



# Disclaimer

The presentation (the “**Presentation**”) has been produced by Xplora Technologies AS (the “**Company**”) for information purposes only and does not in itself constitute, and should not be construed as, an offer to sell or a solicitation of an offer to buy any securities of the Company in any jurisdiction. The distribution of this Presentation may be restricted by law in certain jurisdictions, and the recipient should inform itself about, and observe, any such restriction. Any failure to comply with such restrictions may constitute a violation of the laws of any such jurisdiction.

This Presentation includes and is based, inter alia, on forward-looking information and contains statements regarding the future in connection with the Company’s growth initiatives, profit figures, outlook, strategies and objectives. All forward-looking information and statements in this presentation are based on current expectations, estimates and projections about global economic conditions, the economic conditions of the regions and industry in which the Company operates. These expectations, estimates and projections are generally identifiable by statements containing words such as “expects”, “believes”, “estimates” or similar expressions. Important factors may lead to actual profits, results and developments deviating substantially from what has been expressed or implied in such statements. Although the Company believes that its expectations and the Presentation are based upon reasonable assumptions, it can give no assurance that those expectations will be achieved or that the actual results will be as set out in the Presentation.

The Company is making no representation or warranty, expressed or implied, as to the accuracy, reliability or completeness of the Presentation, and neither the Company nor any of its directors, officers or employees will have any liability to you or any other persons resulting from your use.

This Presentation speaks as at the date set out on herein and will not be updated. The following slides should also be read and considered in connection with the information given orally during the Presentation.

This Presentation is subject to Norwegian law, and any dispute arising in respect of this Presentation is subject to the exclusive jurisdiction of Norwegian courts.





# Xplora Technologies

Strategic acquisition

Doro AB

Held by: Sten Kirkbak  
27. September 2024  
Strictly Confidential





# About Xplora



## Fast facts:

- 1.5 million Smartwatches sold
- NOK +650m revenue (LTM)
- 9 Global Core Markets
- +300.000 subscriptions
- HQ Oslo, 113 FTE
- Listed on Euronext Growth

Xplora is the category leader within Smartwatches for kids.

A large, untapped market with low penetration.

A highly scalable business model with recurring revenues.



Our smartwatches/HW is an instrument to drive **high margin service revenues**.

# Monetizing

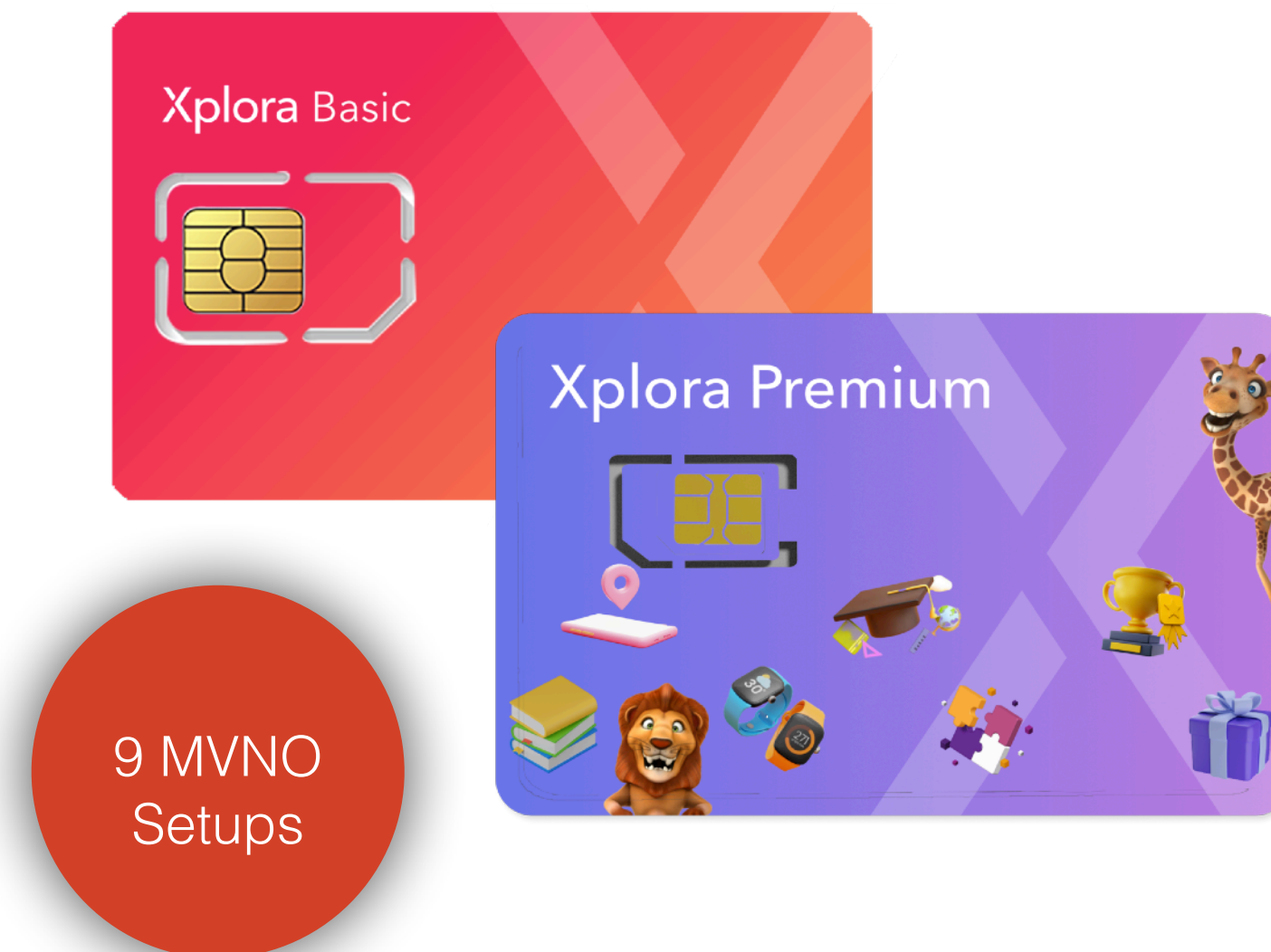


## Watch sales



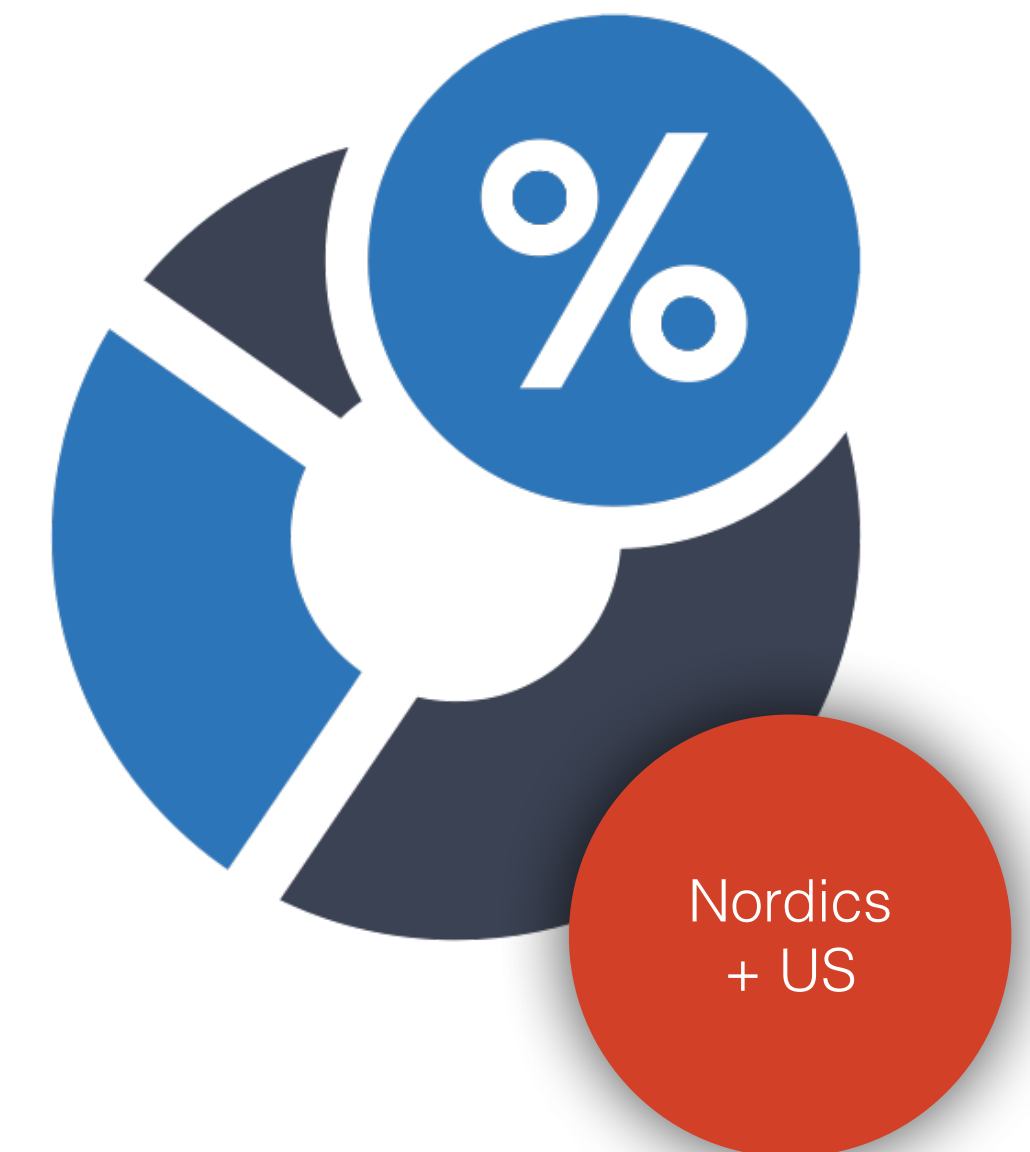
- ✓ Prices from € 149
- ✓ Target 30% margin

## Service Subscriptions



- ✓ Basic and Premium Service
- ✓ Target 80% margin

## B2B Services



- ✓ % of telco Sim revenue
- ✓ X4 improved margin





Introducing an Accelerated Growth Strategy

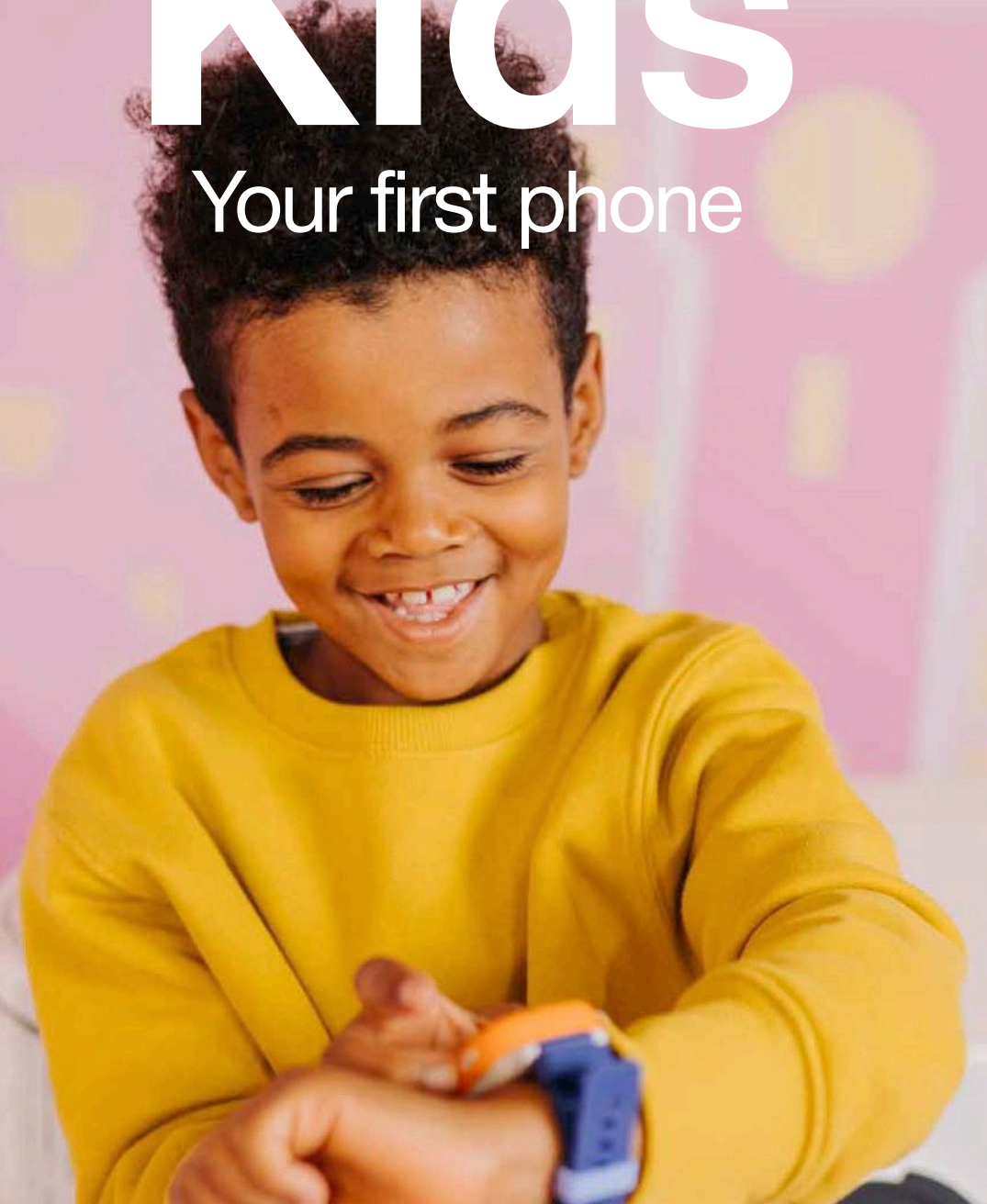
# 1 million subscriptions

Leveraging our unique market position



## Kids

Your first phone



## Youth

Addressing churn & societal problem



## Senior

Safe and active senior years







# From Capital Markets Day

**X. Focus and timeline**

**2023  
key focus**

- Unit economics, ARPU and **profitability** over growth alone
- Strong **cost focus** and preserving cash
- Focus on **9 core markets**

**2024  
objectives**

- **Unit growth** with increased ARPU
- Piloting new business opportunities and **new verticals**
- Assess **new markets** and opportunities

**2025  
forward**

- Objective to be positioned for **growth in multiple family IOT verticals**
- Combined **ARPU and LTV** growth model

CMD  
Q1 2023

CMD  
Q2 2024

**X. Introducing The Road to One Million**

**What does it mean:**

**What**

Company key target is to reach one million Subscriptions

**Why**

High margin and scalable model. Financial target to reach ARR of 650m

**When**

Not estimating annual timeline, but optimize all strategies next 4-5 year!

**How we can get there:**

- Kids category (various growth opportunities)
- Multi device Strategy (Such as Senior)
- (Multi tenant strategy - B2B SaaS)

**Organic or via M&A Strategy**

CONFIDENTIAL AND COPYRIGHT © 2024 XPLORE TECHNOLOGIES AS. ALL RIGHTS RESERVED.





# M&A Strategy

Accelerating our growth strategy by  
**strategic acquisition of Doro AB**

Xplora is a leading pioneer in offering innovative smart devices and services for children

Doro is a leading European producer of consumer electronics for seniors



Creating a **leading European player** within consumer electronics and value-added services for kids, youth and seniors





# M&A Strategy

Accelerating our growth strategy by **strategic acquisition of Doro AB**

Xplora is a leading pioneer in offering innovative smart devices and services for children

Doro is a leading European producer of consumer electronics for seniors



NOKm (2023)			CombinedCo	
Total revenues	689.1	973.6	1,663	
Revenue growth	37.6%	7.0%	32.3%	
Gross profit	332.3	390	722	
Gross margin	48%	40%	43%	
EBITDA	33.7	120.4	154	
Margin	5%	12%	9%	
Service revenue	210.2	0	210	
Devices sold (k)	467	1,700	2,167	
Segment focus	Junior	Senior	Junior + Senior	
# Countries	9	20	20	
Geo exposure (2023)	<b>Nordics</b>	49%	26%	36%
	<b>Germany</b>	42%	16%	27%
	<b>Spain/France</b>	3%	39%	24%
	<b>UK &amp; Ireland</b>	2%	19%	12%
	<b>US</b>	4%	0%	2%





# Doro - Company overview

## KEY HIGHLIGHTS

2023 Revenues

**1 billion**

SEK 970m reported in 2023

2023 Gross profit

**380m**

Only HW revenue and no service revenue

2023 EBITDA

**120m**

With positive EBIT

**Doro is currently only selling HW products and not capitalized on the opportunity to drive SIM and Service Revenues**

## KPI HIGHLIGHTS

Units sold

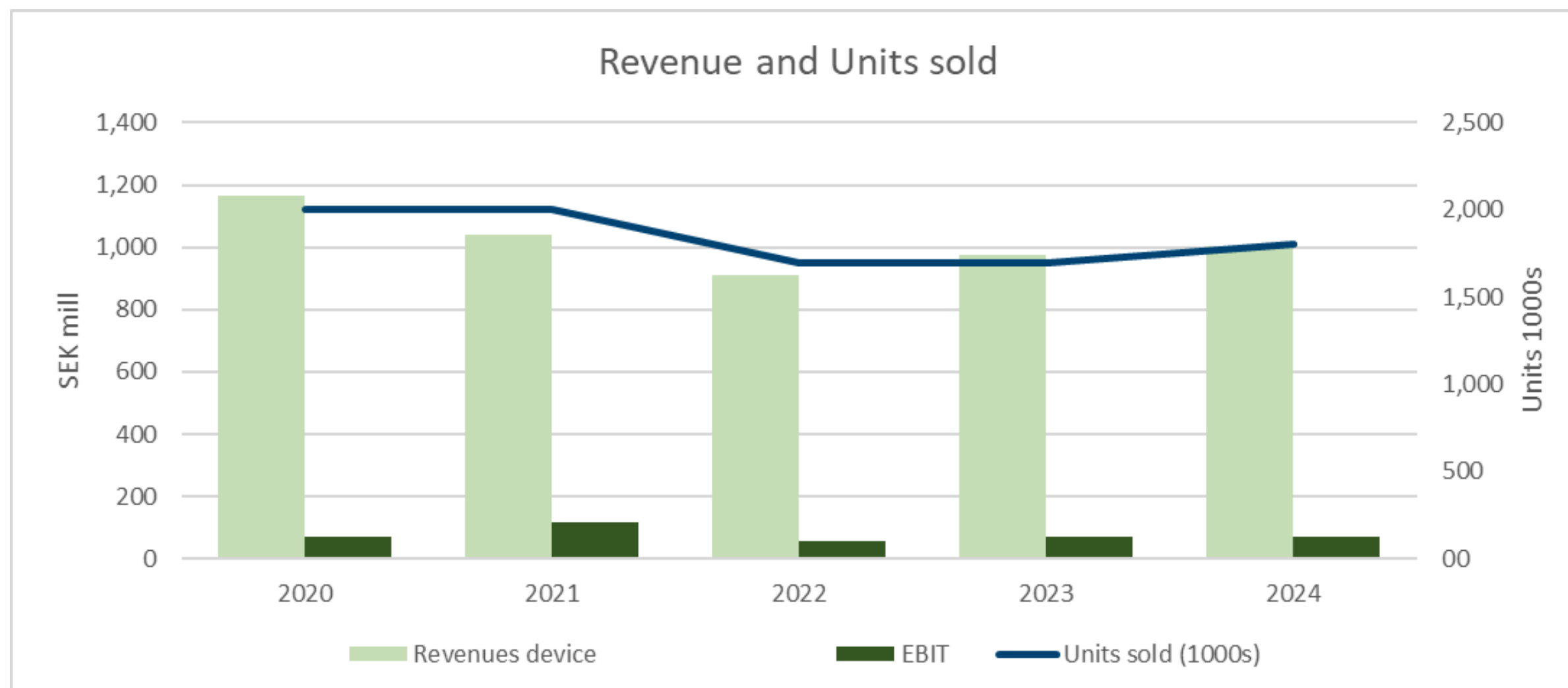
**1,5m**

# of markets

**26**

Gross margin

**40%**



## Company summary:

- European market leader in mobile devices to the senior segment
- A Swedish company, HQ in Malmö and sales operations in 27 countries (**Ticker: DORO**)
- All devices come with award winning Doro features / intellectual properties (IP)
- Mature company with strong & steady profitability





# Doro products and markets

All devices come with award winning Doro features, such as loud and clear sound that is specifically tuned to seniors' hearing needs, easy to pick up and hold ergonomics, well-separated keys with high contrast colors and an assistance button for getting help quickly and easily when it is needed the most

android 

**Proprietary top-layer: EVA**  
**«Enkel, vennlig og for Alle»**

## Feature phones & Smartphones



First Mobile phone - 2010



2011



First smart phone - 2012

## Other Devices



First Tablet 2022



First Smart Watch - 2022



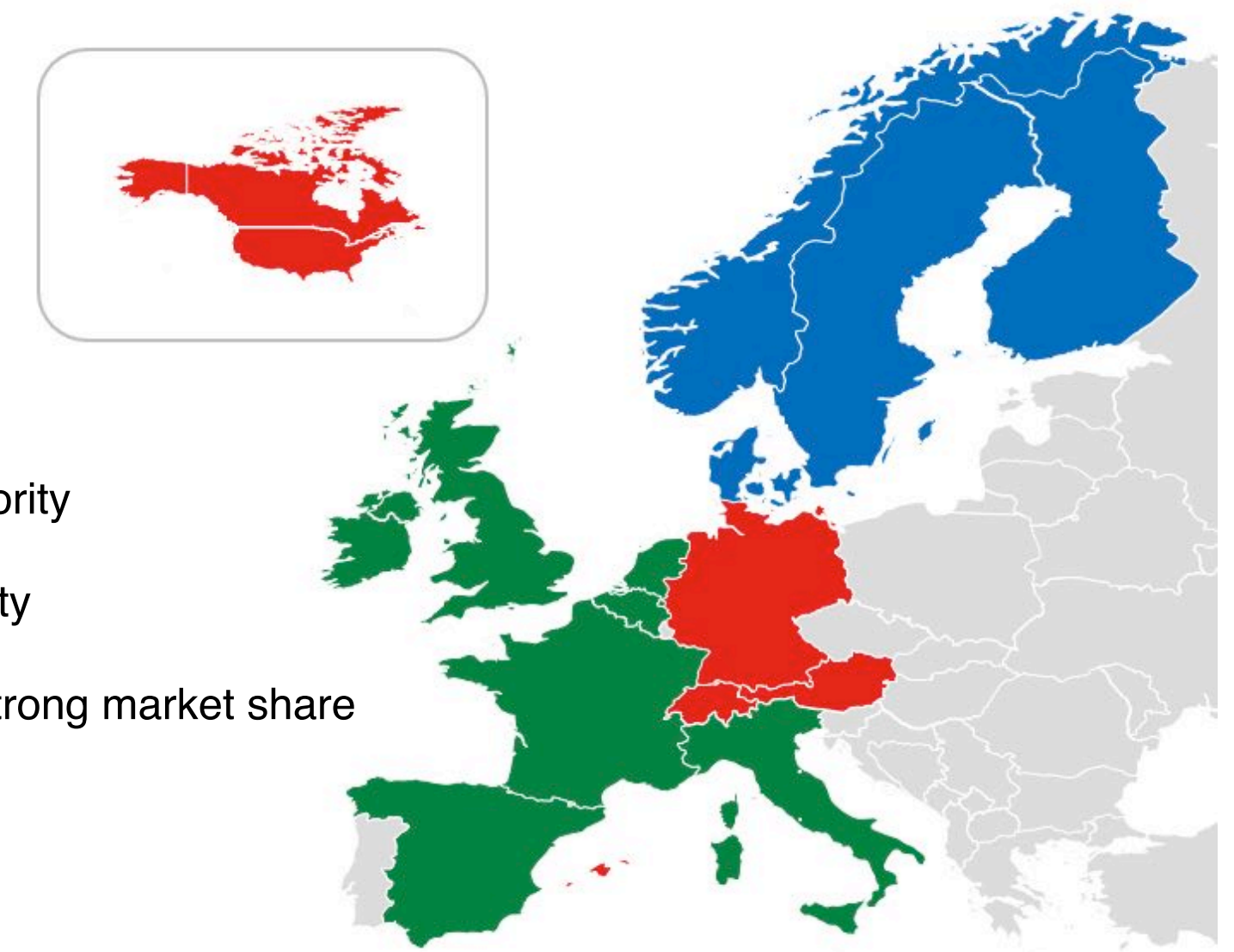
First Hearing Buds - 2023

Potential annual SIM unit sales

**1,5m**

Estimated Average SIM plan NOK 200/m

Estimated same gross profit as Xplora, based on 10k test profiles.



Ideal overlap with DORO vs Xplora markets and our MVNO setups.





# The Opportunity

A profitable business that can  
accelerate our Service Revenues





# Strategy to accelerate our service revenue

## Xplora Today

- 467,000 unit annual sales
- Avg. 25% SIM activations
- 300k Subscriptions



# 1,500,000 annual unit sales

## Opportunity

- X3 Sales
- Same margins
- 60m est. LTV







# Point of Sale

Who are the Doro customers, and  
how do they buy?





- **Primary Audience:**  
Senior Aged 65 and above
- **Secondary Audience:**  
Family members and caregivers
- **Gender Distribution:**  
Slightly female Majority due to higher life expectancy
- **Customer Personas:**
  - The independent Senior
  - The Health Conscious Elderly
  - The Caring Family Member

Jens



*Why do you like Doro?*

I am impressed that Doro has been in the industry since 1974 and has always had the goal of making everyday life easier with its products for those who see and hear less. And that Doro is now taking the step with more modern products such as smartphones and smartwatches.

*Which is your favorite product from the range?*

I would say it is the Doro 8210, the latest smartphone. It is a simple and easy-to-use phone with many advantages that is perfect as a first smartphone, e.g. if you want to switch from a push-button telephone

Agnete



*What do you like most about Doro?*

I think that Doro has good products for the elderly and that the company cares about people's different needs. Also, I like that it is a Swedish company! Even if the products are not manufactured in Sweden, product development and everything else takes place here.

*Your favorite product?*

It's definitely the Doro 6881, the red flip phone! Everyone loves it!





# We will pre-install SIM in all phones

Post Acquisition, Doro mobile phones will come with a pre-installed Xplora SIM-card. Same technical platform as current Xplora proposition.



- Easy setup
- Compelling price
- Extra services

## Jens



A

The customer **already has** a **SIM** from another provider

## Agnete



B

The customer **does not** have a **SIM** card





# SIM onboarding/activation process

Post Acquisition, Doro mobile phones will come with a pre-installed Xplora SIM-card. Same technical platform as current Xplora proposition.



**A** The customer has a SIM card from another provider

Enter the mobile no. you want to port

First and last name

E-mail

Social security number (for credit check)

Change to Xplora Sim

**B** The customer does not have a SIM card

Enter the phone's IMEI no. found in the box

First and last name

E-mail

Social security number (for credit check)

Activate your Xplora SIM card

The process is the same for all sales channels (web, retail, Amazon)





# Strategy to accelerate our service revenue

## Xplora Today

- 467,000 annual sales
- Avg. 25% SIM activations
- 300k Subscriptions



# 1,500,000 annual unit sales

## Opportunity

- X3 Sales
- Same SIM margins
- 60m est. LTV







# Business Case



The business «as is» and the  
synergy effect by adding our SIMs



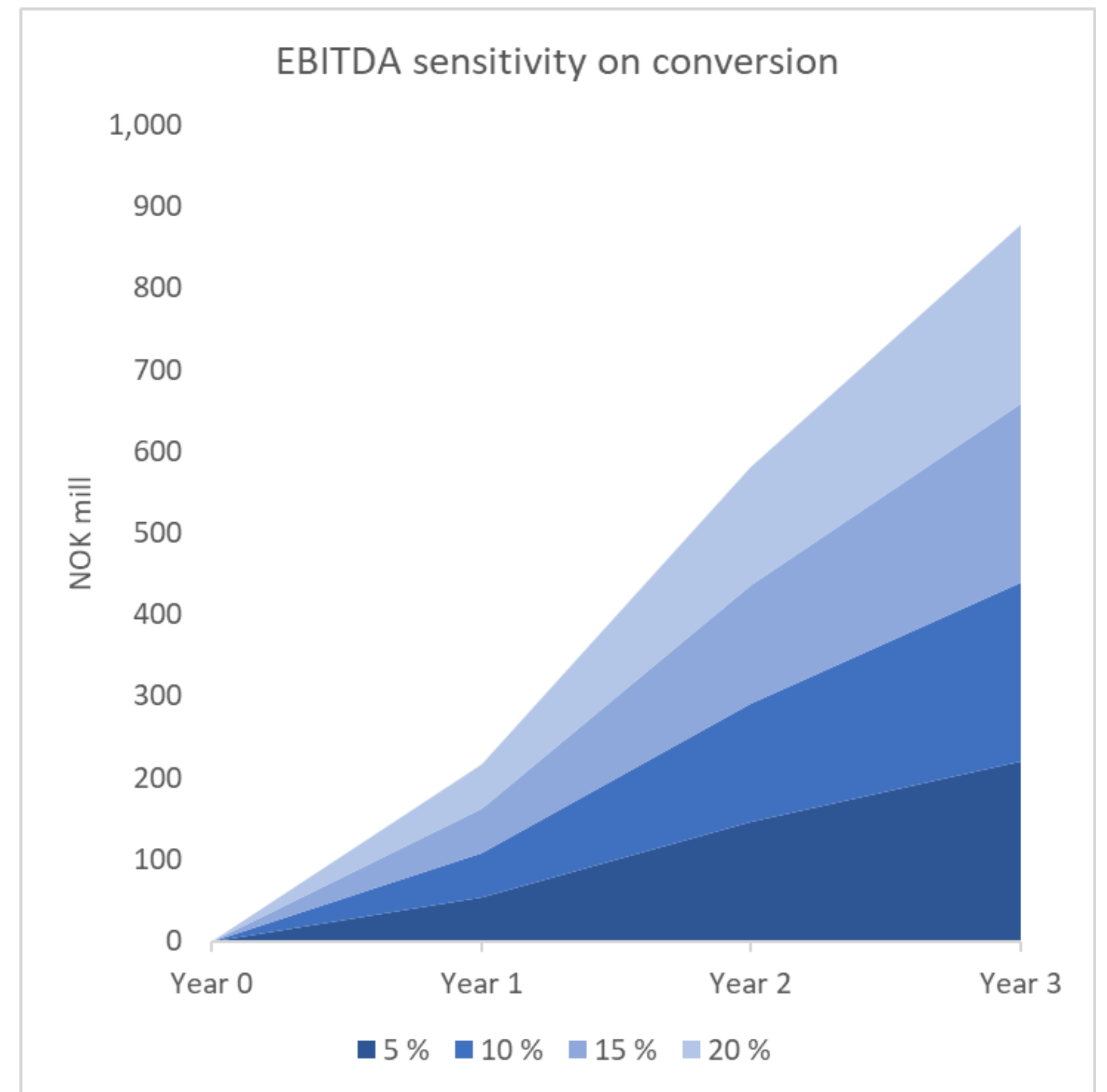


# Investment highlights

## 2023 CombinedCo

NOKm (2023)			CombinedCo	
Total revenues	689.1	973.6	1,663	
Revenue growth	37.6%	7.0%	32.3%	
Gross profit	332.3	390	722	
Gross margin	48%	40%	43%	
EBITDA	33.7	120.4	154	
Margin	5%	12%	9%	
Service revenue	210.2	0	210	
Devices sold (k)	467	1,700	2,167	
Segment focus	Junior	Senior	Junior + Senior	
# Countries	9	20	20	
Geo exposure (2023)	<b>Nordics</b>	49%	26%	36%
	<b>Germany</b>	42%	16%	27%
	<b>Spain/France</b>	3%	39%	24%
	<b>UK &amp; Ireland</b>	2%	19%	12%
	<b>US</b>	4%	0%	2%

## EBITDA effect of SIM activations







# Investment Timeline





# Investment timeline

## September

---

The transaction is fully funded based on the loan providers assessment of the combined company's existing cash flow

Doro AB  
Share price (bid)

**SEK 34**

Valuation  
SEK 835m

Debt financing  
secured (SEK)

**890 m**

## October

---

- Target timeline Mid October
- Offer issued to Doro Shareholders

## November

---

- Target timeline mid November
- Acceptance of offer by Doro Shareholders
- Debt issued and transaction executed





# M&A Rationale

Accelerating our growth strategy by  
**strategic acquisition of Doro AB**

Xplora is a leading pioneer in offering innovative smart devices and services for children

Doro is a leading European producer of consumer electronics for seniors



- **Accelerating SIM growth and Service Revenues based on Doros existing device sales**
- **Fast track the route to one million Subscriptions**
- **Strong additional cash flow**





# Q&A