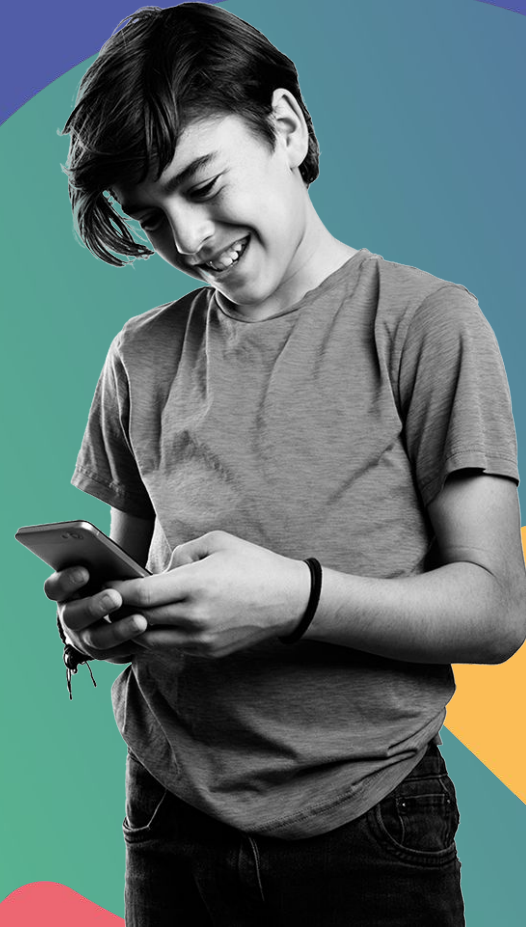


Qoria Limited

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

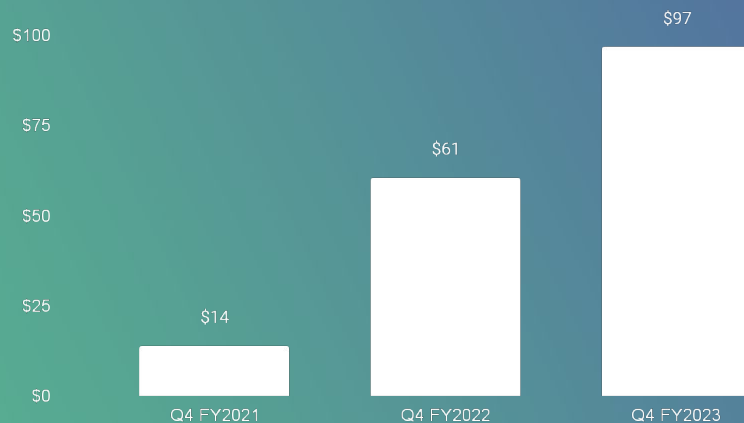
Over the last 3 years we...

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



qoria.com

■ 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.



^
+\$100 Million ARR
Operating Cash flow
Breakeven

NOW



^
20% EBITDA
Margins
(monthly run-rate*)

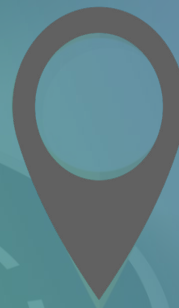
FY 2025/26



^
3 Year Goal

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

FY 2026/27



^
Profitable
(EBITDA)
(monthly run-rate*)

Early FY 2024/25

qoria.com

* 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)

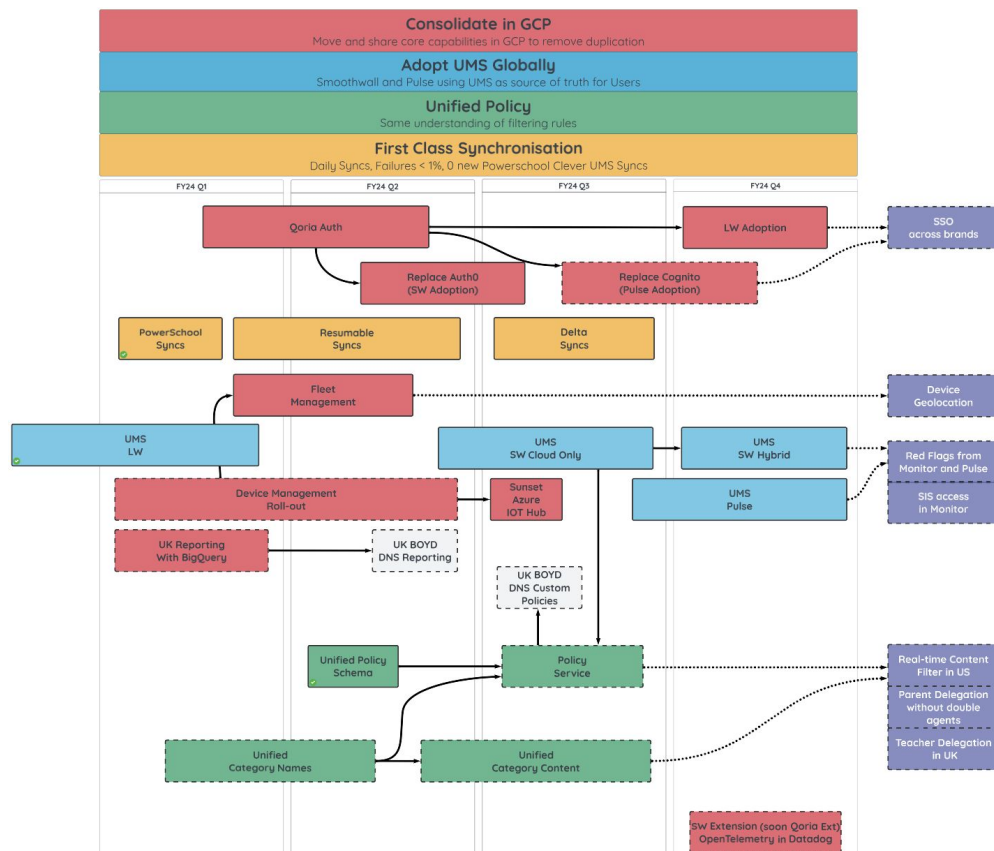
Staff costs change => CPI Pay Review	(\$3,237)
Staff increase	(\$2,100)
Forex changes	(\$1,200)

Unification

Objectives

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

Client > Cloud > UX



Growth opportunity | regulatory drivers

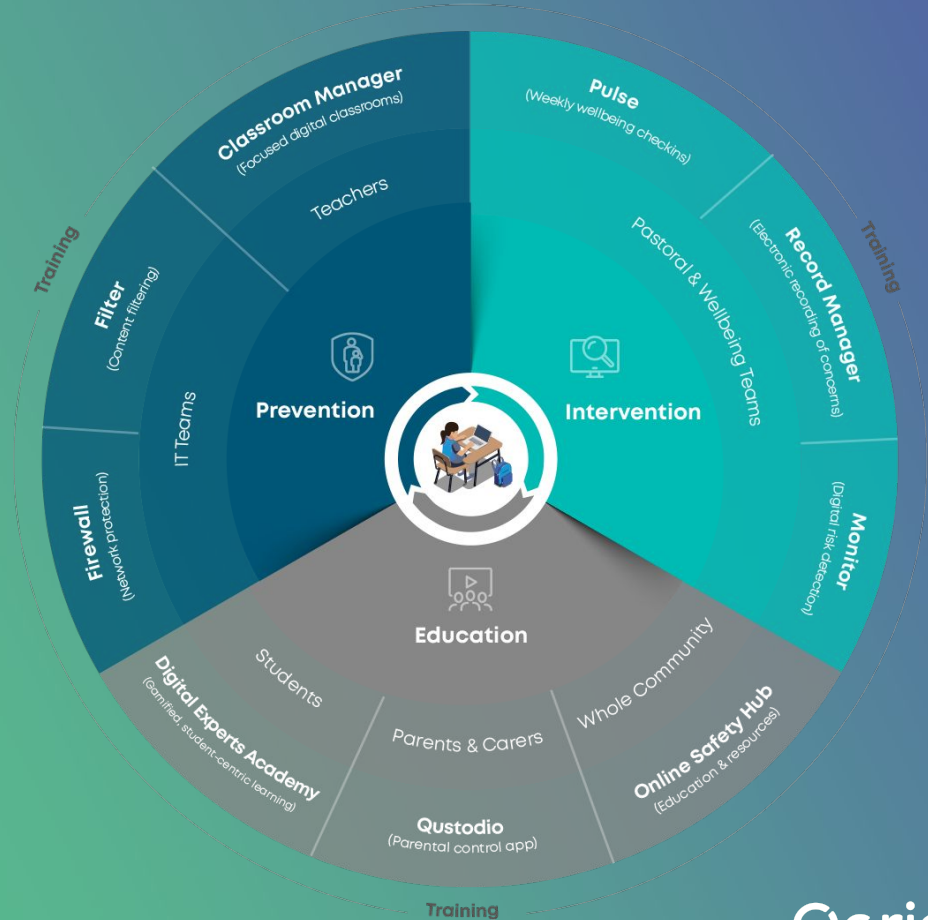
Prevention School Filtering & Security	Intervention Safeguarding and Wellbeing	Education Digital citizenship, PD & Parents	Consumer Parental controls & digital wellbeing
GAGR +17% Regulatory requirement	GAGR +30% * < 20% penetration	GAGR +30% * < 20% penetration	GAGR +12% < 10% penetration
<ul style="list-style-type: 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

Qoria

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.



qoria.com

Qoria

Contacts

Tim Levy

Managing Director
tim.levy@qoria.com

Ben Jenkins

Chief Financial Officer
ben.jenkins@qoria.com

Simon Hinsley

Executive Director
NWR Communications
simon@nwrcommunications.com.au