



Dada

9M 2012

November 2012

Agenda

The “new” Dada

Core Business Overview:
Domain & Hosting

New Business Overview:
Digital Advertising

Financials & Outlook

Key developments of the first 9 months of the year

- 7th consecutive quarter growing y/o/y in terms of Revenue and EBITDA
- Business performance improved:
 - 510,000 international clients achieved in Europe
 - more than 1,800,000 domains managed
 - average renewal rate improved overall
- Reduction of the consolidated Net Financial Position
- Ongoing optimization of the operating and corporate cost structure

Company Overview

Business Lines

% on 9M 2012
Revenue

Brands

1

Core Business: Domain & Hosting

- Registration of domain names and shared, dedicated and cloud hosting
- Strong European footprint with unified technological platforms
- 510k companies served, more than 1.8 mn domains managed

75%



2

New Business: Digital Advertising

- Performance Adv: web traffic monetization through internationally scalable models and thematic portals
- 35 mn monthly U.V.

25%





Key Financials

Eu mn

	9M 2012	9M 2011	YoY
Revenue	64.8	59.4	+9%
EBITDA	9.3	6.6	+41%
<i>Ebitda margin %</i>	14%	11%	
EBIT	4.2	-1.9	<i>n.s.</i>
Net Profit	1.3	-2.9	<i>n.s.</i>
NFP	-25.9	-27.0*	-4%
Employees	374	367*	

* Figure as of 31.12.2011

Agenda

The “new” Dada

**Core Business Overview:
Domain & Hosting**

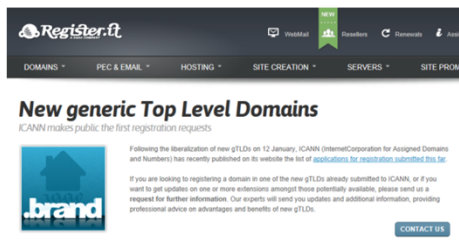
New Business Overview:
Digital Advertising

Financials & Outlook

Domain & Hosting

Professional services for on-line presence

- Targeted to **SME, professionals** and **high-end** customers
- Presence in **7 European countries** with a high potential of scalability thanks to **unified platforms**
- Large and **growing customer base** upon which Dada can **up-sell** additional services
- Continued portfolio expansion through the launch of **new applications**:



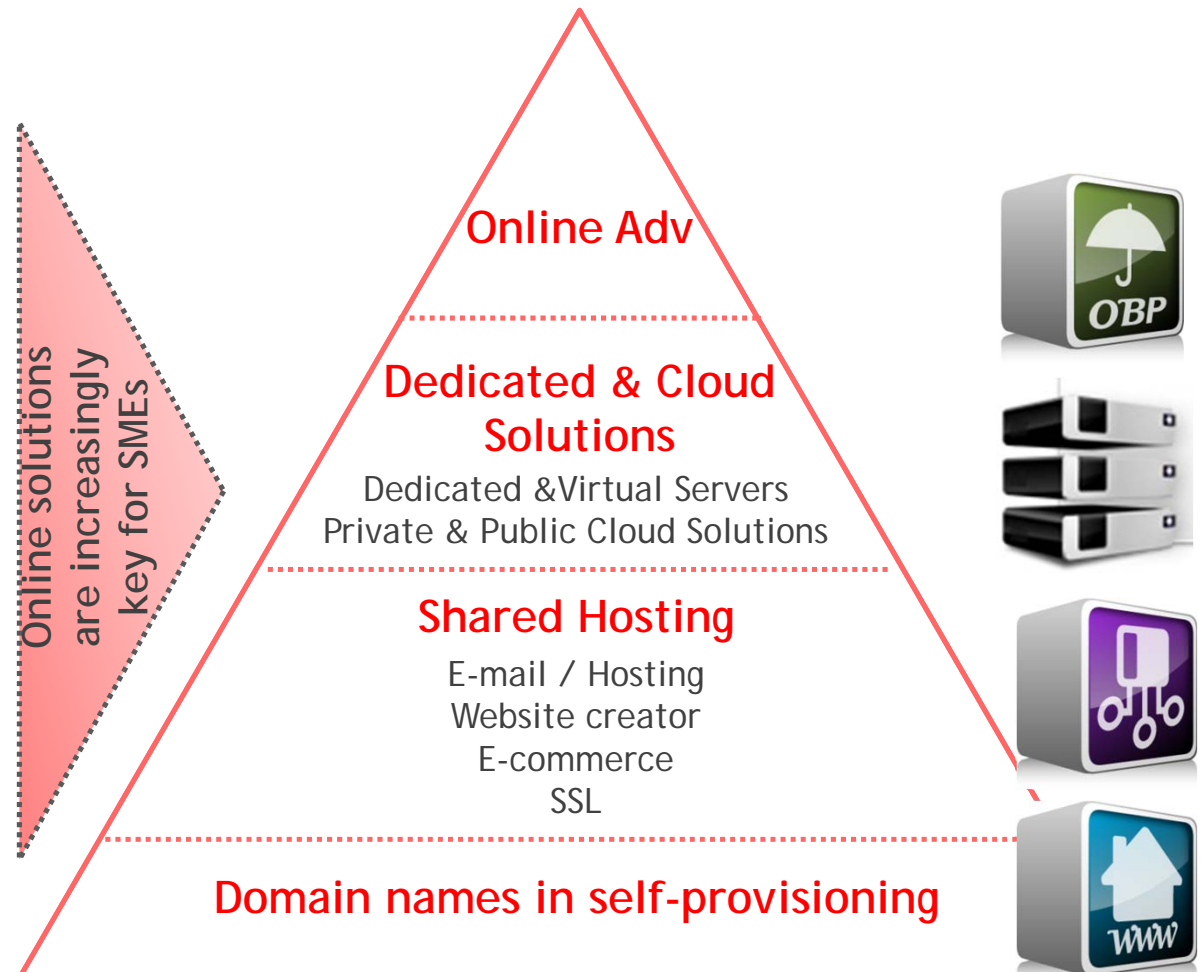
Domain & Hosting

Current Offering

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

DADA'S SUITE OF SERVICES



Domain & Hosting

Key Success Factors & Ranking

KEY SUCCESS FACTORS

RELEVANCE FOR DADA CLIENTS

DADA'S POSITIONING

1 Experience & Brand recognition

VERY HIGH

2 Service Execution













HIGH

3 Product

MEDIUM

4 Price

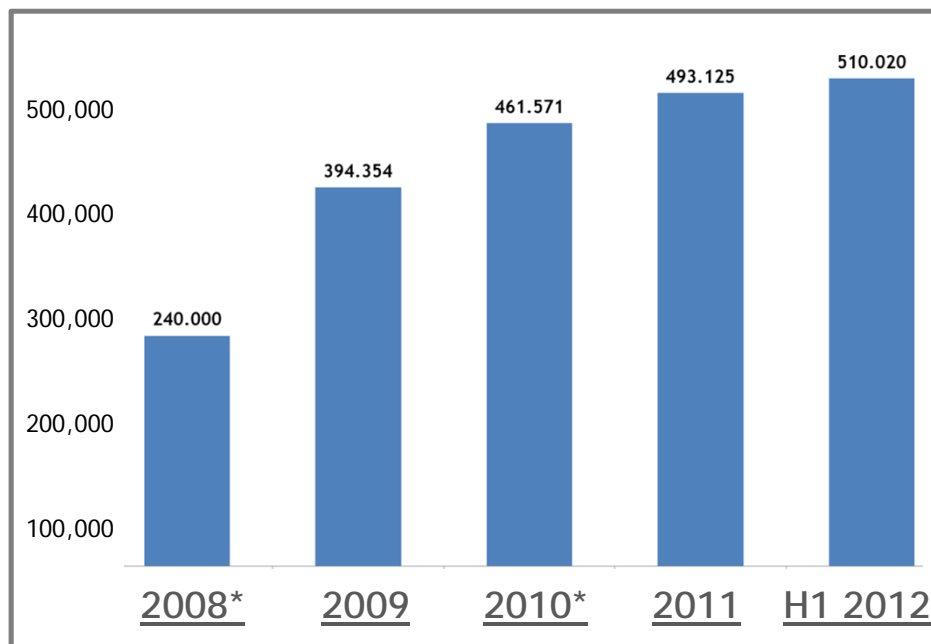
MEDIUM

Main Countries	Dada's Ranking	Market Size
	2	
	Top 4	
	Top 5	
	Top 5	
	1	
	1	

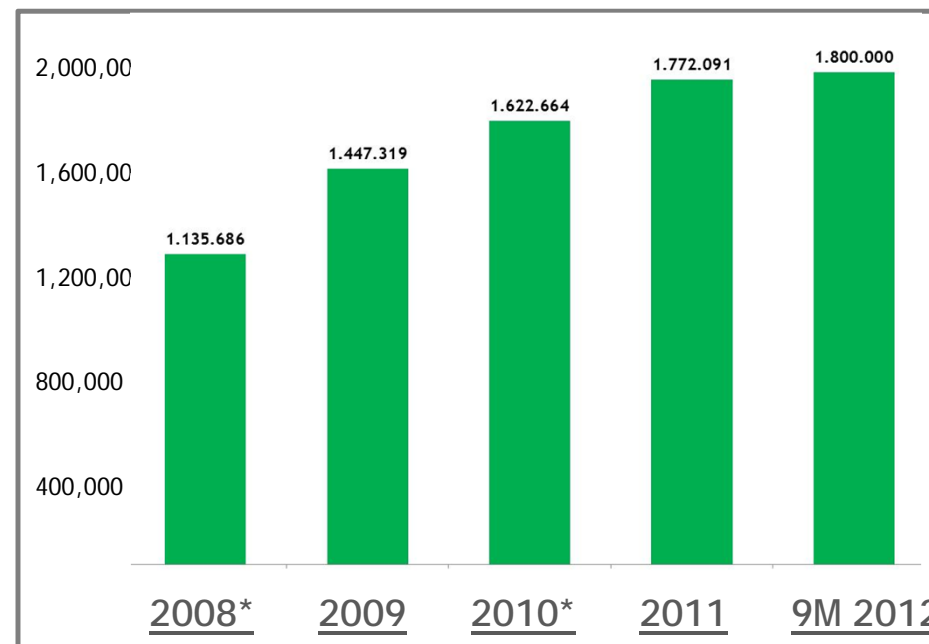
Domain & Hosting

Long-standing and growth track record

Customer Base evolution



Domains under management evolution



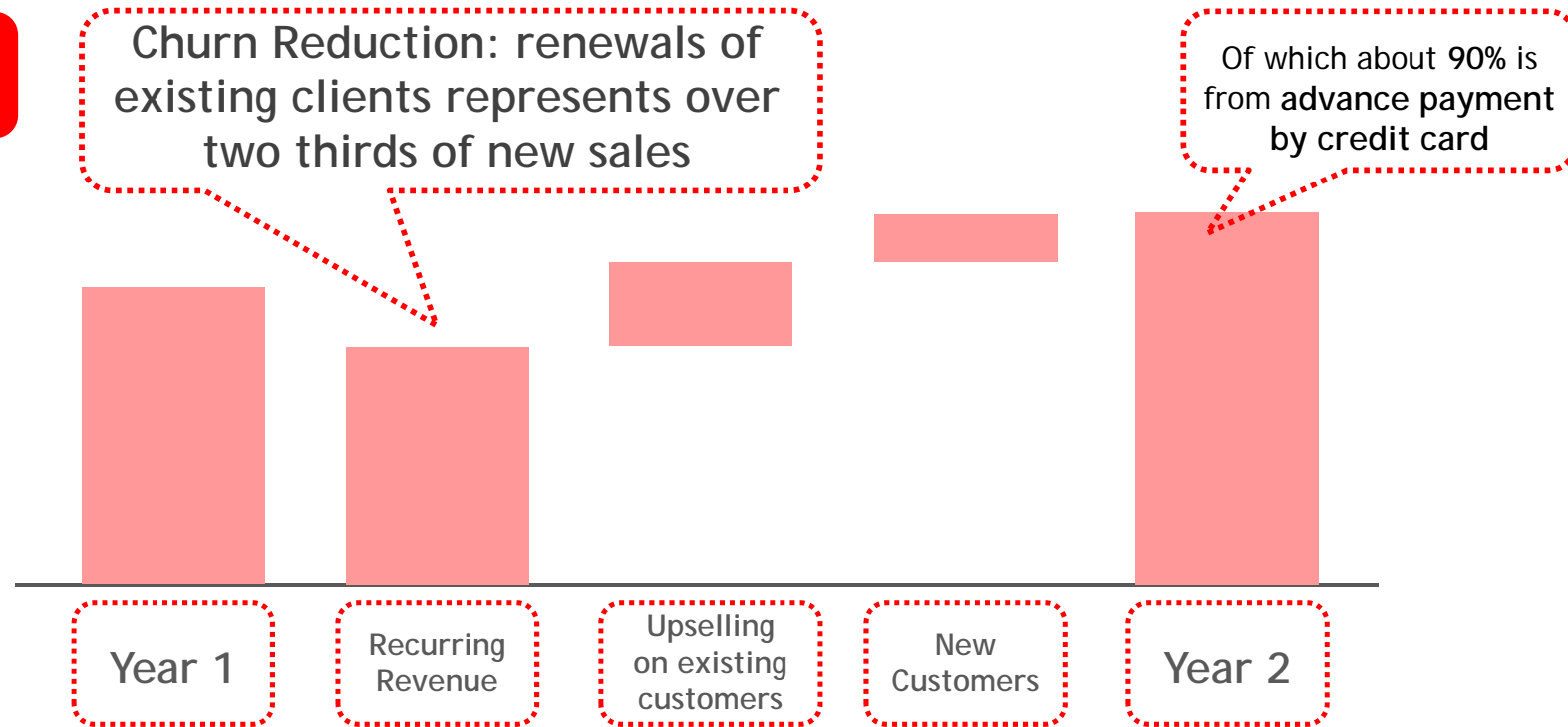
- Dada's large **customer base** covers all market segments but is concentrated on **SMEs**
- High-quality customer base with **high Customer Retention (more than 75%)**
- First **top 10 clients** represent **less than 5% of revenue**

* From July 2008, Amen Group and from January 2010 Poundhost are fully consolidated

Domain & Hosting

Revenue Growth Drivers & Strategy

DRIVERS



STRATEGY



Agenda

The “new” Dada

Core Business Overview:
Domain & Hosting

**New Business Overview:
Digital Advertising**

Financials & Outlook

Performance Advertising

Business Model

Main Products



A search engine specialised in blog, videoblog and every form of micropublishing search



A social bookmarking service to save, keep and manage web pages and reachable from all computers and mobile devices



Shopping services to find, search and compare desired products



A new thematic portal gathering the world's news, constantly updated in real time by specific categories



35 mn monthly U.V.:

The business model is based on traffic monetization through partnership with the most relevant search engines worldwide such as Google and Yahoo!

Performance Advertising

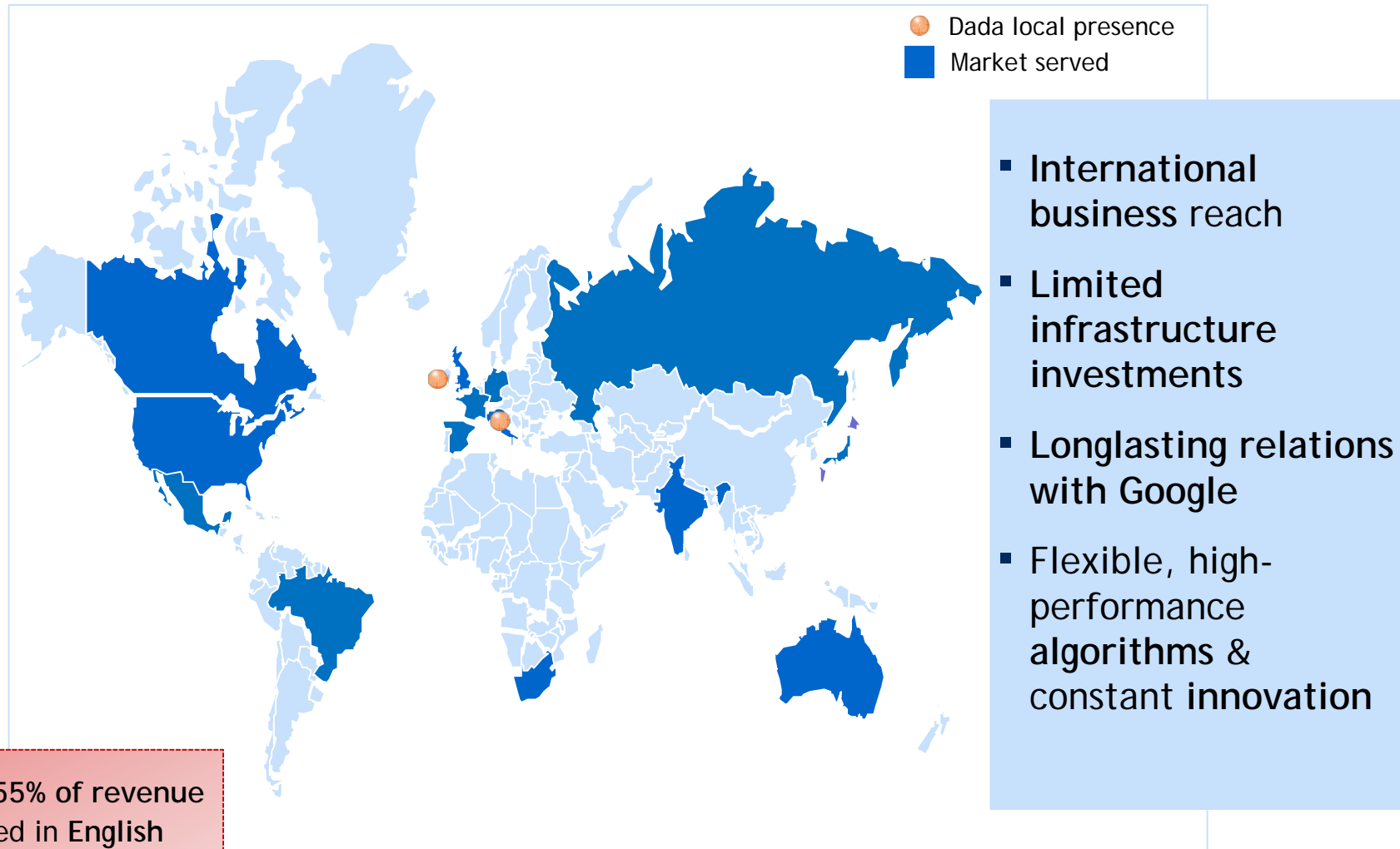
Key Success Factors

A

B

C

D



More than 55% of revenue generated in English speaking countries (i.e. USA, UK, Australia, India)

Performance Advertising

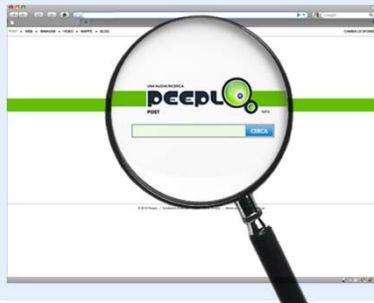
Growth Strategy

A

B

C

D



► **Consolidation and strengthening** of current business



► **Geographical expansion** of the current business in **new countries/new languages**



► **Launch of new products**

- "New travel market in English
- Mobile segment

Agenda

The “new” Dada

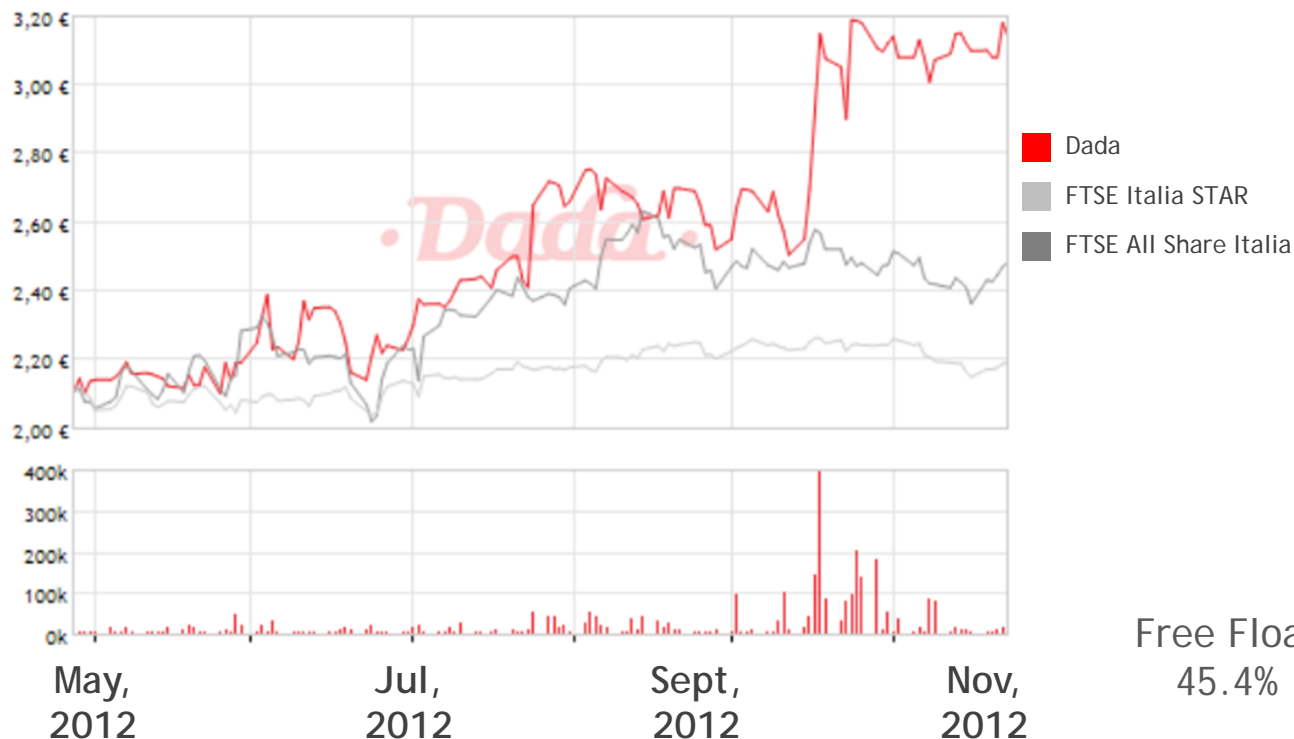
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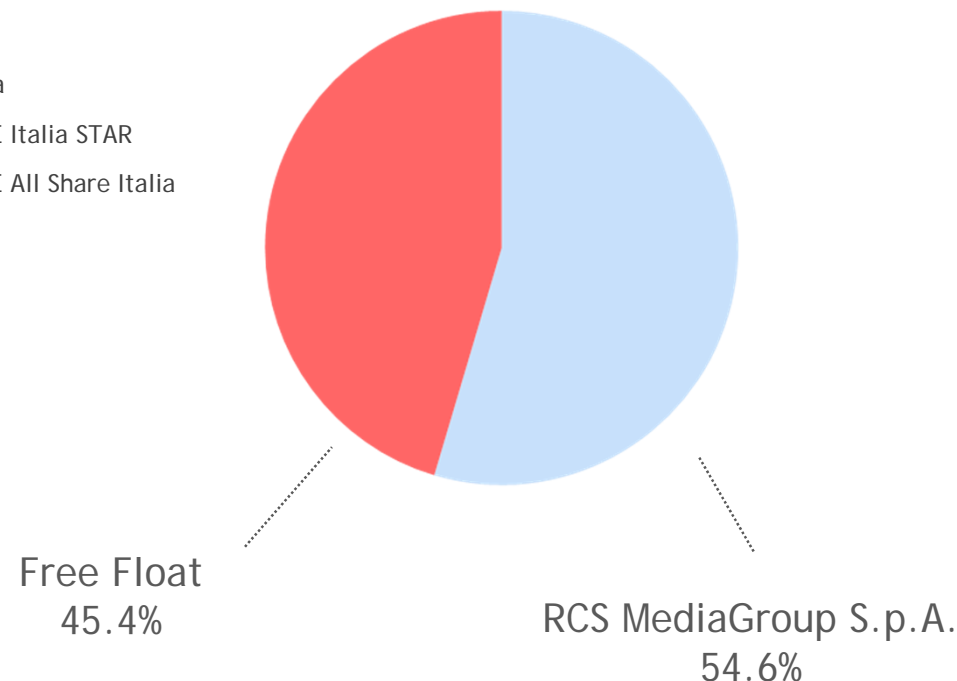
Financials & Outlook

Company Profile

6M Stock Performance



Shareholding Structure

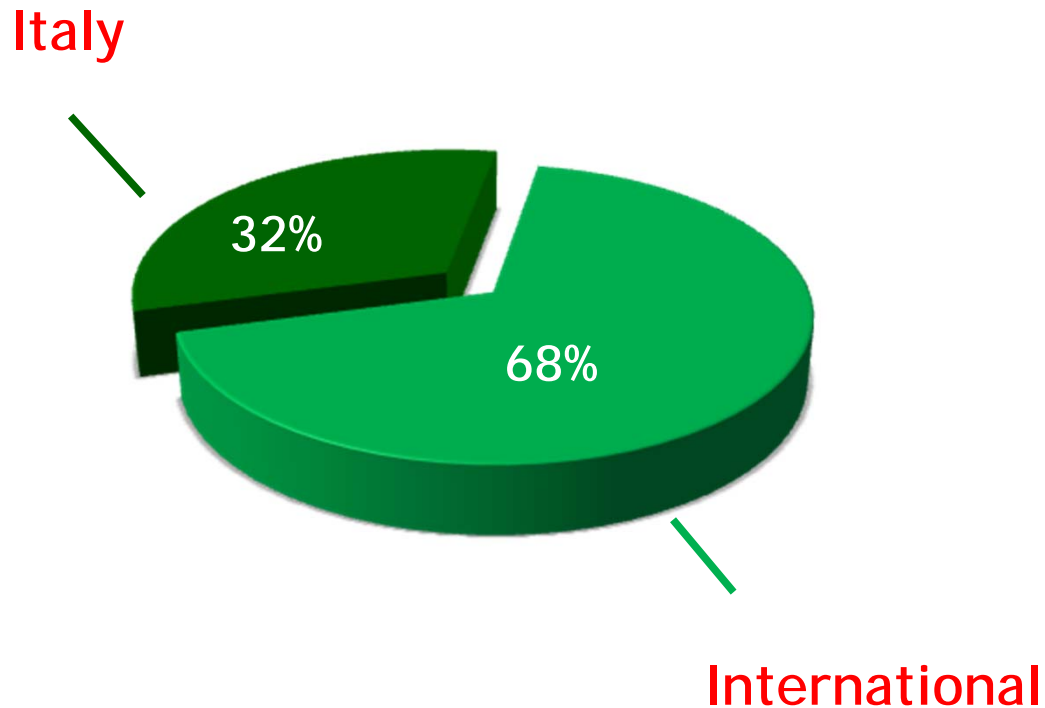


Share Information

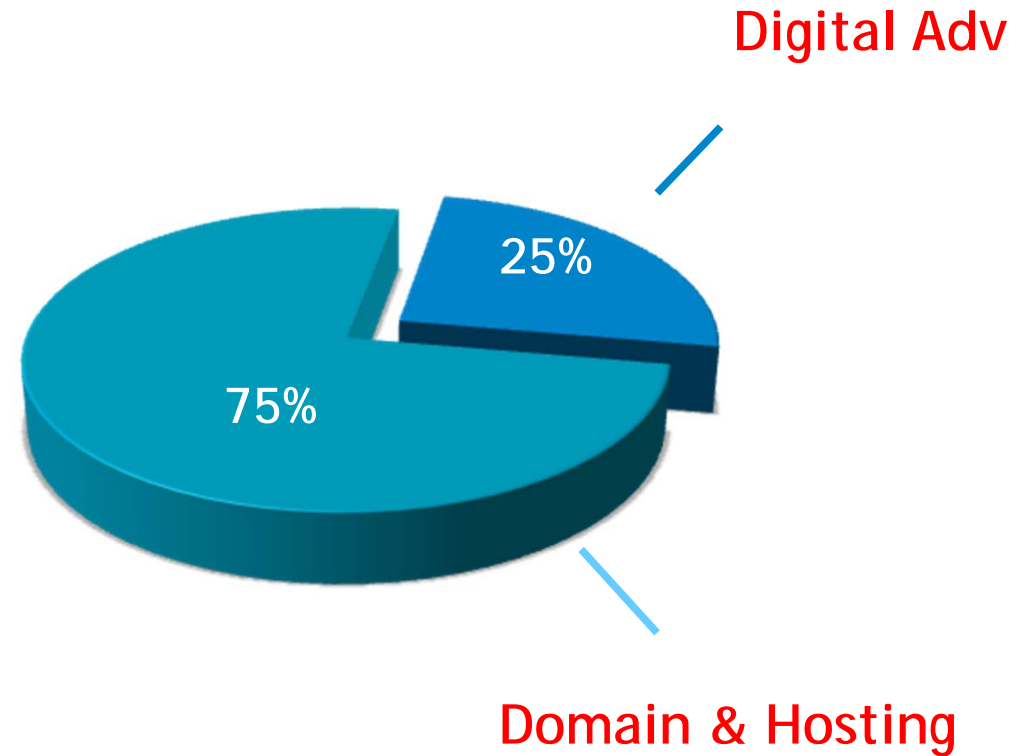
Ticker	DA IM (Bloomberg), DA.MI (Reuters)
Market cap (FTSE STAR Segment)	€52 mn
Shares issued	16,210,069
Last 30 days avg. daily trade	55,236

9M 2012 - International Revenue Growth...

Geographic Mix



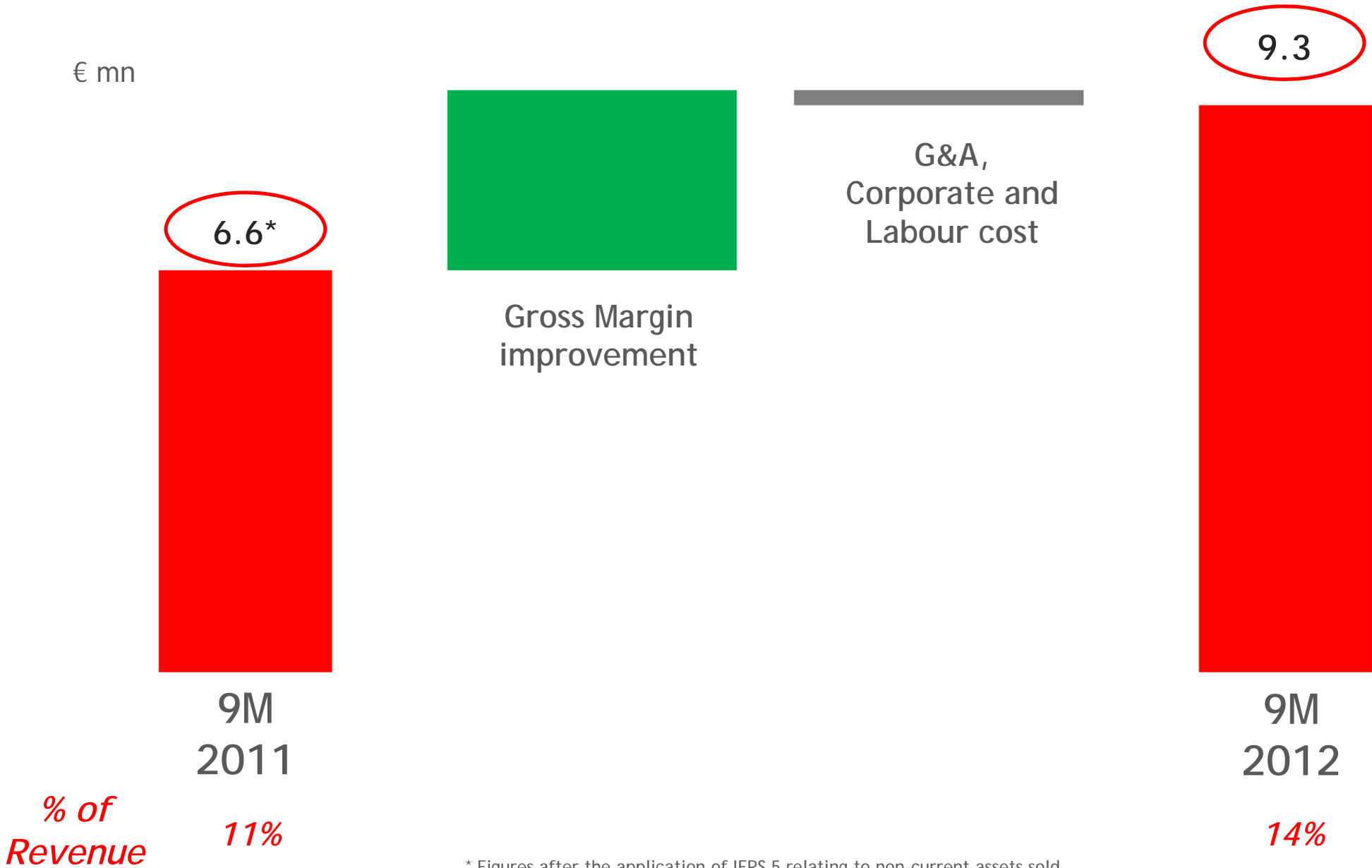
Business Mix



...and relevant EBITDA increase

- A
- B
- C
- D

€ mn

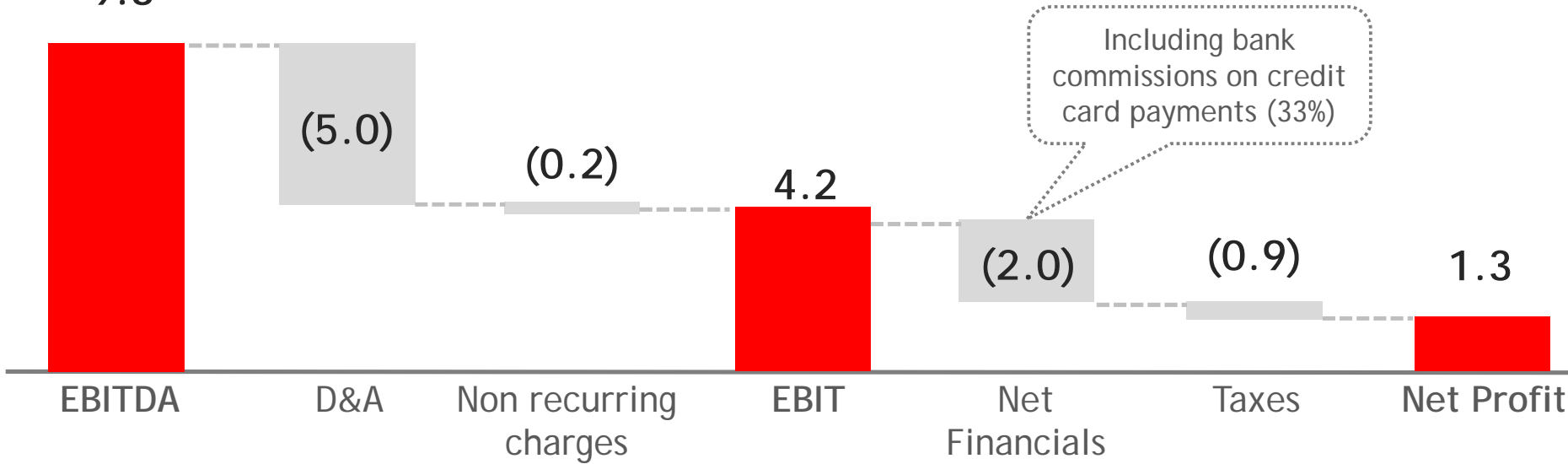


* Figures after the application of IFRS 5 relating to non-current assets sold

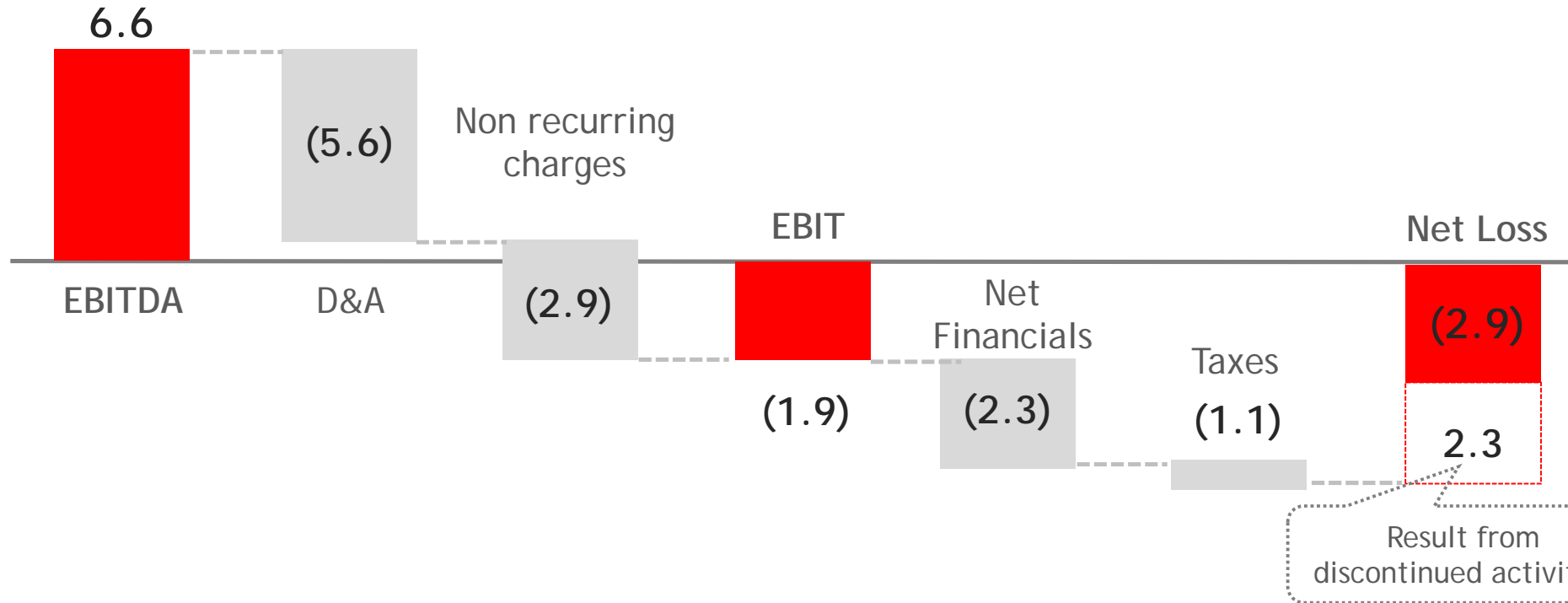
9M 2012 - From EBITDA to Net Profit

€ mn

9M
2012

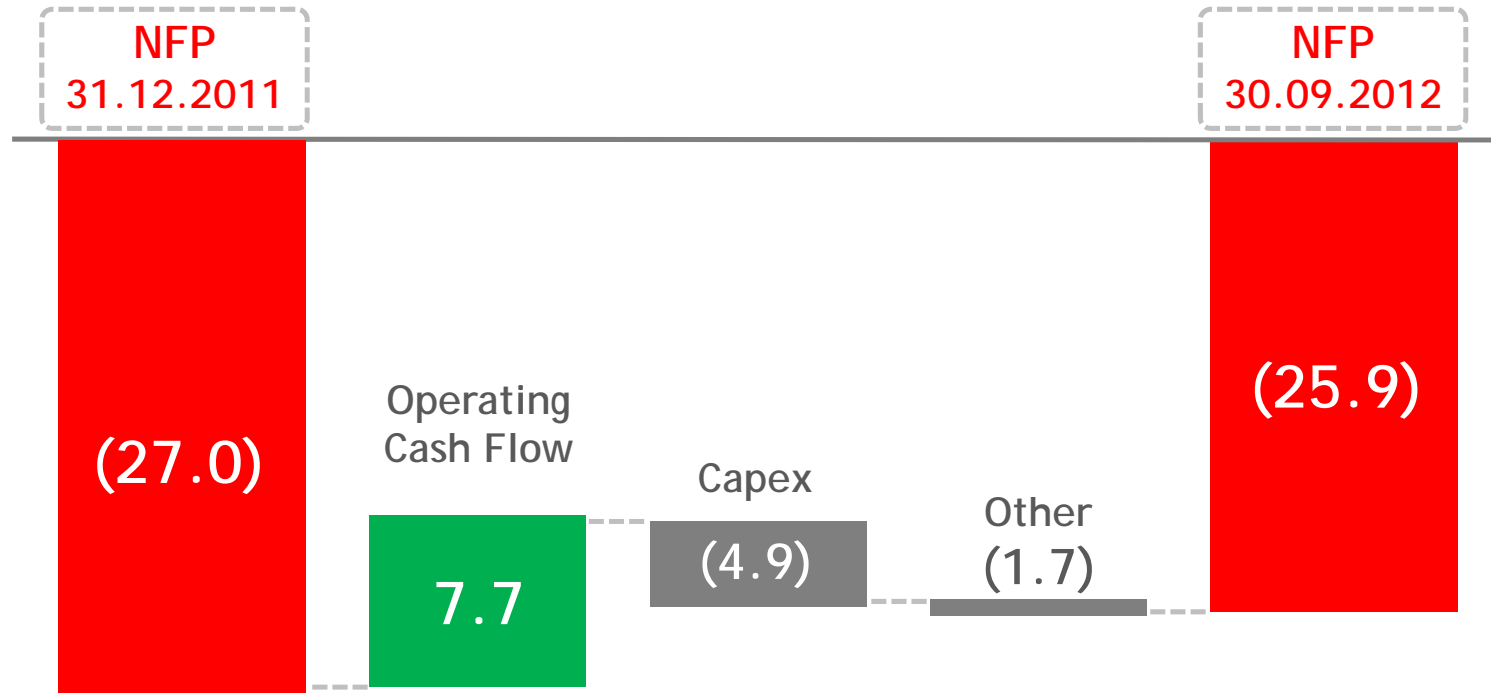


9M
2011



9M 2012 - NFP reduction

€ mn



	30.09.2012	31.12.2011
Cash and Cash Equivalents	3.6	4.3
Other Financial Assets	1.0	3.3
Financial Assets	4.6	7.6
Current Financial Liabilities	(8.0)	(16.7)
Long Term Financial Liabilities	(22.5)	(18.0)
Financial Liabilities	(30.5)	(34.7)
Net Financial Position	(25.9)	(27.0)

A

B

C

D

Key pillars of Dada strategy

A

B

C

D

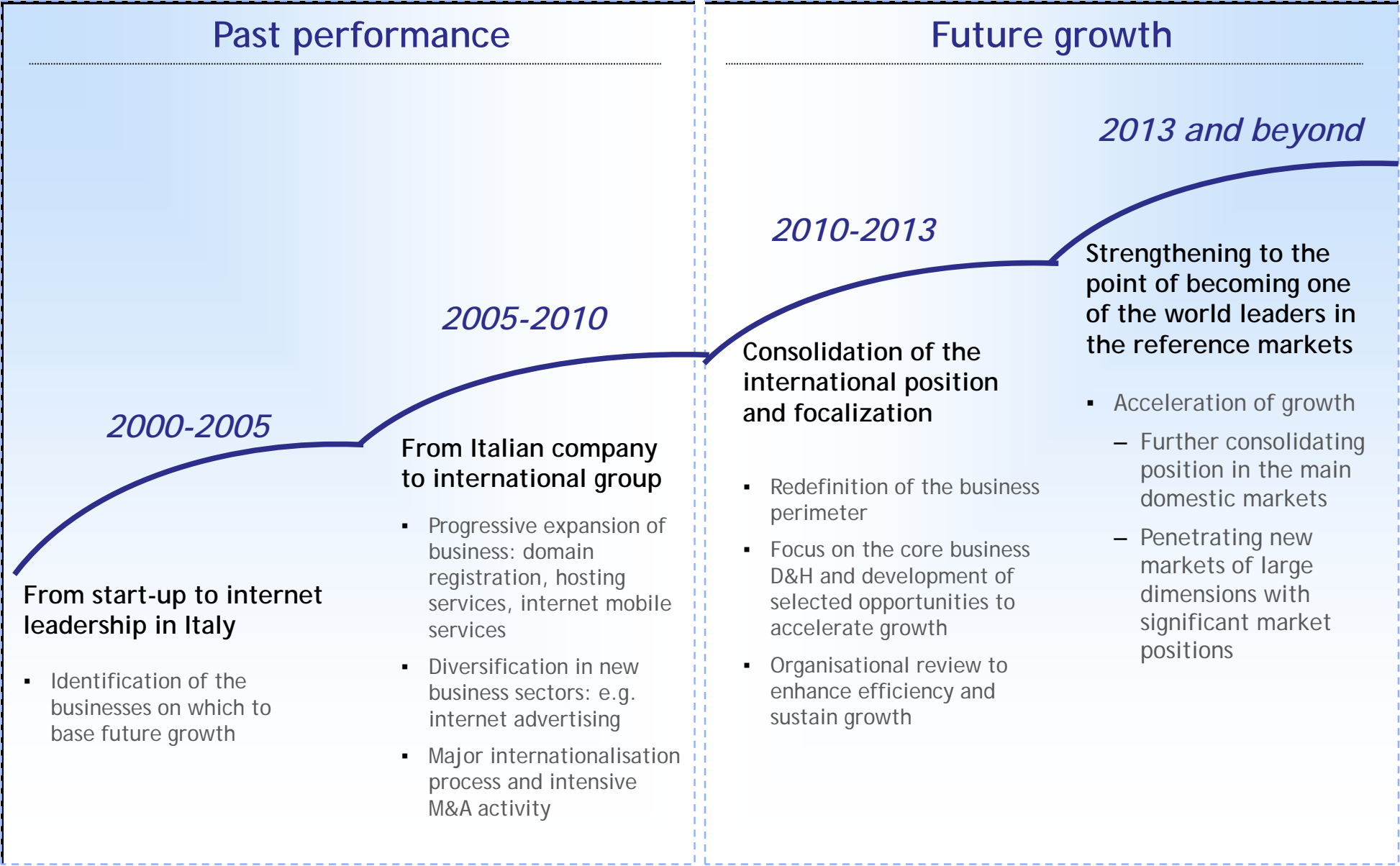
PROVIDING SMEs WITH MORE and MORE PERFORMING SOLUTIONS and STRENGTHENING CUSTOMER LOYALTY AND DELIGHT...

1. Introducing new products to the existing offer
2. Leveraging on the customer base via cross and upselling
3. Innovating marketing activities
4. Strengthening the customer service and support
5. Consolidating the technological platform

... WHILE DRIVING PROFITABILITY IMPROVEMENT

1. Optimizing G&A and structural costs
2. Increasing core business efficiency

New Dada outlook



Appendix

Dada

9M 2012 - Profit & Loss

€ mn	9M 2012	% on sales	9M 2011*	% on sales
Net Revenues	64.8		59.4	
EBITDA	9.3	14%	6.6	11%
EBIT	4.2	6%	(1.9)	<i>n.m.</i>
Profit before Tax	2.2	3%	(4.2)	<i>n.m.</i>
Profit after Tax	1.3	2%	(5.3)	<i>n.m.</i>
Profit from assets held for sale	0	0%	2.3	<i>n.m.</i>
Group Net Profit	1.3	2%	(2.9)	<i>n.m.</i>

* Figures after the application of IFRS 5 relating to non-current assets sold

9M 2012 Results - Balance Sheet

€ mn	30.09.2012	FY 2011
Net Working Capital	(12.0)	(12.0)
Fixed Assets	92.1	90.9
Severance and Other Funds	(2.5)	(3.7)
Other Payables beyond one year	(0.2)	0.0
Net Capital Employed	77.4	75.3
Assets held for sale	0.0	0.0
Net Financial Position	(25.9)	(27.0)
Total Shareholders' Equity	51.5	48.3

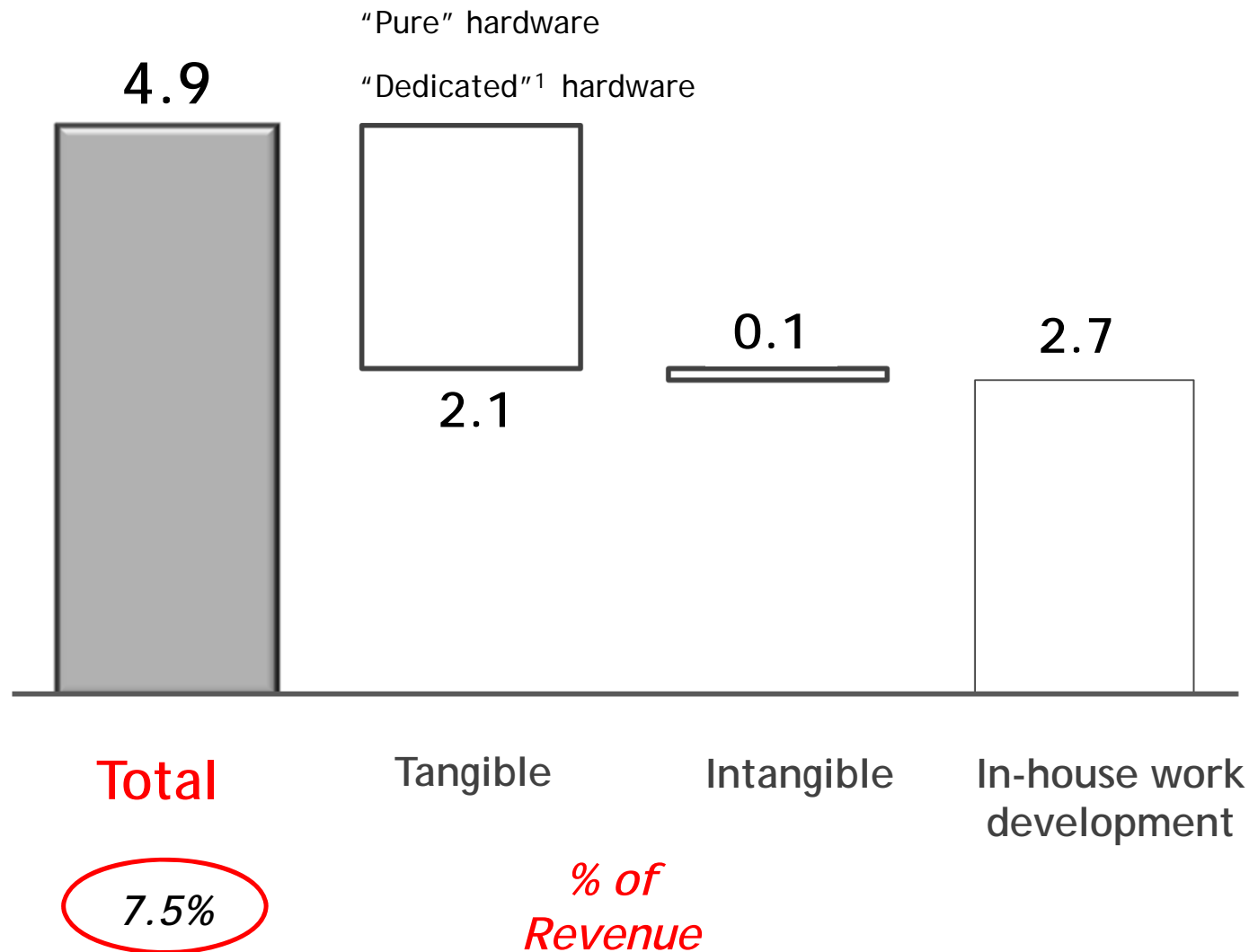
9M 2012 Results - Cash Flow Statement

€ mn	9M 2012	9M 2011
Cash and Cash Equivalents at the Beginning of Period	(8.4)	(21.0)
Group Net Profit (Loss)	1.3	(2.9)
Gross Operating Cash Flow	7.7	4.4
Income taxes and Interest paid	(2.8)	(2.7)
Net Operating Cash Flow	4.9	1.6
Capex & Investing Activities	(4.8)	21.9*
Financing Activities	4.8	(9.7)
Free Cash Flow	4.9	13.9
Cash and Cash Equivalents at the End of Period	(3.5)	(7.1)

* Figure comprises the cash-in deriving from the Dada.net and E-Box disposals

9M 2012 Results - CAPEX breakdown by kind

€ mn



¹ Hardware expenditures (mainly server) directly allocated to single customers