



9M 2015 Results & Strategic Outlook



Milano, 30 November 2015



The gateway to your digital presence

Agenda

DADA in a snapshot

9M 2015 Business Overview

Focus on Core Business

9M 2015 Financials

- **European Leading Player** in **Digital services** for the **online presence** targeted to **SMBs, professionals** and **high-end customers**
- Presence in **7 European countries** with a high potential of scalability thanks to **unified technological platforms**
- **Large** and **increasing** customer base: **540k** paying **clients** for **1,8 mn** registered **domains**
- High **recurring revenue** rate and **customer retention rate (> 75%)**, with high visibility/predictability
- Focus on **retaining** the existing customer base, **up-selling** additional services and acquiring **new customers**
- **Increasing market share** in a challenging competitive arena

“ The one-stop shop for your online presence “

Our Brands:

 register.it

 names.co.uk

 amen

 nominalia.es

 register365

 poundhost



- Italy
- UK
- France
- Spain
- Ireland
- Portugal
- The Netherlands

Customers



Enhance of new interaction channels and extension of contact time for **customer care**:

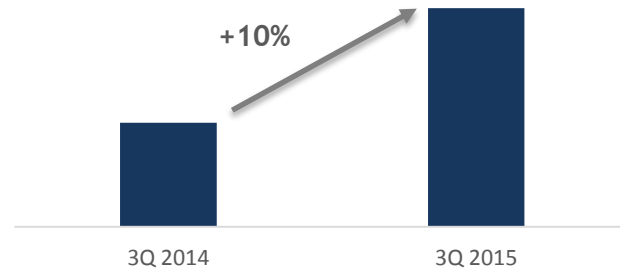
- improved the **average rate of renewal**, with a **number of products** scoring results **above 90%**,
- and gave greater **opportunities** to the **upselling** of services to the customer base

Domains Stock

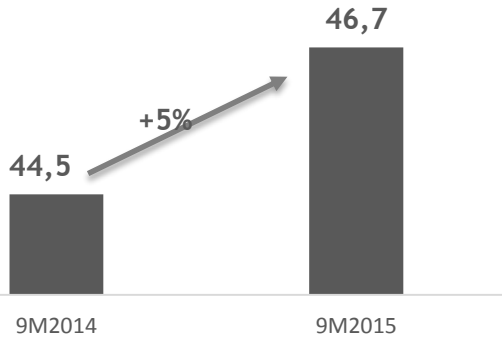


New domain registrations grew by **over 10%** versus 3Q14, allowing the Group to grab market shares from main competitors.

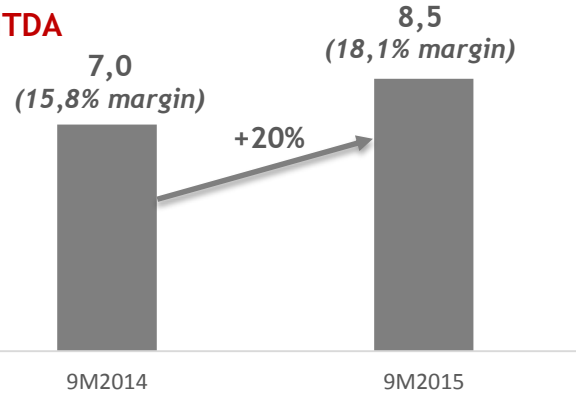
New Domains Registrations



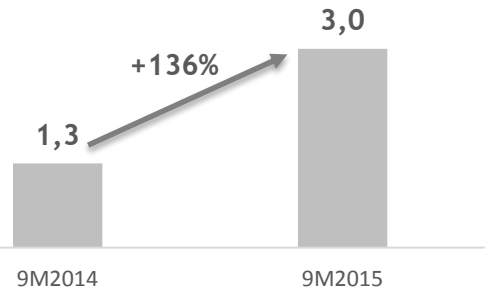
Revenues



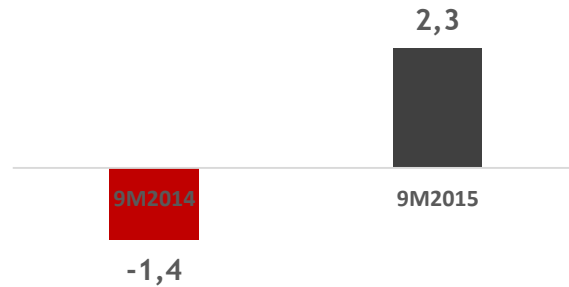
EBITDA



EBIT



Net Result*



* 9M-2015 includes Euro 1,8 million Result from discontinued operations

Agenda

An overhead, grayscale photograph of four business professionals (two men and two women) sitting around a table in a meeting. One man is leaning over the table, another man is looking at a laptop, and two women are seated in chairs, one with her hand to her face. The scene is dimly lit, with a focus on the people and their interaction.

DADA in a snapshot

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Customer Needs:

One-Stop-Shop to:

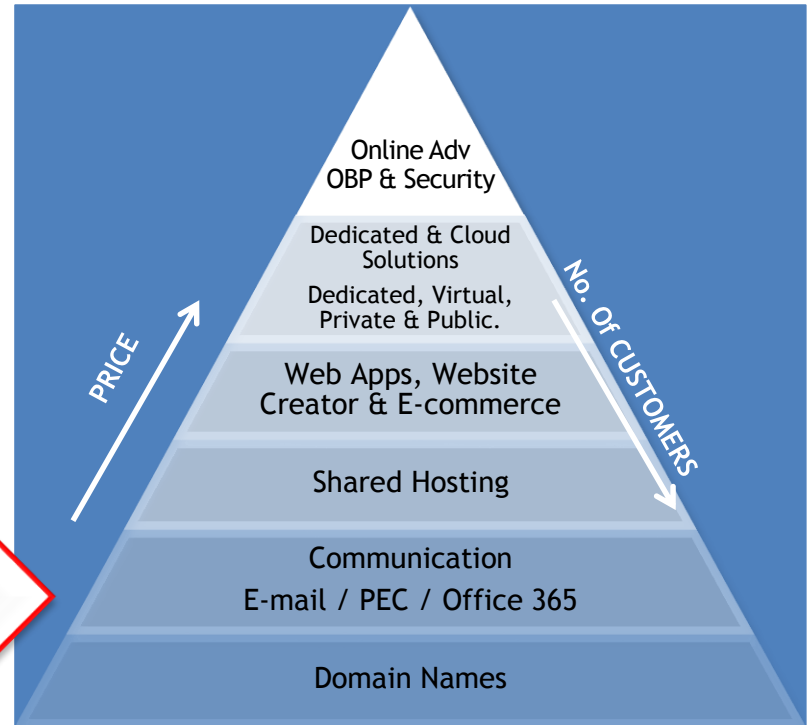
- Create online presence
- Market and promote businesses
- Sell and distribute products online

Product quality, ease-to-use:

- Simple way to find, purchase and use the right service

Online solutions are increasingly key for SMBs

Dada's suite of services



Step 1

Get a domain name to start online presence



Key Products:

- Domain name registrations
- Domain renewals & transfers
- newGTlds pre-registration
- TMCH and DPML

Step 2

Build a web presence

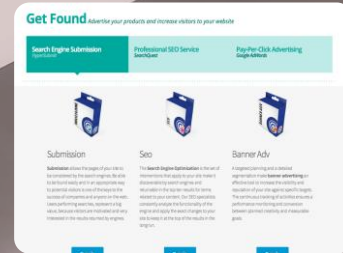


Key Products:

- Website builder
- Shared Hosting (email)
- Dedicated and virtual servers
- We do it for you

Step 3

Increase your visibility and sell online



Key Products:

- Search Engine Optimization
- Online marketing solutions
- E-Commerce solutions
- Optimization for Mobile

Dedicated Phone Assistance & Technical Support Team



Increase the channels:

in bound call, out bound call, e-mail, chat, webinar, social networking

 **DADA**

- 480+ /24 IPv4 Allocation
- /32 IPv6 Allocation
- 40Gbps backend network
- 20+ Gbps Transit Bandwidth
- 2 Carriers (GTT, NTT)
- 2 Peering (LONAP, LINX)
- 400 racks capability
- 4500+ Servers
- Dell, SuperMicro, Juniper, ...
- 0.5 PB data storage
- Tier 3+
- DC Uptime: 100%



Reading

 **DADA BT**

- 50+ /24 IPv4 Allocation
- /32 IPv6 Allocation
- 40 Gbps backend network
- 20+ Gbps Transit Bandwidth
- 3 Carriers: GTT, Inet, MIX
- DDOS Protected (Akamai)
- 70 racks capability
- 500+ Servers
- HP, Brocade, F5, NetApp
- 2 PB Data storage
- Tier 3+
- DC Uptime: 99,95%



Milan

Diversified Channel Strategy



Products Matching User Type



Underpinned by continued investment in strong customer support

Market Scenario

Increased competition pressure

New Competitors

New large global players entering our markets (GoDaddy, Google)

Cost of acquisition

Competition leveraging on web acquisition channels & raising online cost of acquisition

Price War

Aggressive marketing campaigns more & more driven by low cost offers

Strategy

Price reposition & local strategy

Revise our price positioning by developing modular offer of services

Increase **product range quality** & introduce **additional value** to core products

Engage customers by introducing “**We do it for you**” products

Support customers extending customer services availability & contact channels

Main Goals

Success KPIs

Hold renewals /
Reduce churn rates

Grow active
customers

Agenda



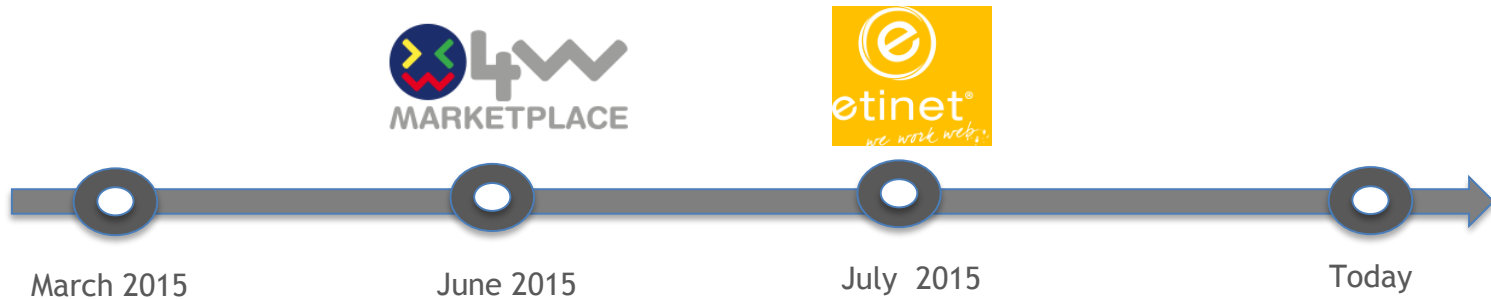
DADA in a snapshot

9M 2015 Business Overview

Focus on Core Business

9M 2015 Financials

In 2015 the DADA successfully completed its refocusing on the **core business** of **digital services** for the **online presence** and **visibility of SMBs**, completing the following extraordinary transactions:



Sale to Italiaonline of 100% of **Moqu Advertising** for € 5 mn + € 1 mn earn out

Transfer of **ProAdv/Simply BU** to 4W MarketPlace S.r.l.,

in exchange of a **25% equity take** in **4W Marketplace**, one of the top online advertising players in Italy

Acquisition of 100% of **Etinet S.r.l.** for € 700 k, **web factory** with a **strong offline expertise**

The project aims at extending the local model and providing additional **“we do it for you” services** to our customer base

Refocusing on core business **completed**

Agenda

An overhead, grayscale photograph of four people sitting around a wooden table in a meeting. A man in a striped shirt is on the right, looking at a laptop. A woman in a plaid shirt is on the left, also looking at a laptop. Two other people are seen from behind, one in a white shirt and one in a light-colored top. The table is cluttered with laptops, papers, and a coffee cup. The background shows a modern office setting with a striped sofa.

DADA in a snapshot

9M 2015 Business Overview

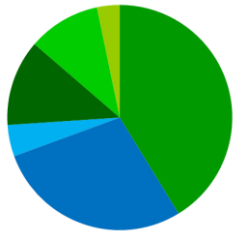
Focus on Core Business

9M 2015 Financials

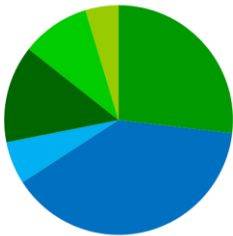
€ mn	9M 2015*	% on sales	9M 2014	% on sales	Y/Y %
Net Revenues	46,7		44,5		+5%
EBITDA	8,5	18%	7,0	16%	20%
EBIT	3,0	7%	1,3	3%	136%
Profit before Tax	3,3	7%	-0,7	-2%	n.m.
Group Net Profit*	2,3	5%	-1,4	-3%	265%

*9M-2015 includes 2.2 mn capital gain from Simply contribution and -0.3 mn result from discontinued operations

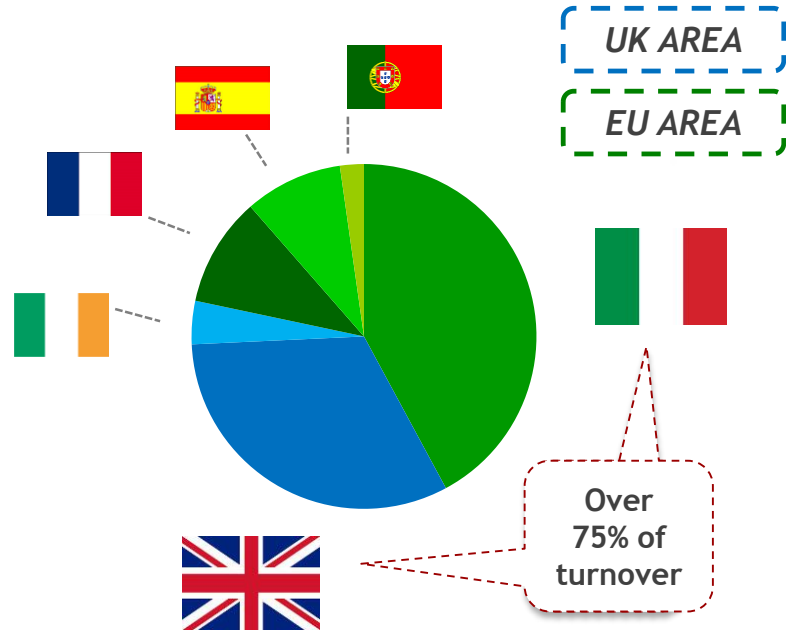
Domains Under Management



Customer Base



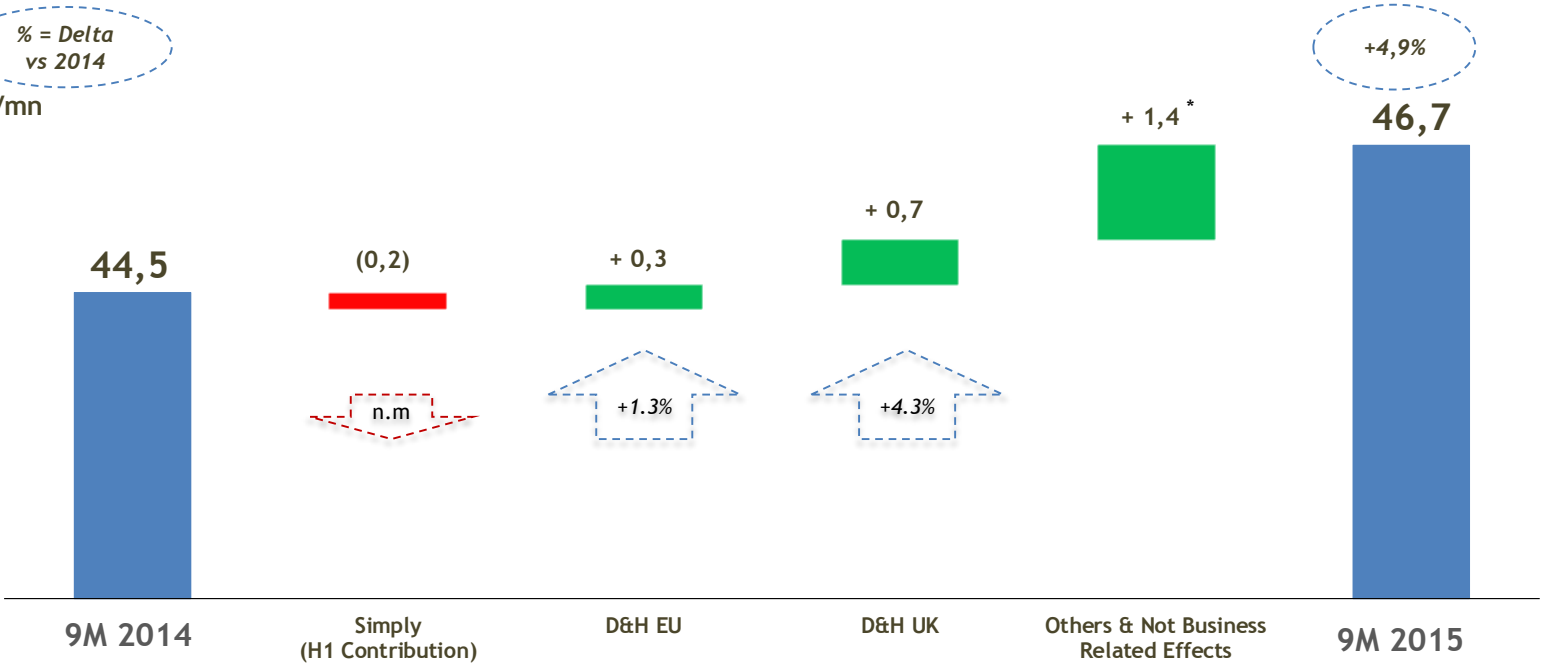
- Italy
- UK
- Ireland
- France
- Spain
- Portugal



9M 2015 Revenue = € 46,7 mn (100%)

% = Delta vs 2014

€/mn

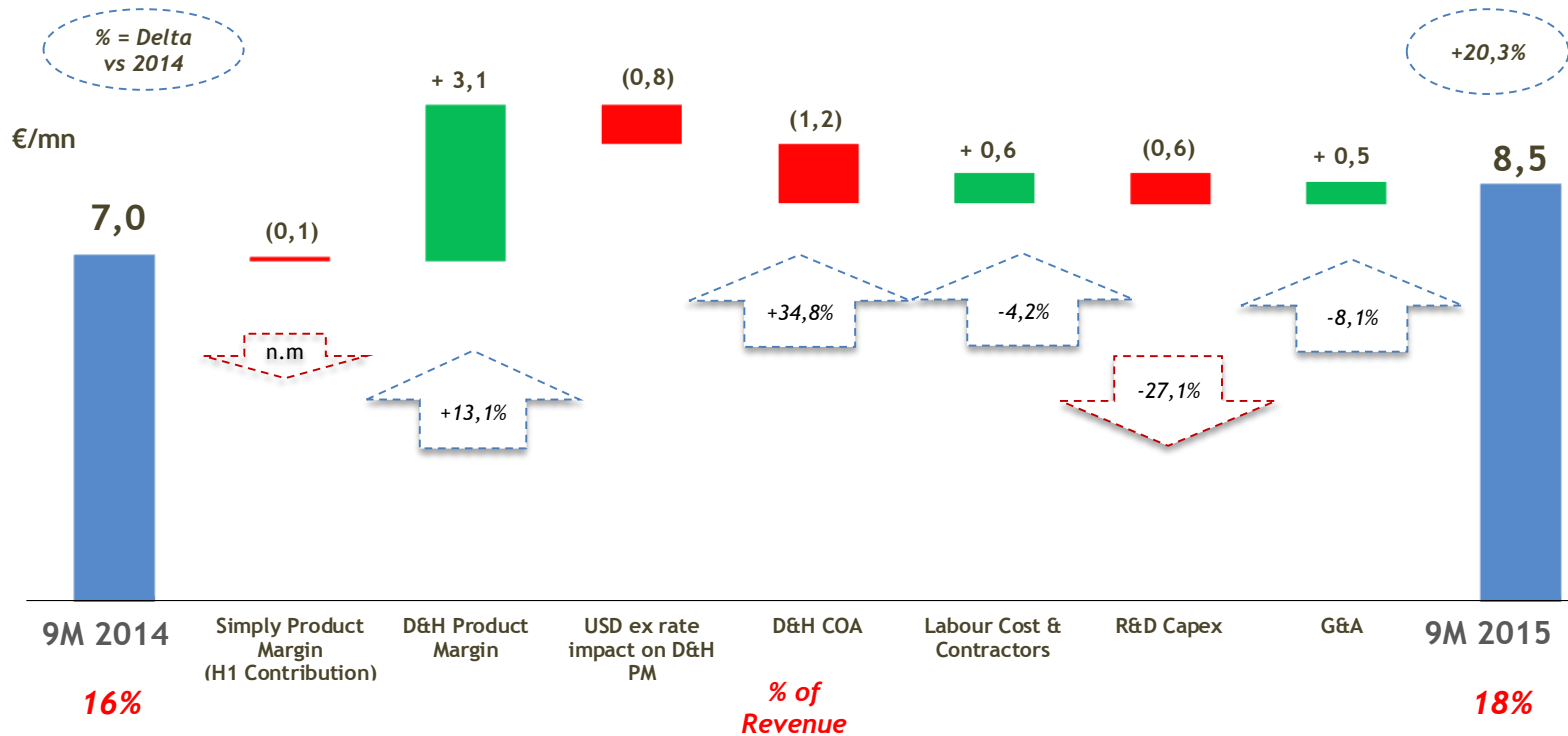


Not Business Related Effects:

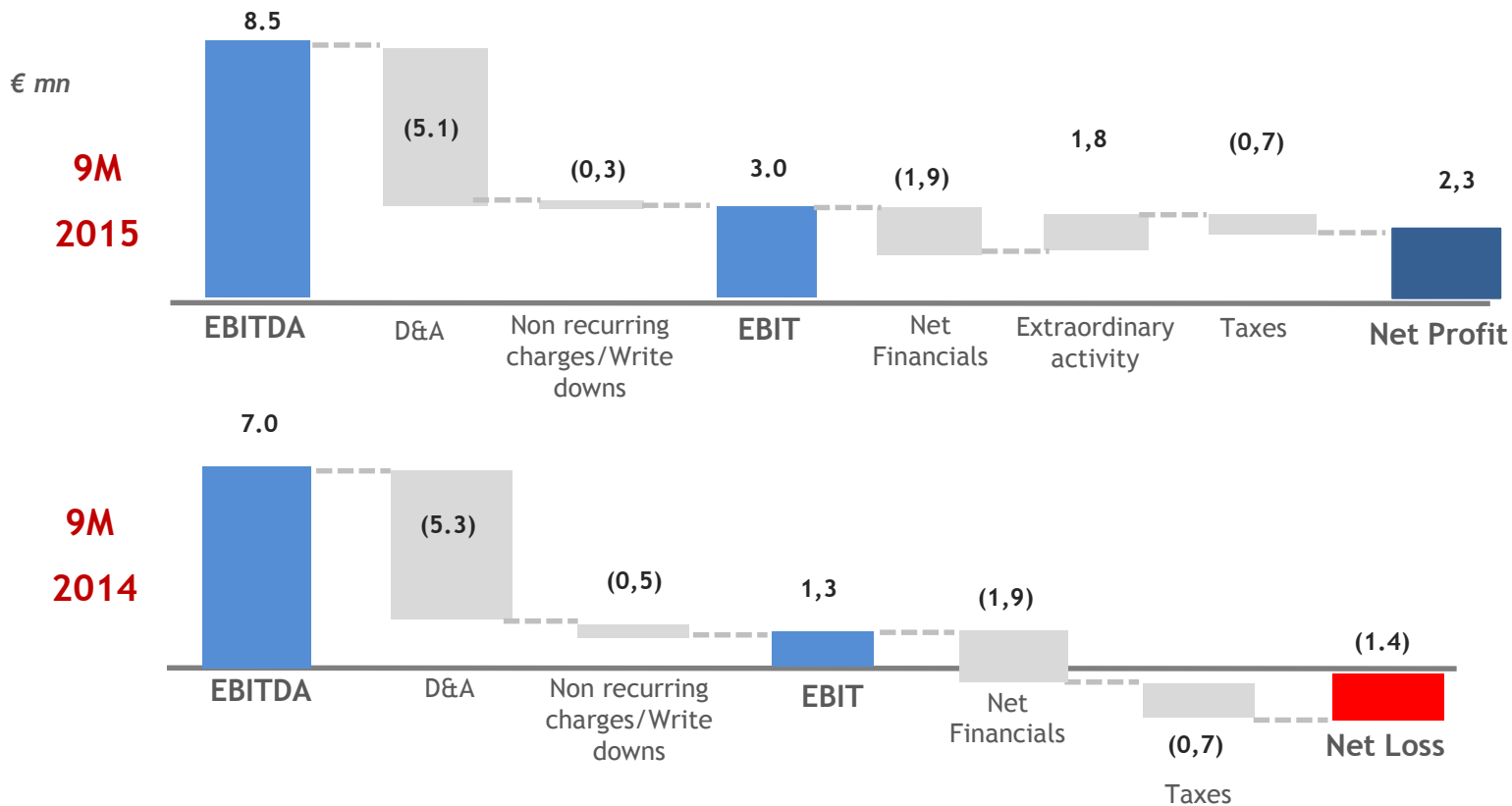
€/GBP Exchange Rate +€1,8 mn

2014 UK Adsl Revenue (Dismissed in May14) - €0,3 mn

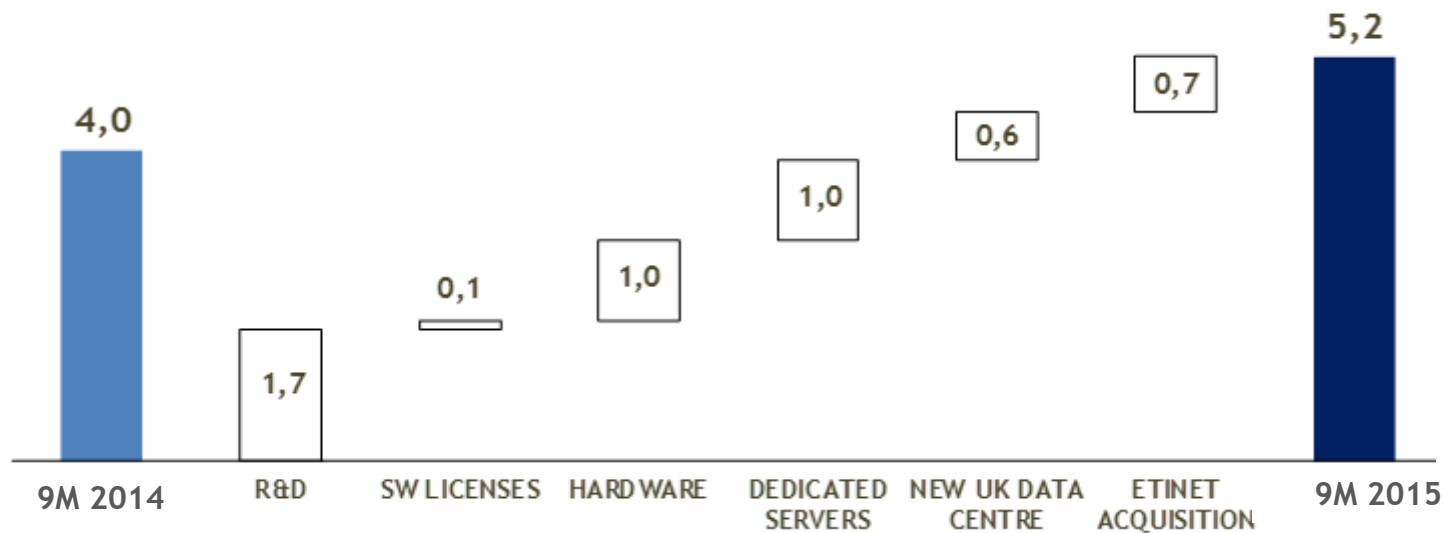
Figures excluding Performance Adv results since January 2014 and January 2015



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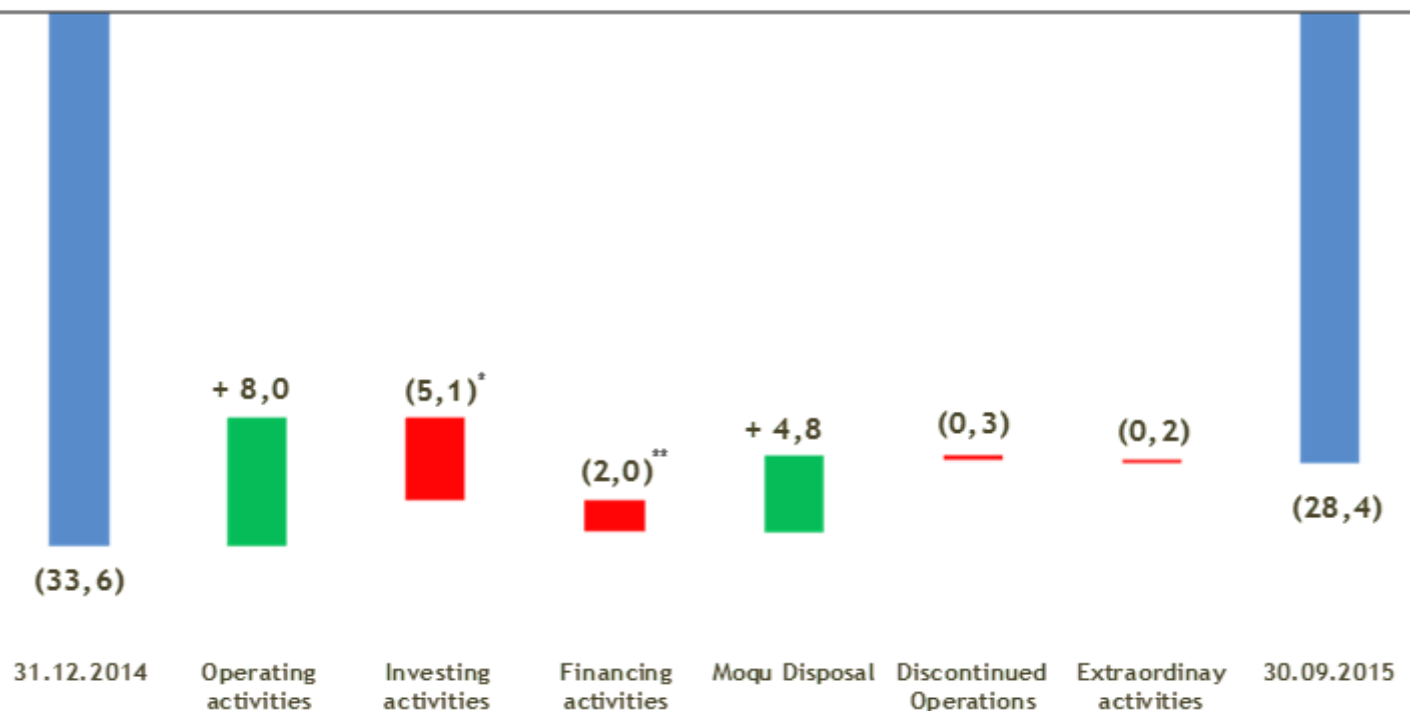


€/mn



Figures excluding Performance Adv results since January 2014 and January 2015

€/mn



* €0.6 mn of Capex related to New UK DC; ** Of which -€0.8 mn related to CC commissions

€ mn	30.09.2015	31.12.2014
Net Working Capital	(10,7)*	(10,3)
Fixed Assets	99,3	95,4
Severance and Other Funds	(1,2)	(1,4)
Other Payables beyond one year	(23,1)	(16,7)
Net Capital Employed	87,4	83,7
Net Financial Position	(28,4)	(33,6)
Total Shareholders' Equity	(59,0)	(50,1)

Differences between NCE and the sum of NFP and Net Equity area due to rounding

** Of which 13mn deferred revenues included*

€ mn	30.09.2015	31.12.2014
Cash, bank and post office deposits	6,1	1,4
Credit lines, account overdrafts and current bank borrowings	(11,4)	(18,2)
Non-current bank borrowings (M/L T)	(23,1)	(16,7)
Derivatives	0,0	(0,1)
NPF	(28,4)	(33,6)

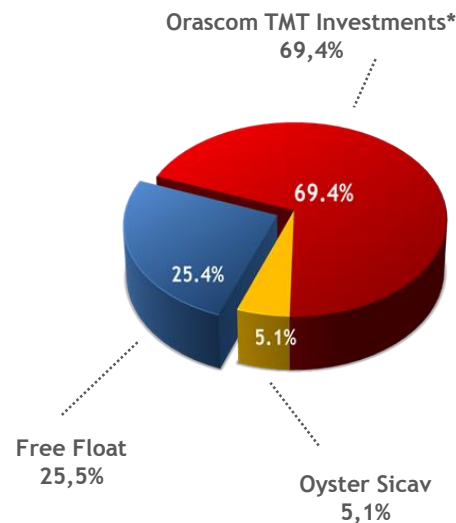
Stock Performance



Share Information (at Nov 24th 2015)

Ticker	DA IM (Bloomberg), DA.MI (Reuters)
Market cap (STAR Segment)	€ 37 mn
Shares issued	16.680.069
YTD Month avg. daily trade	26.174

Shareholding Structure



* Through its wholly-owned subsidiary Libero Acquisition S.à r.l.



Appendix

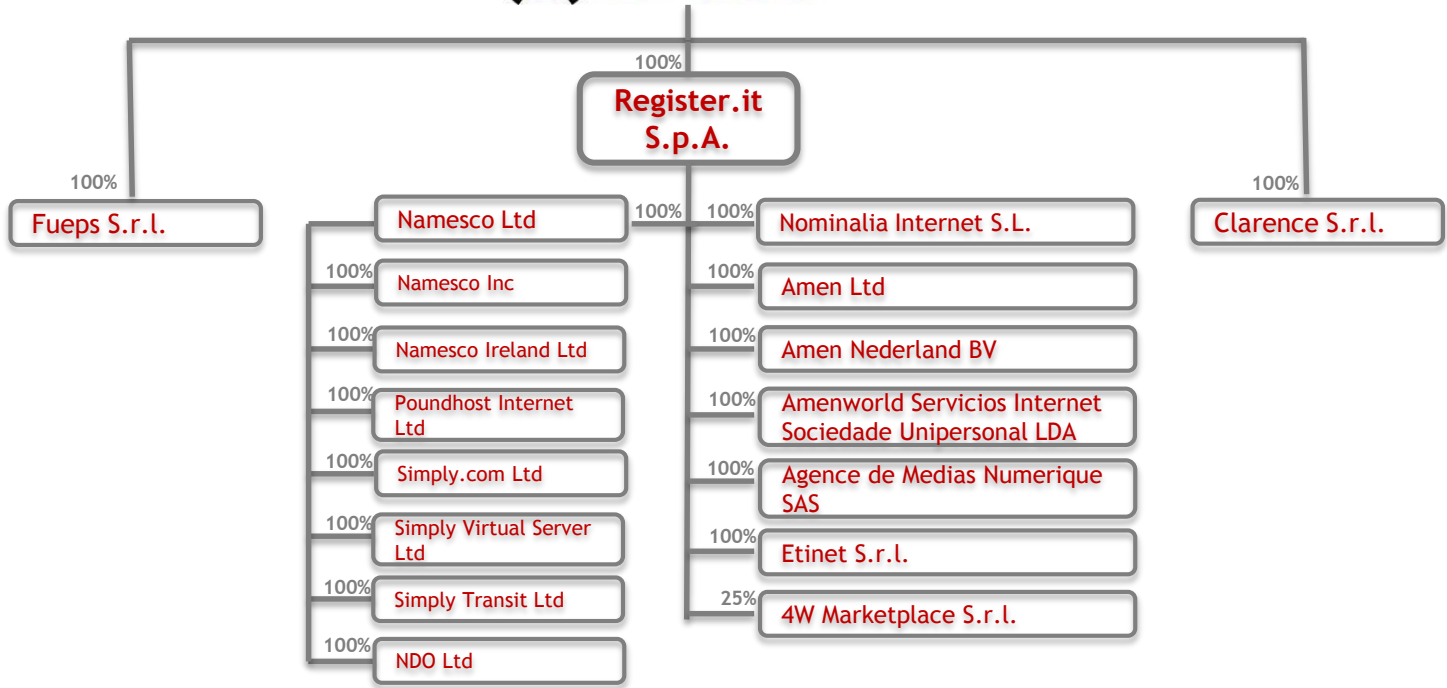
9M 2015 - Dada Group Consolidated P&L

	9M2015	9M2014	Delta vs 2014	
Revenue	46,7	44,5	2,2	4,9%
COGS	-16,2	-16,2	0,0	-0,1%
Product Margin	30,5	28,3	2,2	7,7%
COA	-4,7	-3,5	-1,2	34,6%
Gross Margin	25,8	24,8	1,0	4,0%
Labour Cost & Contractors	-13,7	-14,4	0,6	-4,2%
R&D CAPEX	1,7	2,3	-0,6	-27,1%
G&A	-5,3	-5,8	0,5	-8,1%
EBITDA	8,5	7,0	1,4	20,3%
Non recurring charges/Write-downs	-0,4	-0,5	0,1	-29,6%
D&A	-5,1	-5,2	0,2	-3,4%
EBIT	3,0	1,3	1,8	136,4%
Net Financials	-1,9	-2,0	0,1	-5,6%
Taxes	-0,7	-0,7	-0,0	0,6%
Profit (Loss) from Continuing Operations	0,4	-1,4	1,9	131,0%
Profit (Loss) from Discontinued Operations + CG	1,8	0,0	1,8	
Net Result	2,3	-1,4	3,7	264,9%

9M 2015 Results - Cash Flow Statement

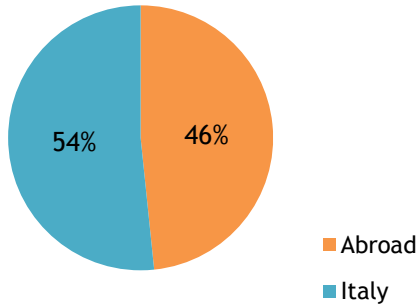
€ mn	9M 2015	9M 2014
Cash and Cash Equivalents at the Beginning of Period	(16,8)	(9,5)
Group Net Profit (Loss)	2,3	(1,4)
Gross Operating Cash Flow	8,4	7,2
Working capital, Income taxes and Interest paid	(2,6)	(4,5)
Net Operating Cash Flow	5,8	2,7
Capex & Investing Activities	(0,7)	(4,5)
Financing Activities	6,4	(2,6)
Free Cash Flow	11,5	(4,4)
Cash and Cash Equivalents at the End of Period	(5,3)	(13,9)

Group Corporate Structure as of September 2015

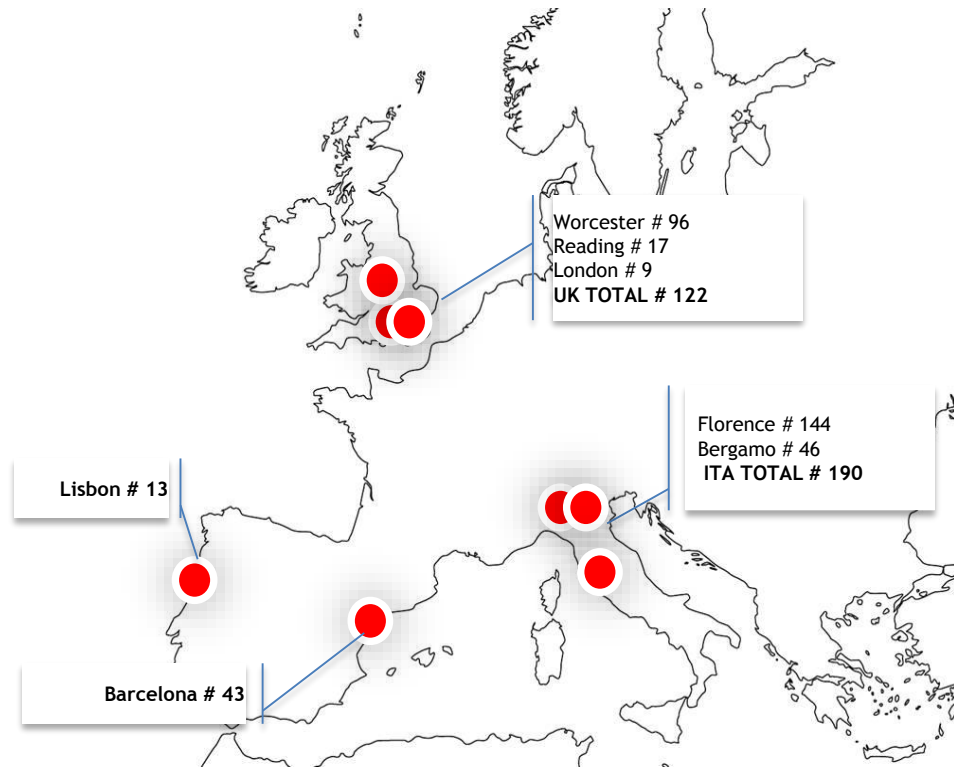
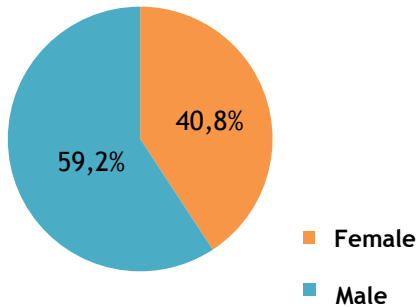


Company Human Capital

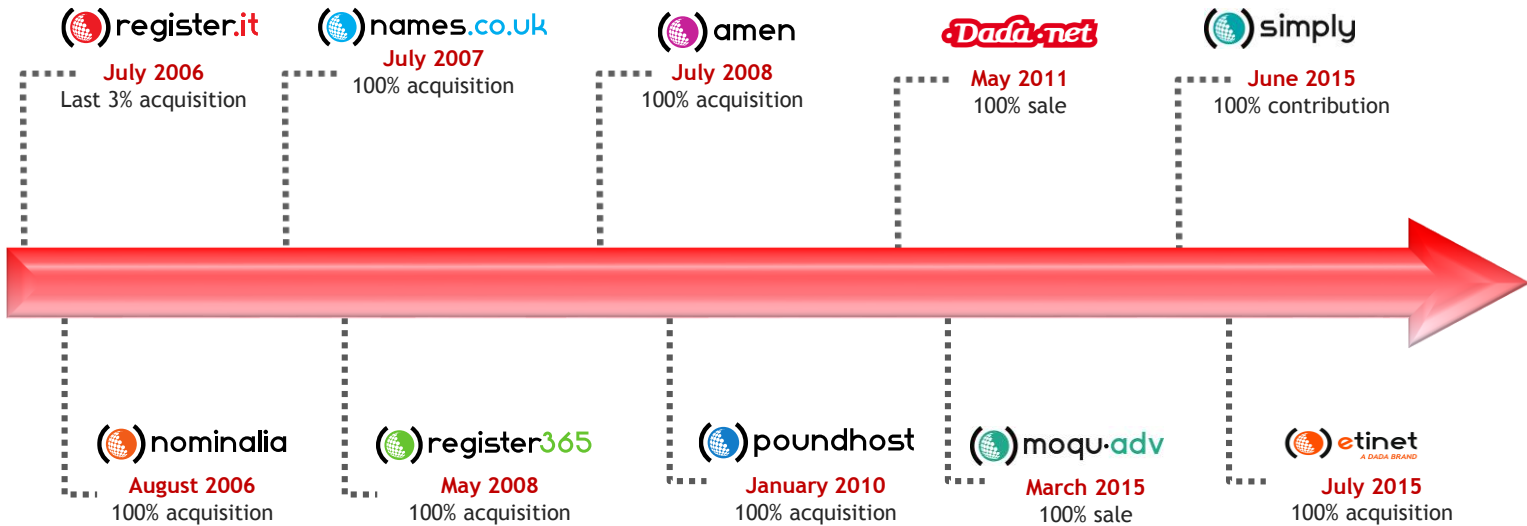
Italy vs Abroad
















Gender



M&A activity



M&A Multiples

Country	Brand	Year	EV/Ebitda Acqu. Multiple	DADA Trading Multiple
 Spain	 nominalia	2006	2,7x	12,8x
 UK	 names.co.uk	2007	8,6x	15,1x
 Ireland	 register365	2008	4,9x	6,7x
 France	 amen	2008	6,8x	5,6x
 Portugal				
 UK	 poundhost	2010	2,7x	4,5x
 Italy	 etinet <small>A DADA BRAND</small>	2015	2,6x	6,6x

Listed peers

EV/EBITDA



Source: Bloomberg projections for FY2015, company data- update 06 nov 2015

EBITDA MARGIN



Many thanks!

All forecasts included in this document are subject to risks and uncertainties of DADA itself and of Internet, media and Telco markets.

All forecasts are based on currently available information and reflect DADA Group management expectations.

All forecasts reflect market parameters, assumptions and other fundamentals which could change and therefore influence the future results.

All the forecasts are based on an hypothesis of organic growth and commercial and regulatory stability, particularly in the mobile market.

This document does not constitute solicitation of public saving.

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DADA