DADA

Company Presentation February 2016


The gateway to your digital presence

Agenda

- DADA at a Glance
- Market & Positioning
- Business Overview
- Financials & 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 € 67.9** mln)

BY THE NUMBERS

540 k
paying **Clients* (+5% yoy)**

1.8 mln
Domains* under management

Presence in **7**
European countries

€47 mln
Revenues 9M2015 **(+5% yoy)**, o/w **56% International**

€8.5 mln
Ebitda 9M2015 **(+20% yoy)**

390
Highly Qualified **Employees***

* Data as of 30 Sept 2015
** Data as of 10 FEB 2016, NFP as of 30 Sept 2015

Key Assets

BUSINESS & METRICS

- 540 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: amen.pt
- TOP 5 FRANCE: amen.fr
- TOP 9 SPAIN: nominalia

PLATFORM & SUPPORT

- OUTSTANTING 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

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

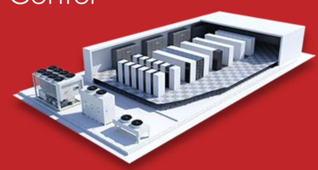
D&H REVENUES:
5%

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 – Perfomance **UK Datacenter**

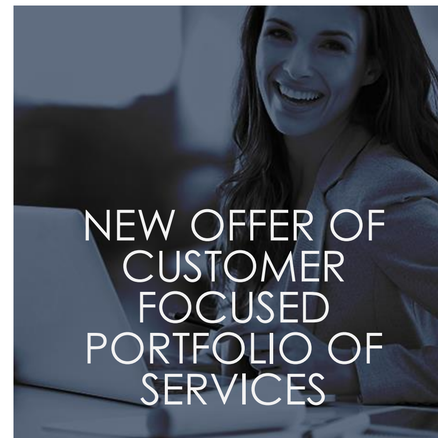
D&H REVENUES:
100%

Focalization on Core Business Completed

IN H2 2015 DADA COMPLETED THE FOCALIZATION ON ITS CORE BUSINESS OF DIGITAL SERVICES FOR THE ONLINE PRESENCE & VISIBILTY OF SMBs

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

- 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**



- 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**

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A Large & Underserved Market

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

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

Global Domains Market Still Looking Positive

GLOBAL DOMAINS

299 MILLIONS Domain Names Registered Globally

5.2% INCREASE YoY from Q3 of 2014

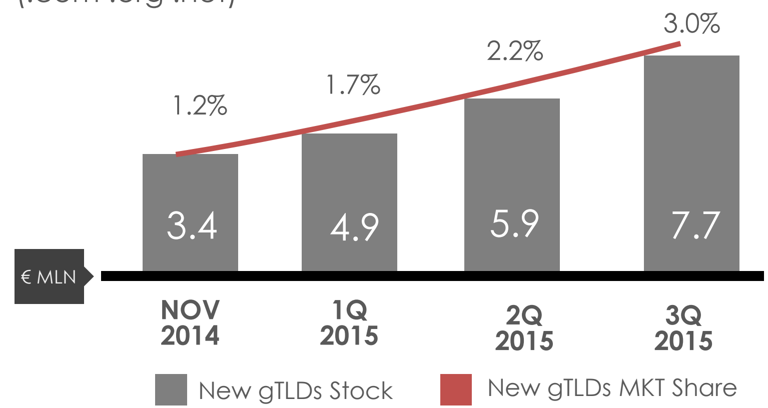
Q3 2015 closed with approx. 299 mln domain name registrations across all top-level domanins (TLDs)

Registrations have grown by 14.8 million, or 5.2 % yoy

GLOBAL NEW gTLDs

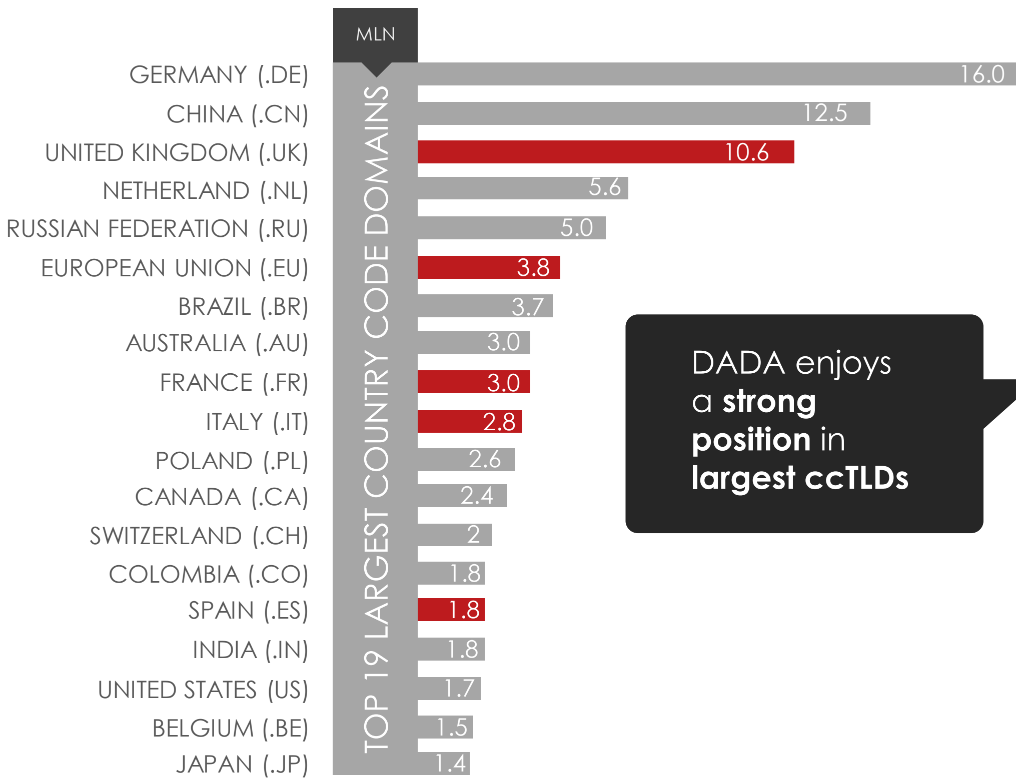
Global market **opportunities arising** with **new gTLDs** which **improved** their global market share in 2015 from 1.2% **to 3.0%**

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

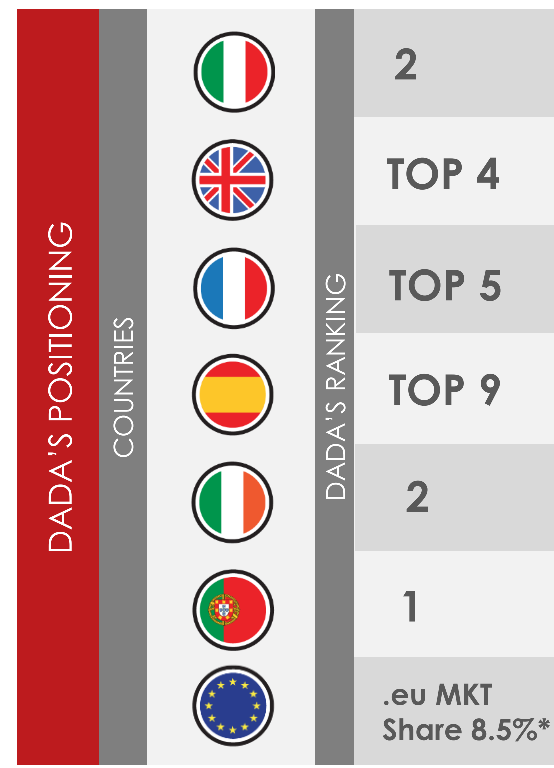


* Source www.centr.org, Global TLD Stat Report
Keys : cc.TLDs : .it, .fr .es - gTLDs : .com .net - New gTLDs : .sport .bio

Top European Player with Leading Positioning in Largest ccTLDs



DADA enjoys a **strong position** 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)**
- Word Class Proprietary **Customer Care**

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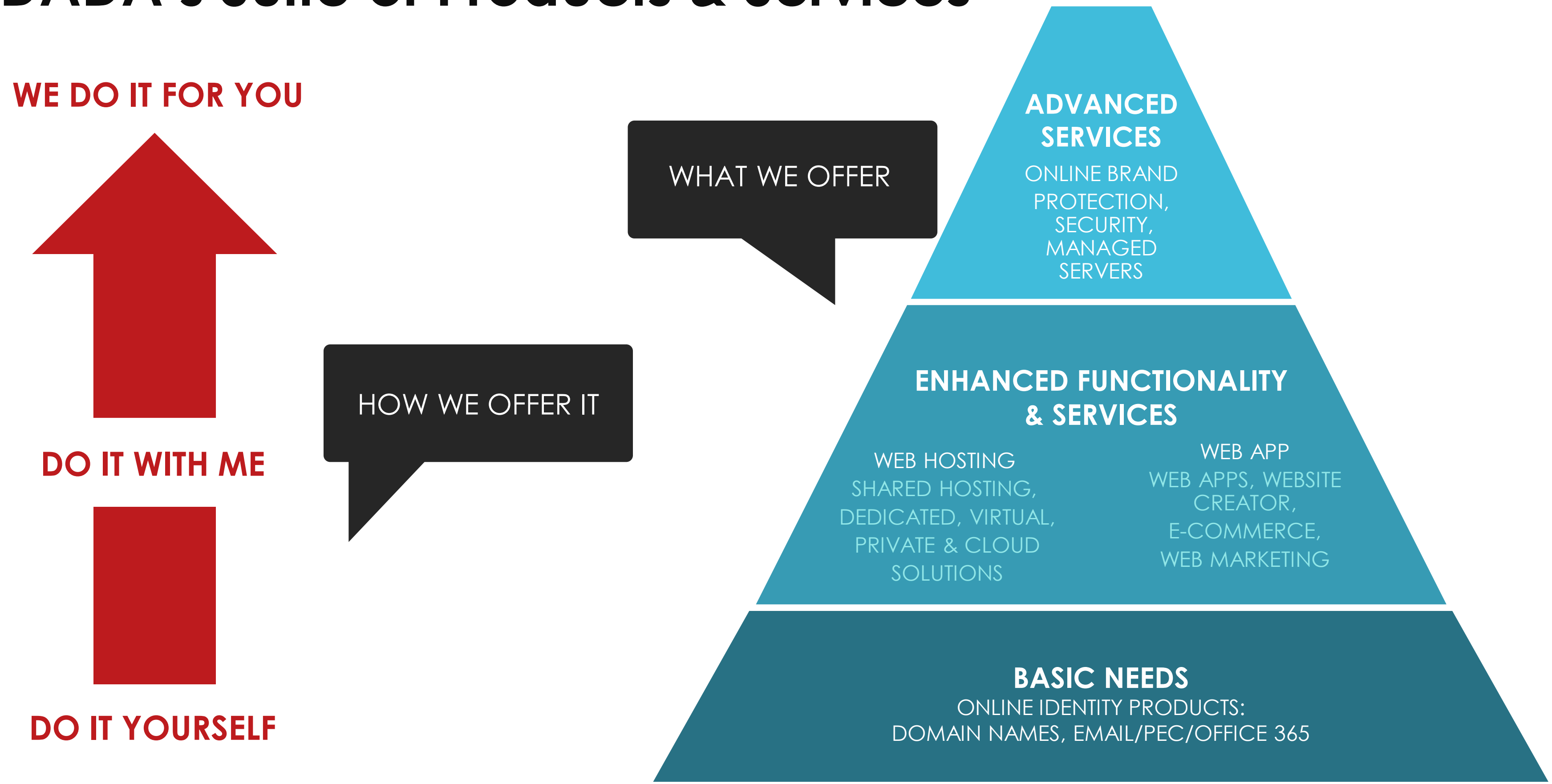
Business Overview

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



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

..Supported by World-Class Customer Care

SUPPORT, CONSULT AND DELIGHT OUR CUSTOMERS

CUSTOMER FACING RESOURCES

31% of Human Capital

PROPRIETARY LOCAL PRESENCE

5 Local Desks

MULTICHANNEL

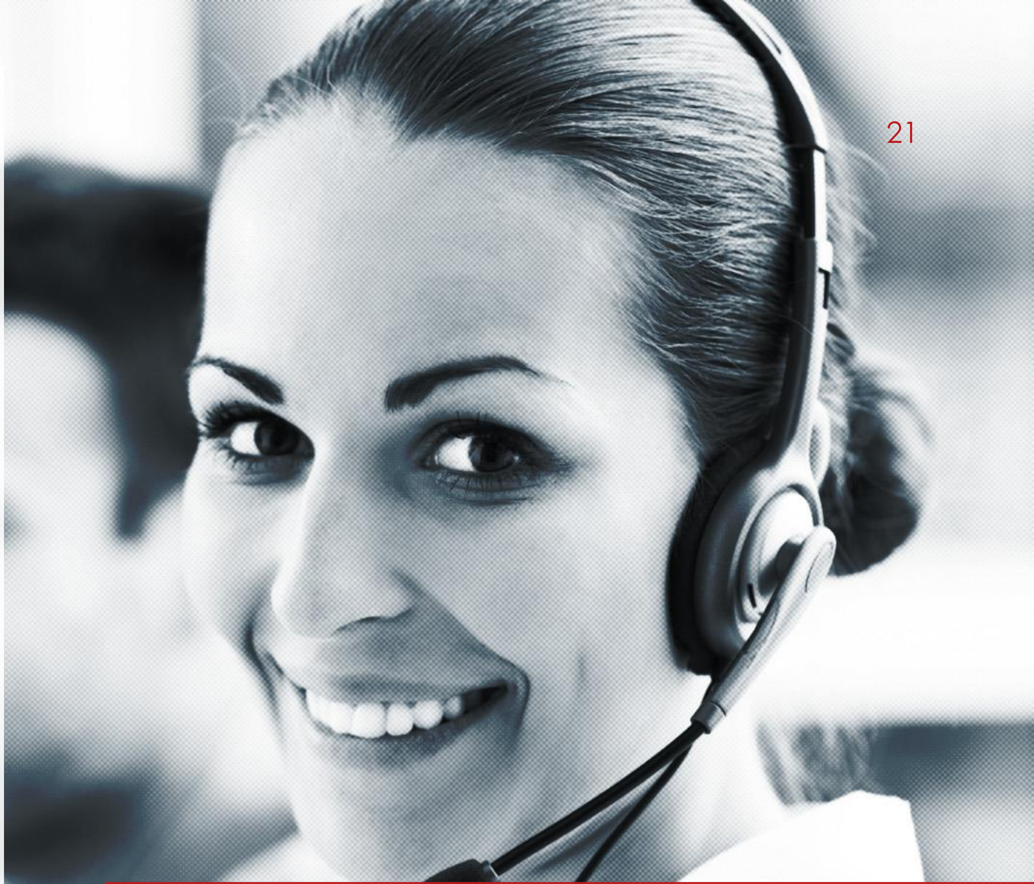
Phone, Email, Chat, Webinar..

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

..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

Broad Suite of Solutions to Meet Different Customer Needs…

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

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

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

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

...Investing in Diverse and Efficient Customer Acquisition Channels

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

CO-BRANDING

- Boost brand awareness

- Pay per Click campaigns
- Banner Ads & affiliates

CUSTOMER POOL

- Acquiring basic client

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

PRE & POST-SALES ACTIVITIES

- Commercial offers
- Renewals: alert deadline
- Orders intake

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

TRADITIONAL AGENCY

- Web factory with strong offline expertise

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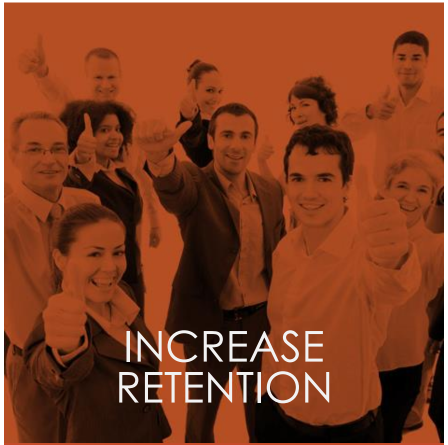
Organic Growth Drivers & Impact on DADA's Metrics

CUSTOMER BASE GROWTH

Increase Customer Volumes & Gain Market Share

NEW PRODUCTS & UPSELLING

Increase ARPU, Reduce Churn & Expand Marginality



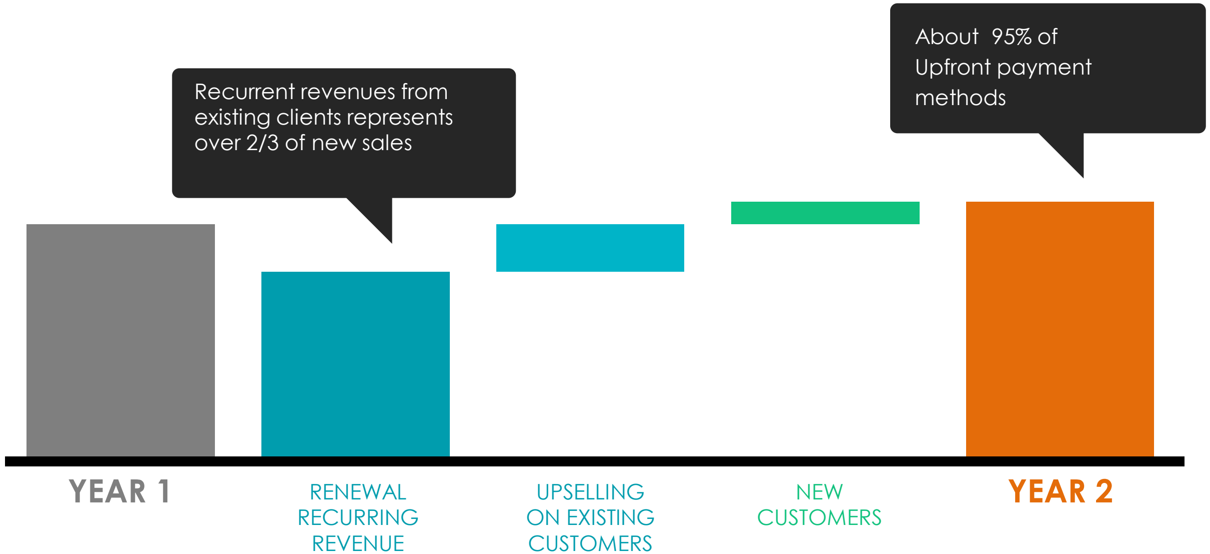
INCREASE RETENTION

Leverage on Recurring Revenue & Reduce COA

ENRICH REVENUE MIX

By Countries & Highest Profitability Products

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

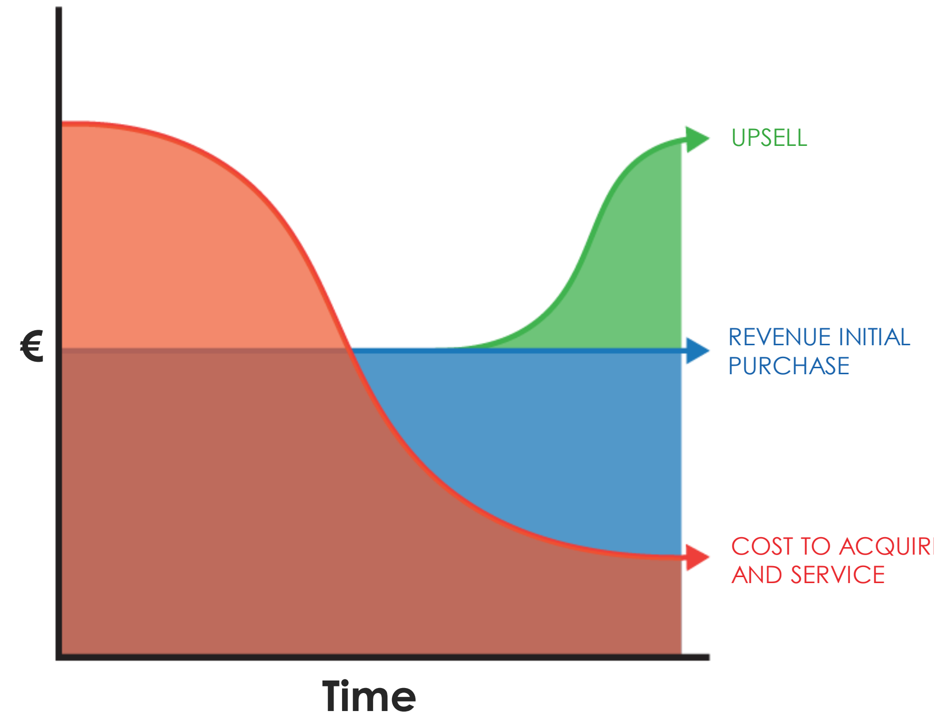
RETAIN EXISTING CUSTOMERS INCREASE ARPU & MARGINS

- ✓ 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

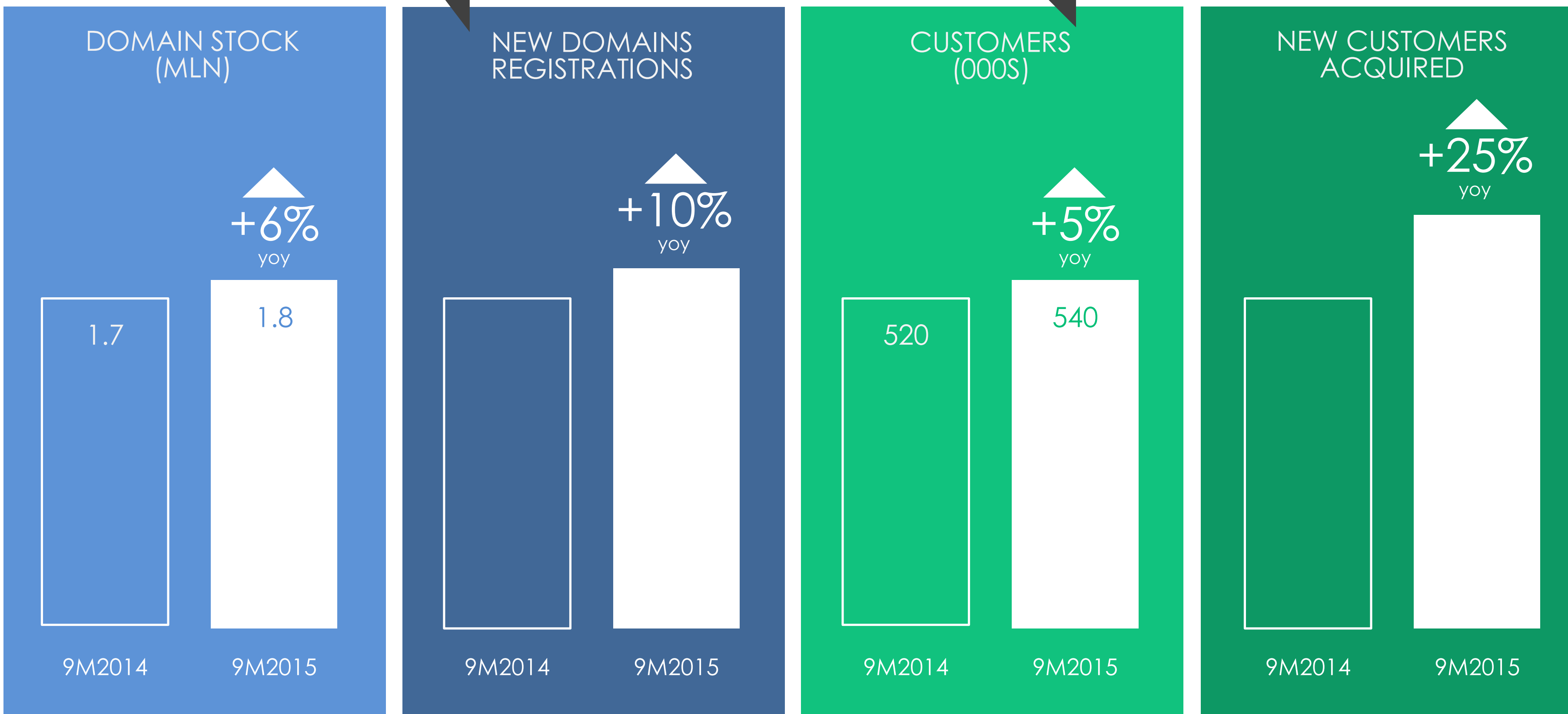
Revenues and Margin per User increase over time



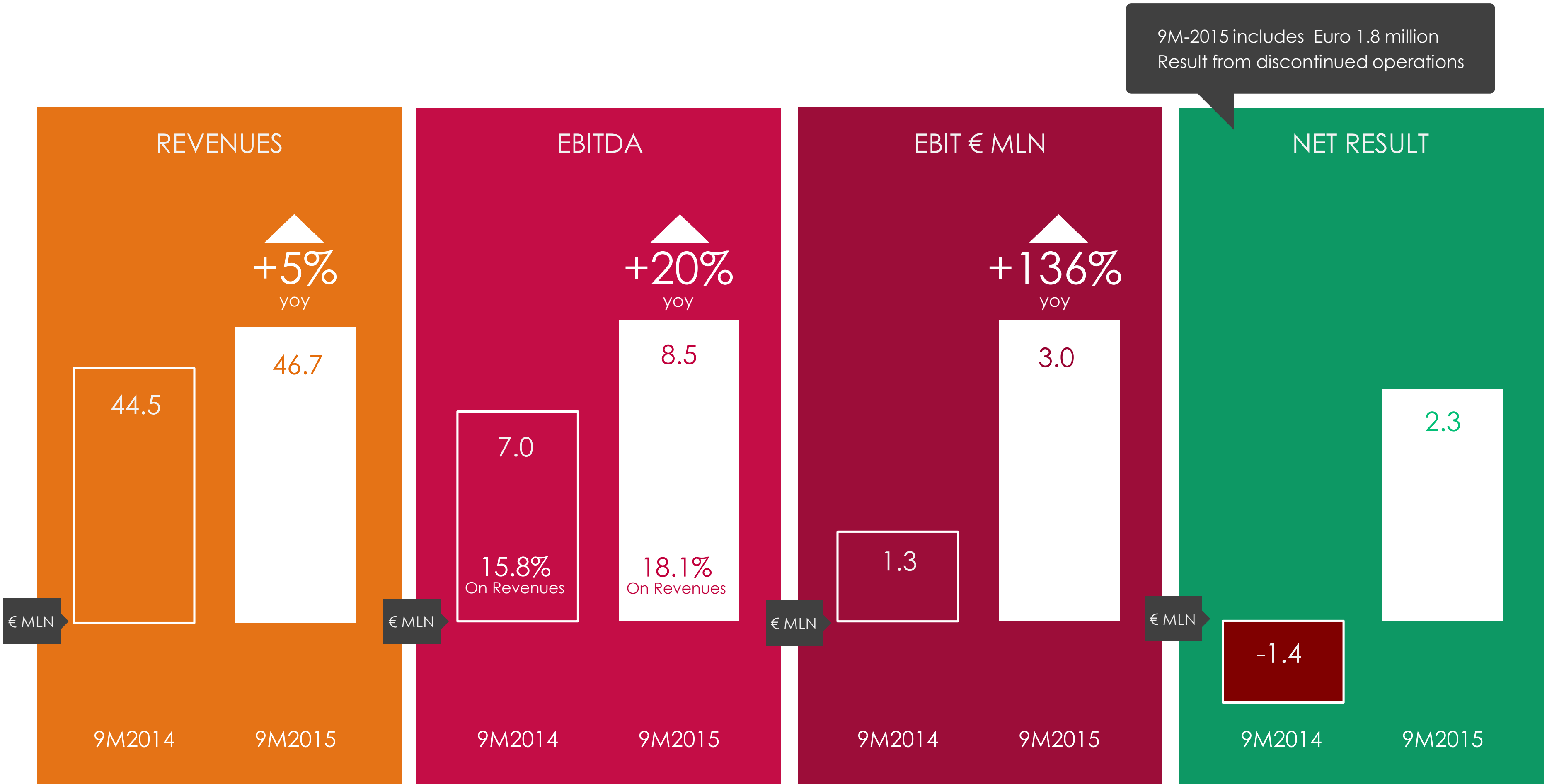
Business Metrics, Growing Faster Than the Market

DADA grew vs a stagnating Mkt
grabbing Mkt Shares from competitors

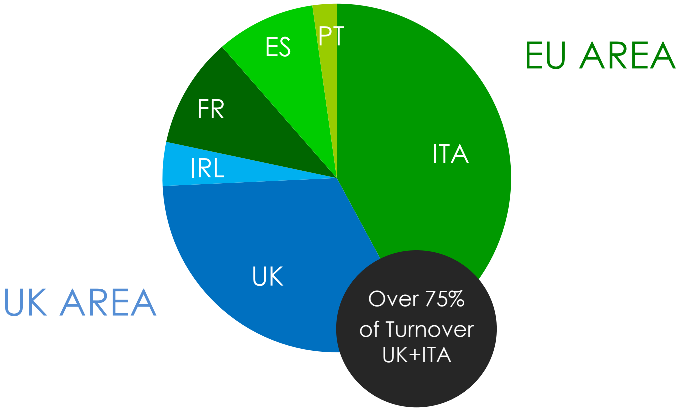
Monthly Churn <1.2%

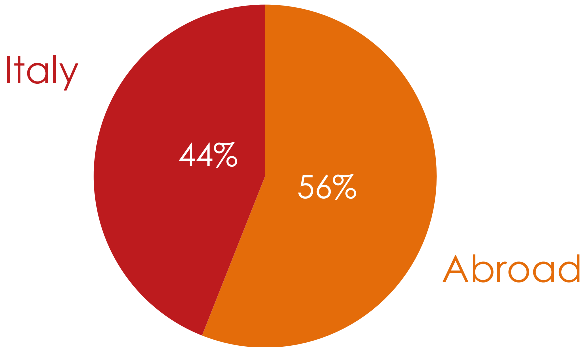


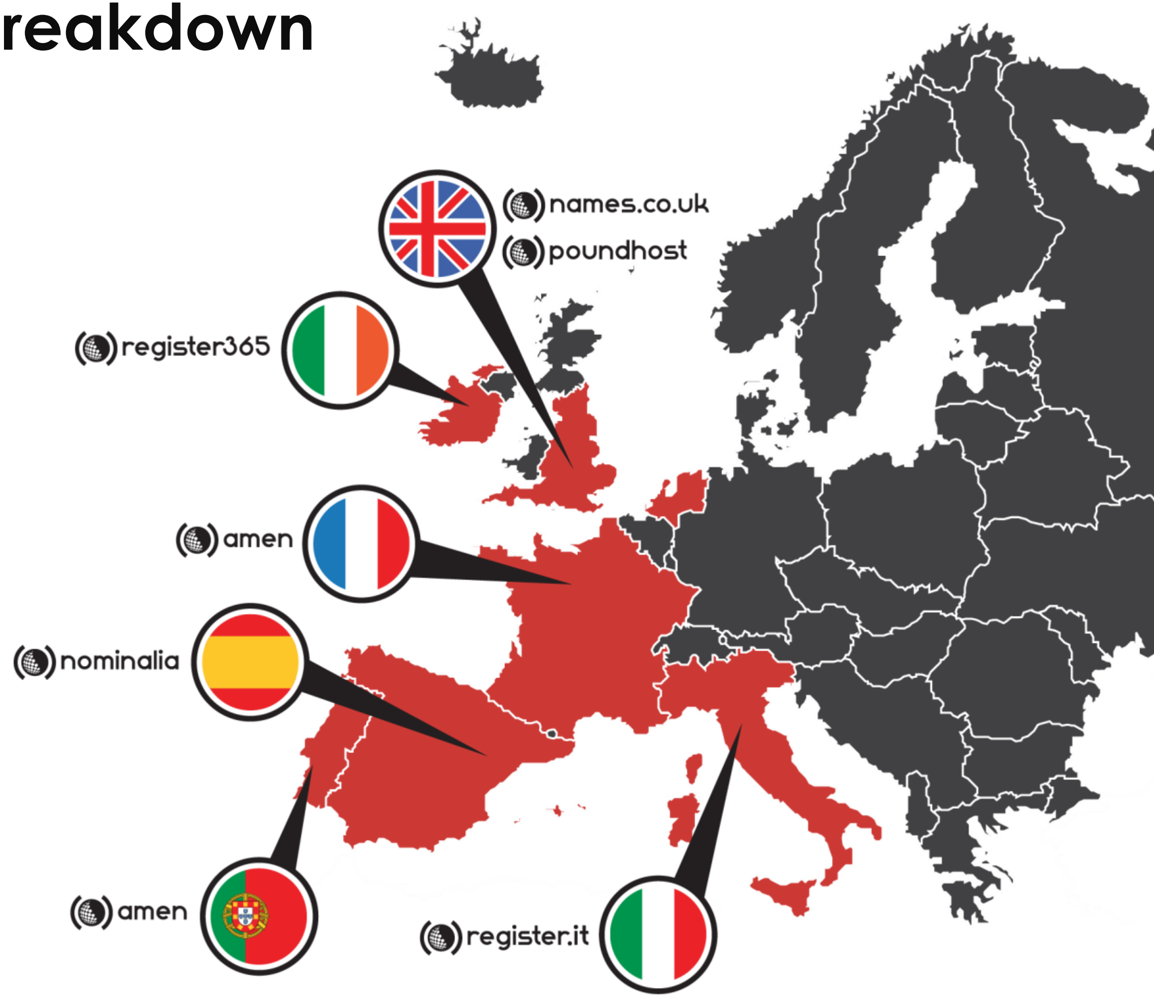
Financial Results 9m 2015



9m 2015 Revenues Breakdown

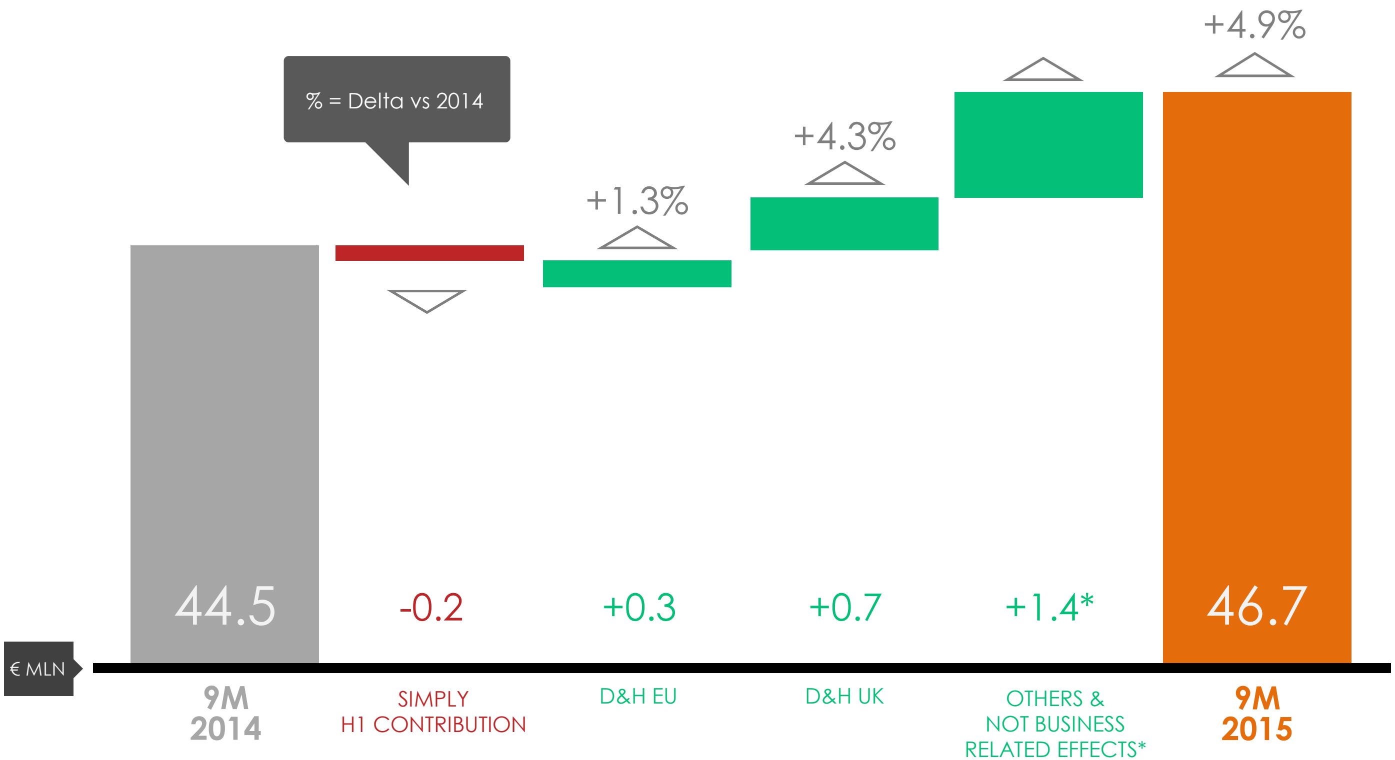






9m 2015 Revenues = € 46.7 mln (100%)

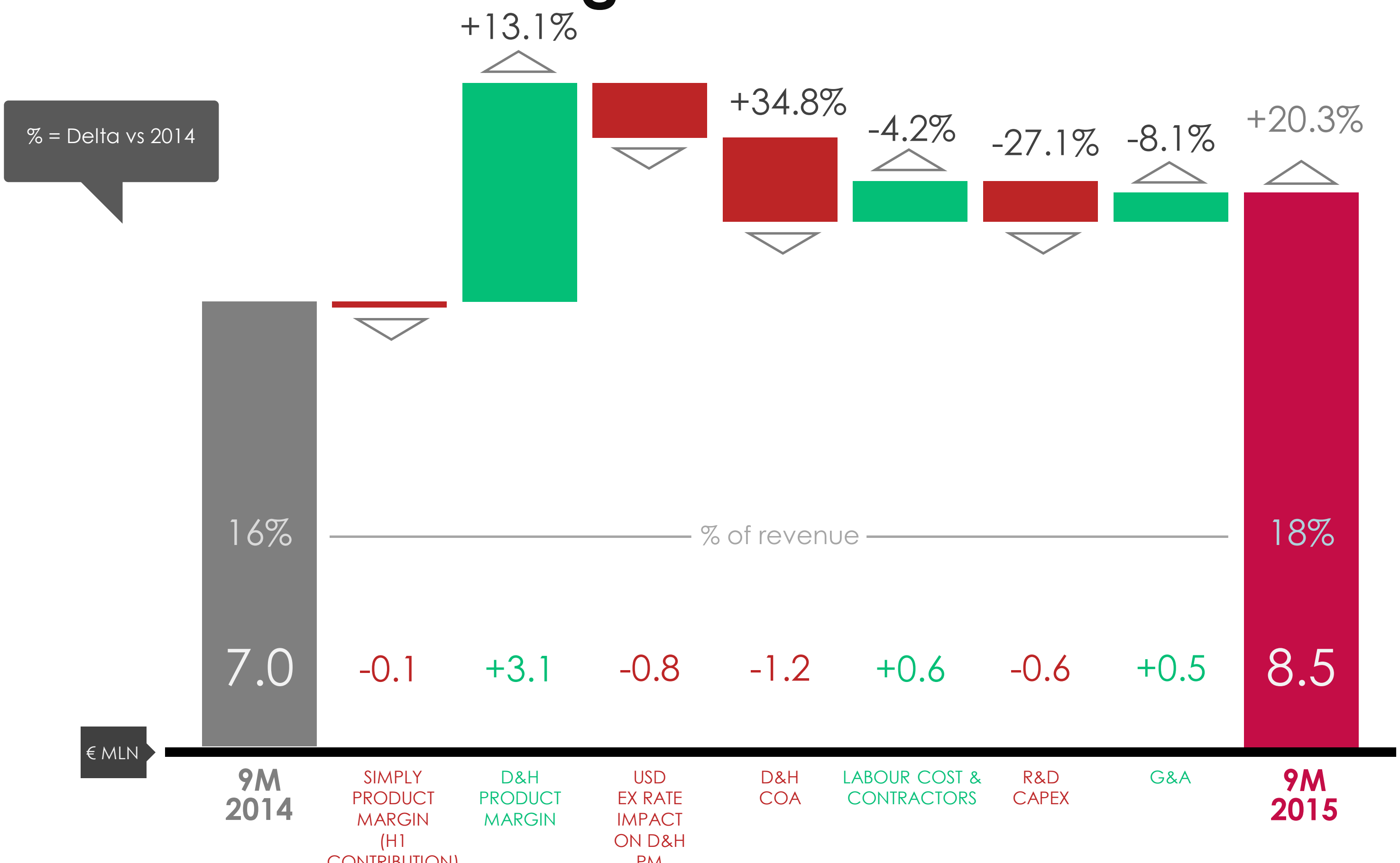
9m 2015 Revenue Bridge vs 9m 2014



*Not business related effects:

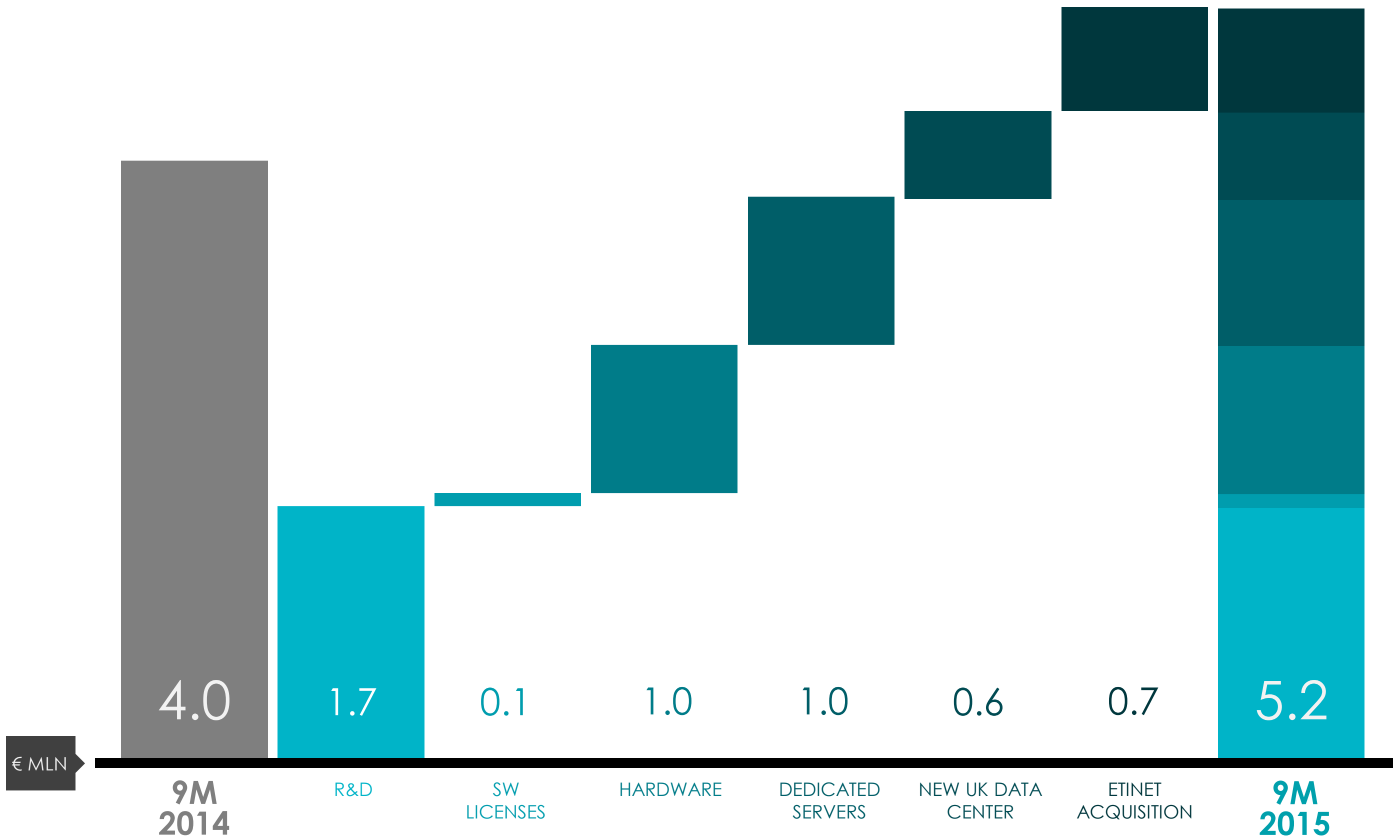
€/GBP exchange rate	+ €1.8 mln
2014 UK ADSL revenue (dismissed in May '14)	- €0.3 mln

9m 2015 EBITDA Bridge vs 9m 2014



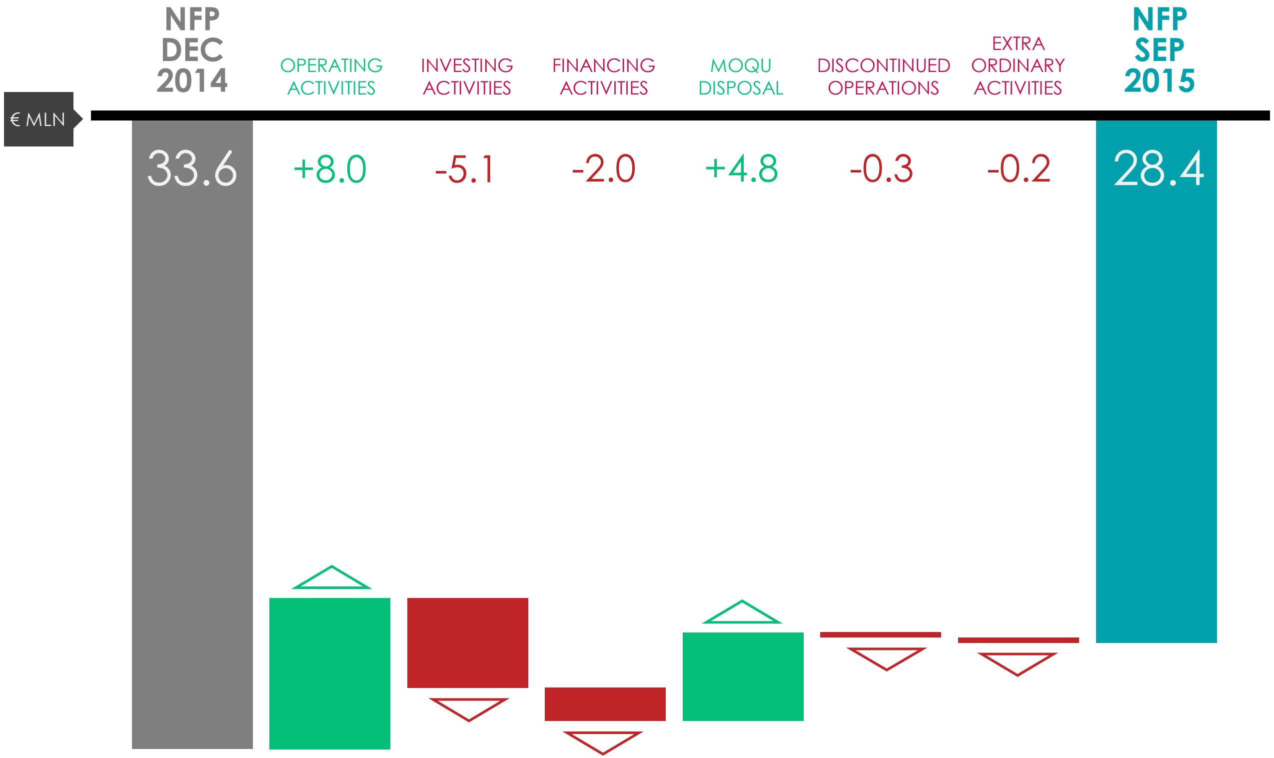
Figures excluding Performance Adv results since January 2014

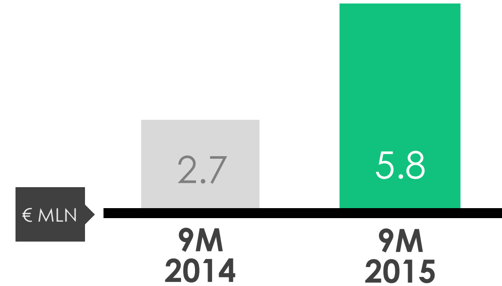
9m 2015 Capex Composition



Figures excluding Performance Adv results since January 2014

9m 2015 Cash Flow



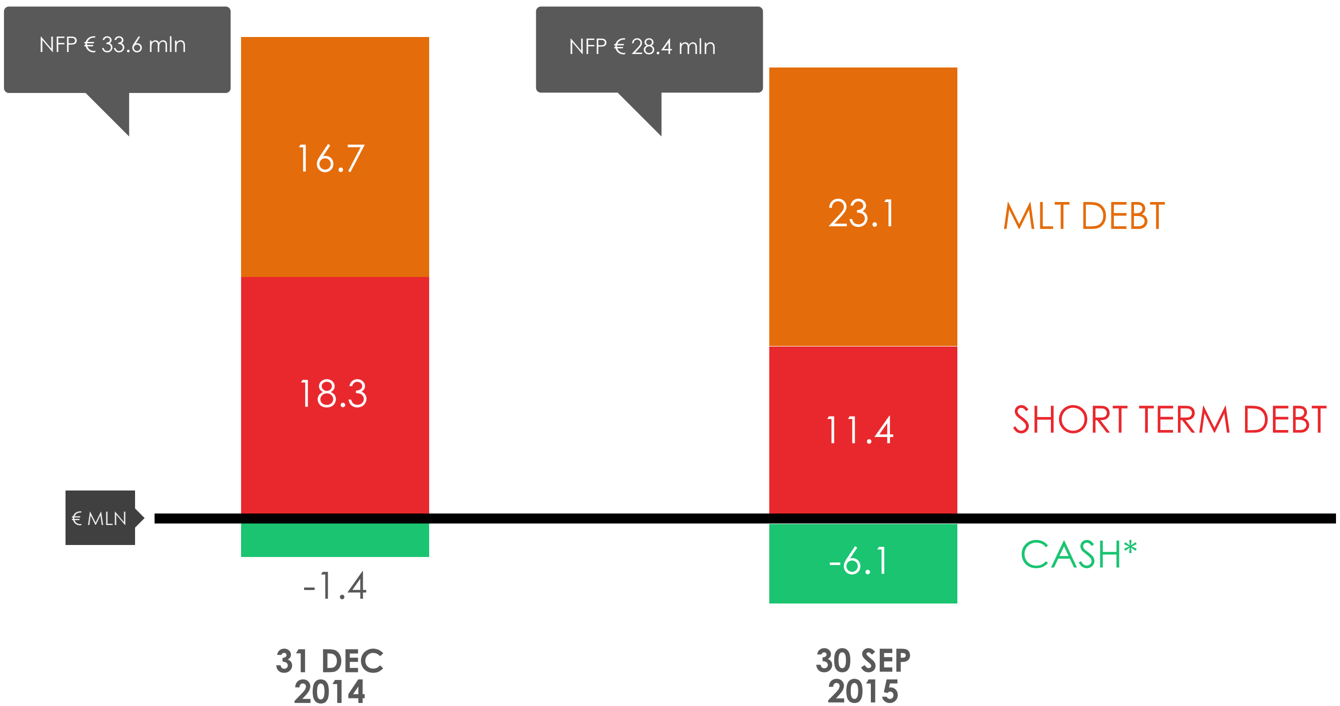


NET OPERATING CASH FLOW* IMPROVED

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

9m 2015 Net Financial Position

@30 SEP 2015: **81% OF NFP** > **24 MONTHS** VS 49% AT 31 DEC 2014



* Cash = Cash, bank and post office deposits

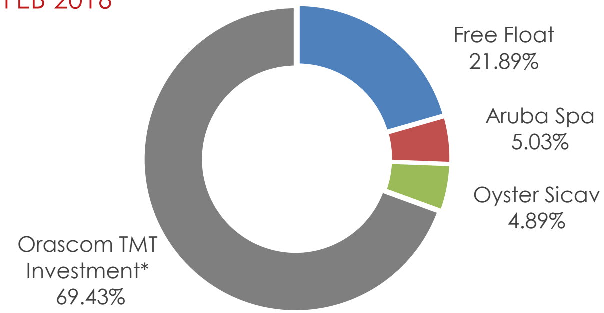
Overview

DADA AS OF FEB 10th 2016

MARKET	STAR SEGMENT – MTA
PRICE	€ 2.37
NOSH	€ 16.7 MLN
MKT CAP	€ 39.5 MLN
PERFORMANCE YTD	+10.0%
RELATIVE PERF vs STAR INDEX YTD	+36.0%
AVERAGE DAILY VOLUMES YTD	56,560

SHAREHOLDING STRUCTURE

As of 10 FEB 2016



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

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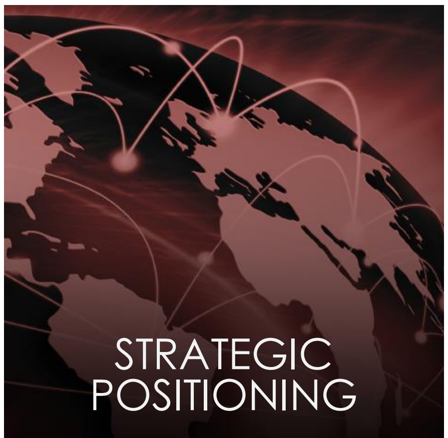
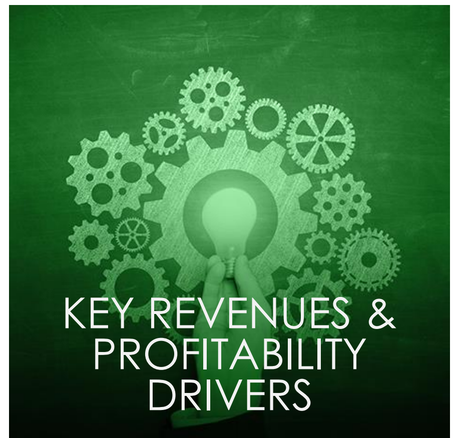
Key Pillars of Future Strategy

STRENGTHEN EUROPEAN LEADING POSITION & FURTHER IMPROVE FINANCIALS



- **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**



- Build **Volumes** – new clients
- Enhance **Retention Rate** and **Upselling Activities** – increase ARPU
- Finalize **Platforms Integration**
- Enhance **COA** investments efficiency

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

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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 Oustanding 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

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

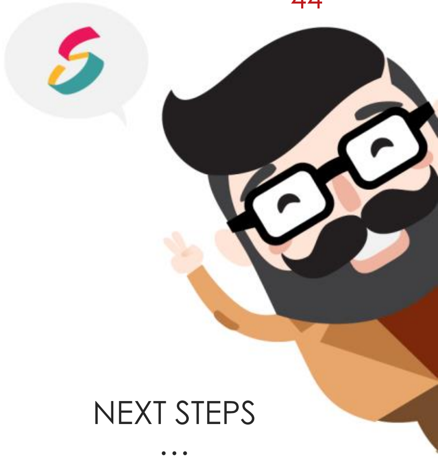
Create a **website** in **2 minutes** by importing **content** from **Social** Business Pages.

(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.**

9M 2015 – Dada Group Consolidated P&L

€/mln	9M2015	9M2014	Delta vs 2014	
Revenue	**46.7**	**44.5**	**2.2**	***4.9%***
COGS	-16.2	-16.2	0.0	*-0.1%*
Product Margin	**30.5**	**28.3**	**2.2**	***7.7%***
COA	-4.7	-3.5	-1.2	*34.6%*
Gross Margin	**25.8**	**24.8**	**1.0**	***4.0%***
Labour Cost & Contractors	-13.7	-14.4	0.6	*-4.2%*
R&D CAPEX	1.7	2.3	-0.6	*-27.1%*
G&A	-5.3	-5.8	0.5	*-8.1%*
EBITDA	**8.5**	**7.0**	**1.4**	***20.3%***
Non recurring charges/Write-downs	-0.4	-0.5	0,1	*-29,6%*
D&A	-5.1	-5.2	0.2	*-3.4%*
EBIT	**3.0**	**1.3**	**1.8**	***136.4%***
Net Financials	-1.9	-2.0	0.1	*-5.6%*
Taxes	-0.7	-0.7	-0.0	*0.6%*
Profit (Loss) from Continuing Operations	**0.4**	**-1.4**	**1.9**	***131.0%***
Profit (Loss) from Discontinued Operations + CG	1.8	0.0	1.8	
Net Result	**2.3**	**-1.4**	**3.7**	***264.9%***

9M 2015 – Balance Sheet

€ mln	30.09.2015	31.12.2014
Net Working Capital	**(10.7)***	**(10.3)**
Fixed Assets	**99.3**	**95.4**
Severance and Other Funds	(1.2)	(1.4)
Other Payables beyond one year	(23.1)	(16.7)
Net Capital Employed	**87.4**	**83.7**
Net Financial Position	**(28.4)**	**(33.6)**
Total Shareholders' Equity	**(59.0)**	**(50.1)**

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

** Of which 13mln deferred revenues included*

9M 2015 – NPF Breakdown

€ mln	30.09.2015	31.12.2014
Cash, bank and post office deposits	**6.1**	**1.4**
Credit lines, account overdrafts and current bank borrowings	(11.4)	(18.2)
Non-current bank borrowings (M/L T)	(23.1)	(16.7)
Derivatives	0.0	(0.1)
NPF	**(28.4)**	**(33.6)**

9M 2015 – Cash Flow Statement

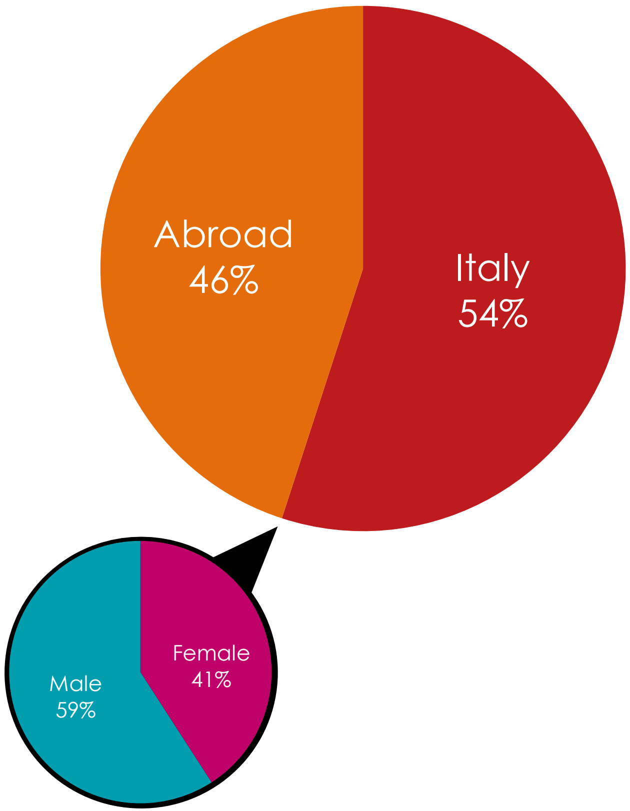
€ mln	9M 2015	9M 2014
Cash and Cash Equivalents at the Beginning of Period	**(16.8)**	**(9.5)**
Group Net Profit (Loss)	2.3	(1.4)
Gross Operating Cash Flow	**8.4**	**7.2**
Working capital, Income taxes and Interest paid	(2.6)	(4.5)
Net Operating Cash Flow	**5.8**	**2.7**
Capex & Investing Activities	(0.7)	(4.5)
Financing Activities	6.4	(2.6)
Free Cash Flow	**11.5**	**(4.4)**
Cash and Cash Equivalents at the End of Period	**(5.3)**	**(13.9)**

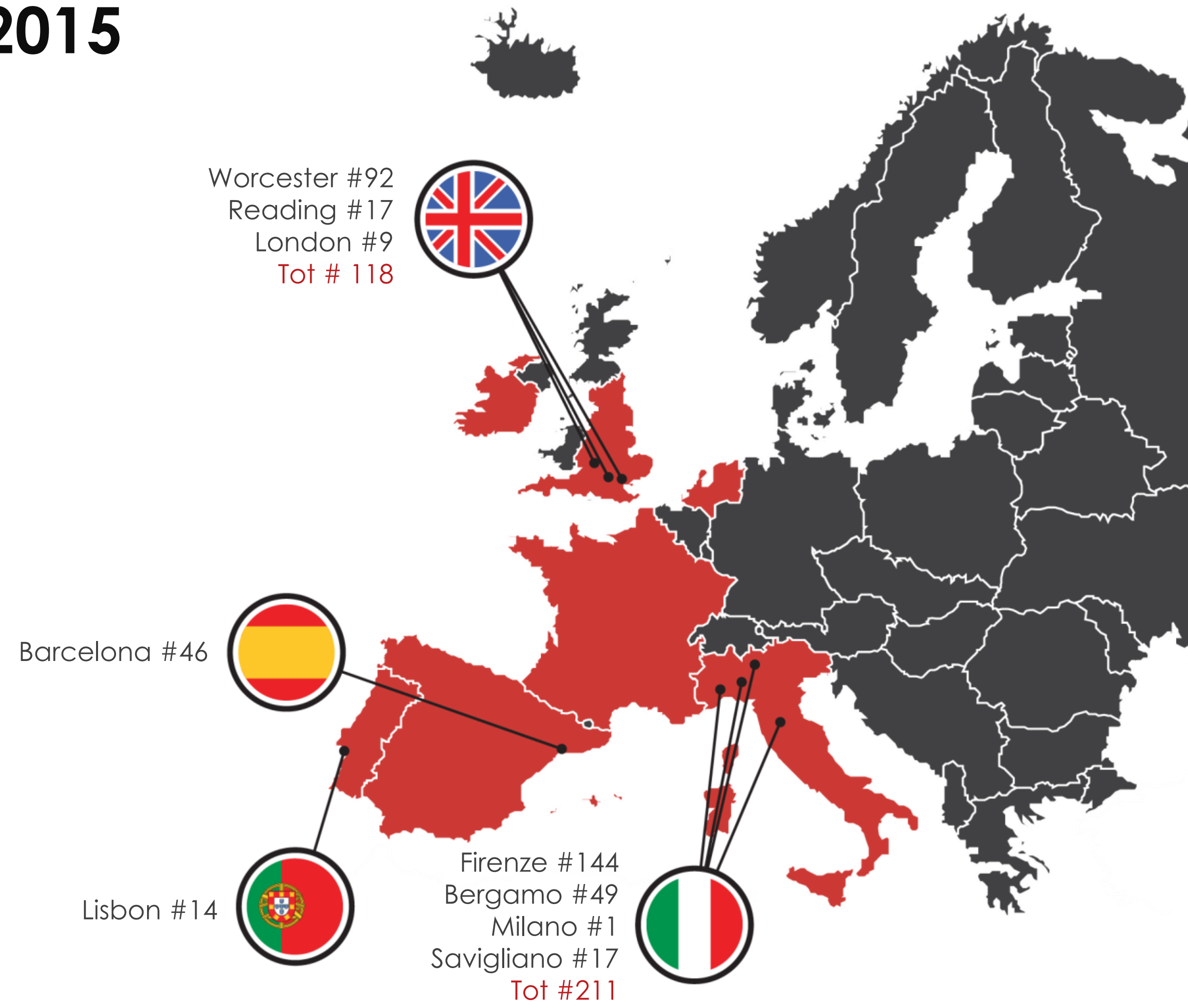
Structure as of September 2015

DADA

- FUEPS 100%
- REGISTER.IT SPA 100%
  - NAMESCO LTD 100%
    - NAMESCO INC 100%
    - NAMESCO IRELAND LTD 100%
    - POUNDHOST INTERNET LTD 100%
    - SIMPLY.COM LTD 100%
    - SIMPLY VIRTUAL SERVER LTD 100%
    - SIMPLY TRANSIT LTD 100%
    - NDO LTD 100%
  - NOMINALIA INTERNET SL 100%
  - AMEN LTD 100%
  - AMEN NETHERLAND BV 100%
  - AMENWORLD SERVICIOS INTERNET SOCIEDAD UNIPERSONAL LDA 100%
  - AGENCE DE MEDIAS NUMERIQUE SAS 100%
  - ETINET SRL 100%
  - 4W MARKETPLACE SRL 25%
- CLARENCE SRL 100%

As of 31th October 2015





M&A Activity

- register.it — **July 2006** Last 3% acquisition
- nominalia — **August 2006** 100% acquisition
- names.co.uk — **July 2007** 100% acquisition
- register365 — **May 2008** 100% acquisition
- amen — **July 2008** 100% acquisition
- poundhost — **January 2010** 100% acquisition
- Dada.net — **May 2011** 100% sale
- moqu·adv — **March 2015** 100% sale
- simply — **June 2015** 100% contribution
- etinet (A DADA BRAND) — **July 2015** 100% acquisition

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 Portugal	amen	2008	6.8x	5.6x
UK	poundhost	2010	2.7x	4.5x
Italy	etinet A DADA BRAND	2015	2.6x	6.6x

Many thanks!

Contacts

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