



✔ smartsheet

The Story of Smartsheet

YOU ARE THE CHANGE

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We founded Smartsheet with a vision of empowering the individual to innovate and act on their recommendations.

It's our guiding light for everyone who works here: Make your work meaningful, and enrich our company with your ideas.

This book was created for you—to share with you the purpose, mission, and stories that have defined the Smartsheet culture over time. Feel free to read it cover to cover, or to enjoy a chapter now and then, as you have time.

We hope it will help you understand who we are and where we came from—and to empower you as an individual to create an exciting future here.

MARK MADER
CEO, Smartsheet



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1

WHO WE ARE



We empower anyone to drive **meaningful** change.

For our customers, that means we deliver the tools that support a dynamic workforce, and we strive constantly to improve them.

Inside Smartsheet, it means empowering you to make an impact, ensuring that our company provides the engaging, inclusive, dynamic environment that challenges you to reach your potential—and go beyond what you think you can do.

We celebrate our successes.

We learn from our challenges.

We support the independence, vision, and accomplishments of our employees.

Our relentless pursuit of progress has guided our growth from a Pacific Northwest startup with a big idea to a global enterprise, with customers ranging from ambitious nonprofits to the world's biggest companies, from government agencies to iconic events like the Super Bowl and the Final Four.

In the future, we're only going to get stronger—because we've defined the values and competencies that will make our **work matter**.



We are an idea.



Smartsheet is more than a platform that enables our customers to work faster, better, and more effectively. The technology we provide and the culture we've built are based on the idea that **work matters**.

We empower people, magnifying the impact and meaning of the projects they undertake.

Our platform evolved from the realization that the traditional method of managing work wasn't agile enough to respond effectively in our rapidly changing modern economy.

That old structure creates silos of information, restricting the ability of working groups to learn from each other. It limits leaders' visibility into their operations, hindering decision-making. And because talented people throughout the organization can only see part of the picture, it impedes their ability to accomplish big things.

**To solve any problem, we must first understand it.
Information is the fuel of innovation.**





MEMBERS OF OUR PEOPLE & CULTURE TEAM

That's why we created a platform to support **dynamic work**, optimized for today's high-speed economy.

Dynamic work revolutionizes productivity by managing the workflow and empowering the worker. It fosters and supports collaboration, improving managers' ability to match tasks to employee skills. It generates meaningful data, heightening decision makers' ability to visualize operations. And most importantly, it empowers each individual to make the most meaningful impact they can.

As a member of the Smartsheet team, whether you're selling, supporting customers, managing a team, or writing code, you're increasing the dynamism, effectiveness, and impact of the workforces that use our platform.

**If we work better, everyone, everywhere
can change the way the world works.**



When you work here, you positively impact people's lives.

SOMEWHERE IN THE WORLD, there's a voracious mind working on a problem. A rising star at a global brand. A budding entrepreneur. As their ideas take shape, you'll give them the tools to bring their solutions to life.

SOMEWHERE IN THE WORLD, there's someone in need. A refugee from conflict or calamity. A survivor of personal tragedy. You'll work with passionate organizations meeting their needs, and as they rise up from difficult conditions, you'll be part of the reason why.

SOMEWHERE IN THE WORLD, there's a visionary setting out to accomplish extraordinary things. A scientist pushing the boundaries of knowledge. A changemaker building a movement. You'll provide the platform that empowers them to change the world.

SOMEWHERE IN YOUR MIND, there's an idea forming that can make an impact. A solution to a problem in your neighborhood. A big idea with global reach. An innovation that will make our platform better. You'll use Smartsheet to put your ideas into action, and we'll celebrate with you when you achieve your goals.

There is only one you. You are the change.



FEEDING AMERICA



SPECIAL OLYMPICS



Our path



Smartsheet founded

2005



Rebuilt platform from the ground up

2010



First ENGAGE customer conference

2017



Became publicly traded on the NYSE

2018

Third chapter of Smartsheet begins

2021



TEAM

- 2012 First sales rep hired
- 2013 Commercial Sales formed
- 2014 Customer Success team formed
- 2016 Consulting team formed
- 2018 Acquired Converse.AI
- 2019 FedGov team formed
- 2019 Acquired 10,000ft and Slope
- 2020 Acquired Brandfolder



TECHNOLOGY

- 2010 First partner integration
- 2013 First mobile app launched
- 2015 Control Center launched
- 2016 Dashboard launched
- 2016 Card View launched
- 2021 WorkApps launched
- 2021 Work Insights launched



GROWTH

- 2011 Moved to Bellevue Place
- 2017 Boston office opened
- 2018 London and Edinburgh offices opened
- 2020 Adapted to distributed + remote work
- 2020 Sydney office opened
- 2021 First hires in Costa Rica and Germany



2

HOW WE LIVE



The Smartsheet Way

We're not just trying to be better at our jobs. We're trying to make our jobs better for the world.

"The Smartsheet Way" is our guide to the values and competencies that we expect of ourselves, both as a company and as individuals. Just like the platform, we intend our values to change the way work gets done, proving that by **seizing opportunity, winning with integrity, prioritizing "we" before "me", and pursuing progress**, we can drive better outcomes for our team, our shareholders, and our customers.

In the same way that we apply the best formula to meet a customer challenge or write the best line of code for a module, we've developed our core values—the beliefs that guide Smartsheet as a company—and our core competencies—the behaviors that position you for success here—to define what we believe is a better way to work.

As we live these values and competencies, we make our company an example of the purpose and power of dynamic work.

Together, we are creating the dynamic platform to empower everyone, everywhere to change the way the world works.



VALUE ONE

Seizing opportunity

Opportunity often comes in the form of a challenge. We discover it when something isn't working. When we're out of our comfort zone. When we're faced with a problem we don't know how to solve.

How we respond to challenges defines how we take advantage of opportunities.

Smartsheet exists to empower our customers to drive change. We see the challenges they face as opportunities for us to do our best work, whether that comes in the form of meeting a specific customer request or developing a new tool that will benefit everyone.

As we lean into those challenges with a spirit of cooperation, we find opportunities for service and innovation.

Seizing opportunity means seeking discomfort—finding and meeting challenges with the mindset that overcoming them enables us to accomplish great things.



TRAINING AT ENGAGE - 2019





VALUE TWO

Winning with integrity

Winning is in our DNA. We're a company of people united in our passion for a new and better kind of work. Because we're built with that passion, we push ourselves hard to do whatever it takes to make a feature, a formula, or a tool work better. To win for ourselves. To win for our team. To win for our customers.

But how we win matters more than winning itself.

Maintaining our integrity is an outcome just as important as closing a sale or helping a customer overcome a challenge. This means being honest with our customers, our colleagues, and ourselves. It means being transparent about our work. It means remaining determined to do the right thing, even when the right thing is hard to do.

When we face an ethical choice between sacrificing our integrity to reach a goal and risking failure to keep our integrity intact, we take it as a win to prioritize what we believe ahead of what we could achieve.



Prioritizing "we" before "me"

We can all accomplish great things individually, but they pale in comparison to what we can accomplish together.

This truth has been demonstrated throughout human history, from the construction of ancient wonders to our response to modern tragedies. We're at our best when we invest our immense capacity for progress in something greater than ourselves.

At Smartsheet, we're all part of a collective effort to solve problems, some that deliver huge economic wins to our customers, some with actual life-and-death stakes. We pride ourselves on being a good corporate citizen—caring about the effects of our work on our society and on the world.

That ethic binds us together as one inclusive team, committed to strengthening, improving, and providing our platform to empower everyone, everywhere to make their **work matter** more.

We celebrate each other's successes, big and small, cheering our teammates on as we work to further the mission that makes us all better.



VALUE FOUR

Pursuing progress

Regardless of how well we're doing, there's always a better way. When we put our faith in progress, we achieve more, and we achieve better.

We live this value through the model of dynamic work, which achieves more than just streamlining workflows and driving business outcomes. It promotes diverse viewpoints and fosters community. It democratizes opportunity by empowering individuals at any level of an organization to make an impact. It simplifies administration, allowing our customers to focus less on process and more on purpose.

By changing the way work gets done, we turn ideas into action and vision into reality, supporting the optimism that drives users to turn to us to enhance the impact of their work. We share that optimism, knowing that what we do has meaning to our customers and the needs they meet around the world.

As a member of our team, you're empowered to identify where progress is needed, pursue it, and make what we do matter more.



We exist to empower anyone to drive meaningful change.

To live our values most effectively, we invested heavily in defining five core competencies—the individual behaviors that will uphold our culture, enhance our brand, and enable you to make your work matter here.



1. DRIVE RESULTS

Consistently achieve results, even under tough circumstances.



2. TAKE ACCOUNTABILITY

Step up to your own, and your team's, responsibilities.



3. EARN TRUST

Gain the confidence and trust of others through straightforwardness, integrity, and consistency.



4. VALUE AND LEVERAGE DIFFERENCES

Seek out the diverse perspectives and talents of others.



5. CONTINUOUSLY LEARN AND ADAPT

Actively learn through experimentation when tackling new challenges.



THE SMARTSHEET WAY

VISION

Together we are creating the dynamic platform to empower everyone, everywhere to change the way the world works.

MISSION

We exist to empower everyone to drive meaningful change.

VALUES

We are collectively committed to ...

SEIZING OPPORTUNITY

We're comfortable getting uncomfortable, because we know that if we're not continuously evolving and improving, we're falling behind.

WINNING WITH INTEGRITY

We love to win, but not at all costs. We always strive to act with honesty and transparency, and to do the right thing, even when it's hard.

PRIORITIZING "WE" BEFORE "ME"

We work together as one team in service of our mission, and celebrate the big and small successes of each other and our customers along the way.

PURSUING PROGRESS

We believe deeply that better, fairer, and further is always possible. We work in progress and empower others to do the same—for individuals, for business, and for society.

CORE COMPETENCIES

At our best we each ...

DRIVE RESULTS

Consistently achieving results, even under tough circumstances.

TAKE ACCOUNTABILITY

Stepping up to your own, and your team's, responsibilities.

EARN TRUST

Gaining the confidence and trust of others through straightforwardness, integrity, and consistency.

VALUE & LEVERAGE DIFFERENCES

Seeking out the diverse perspective and talents of others.

CONTINUOUSLY LEARN & ADAPT

Actively learning through experimentation when tackling new challenges.



3

SMARTSHEET IN ACTION



How are you using Smartsheet?

In the Bellevue home office, CEO Mark Mader often does the rounds of the lunchrooms, connecting with Smartsheeters at every level of the company. Rather than engaging only in pleasantries and small talk, however, he'll often inquire how you're using Smartsheet outside of the office.

For some, it may seem intimidating to fall into casual conversation with the CEO about how we're using the platform outside of the office. But Mark's habit encourages creative thinking.

How can you use Smartsheet to drive meaningful change?

What impact do you want to make, here at work or out in the world?

What progress can you pursue?

The more we think about making the world better, the more energy we have for our work. And the more likely we are to use our platform to solve the problems we care about.

It's that thinking that keeps us in a mindset of progress, reminding us that we can always find a better way.



SHARING SMARTSHEET AT ENGAGE 2019



Growing a better Smartsheet

We strategize acquisitions to add products, talent, operations, brand equity, and opportunities for synergistic value, enhancing our ability to support dynamic work.



CONVERSE.AI

Converse.AI was our first acquisition—a pioneer in the development of natural-language chatbots for business communications. Today, its technology allows business leaders to easily build and manage bots without writing code, and its talent remains involved as members of the product team.



SLOPE

Slope was purpose-built by TernPro to allow teams to collaborate on and manage creative work. Incorporating its functionality into Smartsheet's core platform extends our support for the creative industries when tackling new challenges.



10,000FT

A SaaS platform that improves decision-making and forecasting through real-time capacity planning, resource management, and reporting, 10,000ft was rebranded within our platform as "Resource Management" in October 2021.



BRANDFOLDER

A leader in digital asset management (DAM), Brandfolder combines with our platform to support dynamic workflow management related to content and collaboration. It was rebranded as "Brandfolder by Smartsheet" in September 2021.

Through these and other acquisitions, we're adding talent that stays with us, and we're expanding our ability to make **work matter** for our customers.





Because the world is full of heroes.

Today, we support the dynamic, collaborative work of thousands of customers in hundreds of countries around the world. We provide the best platform in our industry, leading the way in cutting-edge thinking and demonstrating the power of a values-driven culture that celebrates success, rewards innovation, and is bold in its commitment to pursue a better way.

We pioneered the idea of dynamic work, and as we grow, we're bringing its benefits to organizations around the world—making them stronger, more agile, better able to respond to crises, and more impactful when they pursue projects that make the world better.

We're empowering anyone, anywhere to change the way the world works.

We know that we live in a world full of challenges to be overcome and heroes yet to find their superpower. As we grow, achieve, and innovate, everything we do equips the heroes of today and tomorrow with the tools they need to create meaningful impacts.

THE CHANGEMAKERS, who will improve their companies' performance and drive results for their customers.

THE PEOPLE IN NEED, waiting to be connected to services that will change, and sometimes save, their lives.

THE VISIONARIES, setting out to accomplish extraordinary things.

AND YOU. As a member of the Smartsheet team, you're empowered to make a difference, here and in the world.

What will it be?





“The first chapter of our story was the beginning of our company. The second chapter was the IPO until now. This is the beginning of the third chapter of Smartsheet.”

MARK MADER
CEO, Smartsheet



A group of people are silhouetted against a vibrant sunset sky. They are standing on a beach, looking up at a single, glowing orange paper lantern that has been released and is floating in the air. The sky transitions from a deep blue at the top to a bright orange and red near the horizon. The ocean waves are visible in the distance, and another person is silhouetted standing near the water's edge. The overall mood is contemplative and hopeful.

You are the change.



