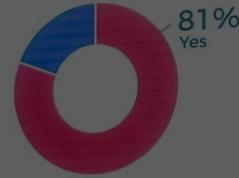


# KAHOOT! INVESTOR DAY

Are you concerned about the security of your enterprise mobile devices?

June 1, 2022



152  
Answers

Show media

End game

▲ Yes

81%

◆ No

19%



kahoot.it Game PIN: 537012

Kahoot!

# INVESTOR DAY



## AGENDA

Welcome

**Amanda Taselaar**  
Host

Kahoot! at School

**Sean D'arcy**  
VP Kahoot! at School and Home

Kahoot! Group  
introduction

**Eilert Hanoa**  
CEO

Clever

**Trish Sparks**  
CEO of Clever

Financial framework

**Ken Østreng**  
CFO

Kahoot! at Home

**Sean D'arcy**  
VP Kahoot! at School and Home

Kahoot! tech  
platform

**Jostein Håvaldsrud**  
CTO

K! Academy and  
Marketplace

**Agnete Pedersen**  
VP Kahoot! Academy  
**Craig Narveson**  
Director of Strategic Partnerships

Kahoot! at Work

**James Micklethwait**  
VP Kahoot! at Work

Q&A

**Executive mgmt. team**

# Disclaimer

The following presentation is being made only to, and is only directed at, persons to whom such presentation may lawfully be communicated ('relevant persons'). Any person who is not a relevant person should not act or rely on this presentation or any of its contents. Information in the following presentation relating to the price at which relevant investments have been bought or sold in the past or the yield on such investments cannot be relied upon as a guide to the future performance of such investments.

This presentation does not constitute an offering of securities or otherwise constitute an invitation or inducement to any person to underwrite, subscribe for or otherwise acquire securities in Kahoot! ASA. The release, publication or distribution of this presentation in certain jurisdictions may be restricted by law, and therefore persons in such jurisdictions into which this presentation is released, published or distributed should inform themselves about, and observe, such restrictions.

This presentation contains statements regarding the future in connection with the Kahoot! Group's growth initiatives, outlook, strategies and objectives. All statements regarding the future are subject to inherent risks and uncertainties, and many factors can lead to actual profits and developments deviating substantially from what has been expressed or implied in such statements. The comments in the presentation are related to Kahoot!'s development in 2022 compared to the same quarter of 2021, unless otherwise stated.



**Building the leading  
engagement and learning  
platform in the world**

*Poised for growth at centre of learning ecosystem*

Eilert Hanoa, CEO

# The Kahoot! Group

The Kahoot! engagement and learning platform

The Clever digital classroom and full EdTech experience

Suite of engaging learning apps for home, school and work

# Making Learning Awesome

Driven by our values and our purpose, we are on a mission to improve lifelong learning by building the leading learning and engagement platform in the world

- Ensuring inclusive and equitable quality education and promoting lifelong learning opportunities for all.
- Kahoot! is committed to improving learning experiences and making education accessible around the world.
- We believe that digital solutions are essential for increasing access to education worldwide, and to train employees for the future job market.
- By creating engaging and impactful learning experiences for everyone, Kahoot! aims to unleash the full potential in every learner.



# The Kahoot Group in numbers

**~2b**

non-unique participants

2022 LTM and 7B since 2013

**~300m**

hosted learning sessions

2022 LTM

**100m+**

user generated  
kahoots!

**9m**

active educators on  
the kahoot!  
platform

**200+**

countries and regions  
with kahoot! offerings

**~30m**

active accounts

YTD 2022

**~1.2m**

paid subscriptions

Q1/22, up 53% YoY

**500+**

K!rew members and  
contractors across the  
globe

# Evolving from quiz to software platform for learning and engagement

## INVOICED REVENUE

(in millions USD)



2013-17:

### **Kahoot! the quiz**

- >Kahoot! multiple choice quiz
- >Single user
- >Free solutions
- >School + Home segments

2018-2021:

### **Commercial launch**

- >Added functionality, multi-user + team
- >Free-to-paid
- >School, Home and Work segments
- >Enterprise sales
- >Acquisitions

2022→

### **Scalable platform**

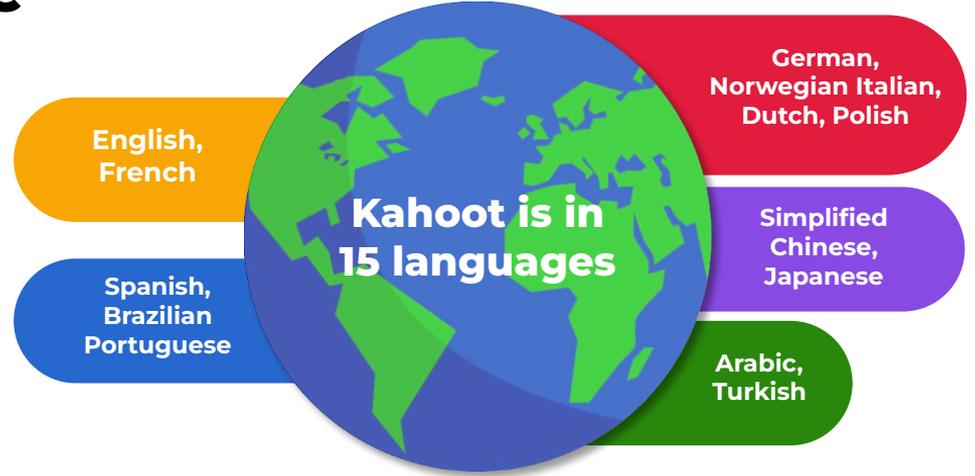
- >Learning and engagement platform
- >All segments
- >Enhanced premium upgrades
- >Enterprise sale scaling
- >Clever platform

# Continuous worldwide expansion

One, scalable platform, globally applied

**200** Countries and regions

**15** Languages



## Spanish Launch

**100+%** increase in **new users and user engagement** 6 months after release

## Japanese Launch

**200+%** increase in **new users and user engagement** 6 months after release

# The market opportunity

Still early in our penetration across massive TAMs...



**\$5B+**

School TAM

Opportunity in further expanding in K-12, moving into Higher-Ed, and leveraging Clever for future growth and synergies



**\$10B+**

Work TAM

Opportunity in both desk and non-desk workers, live and asynchronous



**\$20B+**

Home & Study TAM

Leveraging our ecosystem to capture revenue opportunities in vast consumer market with families, students and self-learners.

... with a unique position and capability to serve all markets through one platform

## MARKET DRIVERS

Continued digital adoption and upgrades across all our verticals and use cases

Increased hybrid working and need for employee engagement

Necessity for continued lifelong learning

Proven gamification efficiency benefits

Creator economy driving content

# Strategic growth levers

**1**

## ENGAGING PRODUCTS

distinct and versatile software solutions with signature user experience, continuous product innovation value-add across all offerings

**2**

## LEADING BRAND

leverage global love brand for learning and engagement across school, corporates and home

**3**

## SCALABLE PLATFORM

commercial leverage across vast platform and ecosystem of users, partners and content, proven network effects

**4**

## PROFITABLE GROWTH

capital light, cost effective and viral distribution model, fueling R&D and growth initiatives

## THE K!REW

A purpose-led, value-driven, diverse and industry experienced team with passion to drive growth and best user-experience



**If it isn't engaging  
it isn't Kahoot!**

# Signature user experience to drive engagement and conversion

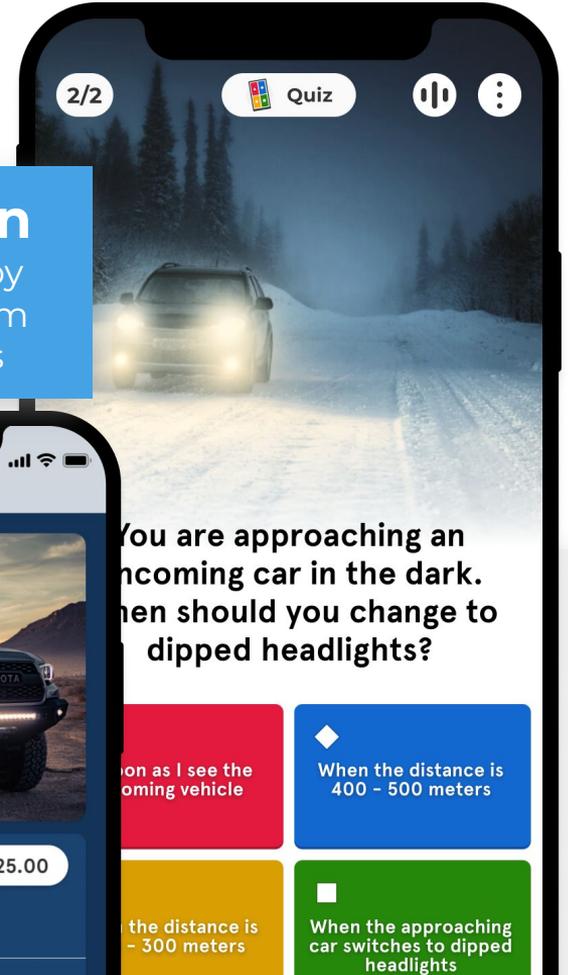
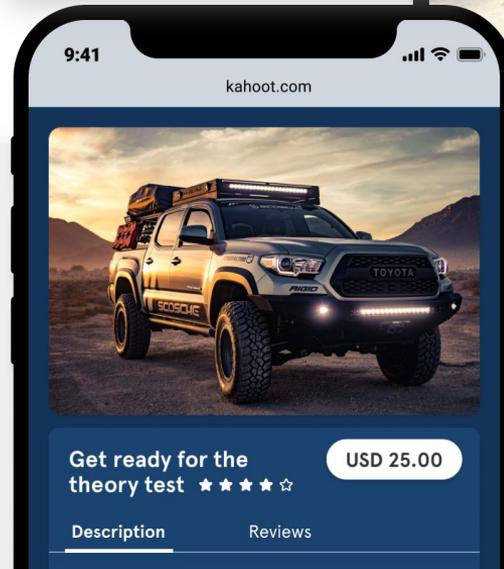
## Where we are

- Product-led growth, user- and partner generated content
- Popular engagement and learning platform across diverse user demographics
- Gamified learning, easy to use, social and engaging, highly data driven, UX at the center

## Way forward

- New functionality for deeper penetration of learning, audience engagement and communications
- Versatile solutions for a hybrid world, maintain simplicity and self-serve
- >50 % of teams devoted to product development - integrating teams from acquisitions for more scale

> 100 million  
kahoots created by  
users and premium  
content partners



2 | LEADING BRAND

# Global LOVE brand

“

Kahoot! is a company that users say they love more than competitors across different segments

Users perceive Kahoot! as a more innovative company to competitors

**Interbrand**

“

Kahoot! has become a pop culture phenomenon in schools and learning environments, with “kahooting” being used as a verb

**The New York Times**

**Award winning brand**



THE  
**WEBBY**  
AWARDS

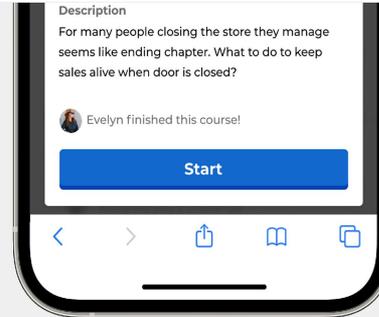
# Springboard to next expansion cycle with strong global brand

## Where we are

- Worldwide category leading brand, market leader in awareness, high quality brand with massive reach
- 7Bn participants (\*) in 200 countries and regions, stronghold North America and Europe
- Global Brand Strength Score on par with Nintendo and YouTube (\*\*)

## Way forward

- Leverage reach and trust brand to enter new markets and launch new commercial initiatives
- Develop new brand-to-brand partnerships with global tech, content and consumer brands
- Align Kahoot! master brand and subsidiary brands across portfolio for increased commercial impact



# Accelerate commercialization

## Where we are

- Product-led, viral networked growth, to play Kahoot! is to promote Kahoot!
- Synergetic platform with social and professional users
- Strong global partnerships with Disney, Minecraft, National Geographic, etc.
- Geographic expansion through localization

**~1.2m**

paid subscriptions

**~30m**

active accounts LTM

**500+**

paying partner apps  
on Clever

**125%+**

net \$ retention top 50  
professional user Q1/22



# Product-led growth, fueled by networking effects

## Way forward

- Deeper penetration in current categories
- Enhanced solutions for professional users for increased conversion
- Leverage the Kahoot! platform to support monetization of acquired products
- Support viral growth through added social network features and reach
- Position for commercial growth in the creator economy ecosystem

# Significant headroom for growth in the core categories and business areas we serve



# Continued profitable growth

## Where we are

- Pre-paid annual subscription offerings in all segments
- Viral user acquisition with low cost conversion
- Individual => Team => Enterprise customer journey
- Low capital intensive business model with marginal CAPEX

## Way forward

- Significant growth opportunity and limited additional cost
- Increased ARPU and conversion potential in key segments
- Expansion of Clever commercial roadmap
- Group portfolio synergies on revenue and cost benefits
- Redeploy cash in R&D and growth initiatives

# Long-term growth plan

Majority of revenue to come from Kahoot! platform, across all current business areas, with strongest revenue contribution in the mid-term expected from Work and School, including Clever

Work	School		Home & Study	
<b>Kahoot!</b> <i>at work</i>	<b>Kahoot!</b> <i>at school</i>	<b>Clever</b>	<b>Kahoot!</b> <i>at home</i>	<b>Kahoot!</b> <b>ACADEMY</b>
<b>Built for organisations</b>	<b>Empowering educators</b>	<b>Unlocking a world of digital learning</b>	<b>For learners of all ages</b>	<b>Global marketplace</b>
Build the world's best engagement, live and asynchronous learning and communication platform for small to large organisations	Empower every educator and school leader around the world to deliver engaging instruction that inspires lifelong learning	Providing the digital classroom and creating the ideal EdTech buying experience for all users, schools, teachers, students and parents	Become the global go-to-platform for learners of all ages to study, play and connect around the joy of learning	Building the leading global marketplace and community for learning content in the world.

**~40%**

annual invoiced revenue growth CAGR

**~40%**

operational cash conversion

**~10%**

annual growth in FTEs

# Current Priorities 2022

Kahoot!  
**AT WORK**

## **UNIFY KAHOOT! PLATFORM OFFERINGS**

through finalizing the integration of the Motimate and Actimo platforms, as well as developing customized branding for larger organizations

Kahoot!  
**AT SCHOOL**

## **CONTINUE TO IMPROVE COMMERCIAL EFFORTS**

while maintaining discipline on cost management, to secure sustainable, profitable growth

Kahoot!  
**ACADEMY**

## **FURTHER SCALE AND DEVELOP KAHOOT! MARKETPLACE**

and launch new commercial services to monetize content from premium partners and verified educators

Kahoot!  
**AT HOME**

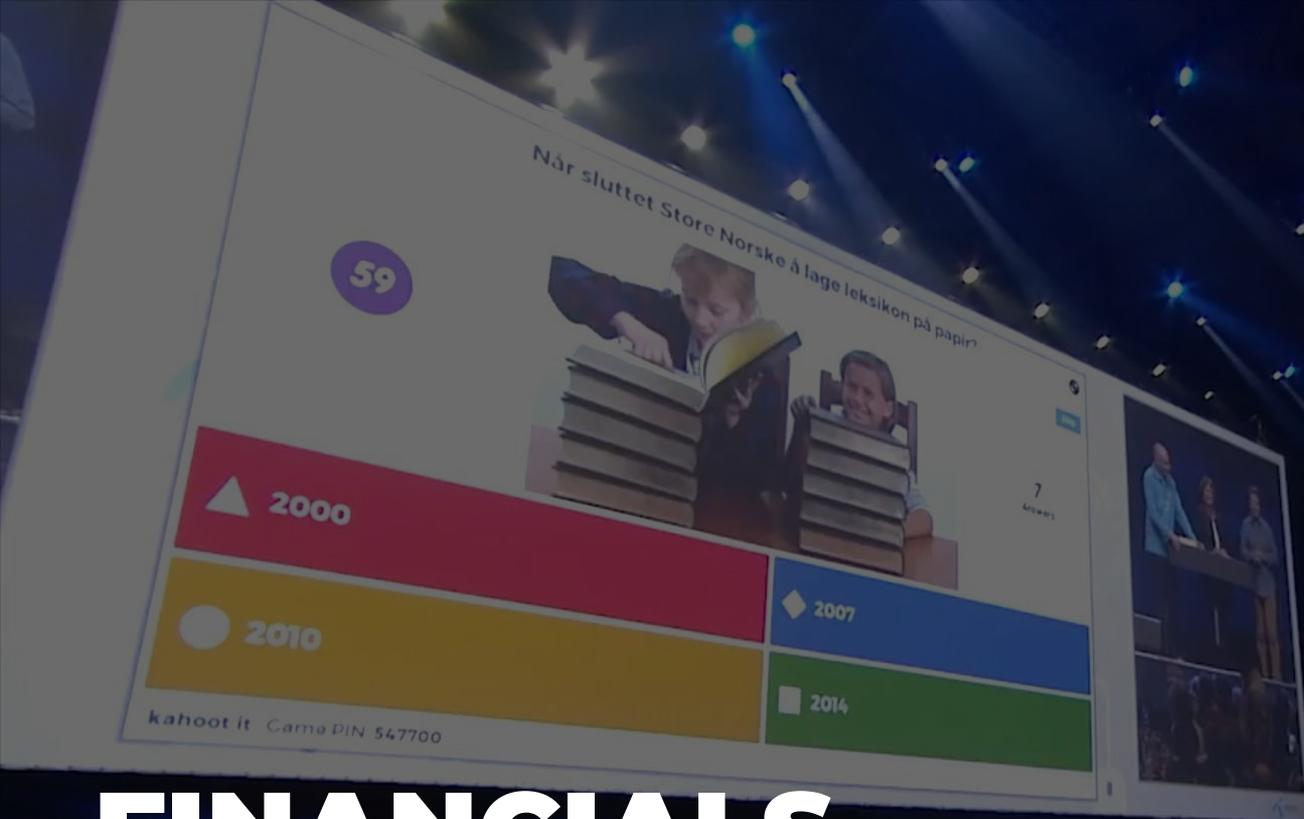
## **DEPLOY GROUP RESOURCES TO CONTINUED INNOVATION**

and development of our products and solutions, for all user groups and learning contexts

**Clever**

## **JOINT AMBITIONS FOR THE '22 BACK-TO-SCHOOL SEASON**

as well as expansion of Clever offerings into first international markets, and leverage new commercial services to Clever network



# FINANCIALS

Ken Østreng, CFO

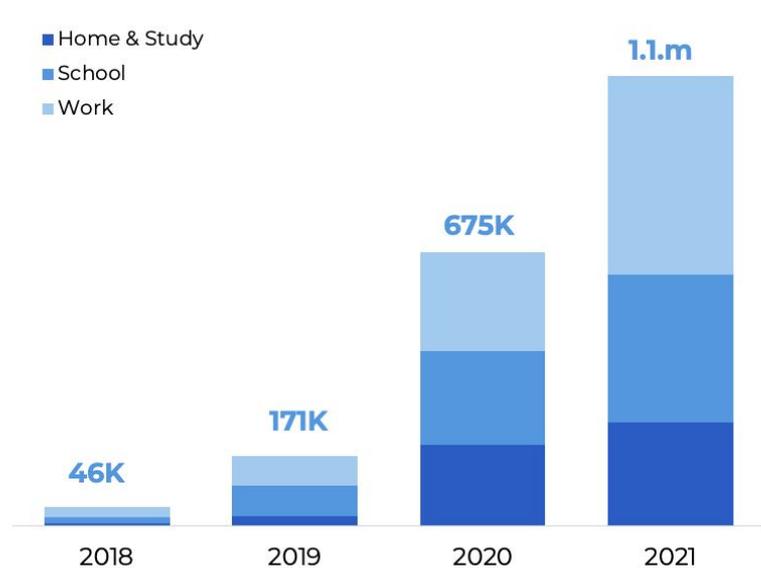


# Continued profitable growth

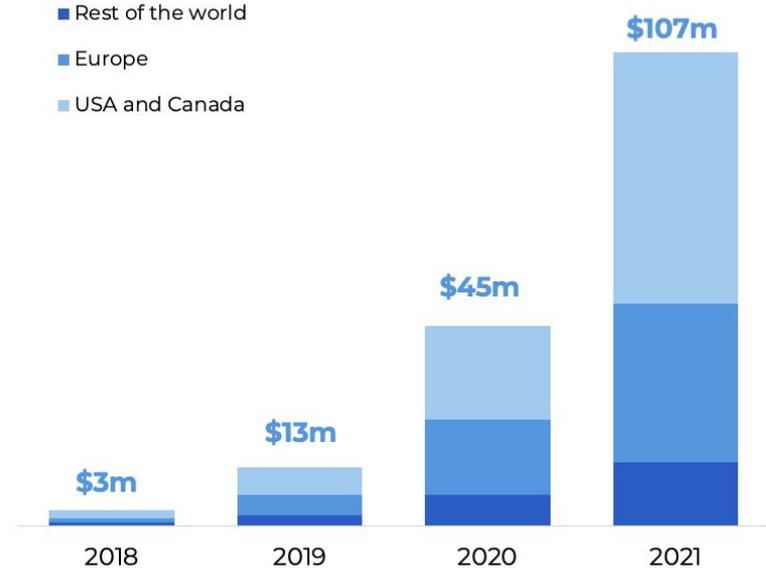
-  Continued scalable growth
-  Expanding profitability
-  Solid cash flow generation and disciplined capital allocation

# Kahoot! Group **growth momentum**

## Paid subscriptions <sup>1)</sup>



## Invoiced revenue <sup>2)</sup>



<sup>1)</sup> Paid subscriptions is defined as total number of users on paid subscription per the end of the period, including new units from the time of acquisition

<sup>2)</sup> Conversion to paid subscriptions in all segments from customers in more than 150 countries, includes \$18.5m from Clever in 2021

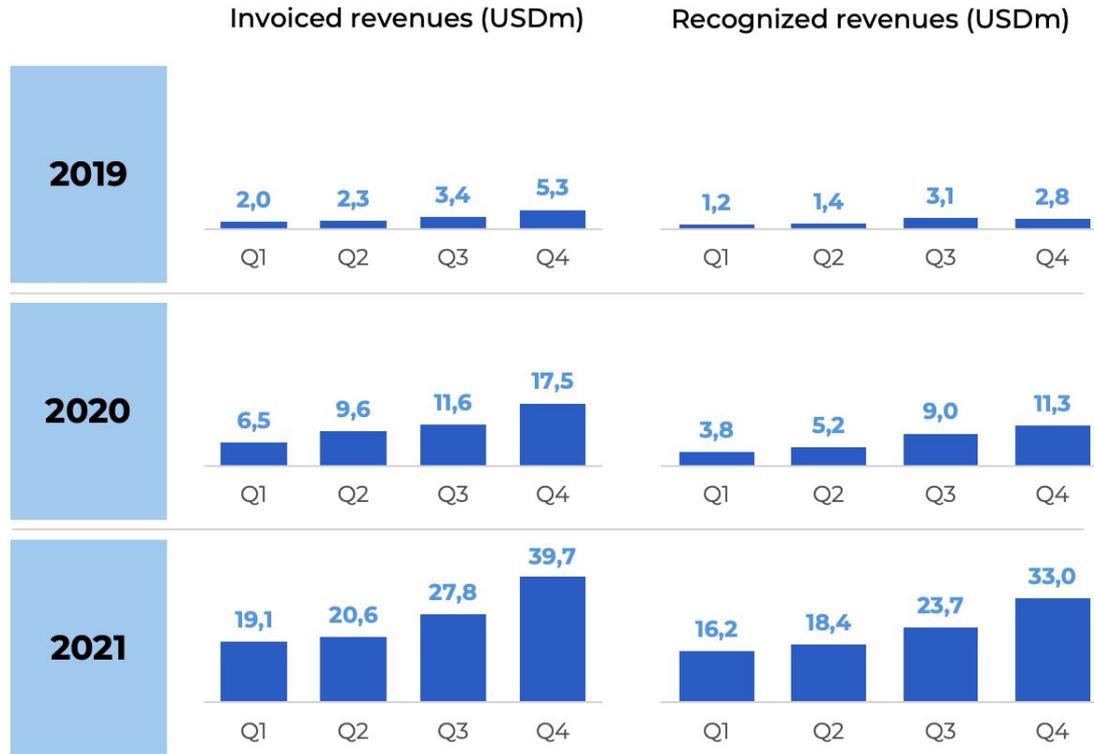
# Financial development



## Transformation since commercial launch

- First phase of the commercial journey
- Following the commercial launch in 2018, the company turned operational cash flow positive in Q4 2019
- Strong operational cash flow development driven by recurring pre-paid annual subscriptions and scalable operating model
- EBITDA development following revenue recognition of invoiced revenue
- Financial numbers include acquired companies from acquisition date
- Proforma invoiced revenue growth rate of 48% for the full year 2021

# Quarterly distribution of annual revenue



## Revenue seasonality

- Invoiced revenue variations between the quarters driven by existing annual renewals and buying pattern for back-to-school season and other business seasonality
- Continued QoQ recognized revenue growth deriving from the pre-paid annual subscription model



# Financial compounding model enabling growing annual cash generation



- ✓ ARR growth through pre-paid annual recurring subscription model

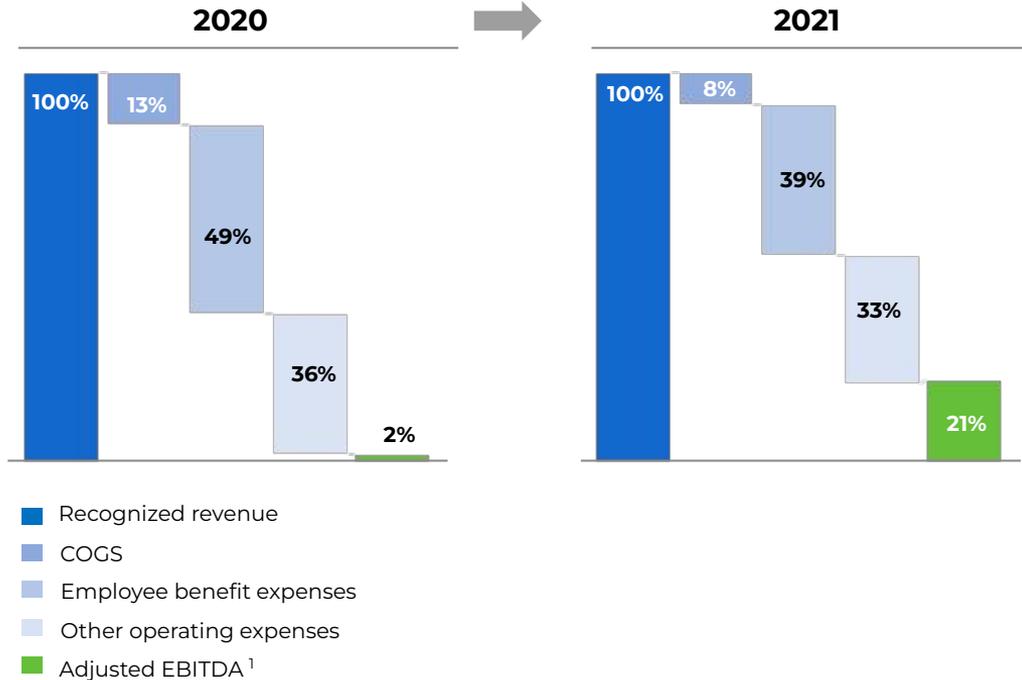
- ✓ Conversion of existing free users on the platform to paid subscribers
- ✓ Marginal cost for premium plan upgrades

- ✓ Kahoot! platform supporting all customer categories globally
- ✓ Infrastructure cost for both free users and paid subscribers are included in the cost base with similar cost

- ✓ Minimal capex required to support scale of the operational model
- ✓ R&D cost is expensed for continuously development of the platform and offerings

- ✓ Cash flow from operations driven by pre-paid annual subscriptions, low customer acquisition cost and scalable technology platform
- ✓ Business model with positive net working capital effect

# Scalable operating model

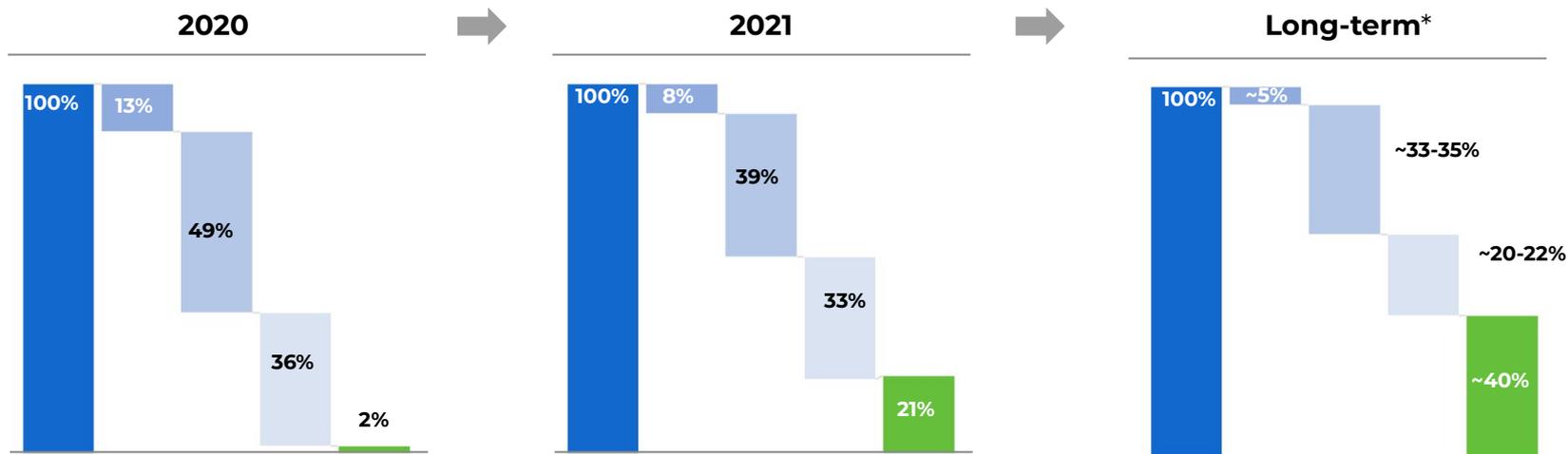


## Proven scalable operating model

- Gross margin improvement driven by volume scale and marginal third-party sales and distribution cost
- Operating model leverage enabling continued revenue increase development (measured per full time employee equivalent)
- Low customer acquisitions cost – conversion of free users to paid subscribers and upgrades
- Infrastructure cost for both free users and paid subscribers are included in the cost base with similar cost

# Long-term operating model

\*Long term operating model excluding future Marketplace revenue and corresponding COGS



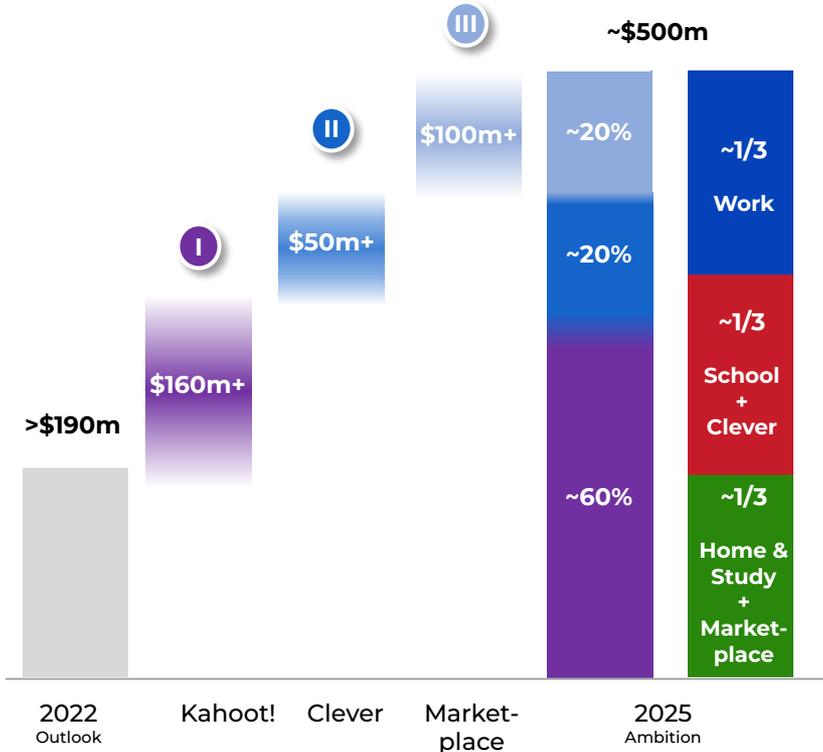
- Recognized revenue
- COGS
- Employee benefit expenses
- Other operating expenses
- Adjusted EBITDA<sup>1</sup>

## Long-term scalable operating model

- Continued gross margin improvement
- Low customer acquisition cost due to viral distribution for individuals and in organizations
- Employee benefit expenses including approx. 50% of the team in product and development, and other operating expenses continue to decrease in percentage of revenue
- Translating into an adjusted EBITDA margin converging towards ~40%

# Continued growth

\$500m invoiced revenue ambition in 2025



## I Kahoot! subscriptions

- Broad offering for the entire workforce, educators and students at school and at home
- Continued growth in paid subscriptions across all user categories
- Increased ARPU driven by enhanced features and premium subscription plans

## II Clever

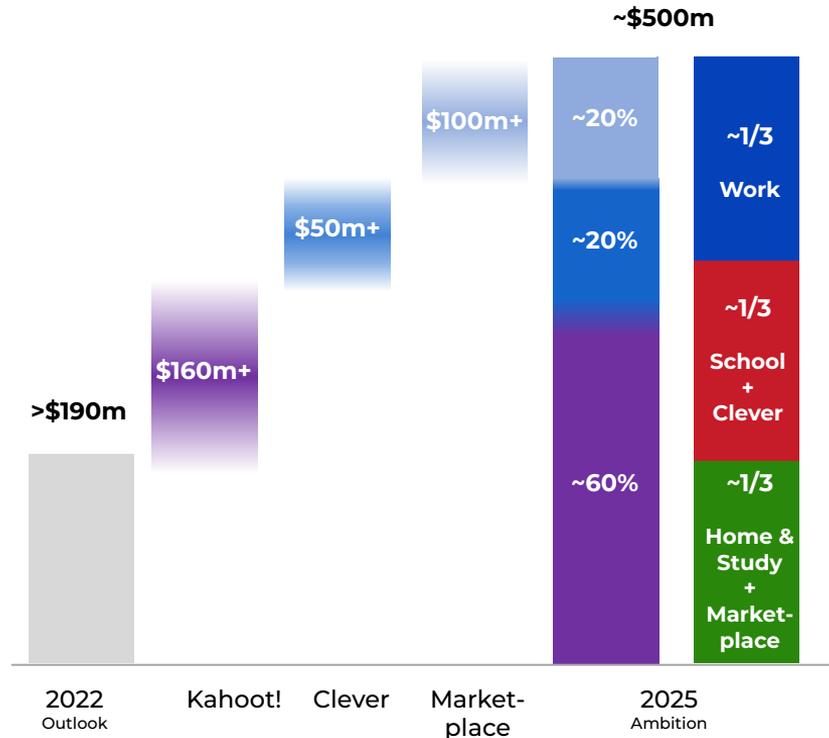
- Growing the network – adding more schools and districts
- Adding more Apps and content and increased usage per current schools
- Introducing new paid offerings for schools and school districts
- International expansion

## III Marketplace

- Making premium content available for purchase to all
- Enabling creators in joining the global creator economy
- Building and scaling a leading marketplace for learning resources
- Expand B2B opportunities including partnerships across all business areas

# Continued growth

~30% CAGR in invoiced revenue from 2022 outlook and in addition Marketplace revenue ambition of \$100m



## I Work

- Enhanced product offerings driving conversion to premium subscriptions
- Enterprise led account expansion
- Commercial pricing development

## II School + Clever

### School

- Continued conversion of free users to paid subscribers and paid to premium both within K12 and higher education
- Extended offerings driving ARPU development
- Large teacher base drives upgrades to Kahoot! EDU
- Expansion opportunities with premium features and student licenses

### Clever:

- Growing current app usage and number of users
- Introducing add-on products to Clever districts
- International expansion with Clever's trusted application partners with global footprints

## III Home & Study + Marketplace

- Continued conversion from single apps sales to subscriptions, and from free users to paid subscribers including conversion to professional users
- Extended offerings driving ARPU development through premium plans
- Marketplace sales, content subscriptions, partner licenses and publishers

# Capital allocation framework

Active and disciplined approach



**Balance sheet optimization and liquidity**

- No interest bearing-debt and liquidity of \$77m as of Q1'22
- Solid financial position



**Prudent approach to fund growth**

- Focusing investments into talent and product innovation to secure competitiveness and continued long-term profitable growth
- Minimal capex required to support the operational model



**Disciplined approach to M&A**

- Continued opportunistic should attractive M&A opportunities emerge
- The financial ambitions outlined do not depend on any material acquisitions in the period

# Completed acquisitions to expand in key use cases and business areas

## Key acquisition evaluation dimensions



**Brand**  
Brand & positioning to match group portfolio



**Customers**  
Footprint in relevant customer segment(s)



**Products**  
Engaging user experience with cross-business area application potential



**Commercial**  
Scalable business model with large upside growth potential



**Talent & Tech**  
Strong teams with proven track-record  
Solid technology built on scalable cloud platform



**Geography**  
Attractive geography of team & customers

## Historic acquisitions

**Poio** (acquired 2019)

Poio's highly engaging learning to read application expanded Kahoot!'s offering towards young learners at home.

EV \$6m



**Dragonbox** (acquired 2019)

Dragonbox's team have created a suite of math learning apps, adding valuable competencies and math subject offering in both our home and school segment

EV \$17m



**Actimo** (acquired 2020)

Actimo brings valuable competencies and skillsets in addition to their state of the art employee engagement platform

EV \$33m



**Drops** (acquired 2020)

Drops highly engaging language learning solution fits perfectly with the Kahoot! product suite – offering a low barrier to learning more than 40 languages

EV \$40+m



**Whiteboard** (acquired 2021)

The whiteboard team have in very short time created beloved addition to the teacher toolbox, complementing Kahoot! core's offering

EV \$7+m



**Motimate** (acquired 2021)

Motimate brings an invaluable extension to our enterprise offering, adding a world class product and highly capable team

EV \$27m



**Clever** (acquired 2021)

Clever is a transformational acquisition, adding the leading distribution platform for educational technology in US K12

EV \$500m



# Full Year 2022 Outlook

The Kahoot! Group reiterates the ambition to exceed \$190m in invoiced revenues for 2022, with recognized revenues exceeding \$155m and adjusted cash flow from operations of approx. 35% of recognized revenue

	Reported Q1 2022	Guidance Q2 2022	Reported FY 2021	Guidance FY 2022
<b>Recognized revenue</b>	\$34.4m	\$35-36m	\$91.3m	\$155-165m
<i>YoY growth</i>	112%	90-96%	211%	70-81%
<b>Invoiced revenue (billings)</b>	\$34.0m	>\$36m	\$107.2m	\$190-200m
<i>YoY growth</i>	78%	75%	137%	77-87%
<b>Gross margin <sup>2)</sup></b>	95%		92%	
<b>Adjusted EBITDA margin <sup>3)</sup></b>	17 %		21%	
<b>Capex</b>	\$0.4m	~\$0.5m	\$0.6m	~\$2.0m
<b>Adjusted cash flow from operations <sup>3)</sup></b>	\$4.2m		\$31.3m	~\$55m

- The Kahoot! Group’s annual revenue cycle is influenced by natural seasonality and market dynamics of key business areas, with the main driver being the back-to-school season for Kahoot! and for Clever in the second half of the year
- Expected invoiced revenue split of approx. 40/60 in H1 and H2, in line with previous years
- For the second quarter 2022, invoiced revenue is expected to exceed \$36m, representing approx. 75% YoY growth, including effect of Clever seasonality <sup>1)</sup> and with solid cash flow from operations

<sup>1)</sup> Clever’s invoicing seasonality in 2021 was approx ⅓ in the first half and ⅔ in the second half of the year. For 2022 the invoicing growth will be driven by the billing cycle for “back to school” season in the second half of the year

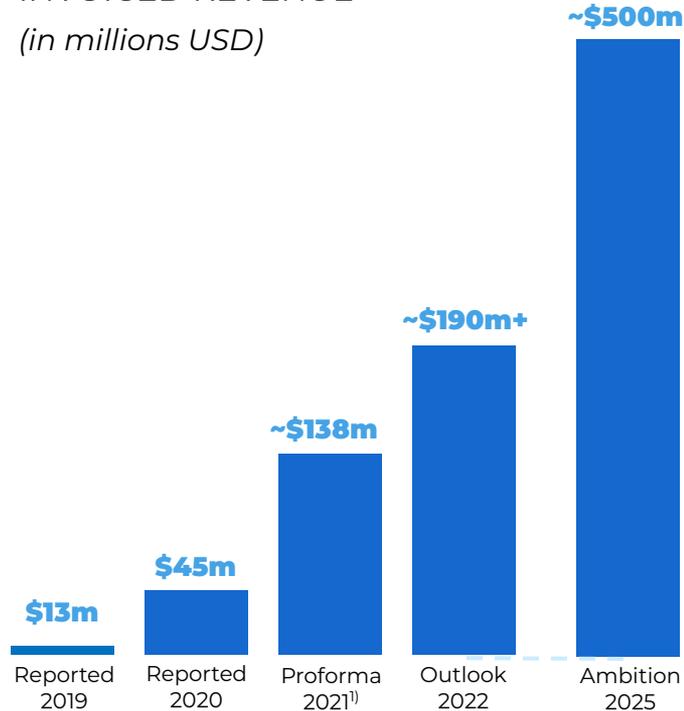
<sup>2)</sup> Gross margin only reflects direct third-party sales and distribution cost

<sup>3)</sup> Not including share-based payment expenses and related payroll taxes for the Group’s share option program, and acquisition-related expenses and listing cost

# Kahoot! Group **Ambition 2022-2025**

## INVOICED REVENUE

(in millions USD)



## TO EXCEED \$500M IN INVOICED REVENUES IN 2025

representing approx. 40% annual invoiced revenue growth, whereof approx. 1/3 from Kahoot! at Work, 1/3 from Kahoot! at School including Clever, and 1/3 from Kahoot! at Home & Study including Kahoot! Academy Marketplace

## APPROX. 40% CASH CONVERSION OF INVOICED REVENUE IN 2025

The operational cost base<sup>2)</sup> is over the period expected to be converged to approx. 60% of invoiced revenue which indicates approx. 40% cash conversion of invoiced revenue in 2025

The financial ambitions outlined do not depend on any material acquisitions in the period

As previously communicated the Company is exploring the opportunity for a secondary listing. After concluding its initial assessment, the Company has decided that it will continue to explore preparations for a potential secondary listing in the U.S. The Company will update the market in line with applicable regulatory requirements

<sup>1)</sup> Reported invoiced revenue was \$107m and included invoiced revenue from Clever for the four-month period from September till December 2021

<sup>2)</sup> The operational cost base does not include depreciation and amortization, and is adjusted for special operating items. Special operating items are material expenses and other material transactions of either a non-recurring nature or special in nature compared to ordinary operational expenses and include adjustments for share based compensation expenses and related payroll taxes, acquisition-related expenses, and listing cost preparations.

# Continued profitable growth



## Continued scalable growth

40% invoiced revenue CAGR through 2025 including Marketplace ambition



## Expanding profitability

Adjusted EBITDA margin converging to 40%



## Solid cash flow generation and disciplined capital allocation

Annually growing adjusted cash flow from operations and exceeding adjusted EBITDA, limited Capex required to support the operating model



# K! PLATFORM

Innovations to drive scalable growth

Jostein Håvaldsrud, Group CTO

# Making learning awesome for everyone!



Clever

poio

Kahoot!

DRÔPS

motimate

WHITEBOARD.fi

DRAGONBOX

actimo

# The foundations for growth

**1**

Principles

**2**

Innovations &  
capabilities

**3**

Unleashing  
Growth

**4**

Built to scale

# Our shared tech principles

User  
experience

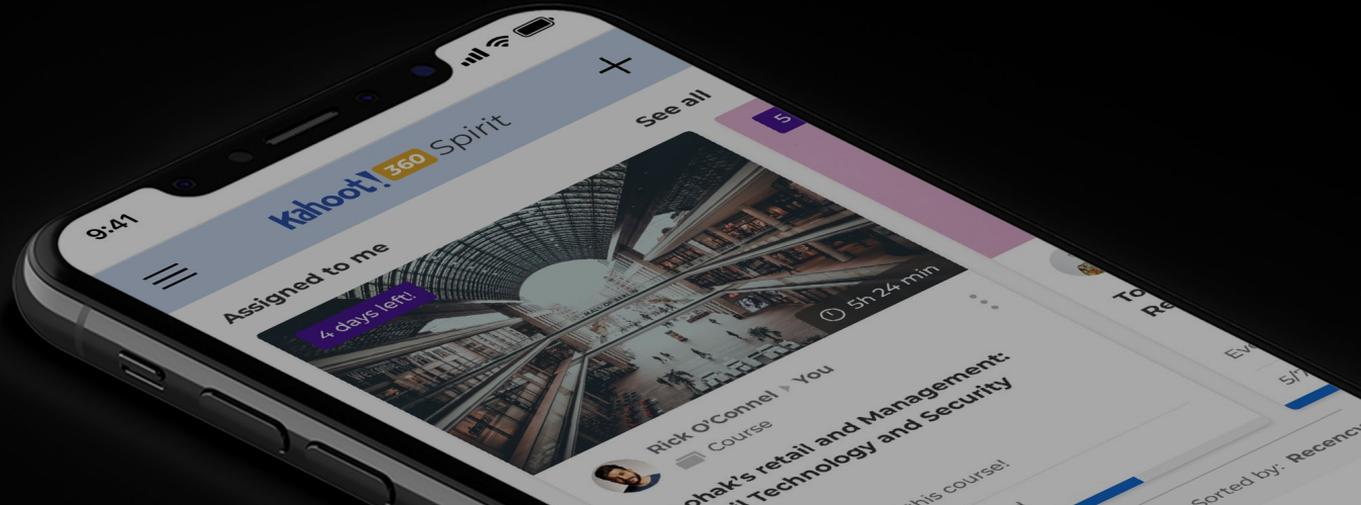
Innovations

Data driven  
processes

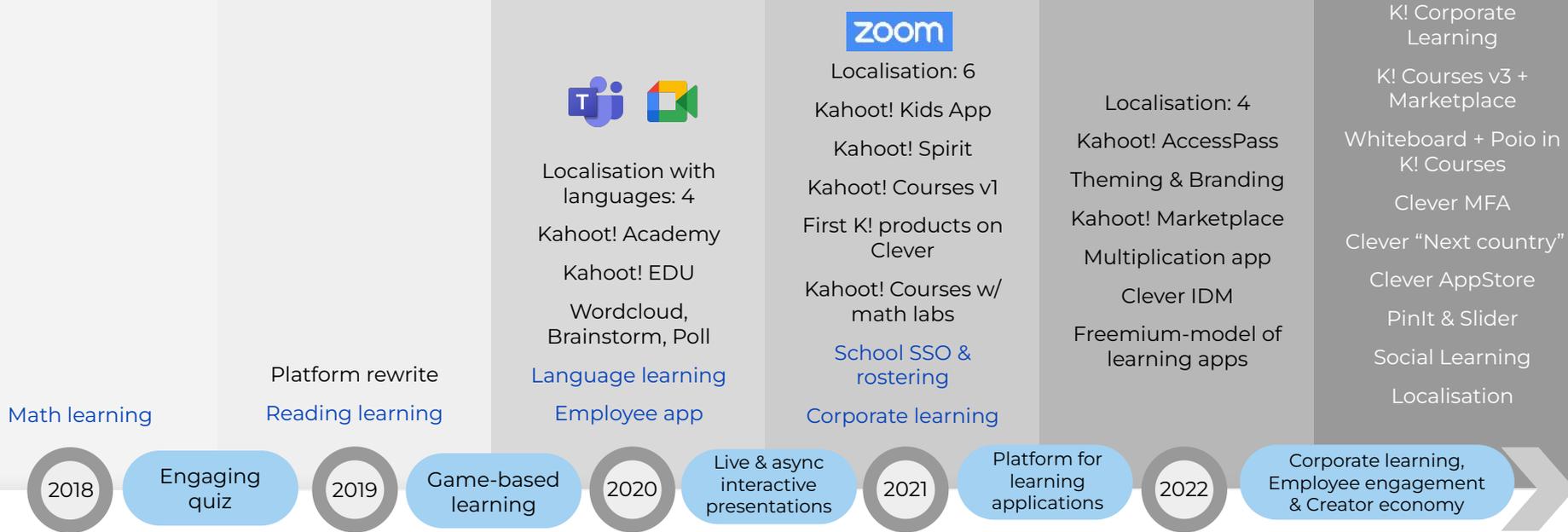
Strengths  
of the  
portfolio

Scalability

Quality  
24/365



# Driving usage & commercialization



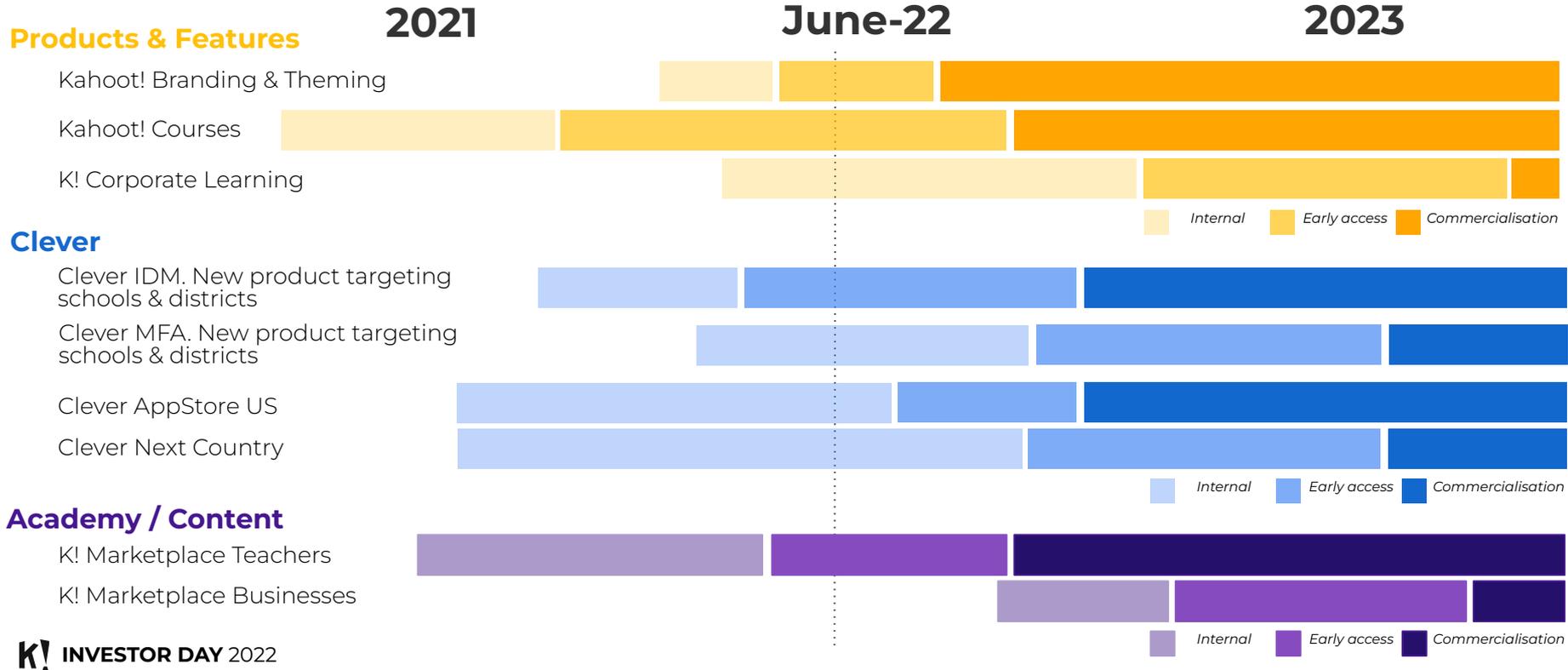
**Kahoot! Kids:**  
From 0 to **460k**  
monthly sessions in 7  
months

**Localisation:**  
**109%**  
increase in usage after  
localisation in  
Germany

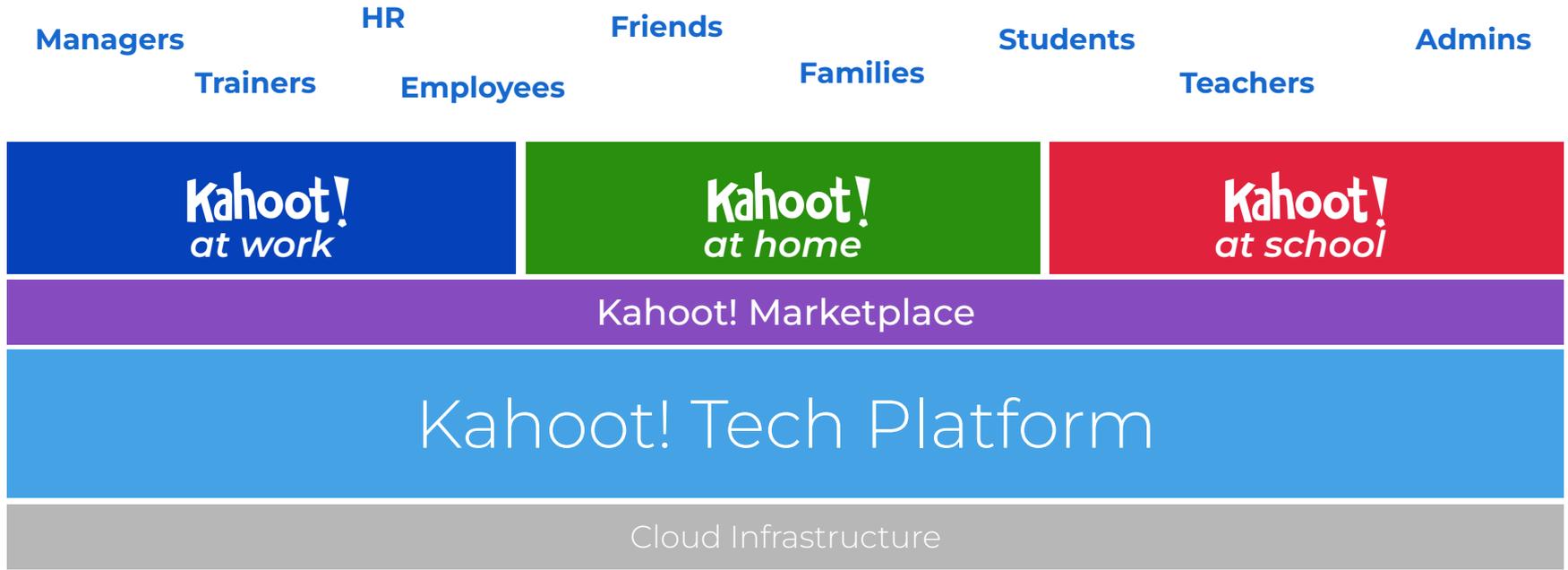
**Theming:**  
**12%**  
of kahoots created last  
60d use Theming

**Technical availability:**  
**99.99%** availability  
K! Platform YTD

# Kahoot! New Business Roadmap 2021-2023



# The tech platform **unleashing growth**



# The foundations for growth

**1**

Principles

**250+**

people working together on new innovations

Including 30+ product designers

**2**

Innovations & capabilities

**10+**

new significant product capabilities

...in early phase of commercialization

**3**

Unleashing Growth

**30+%**

organic growth in subscriptions

...LTM based on architecture & technology ready to scale further

**4**

Built to scale

**46%**

reduction in infrastructure cost

...per paid subscription from 2019 to 2021 on K! service



# KAHOOT! AT WORK

James Micklethwait, VP Kahoot! at work

# The opportunity at work

**1**

A broad offering for the entire workforce

**2**

Product innovation unlocking higher value use cases

**3**

Proven Go To Market approach

**4**

Significant opportunities ahead

## Engagement & Communication



AIG | American Express | DANA | DARDEN | DELTA | devon | KeyBank | Kin | Jovivi | Dean | Discover | Discovery | DISH | COSTCO | CROWN | ally | Dillard's | Ameren | Disney | DOLLAR GENERAL | DOLLAR TREE | Dominion | KOHL'S

# 97%

## of the Fortune 500 are Kahoot!ing



## Company culture

Engaging employees globally in the new world of work



## Kahoot! at work

# Kahoot! 360

## Spirit

Energize your team

## Interactive presentations & meetings



## Training & development

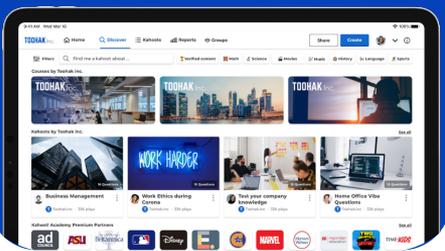


## Extending the best of Kahoot! enterprise offerings

**motimate**  
Fun and easy learning

**Kahoot! 360**  
Engagement & Learning

**actimo**  
Non desk employee engagement app



# Workplace trends are driving increasing demand for training and communication technologies

**75%**

Of businesses are / intend to be hybrid

Hybrid: “individual wellbeing at the cost of organizational connection”

**#1**

Driver of a great work culture according to employees

The growing importance of lifelong learning at work

**83%**

Of non desk workers do not have a work email address

Increased focus on the needs of the non desk workforce

**73%**

Of training delivered requires interactive technology

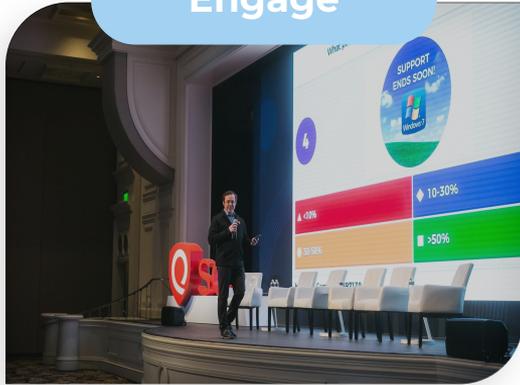
The shift to blended learning

*The pandemic accelerated these trends around the world*

1 | A BROAD OFFERING FOR THE ENTIRE WORKFORCE

# Engage, train and connect employees

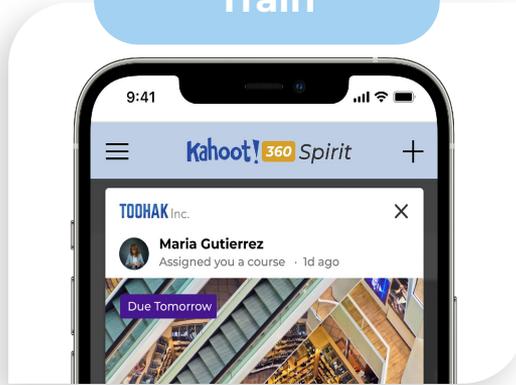
## Engage



**Energize groups** of any size in any setting

In person, remote or **hybrid**

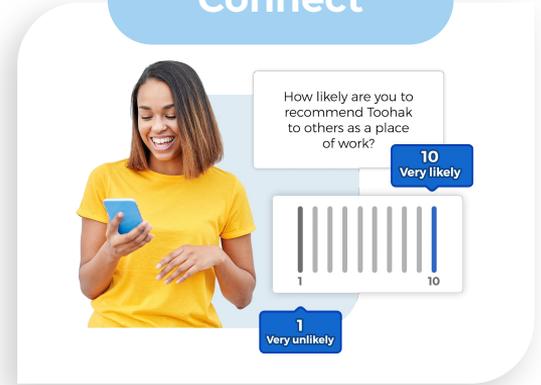
## Train



**Build a culture** of continuous development for your team

**Centralized, personalized learning** - onboard and upskill in a fun and easy way

## Connect



**Communicate** with **non desk employees** in their flow of work with an employee app

**Support performance** with onboarding and training on the go.

1 | A BROAD OFFERING FOR THE ENTIRE WORKFORCE

# The Work market opportunity

We are serving a \$10bn+ market with clear growth drivers

**\$10B+** TAM

Growth drivers

Hybrid engagement

Blended learning



**Audience engagement**



**Communication**

Growth drivers

Solutions for non desk workers

Lifelong learning

**Desk workers**

~50%

**Non desk workers**

~50%

**Corporate Learning**

# From team quiz to partner engagement



## Partner & customer engagement

As a powerful tool for collecting feedback



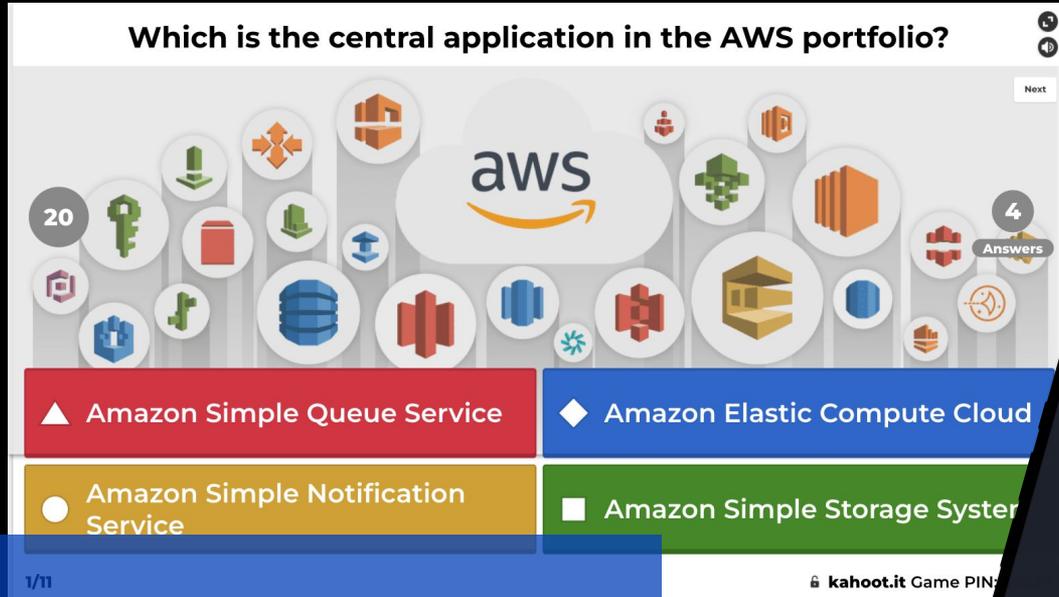
## Presentations & meetings

To engage and involve audiences of any size



A team quiz

NEW!



**Introducing Kahoot! Themes: a customized experience to reflect your brand identity**

Available for **Kahoot!** **360** customers



# From training module to complete training experience



Product, sales & customer support training

To energize and reinforce learning



Mandatory training & compliance

Making any subject engaging



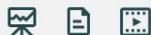


*“Kahoot is an invaluable resource to the LinkedIn team”*

### **Enterprise Agreement**

Customer since 2019, recent account expansion in October 2021

Multiple training use cases by different business units including compliance training and IT policy updates



Multiple content formats



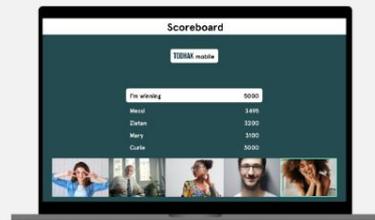
Deliver live or self-paced

Pause and resume on any device



Time to learn

Group learning



Easy to create +



to bite sized lessons

**K! 360 Courses**

Guided learning

Ready made content from Academy marketplace



Active learning to prepare for real-world challenges



# From event quiz to **communication & culture**



## Communication & culture

To inform and bring people together



## Pre- & Onboarding

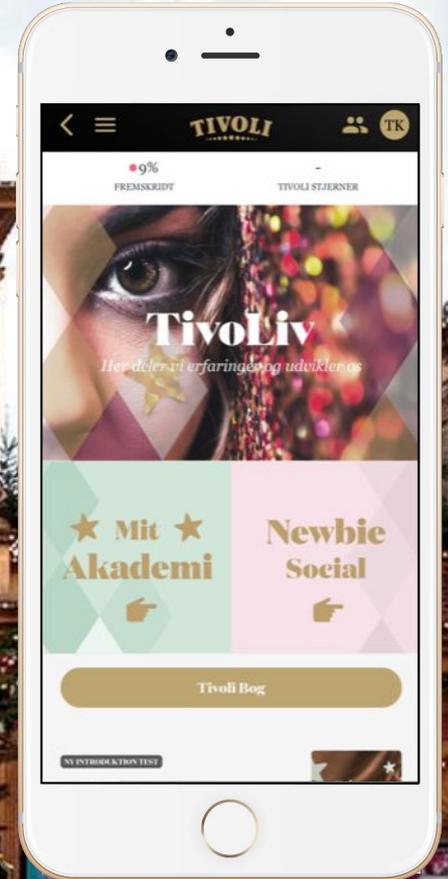
Helping new joiners connect & learn



A quiz at an event

# Tivoli Star Academy

- 1,700 seasonal workers
- Onboarding & service training with Actimo employee app
- Kahoot! used for guest engagement



# Corporate customer showcase

## Partner & customer engagement

As a powerful tool for collecting feedback



## Product, sales & customer support training

To energize and reinforce learning



## Communication & culture

To inform and bring people together



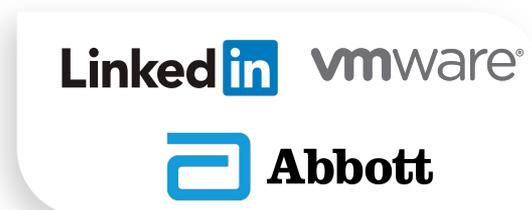
## Presentations & meetings

To engage and involve audiences of any size



## Mandatory training & compliance

Making any subject engaging



## Pre- & Onboarding

Helping new joiners connect & learn



# Combining both **product led** and **sales led** motions

## Individual usage

1

### Acquire

Inspire and **convert** occasional free or social users into frequent **individual paying users**.

**Kahoot!** **360**

## Team usage

2

### Grow

Engage internal **evangelists** to inspire colleagues and leverage **enterprise capabilities**.

**Kahoot!** **360** *Spirit*

## Enterprise usage

3

### Consolidate

Expand **use-cases** and **products** to become **strategic partner** for engaging communication.

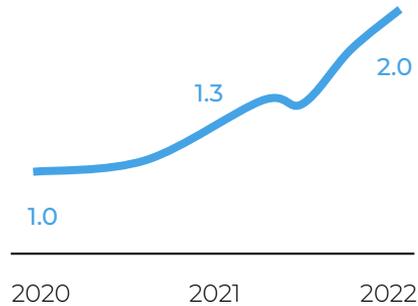
**Kahoot!** **360** *Spirit*

 **actimo**  **motimate**

# Delivering strong revenue expansion

## Individual usage

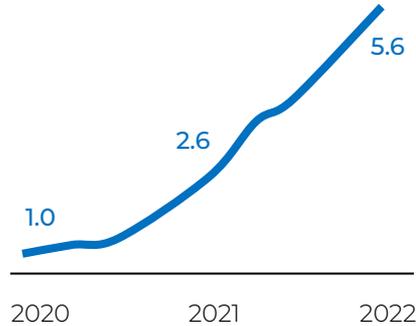
Number of participants  
Indexed to 2020



**Kahoot!** 360

## Team usage

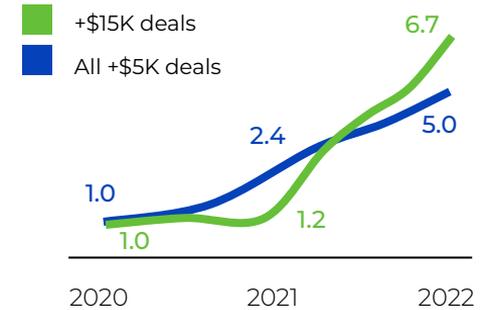
# deals <\$5k  
Indexed to 2020



**Kahoot!** 360 Spirit

## Enterprise usage

# deals >\$5k  
Indexed to 2020



**Kahoot!** 360 Spirit

Note: all figures Q1 2022 last 12 months compared to previous year

**125%**  
net dollar retention for Top 50

4 | Significant opportunities ahead

# Priorities & Key Opportunities 2022-2023

## Making work awesome

Accelerate multiple use case adoption by teams and organisations

Scale usage by non desk workers

Deliver operational excellence in account management and customer success

**~1% market share**  
required to deliver  
our 2025 ambitions

# Key takeaways

**1**

**A broad offering for  
the entire workforce**

Making work  
awesome by  
engaging, training  
and connecting every  
employee

**2**

**Product innovation  
unlocking higher  
value use cases**

Deeper learning and  
communication use  
cases for Kahoot!'s  
vast customer base

**3**

**Proven Go To Market  
approach**

Product led and sales  
led motions delivering  
viral growth and  
revenue expansion  
across all customer  
segments

**4**

**Significant  
opportunities ahead**

1. Multiple use case adoption
2. Non desk workers
3. Operational excellence



# KAHOOT! AT SCHOOL

Sean D'Arcy, VP Kahoot! at school & home

Over  
**10K**

educational  
institutions have  
already deployed  
multiuser Kahoot!  
teacher licenses



**K!EDU**

Elevate learning  
at your entire  
school or district



Equip IT admins  
with increased  
control, security  
& compliance

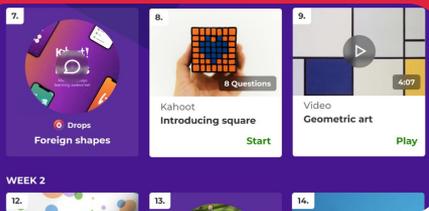


*Making learning fun, engaging,  
and impactful at school!*

**Kahoot!** at school

## **Kahoot!** courses

*Maximize student  
engagement by  
designing full class,  
interactive sessions*



**Kahoot!**  
**MATH LABS**  
By **TRAILBOT**

Bring math to life!

WHITEBOARD.fi

**Online  
whiteboard  
tool**



**Choose the  
perfect  
game mode**

Play live or  
assign a  
challenge!

Embraced by over

**9 million**

teachers globally,  
engaging 100s of  
millions of students



Kahoot!

FOX  
59  
NEWS

4:34  
48°

MORE VIDEOS

HENSLEY  
LEGAL GROUP, PC  
INJURY LAWYERS

RIGHT NOW

46°

FOX  
59

# Global leader in **engaging digital education** and distribution



## Teachers

Awesome end-to-end review and instruction

*"Kahoot! helps me **engage students in class**"*

*"Gives me valuable real-time **assessment analytics**"*

**9M+** Teachers globally



## School admins

Engagement and assessment at scale with Kahoot! EDU

*"**Collaboration between teachers** has been huge for us."*

*"This is a great way to **save time!**"*

**90K** US Schools

**50%** of US Students



## Students (In-class)

More game variety and tools to create

*"I'm **learning while playing a fun game**"*

*"Helps me **prepare for tests**"*

Engaging **100s of millions**

# KAHOOT! AND CLEVER RISE TO THE TOP 7 OF LEARNPLATFORM'S EDTECH TOP 40

LearnPlatform recognizes Kahoot! and Clever in the EdTech Top40 Mid-Year Report 2021-22 as the 6th and 7th most widely-used education technology solutions by educators and students in U.S K-12, only surpassed by Google services



<https://learnplatform.com/report/top40>

Rank	Solution Name <small>Primary Purpose, Type of Solution</small>	Rank Change <small>Compared to 2020-2021 report (September-May)</small>
1	● Google Docs General & Pervasive	—
2	● Google Slides General & Pervasive	—
3	● YouTube Sites & Resources, Streaming Services	—
4	● Google Drive General & Pervasive	—
5	● Google Forms Classroom Engagement & Instruction, Classroom Response & Assessment	—
6	● Kahoot! Classroom Engagement & Instruction, Classroom Response & Assessment	▲ 1
7	● Clever IT Management, Single Sign-On (SSO)	▲ 5
8	● Google Classroom Learning Management System (LMS)	▼ 2
9	● Google Sites General & Pervasive	▼ 1
10	● Google Sheets General & Pervasive	—

# The opportunity **at school**

**1**

A broad offering for educators & students

**2**

Kahoot! EDU:  
Bringing the Kahoot!  
experience to  
every classroom

**3**

Proven Go To Market  
approach

**4**

Looking ahead

# The school market opportunity

The K-12 market combined with HigherEd represents a big opportunity...

- Large TAM of \$1.3 - 2 billion in OECD countries, over \$5 billion TAM globally
- Approximately 25% of all teachers in OECD countries with active Kahoot! accounts in Q1'22
- Opportunity in expanding in K-12 and moving into Higher-Ed according to our product led commercial roadmap
- Leveraging Clever for future growth and value synergies

...which we are uniquely positioned to capture through our product led commercial roadmap in combination with Clever and the enhanced value proposition by Marketplace

**\$5B+** TAM



# From a great free tool to complete learning suit

**9M+**

teachers on the platform

*Viral growth*



**~400k+**

paid subscriptions  
Q1'22, up 44% y/y

*Large account mgmt*



**140X**

Growth in number of large  
multiseat account deals  
last 2 years

**Free teachers**

**Upgraded teachers**

**Upgraded schools**

**Upgraded districts**

**Kahoot!**

- Engaging review
- Anonymous assessment

**Kahoot!+**

- Expanded toolkit
- Interactive Instruction

**K!EDU**

- Team use
- Admin tools
- Student-level assessment

**K!EDU**

*Site license*

- Multi-org / site support
- Professional development
- Learning management system integrations

# Elevate engaging learning across a school, district or highered institution



Teachers  
(Influencer)

Power up your interactive teaching toolkit

- All question types
- Rich media
- **New!** Courses



Students

Unleash the potential in every learner

- Study tools
- **New!** Expanded creator
- **New!** Access to more apps



IT Admins  
(Buyer)

Scale up engagement across your institution

- Team library
- Usage reports
- **New!** Integrations



School & district  
leaders

Create school spirit and measure learning impact

- Student-level assessment
- Professional development
- **New!** School branding

# Deepening classroom learning



Engaging  
discussions

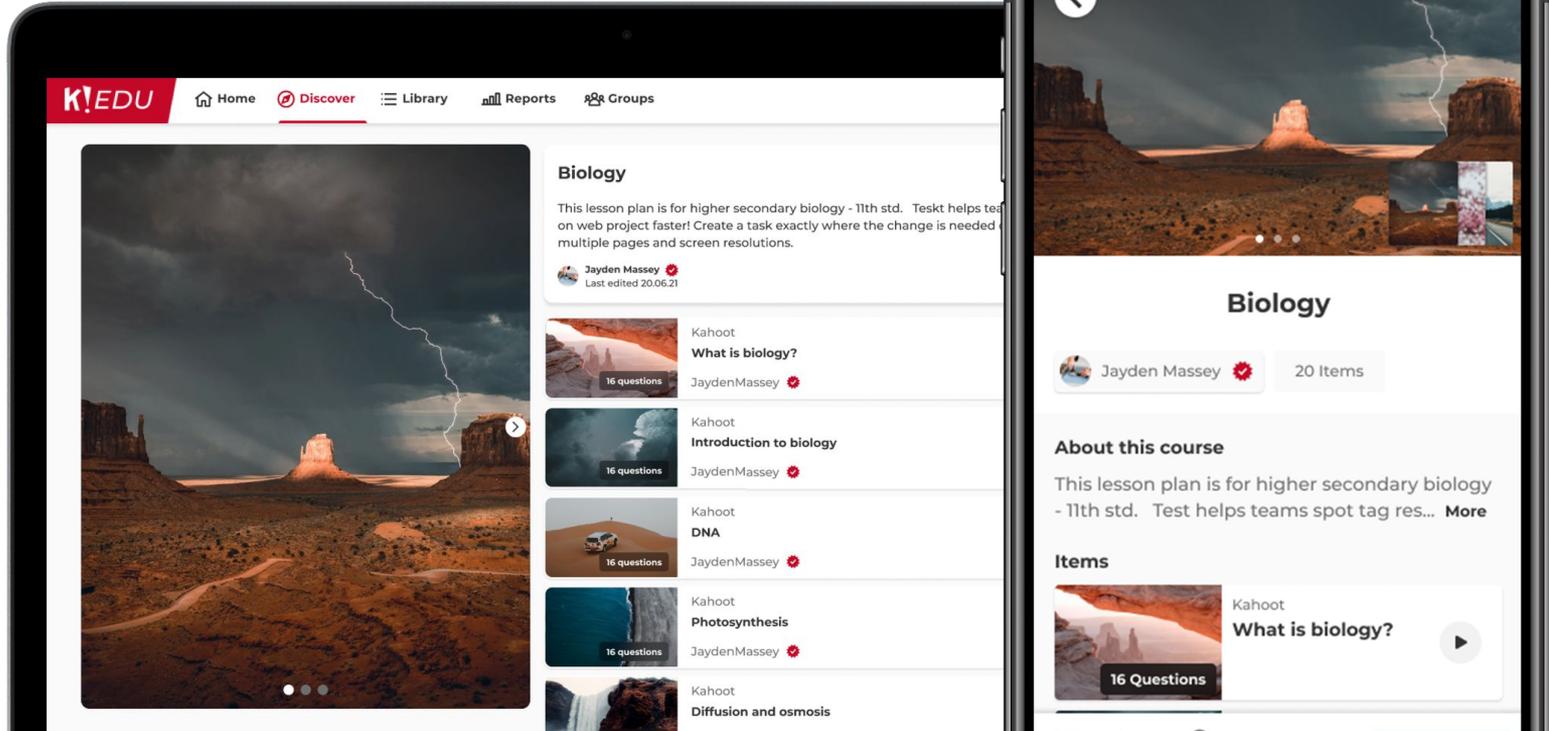


Team mode  
collaboration



Next level  
instruction

# Deepening classroom learning through premium learning resources



# Building **school culture** and **community**



Memorable professional development



Spirited school assemblies



Community building parent events



Libertyville D70 ✓

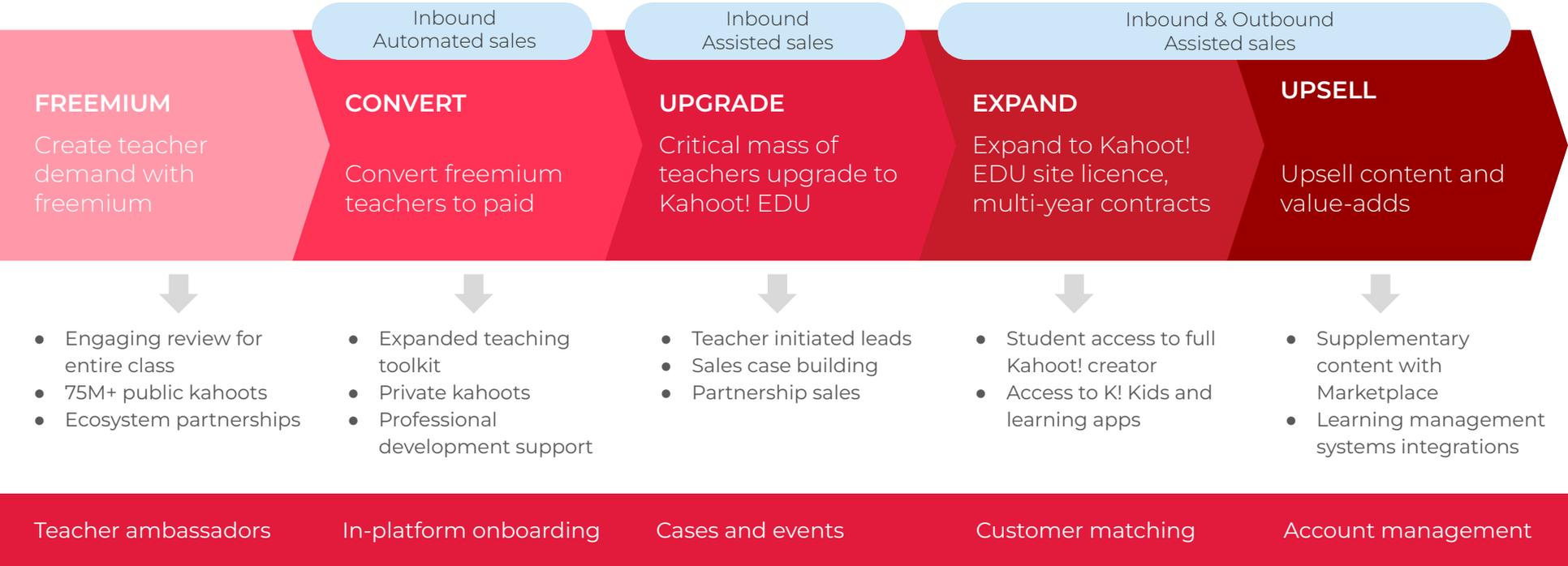
@LibertyvilleD70

A little Kahoot to start the day. [@GetKahoot](#)  
[#D70ShinyApple](#)



6:27 AM · Aug 16, 2021 · Twitter for iPhone

# Inbound driven go to market



# Selected new and existing schools, campuses, universities and districts making learning awesome in Q1 2022



# Unlocking more value with exciting things ahead

## Back to School 2022

- New individual teacher plans
- Highered repackaging
- New game modes
- Student centered learning supporting site licensing

## 2023-24

- Interactive lessons with courses
- Deeper integrations with Clever and shared account approach
- Learning management system integrations

## 2025 and beyond

- Global fully localized digital learning platform
- Stacked with Clever

# Student centred learning

Through creation, presentation and self study students develop future ready skills like critical thinking and communication

Back-to-school

Access to full Kahoot! creator



Access to more learning apps

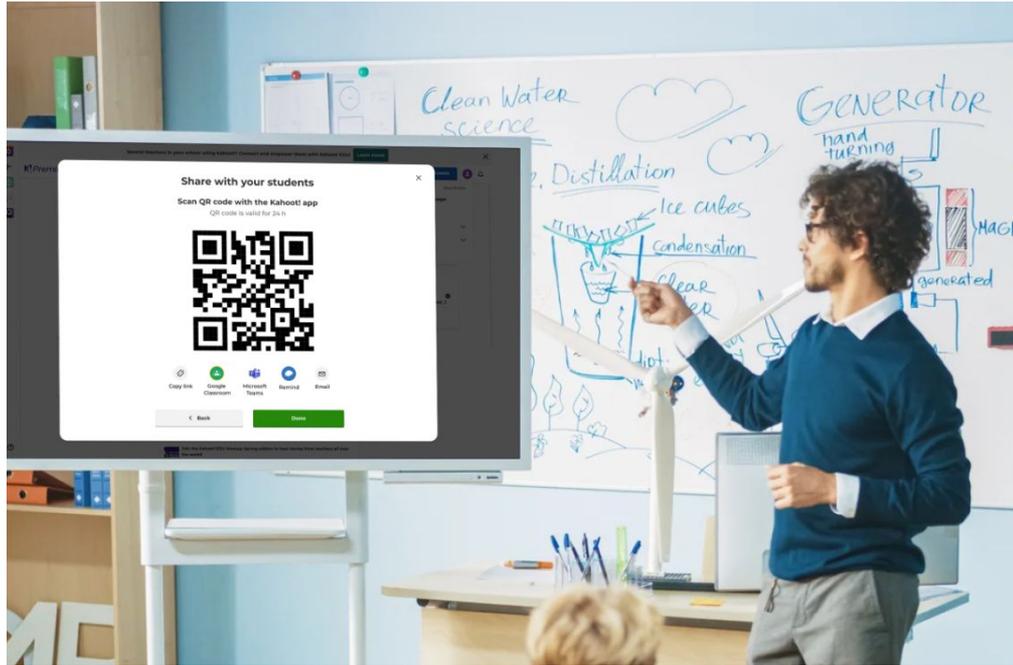


Bloom's taxonomy

Available with **K!EDU** Enhanced with Clever

# Student access to the creator

Simple access to creator functionality and learning apps via QR code



# Highlights

**1**

## Loved by educators, learners & students globally

- 9 million teachers, hundreds of millions of students
- Engaging review and formative assessment with freemium product
- Ecosystem partnerships support workflow

**2**

## New products & functionalities to make learning even more exciting

Continuously developing new functionality giving educators more reasons to upgrade their teaching toolkits

**3**

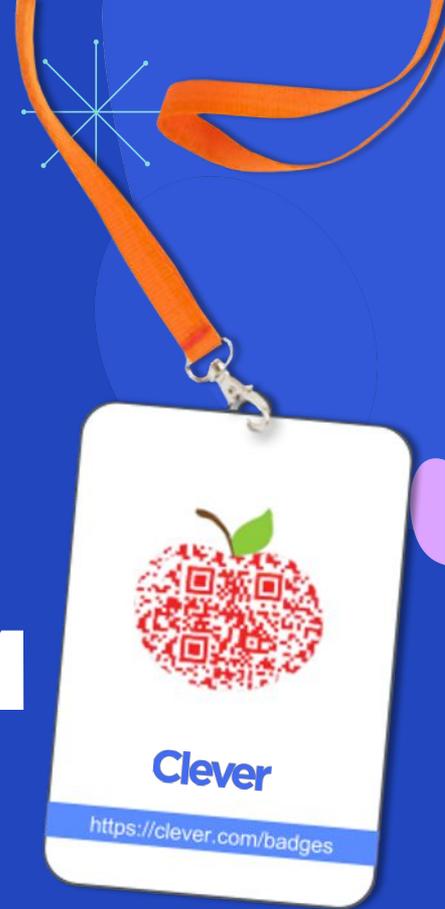
## Schools & universities to lead revenue growth

- Critical mass of teachers accelerates upgrades to Kahoot! EDU
- Accelerated highered growth
- Expanding to Kahoot! EDU site licenses with student centered learning and Clever

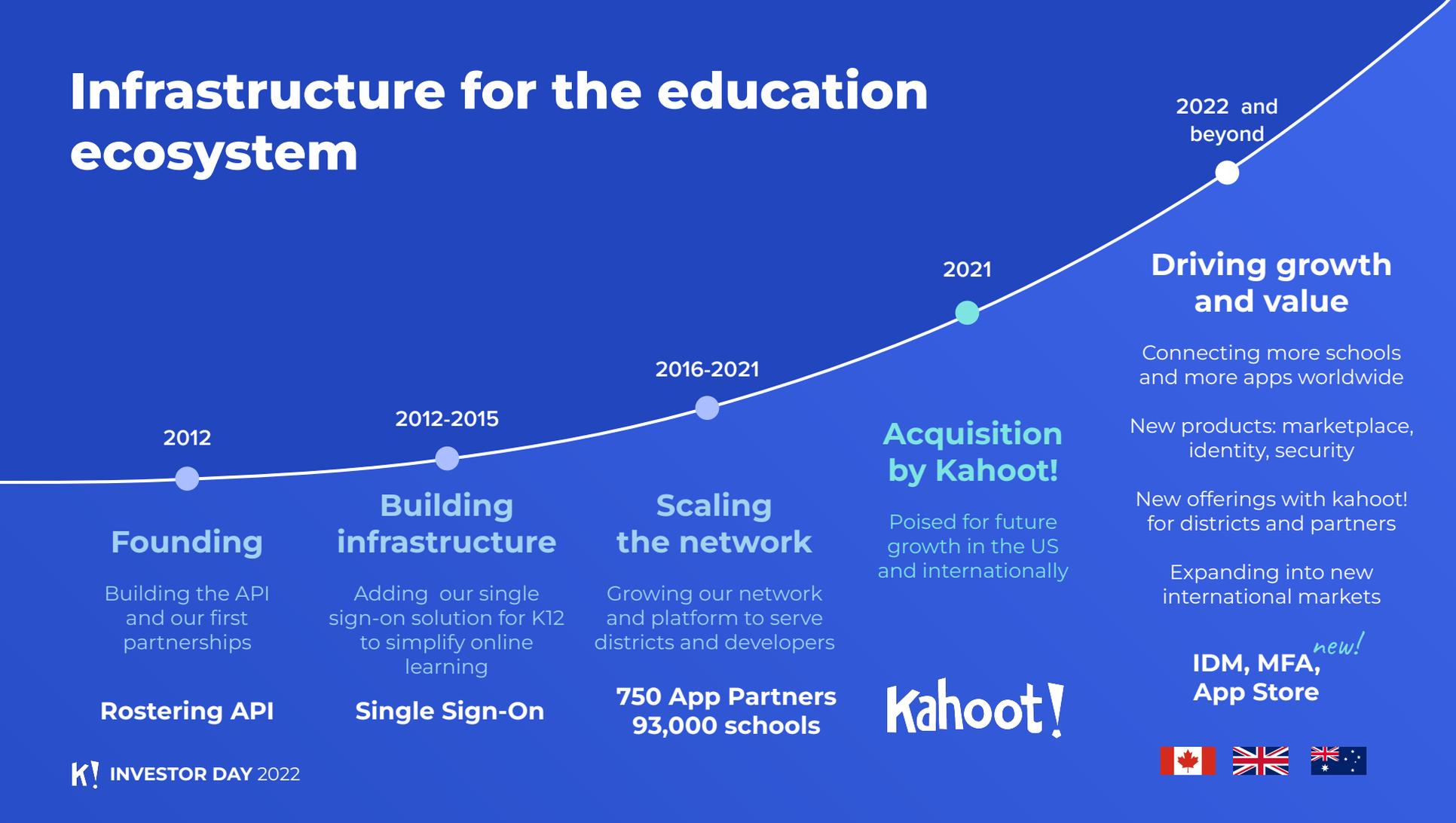
**Clever**  
by Kahoot!

# A DIGITAL CLASSROOM TO LOVE

Trish Sparks, Clever CEO



# Infrastructure for the education ecosystem



2012

## Founding

Building the API and our first partnerships

Rostering API

2012-2015

## Building infrastructure

Adding our single sign-on solution for K12 to simplify online learning

Single Sign-On

2016-2021

## Scaling the network

Growing our network and platform to serve districts and developers

750 App Partners  
93,000 schools

2021

## Acquisition by Kahoot!

Poised for future growth in the US and internationally

**Kahoot!**

2022 and beyond

## Driving growth and value

Connecting more schools and more apps worldwide

New products: marketplace, identity, security

New offerings with kahoot! for districts and partners

Expanding into new international markets

IDM, MFA, *new!*  
App Store





# We created Clever

to solve problems that blocked student use of edtech

**6-12 months** to create student accounts

**Students and teachers managing 10+ passwords**, forgetting them frequently

**New students wait weeks** to get access to edtech

**Apps can't keep up** with constantly changing user data

**Edtech applications pay for massive implementation teams** just to manually load data

**R&D work spent on data cleanup**, not product

# Unlocking a world of digital learning



## Students

Giving students easy access to their edtech app

*"Ease of use for students is out of this world!!"*

**~60%** of US K-12 students



## Teachers

Simplifying digital instructions for teachers

*"I LOVE that I can send ALL of my students to a certain page with one click!"*

**~70%** of US Schools



## IT Admins

Fast, efficient edtech roll out and implementation

*"It's the best way to get everyone in the district engaged in e-learning"*

**10,000** school districts

**EdTech App Developers**  
**~800 App Partners**

# For students and teachers

The Clever portal is a digital classroom to love

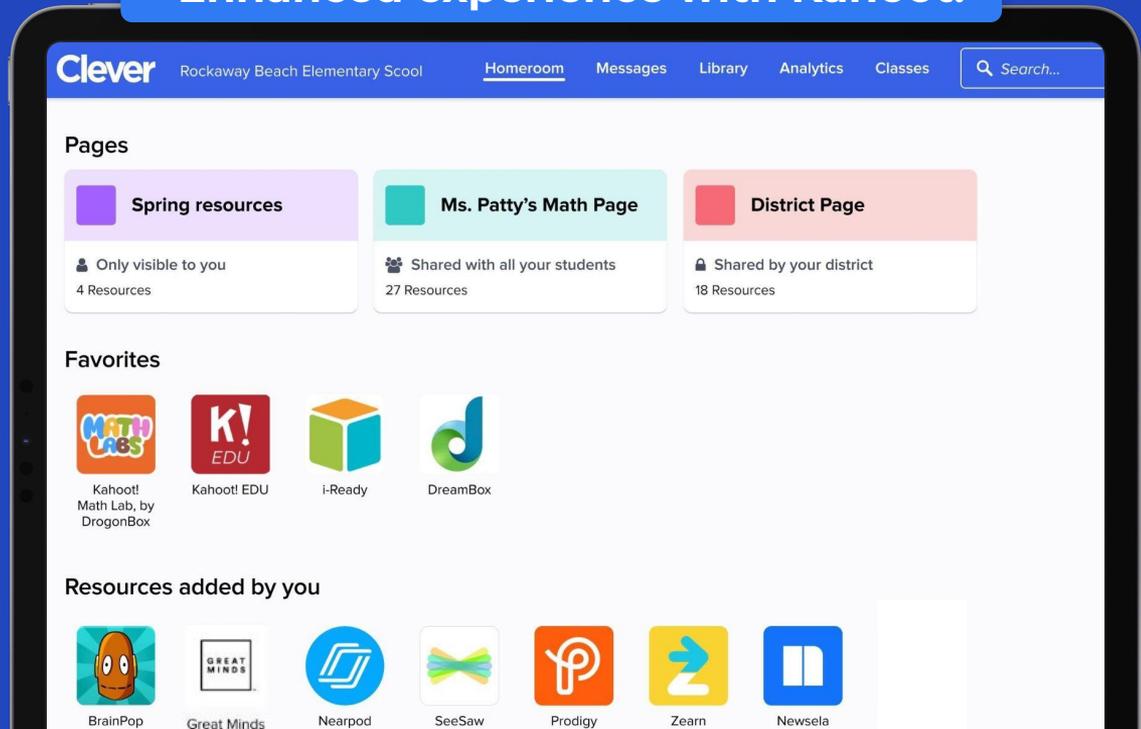
Enhanced experience with Kahoot!

Everything in one place

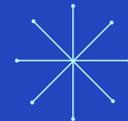
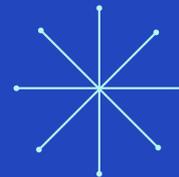
Single sign-on, so no passwords to remember

Helps districts safeguard data

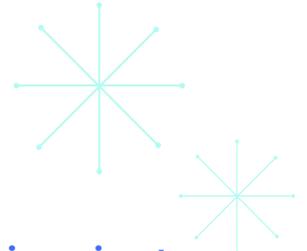
Easy for the youngest learners



# Fast and fun logins



# Clever simplifies edtech rollout



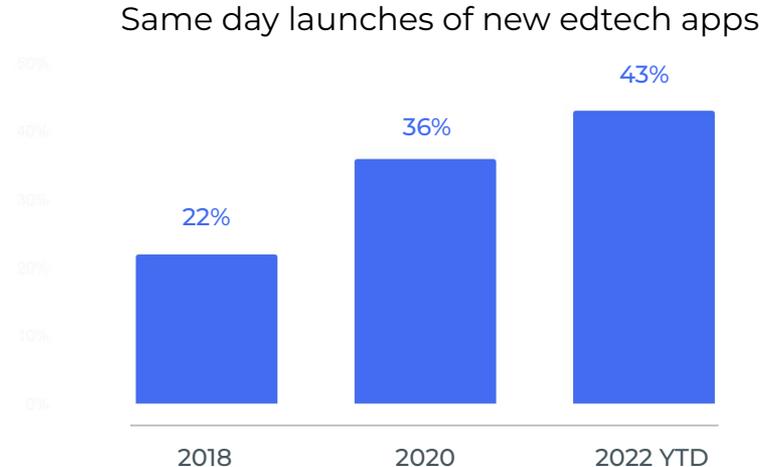
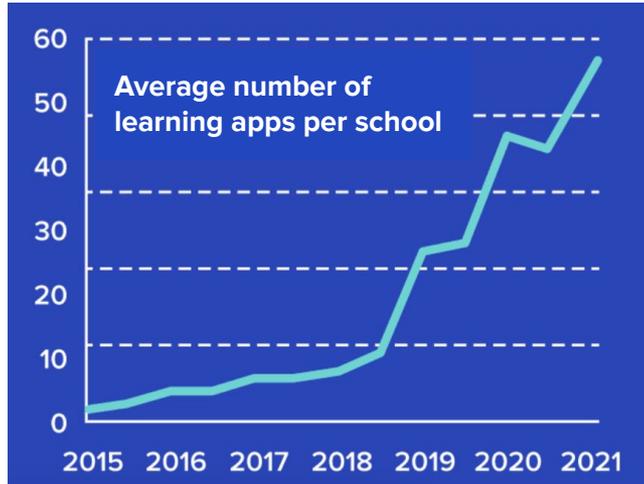
So students can log in and learn

**10X more apps used than five years ago – more complexity than ever**

Bringing data management, integration, and security issues that Clever is best positioned to solve for the K-12 environment

**Schools can launch new apps in minutes, not months**

Clever has pushed down the implementation timeframe for new apps to launch in schools



# Clever's Backend APIs

Help apps scale into thousands of districts with one connection

U.S. K12 schools use 100+ Student Information Systems



The **Clever API** is the central hub between apps and school databases



Saves apps from integrating with 100+ school database vendors



# Our network unlocks a superior business model

Adding schools and apps to the Clever network creates more value for everyone

**23M+**

monthly active students

**500+**

paying App Partners

**Network growth**

**27%**

**More school to app  
connections through  
Clever in 2021**

Free for schools

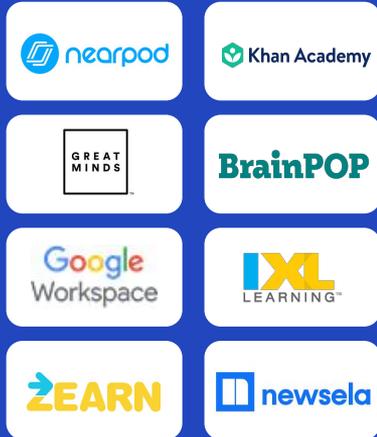
- Free product and service
- Add apps to Clever for better integration, user experience, security
- Ask apps to integrate with Clever, free to add more apps

Edtech Apps subscribe

- Scalable deployment
- Fee per school connection
- Start with some schools and expand over time
- Annual subscriptions

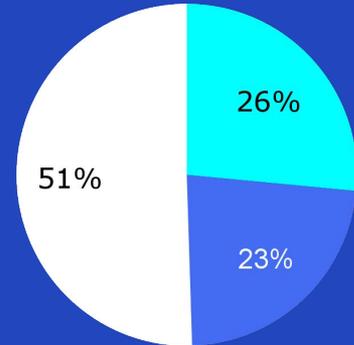
# Broad adoption by edtech apps

Serving the biggest names in edtech and helping the next set of leaders scale their businesses



Essential infrastructure for all apps across all categories

Revenue by customer size



● Top 10 ● Next 15 ● All Others

Land and expand to serve more of partners' schools

- Clever revenue grows as partners subscribe for more and more of their school customers over time
- Top 25 accounts growing at 24% (3 year CAGR)
- 120% net revenue retention in 2021

# Growth levers for Clever

How we grow the network and value for all members

## Grow network

- More schools and districts
- More teachers
- More students

## More apps

- Converting more App Partners to paying
- More App Partners
- More apps per current schools
- More Edtech apps

## New products *new!*

- Introducing new paid products for districts into the network
- Identity management and security products in 2022
- Building the app store for district purchasing

## International expansion *new!*

- In 2022, launching into U.K., CA, and Au
- More new markets to come in 2023



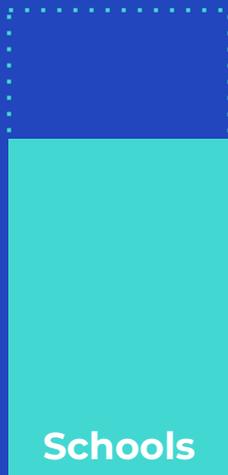
## Kahoot synergies

- Kahoot! products and content in Clever Portal
- New integrations for Clever partners to build with Kahoot! services
- Selling Kahoot! products to districts in the Clever App Store
- Leveraging Kahoot!'s brand and reach in new markets for Clever

# Growing network and adoption

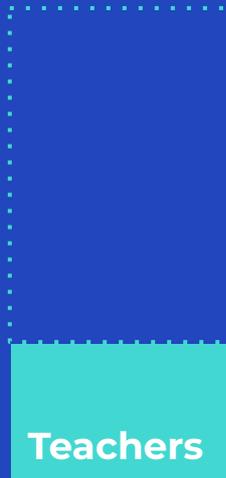
Foundation laid for increased value and networking effect

~70% of U.S. K-12 schools on Clever platform



**Schools**

1 in 3 teachers in Clever districts using Clever



**Teachers**

~60% of U.S. K-12 students use the platform

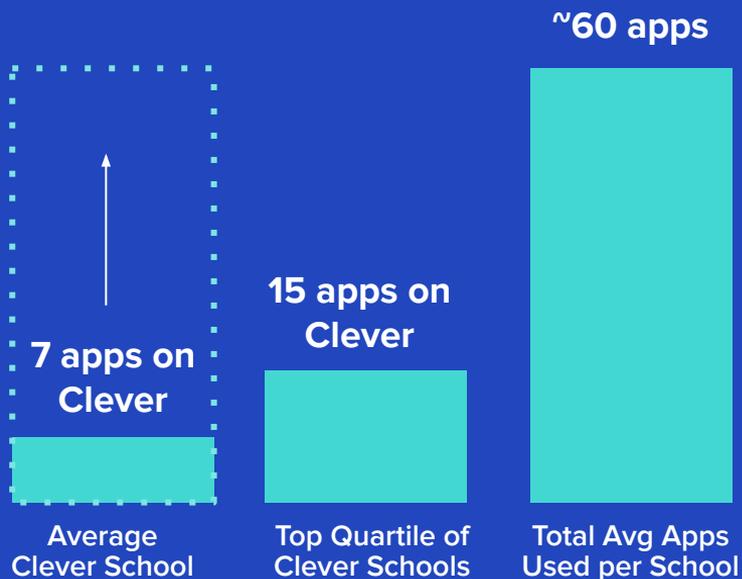


**Students**

*When schools connect all of their edtech apps with Clever, value grows for all parts of the network*

# More apps on Clever

Upside when schools put more of their apps on Clever

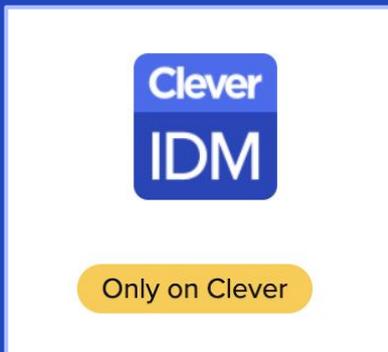


Our current network of schools can keep growing the apps they use with Clever

In the last two years existing schools **grew average apps on Clever by 65%**

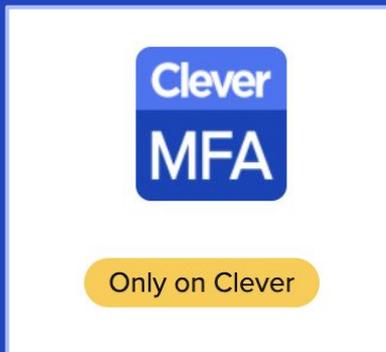
# New products from Clever

Introducing add-on products to Clever districts



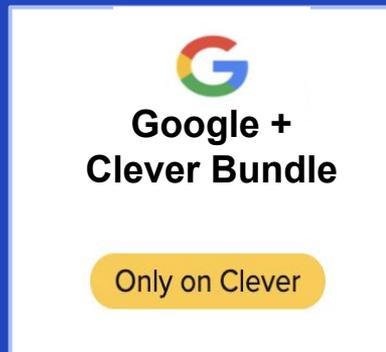
Identity management for  
Google or Microsoft AD

*AD support added in April*



Clever's new multi-factor  
authentication product

*In beta now*



Google Workspace for  
EDU Plus with Clever IDM

*New in May*

# Clever App Store

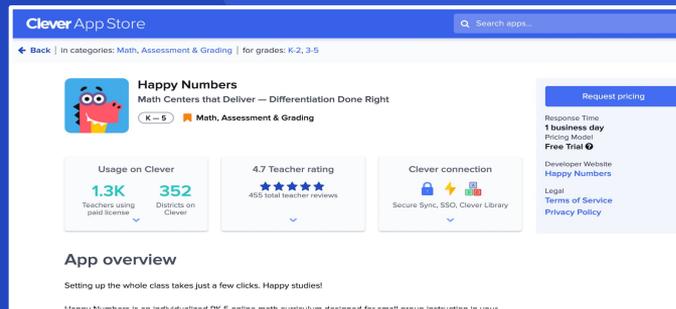
Unique data-rich buying experience; reduces sales friction

Channel for “only on Clever” products



- IT buyers
- Built by Clever or unique offerings with partners
- Simple product configurations
- Product-led growth
- Click-to-buy

Channel for app partner products



- Ed tech buyers
- Wide range of price and product complexity
- Growth via new buying experience—browsing, demos, quotes
- Click-to-buy

# International Expansion

- Lack of edtech infrastructure slows adoption for schools and edtech apps globally
- Offering Clever's free and paid products to schools around the world, solving universal challenges, saving them time and money
- Global expansion will be accelerated through Clever's trusted application partners with global footprints, especially Kahoot!
- Launching first phase into Canada, UK and Australia in 2022, additional countries in 2023 and beyond
- Making the Clever App Store an available channel for edtech purchases around the world



# Market opportunity for Clever

The dynamic U.S. K-12 market offers continuing growth

- Digital transformation and increased security concerns in K12 education is worldwide
- The essential infrastructure for deploying, securing, and using edtech in K12 classrooms still offers plenty of room for growth, both in the U.S and abroad
- Large TAM of \$0.5-1B for our current product as well as new products based on number of schools in U.S. and internationally
- Leveraging the Kahoot! ecosystem for growth synergies

...with global expansion and new products extending TAM to over \$1B

**\$0.5 - 1B+** TAM



# Our product-led roadmap

## Back to School 2022

- New, powerful rostering and data management features
- New district products: expanded features (and TAM) for IDM; MFA launch
- International: launching first phase into CA, UK, AU
- Kahoot! products on Clever

## 2023-24

- Increase the share of apps connected
- New LMS integrations
- New district identity and security products
- Launch in additional international markets
- Clever App store
- Kahoot! platform offerings for Clever partners

## 2025 and beyond

- Together with Kahoot! become the leading learning platform in the world.
- Further global expansion and localization
- Realize joint vision of marketplaces both at school and home

# Making learning awesome, together!

*Complementary strengths that create unique advantages*

## Kahoot!

1.9B players in 200 countries  
30M active accounts  
9M teachers



70%+ U.S. K-12 Schools  
~60% of U.S. Students  
~800 App Partners

## Clever



### Massive U.S. reach

Kahoot! learning apps and upcoming marketplace content to become available on Clever platform for millions of teachers, students, parents in the U.S. market

### International growth

New growth opportunity extending Clever's platform globally and providing app partners access to international markets

### Vertical integration

Together Kahoot!+Clever will strengthen ability to serve both on individual level (teachers, students, parents) and on institutional level (schools, districts)

### Operational scale

Adds experienced team to further improve product development, GTM and market insight - and additional scale to Kahoot! U.S organization



# **KAHOOT! AT HOME**

Sean D'Arcy, VP Kahoot! at school & home

# 10m+

are using Kahoot! at home  
with over 100 million  
games played by families

# Kahoot!+

  
Kids Teens Students Family & friends

Premium subscription  
for awesome learning  
for the entire family

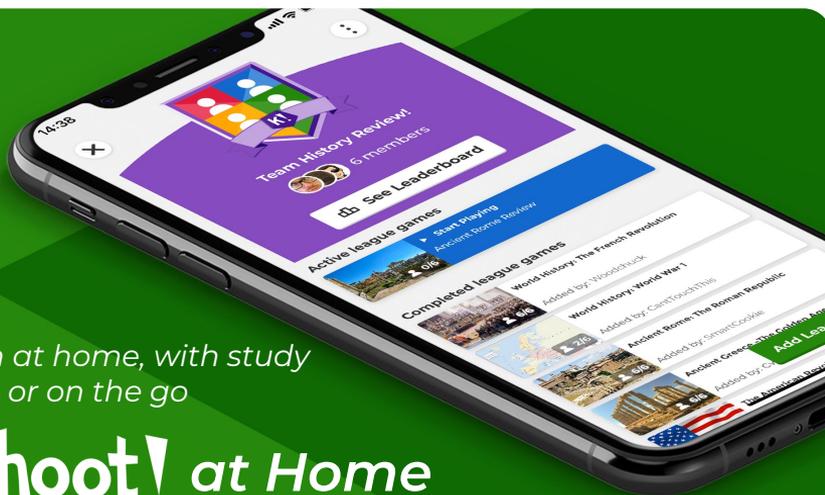
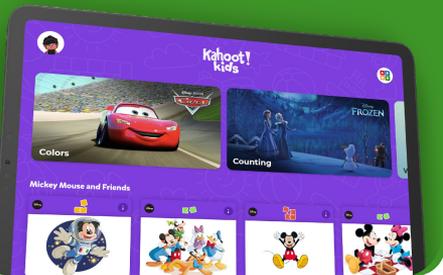


## Social study for higher-ed students

Just launched!

# Kahoot! kids

A safe and fun  
learning  
experience for  
kids age 2-7



Learn at home, with study  
peers or on the go

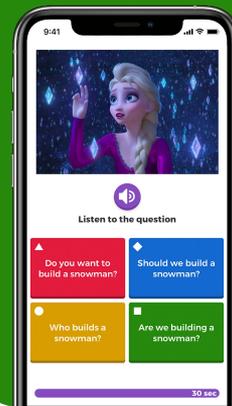
## Kahoot! at Home

### Exploration sparks curiosity

Learn to read, learn math &  
algebra - apps



## Language learning made easy.



## DROPS + DROPLETS



# Making learning **social and entertaining**

Leveraging our user base to extract value in the home learning market

**260k**

paid subscriptions  
on Kahoot!, Q1'22



## Young students & parents

Playful and shareable home learning toolkit

*"Love, love, love these apps. My daughter felt confident and excelled"*

- Access to Kahoot! Kids & Learning apps by DragonBox and Poio
- Advanced creator options



## Students 16+

Fast, fun, flexible and social study time

*"I use Kahoot with my friends to study - it totally works"*

- All study modes
- Advanced slide creation features for class presentations



## Casual social users

Entertaining learning with friends and family

*"We've used Kahoot with our extended family that live in 4 states. Ages range from 2 to 73 and all enjoy."*

- Ready-to-play kahoots
- Creation templates and customizable themes

**10M+**

are using Kahoot! at home with over 100 million games played by families

**9M**

Teachers and hundred of millions of students

**~20M**

Active accounts

**~0.5B**

Sessions LTM

Young students  
& parents

Kahoot!  
kids

# Spark curiosity in young learners

A safe and customized Kahoot! app experience, with world class read aloud technology

Available in 8 languages, including Arabic and simplified and traditional Chinese! Download from the App Store or Google Play

Free to try, part of **Kahoot!+**



# Family of learning apps

Learn math, language literacy, social emotional, and critical thinking through playful exploration.

Free to try, part of **Kahoot!+**

Language & Literacy



Learn to Read



Learn a new language

Critical thinking



Learn Chess

Numeracy



Multiplication



Numbers



Big Numbers



Algebra



Algebra 2



Geometry

Social Emotional,  
Cognitive, Numeracy,  
Literacy



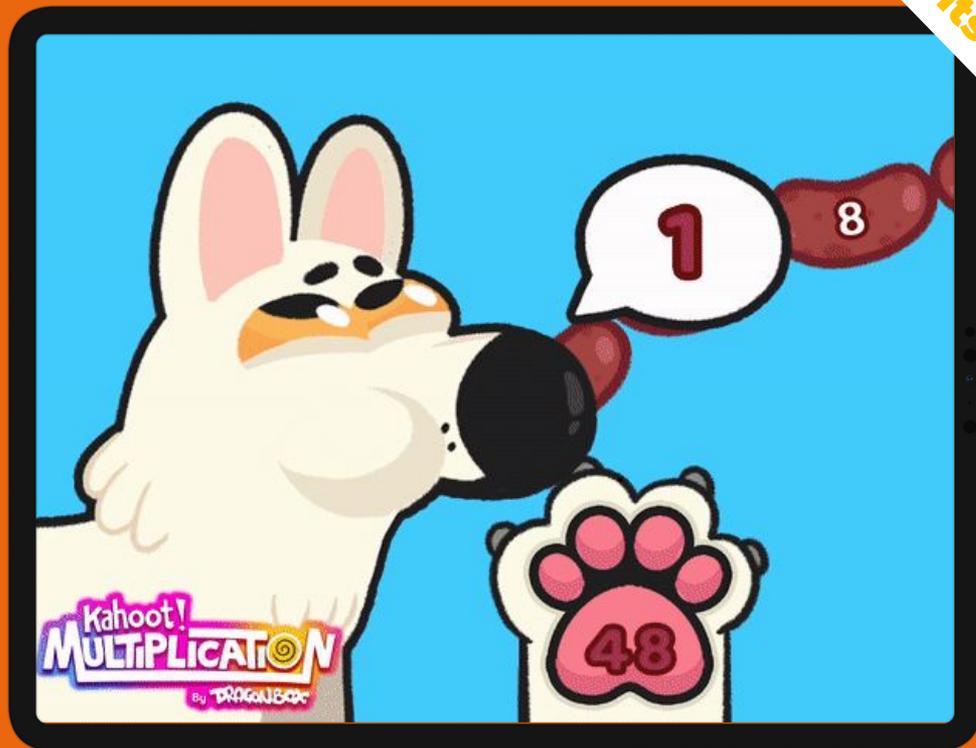
Young students  
& parents

# Go from zero to hero

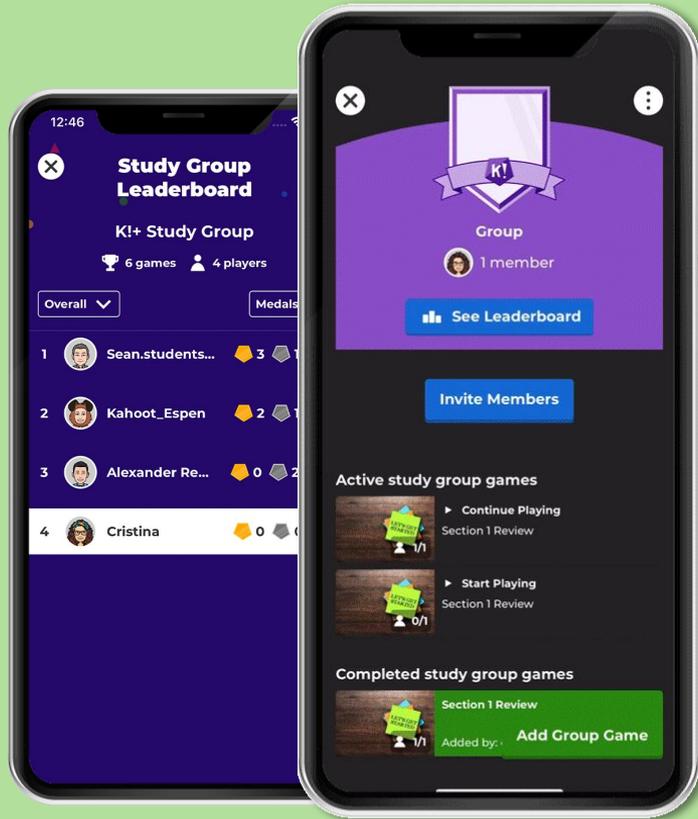
with the new Kahoot! Multiplication app by  
DragonBox.

Download from the App Store or Google Play.

Free to try, part of **Kahoot!+**



Students 16+



Kahoot!+  
**STUDY**

**Who says  
studying can't  
be fun?**

Social study for highered  
students

Casual social  
users

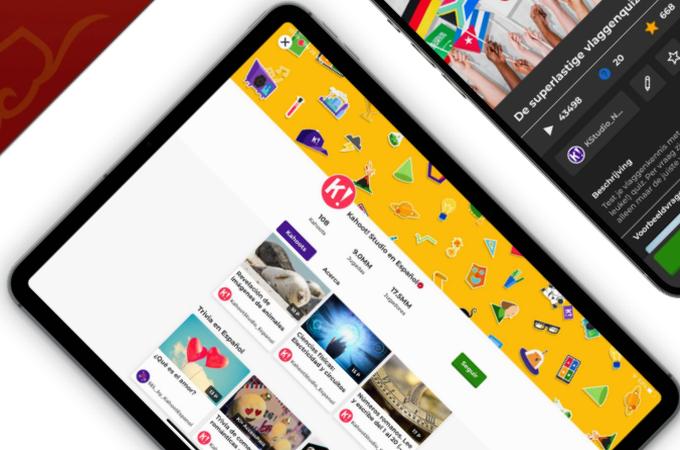
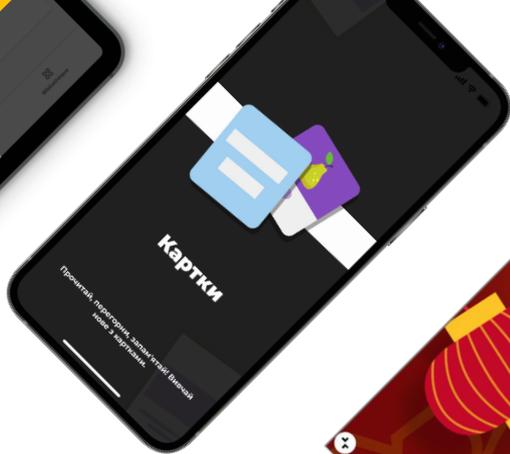
# Game night with family and friends

Localized app and curated content in **14 languages**

Social event templates, themes and game modes

Integrations with Apple SharePlay, Microsoft Teams,  
Zoom, Google Meet (2H-22) and Snap for virtual play

Free to play, upgrade to **Kahoot!+**



# The home market opportunity

The students and their parents represent a massive opportunity...

- Large TAM of over \$20 billion globally, with over 400 million students (OECD countries)
- Leveraging the Kahoot platform of social users, students, teachers, and schools to drive revenue across product portfolio
- Synergies from both Marketplace and Clever
- 16+ students become strategic agents when entering the workforce as professionals

...which we are uniquely positioned to capture through our beloved brand and strong network of social users, students, teachers and schools on our platform, further enhanced with both Clever and Marketplace

**\$20B+** TAM



**Students  
Parents**

# Leveraging our network for GTM

Inbound automated sales, Kahoot.com and App Stores

## ADVOCACY

Leverage teachers advocates

- Learning app recommendations to parents (freemium apps)
- Learning apps bundled in Kahoot! EDU and Kahoot!+

Teacher ambassadors

## INVOLVEMENT

Bring parents into the learning experience

- Learning analytics
- Kid-friendly kahoot creation and community

App store optimization

## DIFFERENTIATE

Our offering on social study

- New student accounts via teacher hosted kahoots
- Expanded study tool kit

Study communities

## HABIT

Create habit with content

- Lead with content for casual social users
- Social event templates and themes

Partner marketing

## BUILD

A global household name

- Localized product and content
- Consumer technology and media partnerships

# Greater value and increased functionality

## 2H-22

- Simplified pricing plans under Kahoot!+ brand
- Kahoot! Learning World
- Student study push at back to school

## 2023-24

- Family creation
- Analytics and reporting for parents
- Rewards and collectables for kids

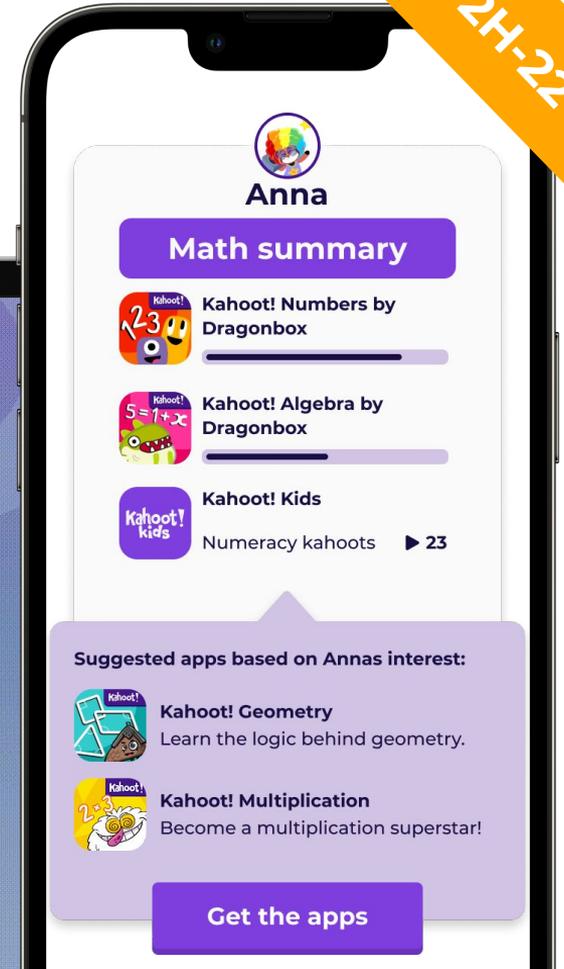
## 2025 and beyond

- Social learning communities
- Global fully localized digital learning and entertainment platform

# Kahoot! Learning World

A simplified and rewarding experience for kids and their parents

2H-22



# Family Creation & Connection

2H-22

Digital experiences that **connect** not *isolate*.

Kahoot! Kids connects **screen time** to **family time**.



**K!** INVESTOR DAY 2022

Create personalized kahoots



Revisiting Akhil's 6th bday Kahoot!

1 - Quiz  
Quem é essa pessoa?



2 - Quiz  
Essa foto foi tirada na...



Share content with loved ones



Extend the learning together

Draw a picture of a time you helped someone.



Count the animals in your own backyard!

# Key takeaways

**1**

Kids enjoy playful learning games, parents improve screen time - and get involved in learning

**2**

Students upgrade for social study tools and interactive presentation tools

**3**

Friends and family upgrade to unlock entertaining content, templates and game modes



# KAHOOT! ACADEMY & MARKETPLACE

Agnete T. Pedersen, VP Kahoot! Academy

Craig Narveson, Director of Strategic Partnerships

# The opportunity for Kahoot! Academy

**1**

Boost user **engagement** with premium content

Support billions of users to experience the magic of Kahoot!

**2**

Support creators in joining the **global creator economy**

**3**

Build and scale a world-leading **marketplace** for learning resources

**4**

Expand B2B opportunities including **partnerships** across all business areas



## Global community

Lets educators connect, grow their community and share their knowledge

## Verified content creators



New from Dec 2021

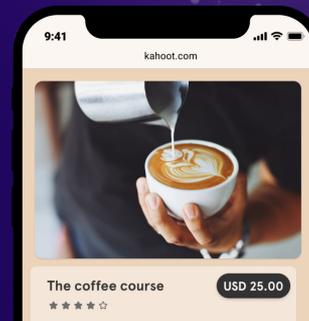
## Kahoot!+ AccessPass

First subscription for premium content on the marketplace

Early access from Q1/22

## Kahoot! marketplace

Buy and sell learning resources!



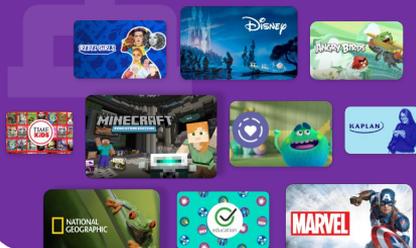
A global community and marketplace for creators, learners and learning providers



## Kahoot! ACADEMY

## Unique, ready-to-use content

Embraced by 300M+ players every year



## Premium content partners



Enhanced learning experience with premium IP

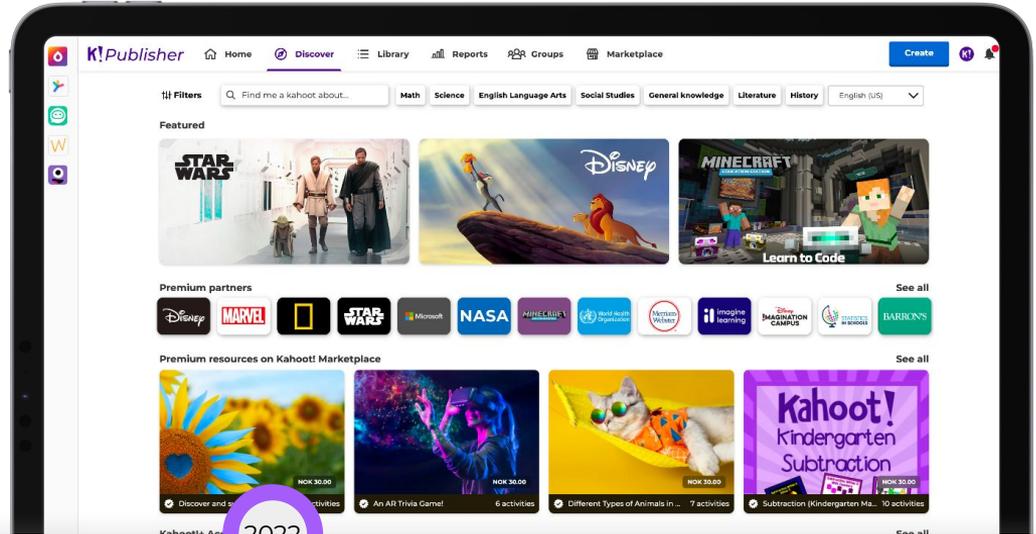


Test your superpowers by playing these Net Standards-aligned kahoots, featuring characters from the Marvel Universe.



# Boost user engagement with premium content

Continue to allow billions of users to experience and be inspired by the magic of Kahoot! by making premium content available to all



2020

Free content from verified creators and partners

2021

Dec: First commercial offering: K!+ AccessPass

2022

Mar: Gradual rollout of K! Marketplace incl. premium courses

BTS: K! Marketplace full launch, incl new Publisher plans

# Kahoot! Marketplace in a nutshell



## Approach:

Enable content creators to monetize their high-quality learning resources



## Content creators:

Verified creators, publishers, domain- and subject-matter experts



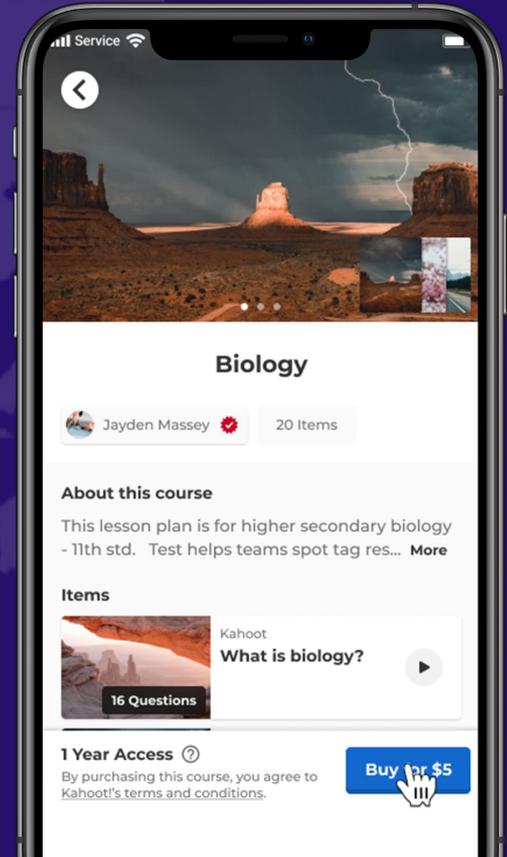
## Buyers:

All Kahoot! users globally incl. individuals, teachers, students and business users

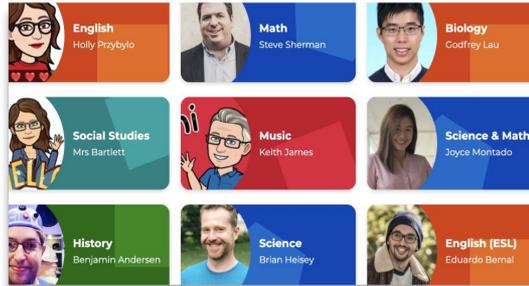


## Content offering:

High-quality learning resources including Kahoot! courses



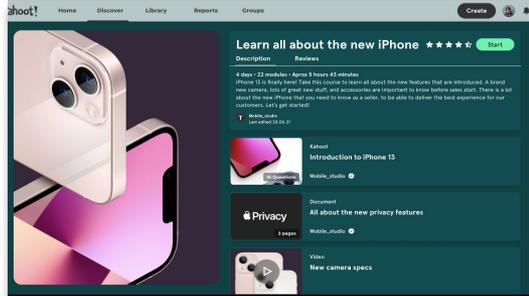
# Enable content creators to reach the world



Verified creators,  
domain- and subject  
matter experts



Publishing partners



Corporations and  
organizations



Made by Kahoot!

# Unique & diverse offering, great potential for scaling



## Basic learning resources

From \$2 / item

*Basic learning resources  
(PDFs, kahoots)*



## Collections & subscriptions

From \$3 / month

*Subscribe to library of learning  
resources*



## Premium courses

From \$5 / item

*Premium learning resources  
(Audio, video, feedback & more)*

YOUR  
LOGO  
HERE

## Branded courses

\$ TBA

*Branded, whitelabeled*



## Professional courses

\$ TBA

*Professional development incl  
certificate of completion*



## Creator channel subscriptions

\$ TBA

*Subscribe to creator channels  
for full access*

# The K! Marketplace **market opportunity**

Expanding into the fast-growing creator economy

Large TAM opportunity:

- Top 5 players in the creator driven learning content market estimated at **~\$2B+** in revenue
- Global creator economy expected to 4x from **\$100B** in 2022 to \$400B in 2023
- Leveraging the whole K! ecosystem - **1.9B participating players** (non-uniques) in 2021
- Supporting **all audiences** from individuals to schools, school districts and company-wide, **globally**

**~\$2B TAM**



Enhanced learning experience with premium IP



**Turning Red**

Explore emotions, learn about friendship, and practice observation skills with these fun kahoots featuring Turning Red. ©Disney/Pixar. All rights reserved.

Disney\_Official  
Updated on May 15, 2022



Available on Amazon Appstore



Apple Schoolwork features make teaching with Kahoot! even more awesome



Engage with Kahoot! directly in Microsoft Teams and PowerPoint

**Accelerated growth through the Kahoot! partner ecosystem**

**Kahoot!  
Partners**



Extending the Kahoot! experience with Google Classroom

Selected new partners



**Premium content partners**



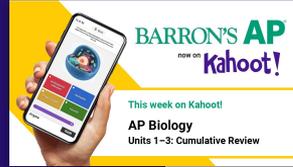
# Driving global partner collaborations

**"I am delighted that DK is partnering with Kahoot!** We are renowned for our dynamic, inspiring and engaging educational content and have created this collection of kahoots **to further support the learner experience.**"



Hilary Fine  
Education Development Director  
DK

**>50 brands**  
showcased on  
Kahoot! Academy



**"Our AP expert authors and contributors share our enthusiasm for this opportunity to empower teachers and students with Kahoot!'s engaging approach. Learning is best when learning is fun!"**



Maureen McMahon  
Publisher  
Barron's



**"By allowing students to switch between our innovative coding game and Kahoot! sessions, we hope to see new opportunities to make classrooms around the world come alive with the joy of learning to code."**



Justin Edwards  
Director, Learning Programs  
Minecraft: Education Edition

**"WHO works across the technology industry, and we're excited to collaborate with Kahoot!. Through this initiative, learners will develop the skills and knowledge needed to navigate misinformation and make healthy choices."**



Andy Pattison, Team Lead, Digital Channels  
Department of Digital Health and Innovation  
World Health Organization

3 | B2B SOLUTIONS FOR PARTNERS, ENTERPRISES, DISTRICTS AND SCHOOLS

# Themed, branded and **fully white-labeled** experiences

The desktop interface shows a course titled "Amazon Rainforest" by Jayden Massey. The navigation bar includes "EDU", "Home", "Discover", "Library", "Reports", and "Groups". The course content is organized into modules under the "Introduction" section:

- Wonders of Amazon Rainforest** (Kahoot, 16 questions)
- Amazon Rainforest in numbers** (Document, 5 pages)
- Rainforest 101 | NatGeo Wild** (Video, 23 minutes)
- Iconic Sound Of The Amazon Rainforest - Screaming pihas** (Embedded link, 24 minutes)
- South America Map** (Whiteboard, 1 board)

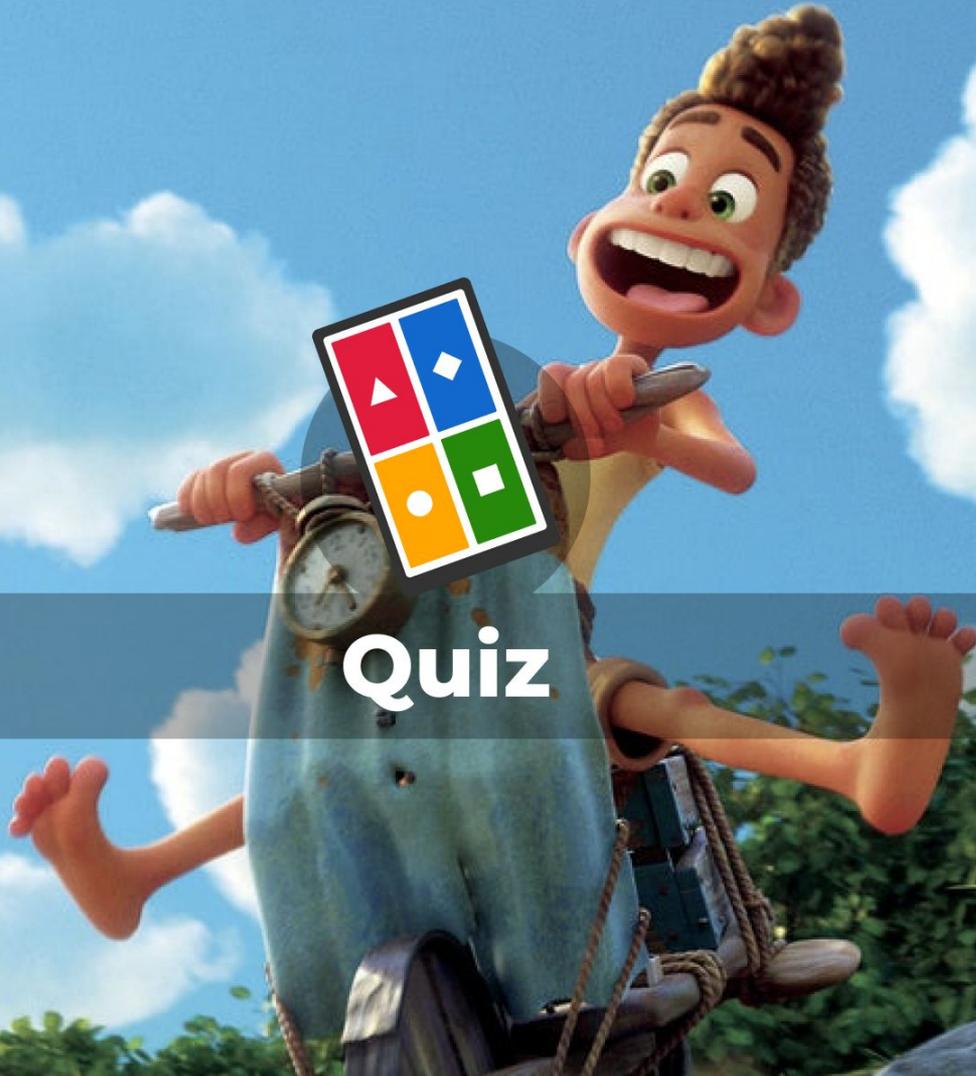
The mobile app interface displays the course "Amazon rainforest" with a "Next" button. The course description states: "The Amazon Rainforest is an incredible and large tropical rainforest occupying the drainage basin of the Amazon River and its tributaries in northern South America. In this course you'll learn all you need to know about the most famous rainforest." The user "Martin\_P" last edited the course on June 22, 2020, with a deadline of April 15, 2021, and 1/10 completed. The introduction section lists the course content:

- Wonders of the Amazon Rainforest (Kahoot, 16Qs)
- Amazon Rainforest in numbers (Document - 6.54 KB)
- Rainforest 101 | NatGeo Wild (Video, 09:37)

A "Start next module" button is visible at the bottom.



# Quiz



Join at [www.kahoot.it](http://www.kahoot.it) or with the Kahoot! app **896 689**

Game PIN:



6



Mary

Messi

Zlatan

Otis

Alex

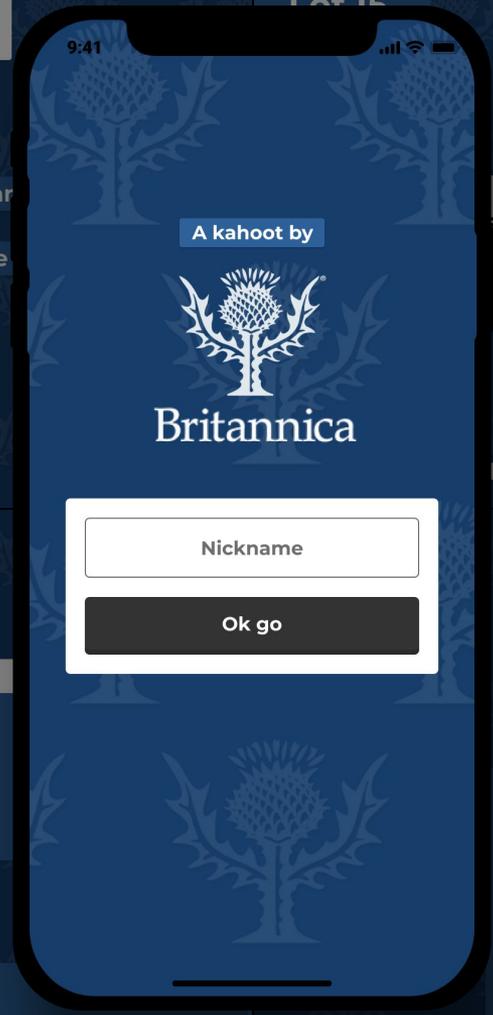
Millie



### Scoreboard

Marie
Albert
Thomas
Annie
Ben

Ben is the highest climber



... make up the constellation Orion the hunter's belt?

### Constellations



Runners up  
4 Ben 5 Ann



How many handbags did our store sell last year?



Skip

20

8  
Answers

▲ 10.000

◆ 15.000

● 20.000

■ 25.000

create.kahoot.com

Home Discover Library Reports Groups Create



## The coffee course ★★★★★

USD 25.00

**Description**      Reviews

4 days • 22 modules • Aprox 5 hours 43 minutes

Welcome to the coffee course. Here you will be presented with all the knowledge you need about coffee, coffee types, roasting coffee, and everything you need to know to become a great barista! We will go through both theoretical and practical knowledge, and videos will be used for training on specific skills. Let's get started!

**C** Coffee\_studio  
Last edited 20.06.21



Kahoot  
**Learn all about coffee**  
16 Questions  
Coffee\_studio



Document  
**Different coffee types**  
3 pages  
Coffee\_studio



Video  
**Milk - Friend or enemy?**

9:41 kahoot.com



## The coffee course

USD 25.00

★★★★★

**Description**      Reviews

4 days • 22 modules • Aprox 5 hours 43 minutes

Welcome to the coffee course. Here you will be presented with all the knowledge you need about coffee, coffee types, roasting coffee, and everything you need to know to become a great barista!

**C** Coffee\_studio  
Last edited 20.06.21



Kahoot  
**Learn all about coffee**  
16 Questions  
Coffee\_studio



Video

# Looking ahead

## Back to School 2022

Official launch of Kahoot!  
Marketplace, allowing creators to  
join the global creator economy

New publisher plans and content  
subscriptions - standalone and  
value-adds

Expansion into the Clever  
ecosystem

## 2023-24

Scaling Marketplace with more  
creators, more partners, more  
resources, more formats, across the  
K! ecosystem

B2B solutions incl whitelabeled

Professional courses

Channel subscriptions

## 2025 and beyond

Become the leading marketplace  
for learning resources:

- For creators
- For publishers and brands
- For learners everywhere

# Key takeaways

**1**

Lead with engagement

**2**

Support creators

**3**

Expand opportunities for partners

**4**

Build a world leading marketplace

# Summary Q&A



# MAKING LEARNING AWESOME!

Kahoot!

Motivated by its mission to make learning awesome, and powered by its global brand and viral platform, Kahoot! is optimally positioned at the intersection of learning and audience engagement needs across diverse demographics and user contexts, including education, business and the global creator economy

**Kahoot!**  
**AT WORK**

CORPORATE  
LEARNING AND  
ENGAGEMENT

**Kahoot!**  
**AT SCHOOL**

CLASSROOM  
ENGAGEMENT  
AND LEARNING

**Clever**

DIGITAL  
LEARNING  
PLATFORM FOR  
SCHOOLS AND  
DISTRICTS

**Kahoot!**  
**AT HOME**

LEARNING  
WITH FAMILY  
AND FRIENDS

**Kahoot!**  
**ACADEMY**

CREATOR  
COMMUNITY &  
MARKETPLACE

# Investor Day Summary

**1**

Leading brand in learning and audience engagement positioned to capture market share across the life-long learning value chain

**2**

Massive total addressable market across several adjacent segments, with significant long-term tailwinds

**3**

Purpose-led, inclusive, customer-centric and innovative culture driven by strong values

**4**

Compounded and scalable financial model supported by viral growth and proven flywheel

**5**

Operational engine delivering continued profitability and strong cash flow, providing flexibility to fuel R&D and growth

**6**

Unique global position in lifelong learning, supporting learning for all, at centre of learning ecosystem



**Thank you for  
participating in our  
Investor Day**