



*Press release pursuant to CONSOB Regulation 11971/1999, as subsequently amended*

## 2014 RESULTS APPROVED AND STRATEGIC GUIDELINES UPDATED

### GENERAL MEETING CALLED TO APPROVE 2014 FINANCIAL STATEMENTS AND RENEW CORPORATE BODIES

**Florence, 12 March 2015** - Today, the Board of Directors of DADA S.p.A., international leader in professional online presence and visibility services, approved the Dada Group's Consolidated Financial Statements and the Draft Statutory Financial Statements of DADA S.p.A. for the year ended 31 December 2014.

#### **GROUP RESULTS IN 2014**

In 2014, the DADA Group achieved **consolidated revenue** of €67.5 million, dropping by 10% versus €75.3 million in 2013, due mostly to discontinuity in the Advertising business.

Revenue from the **Domain and Hosting** division, which accounted for approximately 87% of consolidated revenue, amounted to €59 million, dropping by approximately 2% versus 2013. A performance attributable mainly to:

- the negative trend of the online advertising product Simply (€2.4 million in 2014 versus €2.8 million in 2013),
- the loss of revenue generated by disposed businesses, such as the co-location in the UK, sold in August 2013 (which had contributed approximately €0.4 million to the 2013 revenue) and the UK ADSL, sold at end May 2014 (which had contributed approximately €0.9 million to the 2013 revenue versus €0.3 million in the first five months of 2014).

Net of these effects, revenue from the core business was basically in line with the result in 2013. Italy and the UK were the countries that contributed the most to revenue, with approximately 75% of the division's revenue, followed by France, Spain, Ireland, Portugal and the Netherlands.

**Performance Advertising** contributed the remaining 13% to the Group's revenue, declining by 42% versus 2013 (€8.5 million versus €14.6 million). Revenue was heavily impacted by the new procedures that advertisers follow to capture traffic on the Google network, which have stifled the pace of growth ever since October 2012, and have further impacted on the revenue trend since January 2014, especially on the portion generated by traffic on mobile phones and tablets.



**Foreign-based activities** accounted for 61% of consolidated revenue in 2014 (64% in 2013), confirming the predominance of these activities in the overall development of the DADA Group, despite the discontinuity reported in the Performance Advertising division, whose turnover is almost entirely generated in foreign currency.

In 2014, **consolidated EBITDA** came to €9.8 million versus €10.6 million in 2013, with margins on revenue increasing to 15% (14% in 2013).

Specifically:

- i. for **Domain & Hosting**, margins on revenue reached 16%, basically in line with 2013 levels. Comparing the two years, mention should be made of:
  - the duplication of certain operating costs (€0.6 million) associated with the new Datacenter in the UK, arising from the expenses incurred from the previous suppliers, along with the operating costs for the new facility, fully operational from April 2014;
  - a different corporate cost allocation method between the two segments, effective from 1 January 2014, which led to a reduction of over €0.2 million in the D&H division's margins (no impact at consolidated level).
- ii. for **Performance Advertising**, the abovementioned drop in volumes also impacted on margins, which fell to 8% in 2014 from 13% in 2013, owing mainly to lower contribution from Gross Margin to cover fixed costs.

During the period under review, service costs followed a downward pattern in absolute terms (from €49.1 million in 2013 to €41.4 million in 2014) and as a percentage of consolidated revenue versus 2013 (from 65% to 61%), thanks also to the benefits from the start-up of the new Datacenter. Payroll costs grew in absolute terms (from €19.3 million in 2013 to €19.9 million in 2014) and as a percentage of consolidated revenue (from 26% in 2013 to 29% in 2014). This trend is mainly attributable to the effects of the adjustments provided for in the collective bargaining agreements, to certain salary policies implemented to retain key resources, and to the negative impact of exchange rates. Group employees at 31 December 2014 decreased from 395 units at 31 December 2013 to 364 units at 31 December 2014.

The item "change in inventories and increase in own work capitalized", aimed at improving processes and optimizing the proprietary platforms that provide Group services - came to €3.6 million in 2014, in line with 2013.

In 2014, the Group achieved a positive **EBIT** of €1.5 million (2% on revenue), dropping versus €2.4 million (3% on revenue) in 2013.

EBIT in 2014 was impacted mainly by:

- amortization and depreciation totaling €7.8 million, €3.8 million of which in tangible assets and €4 million in intangible assets; in 2013, amortization and depreciation amounted to €7.4 million, €3.4 million of which in tangible assets and €4 million in intangible assets. As a result, this aggregate increased by about 5% in 2014.
- impairment losses and provisions and non-recurring charges of €0.5 million (comprising impairment, receivables and non-recurring charges from severance)



versus -€0.7 million in 2013 (referring mainly to the write-down of Seat receivables), dropping by about €0.3 million.

Overall **financial activities** (the difference between financial income and charges) of the Dada Group in 2014 came to -€2.8 million versus -€3 million in 2013, improving by 4%, despite the increase in overall debt. This figure was largely impacted by: (i) interest expense on bank loans of €1.1 million (€1 million in 2013); (ii) other bank commissions and interest owed on bank overdrafts of €1.8 million (€1.6 million in 2013), linked primarily to interest paid on current account overdrafts and to bank commissions on credit card payments; (iii) the positive impact of forex in 2014 of approximately €0.1 million, improving versus -€0.2 million in 2013, as a result of the upward trend of the Euro/British Pound exchange rate (an overall positive figure of €0.3 million).

**Tax** in 2014 came to -€0.9 million (-€0.8 million in 2013), and reflects current tax of €0.7 million (the regional IRAP tax on some Italian companies and tax on foreign-based companies with positive pre-tax income), decreasing versus 2013 (€1.1 million), and the impact of deferred tax of -€0.2 million versus €0.3 million in 2013, with a net difference of €0.5 million.

In 2014, the **consolidated Net Profit** came to -€2.2 million (-€1.3 million at 31 December 2013).

#### **4Q14 HIGHLIGHTS**

In 4Q14, the Group achieved **consolidated revenue** of €16.9 million, down from €18.2 million in 4Q13.

**EBITDA** came to €2.2 million (€2.5 million in 4Q13). **EBIT** came to €0.1 million (€0.2 million in 4Q13), net of amortization and depreciation of €2.0 million (in line with 2013), while non-recurring items were basically neutral over the quarter (-€0.3 million in 4Q13).

**Net profit** amounted to -€0.8 million versus -€0.9 million in 4Q13, while tax amounted to -€0.1 million (-€0.3 million in 2013).

#### **GROUP BALANCE SHEET AND FINANCIAL POSITION AT 31 DECEMBER 2014**

The total consolidated **Net Financial Position** at 31 December 2014 came to -€33.6 million versus -€30.9 million at 31 December 2013. In 2014, this aggregate was mainly impacted by: (i) positive cash flows from operating activities following changes in net working capital, amounting to €7.8 million (€8.6 million in 2013); (ii) investing activities amounting to -€6.4 million (-€10.6 million in 2013). Investments over the period regarded intangible assets (€3.8 million versus €4.3 million in 2013), mostly for the internal development of proprietary technology platforms, and tangible assets in technology for a total of €2.6 million, dropping sharply versus €6.3 million in 2013, when investments mainly regarded the Datacenter in the UK; (iii) the rest by cash absorbed for financing and tax activities of -€3.9 million (-€3.8 million in 2013) and non-recurring charges of -€0.2 million.

The total Net Financial Position at 31 December 2014 includes current debt of €18.2 million, non-current loans and other funding of €16.8 million and current accounts totaling €1.4 million.

## **BUSINESS PERFORMANCE IN 2014**

2014 witnessed overall weakness in the D&H business in the Group's main European markets of operation, mainly due to two reasons:

- on the one hand, the **sluggish trend in new registrations** of domains and acquisition of new clients mainly in France and Spain and, to a lesser extent, in other countries, due to the general economic crisis;
- on the other, **fiercer competition**, partly as a result of the entry of major international players, in terms of increased competition on sales prices and far more aggressive sales campaigns than before.

Despite this backdrop, the **Domain & Hosting** division confirmed its position among the top European players in the business of professional services for domain name registration (gaining a leadership position in new GTLDs in a number of countries), hosting, virtual and dedicated servers and cloud-based solutions, in the creation, management and visibility of web and e-commerce sites for European SMEs, and in online brand protection services. At end 2014, the Division boasted **over 520 thousand business clients and over 1.7 million total domains managed** in Italy, Spain, UK and Ireland, France, Portugal and Holland through the Register.it, Nominalia, Namesco, PoundHost, Register365 and Amen brands, respectively.

Noteworthy international projects launched in 2014 include:

- the success of the new **gTLDs** (Generic Top Level Domains), released on the market in February; Dada has managed a steady rise in pre-registration and registration applications, and the Group's stores have received over 17,000 registrations so far, mostly for .bio (which earned Register.it the 2014 Italian registrar award), .email and .photography. To date, about 300 extensions are ready for registration and over 4 million new domains have been registered worldwide;
- with the primary goal of constantly improving service quality, **customer care** activities have been stepped up in every country, through **live chats** on all websites, alongside the phone support service introduced in Italy some months ago and the **service launched to assist clients** in the development and management of their website by using custom content and design;
- the further expansion of the range of **virtual servers** to enable all kinds of users to manage their own websites on a fully virtualized and highly powerful server, now at really affordable prices.

Starting from July, Dada clients can also benefit from the full suite of solutions of **Microsoft Office 365, Office Online, Mobile & iPad Apps, Exchange Email, SharePoint and Lync Online**.

Despite the abovementioned effects of the change in Google's global policies, the **Performance Advertising** division continues to be a major player in the online advertising business, operating internationally in the development of vertical portals, including superEva, the job search portal, which counts about 300,000 registered users of its services. These initiatives aim, on the one hand, to access new sources of organic or third-party traffic, in order to rely as less as possible on Google, and on the other to retain the business's operating profit.

## 2014 PARENT STATUTORY FINANCIAL STATEMENTS

DADA S.p.A., the parent, ended 2014 with revenue of €5.3 million, increasing slightly versus the result at end 2013 (€5.1 million). Mention should be made that the parent's main activity is the provision of corporate services to Group companies.

**EBITDA** came to -€0.2 million (-€0.9 million in 2013), while **EBIT** came to -€0.7 million (-€1.9 million at 31 December 2013). The **net profit** came to -€1.3 million (-€2.1 million at 31 December 2013).

The **Net Short-Term Financial Position** at 31 December 2014 came to a positive €3.6 million versus €8.2 million at 31 December 2013. The total position, comprising financial payables beyond one year, came to €2.9 million (€8.2 million at 31 December 2013).

## STRATEGIC GUIDELINES AT GROUP LEVEL AND OUTLOOK FOR NEXT YEARS

### STRATEGIC GUIDELINES FOR EACH BUSINESS SEGMENT

The strategic guidelines for the **Domain & Hosting** division aim at:

- focusing on the **business client segment** (SMEs, SOHOs, Corporate) and on the premium reseller channel (Corporate resellers);
- strengthening solutions in the field of **Hosting and related value-added products** (Web site builder, advanced E-commerce, App, Security, etc.);
- updating the value proposition on the entire range of **Email and Social collaboration solutions**, with sharper focus on Open Exchange and Microsoft Office 365 solutions;
- expanding the offer of **virtual and dedicated servers**, also in fully managed mode, leveraging on the investments made in the proprietary Data Center;
- further expanding the **App store** with a view to providing a one-stop-shop experience, with new product to increase online presence and productivity of business clients (Adv campaign management, Mobile app builder, Online trademark registration, etc.);
- improving **on- and off-line customer service**, with the aim of providing outstanding before- and after-sales service and further increasing retention and ARPU rates;
- completing investments **to integrate the technology platforms** at a European level and guarantee the best service levels in all the Group's stores.

Based on market trends and on the outlined strategic directions, in absence of any currently unforeseeable events, it is reasonable to expect over the next three-year period an annual "mid/single digit" average growth of revenue for the division (on a like-for-like basis and net of the negative contribution of Simply), with a stronger pace of growth in the second part of said period and a more than proportional increase in operational profitability, thanks also to the steady improvement of structural efficiency and a further optimization of all operating costs.



The **Performance Advertising** division, besides tackling a highly volatile market, will focus on developing new portals launched in the Classified Ads segment, specifically in the automotive, shopping and travel areas. Given the further changes that have taken place in the Google network, further changes on a global scale cannot be ruled out to date, making it impossible to measure the medium- to long-term impact of such changes.

## STRATEGIC GUIDELINES AT GROUP LEVEL

In light of the announced strategy to **increase DADA's focus on the core business of Domains & Hosting** - and on business with **higher prospective margins**, it has been welcomed the possibility of rationalizing the product portfolio even further, also by **redefining the Group's corporate scope**.

In this context, there have been started some initiatives aimed at examining the opportunity of valuing certain Advertising assets considered not to be in line with DADA's core strategy. The matter which is currently being looked into also with the assistance of advisors, regards specifically MOQU and the business unit named ProADV/Simply.

The Company will inform the market of any future developments in this regard.

## CALLING OF THE GENERAL MEETING

The Board of Directors, also in view of the expiry of the corporate bodies with the approval of the financial statements for the year ended 2014, resolved to call the General Meeting, in Ordinary session, setting the agenda on 28 and 29 April 2015 at 3:00 p.m., on first and, eventually, second call, respectively, at the Company's headquarters in Florence, Viale della Giovine Italia 17, to:

- approve the Statutory Financial Statements of DADA S.p.A. for the year ended 31 December 2014; regarding the result for the year, the Board of Directors has proposed to carry forward loss for the year amounting to Euro 1,305,014;
- renew the Board of Directors and the Statutory Board of Auditors; in this regard, it has invited shareholders to submit their lists in the manner and form provided by law and the By-laws, recommending the appointment of an adequate number of independent directors and compliance with gender laws;
- review the Remuneration Policy pursuant to art. 123-ter of Legislative Decree 58/98;
- resolve on the request to renew the authorization, after revoking the current one, to purchase and sell treasury shares for a period of up to 18 months from the resolution date and relating implementing provisions. The purpose of this authorization, up to a maximum of shares whose par value does not exceed one tenth of the share capital, is to give the Company a tool of strategic and operational flexibility which will allow it, among other things, to dispose of treasury shares previously acquired and to carry out transactions such as purchases, swaps, and contributions, including for the purpose of acquiring equity stakes. Based on the Board's proposal, treasury shares may be purchased at a price not lower than 20% or higher than 10% of the official Stock Exchange price registered on the trading day prior to each purchase. The shares are to be purchased according to the regulations of the Italian stock markets organized and managed by Borsa



Italiana S.p.A., as per the procedures established by the latter, which prohibit the direct matching of bid prices with predetermined ask prices. The Company currently holds no treasury shares.

The notice of call of the General Meeting and the documents relating to the items on the agenda will be made available to the public according to the timing and procedures prescribed by current law.

Shareholders may view and obtain copy of the above documents, which will be made available within the time limits of law, also on the Company's website at [www.dada.eu](http://www.dada.eu).



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## Statement by the Manager responsible for preparing the Company's Financial Reports

Mr. Federico Bronzi, the manager responsible for preparing the company's financial reports, declares pursuant to Art. 154 bis (2) of the Uniform Finance Act (Testo Unico della Finanza or TUF) that the financial information contained in this press release corresponds to the Company's records, ledgers and accounting entries.

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The Draft of the 2014 Statutory Financial Statements and the Consolidated Financial Statements, along with the Reports of the Board of Directors, Board of Statutory Auditors and the Independent Auditors, will be made available to the public at the Company's registered office and on the Company's website [www.dada.eu](http://www.dada.eu) within the time limits of law. The external auditors are currently completing their audit and their report has not been issued yet. The report will be made available in accordance with the current regulations.

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*DADA S.p.A. - listed on the STAR segment of the Italian Stock Exchange - is an international leader in professional online presence services (domains, hosting, servers, online brand protection) and in a number of advanced online advertising solutions.*

*With over 520 thousand business clients and over 1.7 million domains under management, Dada is one of the leading names in the European Domain & Hosting sector and is a key player in its markets of operation: in Italy through its established brand Register.it, as well as in Spain, the UK, Ireland, France, Portugal and Holland under the Nominalia, Namesco, PoundHost, Register365 and Amen brands, respectively. With regard to online advertising, DADA is active at an international level in the Performance Advertising business.*

For further information

[www.dada.eu](http://www.dada.eu)

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## ANNEXES

### DADA GROUP'S RECLASSIFIED CONSOLIDATED INCOME STATEMENT - 2014

#### RECLASSIFIED CONSOLIDATED INCOME STATEMENT AT 31 DECEMBER 2014

(EUR/000)	31-Dec-14 12 months		31-Dec-13 12 months		DIFFERENCE	
	Amount	%	Amount	%	Absolute	%
<b>Net revenue</b>	<b>67,457</b>	<b>100%</b>	<b>75,313</b>	<b>100%</b>	<b>-7,855</b>	<b>-10%</b>
Chg. in inventories & inc. in own wk. capitalized	3,585	5%	3,599	5%	-14	0%
Service costs and other operating expenses	-41,368	-61%	-49,055	-65%	7,687	-16%
Payroll costs	-19,889	-29%	-19,296	-26%	-593	3%
<b>EBITDA *</b>	<b>9,785</b>	<b>15%</b>	<b>10,560</b>	<b>14%</b>	<b>-775</b>	<b>-7%</b>
Depreciation and amortization	-7,784	-12%	-7,419	-10%	-364	5%
Non-recurring income/(charges)	-411	-1%	-122	0%	-289	n.a.
Impairment of fixed assets	-23	0%	-1	0%	-22	n.a.
Impairment losses and other provisions	-55	0%	-619	-1%	565	-91%
<b>EBIT</b>	<b>1,513</b>	<b>2%</b>	<b>2,399</b>	<b>3%</b>	<b>-885</b>	<b>-37%</b>
Financial income	629	1%	417	1%	212	51%
Financial charges	-3,474	-5%	-3,395	-5%	-78	2%
<b>Profit/(loss) before taxes</b>	<b>-1,331</b>	<b>-2%</b>	<b>-579</b>	<b>-1%</b>	<b>-752</b>	<b>-130%</b>
Income taxes	-861	-1%	-768	-1%	-93	12%
<b>Group net result</b>	<b>-2,192</b>	<b>-3%</b>	<b>-1,348</b>	<b>-2%</b>	<b>-845</b>	<b>-63%</b>

\* Gross of impairment losses on receivables and non-recurring charges

## HIGHLIGHTS ON CONSOLIDATED RESULTS BY BUSINESS UNITS

Segment	31/12/2014 (12 months)					31/12/2013 (12 months)				
	Revenue	EBITDA	Margin %	EBIT	Margin %	Revenue	EBITDA	Margin %	EBIT	Margin %
Domain and Hosting	58,949	9,566	16%	2,321	4%	60,404	9,873	16%	3,304	5%
Performance Adv.	8,508	647	8%	41	0%	14,602	1,852	13%	1,276	9%
Adjustments*	0	-428	n.a.	-848	n.a.	307	-1,165	n.a.	-2,181	n.a.
<b>Total</b>	<b>67,457</b>	<b>9,785</b>	<b>15%</b>	<b>1,513</b>	<b>2%</b>	<b>75,313</b>	<b>10,560</b>	<b>14%</b>	<b>2,399</b>	<b>3%</b>

\* adjustments refer to dealings between business units and between them and the parent company DADA S.p.A. (which provides mainly corporate services).

## HIGHLIGHTS ON CONSOLIDATED RESULTS BY GEOGRAPHY

Description	31/12/2014 (12 months)		31/12/2013 (12 months)	
	Amount	% of total	Amount	% of total
Revenue Italy	26,522	39%	27,264	36%
Revenue international	40,935	61%	48,049	64%
<b>Total</b>	<b>67,457</b>		<b>75,313</b>	

## RECLASSIFIED CONSOLIDATED INCOME STATEMENT 4th QUARTER 2014

RECLASSIFIED CONSOLIDATED INCOME STATEMENT AT 31 DECEMBER 2014

(EUR/000)	4th quarter 2014		4th quarter 2013		DIFFERENCE	
	Amount	%	Amount	%	Absolute	%
<b>Net profit</b>	<b>16,885</b>	<b>100%</b>	<b>18,221</b>	<b>100%</b>	<b>-1,335</b>	<b>-7%</b>
Chg. in inventories & inc. in own wk. capitalized	794	5%	892	5%	-98	-11%
Service costs and other operating expenses	-10,430	-62%	-11,631	-64%	1,201	-10%
Payroll costs	-5,074	-30%	-4,995	-27%	-79	2%
<b>EBITDA *</b>	<b>2,174</b>	<b>13%</b>	<b>2,486</b>	<b>14%</b>	<b>-312</b>	<b>-13%</b>
Depreciation and amortization	-2,088	-12%	-1,978	-11%	-110	6%
Non-recurring income/(charges)	-264	-2%	-19	0%	-245	n.a.
Impairment of fixed assets	0	0%	-1	0%	1	-100%
Impairment losses and other provisions	260	2%	-326	-2%	586	-180%
<b>EBIT</b>	<b>82</b>	<b>0%</b>	<b>162</b>	<b>1%</b>	<b>-80</b>	<b>-49%</b>
Financial income	50	0%	41	0%	9	22%
Financial charges	-836	-5%	-782	-4%	-54	7%
<b>Profit/(loss) before taxes</b>	<b>-704</b>	<b>-4%</b>	<b>-579</b>	<b>-3%</b>	<b>-125</b>	<b>-22%</b>
Income taxes	-106	-1%	-293	-2%	187	-64%
<b>Group net result</b>	<b>-810</b>	<b>-5%</b>	<b>-872</b>	<b>-5%</b>	<b>62</b>	<b>7%</b>

\* Gross of impairment losses on receivables and non-recurring charges

## DADA GROUP'S NET WORKING CAPITAL AND NET FINANCIAL POSITION AT 31 DECEMBER 2014

### NET WORKING CAPITAL AND NET FINANCIAL POSITION OF THE DADA GROUP AT 31 DECEMBER 2014

(EUR/000)	31-Dec-14	31-Dec-13	DIFFERENCE	
			Absolute	Absolute
<b>Fixed assets</b>	<b>95,364</b>	<b>93,981</b>	<b>1,383</b>	<b>1%</b>
Current operating assets	17,585	16,335	1,250	8%
Current operating liabilities	-27,851	-28,022	172	-1%
<b>Net working capital</b>	<b>-10,266</b>	<b>-11,687</b>	<b>1,422</b>	<b>-12%</b>
Provision for termination indemnities	-815	-760	-55	7%
Provision for risks and charges	-544	-1,007	464	-46%
Other payables due beyond one year	-17	0	-17	-
<b>Net capital employed</b>	<b>83,723</b>	<b>80,527</b>	<b>3,196</b>	<b>4%</b>
Bank loans (due beyond one year)	-16,674	-21,302	4,628	-22%
<b>Shareholders' equity</b>	<b>-50,150</b>	<b>-49,664</b>	<b>-485</b>	<b>1%</b>
Current bank borrowings	-18,183	-11,173	-7,010	63%
Current financial receivables and derivatives	0	0	0	-97%
Current financial payables and derivatives	-107	-47	-60	127%
Cash and cash equivalents	1,391	1,660	-268	-16%
<b>Current net financial position</b>	<b>-16,899</b>	<b>-9,561</b>	<b>-7,338</b>	<b>-77%</b>
<b>Total net financial position</b>	<b>-33,573</b>	<b>-30,863</b>	<b>-2,710</b>	<b>-9%</b>

## DADA GROUP'S RECLASSIFIED CONSOLIDATED STATEMENT OF CASH FLOWS AS OF DECEMBER, 31 2014

### CONSOLIDATED CASH FLOW STATEMENT AT 31 DECEMBER 2014

EUR/000	31 December 2014	31 December 2013
<b>Cash flow from operating activities before changes in working capital</b>	<b>9,032</b>	<b>9,059</b>
(Increase)/decrease in receivables	-1,185	3,211
Increase / (decrease) in payables	-241	-3,649
<b>Cash flow from operating activities</b>	<b>7,606</b>	<b>8,621</b>
Income taxes paid	-1,180	-921
Interest (paid)/received	-2,752	-2,871
<b>Net cash flow from operating activities</b>	<b>3,674</b>	<b>4,829</b>
<b>Investing activities</b>		
Purchase of property, plant and equipment	-2,591	-6,334
Other changes in fixed assets	45	12
Purchase of intangible assets	-184	-672
Product development costs	-3,585	-3,599
<b>Net cash flow used in investing activities</b>	<b>-6,314</b>	<b>-10,592</b>
<b>Financing activities</b>		
Change in loans	-4,628	2,624
Other changes	-10	236
Proceeds from capital increase	-	1,107
<b>Net cash flow from/(used in) financing activities</b>	<b>-4,638</b>	<b>3,967</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>-7,279</b>	<b>-1,796</b>

## STATUTORY FINANCIAL STATEMENTS

**DADA S.p.A.: RECLASSIFIED INCOME STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2014**

EUR/000	31-Dec-14 12 months		31-Dec-13 12 months		DIFFERENCE	
	Amount	% of	Amount	% of	Absolute	%
<b>Net revenue</b>	<b>5,286</b>	<b>100%</b>	<b>5,050</b>	<b>100%</b>	<b>236</b>	<b>5%</b>
Chg. in inventories & inc. in own wk. capitalized	0	0%	0	0%	0	-
Service costs and other operating expenses*	-2,935	-56%	-3,373	-67%	438	-13%
Payroll costs	-2,597	-49%	-2,566	-51%	-31	1%
<b>EBITDA **</b>	<b>-246</b>	<b>-5%</b>	<b>-888</b>	<b>-18%</b>	<b>642</b>	<b>-72%</b>
Depreciation and amortization	-428	-8%	-491	-10%	63	-13%
Non-recurring income/(charges)	0	0%	-504	-10%	504	-100%
Depreciation of fixed assets	0	0%	-1	0%	1	-100%
Reversal/provisions and impairment ***	2	0%	-19	0%	22	-112%
<b>EBIT</b>	<b>-672</b>	<b>-13%</b>	<b>-1,904</b>	<b>-38%</b>	<b>1,232</b>	<b>-65%</b>
Investment income and dividends	36	1%	44	1%	-9	-19%
Financial income/ (charges) and impairment of equity investments	-647	-12%	-516	-10%	-131	25%
<b>Profit/(loss) before taxes</b>	<b>-1,283</b>	<b>-24%</b>	<b>-2,376</b>	<b>-47%</b>	<b>1,093</b>	<b>-46%</b>
Income taxes	-22	0%	317	6%	-338	-107%
<b>Net profit</b>	<b>-1,305</b>	<b>-25%</b>	<b>-2,060</b>	<b>-41%</b>	<b>755</b>	<b>-37%</b>

\* including all direct costs for the provision of services, overheads and other operating expenses

\*\* before impairment losses and other non-recurring items

\*\*\* release of prior-years' provisions considered no longer necessary

DADA S.p.A.: NET WORKING CAPITAL AND NET FINANCIAL POSITION AT 31 DECEMBER 2014

EUR/000	31-Dec-14	31-Dec-13	DIFFERENCE	
			Absolute	%
<b>Fixed assets</b>	<b>30,877</b>	<b>31,209</b>	<b>-332</b>	<b>-1%</b>
Current operating assets*	23,234	19,619	3,615	18%
Current operating liabilities*	-2,211	-2,859	647	-23%
<b>Net working capital</b>	<b>21,023</b>	<b>16,760</b>	<b>4,263</b>	<b>25%</b>
Provision for termination indemnities	-224	-217	-7	3%
Provision for risks and charges	-394	-559	166	-30%
<b>Net capital employed</b>	<b>51,282</b>	<b>47,193</b>	<b>4,089</b>	<b>9%</b>
Non-current payables	-677	0	-677	
<b>Shareholders' equity</b>	<b>-54,155</b>	<b>-55,389</b>	<b>1,234</b>	<b>-2%</b>
<b>Assets/liabilities held for sale</b>	<b>0</b>	<b>0</b>	<b>0</b>	
Current bank debt	-12,151	-10,455	-1,697	16%
Net income/(charges) from cash pooling	15,494	18,648	-3,154	-17%
Cash and cash equivalents	207	2	204	8507%
<b>Net short-term financial position</b>	<b>3,550</b>	<b>8,196</b>	<b>-4,646</b>	<b>-57%</b>

\* including all trade receivables and payables (including intercompany), and other receivables and payables, including accrued income and charges