



DADA



Company Presentation – Results 2015

March 2016



The gateway to your digital presence



Agenda

- DADA at a Glance
 - Market & Positioning
 - Business Overview
 - FY2015 Financial Results & KPI's
 - Strategic Guidelines
 - Investment Highlights

Leading European Player in Online Services for SMBs

WHO WE ARE

- **Leading European Player in Digital Services** for the **Online Presence & E-commerce**
- **Domains & Hosting** services targeted at **SMBs & SoHo**
- Broad **Suite of Solutions** from **Do It Yourself** to **We Do It For You**
- Fully Integrated **Technology Infrastructure**, Proprietary **Datacenter**, World Class **Data Driven Platform**
- Listed on the **STAR Segment** of the Milan Stock Exchange (EV € 69.0** mln)

BY THE NUMBERS

560 k
paying **Clients*** (+6% yoy)

1.8 mln
Domains* under management

Presence in **7**
European countries

€62.2 mln
Revenues FY2015 (+4.5% yoy), o/w **56% International**

€10.5 mln
Ebitda FY2015 (+14% yoy)

400
Highly Qualified **Employees***

* Data as of 31 Dec 2015

** Data as of 21 Mar 2016, NFP as of 31 Dec 2015

Key Assets

BUSINESS & METRICS



560 K CUSTOMERS



1.8 MLN DOMAINS



1.6 MLN EMAILS



650 K HOSTINGS

BRANDS & RANKING

#2 ITALY



register.it
etinet

#4 UK



names.co.uk
poundhost

#2 IRELAND



register365

#1 PORTUGAL TOP 5 FRANCE



amen.pt



amen.fr

TOP 9 SPAIN



nominalia

PLATFORM & SUPPORT

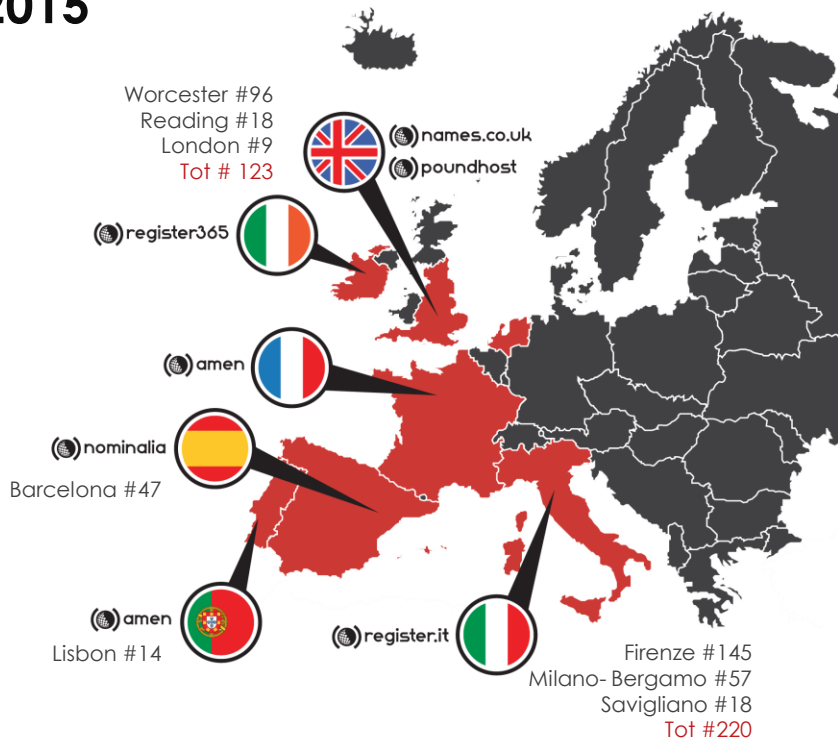
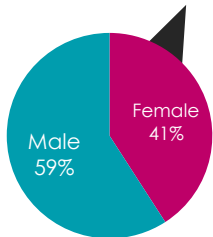
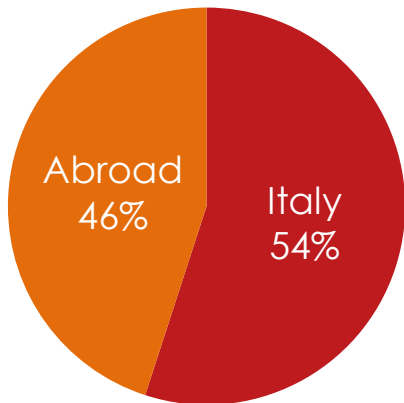
OUTSTANDING OWNED & LOCAL CUSTOMER CARE (120 EMPLOYEES)

PREMIER DATA DRIVEN PLATFORM & MNGT. SYSTEMS

DATACENTER (UK)
5.000 sq.m
99.9% UPTIME SLA

7 PETABYTES INFRASTRUCTURE DATA STORAGE

As of 31th December 2015



From Local Player to European Leading Position

2005 - 2010

From a pure Italian player to a Leading Multinational

- register.it
- names.co.uk
- register365
- poundhost
- nominalia
- amen

D&H REVENUES:
5%

2011 - 2013

Focus on Core Business and DC start-up

2011 Sale 100% of **Dada.net**

2013 Start New UK Data Center



D&H REVENUES:
75%

2014 - 2015

Optimization and Refocusing Completed

2015 Sale 100% of:

- moqu-adv
- simply

July 2015 Acquisition of

etinet

D&H REVENUES:
97%

2016...

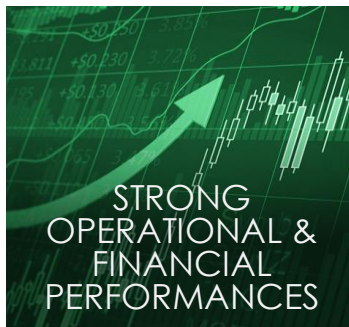
Leading European Player in Online Presence Services for SMBs

- Strongly Positioned in 
- Broad Suite of Solutions to serve from DIY to DIFY
- Integrated Tech Platforms and High - Performance UK Datacenter

D&H REVENUES:
100%

Core Business incidence on total Revenues

FY 2015 Highlights- Refocusing on D&H completed



STRONG OPERATIONAL & FINANCIAL PERFORMANCES

- Enhanced main **Business Metrics & Market Share**
- Strong Increase in **Operating Margins**
- Improved Net Operating **Cash Flow**



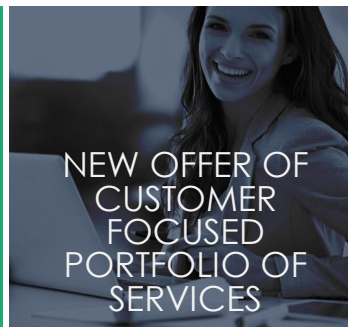
DADA GROUP CORPORATE STRUCTURE FINALIZED

- **2011 Sale of *Data.net***
- **2015 Divestment Adv Division:**
 - moqu-adv
 - simply
- **2015 Acquisition of**
 - etinet



PROVISIONING & CUSTOMER SUPPORT FURTHER ENHANCED

- New Proprietary **Datacenter in UK completed in H1 2015** and now **fully operational**
- **120** qualified employees in **Customer Facing Support & Assistance**
- EU/UK **Platforms Integration**



NEW OFFER OF CUSTOMER FOCUSED PORTFOLIO OF SERVICES

- From **DIY** to **DIFY Services** to **assist and serve the European SMB's**
- Launch of **Integrated Suite of Services** for the **Online Presence and Visibility**
- Focus on **Customer Delight**

2015 Key Financial Highlights

KEY ACHIEVEMENTS

- **IMPROVED ALL MAIN BUSINESS METRICS**
- **STRONG GROWTH IN OPERATING MARGINS**
- **IMPROVED CASH FLOW**

BY THE NUMBERS

- **+ 22%** yoy New Domains
- **+ 32%** yoy New Customers acquired
- **+ 6%** yoy Customer Base

- **Ebitda +14% yoy** (+140 bps Ebitda Margin)
- **EBIT +111% yoy**

- **Net Operating Cash Flow** € 7.4 mln (+105% yoy)
- **NFP at € 27.7mln** in '15 vs € 33.6 mln in '14



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A Large & Underserved Market

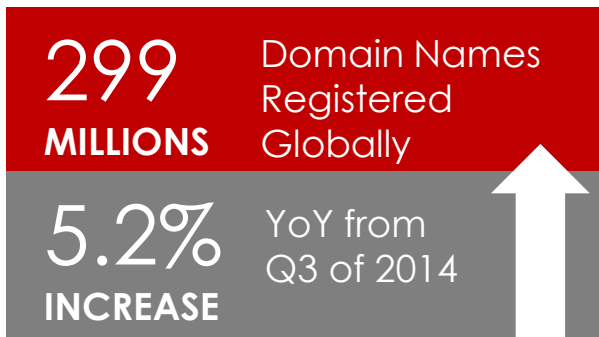
Sources: Eurostat, Forrester Research Online Retail Forecast, July 2015



European E-Commerce Market Cagr 2011-19: +14%

Global Domains Market Still Looking Positive

GLOBAL DOMAINS



Q3 2015 closed with approx. 299 mln domain name registrations across all top-level domains (TLDs)

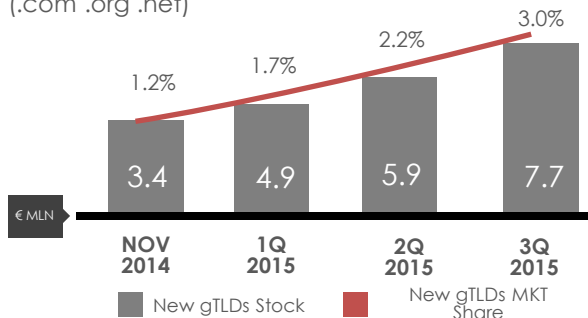
Registrations have grown by 14.8 million, or 5.2 % yoy

* Source www.centr.org, Global TLD Stat Report
Keys : cc.TLDs : .it, .fr, .es - gTLDs : .com, .net - New gTLDs : .sport, .bio

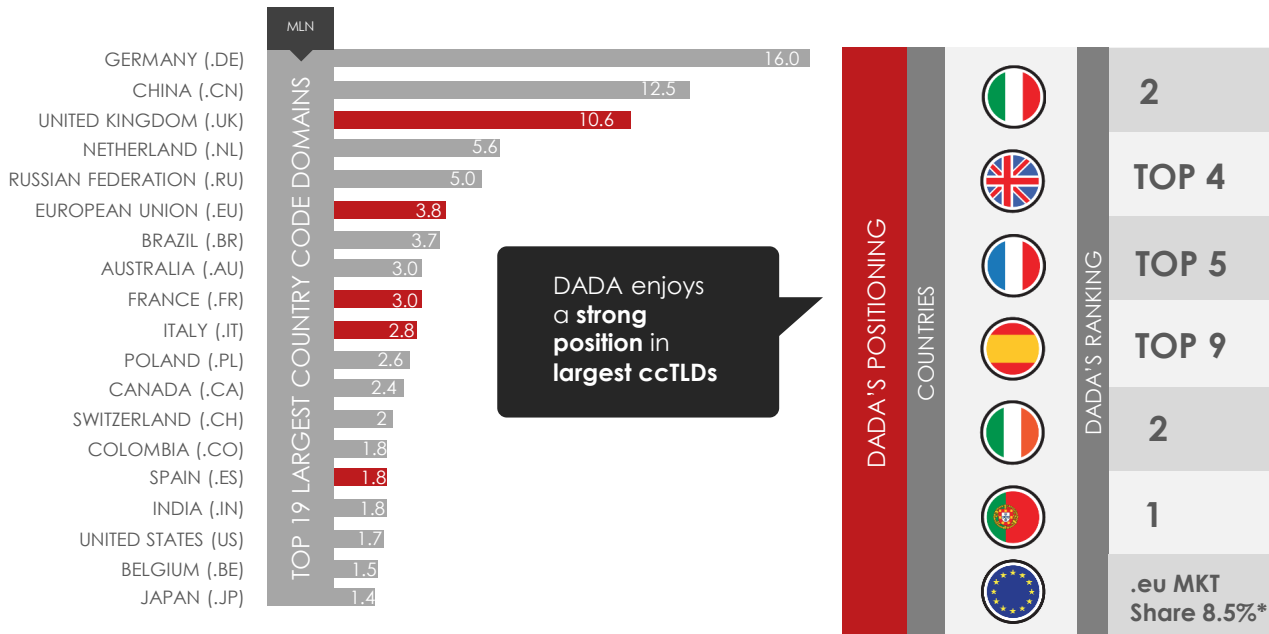
GLOBAL NEW gTLDs

Global market **opportunities** arising with **new gTLDs** which **improved** their global market share in 2015 from 1.2% to 3.0%

Since Jan 2014 **ICANN** started to release about **700 New gTLDs** (.bio, .wine) in addition to traditional gTLDs (.com, .org, .net)



Top European Player with Leading Positioning in Largest ccTLDs



* Mk share calculated on .EU TLDs in DADA core geographies

Well Positioned to Beat the Market 1/2

MARKET FEATURES AND TRENDS

- **ccTLD** Domains Markets stabilizing – Arising opportunities from **New gTLDs**
- Expected **Growth** of the **Web Presence** and **Hosting / Servers** market segment
- Increasing **Competition** to acquire new customers and **Rising COA**
- Market **Consolidation** Trend (M&A)

DADA STRATEGIC POSITIONING

- Leading Positioning in **ccTLD**, First Adopter **New gTLDs**
- Reduced Churn – **<1.2%** monthly
- Enhanced **upsell to Base** – Improved ARPU
- **New** customer **Acquisition Channels**
- Price **repositioning** – **Premium Services**

Well Positioned to Beat the Market 2/2

MARKET KEY DRIVERS

- **Quality & Reliability** of Services
- Complete **Range** of **Products**
- **Brand** Recognition
- From **DIY** to **DIWM/DIFY**
- **Full Support** and Premium **Consulting**

DADA'S ASSETS

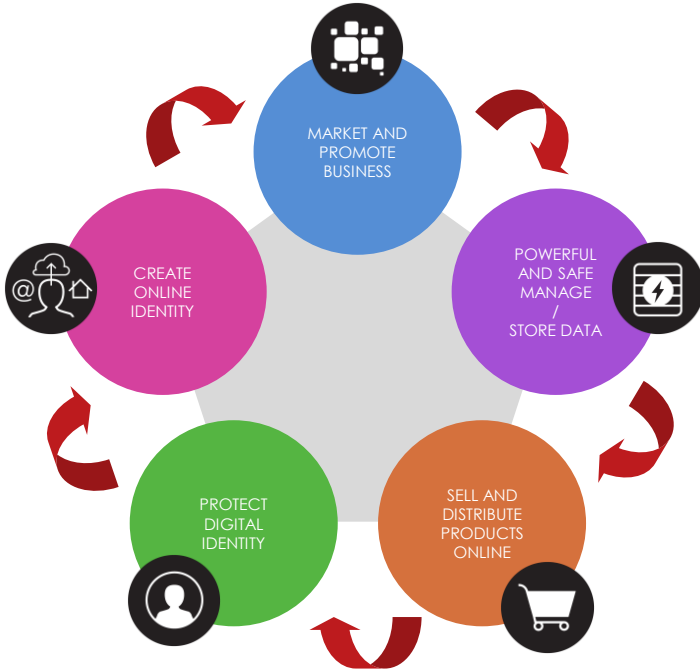
- Broad **Suite of Solutions**, **Agile Dev.** Teams
- Integrated Tech. **Platforms** and **Powerful DC**
- Premier **Brands Awareness**
- Enhanced **Tailored Products (DIFY)**
- World Class Proprietary **Customer Care**

A top-down view of a desk with a wooden texture. In the top left is a white mug. To its right are four pens. In the bottom left is a silver compass. In the center is a notebook with a black and white world map. A red semi-transparent box covers the right side of the image, containing the agenda text.

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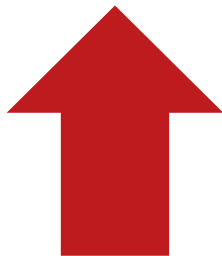
How do We Help SMBs



- ✓ Wide and complete suite of Products
- ✓ High level of Security and Reliability
- ✓ Constant Support and Consultancy
- ✓ Tailor made Solutions

DADA's Suite of Products & Services

WE DO IT FOR YOU



DO IT WITH ME



DO IT YOURSELF



Broad Suite of Solutions to Meet Different Customer Needs...



TECHNICAL
USERS

- Dedicated
- VPS
- Backup
- Cloud
- Reseller packages
- Biz Apps
- Custom DC solutions



DIY
DO IT YOURSELF

- Domain
- Hosting
- Site Builders
- Advertising packages
- Email solutions
- Biz Apps



DIWM
DO IT WITH ME

- Customer build and manage its online presence with the help of a coach via Phone, Chat, ...



DIFY
DO IT FOR YOU

- Base packages
- Build for me
- Local & Social
- Paid enhanced support
- Web agency services
- OBP

Business Overview

..Supported by World-Class Customer Care

SUPPORT, CONSULT AND
DELIGHT OUR CUSTOMERS

CUSTOMER FACING RESOURCES

30% of Human Capital

PROPRIETARY LOCAL PRESENCE

5 Local Desks

MULTICHANNEL

Phone, Email, Chat, Webinar..

WORD-CLASS PERFORMANCES

Top NPS based goals

AND PROMPT

85% in 30sec.

90% tickets in 4h

Pre Sales Assistance &
Post Sales Technical Support Team
For High Value Product and First Level Support

Business Overview

..and by a Powerful IT Infrastructure

Reading (UK)

PROPRIETARY POWERFUL & RELIABLE DATACENTER

- 5,000 sq. m Green Park Allocation
- Tier 4 like
- 4 Petabytes Data Storage
- 80+Gbps Transit Bandwidth
- 10,000+ Servers
- 24/7 customer support

Reading (DADA)+Milan (BT)

COMPLETE INFRASTRUCTURE

- Tier 4
- 7 Petabytes Data Storage
- 120 + Gbps Transit Bandwidth
- 11,000+ servers
- 24/7 customer support

All our Services are built on a fully integrated and redundant IT Infrastructure, based on best in class technologies

Data Driven Platform & Management Systems

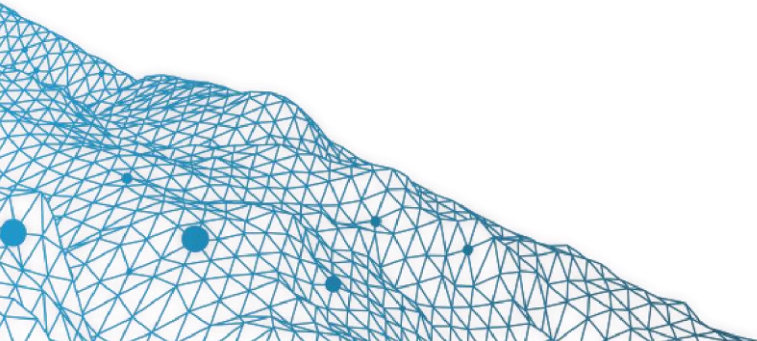
Continuous improvement of our cutting edge Data Management Systems:

- Real time data to Support Sales and Marketing Teams
- In depth Analysis of Customer Segments and Cohorts
- Data driven Product Development

Fuelled by

- Big Data internally developed Platforms
- A.I. proprietary Algorithms
- Dedicated "Quants" Teams

In depth Data Driven understanding of Customer Base and monitoring of Business Financials



Investing in Diverse and Efficient Customer Acquisition Channels



BRAND AWARENESS

- Investment in brand and offer of free products to create customer prospect



ONLINE MARKETING

- Pay per Click campaigns
- Banner Ads & affiliates



IN & OUTBOUND TELESALES

- Wholly-owned and local functions, not out-sourced
- Driven cross-sell and up-sell



LOCAL OFFLINE

- Offline sales desks
- Web agency
- Targeting premium customer, higher ARPU



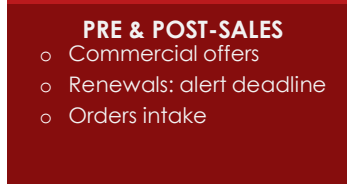
CO-BRANDING

- Boost brand awareness



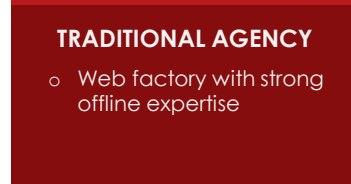
CUSTOMER POOL

- Acquiring basic client



PRE & POST-SALES

- Commercial offers
- Renewals: alert deadline
- Orders intake



TRADITIONAL AGENCY

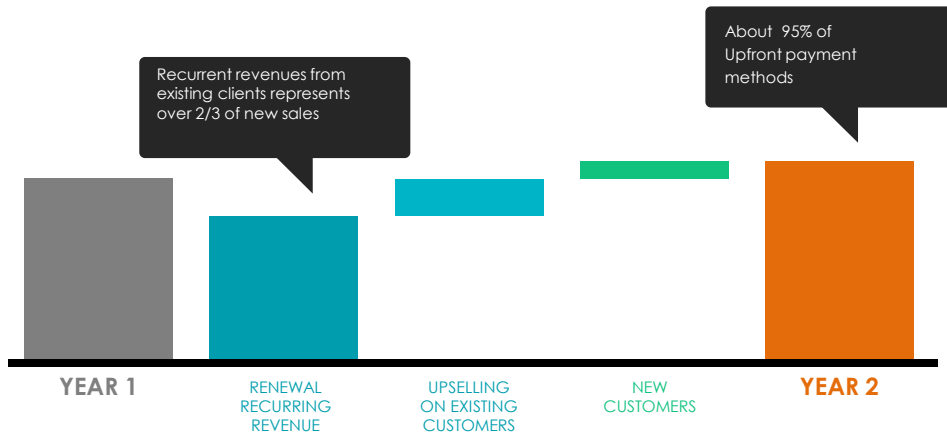
- Web factory with strong offline expertise



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An Appealing Revenue Model..



KEY FEATURES AND INTRINSIC STRENGTHS

- ✓ High **Revenues Visibility & Predictability** - Customer retention > **85%**
- ✓ **ARPU** increasing overtime – Upgrade to **Premium Services** and **Upsell**
- ✓ Low **credit risk & NWC invest.** - **95%** Revenues from **Upfront Payment**

.. With Powerful Retention Economics

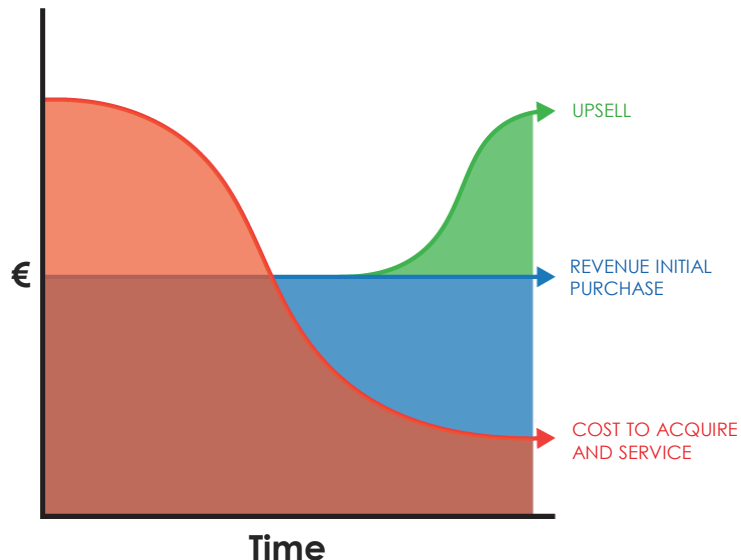
RETAIN EXISTING CUSTOMERS INCREASE ARPU & MARGINS

- ✓ Once customer is "set up" incremental margins are attractive
- ✓ Satisfied customers buy additional services (Upsell)
- ✓ Drive UP the Lifetime Value
- ✓ Increase efficiency of COA investment

FOCUS ON INCREASED RETENTION

- ✓ Investment in Customer Support - DIWM strategies
- ✓ Platform performance
- ✓ Value added products
- ✓ Enhanced user interface

Revenues and Margin per User increase over time



Organic Growth Drivers & Impact on DADA's Metrics



CUSTOMER BASE GROWTH

Increase Customer Volumes & Gain Market Share



NEW PRODUCTS & UPSELLING

Increase ARPU, Reduce Churn & Expand Marginality



INCREASE RETENTION

Leverage on Recurring Revenue & Reduce COA

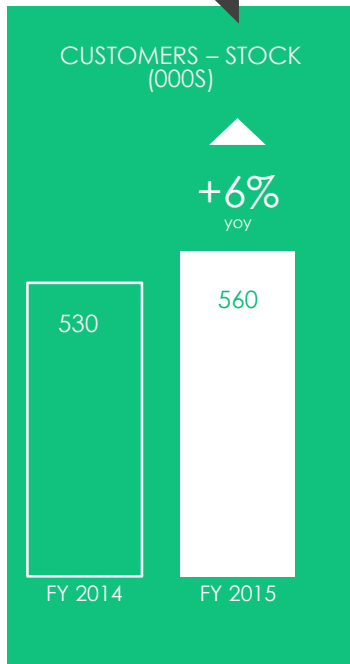


ENRICH REVENUE MIX

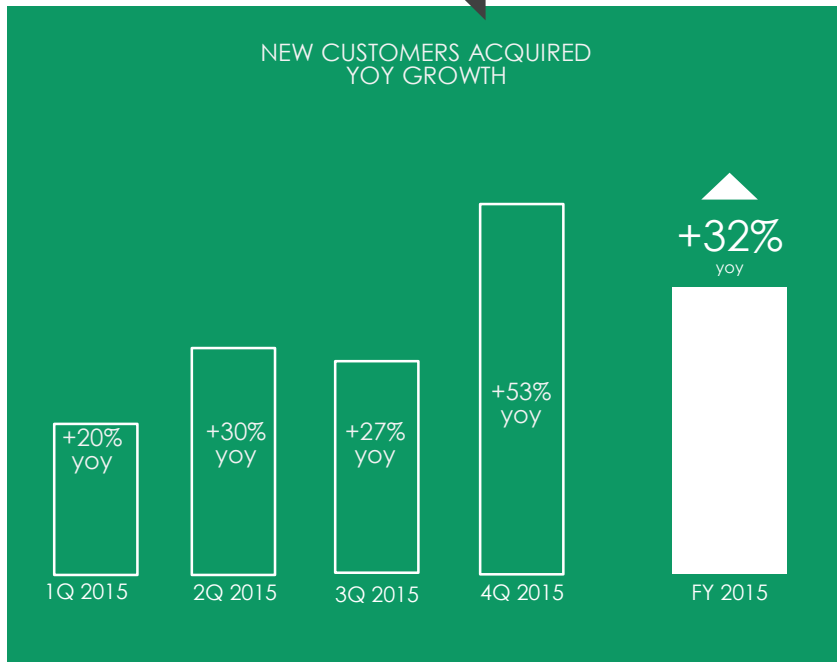
By Countries & Highest Profitability Products

FY'15 Customers Base Increase – Investing in the future

Monthly Churn <1.2%

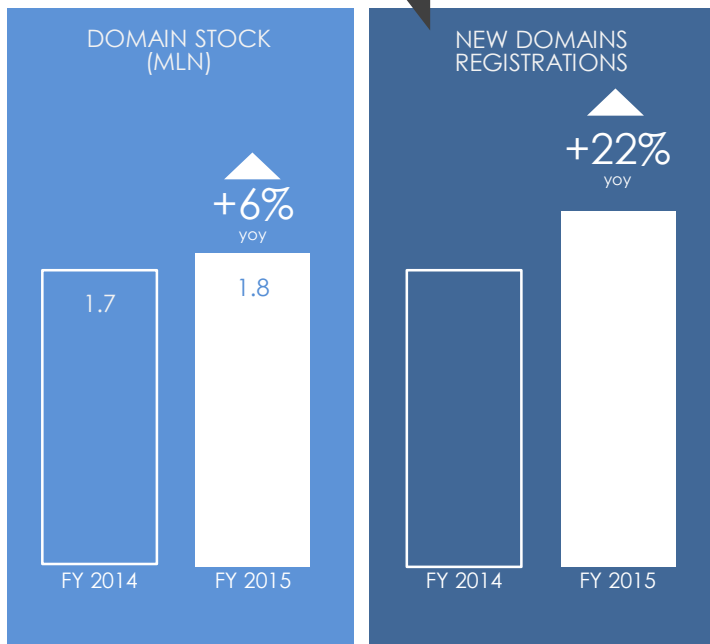


Strong New Customers improvement thanks to marketing investments in 2H'15



FY'15 Business Metrics - Growing Faster Than the Market

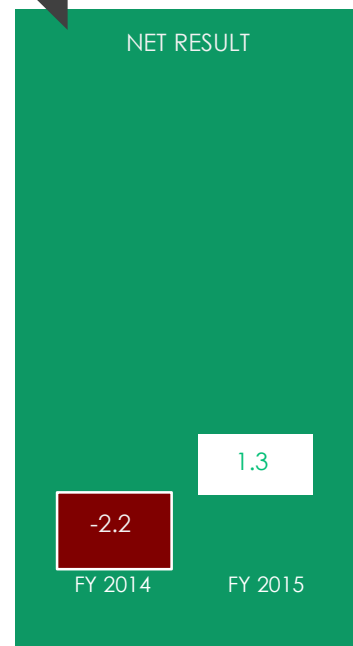
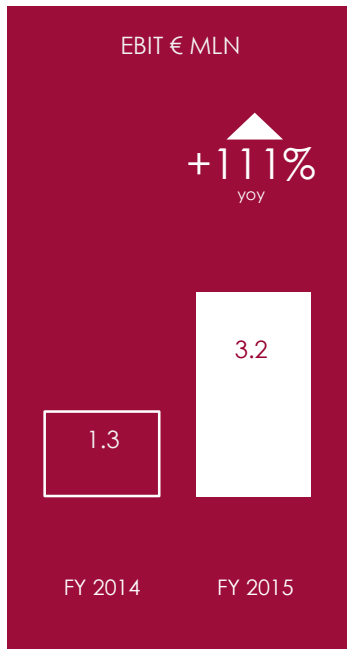
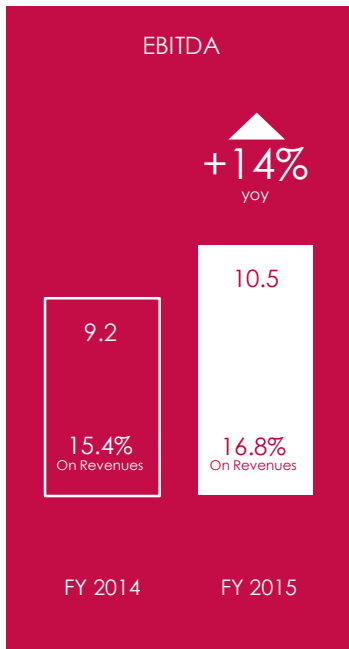
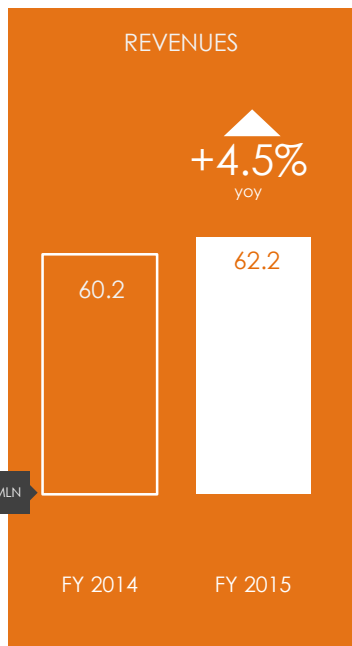
DADA grew vs a stagnating Mkt
grabbing Mkt Shares from competitors



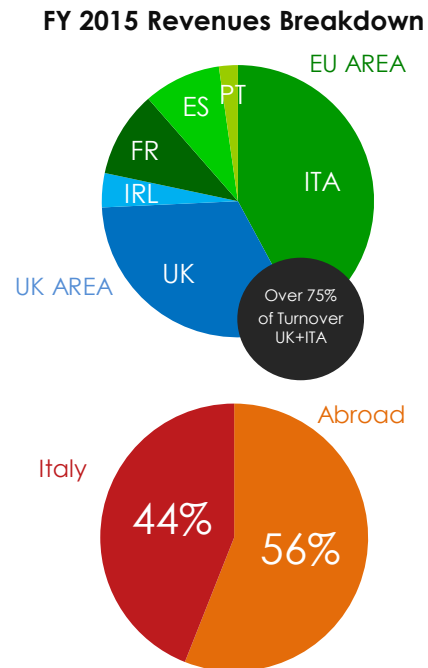
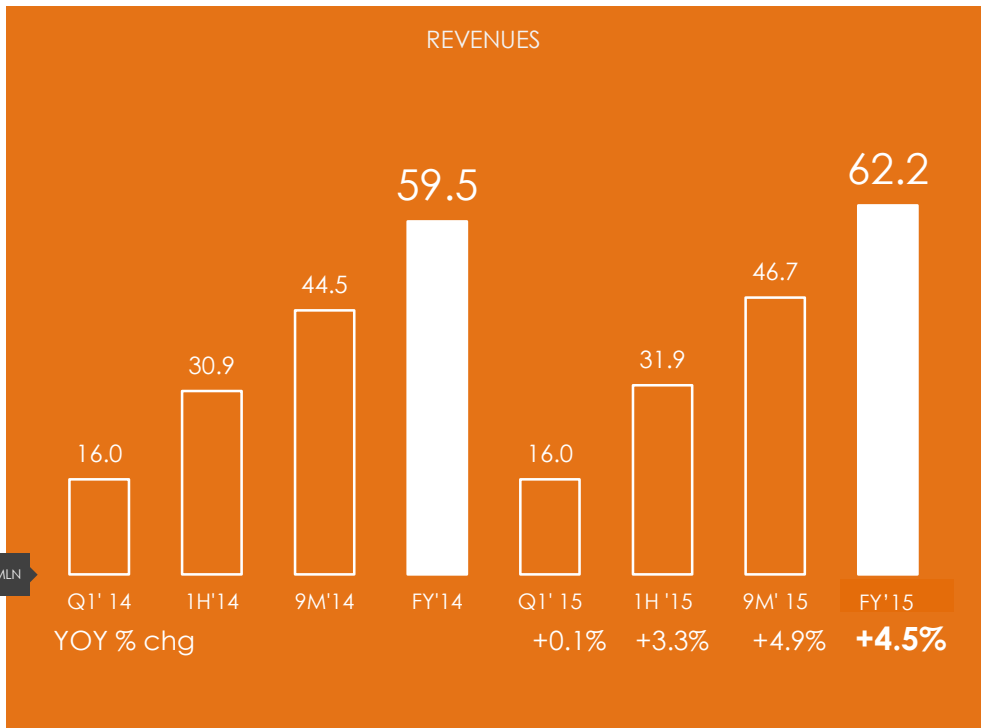
- **Strong new domain registrations growth** in 2015, grabbing market share from main competitors in a **stable market**
- Domains registrations as a **key driver to acquire new customers**, through marketing investments
- **116 additional new GTLDs** available on our store
- Strong **market share** in main new gTLDs:
.wine **8% worldwide** (60% In Italy)
.bio **18% worldwide**

Key Financial Results FY 2015

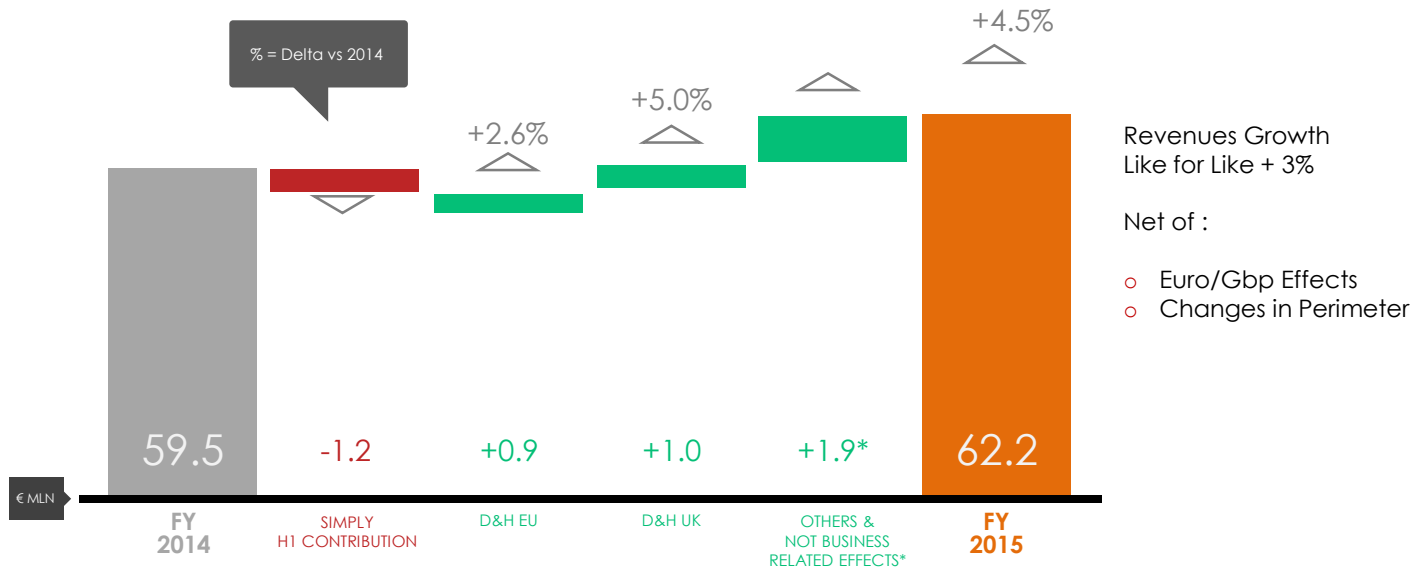
FY 2015 includes Euro 1.8 million Result from discontinued operations



Revenues Trend by quarters & Breakdown



FY 2015 Revenue Bridge vs FY 2014



*Not business related effects:

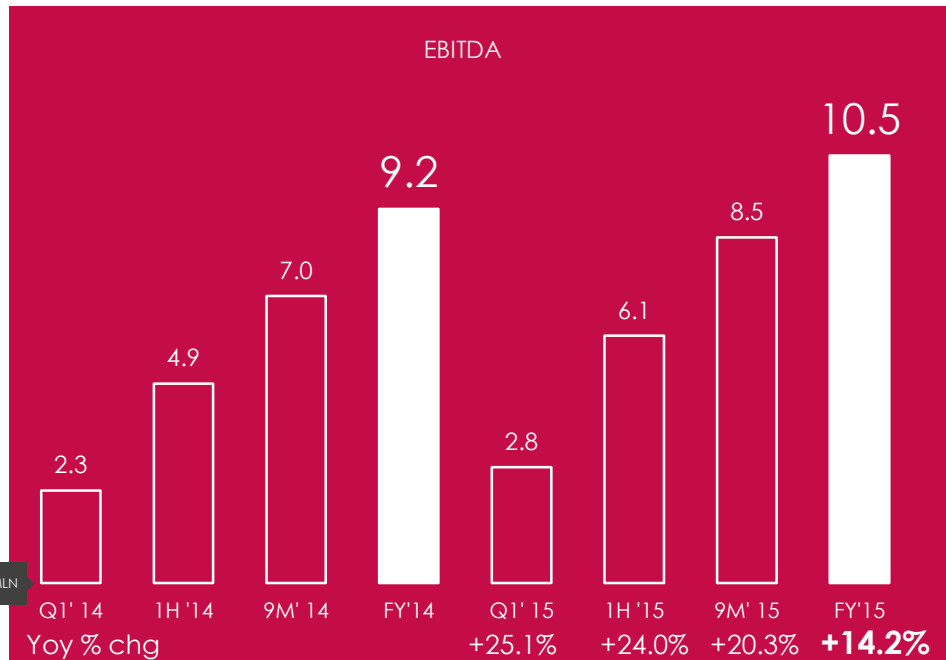
€/GBP exchange rate

+ €2.3 mln

2014 UK ADSL revenue (dismissed in May '14) - €0.3 mln

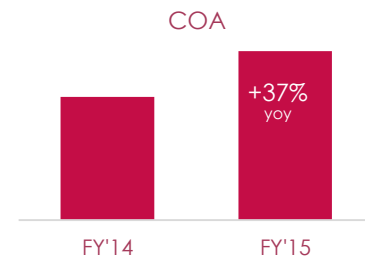
Figures excluding Performance Adv results since January 2014

EBITDA Trend by quarters



In 2015 **Ebitda** increased thanks to **PM improvement** and **Opex reduction** despite:

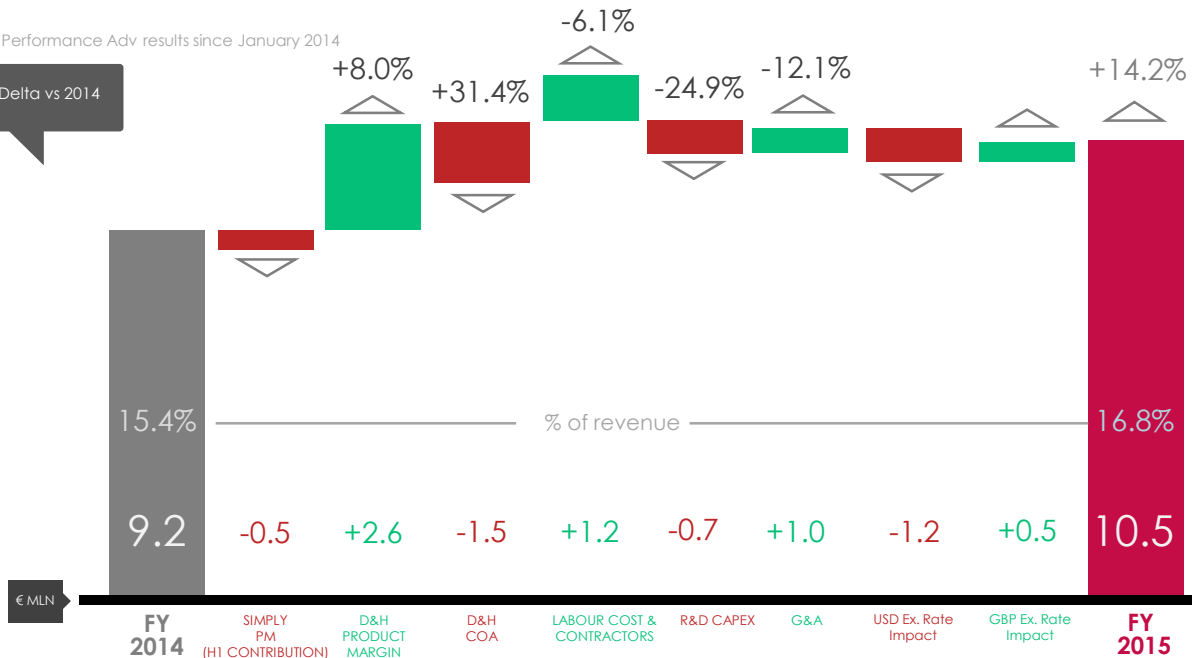
- **COA increase**, particularly in **Q4** (+45% yoy), aimed to **improve** acquisition of **New Customers**
- Negative impact of **USD** appreciation only partially offset by Euro/GBP effect



FY 2015 EBITDA Bridge vs FY 2014

Figures excluding Performance Adv results since January 2014

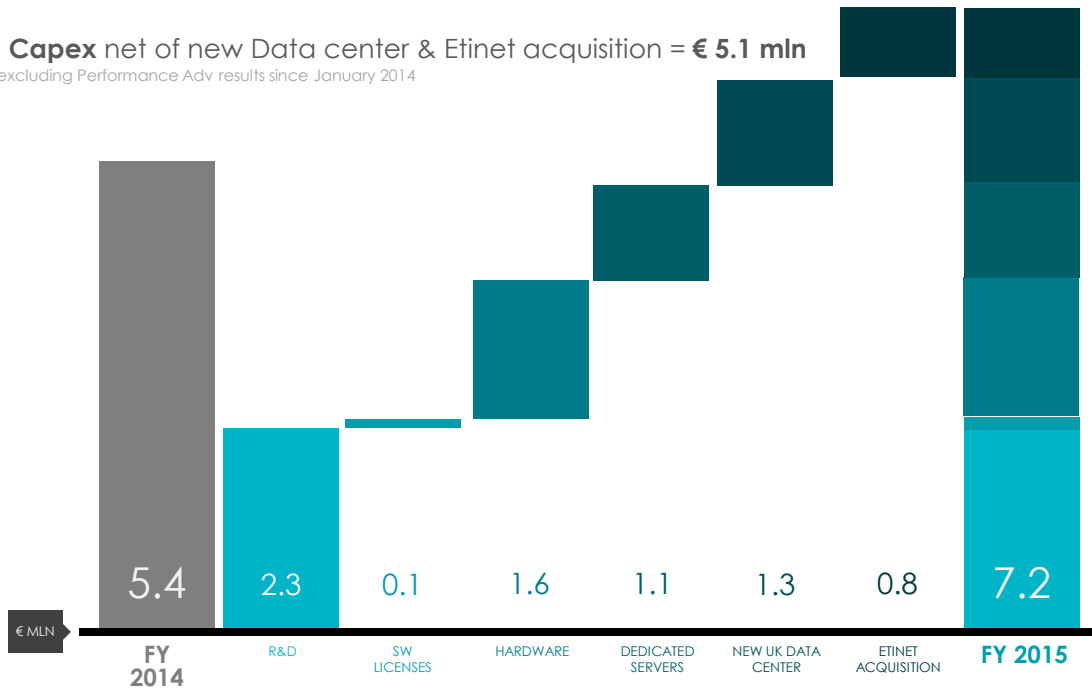
% = Delta vs 2014



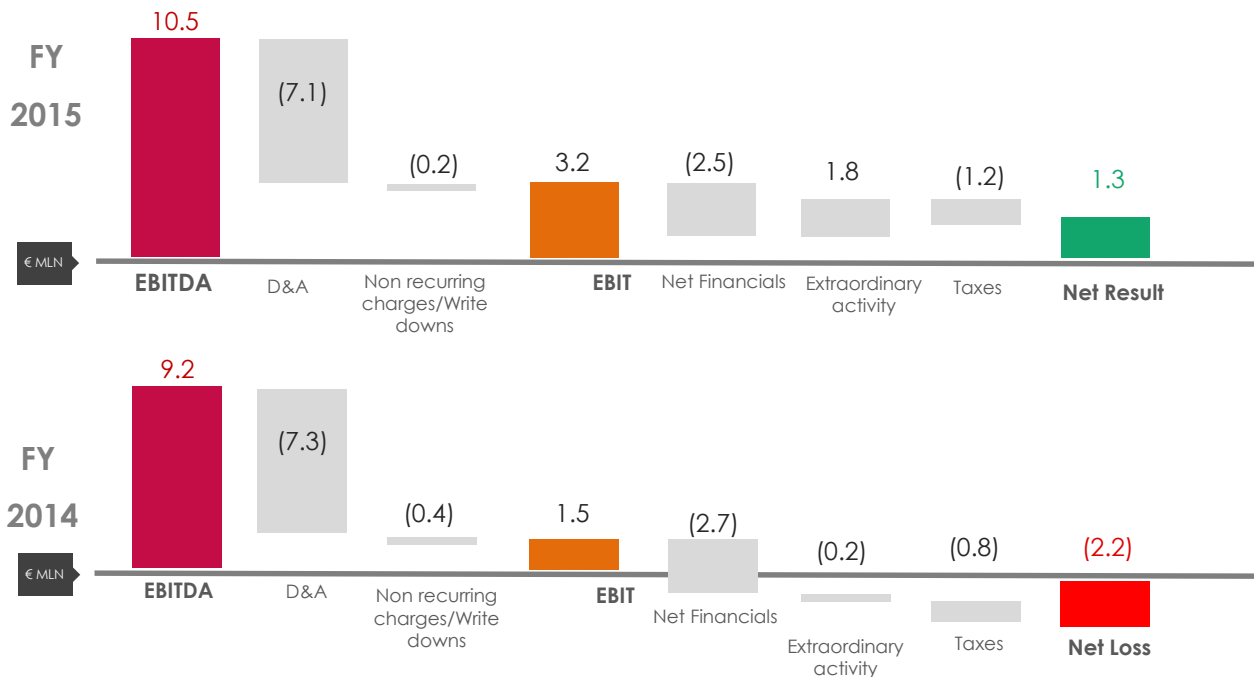
FY 2015 Capex Composition

2015 Capex net of new Data center & Etinet acquisition = € 5.1 mln

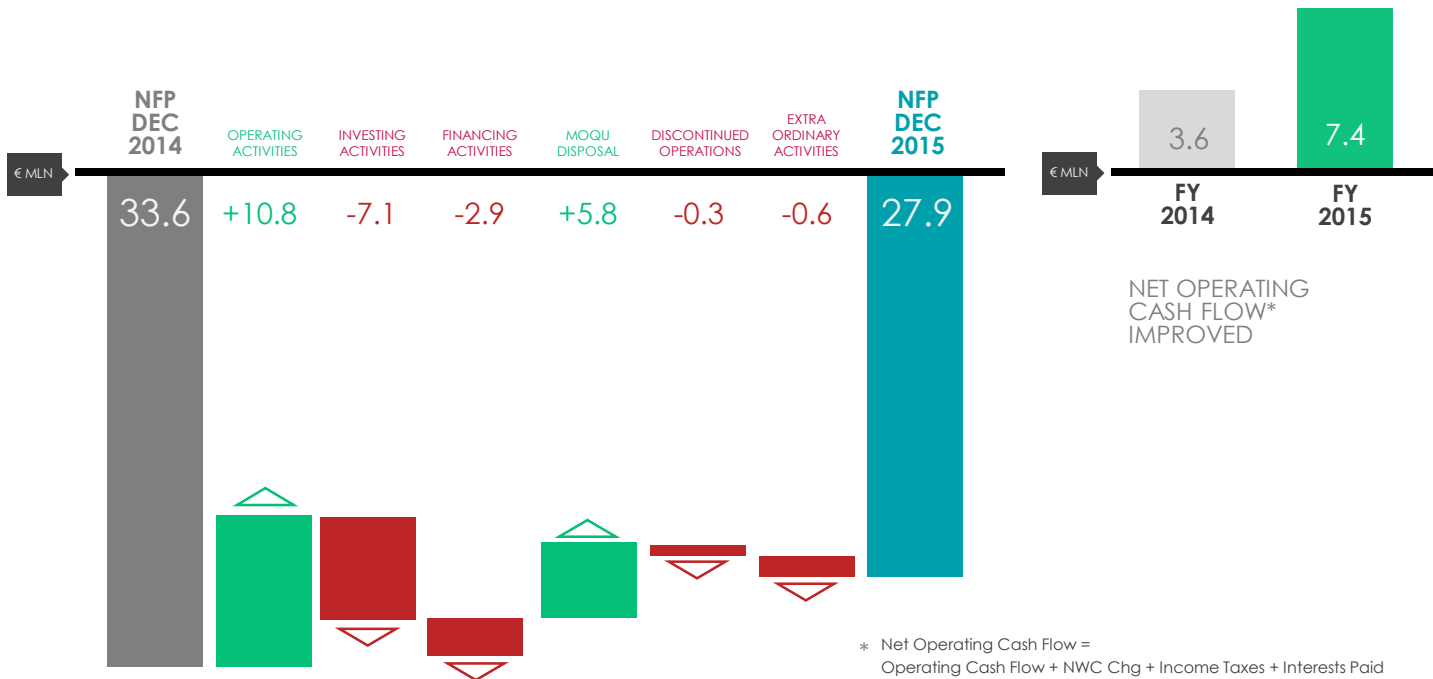
Figures excluding Performance Adv results since January 2014



FY2015 From EBITDA to Net Profit

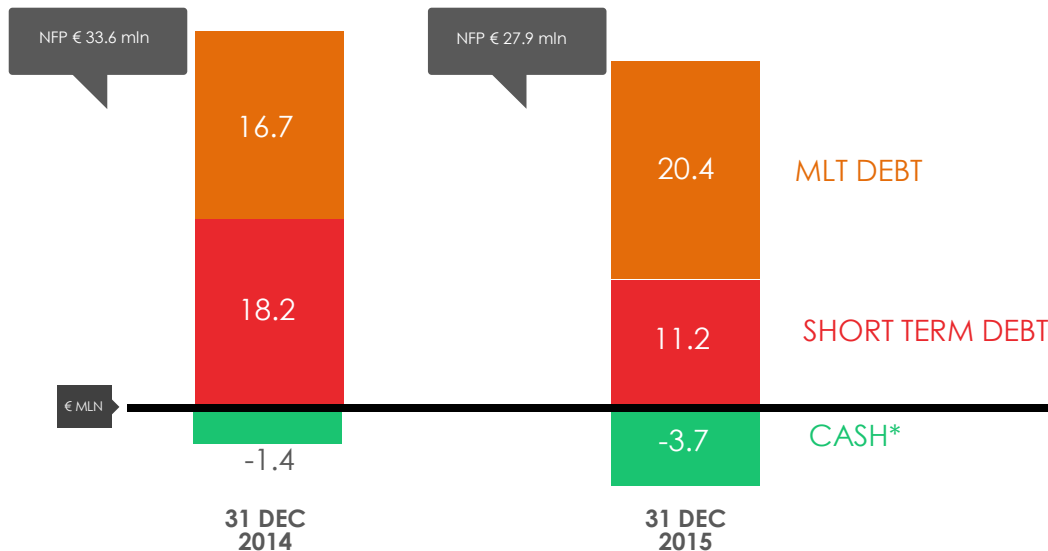


FY 2015 Cash Flow



FY 2015 Net Financial Position

@31 DEC 2015: **73% OF NFP MLT** VS 49% AT 31 DEC 2014



* Cash = Cash, bank and post office deposits

DADA stock

Overview

DADA AS OF MARCH 21th 2016

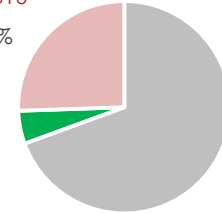
MARKET	STAR SEGMENT – MTA
PRICE	€ 2.47
NOSH	€ 16.7 MLN
MKT CAP	€ 41.1 MLN
PERFORMANCE YTD	+18.0%
RELATIVE PERF vs STAR INDEX YTD	+23.0%
AVERAGE DAILY VOLUMES YTD	36,410

SHAREHOLDING STRUCTURE

As of 21 MARCH 2016

Other Investors < 5%
25.54%

Aruba Spa
5.03%



Oracom
TMTI*
69.43%

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



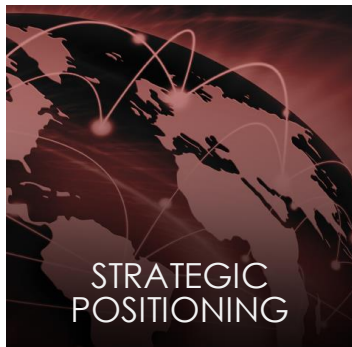


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Key Pillars of Future Strategy & 2016 Guidelines

STRENGTHEN EUROPEAN LEADING POSITION & FURTHER IMPROVE FINANCIALS



STRATEGIC POSITIONING

- Increase **Mkt Share** in core geographies
- Broaden range of services in "We do it for you" mode
- Strengthen positioning in **Cloud Hosting, Virtual Dedicated & Private Servers**



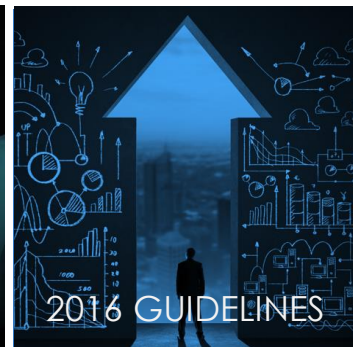
KEY REVENUES & PROFITABILITY DRIVERS

- Build **Volumes** – new clients
- Enhance **Retention Rate** and **Upselling**
- Finalize **Platforms Integration**
- Increase **COA** efficiency



BOOST OPPORTUNITIES

- Major offline/ online push – **Organic Growth**
- **Small Portfolio** acquisition to increase mkt share / add new services



2016 GUIDELINES

- **Mid-single digit Revenues increase** - on a like for like basis
- **Benefits** from 2H15 Investments expected **from 2H2016** with **Ebitda improving more than Revenues** from **3Q**



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1

Large and Underserved Addressable Market

2

Leading Position in European Core Geographies

3

Successful Business Model: Broad and High Value Suite of Products, Powerful & Proprietary Infrastructure, Owned & Local Outstanding Customer Care

4

Good Revenues Visibility & Predictability

5

Significant Economies of Scale with Volumes Growth

6

Data-Driven Understanding & Managing of Customer Base & Customer Acquisition

7

Successful Track Record in Revenue Consolidation, Cost Optimization & M&A



APPENDIX

Basic Needs: Online Identity

DOMAINS



+700 TLDs (cc + gTLD)



Premium Domains



Full management from personal Control Panel



“Basic presence pack”



Reseller programs

COMMUNICATION TOOLS



Professional Email Services



Preset features or tailored offer



PEC – Legal Mail



Full range of Office 365 solutions

Enhanced Functionality & Services

WEB HOSTING



Shared Hosting

- C-Panel based solutions
- Reseller Hosting solution
- Linux and Windows solutions



VPS and Cloud VPS

- Based on top technology suppliers
- Flexible and scalable solutions



Dedicated Servers

- Fully dedicated to your business, top performance(99.9% LSA)



Advanced support and consulting

- SSL Certificates
- Security software

WEB APPLICATIONS



Web Site Builders

- E-Commerce solutions
- Mobile editor



Most common CMS



DIFY Solutions



Web Marketing



SEO/SEM/Social Media Advertising

Advanced Services

ONLINE BRAND PROTECTION



Domain management and recovery



TMCH



Trade Mark registration

MANAGED SERVERS



Hassle free solutions



Consultancy for installation and monitoring and prompt intervention

FY 2015 – Dada Group Consolidated P&L

€/mln	FY 2015	FY 2014	Delta vs 2014	
Revenue	62.2	59.5	2.7	4.5%
COGS	-21.7	-21.4	-0.3	1.5%
Product Margin	40.5	38.1	2.3	6.1%
COA	-6.4	-4.7	-1.7	37.0%
Gross Margin	34.1	33.5	0.6	1.8%
Labour Cost & Contractors	-18.6	-19.2	0.6	-3.2%
R&D CAPEX	2.3	3.0	-0.7	-24.4%
G&A	-7.3	-8.1	0.8	-9.9%
EBITDA	10.5	9.2	1.3	14.2%
Non recurring charges/Write-downs	-0.4	-0.5	0.1	-12.8%
D&A	-6.9	-7.2	0.3	-4.1%
EBIT	3.2	1.5	1.7	111.2%
Net Financials	-2.5	-2.7	0.2	-7.9%
Taxes	-1.2	-0.8	-0.4	44.2%
Profit (Loss) from Continuing Operations	-0.5	-2.0	1.5	74.9%
Profit (Loss) from Discontinued Operations + CG	1.8	-0.2	2.0	
Net Result	1.3	-2.2	3.5	160.8%

FY 2015 – Balance Sheet

€ mln	31.12.2015	31.12.2014
Net Working Capital	(11.5)*	(10.3)
Fixed Assets	99.7	95.4
Severance and Other Funds	(1.1)	(1.4)
Net Capital Employed	87.2	83.7
Net Financial Position	(27.9)	(33.6)
Total Shareholders' Equity	(59.3)	(50.1)

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

** Of which 12.9mIn deferred revenues included*

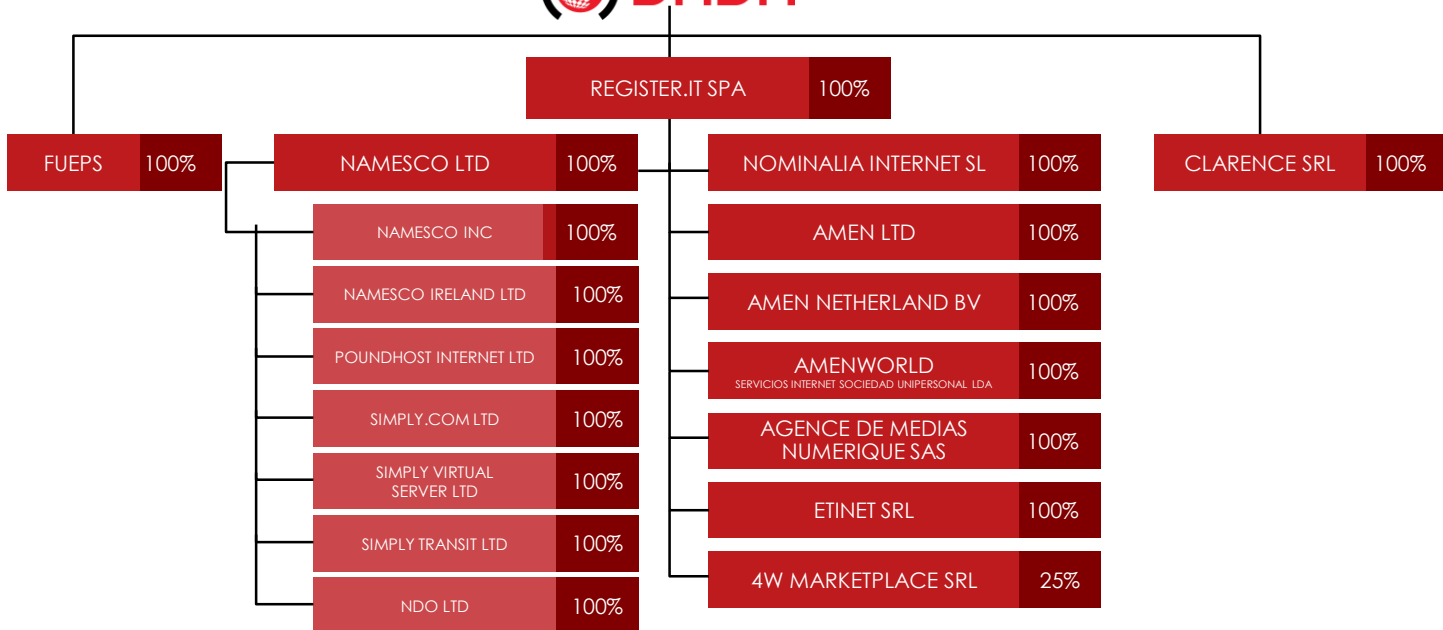
FY 2015 – NPF Breakdown

€ mln	31.12.2015	31.12.2014
Cash, bank and post office deposits	3.7	1.4
Credit lines, account overdrafts and current bank borrowings	(11.1)	(18.2)
Non-current bank borrowings (M/L T)	(20.3)	(16.7)
Derivatives	(0.1)	(0.1)
NPF	(27.9)	(33.6)

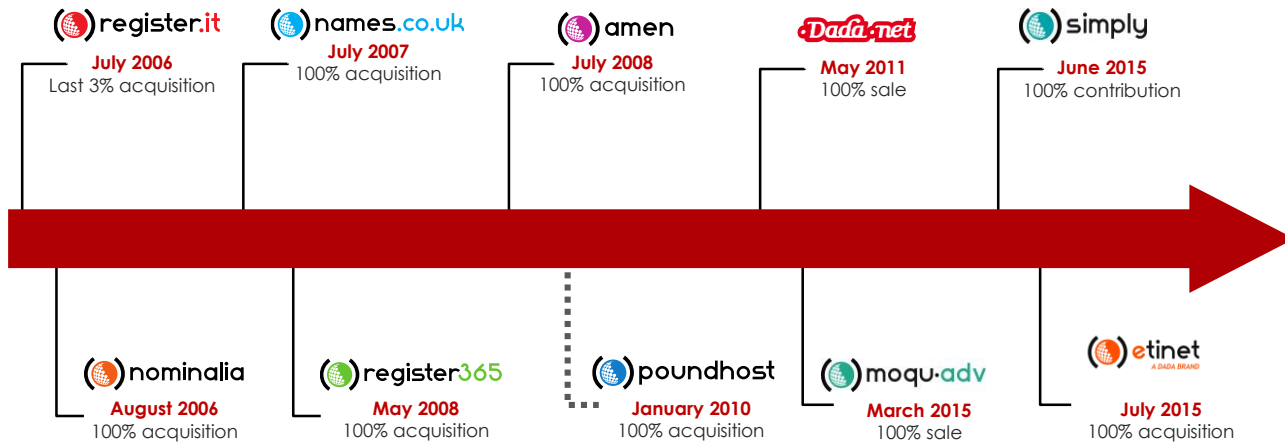
FY 2015 – Cash Flow Statement

€ mln	FY 2015	FY 2014
Cash and Cash Equivalents at the Beginning of Period	(16.8)	(9.5)
Group Net Profit (Loss)	1.3	(2.2)
Gross Operating Cash Flow	10.2	9.0
Working capital, Income taxes and Interest paid	(2.8)	(5.4)
Net Operating Cash Flow	7.4	3.6
Capex & Investing Activities	(2.6)	(6.3)
Financing Activities	3.1	(4.6)
Free Cash Flow	7.9	(7.3)
Cash and Cash Equivalents at the End of Period	(8.8)	(16.8)














Structure as of December 2015



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

From Customer Needs To a New Acquisition Channel



User lead acquisition through **freemium pricing strategy**:

- ✓ **free of charge**
- ✓ **Premium Plan** for advanced features or apps



Create a **website** in **2 minutes** by importing **content** from **Social** Business Pages.

(e.g. Facebook, LinkedIn, Google Plus).



SMB with Social Page but no website:

- **Presence online**
- **No time or money** to invest
- Be on line **preserving domain** and **identity**

Data identified from a Consumer Research Survey that import from Social Business Pages is what SMBs and professionals are looking for in website builder tool.



NEXT STEPS

FOR AN EARLY STAGE BUT PROMISING PROJECT

- ✓ Become a **new simple** and **fast way** to **create** an online presence by **limiting user's effort** on creating their website.
- ✓ **Export** Simply **across Europe** and some targeted states in the **U.S.**



Many thanks!

Contacts

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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.