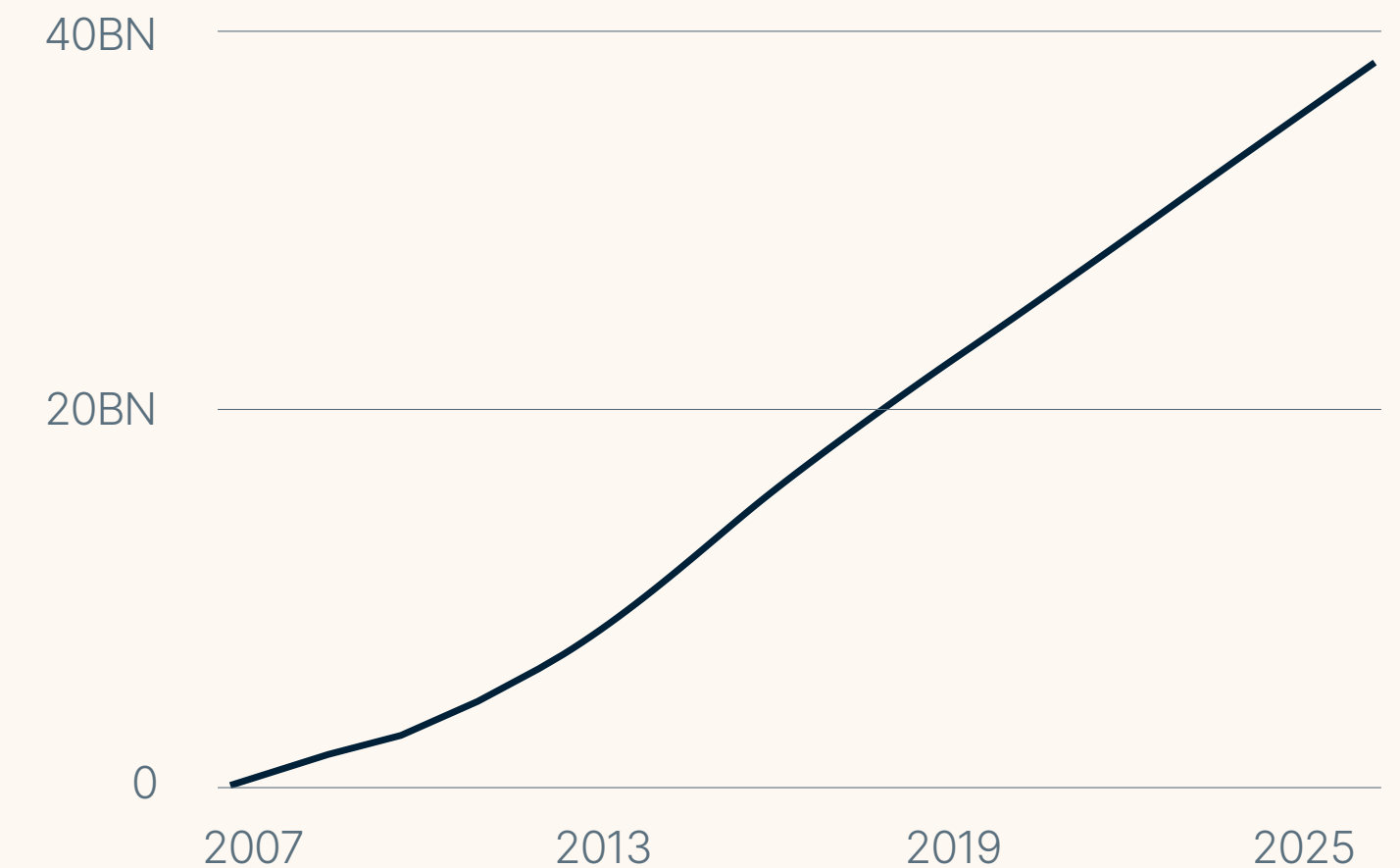


*150 million devices under
management today*

Goal 2. Secure Platform: Protecting the things people care about

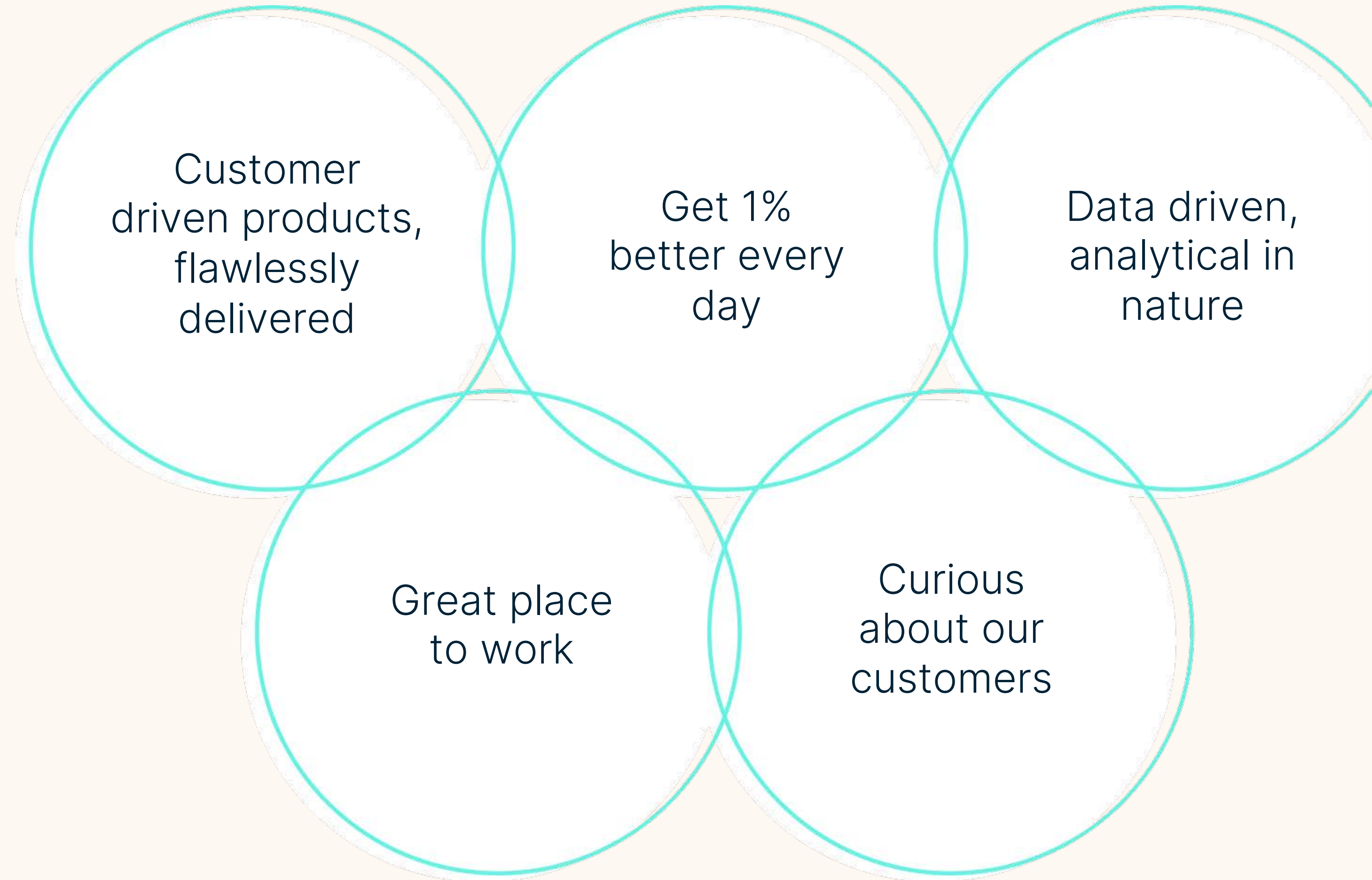
Technology is essential, and personal, to our daily lives.

We're ensuring the *integrity and security* of the connected devices we use and the people we care about.



*2 billion devices already
connected*

How are we going to do it?



To help us align across our
core objectives, we use
three rally cries



Ambition: Global Number 1

Our products deliver tremendous customer value, making us incredibly sticky (in a positive way). Each customer is a one way door, once we are in, they want us to stay.

We move fast because the opportunity is huge

Assess, Prioritise, Execute



From "Yes!" to \$\$\$\$ at SPEED

The time it takes to go from first customer engagement to transacting with that customer is a constant focus. We are building the processes, structure, and rigour to optimise for speed.

This is the start line, not the finish line



Maximum impact = SCALE

Our products help our customers grow, so now we help them get to 100% of their addressable market as fast as possible.

Speed is the name of our game. Every hour is important, vamanos!

*Building the processes, structure,
and rigor to optimize for speed*

VALUES

MISSION

MEASUREMENT

How we make sure we're on track

Revenue

Profit

Cash

Our 6 core KPIs

Employee
retention

Telecoms
Platform
customers

Secure
Platform
customers

We have common goals, focused on delivering for our customers

We use Objectives and Key Results (OKRs)
to track and share progress

We share quarterly updates on our KPIs

*You can gift an OKR to others.
This happens at least once per year.*

We do the right thing for our people and the planet

We ask each other for feedback through annual 360° reviews

We review our progress via our annual
great place to work survey

We raise money for our chosen charities

"Culture eats strategy for breakfast."
Peter Drucker

*Thank you for being intrinsic to the most
important meal of the day*