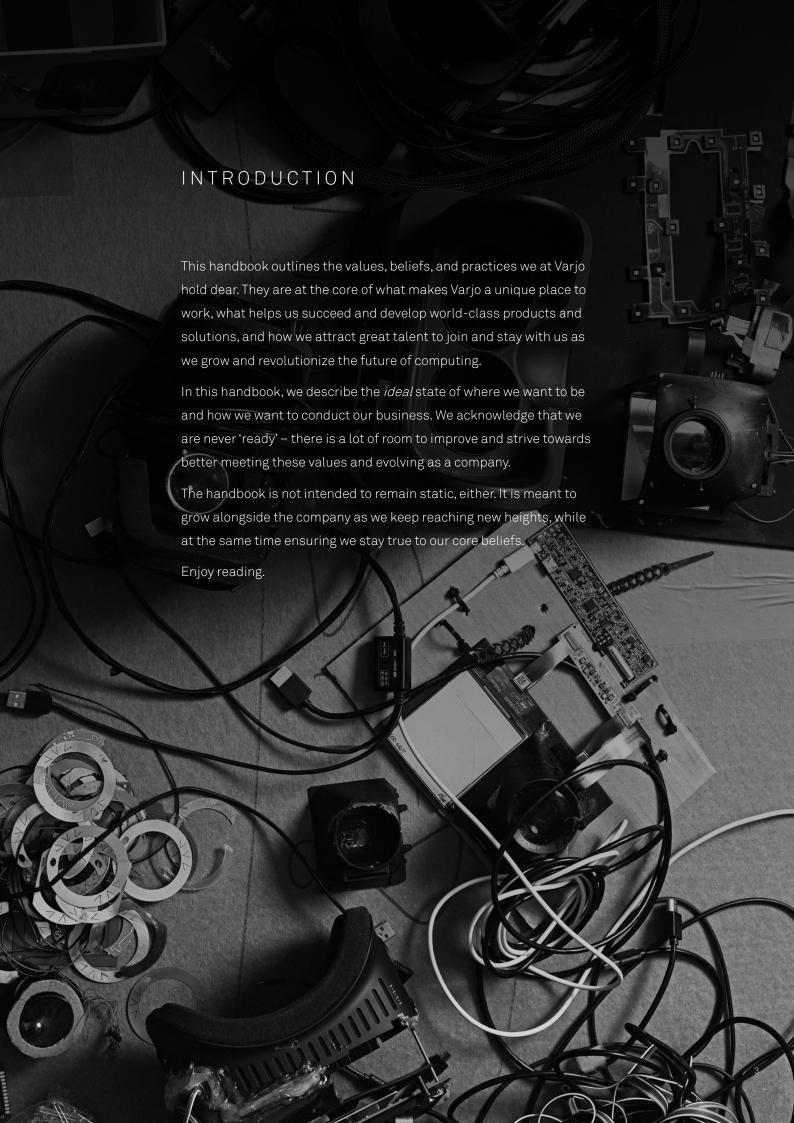


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VARJO was set up with a vision to create the next generation of computing. The first problem we encountered and wanted to solve is one of the most difficult challenges in the VR/XR industry – how to achieve human-eye resolution in virtual reality. We resolved this in a year and at a fraction of the billions of dollars of cost compared to other companies. Next, we brought to life true, photorealistic mixed reality, where virtual and real content merge together seamlessly with the help of video pass-through.

Since Varjo was founded in 2016, these technologies have become the leading solutions for professionals. We've brought industry-leading VR&XR products and services to the market, and our solutions are now used by leading companies worldwide, including Boeing, Audi, Volvo Cars, Lockheed Martin, FlightSafety International, Siemens, KIA, and many more. Our products and services are unique in their class – nobody else has achieved such a seamless blending of virtual and real before. Also, our pace of growth has been exceptional, to say the least, and we are not planning to slow down any time soon.

Next, we are bringing to life a software platform that allows professionals to move their work into VR/XR. Expanding from the world's best VR/XR hardware to cloud-powered services is going to be pivotal for Varjo and our whole industry. The programmable world that once existed only behind our screens can merge with our surroundings, and it will forever change the choreography of our everyday life. We'll remove the physical boundaries and the need to travel to be able to experience another place and time, ushering in a new era of human interaction.



For our team, the vision of virtual teleportation is yet another demonstration of how we don't shy away from challenges – creating entirely new ways of working or pushing unseen levels of creativity.

Varjo is profoundly changing the way professionals work, collaborate, and create.

When we're done, computers will look nothing like what they do right now.



Varjo has been lucky to have attracted a supergroup of intelligent professionals from many different backgrounds to our team.

We all share the same ambition level of wanting to build the most advanced immersive products and services, but at the same time we want to stay humble, maintain a low hierarchy, and focus on solving problems.

These values are the guideposts for our everyday work at Varjo.

AIM FOR THE VIRTUALLY IMPOSSIBLE.

At Varjo, we want to change VR/XR, computing and the world, and we trust our people to do their best every day. Where others would stop, we go above and beyond for the best possible outcome – and then figure out a way to take it even further.

Alongside the pervasive trust within our team, we place high importance on individual accountability. Everyone is responsible for their own actions and decisions, fostering a culture of shared ownership and collective success. When mistakes happen, and they do happen when you're building new things and growing fast, we put our hand up and take responsibility for our work. And then we quickly move on to solve the problem.

Our goal is ambitious: we want to build the future of computing. This sometimes means pursuing the virtually impossible, daring to question, and courageously pushing through situations where the right solution is not apparent, but instead found based on dozens of trials and errors.

Call it dedication to our craft, integrity, or ambition. We take pride in pushing boundaries in everything that we do –and learning as much and as fast as we can along the way.

"There's a big sense of accomplishment when my code directly performs something unique that hasn't existed before." – Jarno Wuolijoki, Sr. Graphics

Developer



BE KIND.

Whether you are our customer, business partner, a sales trainee, or the person cleaning our office hallways during the evenings, you will be treated with respect. The way we interact with each other at Varjo should have nothing to do with titles, hierarchies, statuses, or achievements. In practice? We say hi to our colleagues passing by in the kitchen, and we thank our colleagues and collaborators every time we get help from them. We support and treat each other equally and kindly across all realities.

Example: Small gestures, such as showing interest in each other's personal lives, are greatly encouraged. These seemingly minor acts can have a significant impact, contributing to a supportive work environment where everyone feels seen and appreciated.



JUST DO IT - WITH STYLE.

There is a lot of freedom to do one's job at Varjo, and people are trusted as individuals and professionals. We take responsibility for our work, move swiftly ahead and execute and test our ideas proactively, without needing to wait for approvals or ask permissions from three layers of superiors. Be it building quick-and-dirty prototypes, testing website content ideas, or building a studio room into our HQ, if the idea seems great, we *just do it* and then together evaluate the next steps based on the results.

At the same time, we acknowledge that paying attention to detail makes all the difference between an amateur and a professional. Whenever we release things to the public, they are polished and stand out from the masses. So whenever sharing stuff outside of the company, don't "just do it" – do it with style.

Proactive Learning: If you need a new skill for your role, don't wait for formal training. Use online resources or seek guidance from colleagues to learn and apply it swiftly. To develop skills outside of your professional role, leverage the Innovate@Varjo program and share your learnings with the team to inspire others.

HAVE EACH OTHER'S BACK.

We all acknowledge that we're a part of something bigger, for better or for worse. If we land a new high-profile customer or win a prestigious technology award (such as being listed as one of the world's most innovative companies in 2023 by Fast Company), every single one of us has played a role in the triumph. Similarly, if an important shipment is delayed, it will impact the working schedules and realities of dozens of other Varjo colleagues.

That is why we move forward together. We act as one big team with full of diverse skills, ideas and personalities, never letting our colleagues down, and always – always – having each other's backs.

We foster a culture where team members support one another and work together without strict role boundaries – you can throw out a Slack message to a person you've never met even before, and they jump out to help you because you need help. We value helping each other and fighting for the goals of the company over pursuing individualistic goals.



KEEP IT REAL.

Varjo upholds an environment where everyone is encouraged to be their authentic self. Alongside this celebration of individuality, there is an ingrained sense of humility within our culture. At Varjo, we have casual Monday, Tuesday, Wednesday, Thursday and Friday. We aim to keep a casual work culture that fosters the biggest and brightest ideas, not the biggest egos. You won't be able to spot our CEO from a group photo – our leadership behaves and dresses just as casually as the rest of the team.

P.S. That also means no shoes at the office (unless you really want to).

"We have a world-class team at Varjo and many of my colleagues are industry veterans. That being said, while everyone is super professional, they are also really relaxed and approachable."

- Kimmo Roimela, Principal Teleport Engineer

IF WE DON'T HAVE FUN, WE'RE DOING IT WRONG.

Our humour can sometimes be as dark as our brand colour palette, but it's there, trickling through the cracks of all Slack conversations, Teams meetings, office gatherings, shared celebrations, and especially those desperate moments when lighting up the mood with laughter is the only viable option on the table (like, literally). We tend to love dark jokes, and aren't afraid to laugh at ourselves, either.

Above all, we celebrate and actively share our small and big wins with each other. If we don't remember to have fun, we're doing it wrong.

Tip: Don't hesitate to use humour in conversations or in Slack, whether it's sharing a funny meme or making a witty comment. Make sure your jokes remain respectful to others.

Keep it real.

HOW WE WORK

EXCEEDING WHAT'S EXPECTED OF US.

We are a team of ambitious professionals whose products represent the bleeding edge of immersive technologies. We do not simply want to build a better alternative to competitors. Varjo is a category-defining company that builds the most advanced products and solutions in the world that others try to imitate. Toward this end, we always aim to create the best experience for even the most demanding customers and to exceed their expectations with our innovations and superior performance across all teams.

Case in point: Real-time chroma keying was a customer request – and it was developed and integrated in just a few weeks to be a part of Varjo's advanced image processing pipeline. Fast forward a few months: we turned this development into a PR moment for a world-first software feature for mixed reality. Fast forward a year, and real-time chroma key is a built-in feature for all customers of Varjo XR-3.

THE BEST IDEA CAN COME FROM ANYONE.

At Varjo, the best ideas and brightest innovations triumph over ranks. There are no 'ivory towers' to watch out for. If we see an opportunity for improving our company or think that something needs to change, we speak up. We emphasize the importance of open communication as we grow. By keeping the dialogue open across teams, we can continue to work effectively together to achieve our common goals.

We value all kinds of effective feedback, regardless of an individual's position within the organization. Everyone can and should voice their ideas for a better future. It is the only way we truly develop as a company and as individuals. We don't drink our own Kool Aid – if something doesn't feel right, or appears to be sugar-coated with fatal consequences, we try and propose an alternative solution and seek new ways of improving things.

Example: To cultivate a culture of open feedback and communication, we host monthly live Q&A sessions with leadership as part of our Townhall meetings. These sessions provide everyone at Varjo with the opportunity to ask questions and receive answers, promoting transparency and fostering a sense of inclusion. In addition, everybody is encouraged to share development #ideas on Slack.

The best idea can come from anyone.

FAIL FAST AND EARLY.

When building things never seen before, failures are inevitable. They are a part of a winning process. Luckily, failures are also the best chances to learn. We want to actively cultivate an environment where it is OK and safe to experiment, take risks and make mistakes. Being comfortable with uncertainty allows us to learn fast and grow from both successes and setbacks. It may not always offer the most stable environment, but our collective passion for creating the world's best products and services fuels our resilience.

When we fail, we do it fast, learn from it and move on. Adopting the mindset of "failing early and failing fast" enables us to avoid greater mistakes later in the project lifecycle, ultimately contributing to our track record of building exceptional products.

We embrace a problem-solving mindset and foster open discussion about problems and issues so that we learn early and keep getting better and better – early collaboration helps prevent a domino effect of challenges that could impact the organization later down the line. When giving criticism, we do it in a constructive way. We trust that all our colleagues are always doing their best.

Tip: Celebrate wins, both big and small, as well as valuable learning experiences, with your team. This can be as simple as a shoutout on Slack or as grand as a team lunch. Don't hesitate to also highlight and celebrate the achievements of individual team members who have demonstrated exceptional creativity and innovation.









IN IT TOGETHER.

At Varjo, our goal is that people support one another and are empowered make a lasting impact. We prioritize psychological safety, fostering an atmosphere where people can openly share ideas, questions, concerns, and mistakes without fear of punishment or humiliation.

We recognize the unique contributions of every individual and believe that each team member, regardless of their position, can make an impact driving both personal and company growth. If everybody in the team takes part, it pays off – the overall result is always better than what it would be without each contribution.

Tip: Approach colleagues with requests well in advance, avoiding last-minute demands that can disrupt workflow. Recognize that your task may not be the top priority in the broader context, and be mindful of working in silos that can hinder awareness of other teams' priorities. By respecting each another's time and responsibilities, we set ourselves up for success – winning together.

NEVER BORING OR AVERAGE.

Our products and services meant for ambitious visionaries who want to change the world and the ways they work to create something never seen before. Our goal is to delight and wow the customer, so we always push the envelope in everything that we do; from creating new products to how we market and sell them. We don't want work at Varjo to be a tedious 9-to-5 job – every day can be an exciting milestone.

At the same time, we take pride in acknowledging our past accomplishments: Our innovative foundation has allowed us to grow and evolve, consistently delivering exceptional products across generations. As we continue to push the boundaries of what's possible, we remain grateful for the milestones we've achieved and the lessons we've learned along the way.



AUTONOMY & FREEDOM

At Varjo, people get to work on unique challenges that have never been solved before. Therefore, it is crucial that we cultivate working methods that allow people to fully focus on creating the best products that change the future of computing.

In practice, this means that people and teams have the freedom to decide for themselves how to best achieve our goals. There are no directives to wait for – instead, we all get to experiment and try things out ourselves in the way we see fit. Coolest breakthroughs and best successes don't come from pre-set directions.

We also have the freedom of choosing where to work – whether remotely at home, office or someplace else. Everyone knows best where they are the most productive at any given time.

Example: Some Varjo members have chosen to do development the old-school Linux way: from bash command line with vim as the editor. For organizing work, teams can choose any agile ways and tools they see fit.

GUIDEPOSTS FOR THE FUTURE (Together) we can build something never seen before."

WHY PEOPLE WANT TO JOIN US.

Call it the law of attraction. The reasons people want to join Varjo are the things that also matter the most to us: our people, our products and services, our customers, and our vision.

People with high ambition are drawn to us, so they get to collaborate with equally ambitious, intellectually curious people who are experts in their fields. At Varjo, they can learn from others and others can learn from them – and together we can build something never seen before.

People who join us are not afraid of challenges, in fact they treasure them. Our customers are equally ambitious, which is why they constantly keep pushing us to new heights. We're building a new generation of computing, so that our customers can change the world and the ways they work. Our industry-leading products help them bring their visions to life.

At the core of Varjo is the dream of a new reality. There is a paradigm shift happening – professionals are stepping away from their computers and 2D screens and entering an immersive 3D reality, where the real and the virtual merge together. People joining our team want to be a part of this computing revolution, make history with world-class products and solutions, and constantly learn and improve the way we work across realities.

"Everyone at Varjo seems to be comfortable with the uncertainty. There are many unknowns, yet the common theme remains 'yeah, we don't know, but we have to figure it out.' I think that is the coolest thing here." – Sanna Shibasaki-Rosenberg, Lead Service Designer



THINGS WE WANT TO CHERISH.

As we continue to grow fast, we need to embrace change and progress. However, at the very heart of Varjo, there are things we want to hold on to even when moving at a fast pace. These are the things that make up the unique DNA of Varjo—and keep us ahead of the curve in a highly competitive landscape.

BRILLIANT PEOPLE.

Without our people, there is no Varjo. Varjo is a supergroup of highly intelligent and innovative individuals that can create things that nobody has ever created before, or thought was possible (including 8 a.m. pancakes in the office kitchen). Sometimes it can get tough, but our shared sense of humour and down-to-earth atmosphere helps, and no matter what, we always support each other.

Our team spirit and simply put, the brilliance of our co-workers distinguishes us from many other companies in the world. At Varjo, you can send a message to a colleague you've never met even before, and they are likely to have resolved your issue within 15 minutes of the time you reached out to them. Varjo team members are also exceptionally curious and eager to learn and develop. People can adopt new responsibilities and grow into new roles at Varjo.

"Our company's culture transcends our walls in every interaction we have with customers, partners, and external stakeholders, reflecting our values and commitment. It's our distinctive signature recognized by everyone we engage with."

- Seppo Aaltonen, Chief Commercial Officer

AGILITY & INNOVATION.

To thrive, we need to be able to move fast and maintain extreme agility. This allows us to make decisions and act quickly when necessary.

Paperwork and reporting murder innovation and speed. The bigger we get, the more we need refined ways of working and processes, but we don't ever want to start operating like a giant corporation at the expense of growth and speed. Processes should be set so that they enable continuous learning and fast feedback loops.

We strongly believe that team members deserve the freedom and flexibility to innovate and come up with new, never-before-seen outcomes. That is why we encourage everyone to keep their innovation days every year, always leaving time for open experimentation, not just execution.

REBELLIOUS SPIRIT.

Say "it's impossible" to one of Varjo's team members, and you're guaranteed to get a "try and stop me / hold my beer" as a response. As we continue to grow as a company, the rebellious attitude we all embody is something we never want to lose. It is what started Varjo, and it is what will drive us to continue achieving what seems impossible to others. We thrive at the face of a particularly tricky challenge, and this mindset helps us push the boundaries further.



Rebellious spirit.

WHERE WE WANT TO IMPROVE.

The first step towards improvement is to acknowledge problems openly and honestly, and then move on to fix them. Sometimes it's easy, and sometimes it takes longer than we'd like, but we will never stop working on the issues that matter to us.

Here are some areas we have together as a team identified as needing more attention and improvement.

DIVERSITY & INCLUSION.

Diverse teams perform better. Different backgrounds, experiences and ideas ultimately breed higher-quality products and companies and help make the whole industry stronger.

At Varjo, we are already diverse in various ways.

Our multicultural team consists of talents from all around the world, and our daily working language is English. We have people from all groups of workingaged people and team members from over 30 different nationalities.

At the same time, we recognize there's a lot of room for improvement especially when it comes to gender diversity in our team. We are making efforts to get us on a better track. Our goal is to have at least a 30% female ratio in our team by 2025, and in particular, bridge the gender gap in R&D and leadership. To advance this goal, everybody is welcome to join our Diversity & Inclusion taskforce that regularly gathers to plan for activities and initiatives for the whole company.

With D&I, we are actively tracking our efforts and progress via key metrics and team surveys to make sure we're moving in the right direction year-on-year. This is a long-term commitment and journey.





CROSS-TEAM COMMUNICATION.

As we've grown fast, it has become obvious that the ways we share information and communicate across teams need to improve. With over 200+ people at Varjo across various geographical locations, it takes more effort to keep everybody involved and aware of what's happening. The more we talk to each other across teams, the better. And the faster people find relevant information, the faster we solve problems. In addition, there should be room for serendipity even without hanging out at the coffee machine – and this should be better fostered across our digital communication channels.

Tip: As we work in hybrid mode and across the Atlantic, make sure to give your colleagues asynchronous updates via email and Slack, not just over coffee at the HQ, and keep your cameras on during Teams/Zoom calls. For internal communication, favour open Slack channels against direct messages and team-level email aliases over adding recipients individually. For cross-team information sharing, join our new monthly Show/Tell sessions that are open for everybody.

TRANSPARENCY.

Out with the silos. We want to be even more transparent and inclusive in our decision-making and information sharing. Quick access to key information and decisions made is essential in helping us scale our team from 200+ to the hundreds while ensuring that we operate efficiently and keep everybody in the loop.

Every month, we share company-level updates, financial status, and other insights at our monthly Townhall sessions, with a possibility to always ask questions from all presenters anonymously. The most important company-level updates are also always shared on Slack as soon as possible. For each key company area such as business, product, people and strategy, we have core working groups that make key decisions and should actively update the broader councils on progress.

However, there's still room for improvement when it comes to communicating decisions, agendas, and relevant information – in particular across different teams.

Tip: Relevant information should always be distributed to the widest possible groups using open Slack channels. Our new monthly Varjo Digest reports and company-wide Show/Tell sessions also shed light on what other teams are working on.

WORK-LIFE BALANCE.

When you're as passionate about what you do as we are, the boundaries of work and free time can sometimes get blurred. And when things at work are hectic, it can sometimes feel like it's all work and no play. A growth company is never the most stable workplace, and a high ambition level can take its toll on the body and the mind.

To help balance things, we have various benefits and resources available that support a healthy lifestyle both mentally and physically. Most importantly, we offer a lot of flexibility to plan workdays based on everyone's individual rhythms, and team members are encouraged to take time off to balance more intense working periods.

Everybody needs to recharge, and breaks are also needed during workdays, not just after work. That's why a lot of effort has been put into making our HQ a nice place to relax, enjoy world-class snacks and drinks, and even do relaxing morning yoga together with colleagues.

However, there's still a lot to improve on. Especially during the times of remote work, we've identified the need to put more resources for supporting mental health and combating burnout symptoms early.

Our people are what makes Varjo unique, and our wellbeing results in not just good business, but lives well-lived.

