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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.





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.

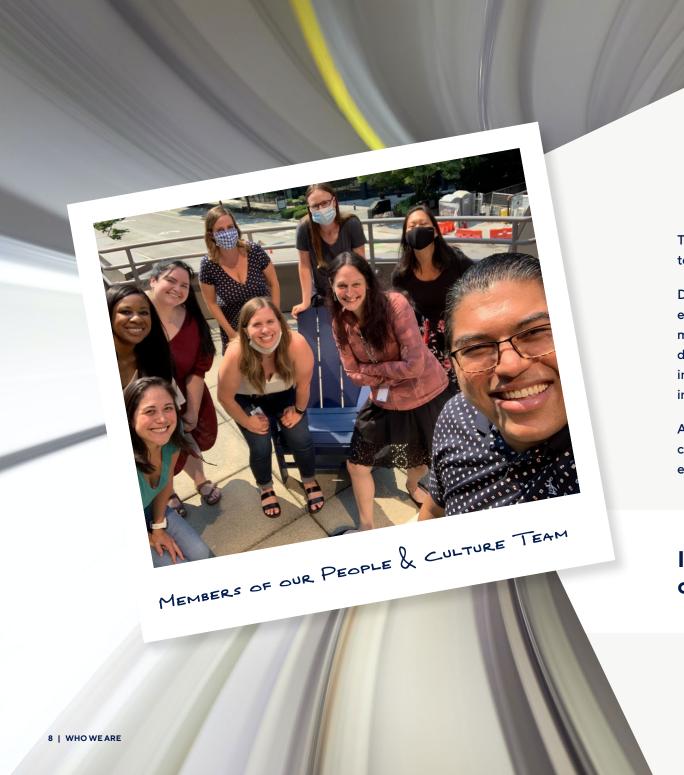
Our platform evolved from the realization that the traditional method of managing work wasn't agile enough to respond effectively in our rapidly changing modern economy.

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.







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.



THE LITTLE YELLOW HOUSE THE FIRST SMARTSHEET OFFICE 10 | WHO WE ARE

Origins

In the early 2000s, information technology had benefited millions of organizations but it was still a challenge for leaders and their teams to master the fundamentals of running a business. While billions of dollars had been spent on modernizing systems that powered their financials, supply chains, and sales force automation, the technology that powered the day-to-day processes, projects, and initiatives was stuck in the 90s. The tracking and managing of work, for the most part, was relegated to email, documents, and spreadsheets. Microsoft Office ruled the day to day.

We started in 2005 as Novigo Technologies, with a small but devoted team aimed at developing a tool for leaders to track and communicate organizational objectives to the people who would execute them and to provide a true, current sense of where things actually stood. But as we thought more about the opportunity, we sensed that starting at the top and working down might be the wrong strategy. Were the leaders the ones feeling the pain, or was it really the people "doing the work?" In 2006, we set our course to first help those doing work.

Each of our early team members—Brent Frei, Eric Brown, John Creason, Mark Mader, and others—brought dedication, ideas, and capital to make Smartsheet real.

Some of our founders came from Onyx, a client server-era CRM provider. Through that experience, they witnessed a troubling and widespread pattern: because companies were still running large portions of their businesses on spreadsheets and email, nobody could fully know the latest version of the truth. Some information was current, while other information was stale. Valuable meeting time had to be given to sorting out who had updated what data when and where. In many companies, spreadsheets had become the digital junk drawers for operations—assorted notes, commitments, metrics, and next steps, without a consistent way to make sense of any of it. How efficient.





We launched Smartsheet in 2006, first as a product name and then as our brand. Our vision was to empower those at the endpoints—the people who directly managed work—to define what they needed to track, to enable sharing it with others, and to connect relevant files in the context of their work. Perhaps most importantly, our product would provide what spreadsheets could not: a single version of the truth, presented in a common language anyone could understand, with structure that enabled reporting, alerts, and better data quality.

Rank-and-file managers and their teams started to buy, trusting that Smartsheet's value would benefit not only them, but percolate up to higher-level executives. As we began gaining customers, we again expanded our vision and continued to innovate—targeting not just the people at the endpoints but larger teams, then divisions, and ultimately, whole enterprises.

But to get there, we first had to face another challenge. Our product was stacked full of features—too "enterprisey," in a sense—and the user interface presented too steep a learning curve for us to grow the way we wanted to. Realizing this, in 2008 we made the hard decision to adjust our course again, reimagining the platform entirely with a focus on the user experience and rewriting the code from start to finish. The objective: build a more capable product while cutting 40 percent of what people needed to learn to realize its full potential.

We're not afraid to pick up the train and put it on a new set of tracks when it's the right decision.

Throughout our journey, we've never been about one big idea that changes the world. We're made up of thousands of ideas that have changed Smartsheet and they've come from everywhere in the organization.

The Smartsheet platform for dynamic work evolved from our effort to create a solution customers felt they couldn't live without. From the very beginning, it's been our willingness to innovate, progress, and expand the way we serve our customers that's allowed us to grow into a market leader and make a difference in the world.







Smartsheet founded

2005



Rebuilt platform from the ground up



First ENGAGE customer conference

2017

▼ smartsheet

Became publicly traded on the NYSE

Third chapter of Smartsheet begins

2021



TEAM

2010

2012 First sales rep hired

2013 Commercial Sales formed

2014 Customer Success team formed

2016 Consulting team formed

2018 Acquired Converse.Al

2019 FedGov team formed

2019 Acquired 10,000ft and Slope

2020 Acquired Brandfolder



2016

TECHNOLOGY

2010 First partner integration

2018

2013 First mobile app launched

2015 Control Center launched

Card View launched

2016 Dashboard 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





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.



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.





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.







Not all heroes have capes or code names, but wherever there's a disaster, an injustice, a danger, or a need, people will rise to the occasion.

Everything we do at Smartsheet is an opportunity to give those heroes a superpower. We equip them with a platform that amplifies their effort, accelerates their progress, and maximizes the impact they achieve.

We embrace our customers' success as our own. Our lore is full of their stories—problems solved, needs met, great ideas brought to life, success earned for individuals and the companies that employ them.

We take pride in those accomplishments, knowing that our effort makes people's work matter more.

The following stories describe the impact our people and our customers have on the world. This is what being a member of our team means—making your work matter to the organizations we empower and the people they serve.



(§ Strategic Plan Dashboard 😭 Strategic Plan Dashboard Key Deals by Region

The creation of Control Center

Control Center grew out of a challenge that a team of Smartsheet innovators saw as an opportunity

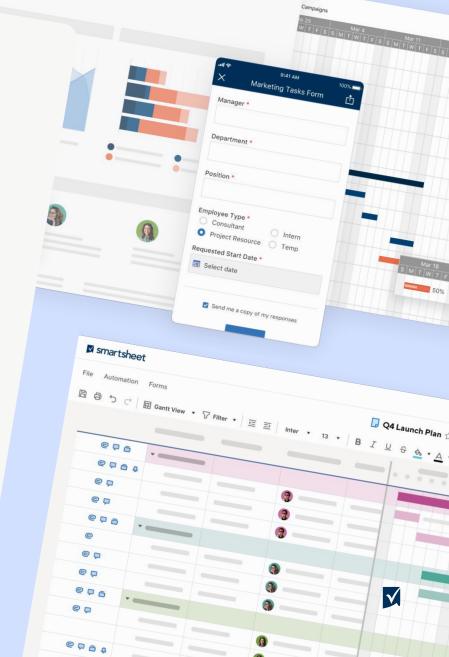
Shaw Industries was using Smartsheet to manage hundreds of nearly identical projects. Once the projects were set up, our platform dramatically improved their ability to manage them. But building each of those projects required Shaw to manually enter 192 items, creating extra work and increasing the likelihood of an entry error.

Our team realized that Shaw needed a new tool to automate the creation of additional projects and provide visibility and management across its large project portfolio. We also realized they weren't alone in this need: other organizations with large product portfolios would benefit as well.

The efficiency that Control Center brought to Shaw's operations allowed it to multiply its rate of expansion—and grow rapidly into a company with \$6B in annual revenue. Working with Shaw's team and others, we continued to build features to enhance visibility and empower customers to manage resources, forecast needs, and set goals.

After launching Control Center for Shaw, we continued to innovate, building dashboards that provide visibility and insight into project portfolios and adding features that customers need.

We created Control Center by embracing our values and striving to empower customers to maximize the impact of their work. Today, it's one of our most-used features for large organizations, powering the project portfolios of marquee brands around the world.





Changing lives in San Bernardino

For years, KEYS has taken an assertive approach to bringing services to the unhoused in San Bernardino, CA: sending field workers into the streets to bring housing to those who need it, then assisting their clients through the stages from a temporary hotel room to a permanent home.

In 2019, they came to us with a problem. To take the first step toward providing housing for a new client, their field representatives had to fill out a paper form, bring it to the office for processing, and then deliver a paper voucher for a hotel stay to their client. That process took 72 hours—too long to respond to a person in crisis. During that window, clients fell out of the process. Sometimes they disappeared.

ABOUT KEYS



KEYS programs and services offer rapid re-housing intervention to economically disadvantaged individuals and families using a Housing First Approach—a proven method in which people experiencing homelessness can achieve stability regardless of their challenges.

"Every row of data is a life whose story deserves to be told with dignity."

JERÉ J. THRASHER, Ed.D.

Executive Director, KEYS

We took on the project of building the management tools KEYS needed, knowing that the faster they got a new client into housing, the more likely it was that person would get their life back.

That meant automating the processes of pairing a client with an available room, reserving the room, and arranging for payment. Further, because KEYS focuses on getting clients into self-sustaining lifestyles in permanent housing, it meant tracking clients through the whole process, from the first night in a hotel to the day they were able to pay their own rent.

The field workers who spend every day on the streets of San Bernardino, connecting with those in crisis and paving the way for them to recapture the promise of their future, are heroes. They're creating hope and saving lives. To empower their effort, we set out to deliver a solution that did everything they needed—and more.

Today, that solution allows KEYS field workers to connect new clients with housing using an app on their mobile devices. Instead of three days, the process takes two hours, during which KEYS can stay in touch with its clients to ensure that they arrive safely at the hotel where they'll begin their journey back to stability.

Our solution also generates data that provides insight into the fight against homelessness. That data helps to define the methodologies and funding needed to end the epidemic of homelessness that's impacting towns and cities across America.

KEYS is one of many organizations we're supporting with our platform and through our work to help end homelessness. We're also providing the organizational core for Urban Vision Alliance, a visionary nonprofit working to build collaboration among the agencies and organizations creating new housing throughout the United States. And we're supporting the City of Detroit's homelessness response outreach.

Through these projects, we're improving templates that can be used by any organization, anywhere to have a meaningful impact on the lives of people experiencing homelessness.





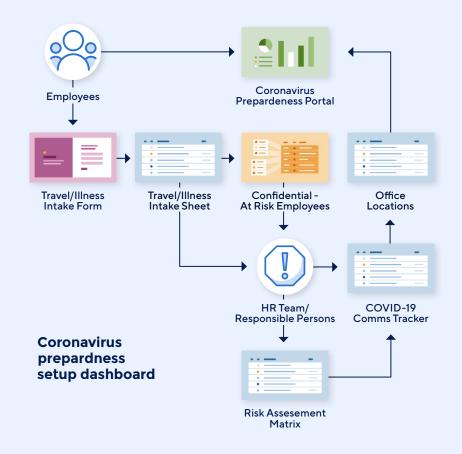
Delivering testing and data during COVID-19

On March 14, 2020, while on a Saturday morning Costco run with his daughter, Mark Mader received an urgent call from Bryan Langford, VP-Implementation, Planning, and Support at Roche Diagnostics. Roche had developed the first rapid testing system for COVID-19, but it needed a system to track an extraordinarily complex deployment.

As good as his team was, Bryan knew it would take them months to get a viable solution working. And with COVID-19 proving frighteningly fatal, every day that passed was going to cost lives.

Immediately, Mark got Smartsheet to work. By that Saturday night, we'd assembled a core team to tackle Roche's most urgent needs. Although no one knew it then, that team would barely sleep for the next several months.





"It's the most meaningful work I've ever done."

MINDY CORDOVA

Customer Success Manager, Smartsheet

Testing kits were going to go out to labs all over the country and Roche needed to track them through their life cycle. That required an easy-to-use entry tool since the personnel in testing labs wouldn't be able to use a complex interface. After the data was collected, it needed to be immediately accessible to Roche to inform the allocation of supplies. This required the automation of reporting and complex logistical hierarchies.

For three days, our team worked around the clock, and by Tuesday, March 17, they had a working prototype that was immediately rolled out to testing labs around the country. By the following Monday—nine days after Mark received the call from Roche—the team achieved its first day of 100 percent data accuracy, setting the stage for the largest and fastest disease testing deployment in human history.

But we weren't done. With pockets of virus spread appearing suddenly nationwide, public agencies were struggling to keep their communities safe. Those policymakers needed data, and they needed it fast.

What began as a project to guide and track the allocation of testing kits became a Herculean effort to collect the epidemiological data policymakers needed to guide public health decisions. To meet that need, the team designed tools to capture test results and other metrics and created easy-to-use dashboards to render the data meaningfully to a wide variety of end users.

By late April, the Roche-Smartsheet team was receiving and quality checking data during the day, then seeing the data referred to in a White House press briefing that evening. For those in the room at Smartsheet, it was surreal to see the numbers they'd put together broadcast live just hours later on the national news. And it drove home just how much the work they were doing mattered.

The data Roche gathered through its testing deployment gave medical professionals, leaders, and the public their first way to understand and begin to manage the COVID-19 pandemic. When vaccines became available in late 2020, the solution Roche and Smartsheet had developed to deploy testing kits was repurposed to support the vaccine rollout.



STARBUCKS

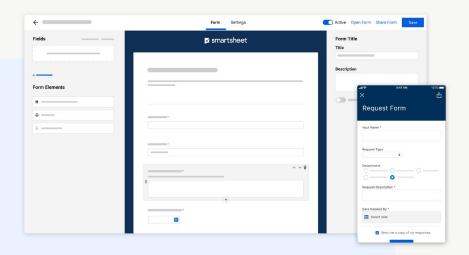
Being the eye of the storm

In August of 2017, Hurricane Harvey slammed into the coastlines of Texas and Louisiana, starting one of the worst hurricane seasons on record. Followed quickly by Category 5 Hurricanes Irma and Maria, the season devastated the Caribbean and Southeastern US, claiming over 3,000 lives and doing almost \$300 billion in damage.

For Starbucks, the hurricanes created a problem that affected both its people and its business: with landlines and internet connections down, district managers had no way to assess the impact on either store employees or the stores themselves. They scrambled to connect with all the employees they could find, lacking access to contact information databases or other resources.

Thousands of miles from Harvey's fury, at Starbucks headquarters in Seattle, the focus was on the people. For a company that prioritizes its employees, having no insight into the health and wellbeing of thousands of partners during a crisis was unacceptable. A leader in Public Affairs put together a focused, five-person IT team, which set out to solve the problem using our platform.





Form builder and mobile form

While allowing Starbucks to deliver support to employees, the app also made it possible for employees to reopen stores.

Using Smartsheet's powerful tools for rapid app development, the team quickly developed a smartphone app in our platform, which provided managers with contact information for employees and a simple user interface to verify their status.

Are you okay? Have you evacuated safely? Do you need help—and if so, how can we help you?

While allowing Starbucks to act compassionately and deliver support to employees, the app also made it possible for employees able to return to work to reopen stores. As the doors opened, those locations provided free coffee and needed comfort to first responders, disaster relief workers, and those reeling from the disaster.

With over 1,500 stores affected by Harvey, Starbucks also faced a massive operational challenge. The standard procedure for reporting damage at a location wasn't adequate to handle the scope or the scale of wreckage from a multi-state natural disaster. Following previous hurricanes, Starbucks had been unable to gather the documentation and evidence required to make insurance claims.

The Starbucks team then added a form to the app that empowered district managers to document and photograph the damage to stores using their mobile devices. That evidence allowed Starbucks to initiate claims immediately, for the first time ensuring that the damage done by a disaster was precisely reported, quickly repaired, and properly covered by insurance

Days after Harvey, Irma slammed into Florida and roared up the Atlantic coast. Behind Irma came Maria, devastating Puerto Rico, and other islands in the Caribbean. In the years since, each hurricane season has brought a new wave of catastrophe, and as a global organization, Starbucks has seen its stores and employees ride out natural disasters of every kind.

Nothing can stop the forces of nature, but thanks to the capabilities we've developed to empower organizations to respond quickly to a crisis, Starbucks is now better equipped to meet disasters with care and intelligence—making sure employees are safe, reopening locations to provide needed employment and services, and establishing islands of stability as communities rebuild.



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.







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.Al 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.

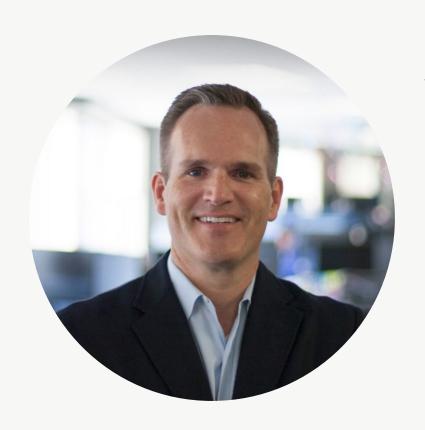
THE PEOPLE IN NEED, waiting to be connected to services that will change, and sometimes save, their lives.

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





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