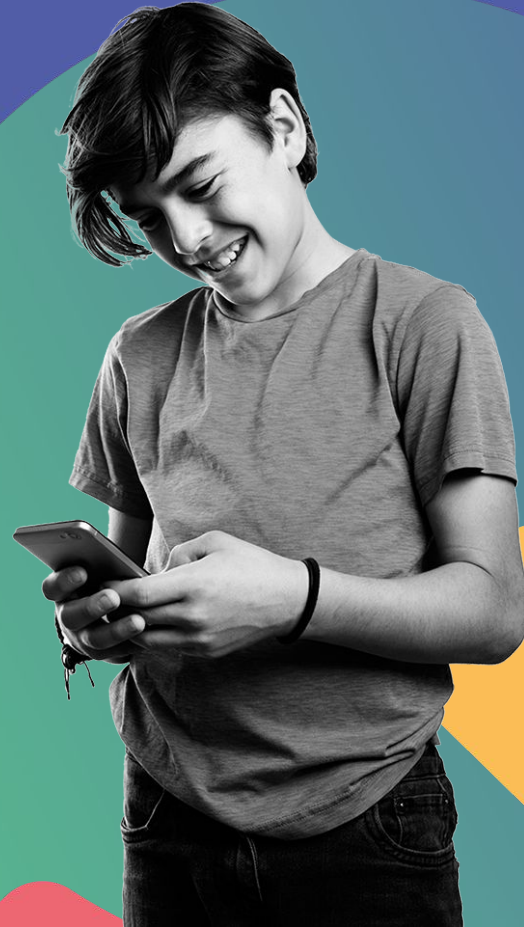


Qoria Limited

2023 Annual General Meeting

*To protect and support every
child's digital journey*

qoria.com



Qoria

Why Qoria Limited



Scaled & inflecting

Qoria is scaled and winning in a sophisticated global market. Qoria is moving to cash flow positive generation and profit.



Large open market

Qoria competes in a massive Government funded, untapped, fragmented & expanding global market.



Global visionary

Qoria is the only truly global provider in safety & wellbeing and has a clear, compelling and innovative vision.



Impact & ESG

Qoria is a social impact organisation; responsibly addressing the global concerns of online safety & student wellbeing

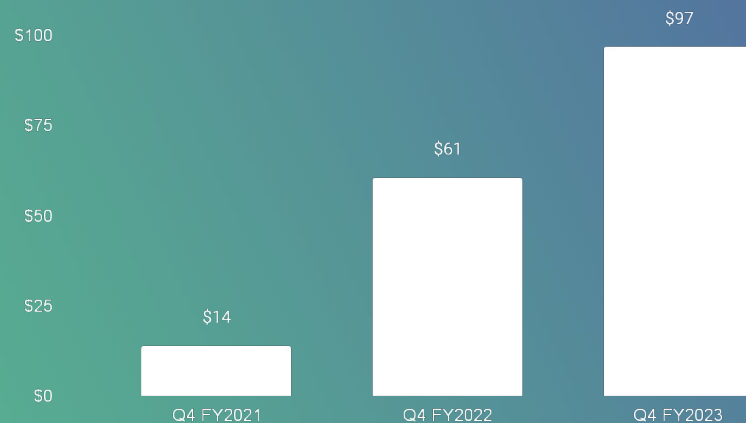
Over the last 3 years we...

acquired Smoothwall, ySafe, NetRef, Cipafilter, Educator Impact & Qustodio and:

- Grew ARR from \$14 - \$100M
- Grew revenue 50% organically
- Grew staff from 60 to ~ 550
- Increased staff engagement
- Reduced staff churn
- Increased CX value / reduced churn

And now we are accelerating....

Recurring Revenue AUD Millions



Qoria

Our impact

- +22 million kids
- +27,000 schools
- +6 million parents
- 100 countries
- 38% of UK schools
- 19% of US districts
- +\$100 million ARR
- 10 global offices



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■ Our customers
■ Qoria offices

Qoria

Our impact



550

Staff working across 10
countries



+22M

Children kept safe using
our platforms



+6M

Parents use our services
daily



+100

Countries using our
platforms



+27K

Schools using our
platforms



Every 3 Hrs

Life saving
interventions

Qoria

Scaled & inflecting

Qoria continues to execute on its plan to deliver for investors and the global community.

20% EBITDA

Margins
(monthly run-rate*)

FY 2025/26

3 Year Goal

To be the largest and most impactful safety and wellbeing provider globally

FY 2026/27

+\$100 Million ARR
Operating Cash flow
Breakeven

NOW

Profitable
(EBITDA)
(monthly run-rate*)

Early FY 2024/25

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* Aspirational targets. Monthly run rates. Cash based EBITDA

Qoria

Balancing our objectives



Costs

We seek to progressively bring our fixed cash costs to circa \$80m pa



Unification

We're working to streamline operations and improve customer value.



Growth

We're taking advantage of strong growth opportunities in US and UK K-12.

Cost control

Ongoing work on operating leverage. Target is sub \$80M in run-rate fixed cash operating costs.

Measures include:

- > Team structures
- > Back office alignment
- > Tech unification/rationalisation
- > Data & hosting (direct costs)

Qoria's normalised fixed costs increased by ~10% in the September quarter 2024 through a combination of CPI pay reviews, staff increases in our US sales & Student Monitoring teams and forex impacts. CPI pay reviews are expected to be covered through cost-out programs in FY 2024.

Normalised 4C Qtrly Cash flow	Dec 2022 \$000's	Mar 2023 \$000's	Jun 2023 \$000's	Sep 2023 \$000's
Staff Costs	(\$63,337)	(\$63,543)	(\$64,747)	(\$71,284)
Fixed Other	(\$12,073)	(\$11,412)	(\$9,509)	(\$10,456)
	(\$75,411)	(\$74,955)	(\$74,256)	(\$81,740)

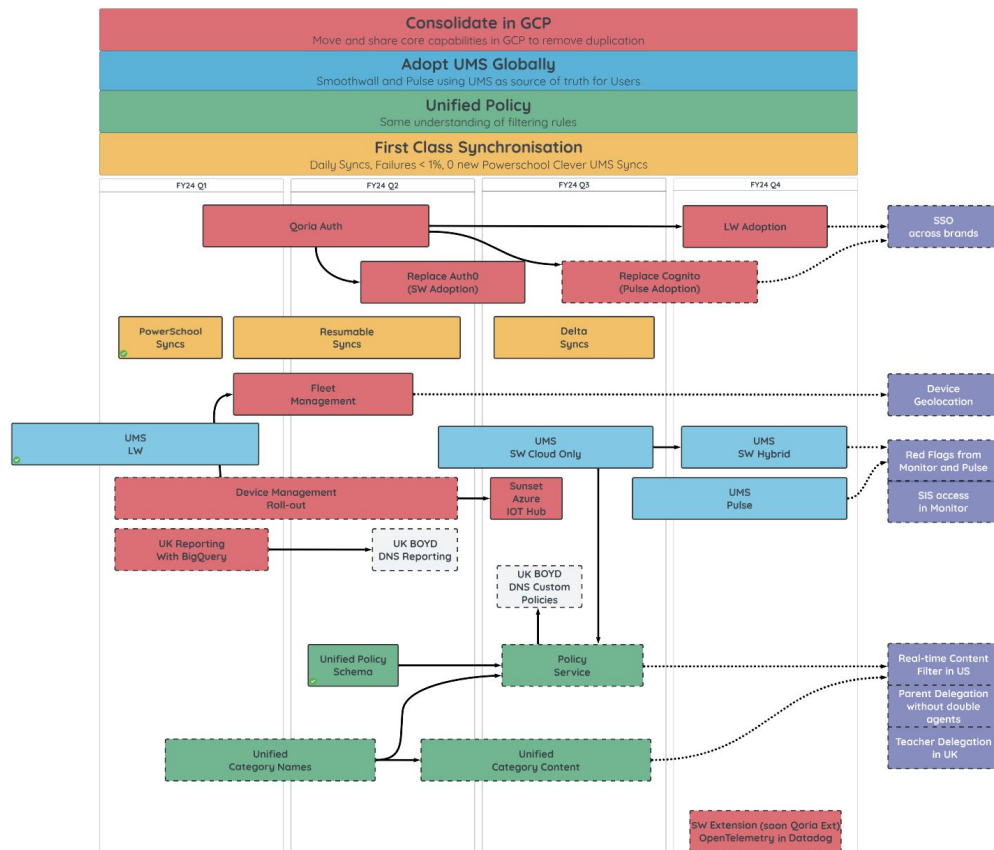
Staff costs change => CPI Pay Review	(\$3,237)
Staff increase	(\$2,100)
Forex changes	(\$1,200)

Unification

Objectives

- > Drive operational simplicity
- > Range all products globally
- > Material cost efficiencies

Client > Cloud > UX



Growth opportunity | regulatory drivers

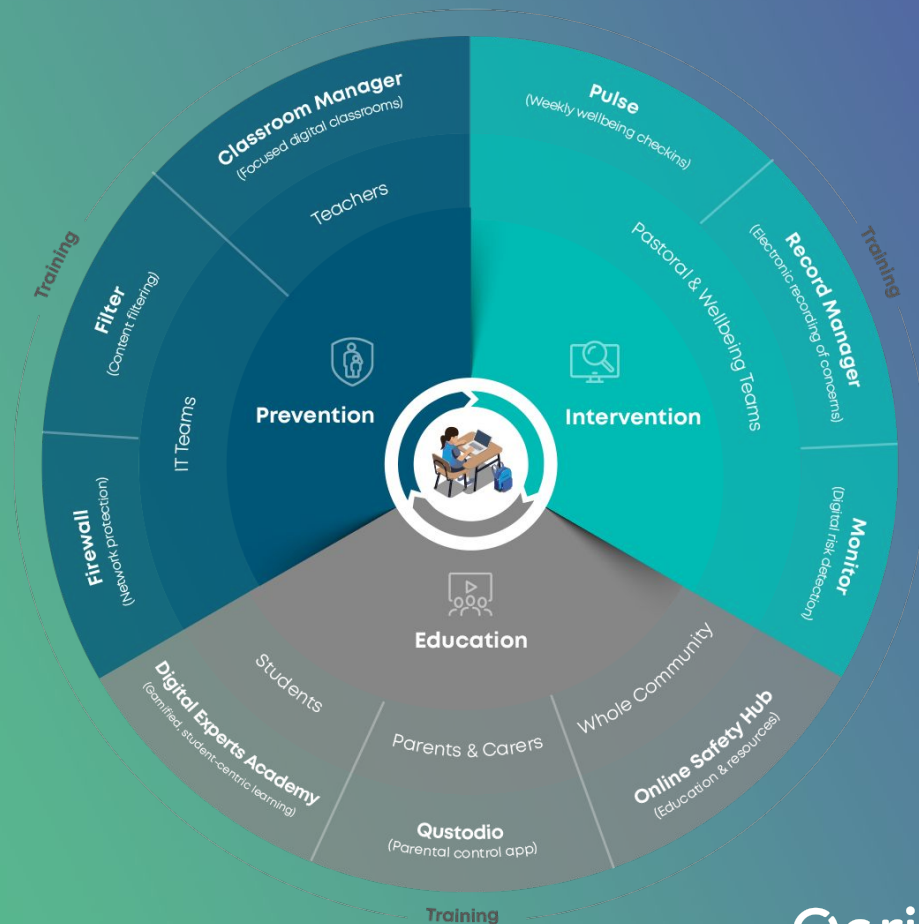
Prevention School Filtering & Security	Intervention Safeguarding and Wellbeing	Education Digital citizenship, PD & Parents	Consumer Parental controls & digital wellbeing
GAGR +17% Regulatory requirement	GAGR +30% * < 20% penetration	GAGR +30% * < 20% penetration	GAGR +12% < 10% penetration
<ul style="list-style-type: none"> ✓ No dominant providers ✓ Stable funding ✓ Non english markets open 	<ul style="list-style-type: none"> ✓ No dominant providers ✓ Expanding funding ✓ New regulations requiring ✓ Non english markets open 	<ul style="list-style-type: none"> ✓ No dominant providers ✓ Expanding funding ✓ New regulations requiring ✓ Non english markets open 	<ul style="list-style-type: none"> ✓ No dominant providers ✓ Expanding concerns ✓ New regulations requiring
Qoria World leading suite of filtering tools & integrations	Qoria World leading suite of intervention tools	Qoria The only integrated education offering	Qoria World leading parental control product

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Growth

Our entire business is focussed on protecting and supporting the digital journey of children.

Our innovative Qoria Online Safety & Student Wellbeing Framework drives our platform and go-to-market.



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Qoria

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