

# GN Investor Presentation

November 2022



# Safe Harbor Statement

The forward-looking statements in this report reflect the management's current expectations of certain future events and financial results. Statements regarding the future are, naturally, subject to risks and uncertainties, which may result in considerable deviations from the outlook set forth. Furthermore, some of these expectations are based on assumptions regarding future events, which may prove incorrect.

Factors that may cause actual results to deviate materially from expectations include – but are not limited to – general economic developments and developments in the financial markets, technological developments, changes and amendments to legislation and regulations governing GN's markets, changes in the demand for GN's products, competition, fluctuations in sub-contractor supplies and developments in ongoing litigation (including but not limited to class action and patent infringement litigation in the United States).

This presentation should not be considered an offer to sell or buy securities in GN Store Nord.

Our purpose is Making Life Sound Better

We bring people closer through the power of sound and vision - letting you hear more, do more, and be more in life and at work than you ever thought possible

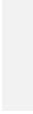
**GN** Making Life Sound Better



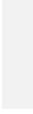
# Agenda



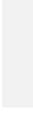
**GN at a glance**



GN Hearing

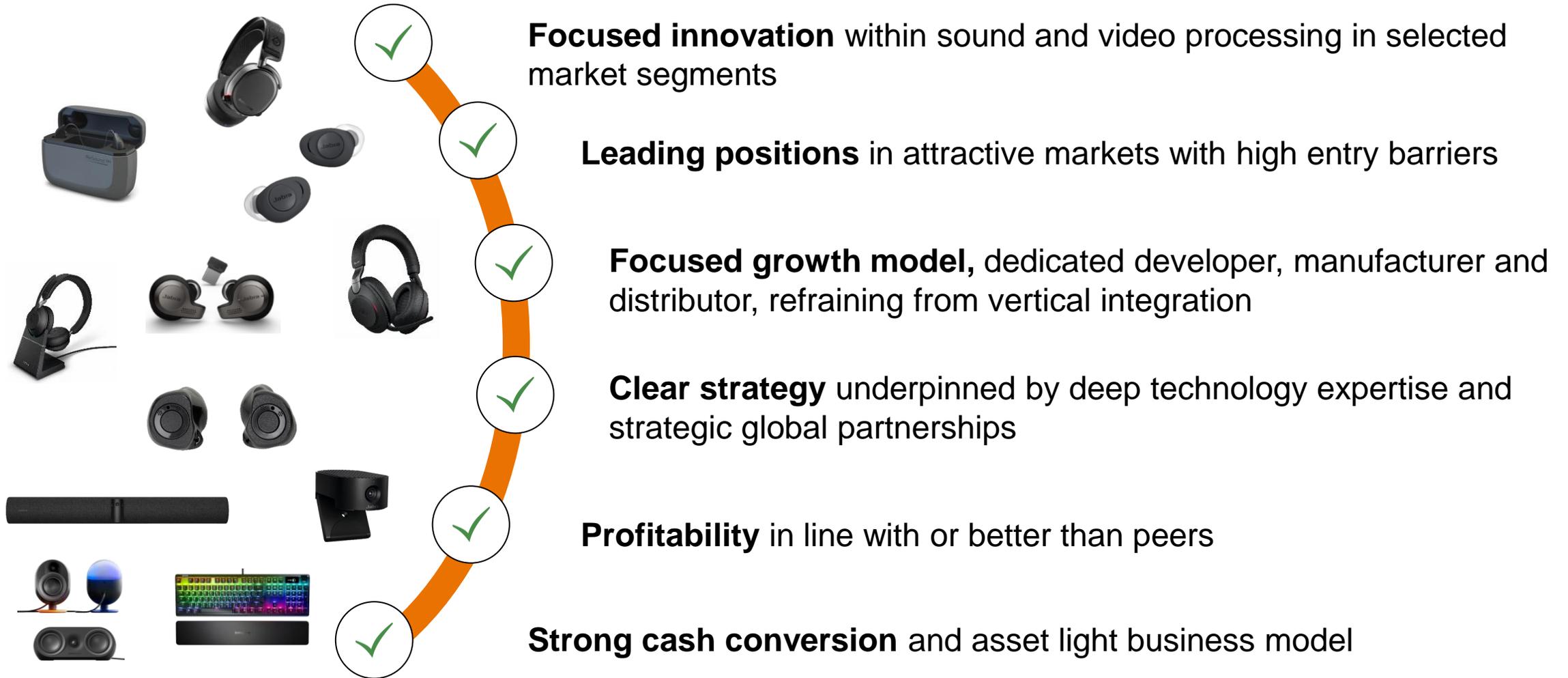


GN Audio



Financials

# GN's investment case



# GN commands world leading hearing, audio, and video expertise

– all under one roof

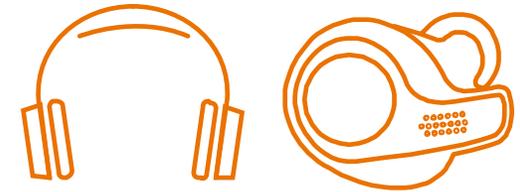
## Medical hearing technology



## Professional collaboration



## Gaming, calls, and media



# GN at a glance



## Global leader in intelligent audio solutions

- Founded in 1869 and listed on Nasdaq Copenhagen
- **Technology-driven company** primarily developing and manufacturing hearing aids (GN Hearing) and headsets, speakers and video (GN Audio)
- **Innovation leader** with expertise in the human ear, sound and wireless technology under one roof
- **Unique portfolio** of medical, professional and consumer audio solutions and **deep R&D expertise (total R&D spend of DKK 1.4 billion per year)**
- Strong track record of **strategic partnerships** with leading channels, customers and adjacent industry technology leaders
- Access to **attractive and growing gaming gear market** through the acquisition of SteelSeries



## Business areas and brands

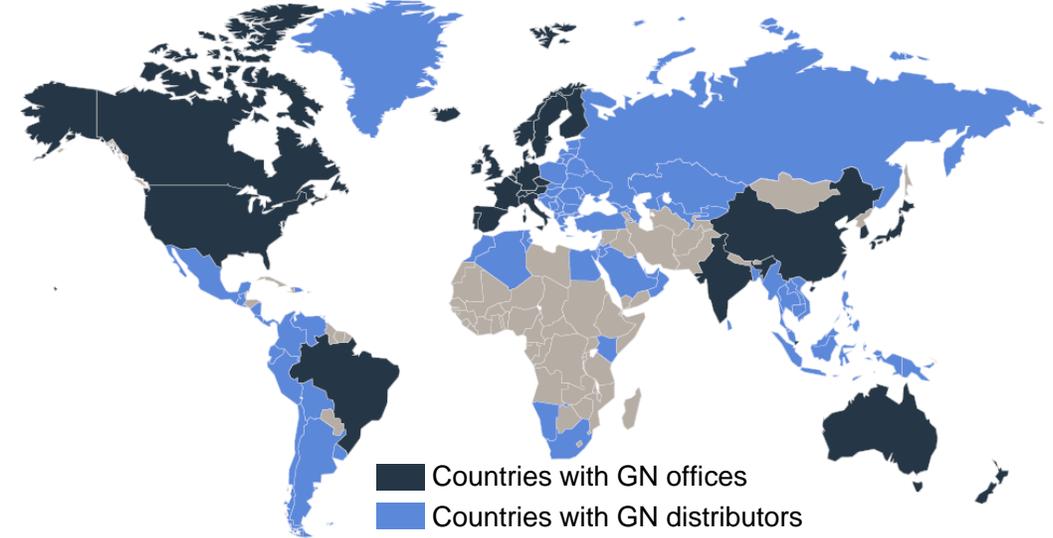
### GN Hearing



### GN Audio

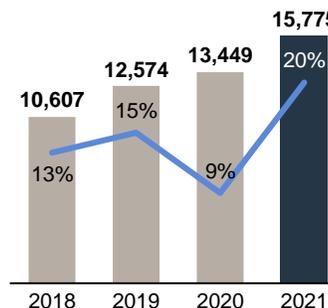


## Global reach, local presence

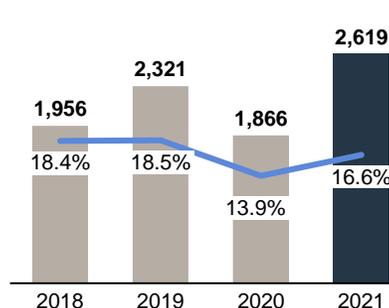


## Financial summary

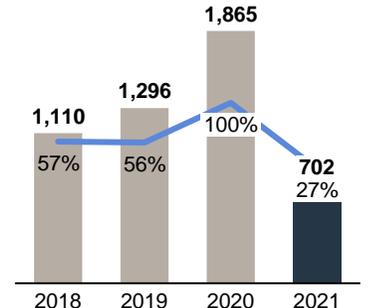
### Revenue & organic growth (DKK million & %)



### EBITA & EBITA margin (DKK million & %)



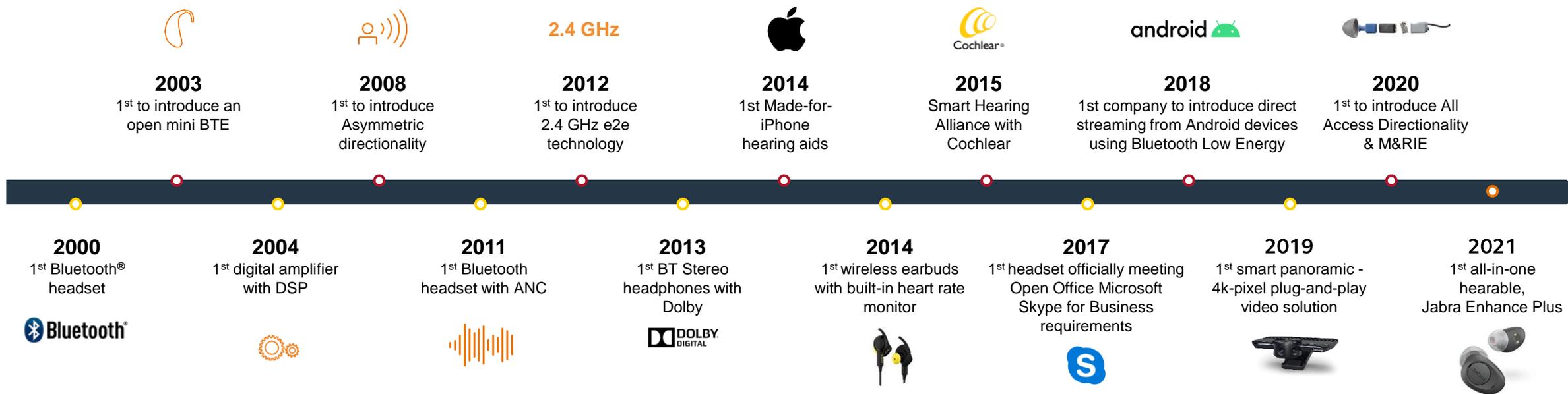
### FCF & cash conversion\* (DKK million & %)



\*FCF: Free cash-flow excluding M&A, cash conversion: FCF / EBITA

# GN builds on innovation and ecosystem leadership

GN's engineering capabilities in hardware and software for audio and video deliver unique and individualized customer experiences. To enhance our impact, we partner with leading channels, ecosystems, scientists, and other industry leaders to leverage technology and market access



In 2021 the R&D spend was DKK 1.4 bn, corresponding to an R&D to revenue ratio of 9%

Definitions: DSP: Digital Signal Processing; e2e: Ear to Ear

# Agenda

GN at a glance

**GN Hearing**

GN Audio

Financials

# GN Hearing at a glance

## Strategic Focus



**Individualized customer experience:** We will obsess about customer experience for users of hearing aids and business support for hearing care professionals



**Innovation leadership:** We will continue to lead in innovation – in individualized hearing experience, in overall user experience, in connectivity, and in customer care



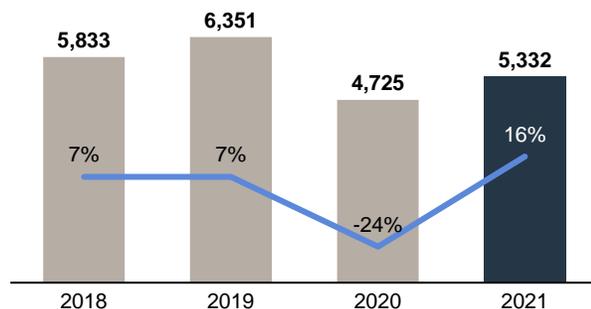
**Commercial & ecosystem excellence:** We will build more and stronger relationships with hearing care professionals and ecosystem partners

## Brands, products and partnerships

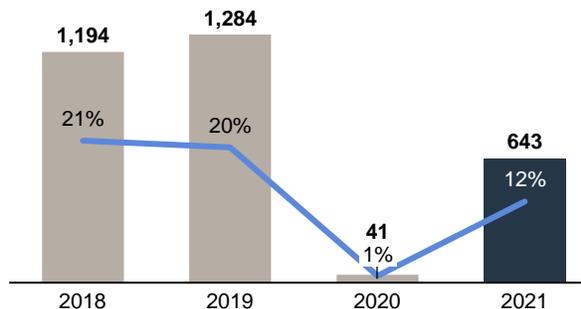


## Financial Performance

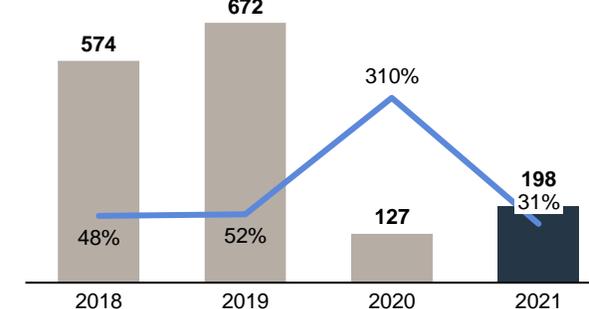
**Revenue & organic growth**  
(DKK million & %)



**EBITA & EBITA margin**  
(DKK million & %)



**FCF & cash conversion<sup>1</sup>**  
(DKK million & %)



Note 1: FCF: Free cash-flow excluding M&A, cash conversion: FCF / EBITA

# Living with untreated hearing loss increases the risk of health problems

- The incidence of dementia is greater in people with hearing loss<sup>1</sup>, and early studies show that **wearing hearing aids may have a positive effect on cognitive function**<sup>2</sup>
- People with mild hearing loss were nearly three times more likely to have a history of falling than those with no hearing loss<sup>3</sup>. One study shows that wearing hearing aids may improve balance<sup>4</sup>
- Wearing hearing aids reduce the risk of depression<sup>5</sup>
- Untreated hearing loss reduces **quality of life**<sup>6</sup>



## References:

<sup>1</sup> Lin FR, Metter EJ, O'Brien RJ, Resnick SM, Zonderman A, Ferrucci L. Hearing loss and incident dementia. Arch Neurol. 2011 Feb;68(2):214-20

<sup>2</sup> Lancet Commission on Dementia Prevention: *Intervention and Care Reference*, August 2019

<sup>3</sup> Lin F. & Ferrucci, L. (2012) Hearing Loss and Falls Among Older People in the United States. Arch Intern Med. 2012;172(4):369-371

<sup>4</sup> Hullar, T: *The effect of hearing aids on postural stability*. Laryngoscope, 2014.

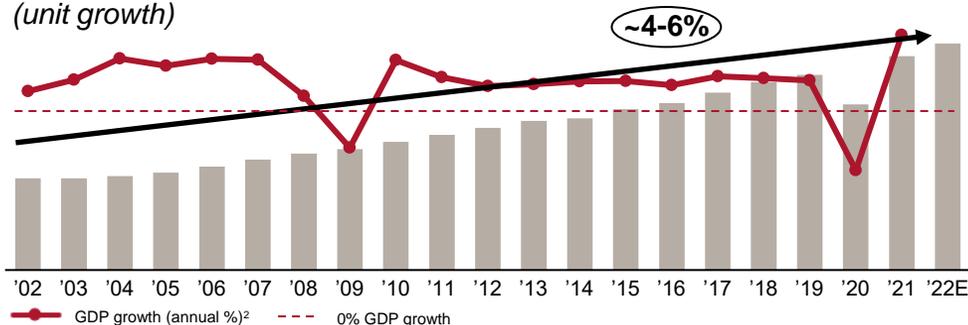
<sup>5</sup> Hearing Industries Association: MT10:MarkeTrak, March 27, 2019

<sup>6</sup> Kochkin, S. MarkeTrak VIII: Patients report improved quality of life with hearing aid usage, Hearing Journal, Vol. 64 (6), June 2011.

# The hearing aid market remains very attractive and robust in the mid to long term

## 01 ~4-6% expected unit CAGR in coming years<sup>1</sup>

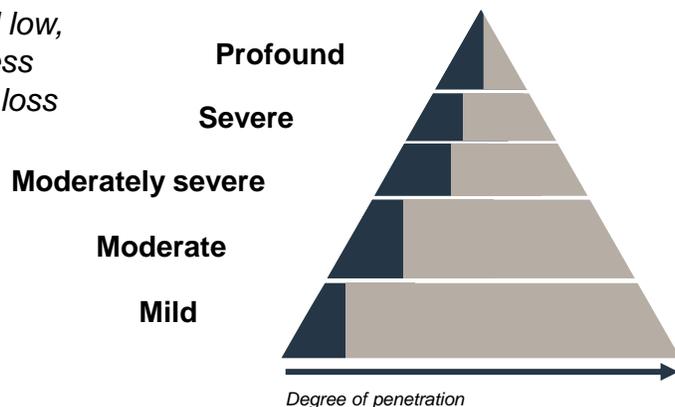
Global hearing aids market growth<sup>1</sup>  
(unit growth)



1) ASP decline of 1-2%. Based on company estimates, industry association EHIMA 2) World bank

## 02 Room for penetration growth

Penetration still low, especially for less severe hearing loss



Source: MarkeTrak, EuroTrak, GN estimates

## 03 Multiple attractive megatrends driving market growth

- 65+ population **expected to grow significantly** in the years to come
- **Baby boomers generation reaching retirement age**
- Increasing noise pollution **drives prevalence of hearing loss**
- **Increasing wealth** among larger middle class

## 04 High barriers to entry to the market



### Regulations

- FDA regulations (Medical Class II devices)
- Increasing requirements from the EU Medical Device Regulation
- Extensive investments needed into quality management systems



### Technology

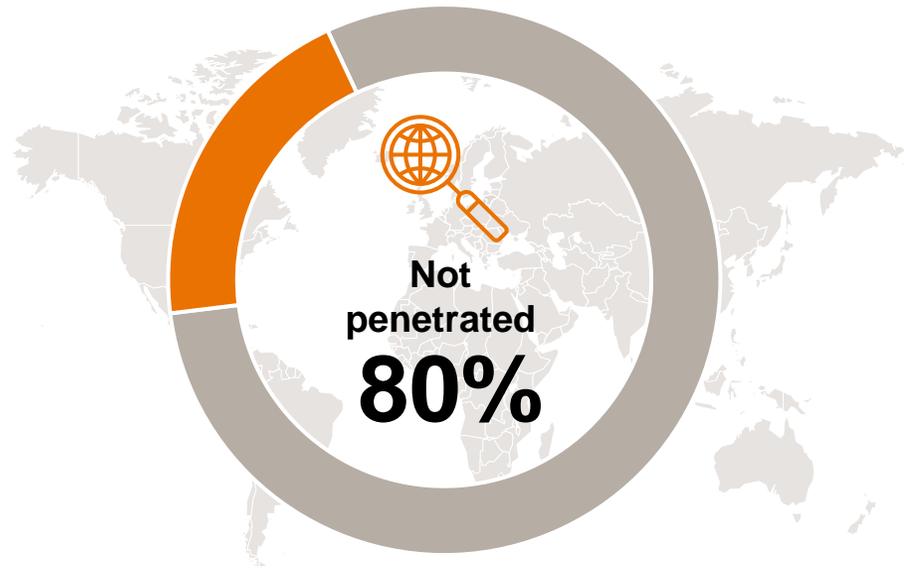
- 75+ years of knowhow in the hearing aid space
- Significant investments required into R&D
- Extensive intellectual property rights in the hearing aid space



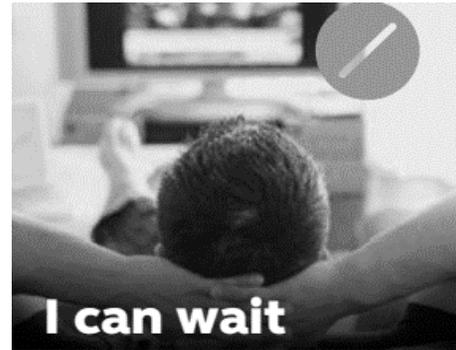
### Distribution

- Users of hearing aids tend to choose hearing aids based on inputs from their hearing care professional
- Sticky distribution as hearing care professionals tend to partner with same manufactures

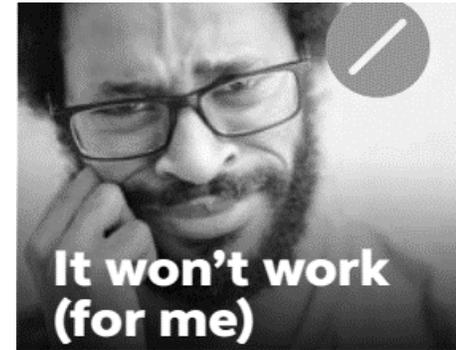
# Worldwide: 80% of people with a hearing loss currently live without hearing aids



## “What prevents you from buying a hearing aid?”



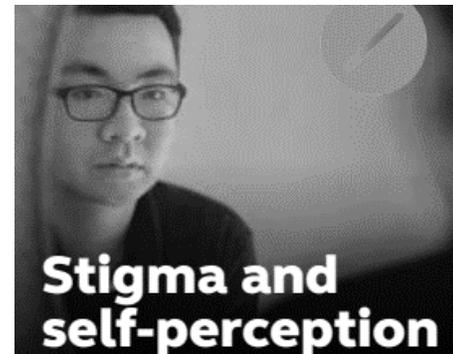
35% of respondents



22% of respondents



20% of respondents



15% of respondents



9% of respondents

Source: Internal GN Hearing study analyzing the reasons for not buying hearing aids

# GN Hearing's growth is supported by strong and attractive megatrends



# The hearing aid market is expanding with new opportunities emerging



Business verticals	Medical Touch Experience	High Touch Experience	Light Touch Experience	No Touch Experience
	Advanced hearing health and medical expertise	Relationship-based service and hearing advice	Value-based, hearing service	Self-controlled, hearing improvement
Examples			 <b>Jabra Enhance™</b>	
Average age	/	~ 75	~ 67	~ 66
First time users	/	~ 20%	~ 56%	~ 89%
Current part of US market	/	~ 95%	~ 3%	~ 2%

Source: Hearing Industries Association; GN estimates

# Simplify to grow - Unlocking the potential of the hearing solutions market



## Core business

- Deliver customer-centric products and experiences with organic hearing including multiple new product launches in 2022
- Be a trusted and innovative partner for our hearing care professionals in key markets



## Emerging business

- Participate in new channels and hearing solution adjacencies
- Build on the combined competencies of GN to reach new customer groups with lifestyle hearing products including Jabra Enhance Plus



## Digitize and simplify the way we work

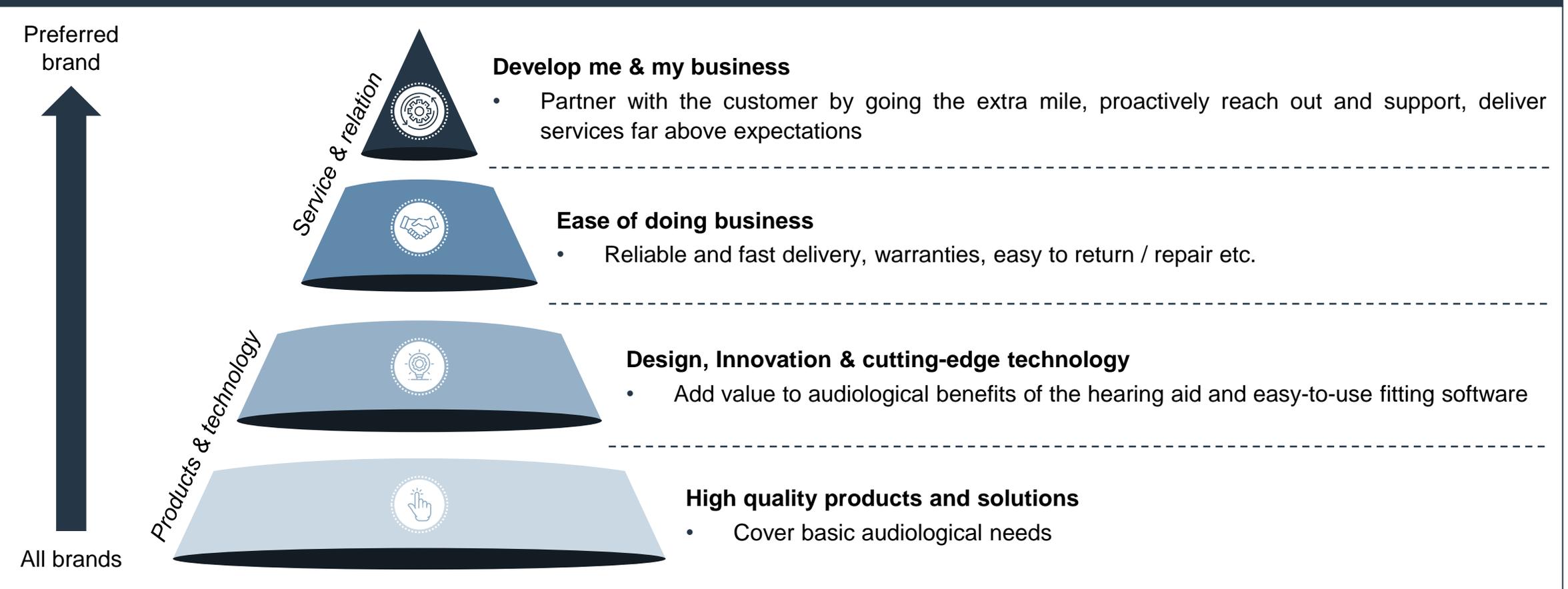
### Current focus areas

- Modernize hearing care by building new ways of connecting hearing care professionals, consumers and partners
- Digitize, simplify and automate the supply chain
- Simplify the way we work and reduce complexity
- Accelerate through M&A and partnerships



# On top of leading innovation, we focus on being the preferred partner

## The choice of the Hearing Care Professional



# Introducing ReSound OMNIA

## Sounds natural

- 150% improvement in speech understanding in noisy environments

## Feels natural

- Best wearing comfort all day long and ease of use

## Connects you naturally

- Crystal clear hands-free calls to iPhone and iPad



## Sounds natural



**Best speech understanding in noise** compared to legacy // 150% improvement / 4.3dB SNR improvement in speech understanding<sup>1</sup>



**Hearing clarity all-around** compared to legacy<sup>1</sup> // & Better ability to follow sounds around you with M&RIE<sup>2</sup>



**Natural own voice perception**<sup>3</sup>

## Feels natural



**Designed for optimal comfort on the ear**



**All-Weatherproof** with IP68 certification



**Easier onboarding and better wearing experience with "Check my fit"**

70% of users wore their hearing aids better with 'Check My Fit' as rated by experts improving sound experience by 11dB (vs. shallow wear)<sup>4</sup>

## Connects you naturally



**Crystal clear phone calls**<sup>5</sup>



**Hands-free calls** to iPhone & iPad<sup>6</sup>



**Direct streaming from favourite devices**  
Greater connectivity with improved antenna

## Fitting software supports the HCP to fit faster and accurately

- + 13% improvement to fitting success in Smart Fit 1.15 to previous version of Smart Fit<sup>7</sup>
- + 91% prefer the new navigation<sup>7</sup>
- + Accurate fit to NAL-NL2

# We are catering solutions to **key needs** for people with hearing difficulties

**1** Wants uncompromised hearing

- Aged 18-75 (median: 60)
- Diagnosed mild-to-profound HL

RIE



ReSound OMNIA

Go to market strategy

Exceptional sound quality in our flagship product functions as a **door opener**



Point of sales

Sold through regular channels

**2** Wants reliable and robust

- Aged 70+ (median: 78)
- Diagnosed moderate-to-profound HL

BTE



ReSound ONE BTE

Smart Hearing Alliance with Cochlear **valuable** in go-to-market strategy



Sold through regular channels

**3** Wants earbud experience

- Aged 50-75 (median: 65)
- Diagnosed mild-to-severe HL

ITE



Custom made by ReSound

Excitement for new custom design **opens new doors** while **expanding** portfolio



Sold through regular channels

**4** Wants discreet above all

- Aged 50-75 (median: 65)
- Diagnosed mild-to-severe HL

CIC



Custom made by ReSound

Ensuring HCPs have a high quality product to **end-users** who want a **discreet** product as possible



Sold through regular channels

**5** Wants occasional use

- Aged 18-75
- Self-diagnosed

Earbud



Jabra Enhance Plus

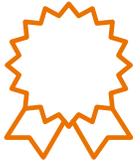
**Expanding the hearing aid market** by providing a solution for **customers not yet ready** for a **traditional** hearing aid



Sold through new channels, and selected current customers

# Lively is now JabraEnhance.com

– an online destination for better hearing



## Rebranding Lively to JabraEnhance.com

JabraEnhance.com will be a leading online hearing care platform, enabling consumers to **explore, purchase and receive hearing care** in the U.S. from **home**



## Offering OTC products and hearing care

Beginning in 2023, JabraEnhance.com will offer over-the-counter (OTC) **hearing aids**, including the Jabra Enhance Plus earbuds

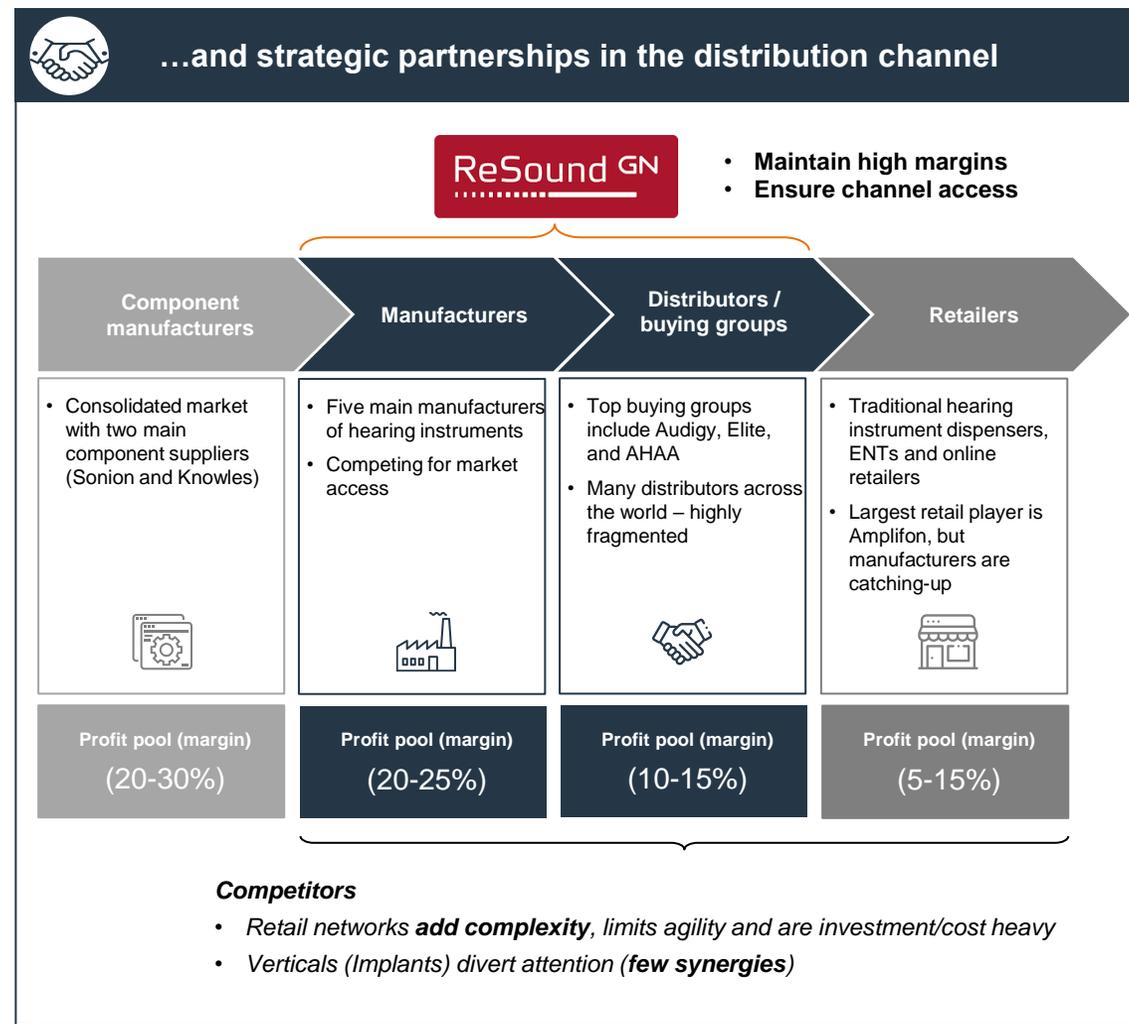
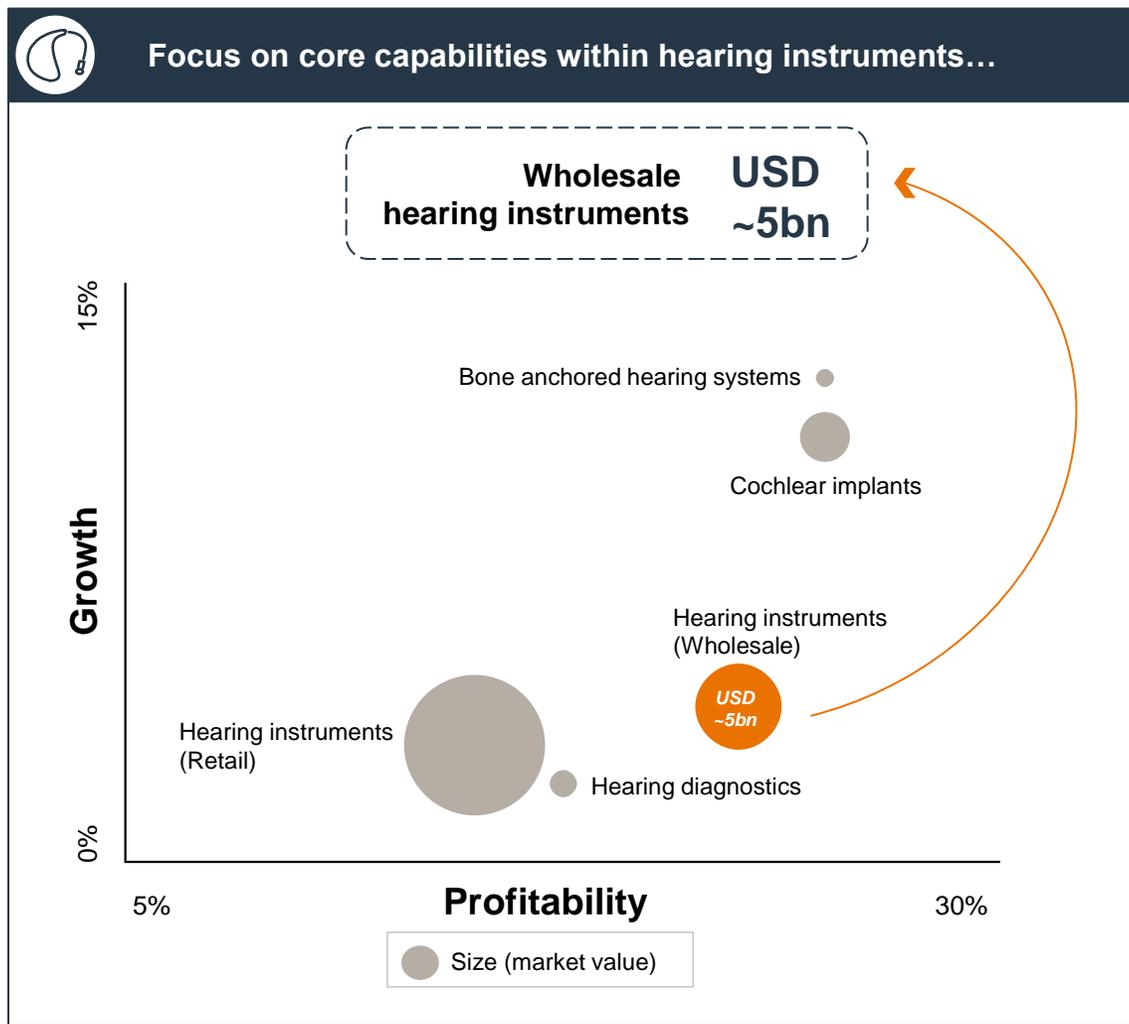


## Jabra and Lively – perfect match for OTC

Combining **Jabra's renowned brand** for audio expertise and sound engineering with **Lively's tradition for innovative telehealth** and a digital-care-first model will accelerate making **hearing care more accessible and affordable** for millions of Americans

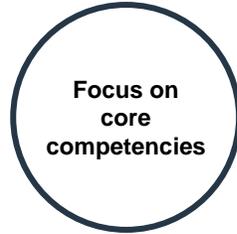


# The most focused hearing instruments manufacturer in the world



# GN uniquely positioned for future growth with its distribution approach

GN refrains from vertical integration



Innovation excellence



Strategic partnerships

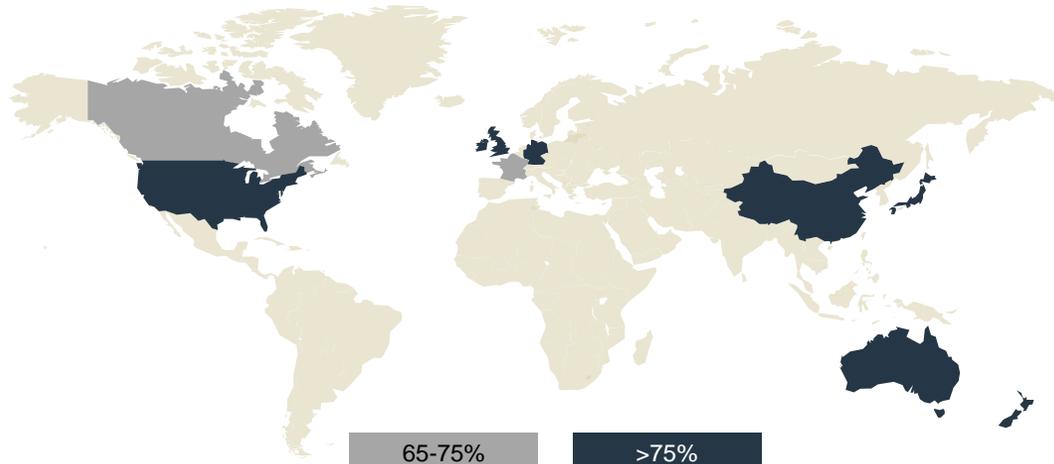


Efficient use of capital

Focus on independent retail markets



The vast majority of the retail market is not locked by manufacturers



Note: Selected countries with indication of unit share of market not locked by manufacturers (GN Hearing estimates)

- +85% of the global market is **not** locked by hearing aid manufacturers
- GN has significant room to grow its global market share

# Driving growth through strategic collaboration

Partnering up with  
tech giants



Exposure to fast-growing  
cochlear market



Cochlear™

Refraining from  
vertical integration



# Agenda

GN at a glance

GN Hearing

**GN Audio**

Financials

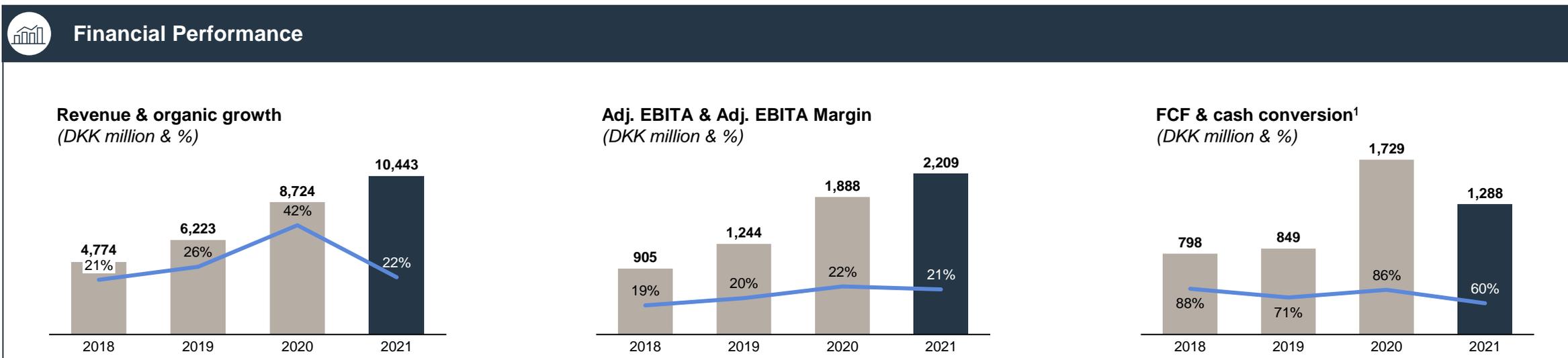
# GN Audio at a glance

## Strategic Focus

- 
**Individualized customer experience:** We will offer customers best-in-class experiences as we transform from strict product focus to a more segment- and experience driven approach
- 
**Ecosystem-led innovation:** We will lead in innovation and develop world-class and highly relevant audio and video products and solutions together with leading ecosystem partners
- 
**Sustainable commercial & operational excellence:** We will excel in go-to-market execution in enterprise, retail and online channels and support our high growth with agile, sustainable and scalable operations

## Brands, products and partnerships



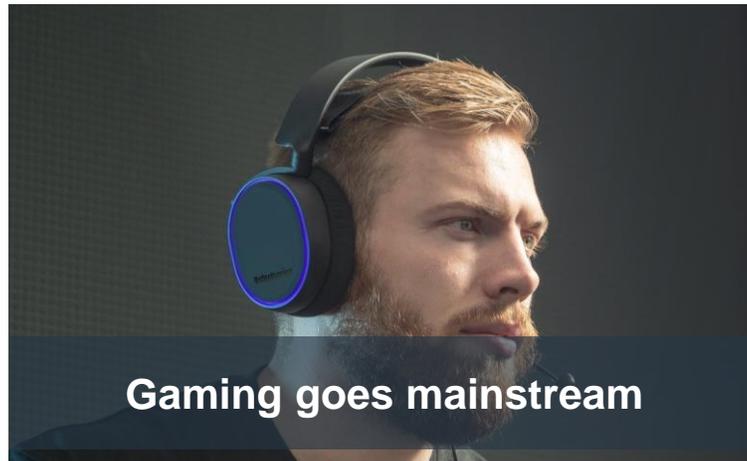
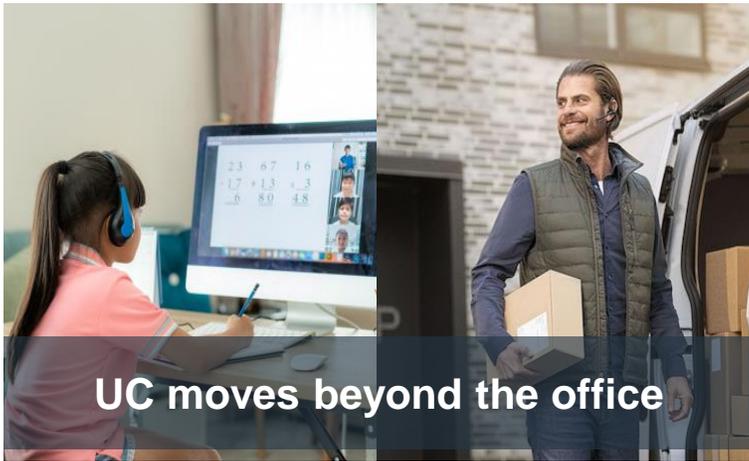


# Strong demand and market growth across business segments

Segment	Target users	Market characteristics	Market share
 <b>Professionals</b>	Office-based knowledge workers	From desk-phone telephony in private offices to UC&C in open offices	
 <b>Contact center</b>	“Calls for a living”	From desk-phones using on-premise infrastructure to laptop-based cloud calling	
 <b>Collaboration</b>	Plug-and-play collaboration	From built-in legacy equipment to UC&C-enabled plug-and-play solutions	
 <b>Consumer</b>	Preference for great calls, music and an active lifestyle	From corded headbands to True Wireless as the preferred form factor	
 <b>Gaming</b>	Premium software-enabled gaming gear	Growing base of gamers and low penetration of purpose-built gaming gear	
 <b>Hearing protection</b>	Tactical hearing protection for defense and security	Hearing protection systems is a growing political need	

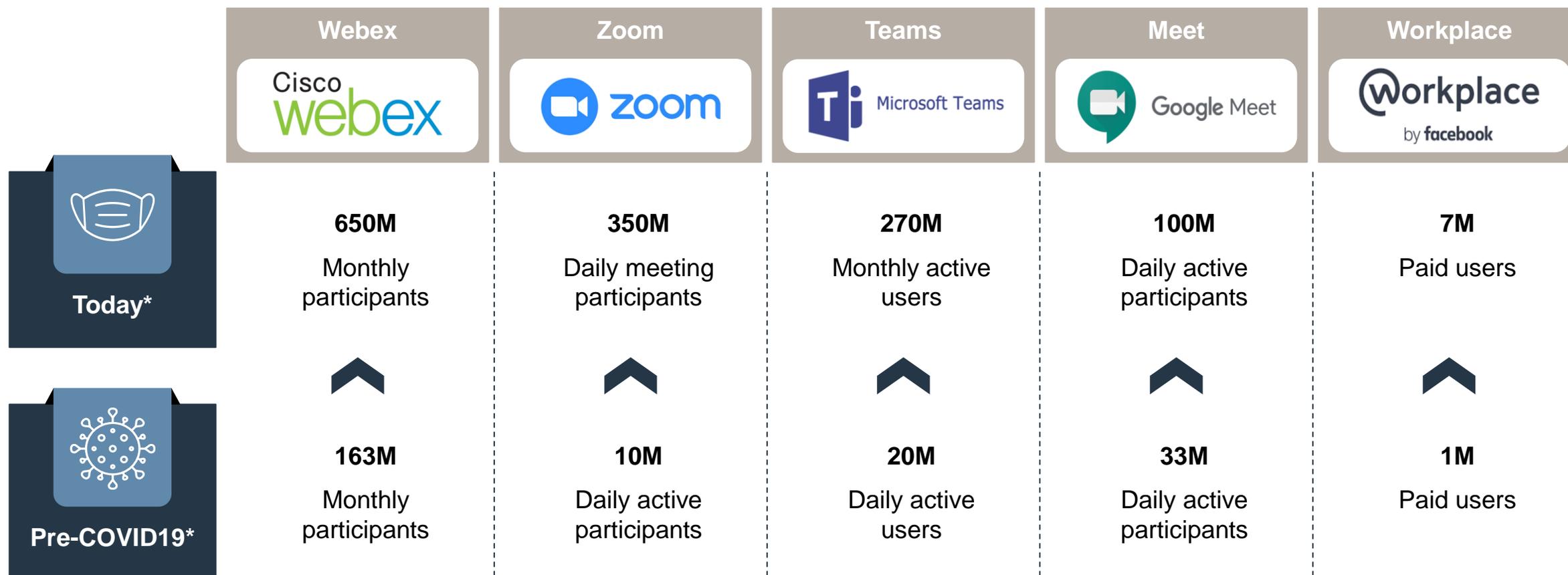
Sources: GN estimates, NewZoo, The NPD Group Inc.

# GN Audio's growth is supported by strong and attractive megatrends



# March 2020: fundamental change...work, learn, live, play...

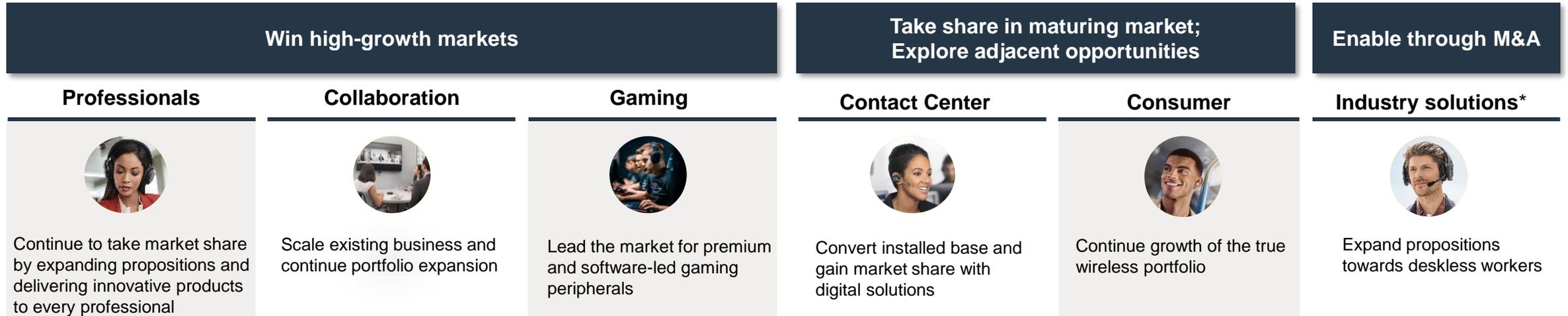
Strong and sustained growth in modern collaboration



“People are finding a human connection through video”  
Two years of growth in two months

Source: Cisco, Zoom, Microsoft, Google and Facebook

# GN Audio focuses on six growth opportunities



## Simplify the way we work

### Current focus areas

- Transforming from an audio-only business to an audio, video, and gaming business
- Prioritize resources in Professionals, Collaboration, and Gaming while taking share in Consumer and Contact Center
- Broaden the scope of the Professionals business unit beyond office headsets
- Accelerate through M&A and drive simpler ways of working



\*) Targeting more than two billion "non-office workers" (teachers, doctors, retail staff, logistics personnel, first responders, and many other key roles)

# New ways of working calls for superior technology

## In the office



Use case:

- Background noise
- Different UC platforms
- Interruptions
- Need for collaboration
- Busy environment

## Working from home



Use case:

- Plug into a new set-up
- Background noise from kids, dog, etc.
- Limited privacy
- Concentration issues
- More than one device

## "On the go"



Use case:

- No charging options
- Background noise
- Changing environments
- Move from office to "on the go"
- Preference for music listening and smarter design

## Jabra Evolve2 85



Superior battery: Up to 37 hours battery life - 8 hours of battery life charged in 15 minutes



Soft memory headband: New ergonomic headband designed from hundred of head scans, for comfortable all-day wear



Bigger speakers: Powerful leak-tolerant 40mm. Factor in advanced digital chipset and the latest AAC codec driving superior sound quality for both calls and music



Noise isolating design and ANC: Enhanced noise isolating design and powerful digital hybrid ANC



Intelligent 10-microphone technology and new improved signal processing algorithms delivering outstanding call performance, everywhere



Busylight visible from any direction. Red light automatically activated when in call or in a meeting



Discrete hidden boom arm: Retractable boom arm allows for a more casual look without compromising on call quality

# Intelligent camera line up for insight driven collaboration in the hybrid working space

## Panacast 50

- The world's first new-normal-ready intelligent video bar
- Three 13-megapixel cameras mounted in a high-precision multi-camera array creating an immersive 180° field of view covering the full room
- Architecture enables the intelligent video bar to carry out real-time integration of audio, video and data allowing for Intelligent Zoom feature
- Safety Capacity, Room Usage and People Count generating anonymous room occupancy data
- Plug-and-play solution with an advanced security layer integrating up against all leading UC vendors



## Panacast 20

- Jabra's first intelligent personal camera
- 4K Ultra HD Video as well as personalized Intelligent Zoom and automatic lighting correction
- Built-in presentation features like the new Picture-in-Picture mode
- All the experiences are powered on the device itself, significantly minimizing the risk of security breaches, maximizing speed, accuracy, and quality



# R&D engine running full steam



## New generation of Jabra Engage

- Jabra Engage 50 II - Power and clarity
- Jabra Engage 40 - Comfort and intelligence



## Introducing AI software

- Jabra introduces unique AI software for improving customer and agent experience in contact centres



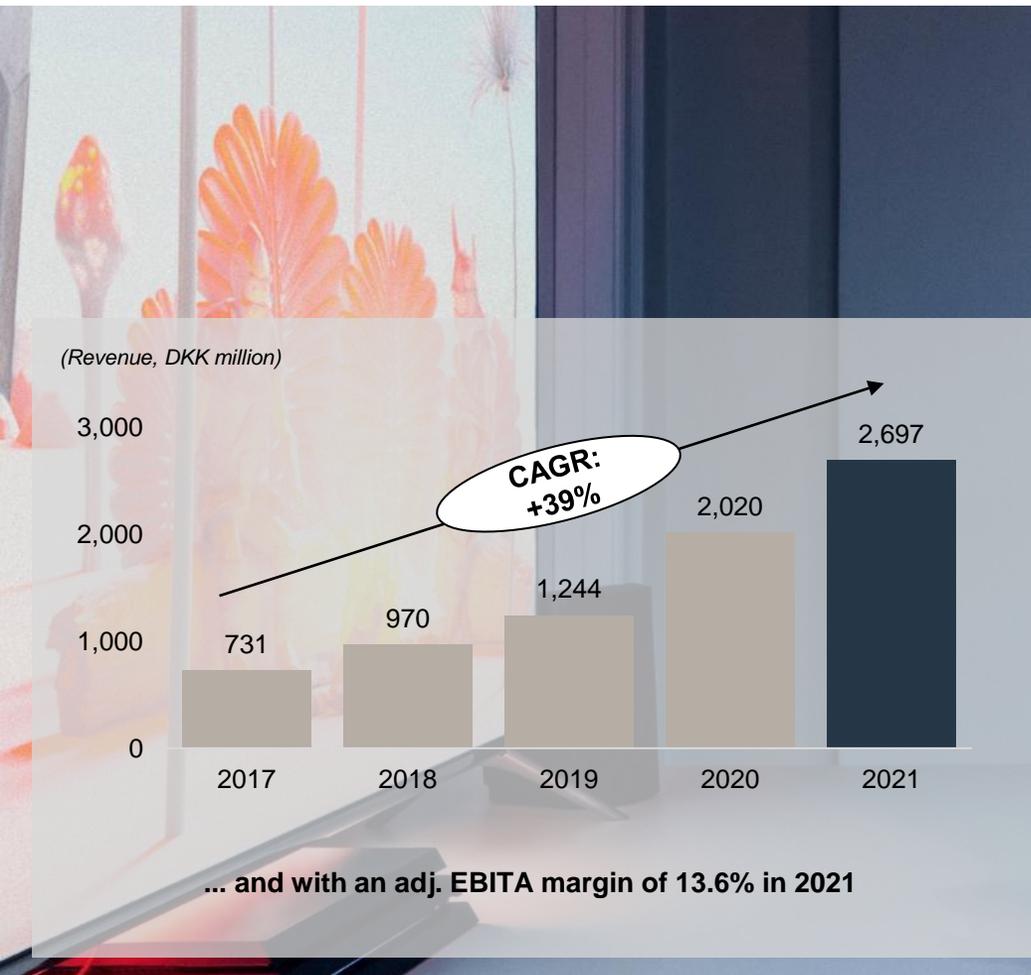
## Jabra Elite 5 and Jabra Connect 5t

- Call, connect and listen to music in confidence with the new Jabra Elite 5
- Jabra expands Connect line with true wireless earbuds engineered for remote working



# Acquisition of SteelSeries: An ideal strategic fit

## Transaction closed January 12, 2022



### Access to new attractive market

- New GN growth engine

### Global pioneer in premium gaming gear

- Software enabled
- Superior quality
- Innovative design
- Strong brand

### Significant scale opportunities

- Leveraging industry leading capabilities of GN Audio

# Strong market share gains in SteelSeries driven by product introductions



## Arena speaker systems

- Arena 3 Speaker System – Sound Quality and Versatility Combined
- Arena 7 Speaker System – Unrivaled Sound that Gamers Hear, Feel and See
- Arena 9 Speaker System – The Ultimate Speaker Setup for Total In-Game Immersion



## Arctis Nova 7

- SteelSeries introduces the Arctis Nova 7 – heir to one of the best-selling gaming headsets of all time



## Apex 9 keyboards

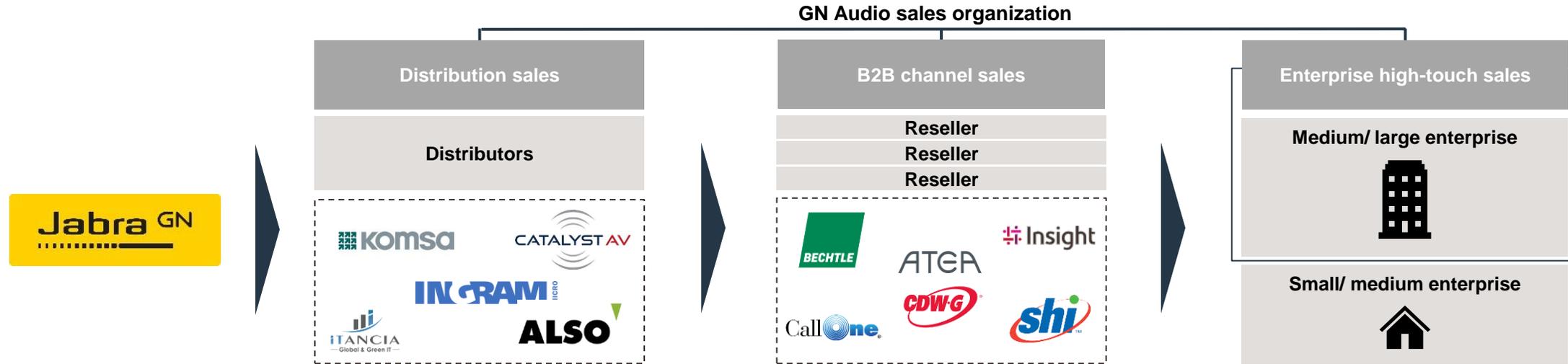
- SteelSeries unleashes the world's fastest optical switches in the new Apex 9 keyboards (Apex 9 TKL and Apex 9 Mini)



# Broad product portfolio, two-tier distribution model and long-term relationships driving commercial excellence



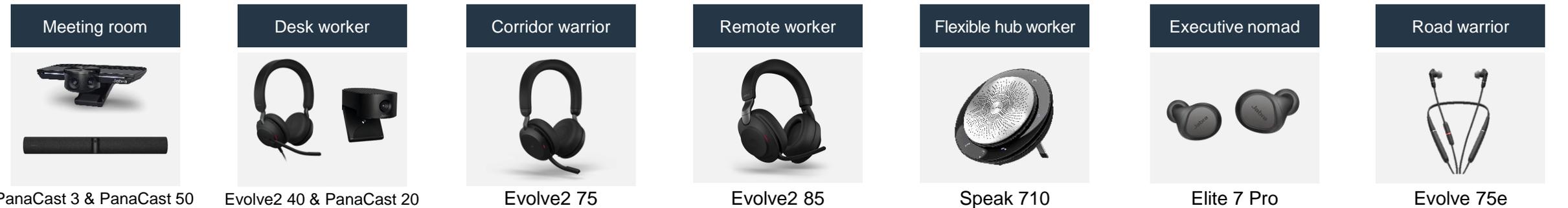
Go-to-market strategy drives the commercial execution



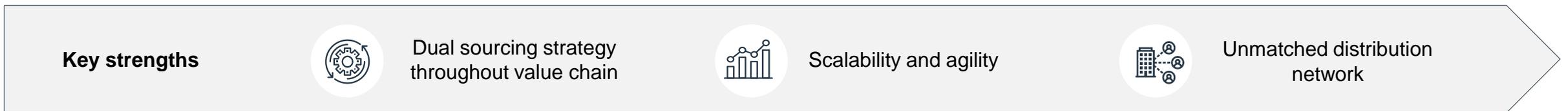
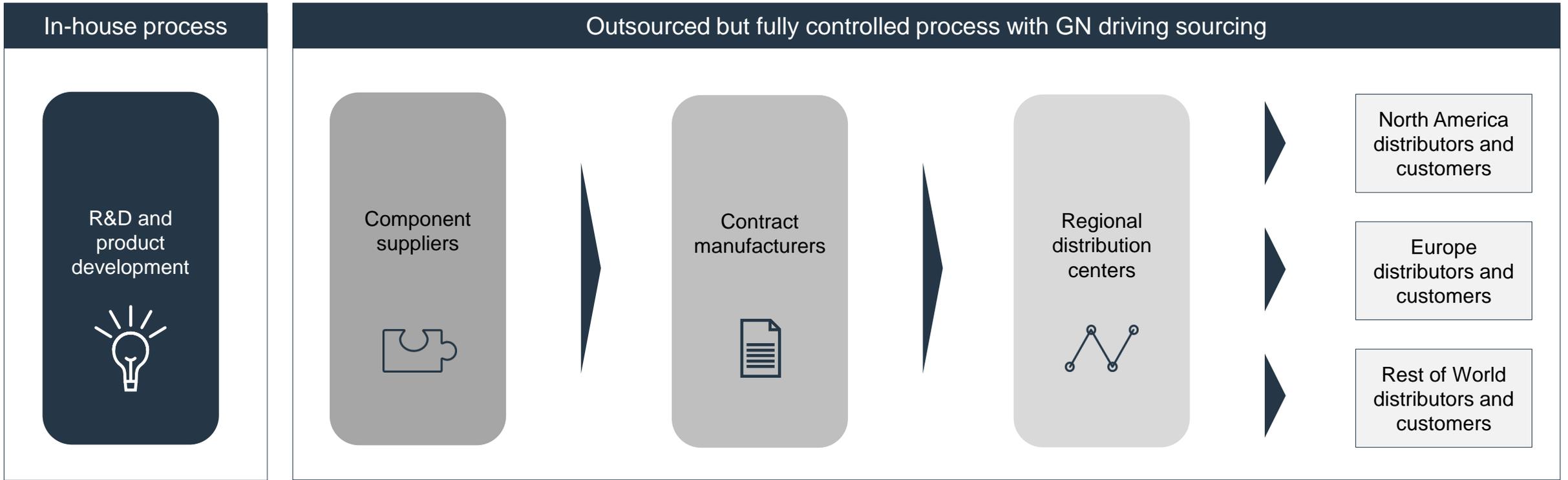
Broad and deep product portfolio required

LOW MOBILITY

HIGH MOBILITY



# Driving scalability with very efficient outsourced supply chain setup



# 2023 enterprise market dependent on impact from potential recession

## Long term growth drivers fully intact...



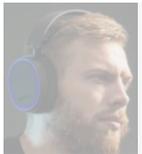
**Work life becomes hybrid**



**UC moves beyond the office**

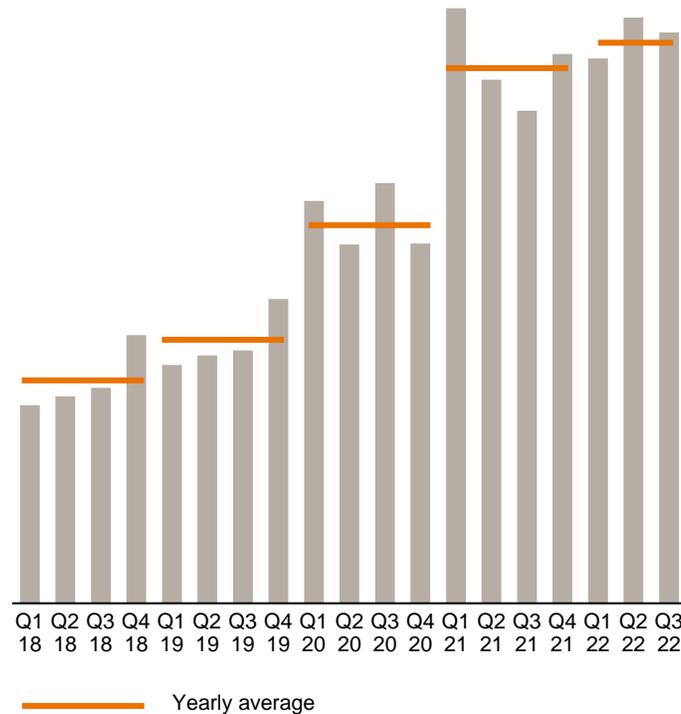


**Audio, video and data replaces audio-only**



**Gaming goes mainstream**

## .. Supported by solid development in sell-out...



## ... but 2023 may be impacted by a potential recession

### Key opportunities include



Replacement rates from early COVID-19 panic



Structural hybrid working plans



Less corporate travel



SME adoption of UC&C

### Key risks include



Postponement of IT / UC installations



General cost cutting



Lay-offs



Longer replacement rates

# Agenda

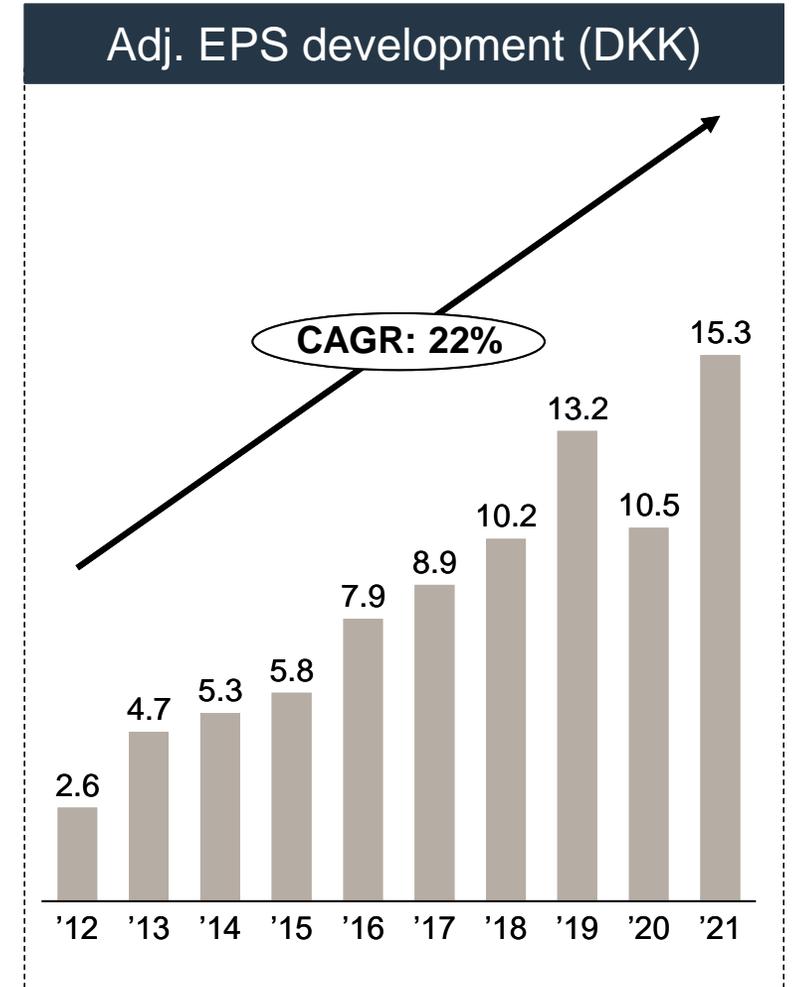
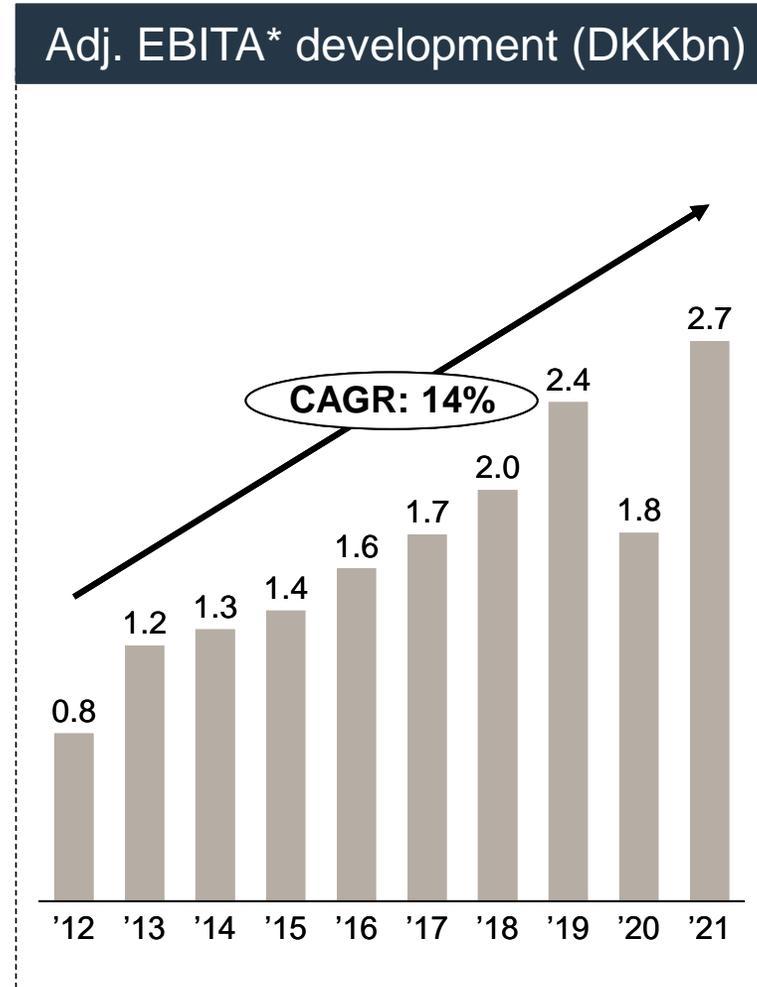
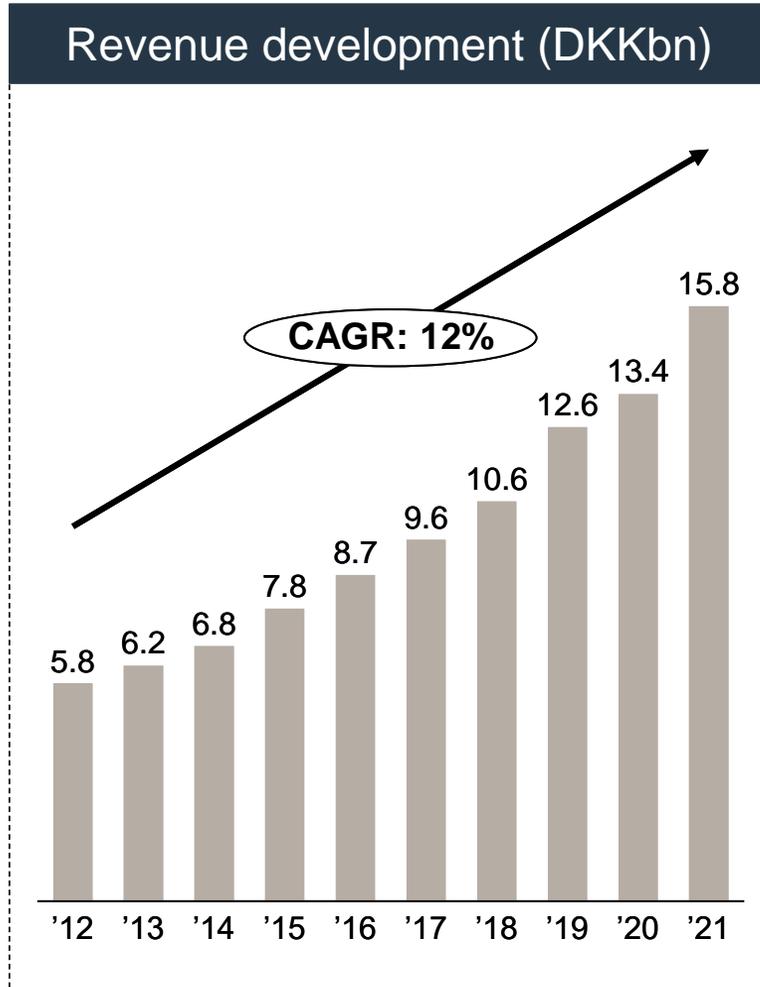
GN at a glance

GN Hearing

GN Audio

**Financials**

# GN - 10 years of relentless growth...



\* Excluding non-recurring items

# Strict focus on capital allocation



Organic investments



Synergistic M&A

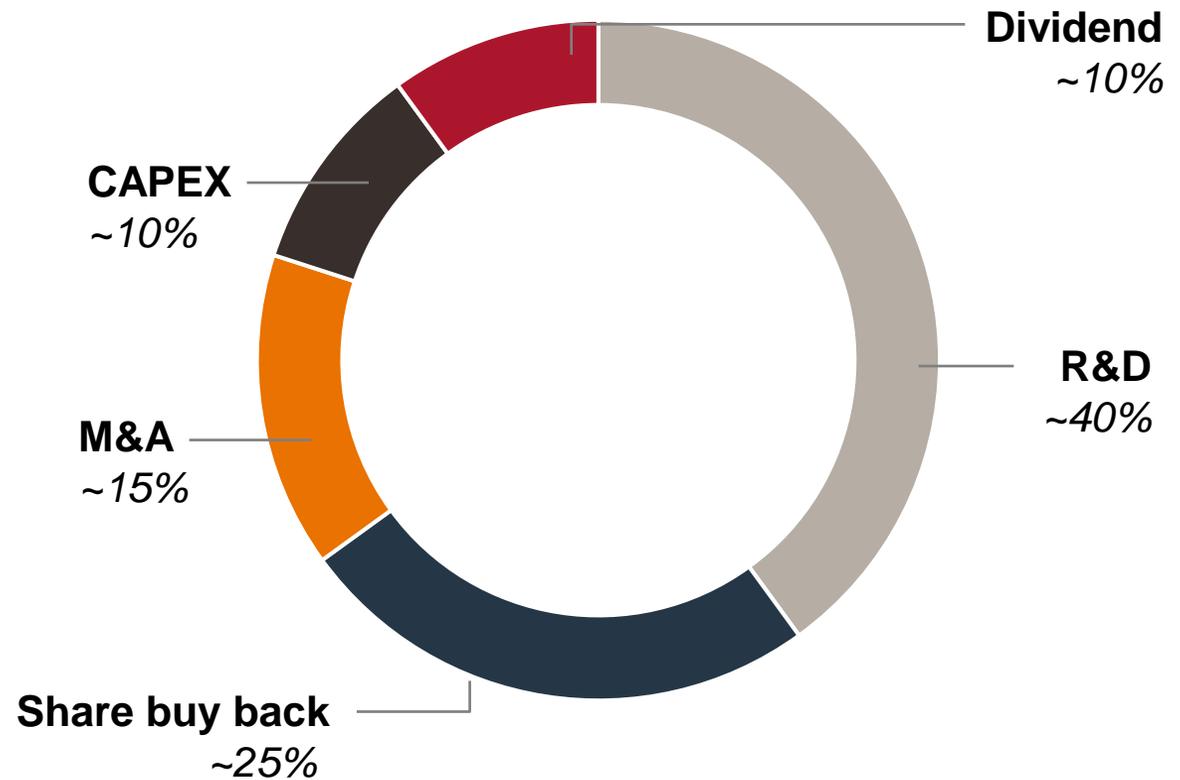


Annual dividend



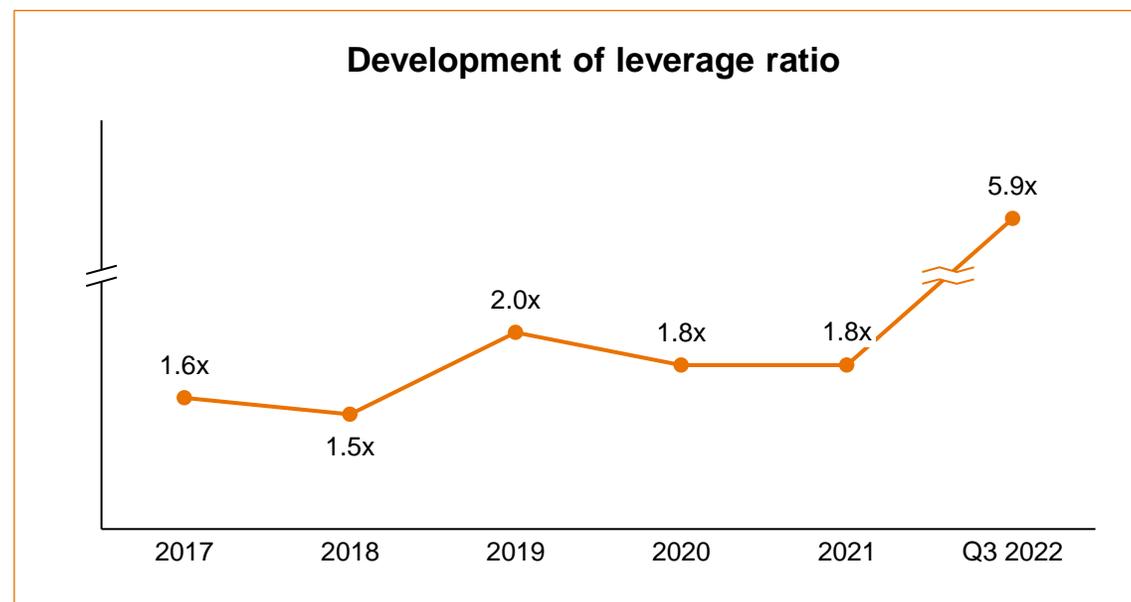
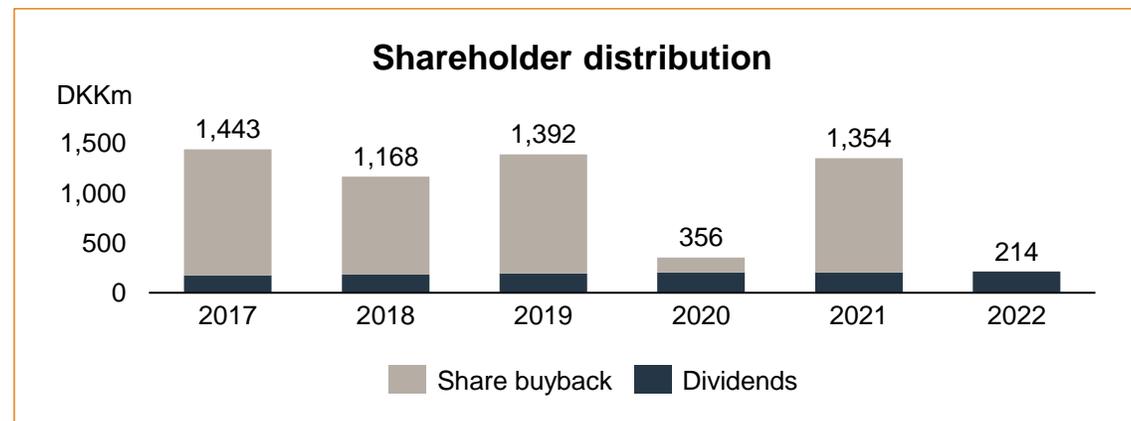
Share buy back

## GN capital allocation over the past 3 years



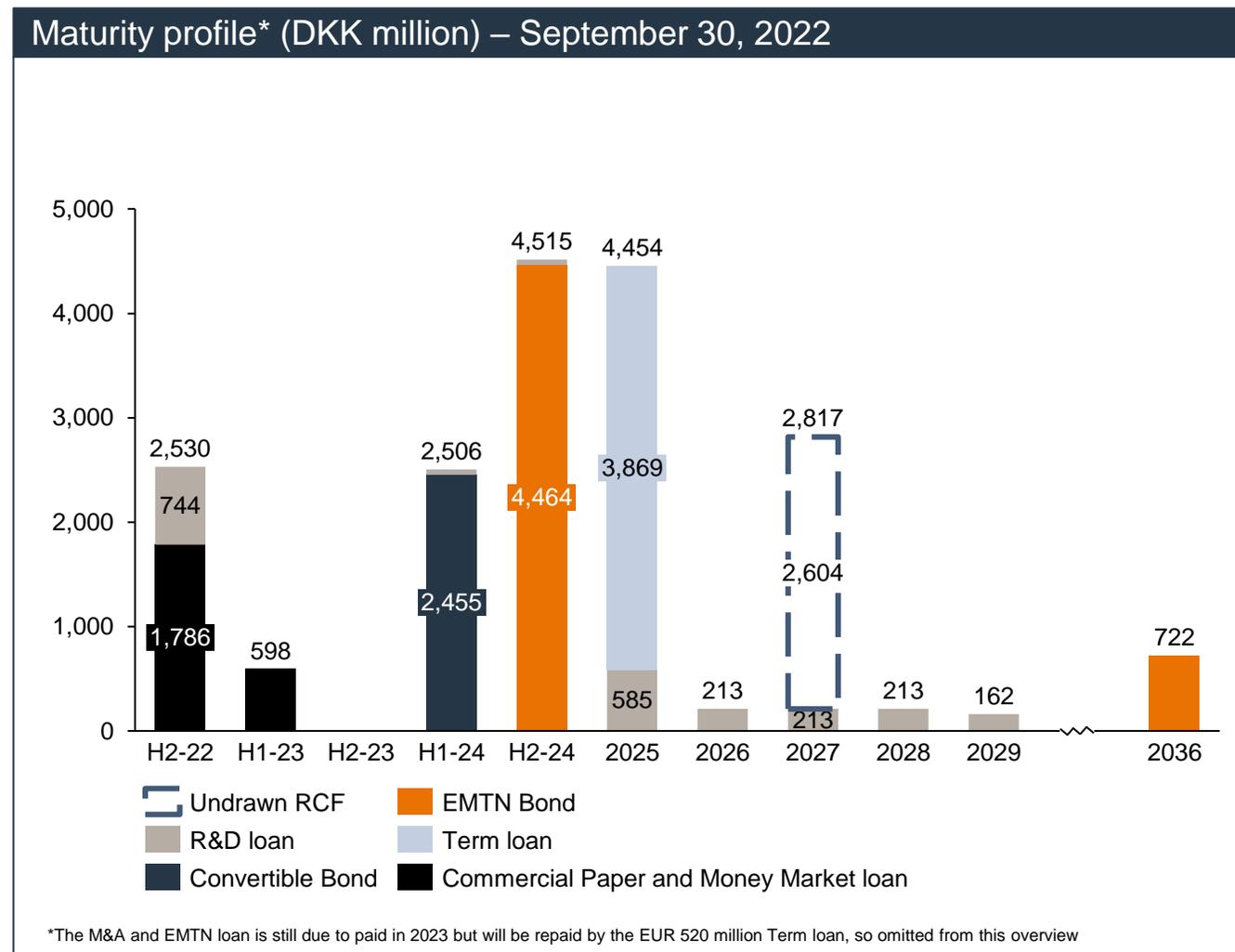
# Creating shareholder value through efficient capital structure

- During 2017 – 2021, GN was below its long-term leverage target of 2.0x with strong cash flow generation being used for shareholder distribution through share buybacks and dividends
- With the signing of the SteelSeries acquisition in October 2021, GN paused the ongoing share buyback program
- In connection with the Annual General Meeting in March 2022 it was decided to pay out a dividend of DKK 214 million in respect of the fiscal year 2021
- Following the closing of the SteelSeries acquisition, GN's leverage increased to 5.9x by Q3 2022
- GN has initiated a comprehensive review into the appropriate capital structure for the medium term and will update the market together with the release of full-year 2022 results



# New EUR 520 million loan – short-term funding need fully covered

- By the end of September, the earlier communicated three-year EUR 520 million loan with the commercial banking group was successfully signed
- As a result, the M&A bridge and EMTN bond maturing in 2023 will be fully repaid by the new loan, effectively moving maturity until 2025
- Undrawn RCF (“Revolving Credit Facility”) of EUR 350 million in place
- In October, GN received formal project approval from EIB and KfW concerning new combined R&D loans of EUR 110 million. The terms and conditions of the loan agreements have been agreed in principle with the two banks, but execution of the loan agreements is subject to final approval from the banks’ credit committees which is expected end November



# Financial guidance 2022

	Organic revenue growth	Adjusted EBITA margin <sup>3)</sup>	Non-recurring items (DKK million) <sup>4)</sup>	Growth in adjusted EPS <sup>5)</sup>
<b>GN Hearing</b>				
- Core business organic	5-8%	~14%	~ -150	
- Emerging business <sup>1)</sup> (DKK million)		~ -200		
<b>GN Audio<sup>2)</sup> 6)</b>		14-15%	~ -500	
- GN Audio organic	-7% to -5%			
- SteelSeries	better than -25%			
Other (DKK million)		~ -190		
GN Store Nord				~ -30%

Note 1) Emerging Business mainly includes the Lively acquisition

Note 2) The SteelSeries organic revenue growth will be reported as M&A growth for GN Audio

Note 3) Excluding non-recurring items

Note 4) Non-recurring items in GN Hearing primarily related to supply chain investments (DKK ~ -150m) and in GN Audio related to transaction and integration costs (DKK ~ -200m) as well as non-cash PPAs (DKK ~ -200m), associated with SteelSeries and cost reduction measures (DKK ~ -100m)

Note 5) Compared to 2021 adjusted EPS (excluding non-recurring items and amortization and impairment of acquired intangible assets) of DKK 15.29

Note 6) Reflecting updated FX assumptions for 2022 following the significant appreciation of the USD since August 2022

Financial guidance based on foreign exchange rates as of November 11, 2022

# Ambitious mid-term targets

	Organic revenue growth	EBITA margin	Growth in EPS
GN Hearing (Excl. Emerging business)	>market growth <sup>1</sup>	>20%	
GN Audio (Incl. SteelSeries)	>market growth <sup>2</sup>	>20%	
GN Store Nord	>10%		>10%

1) In the mid-term, GN Hearing expects the global hearing aid market to continue to grow at ~4 - 6% in units with an ASP decline of ~1 - 2% annually

2) In the mid-term, GN Audio expects its markets to continue to grow at ~10% annually



Signatory since 2010

MSCI  
ESG RATINGS



CCC B BB BBB A AA AAA

## Our purpose

# Make life sound better Hear more, do more and be more



Protecting our planet



Truly sustainable products  
and packaging



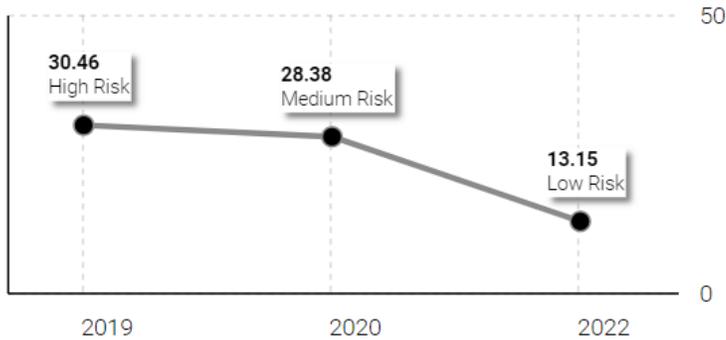
Improving health and wellbeing  
through our products



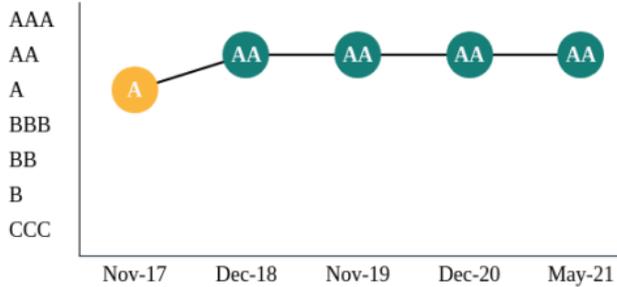
# ESG efforts continues to be acknowledged by external agencies



Climate Transparency

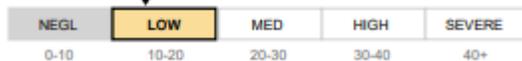


## ESG Rating history



Score: B-

## Low Risk



SCIENCE  
BASED  
TARGETS

Committed to setting science-based targets and becoming net zero

# 2025 Sustainability Goals



## Protecting our planet

- **Climate neutral** in company activities (scope 1+2)
- Halve the carbon footprint of **company air travel**
- Reduce our carbon footprint in our **distribution and manufacturing**
- Report to **CDP and TCFD** in our 2021 Sustainability | ESG Report



## Truly sustainable products and packaging

- 50% **sustainable material** in new products
- 100% **sustainable packaging** (minimal plastic, small size, FSC)
- Use sustainable **product development requirements**
- Expand **take-back schemes** to relevant products and regions
- Give more products a second life through **repair or refurb**



## Improving health and wellbeing

- Help **10 million+ people** with hearing loss to Hear More, Do More and Be More
- Create **awareness** of hearing loss and break down stigmas
- New **health functionalities** in our products
- Support **unmet hearing health needs** through donations and capacity-building



# GN commits to Science Based Targets initiative

## GN commits to Science Based Targets initiative to limit global warming to 1.5C and being net-zero by 2050



Climate goals will be independently certified to be aligned with the scientific consensus



GN joins the Business Ambition for 1.5 C coalition



Required additional goals will be prepared in collaboration with the Science Based Target initiative



Progress will be reported in the annual reports

**BUSINESS**  
AMBITION FOR **1.5°C**  



SCIENCE  
BASED  
TARGETS