



DADA



DADA Conference Call – Results 1Q 2016

May 12th 2016



The gateway to your digital presence



Agenda

- 1Q 2016 Key Achievements
- Corporate Overview
- 1Q 2016 Financials & KPIs
- Strategic View & 2016 Guidelines
- Q&A



1Q2016 Highlights & Themes



CONTINUED OPERATIONAL & FINANCIAL PERFORMANCES

- **Revenues** reached the **highest level** in the past **16 Quarters**
- Enhanced main **Business Metrics**, +47% yoy new customers
- Improved Net Operating **Cash Flow**



DADA GROUP CORPORATE STRUCTURE FINALIZED

- In **2015** completed the **re-focusing** on **core business**, divesting Adv Division
- Starting from 2016 DADA is **completely focused** on **D&H business**
- **Etinet** acquired in 2015 is **fully integrated** and already performing



PROVISIONING & CUSTOMER SUPPORT FURTHER ENHANCED

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



CONTINUED CUSTOMER EXPERIENCE IMPROVEMENTS

- From **DIY** to **DIFY Services** to **assist and serve** the **European SMB's**
- **120** qualified employees in **Customer Facing Support & Assistance**
- Focus on Customer **Delight** enhanced

Continued Strong Positive Trend Started in 2015

KEY ACHIEVEMENTS 1Q '16

- **IMPROVED ALL MAIN BUSINESS METRICS**
- **FINANCIALS GROWTH CONTINUES**
- **IMPROVED CASH FLOW
REDUCED NFP**

BY THE NUMBERS

- **+ 6% yoy Customer Base at 580.000**
- **+ 47% yoy New Customers acquired**
- **More than + 40% yoy New Domains**

- **+5% yoy Revenues at €16.8 mln, the highest in past 16Q**
- **+5% yoy Ebitda at €3,0 mln (Ebitda Margin 18%)**
- **+31% EBIT yoy at €1.4 mln**

- **Net Operating Cash Flow €4.2 mln (+28% yoy)**
- **NFP at € 25.0 mln vs € 27.9 mln @ 31 Dec '15**



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We Help SMBs go digital



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

DADA Key Assets

BUSINESS & METRICS



580 K CUSTOMERS



1.83 MLN DOMAINS



1.6 MLN EMAILS



650 K HOSTING

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)

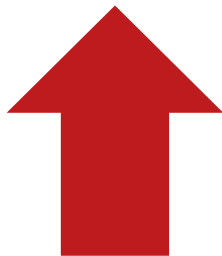
PREMIER DATA DRIVEN PLATFORM & MNGT. SYSTEMS

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

7 PETABYTES INFRASTRUCTURE DATA STORAGE

DADA's Suite of Products & Services

WE DO IT FOR YOU



DO IT WITH ME



DO IT YOURSELF

WHAT WE OFFER

HOW WE OFFER IT

ADVANCED SERVICES

ONLINE BRAND PROTECTION, SECURITY, MANAGED SERVERS

ENHANCED FUNCTIONALITY & SERVICES

WEB HOSTING
SHARED HOSTING,
DEDICATED, VIRTUAL,
PRIVATE & CLOUD
SOLUTIONS

WEB APP
WEB APPS, WEBSITE
CREATOR,
E-COMMERCE,
WEB MARKETING

BASIC NEEDS

ONLINE IDENTITY PRODUCTS:
DOMAIN NAMES, EMAIL/PEC/OFFICE 365

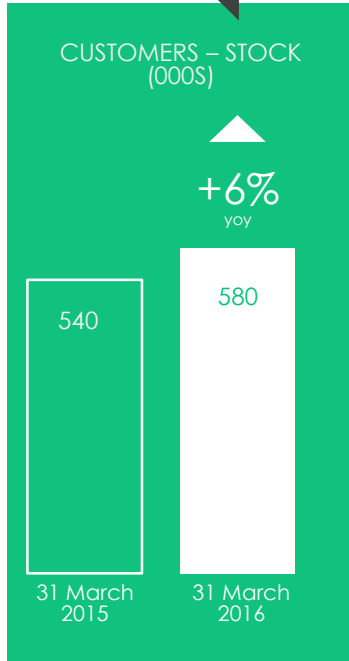


Agenda

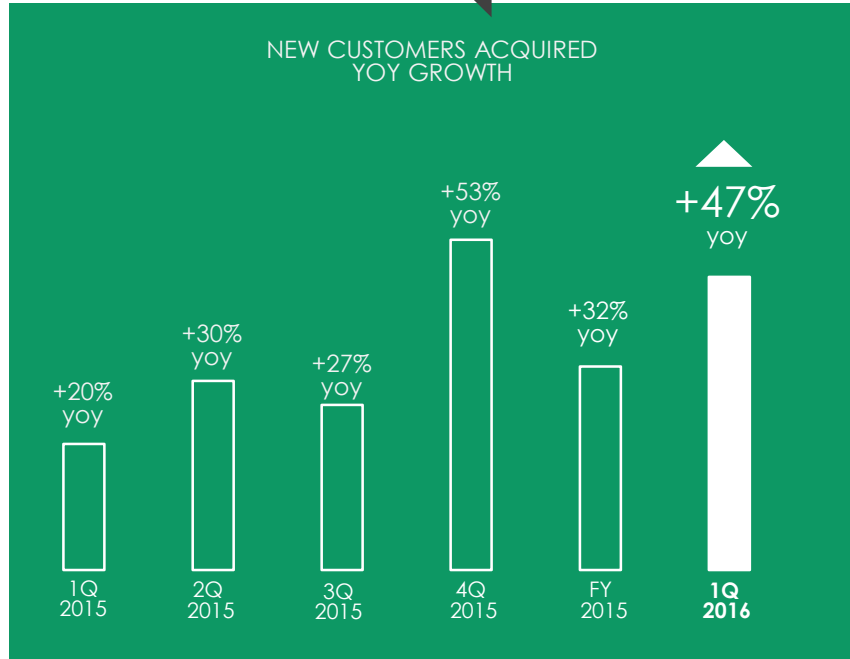
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1Q '16 Customer Base Increase – Investing in the future

Monthly Churn <1.2%

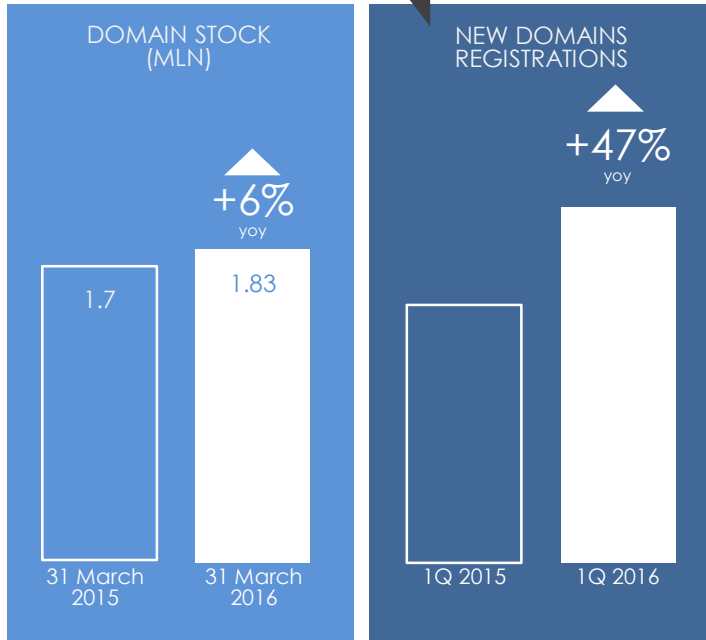


Strong New Customers improvement thanks to marketing investments in 2H'15 & 1Q'16



1Q '16 Business Metrics - Growing Faster than the Market

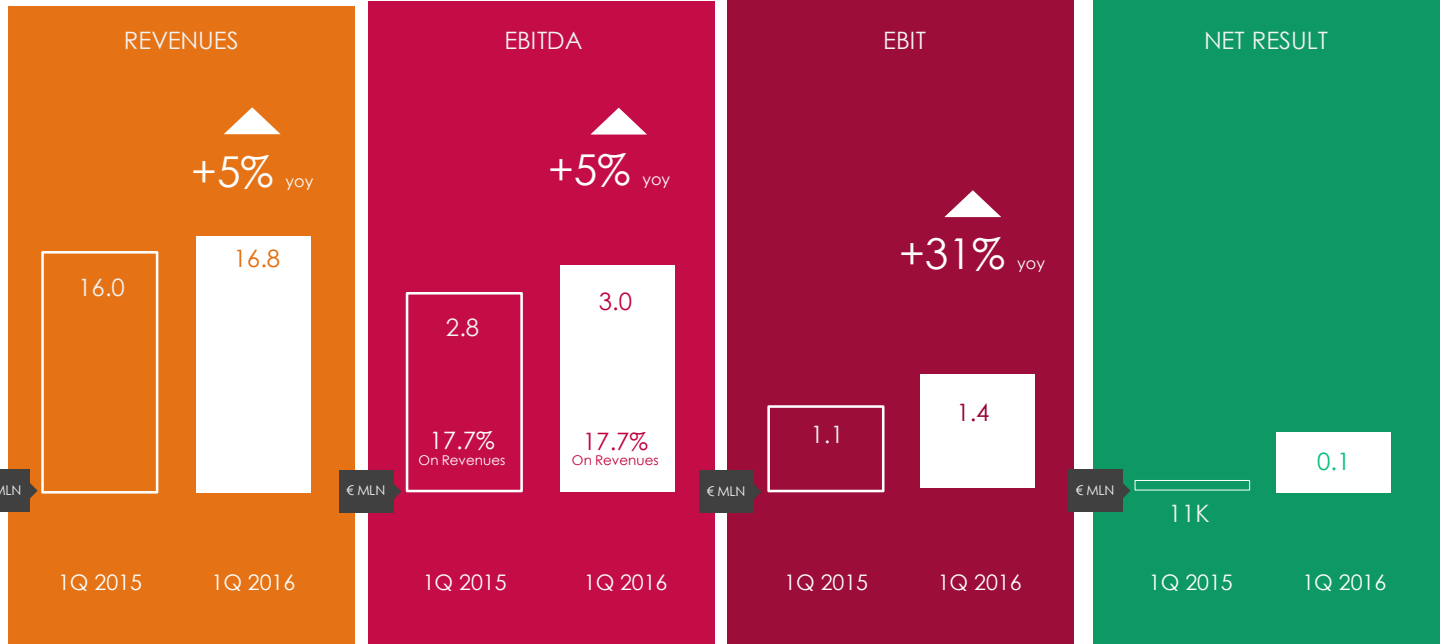
DADA continues to grow vs a stagnating Mkt
grabbing Mkt Shares from competitors



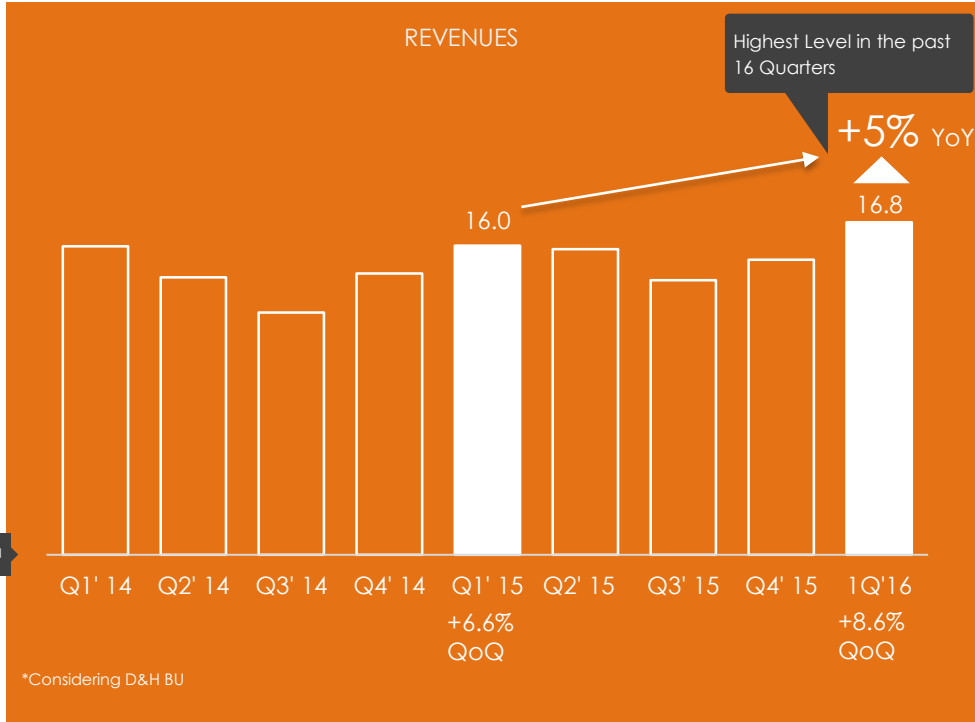
- **Strong new domain registrations growth** in 1Q2016, as already occurred in 2015, grabbing market share from main competitors in a **stable market**
- Market penetration increase thanks to **effective sales policies** & marketing investments
- Domain registrations as a **key driver to acquire new 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 1Q 2016

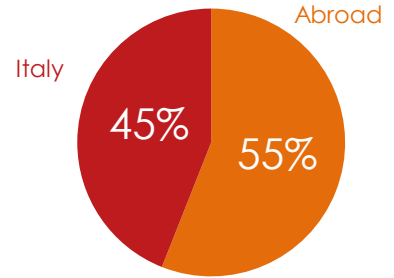
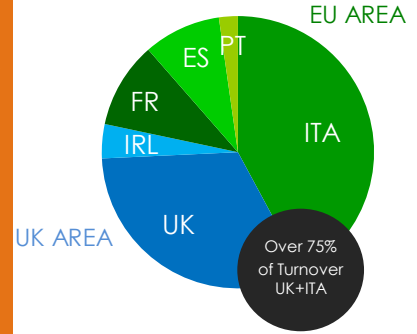
in line with 2016 guideline



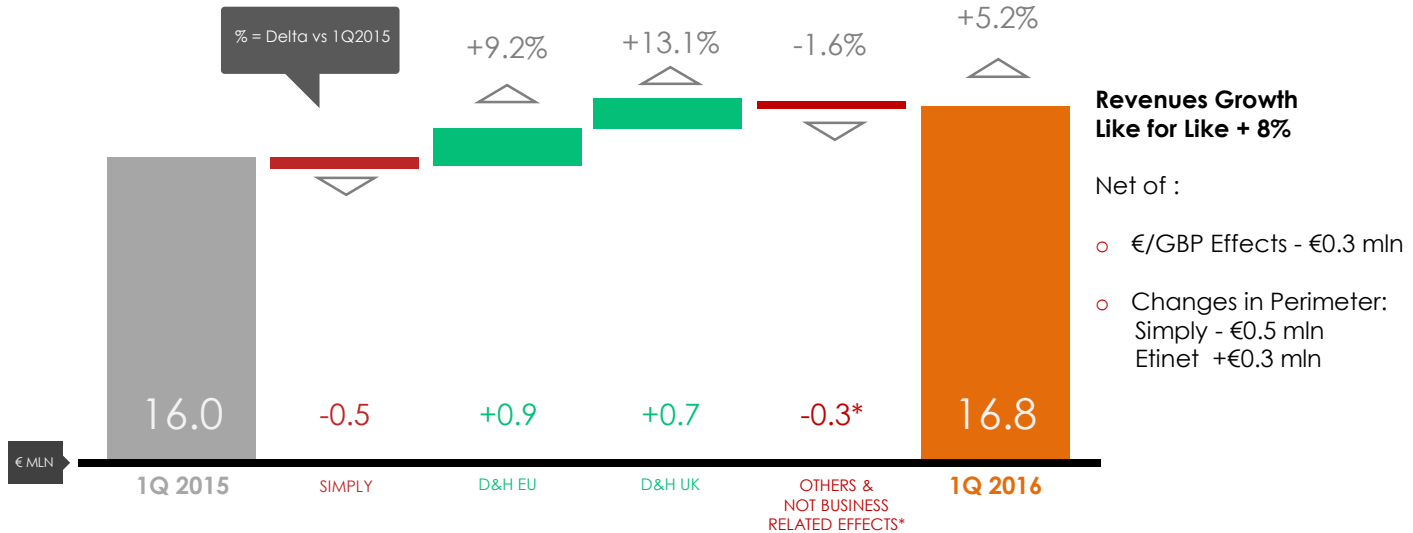
Revenues Trend by quarters & Breakdown



1Q 2016 Revenues Breakdown

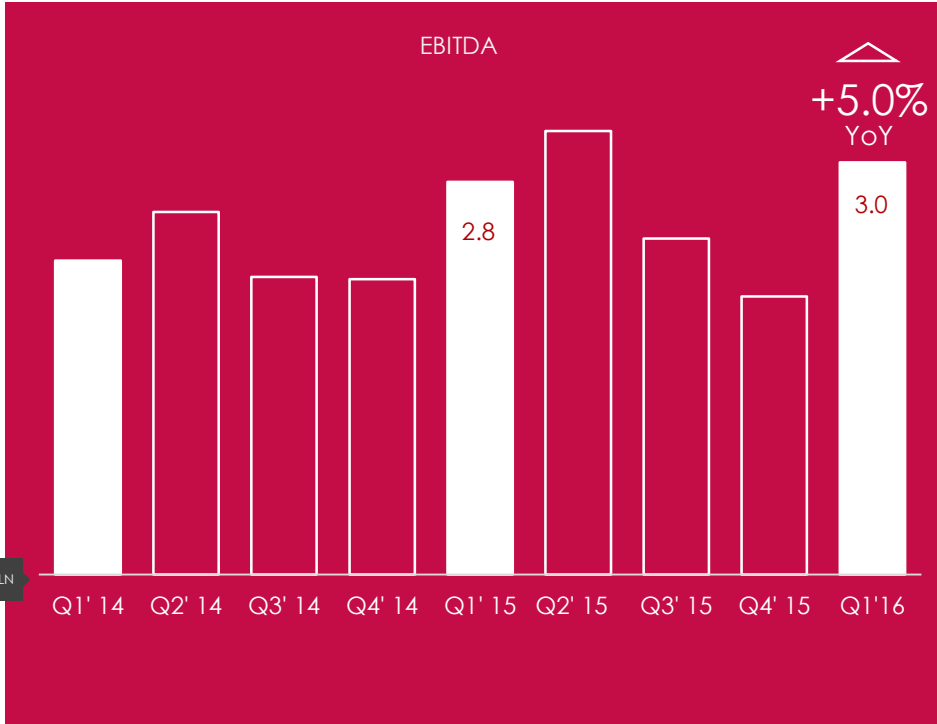


1Q 2016 Revenues Bridge vs 1Q 2015



*Not business related effects:
o/w €/GBP exchange rate -€0.2 mln

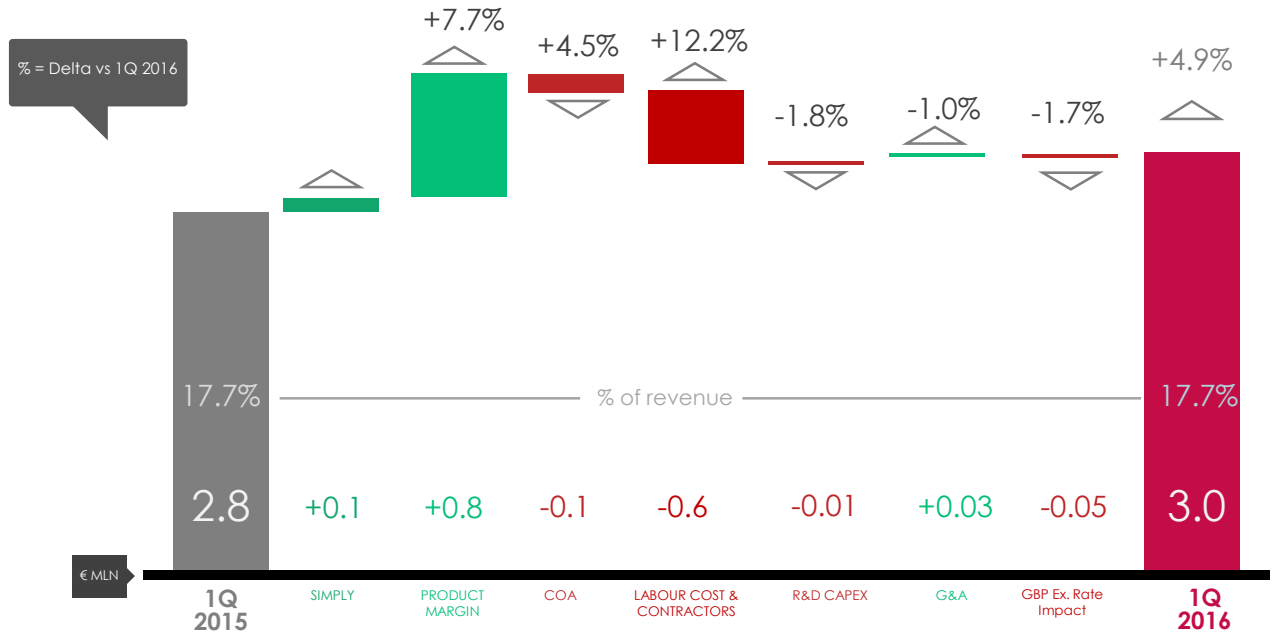
EBITDA Trend by quarters



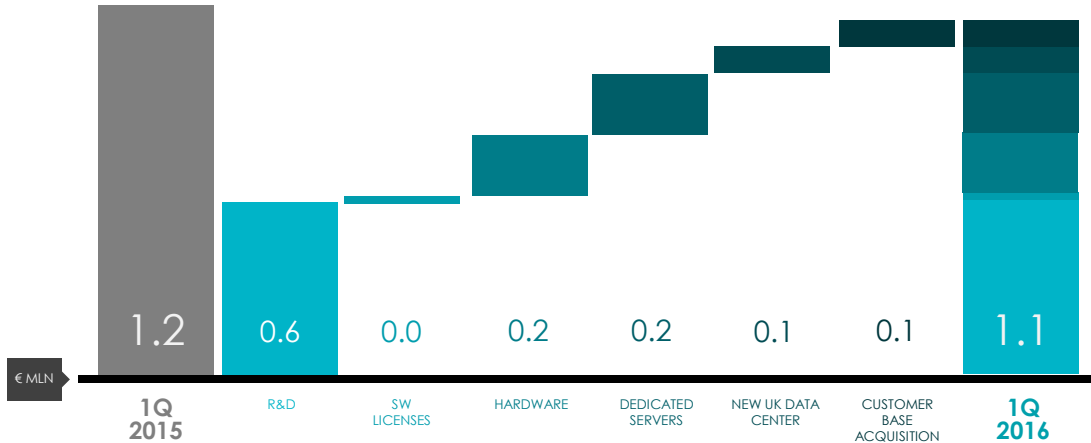
In 1Q2016 Ebitda grew in line with Revenues, despite

- **COA increase**, (+3% yoy) aimed to **improve** acquisition of **New Customers**
- **Cost of personal** Increase due to:
 - Consolidation of Etnet
 - Insourcing of Customer Care in 2015

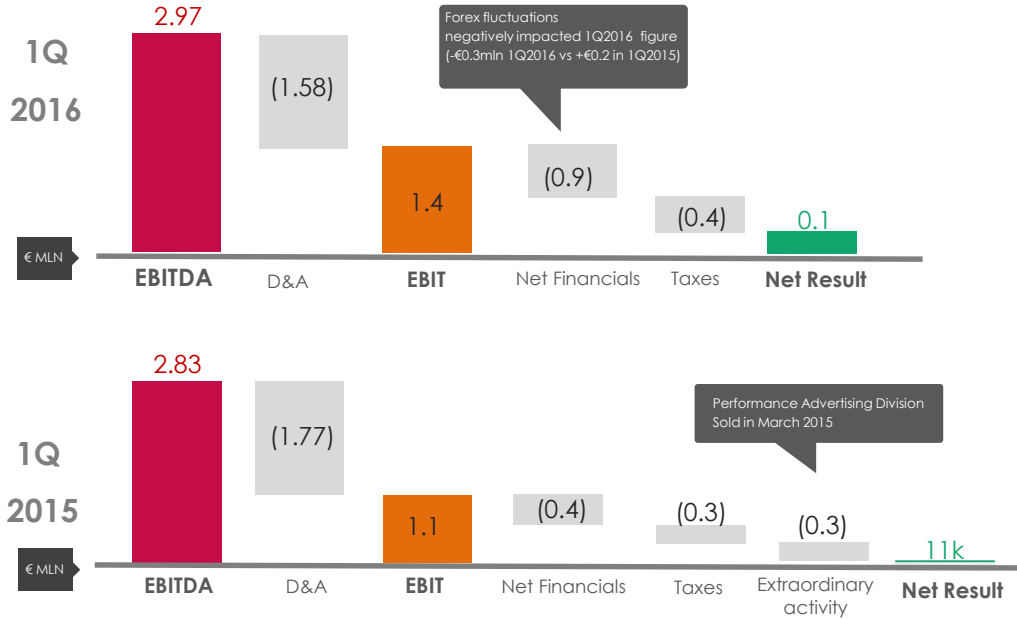
1Q 2016 EBITDA Bridge vs 1Q 2015



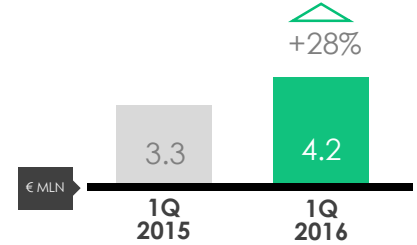
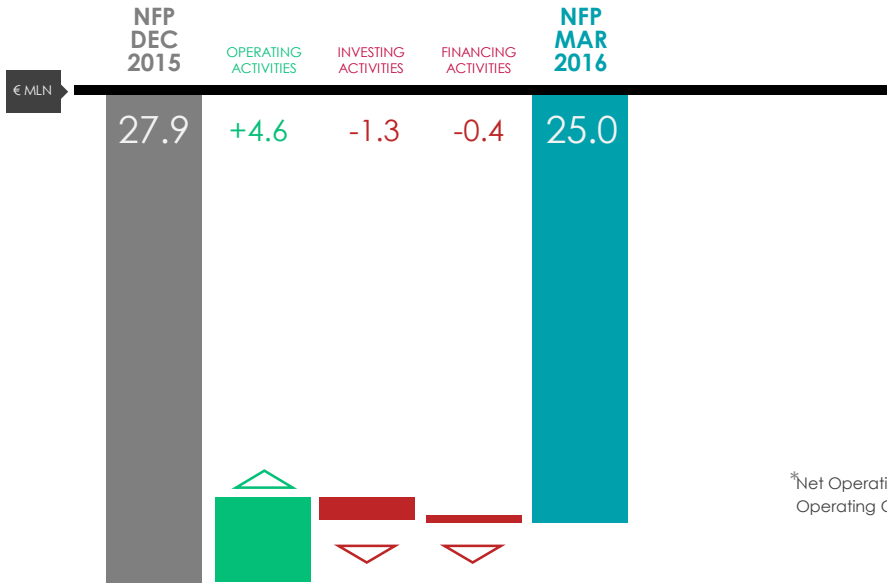
1Q 2016 Capex Composition



1Q 2016 From EBITDA to Net Result



1Q 2016 Cash Flow

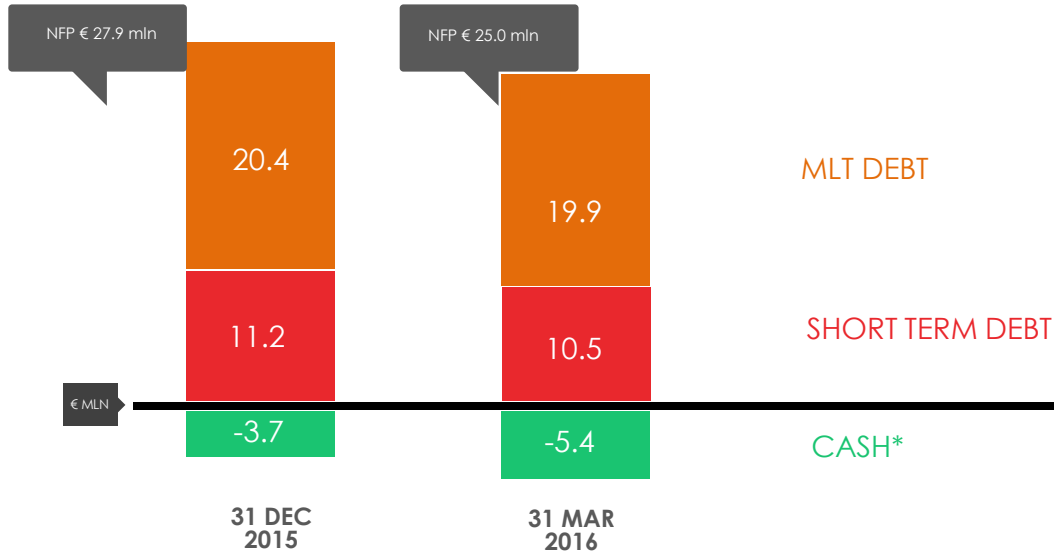


NET OPERATING CASH FLOW* IMPROVED

*Net Operating Cash Flow :
Operating Cash Flow + NWC Chg + Income Taxes + Interests Paid

1Q 2016 Net Financial Position

@31 MAR 2016: **79% OF NFP MLT DEBT** VS 73% AT 31 DEC 2015



* Cash = Cash, bank and post office deposits

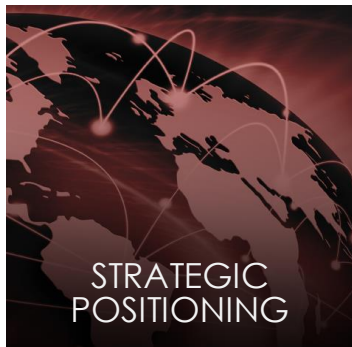


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Key Pillars of Future Strategy & 2016 Guidelines

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**



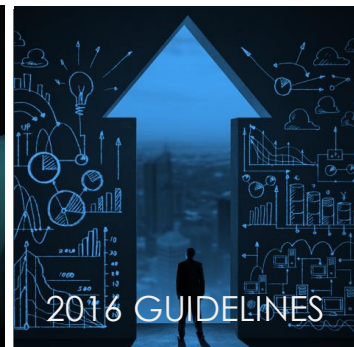
KEY REVENUES & PROFITABILITY DRIVERS

- Build **Volumes** – New Clients
- Enhance **Retention Rate** and **Upselling Activities** – increase ARPU
- 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**

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



Q&A

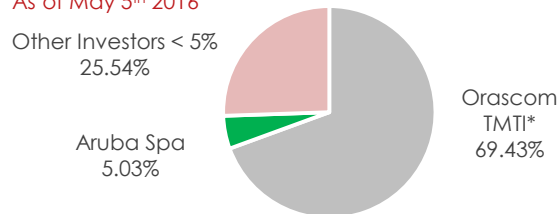
Overview

DADA AS OF MAY 5th 2016

MARKET	STAR SEGMENT – MTA
PRICE	€ 2.35
NOSH	€ 16.7 MLN
MKT CAP	€ 39.1 MLN
PERFORMANCE YTD	+12.0%
RELATIVE PERF vs STAR INDEX YTD	+18.0%
AVERAGE DAILY VOLUMES YTD	24,770

SHAREHOLDING STRUCTURE

As of May 5th 2016



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





APPENDIX

1Q 2016 – Dada Group Consolidated P&L

€/mln	1Q 2016	1Q 2015	Delta vs 2015	
Revenue	16.8	16.0	0.8	5.2%
COGS	-6.0	-5.7	-0.3	5.5%
Product Margin	10.9	10.3	0.5	5.0%
COA	-1.7	-1.7	-0.0	3.0%
Gross Margin	9.2	8.7	0.5	5.4%
Labour Cost & Contractors	-5.0	-4.7	-0.4	7.9%
R&D CAPEX	0.6	0.6	-0.0	-1.9%
G&A	-1.7	-1.8	0.1	-2.8%
EBITDA	3.0	2.8	0.1	4.9%
Non recurring charges/Write-downs	-0.0	-0.1	0.1	-90.3%
D&A	-1.6	-1.7	0.1	-5.4%
EBIT	1.4	1.1	0.3	31.1%
Net Financials	-0.9	-0.4	-0.5	114.1%
Taxes	-0.4	-0.3	-0.1	18.5%
Profit (Loss) from Continuing Operations	0.1	0.3	-0.2	-57.3%
Profit (Loss) from Discontinued Operations + CG	0.0	-0.3	0.3	nm
Net Result	0.1	0.0	0.1	1220%

1Q 2016 – Balance Sheet

€ mln	31.03.2016	31.12.2015
Net Working Capital	(13.3)*	(11.5)
Fixed Assets	95.4	99.7
Severance and Other Funds	(1.0)	(1.1)
Net Capital Employed	81.1	87.2
Net Financial Position	(25.0)	(27.9)
Total Shareholders' Equity	(56.1)	(59.3)

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

** Of which 13.8 mln deferred revenues included*

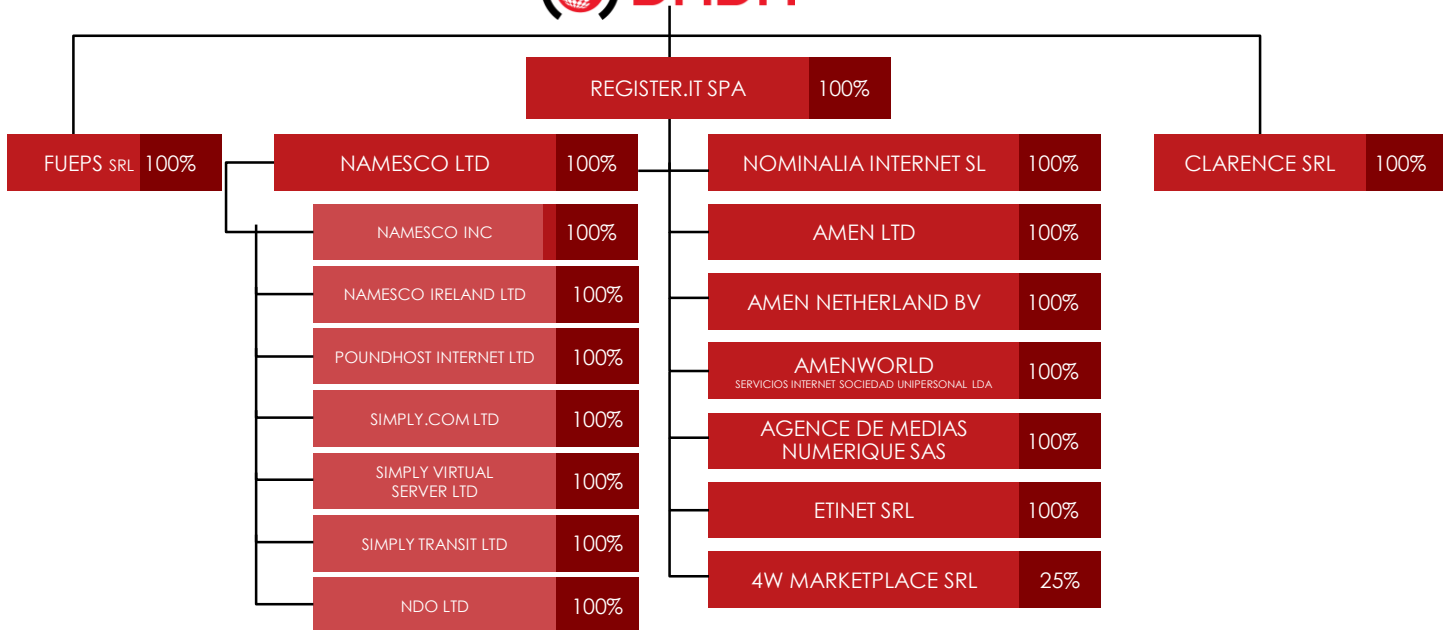
1Q 2016 – NPF Breakdown

€ mln	31.03.2015	31.12.2015
Cash, bank and post office deposits	5.4	3.7
Credit lines, account overdrafts and current bank borrowings	(10.4)	(11.1)
Non-current bank borrowings (M/L T)	(19.8)	(20.3)
Derivatives	(0.2)	(0.1)
NPF	(25.0)	(27.9)

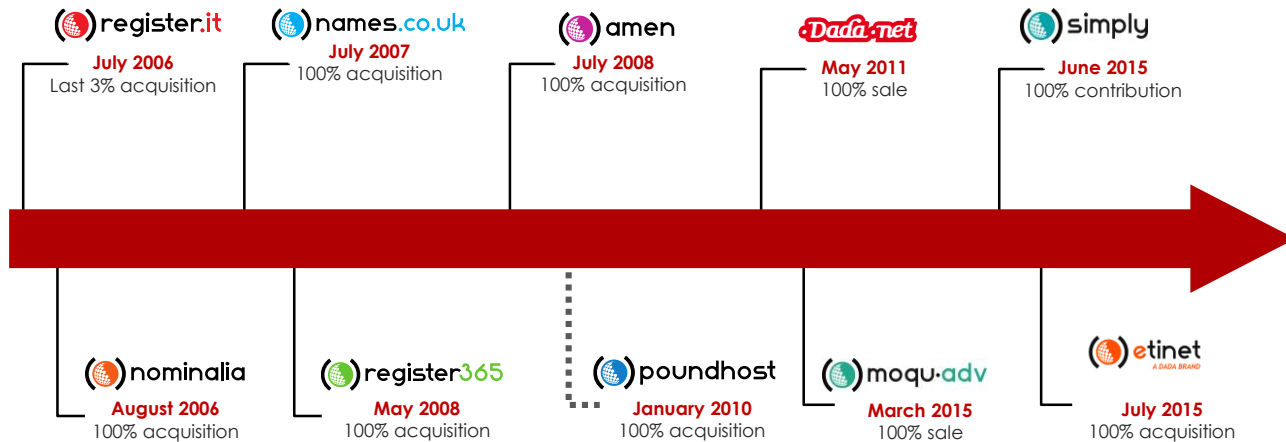
1Q 2016– Cash Flow Statement

€ mln	1Q 2016	1Q 2015
Cash and Cash Equivalents at the Beginning of Period	(8.8)	(16.8)
Group Net Profit (Loss)	0.14	0.0
Gross Operating Cash Flow	2.95	2.82
Working capital, Income taxes and Interest paid	1.2	0.44
Net Operating Cash Flow	4.2	3.3
Capex & Investing Activities	(1.3)	3.5
Financing Activities	(0.5)	5.5
Free Cash Flow	2.4	12.2
Cash and Cash Equivalents at the End of Period	(6.4)	(4.6)














Structure as of March 2016



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

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	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 12.9mln 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)



Many thanks!

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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.