



H1 2015 Results & Strategic Outlook

Starconference 2015

London, 06 October 2015





The gateway to your digital presence

Agenda

DADA in a snapshot

H1 2015 Business Overview

Extraordinary Transactions

H1 2015 Financials



Key Highlights

- ✓ **Digital services** for the **online presence** targeted to **SMBs, professionals and high-end** customers in **Europe**
- ✓ **Pan-European presence in 7 countries** with a high potential of scalability thanks to **unified technological platforms**
- ✓ **Large customer base** (520k paying clients for **1,7 mn** registered domains)
- ✓ Ongoing focus on **retaining** the existing customer base, **up-selling** additional services and acquiring **new customers**
- ✓ **Stable/Increasing market share** despite raising competition



“ The one-stop shop for your online presence “

 register.it

 names.co.uk

 amen

 nominalia.es

 register365

 poundhost

H1 2015 vs H1 2014

€ mn

	H1 2015	H1 2014	YoY
Revenue	31,9	30,9	+3,3%
EBITDA	6,0	4,9	+24%
<i>Ebitda margin %</i>	19%	16%	
EBIT	2,3	0,9	+145%
Results from discontinued operations	1,8	0,0	<i>n.m.</i>
Net Profit	2,5	-0,8	+395%
NFP	-27,9	-32,5	

Agenda

An overhead, grayscale photograph of four people in a meeting. A man in a striped shirt sits at the top of a table, looking at a laptop. A woman in a plaid shirt sits to his left, leaning over. Two women sit at the bottom of the table, one with her back to the camera. The table has a laptop, a glass of water, and some papers. The background shows a sofa and a chair.

DADA in a snapshot

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Business Overview

Key drivers

Customer Needs:

One-Stop-Shop to:

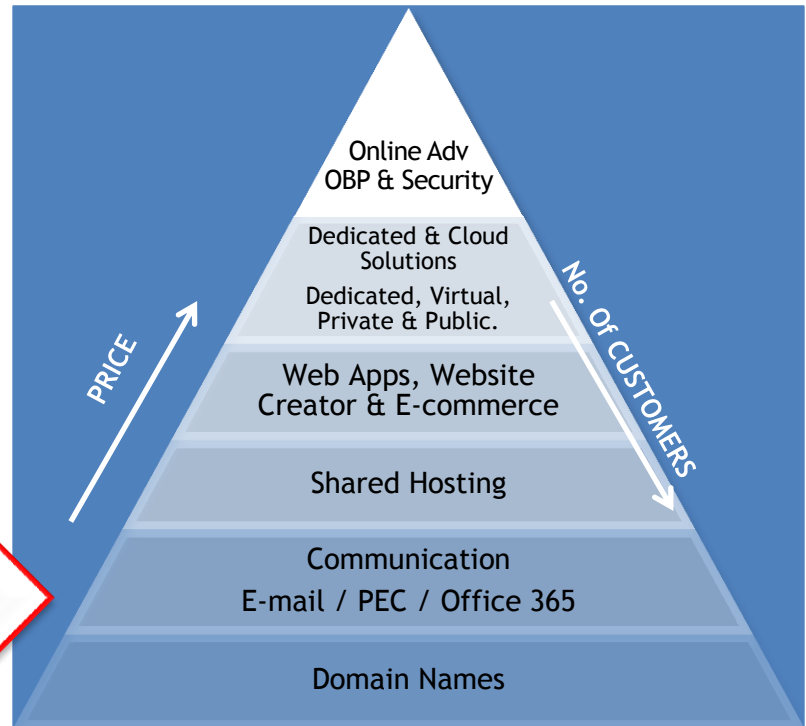
- Create online presence
- Market and promote businesses
- Sell and distribute products online

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

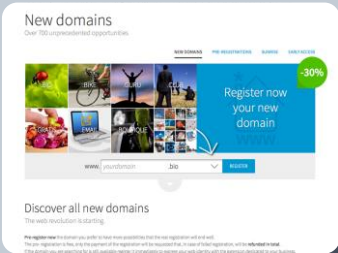


Business Overview

What we offer...

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

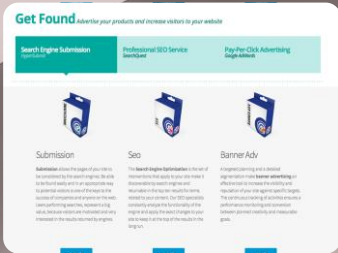


Key Products:

- 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

Business Overview

... supported by continued outstanding customer care

Dedicated Phone Assistance & Technical Support Team



Increase the channels:

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

Business Overview

...and to the new IT Infrastructure



- 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



- 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

Business Overview

Brand Awareness Strategy

Diversified Channel Strategy



Products Matching User Type



Underpinned by continued investment in strong customer support

Business Overview

Key pillars of Strategy

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 Goal

Success objectives

Hold renewals /
Reduce churn rates

Grow active
customers

Agenda



DADA in a snapshot

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Extraordinary Transactions

H1 2015 Financials

Extraordinary Transactions

Simply Contribution in 4W and Etinet Acquisition

In line with the strategy to focus on DADA's core business of digital services for the online presence and visibility of SMBs:



April 2015 - DADA signed a agreement with **4W MarketPlace S.p.A.**, to combine DADA's Programmatic Advertising business unit named ProAdv/Simply with 4W MarketPlace, one of the top online advertising players in Italy in exchange of a 25% equity stake in 4W Marketplace



July 2015 - DADA acquires 100% of the share capital of **Etinet S.r.l.**, a web factory with a strong offline expertise and a good presence in northern Italy. The project aims at extending the local model and providing additional “we do it for you” services to our customer base

Agenda

An overhead, grayscale photograph of four people sitting around a wooden table in a meeting. They are looking at laptops and documents. A red bar highlights the 'H1 2015 Financials' item in the agenda.

DADA in a snapshot

H1 2015 Business Overview

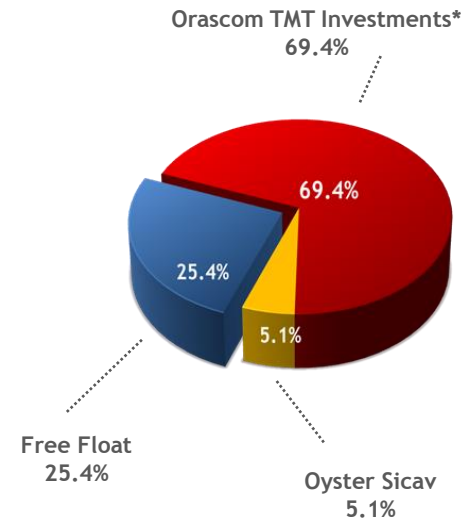
Extraordinary Transactions

H1 2015 Financials

Stock Performance



Shareholding Structure



Share Information

Ticker	DA IM (Bloomberg), DA.MI (Reuters)
Market cap (FTSE STAR Segment)	€38,36 mn
Shares issued	16.680.069
Last 3 Month avg. daily trade	12.173

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

Financials

H1 2015 - Profit & Loss

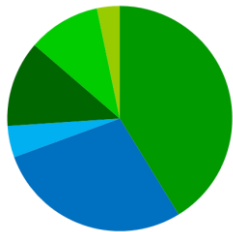
€ mn	H1 2015*	% on sales	H1 2014	% on sales	H/H %
Net Revenues	31,9		30,9		3,3%
EBITDA	6,0	19%	4,9	16%	24%
EBIT	2,3	7%	0,9	3%	146%
Profit before Tax	3,4	11%	-0,4	-1%	n.m.
Group Net Profit*	2,5	8%	-0,8	-3%	395%

*H1-2015 includes 2.2 mn capital gain from Simply contribution and -0.3 mn result from discontinued operations

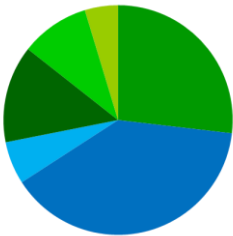
Financials

H1 2015 - Revenue and Customer Base Breakdown

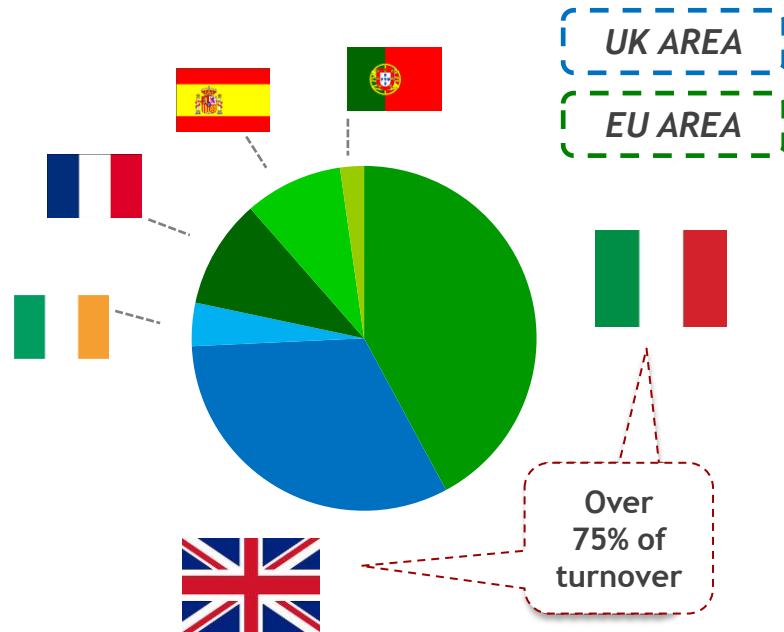
Domains Under Management



Customer Base



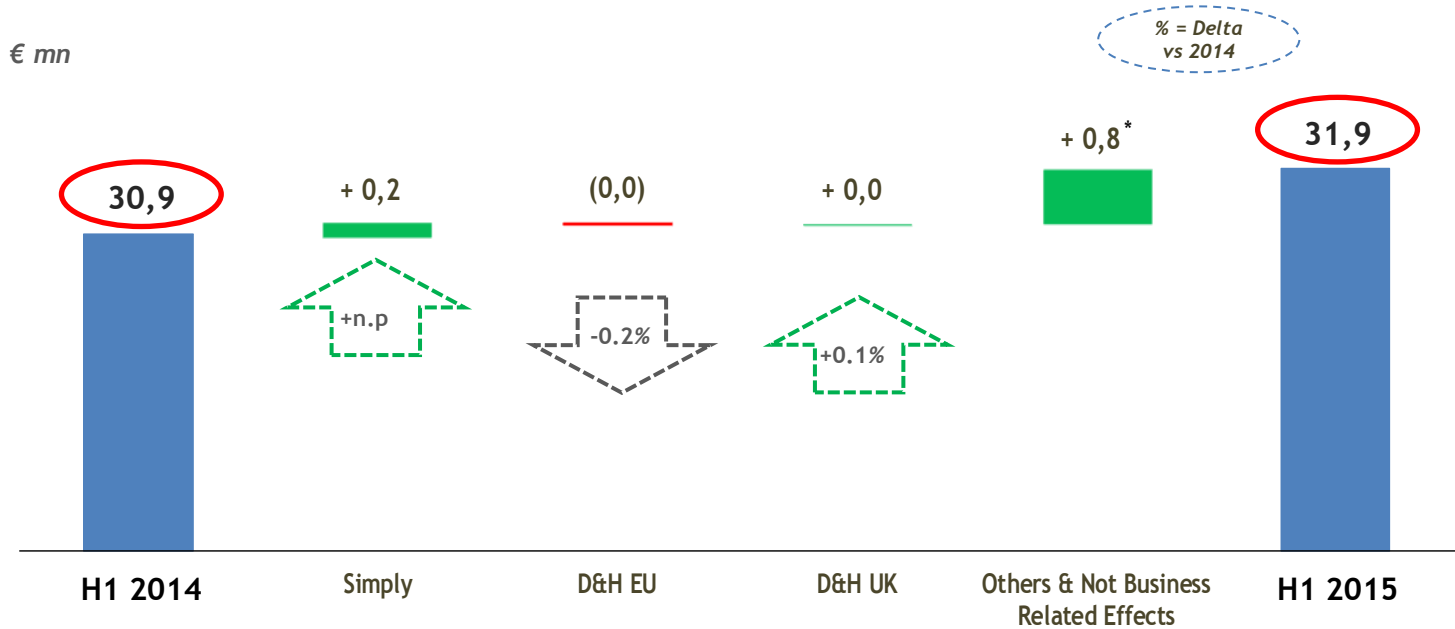
- Italy
- UK
- Ireland
- France
- Spain
- Portugal



H1 2015 Revenue = €31,9 mn (100%)

Financials

H1 2015 - Key Revenues components



(*) Not Business Related Effects:

€/GBP Exchange Rate

+€1,2 mn

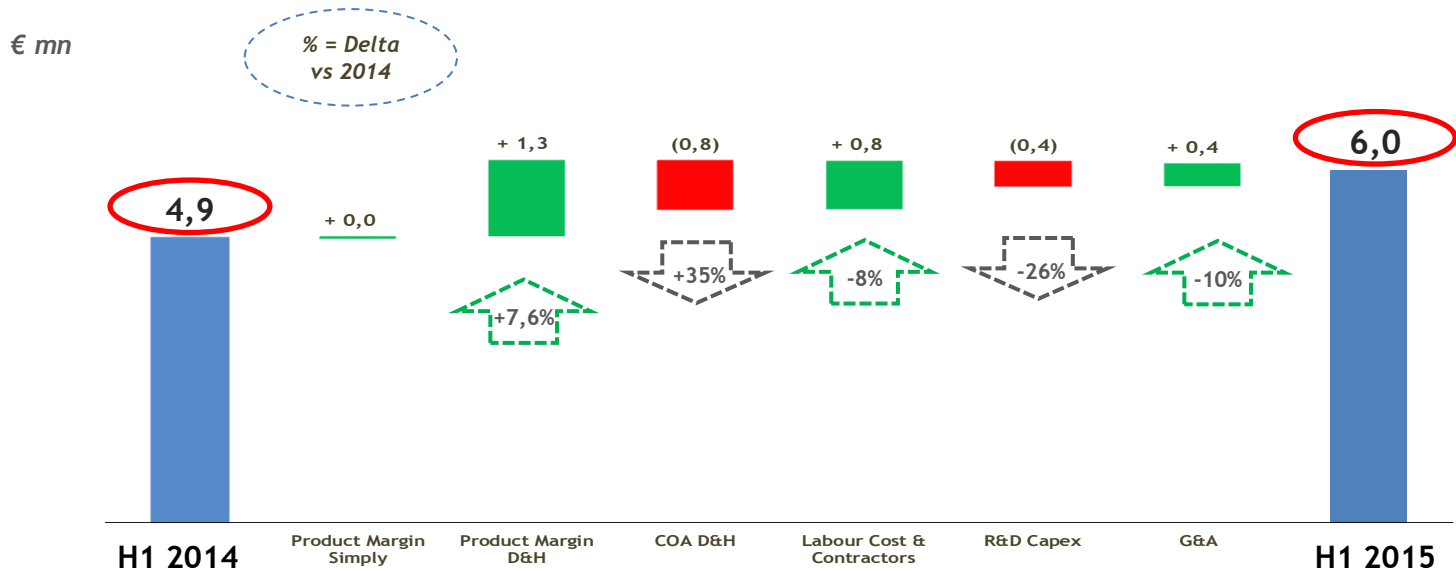
2014 UK Adsl Revenue (Dismissed in May14)

-€0,3 mn

Figures excluding Performance Adv results since January 2014 and January 2015

Financials

H1 2015 - Key EBITDA components

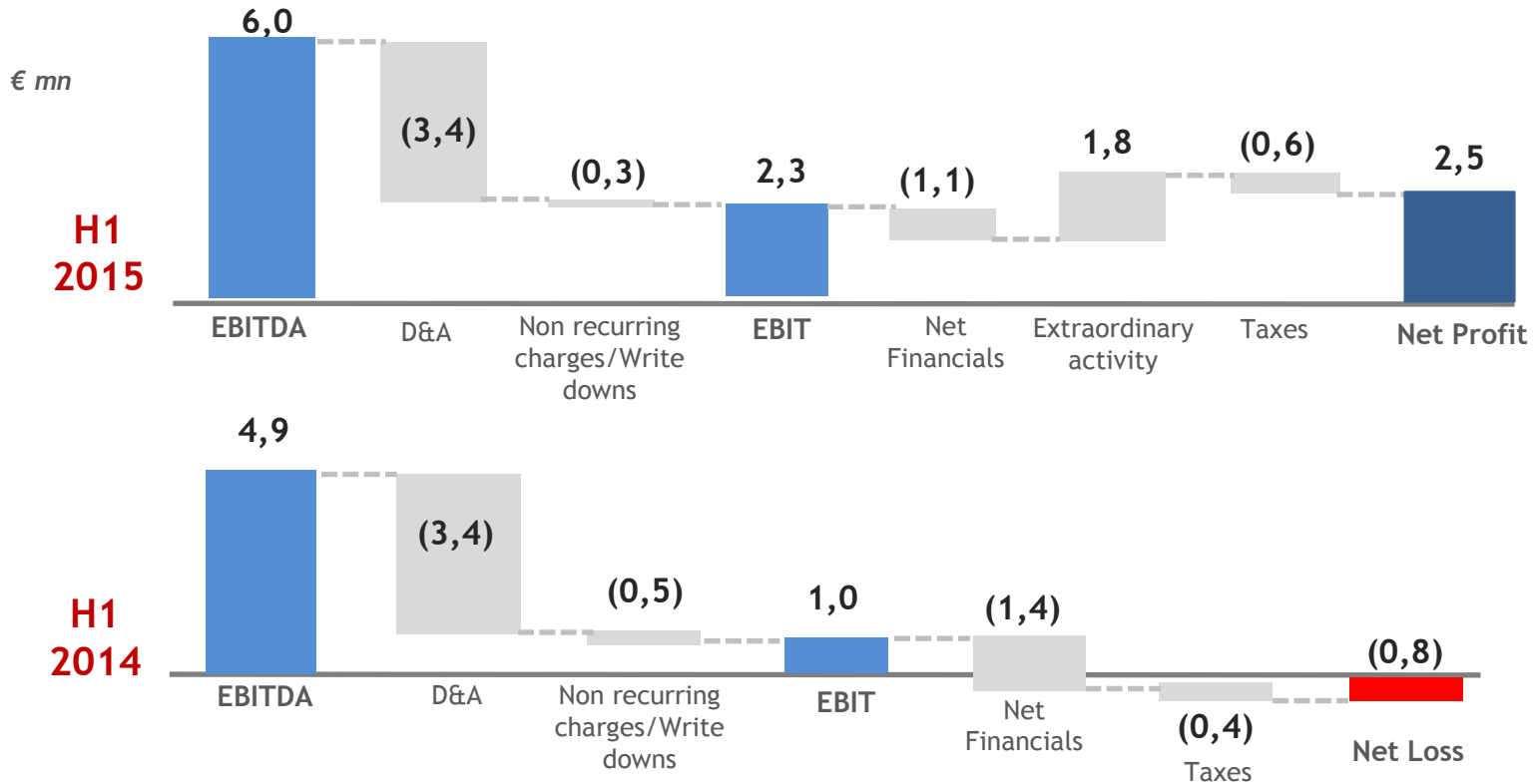


% of Revenue 16%

19%

Financials

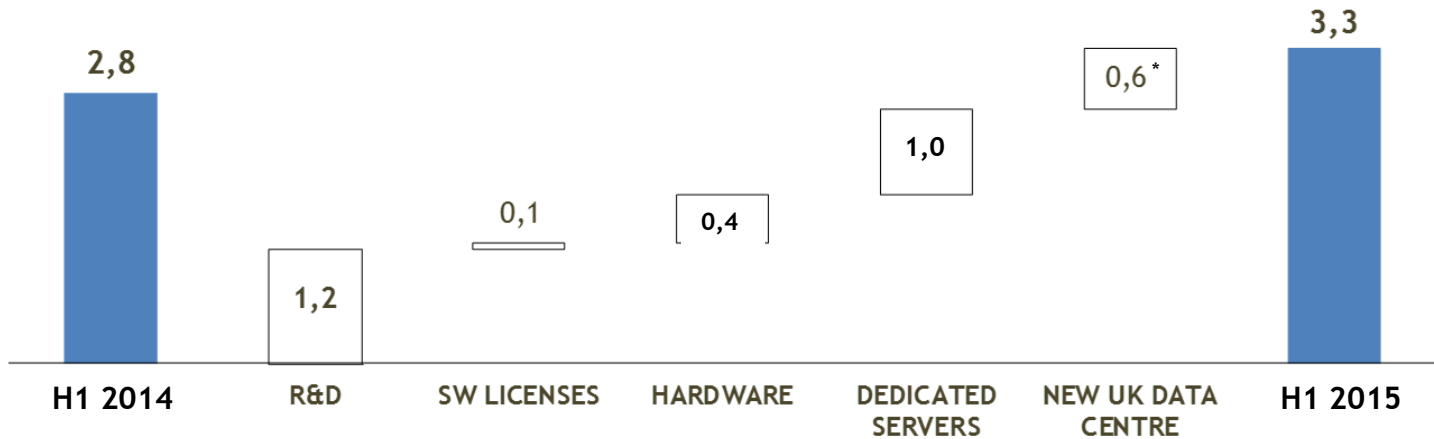
H1 2015 - From EBITDA to Net Profit



Financials

H1 2015 - Capex Composition

€/mn



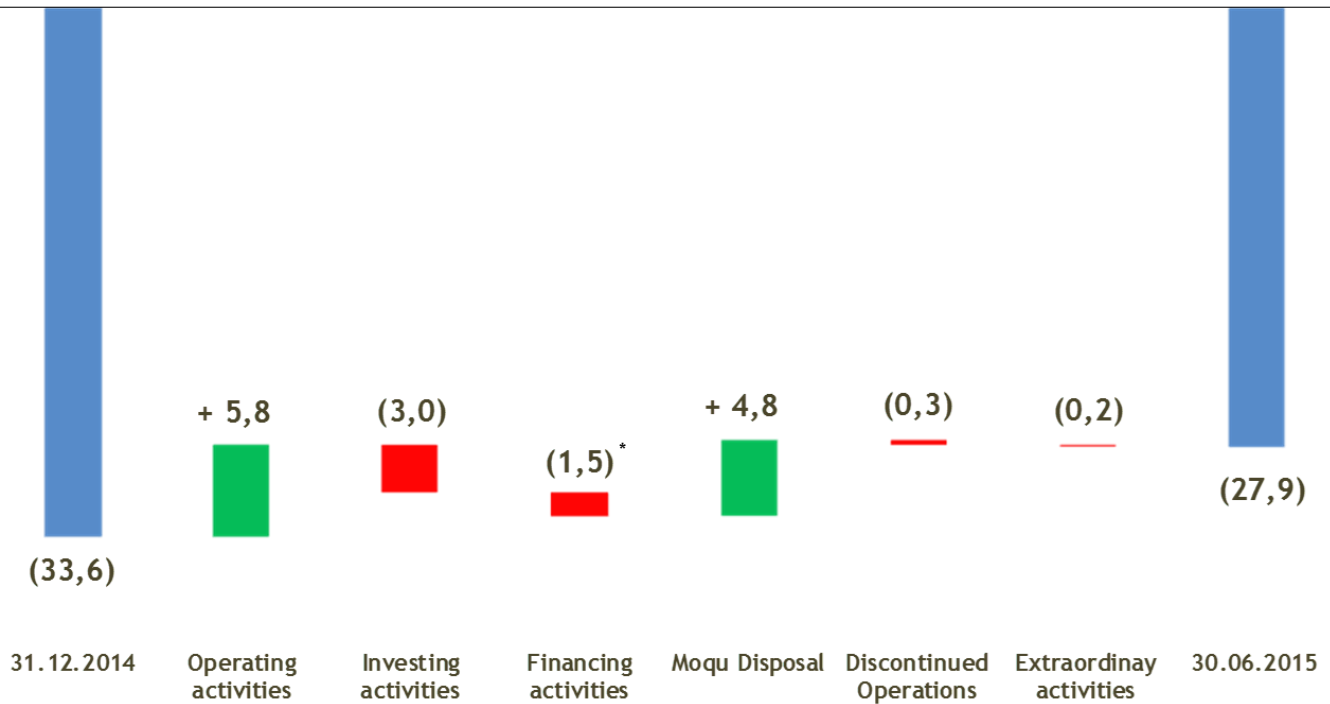
* Capex to be disbursed in Q3

Figures excluding Performance Adv results since January 2014 and January 2015

Financials

H1 2015 - Cash Flow Composition

€/mn



* of which -€0.5 mn related to CC commissions

Financials

H1 2015 - Balance Sheet

€ mn	30.06.2015	31.12.2014
Net Working Capital	(10,8)*	(10,3)
Fixed Assets	100,9	95,4
Severance and Other Funds	(1,2)	(1,4)
Other Payables beyond one year	(19,3)	(16,7)
Net Capital Employed	88,9	83,7
Net Financial Position	(27,9)	(33,6)
Total Shareholders' Equity	(60,9)	(50,1)

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

* Of which 13mn deferred revenues included

€ mn	30.06.2015	31.12.2014
Cash, bank and post office deposits	3,5	1,4
Credit lines, account overdrafts and current bank borrowings	(12,3)	(18,2)
Non-current bank borrowings (M/L T)	(19,3)	(16,7)
Derivatives	0,1	(0,1)
NPF	(27,9)	(33,6)



Appendix

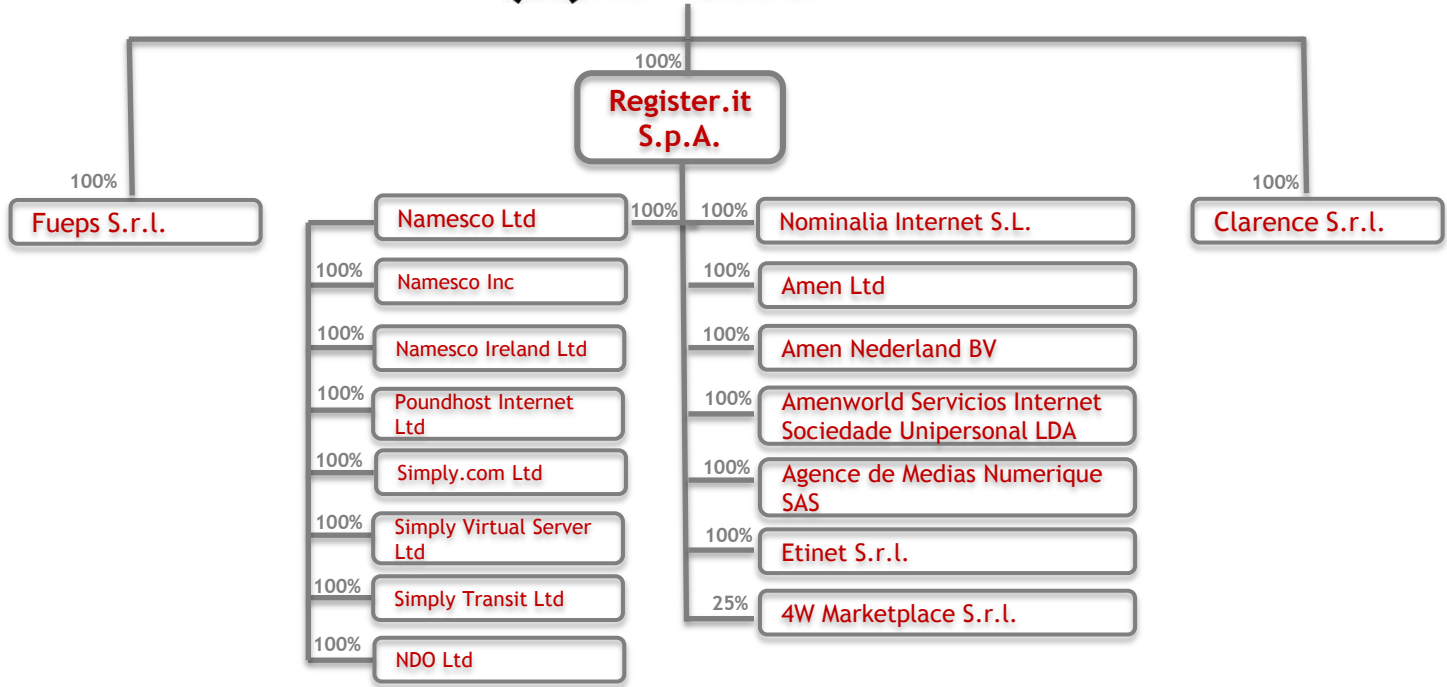
H1 2015 - Dada Group Consolidated P&L

€/mn	ACT 2015	ACT 2014	Delta vs 2014	
Revenue	31,9	30,9	1,0	3,3%
COGS	-11,3	-11,5	0,2	-1,6%
Product Margin	20,6	19,3	1,2	6,2%
COA	-3,2	-2,4	-0,8	34,5%
Gross Margin	17,4	17,0	0,4	2,3%
Labour Cost & Contractors	-9,0	-9,8	0,8	-8,1%
R&D CAPEX	1,2	1,6	-0,4	-25,8%
G&A	-3,5	-3,9	0,4	-9,8%
EBITDA	6,0	4,9	1,2	23,6%
Non recurring charges/Write-downs	-0,3	-0,5	0,2	-36,0%
D&A	-3,4	-3,4	0,1	-2,0%
EBIT	2,3	1,0	1,4	145,5%
Net Financials	-1,1	-1,4	0,3	-20,4%
Taxes	-0,6	-0,4	-0,2	37,7%
Profit (Loss) from Continuing Operations	0,7	-0,9	1,5	177,4%
Profit (Loss) from Discontinued Operations	1,8	0,0	1,8	
Net Result	2,5	-0,8	3,4	394,9%

H1 2015 Results - Cash Flow Statement

€ mn	H1 2015	H1 2014
Cash and Cash Equivalents at the Beginning of Period	(16,8)	(9,5)
Group Net Profit (Loss)	2,5	(0,8)
Gross Operating Cash Flow	5,9	5,0
Working capital, Income taxes and Interest paid	(2,1)	(2,6)
Net Operating Cash Flow	3,8	2,4
Capex & Investing Activities	1,8	(3,9)
Financing Activities	2,6	(2,4)
Free Cash Flow	8,3	(3,9)
Cash and Cash Equivalents at the End of Period	(8,5)	(13,4)

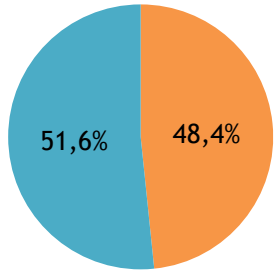
Group Corporate Structure as of July 2015



Company Profile

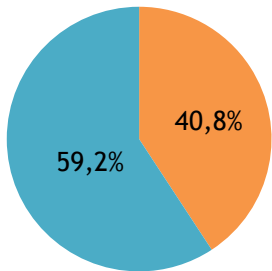
Human capital at of 30 June 2015

Italy vs Abroad

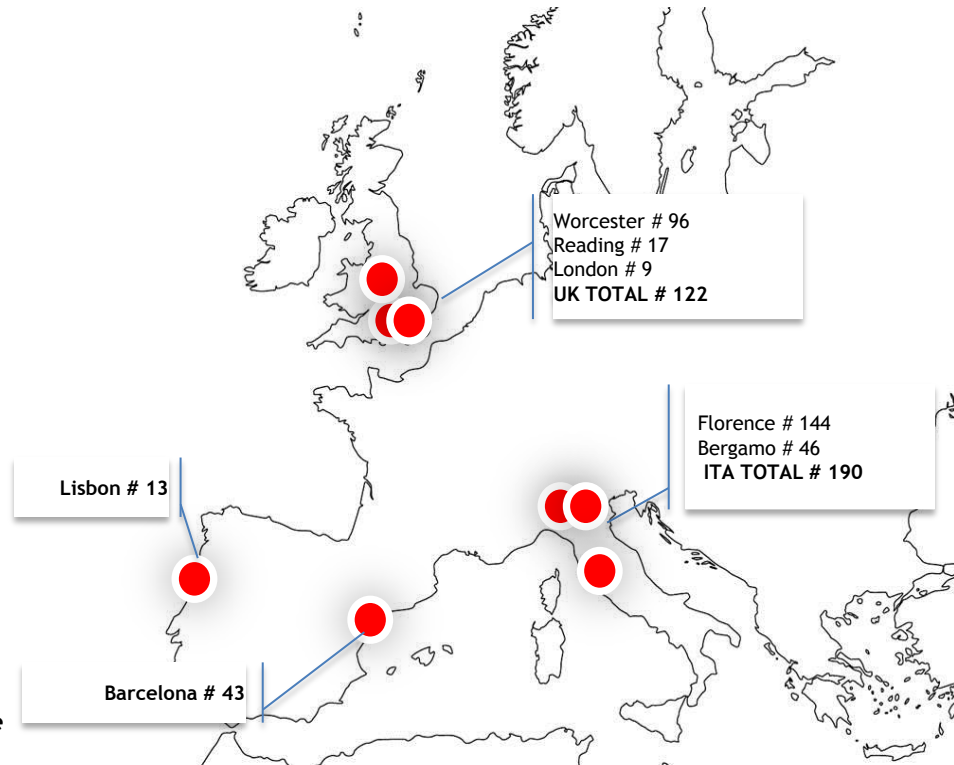


Abroad
Italy

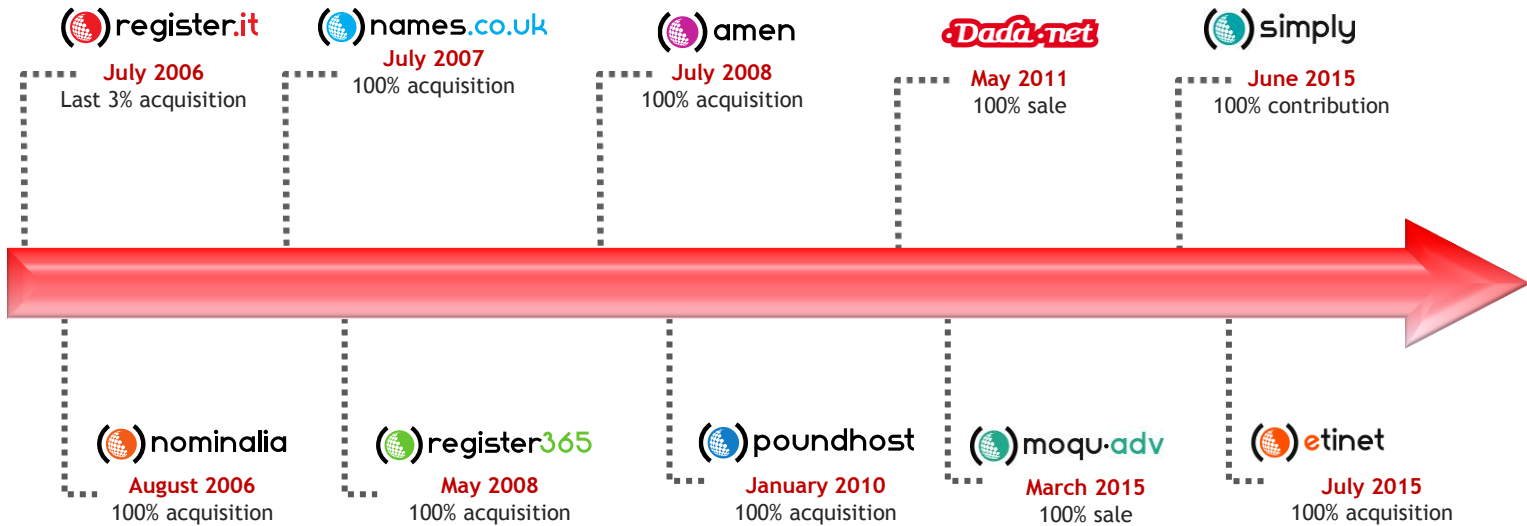
Gender
















Female
Male



M&A activity

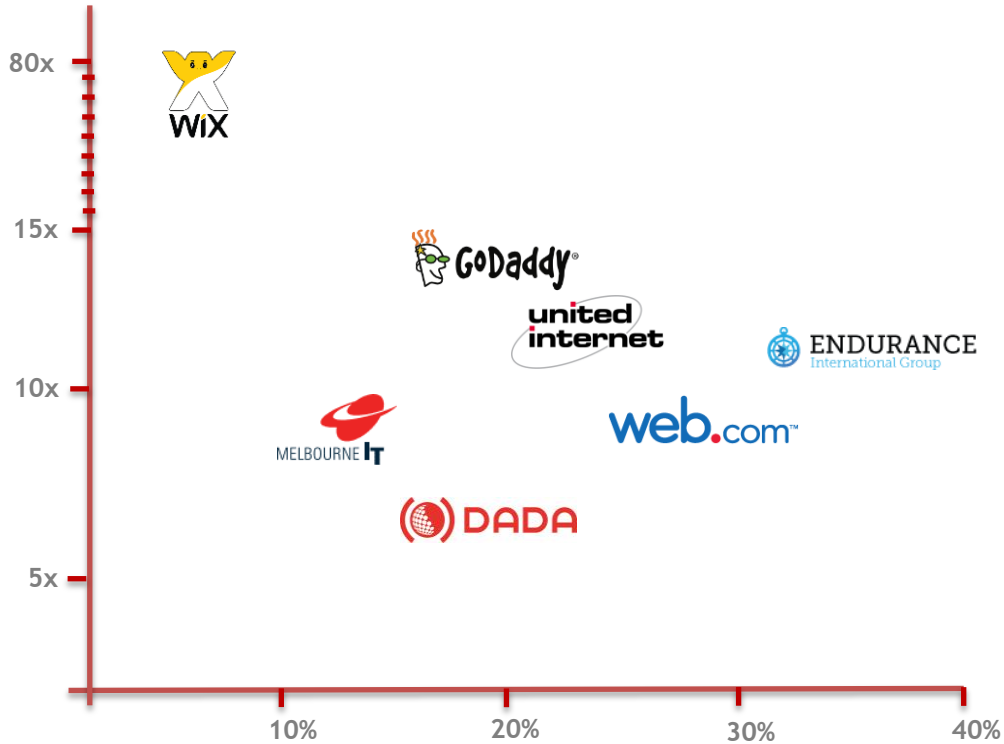


M&A History

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	2015	2,6x	6,6x

Listed peers

EV/EBITDA



EBITDA Margin

Source: Bloomberg projections for FY2015, company data



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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