





COMPANY PRESENTATION

Geneva Midcap Event 2016



The gateway to your digital presence



Agenda

- DADA at a Glance
- 9M 2016 Achievements
- Business Overview
- Market & Positioning
- 9M 2016 Financials & KPIs
- Strategic Guidelines
- Investment Highlights

Leading European Player in Digital & Online Services for SMBs

WHO WE ARE

- **Leading European Player** in **Digital Services** for the **Online Presence & E-Business**
- **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 € 65.0** mln)

BY THE NUMBERS

15 years
Successful **Track Record** in the Industry

600* k
paying **Clients** (+11% yoy)

1.9 mln
Domains* under management

Presence in **7**
European countries

€62.2 mln
Revenues FY2015 (+4.5% yoy), o/w **56% International**

€10.5 mln
Ebitda FY2015 (+14% yoy) - **18% Ebitda Margin**

455
Highly Qualified **Employees***

* Data as of 30 September 2016

** Data as of 11 Nov 2016, NFP as of 30 September 2016

DADA Key Assets

BUSINESS & METRICS



600 K CUSTOMERS



1.9 MLN DOMAINS



1.8 MLN EMAILS



650 K HOSTING

BRANDS & RANKING

#2 ITALY



() register.it
() etinet
() sfera

#4 UK



() names.co.uk
() simply
HOSTING & SERVERS

#2 IRELAND



() register365

#1 PORTUGAL TOP 5 FRANCE



() amen.pt



() amen.fr

TOP 9 SPAIN



() nominalia

PLATFORM & SUPPORT

OUTSTANDING LOCAL & INTERNAL CUSTOMER CARE
(120 EMPLOYEES)

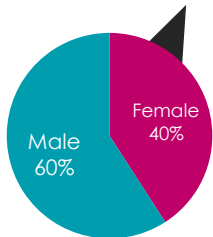
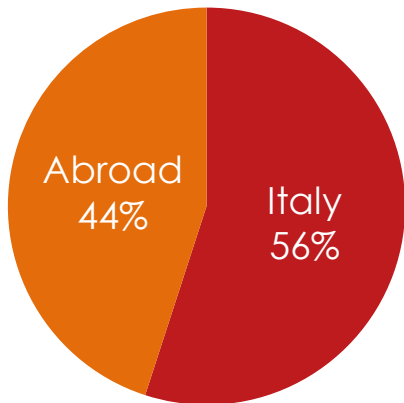
PREMIER DATA DRIVEN
PLATFORM & MNGT.
SYSTEMS

DATACENTER
5.000 sq.m
99.9% UPTIME SLA

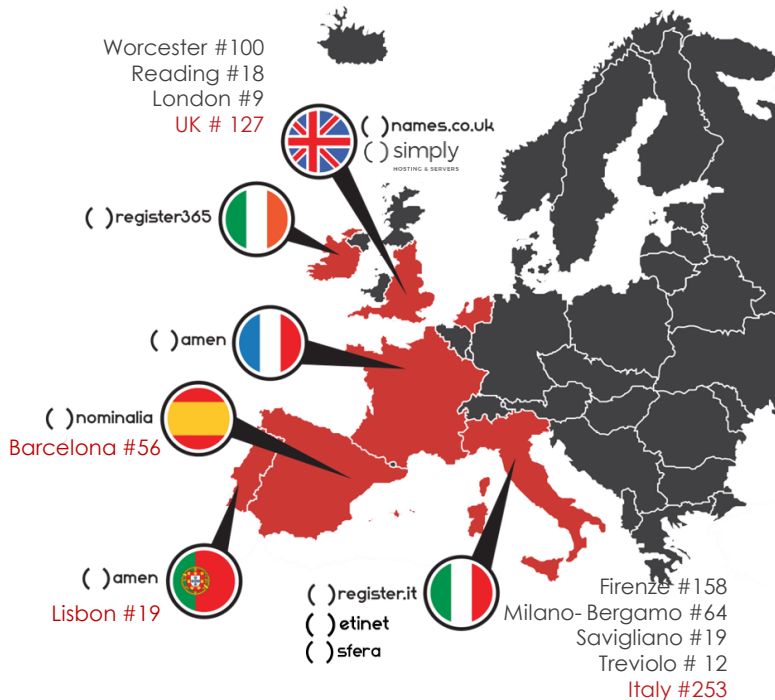
7 PETABYTES
INFRASTRUCTURE
DATA STORAGE

Human Capital

455 Highly Skilled Employees*



*As of 30 September 2016



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 for SMBs

- o Strongly Positioned in 
- o **Broad Suite of Solutions & High – Performance UK Datacenter**
- o July 2016 Acquisition of 

D&H REVENUES:
100%

Core Business incidence on total Revenues



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9M 2016 - Consistent Execution of Strategic Guidelines



Continued Strong Growth yoy...

+11% Customer Base

+45% New Customers

+30% New Domains reg.

Increased **Virtual & Private Servers** Clients

Improved **Market Share** in major geographies



REVENUE increased +6% yoy like for like, +2% rep.
to **€47.7 mln**

EBITDA €8.2 mln (vs €8.5 9M15), **Ebitda margin 17%**

EBIT improved by +6% yoy to **€3.2 mln**

NFP € 29.4 mln, following acquisition of Sfera
for €3.2 mln

9M 2016 - Consistent Execution of Strategic Guidelines



Improved **Off Line Sales**, **Customer Support** & **Tailor Made Services**

Focus on **Virtual**, **Private** & **Dedicated Servers** and **IT Managed Solutions**

Continued **Initial Offering** Promotions to **Develop Customer Base**

Increased **COA** efficiency



Acquired 100% of **SFERA NETWORK** (July 14th) specialized in **managed** & **customized IT services**

Sfera positively contributed to 3Q'16

ETINET - acquired in 2H15 **fully integrated** and **performing** well



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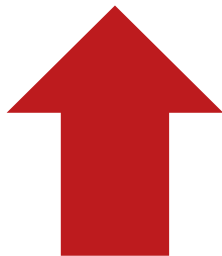
We Help SMBs Go Digital



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

DADA's Suite of Products & Services

WE DO IT FOR YOU



DO IT WITH ME



DO IT YOURSELF



Broad Suite of Solutions to Meet Different Customer Needs...



TECHNICAL
USERS

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



DIY
DO IT YOURSELF

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



DIWM
DO IT WITH ME

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



DIFY
DO IT FOR YOU

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

Business Overview

..Supported by World-Class Customer Care

SUPPORT, CONSULT AND
DELIGHT OUR CUSTOMERS

CUSTOMER FACING RESOURCES

30% 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

16



Pre Sales Assistance &
Post Sales Technical Support Team
For High Value Service and Top Level Support

Business Overview

..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

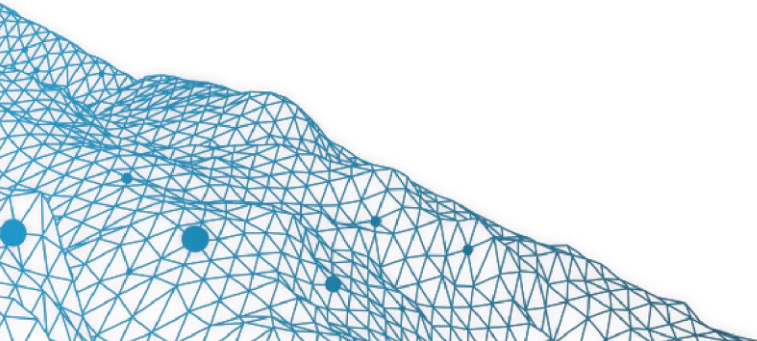
Cutting edge Data Management Systems

- 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



Investing in Diverse and Efficient Customer Acquisition Channels



BRAND AWARENESS

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



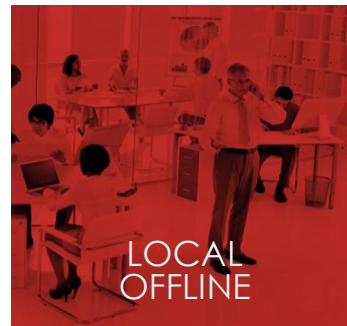
ONLINE MARKETING

- Pay per Click campaigns
- Banner Ads & affiliates



IN & OUTBOUND TELESALES

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



LOCAL OFFLINE

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



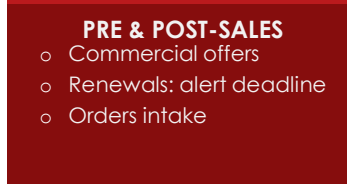
CO-BRANDING

- Boost brand awareness



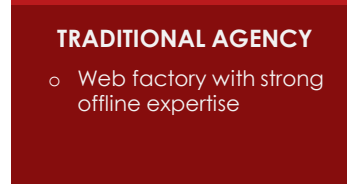
CUSTOMER POOL

- Acquiring basic client



PRE & POST-SALES

- Commercial offers
- Renewals: alert deadline
- Orders intake



TRADITIONAL AGENCY

- Web factory with strong offline expertise

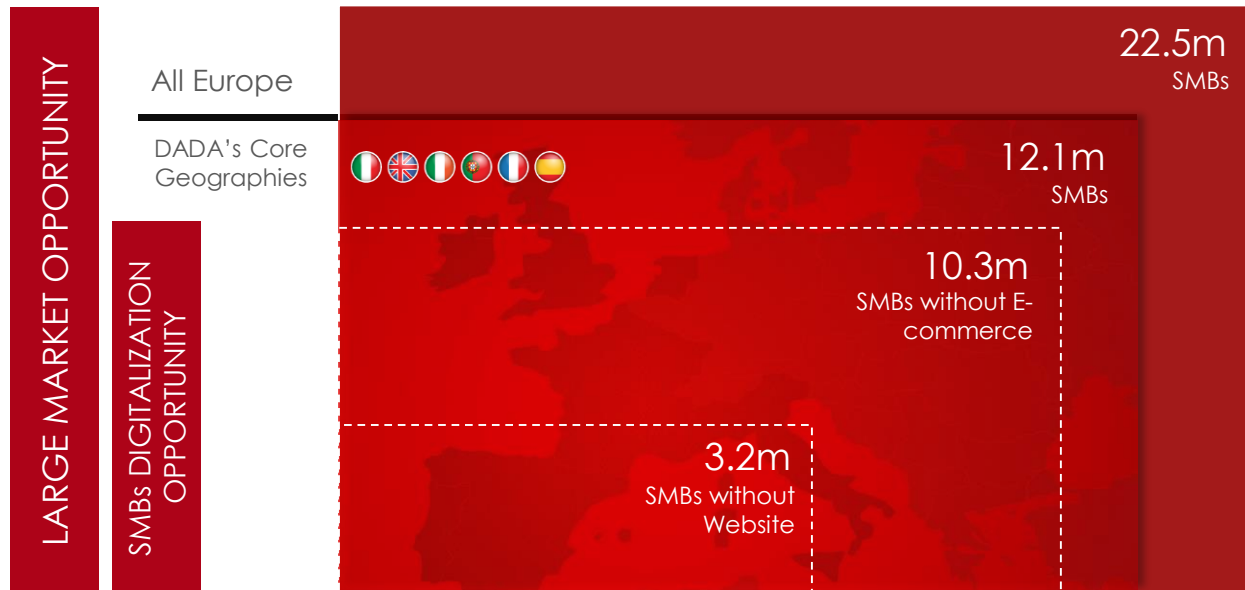


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A Large & Underserved Market

Sources: European Commission - SME Performance Review – SME Company Analysis



With more than 600.000 SMB European customers, the current DADA's Market Penetration in its core geographies is **5%**

Market & Positioning

Top European Player with Leading Positioning in Largest ccTLDs

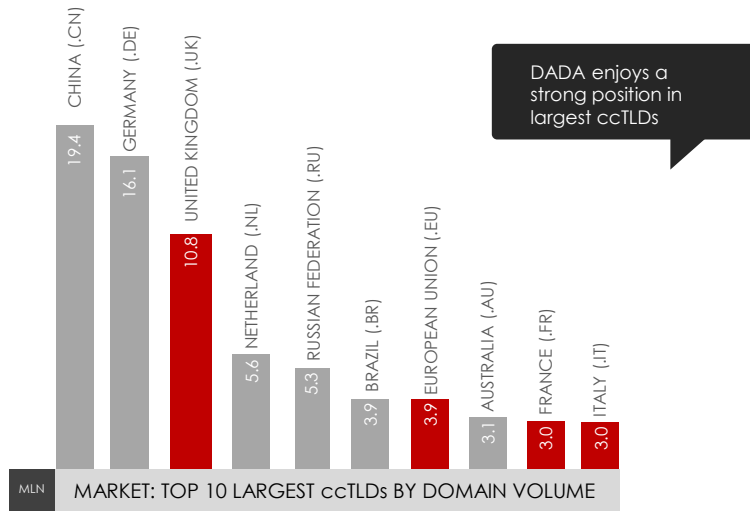


Figure at 2Q 2016 - Source www.centr.org, Domain Wire Global TLD Stat Q2 2016

DADA'S POSITIONING IN ITS CORE GEOGRAPHIES



2



TOP 4



TOP 5



TOP 9



2



1



.eu MKT Share* 8.5%

*Mk share calculated on .EU TLDs registered 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**
- **European leader** in **digitization, online presence, Hosting** and **business services tailored** to SMBs
- **New** customer **Acquisition Channels**
- Low Customer Churn (monthly) – **<1.2%** & Enhanced **upselling** strategies to **Base**

Well Positioned to Beat the Market 2/2

MARKET KEY DRIVERS / BARRIERS

- **Quality & Reliability** of Services
- Complete **Range** of **Products**
- **Brand** Recognition
- **Scale** dimensions
- **Full Support** and Premium **Consulting** (from DIY to DIFY)

DADA ASSETS / STRENGTHS

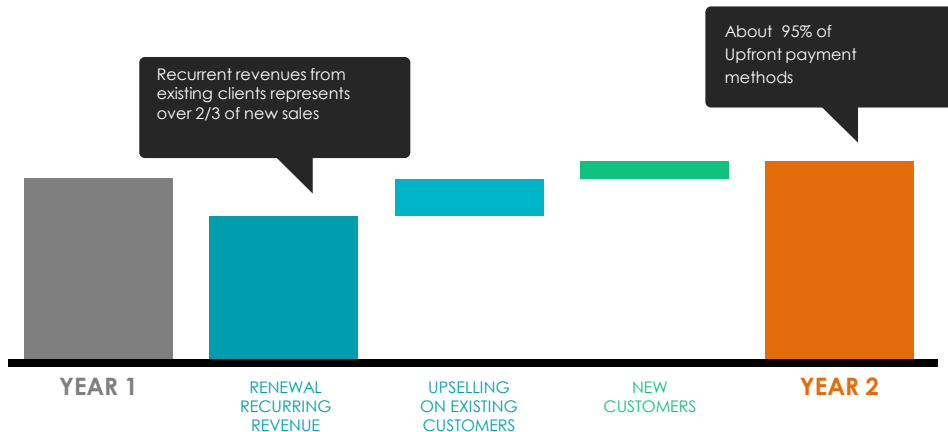
- Broad **Suite of Solutions**, **Agile Dev.** Teams
- Integrated Tech. **Platforms & Powerful DC**
- Premier **Brands Awareness**
- Strongly **increasing Customer Base – high retention rate**
- Enhanced **Tailored Products (DIFY) & World Class Proprietary Customer Care**



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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**

9M '16 Customer Base Growth – Investing for the future

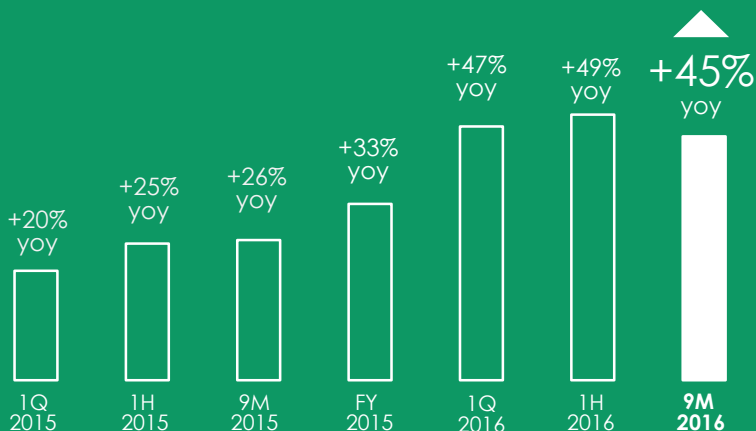
Monthly Churn <1.2%

Strong **New Customers increase**: effective marketing strategies from 1H2015, improved **COA** efficiency

CUSTOMERS – STOCK
(000s)

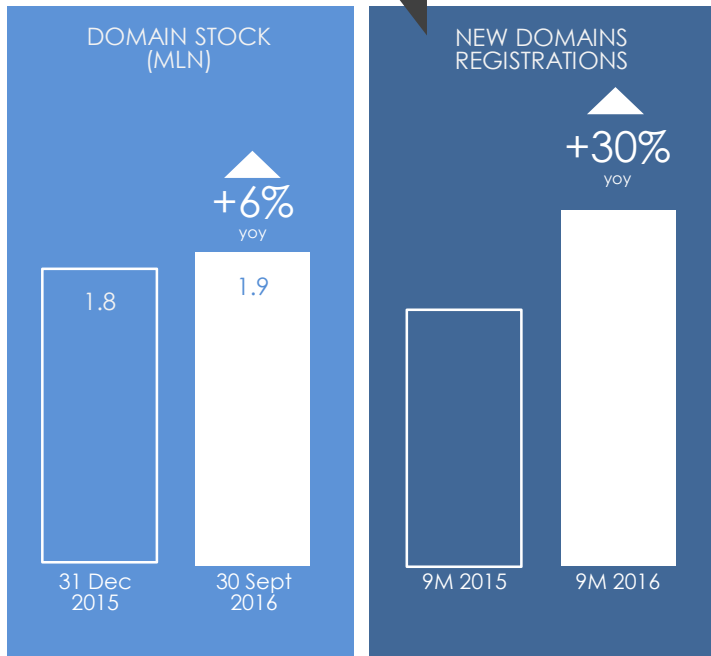


NEW CUSTOMERS ACQUIRED
YOY GROWTH



9M '16 Business Metrics - Growing Faster than the Market

DADA continues to grow faster than the Mkt, **grabbing Mkt Share** from competitors



- Domain registrations is the first step for the SMBs "go digital" and is a **key driver to acquire new customers**
- Continued strong **New registrations growth** in 9M 2016, **DADA grew faster than the market**
- In **Italy (.it – ccTLD) market penetration*** exceeded **20%**
- Market penetration increased thanks to **effective sales policies**, and continuous **products improvement**
- **Launched** in the period **new gTLDs** such as: **.BARCELONA; .PROMO; .CARS; .INSURANCE; .SHOP.**
- Strong **market share** in main new gTLDs: **.wine 8% worldwide** (60% In Italy) **.bio 18% worldwide**

*Calculated on new registrations. Data Registro.it and DADA analysis

9M '16 Key Financial Results

REVENUE

+6% Like for like

+2%
yoy

46.7

47.7

€ MLN

9M 2015

9M 2016

EBITDA

+1.1% in constant currency and
despite costs to manage
volumes increase

- 3%
yoy

8.5

8.2

18%
On Revenues

17%
On Revenues

€ MLN

9M 2015

9M 2016

EBIT

+6%
yoy

3.0

3.2

7%
On Revenues

7%
On Revenues

€ MLN

9M 2015

9M 2016

NET RESULT

9M 2015 includes Euro 2.2 mln
Capital Gain from Pro/Adv
contribution

2.3

0.1

0.2

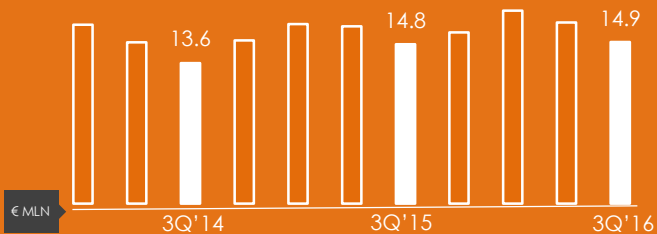
€ MLN

9M 2015

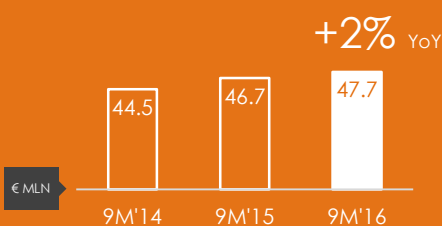
9M 2016

Revenue Trend : +6% like for like

REVENUE by Quarter* as reported



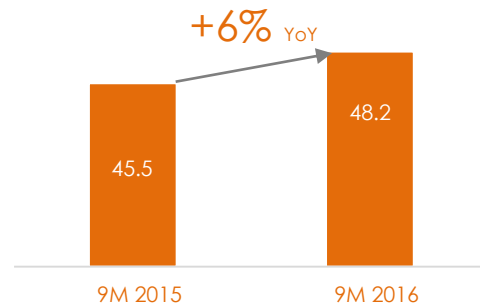
REVENUE 9M as reported



Revenue **continued to improve** all along the 3 quarters of 2016 **despite** negative Euro/Gbp impact in particular in 2Q16 & 3Q16

*Considering before 2015 only D&H BU

REVENUE 9M like for like

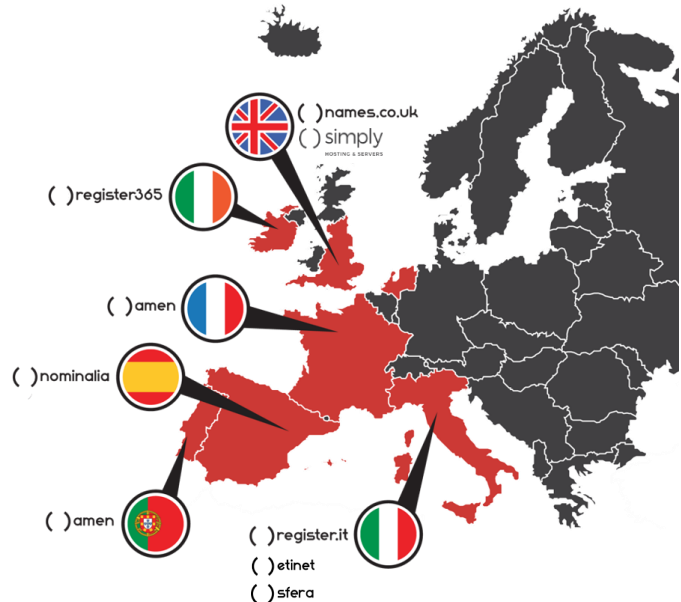
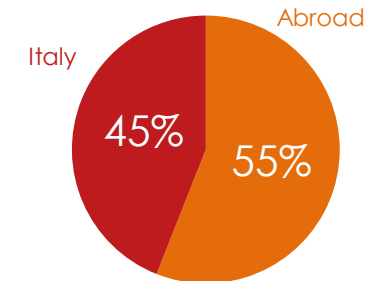
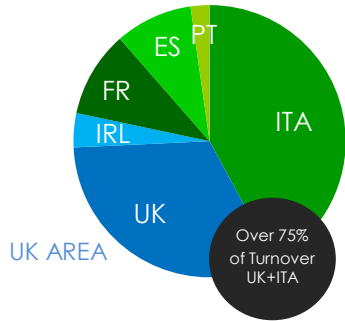


Like for like view is net of

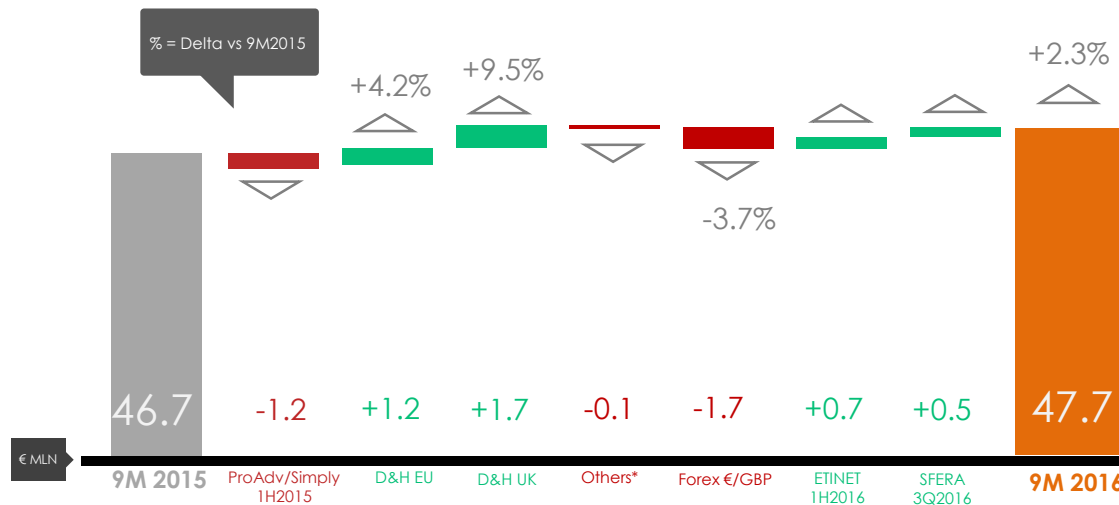
- €/GBP Effects - €1.7 mln
- Changes in Perimeter:
 - ProAdv €1.2 mln (1H2015)
 - Efinet €0.7 mln (1H2016)
 - Sfera €0.5 mln (3Q2016)

International Business

9M '16 Revenue Breakdown



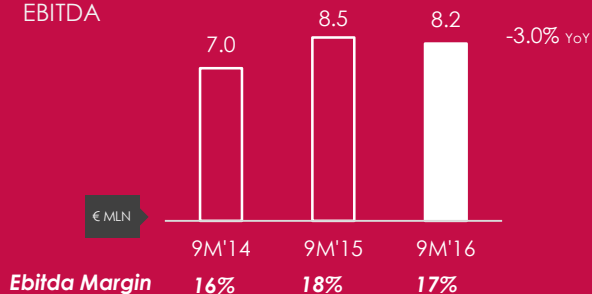
9M '16 Revenue Bridge vs 9M '15



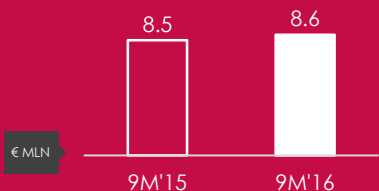
*Mainly service fees verso Moqu & 4W MarketPlace

EBITDA: 17% margin despite investments to expand the business

EBITDA



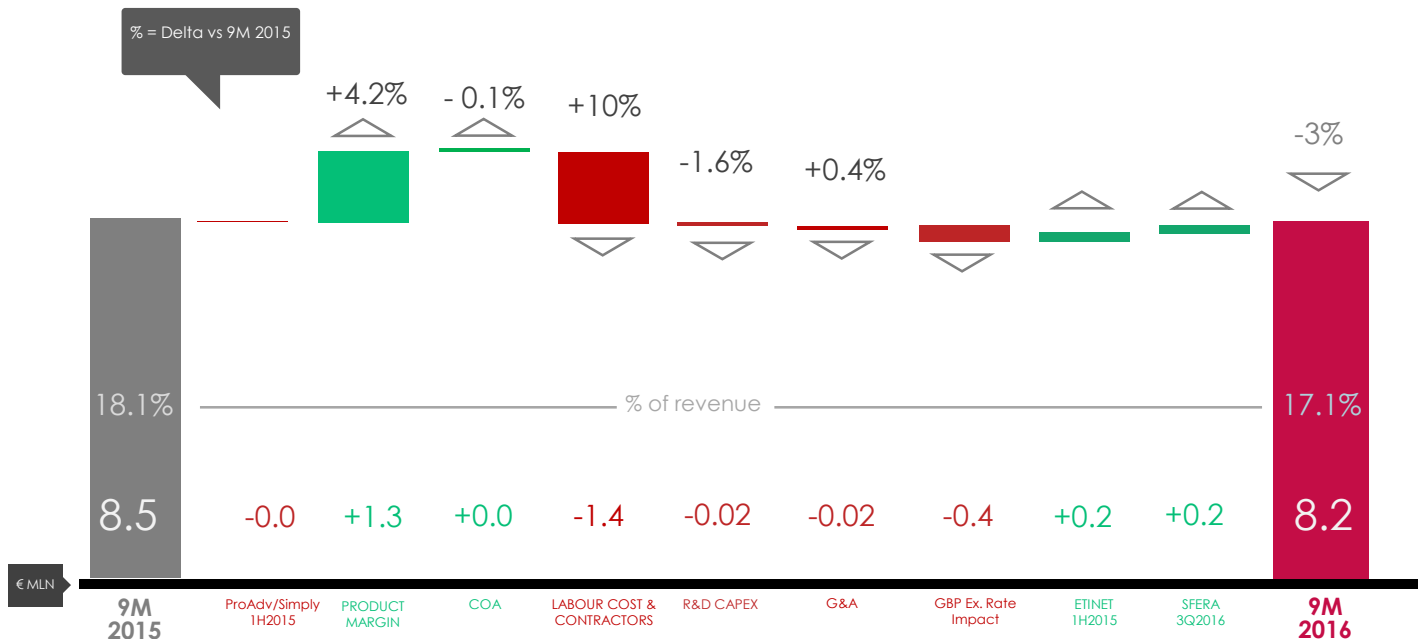
EBITDA constant Currency + 1.1%



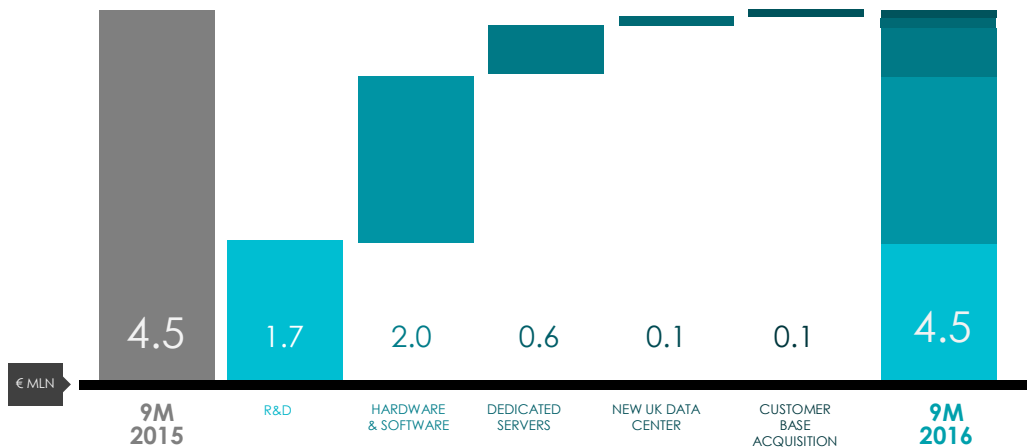
9M'16 Ebitda trend is due to:

- **Benefits arising** from full operation of new Datacenter and integration of the operational platforms
- **Costs to manage** the **growth in volumes** aimed to **improve future profitability** including:
 - ✓ **Initial Promotion Strategies (time –limited)** affecting new customer Arpu and Direct Margins
 - ✓ **Cost of personnel** increase to face **higher volumes**, maintain **quality of services** & provide new tailor made solutions (Insourcing of Customer Care in '15, Improving off line channels, consolidation of acquisitions)
- Recent acquisitions **Einet** and **Sfera** contributed **positively**. Changes in perimeter contributions offset the negative effects of **Euro/Gbp** trend (-€0.4 mln)

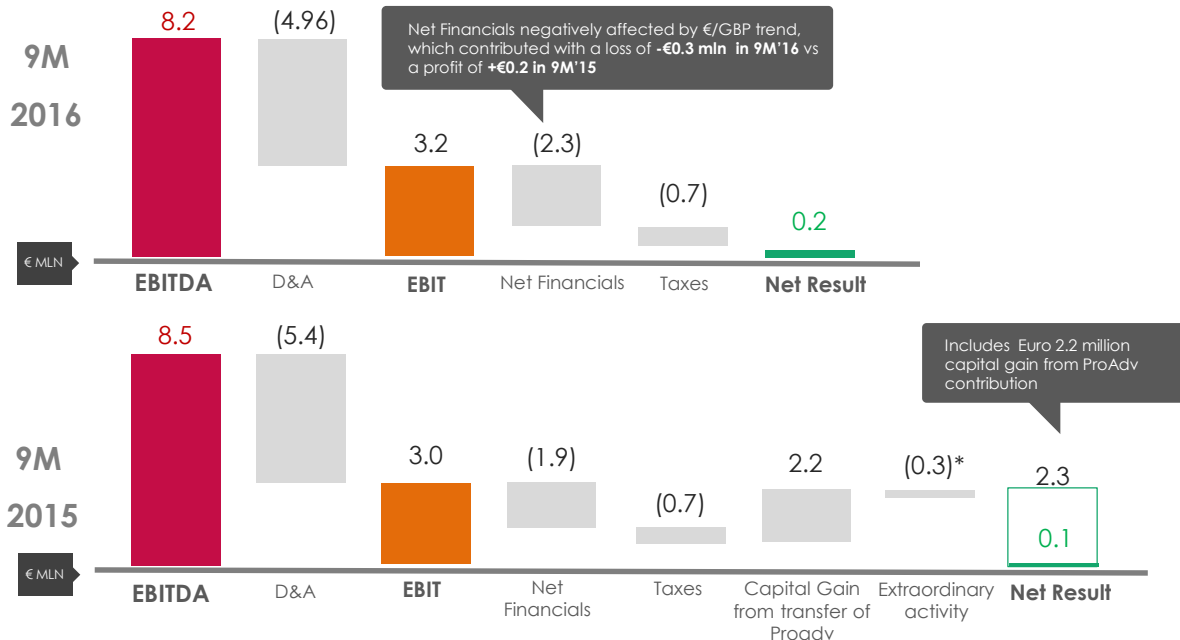
9M '16 EBITDA Bridge vs 9M '15



9M '16 Capex Composition

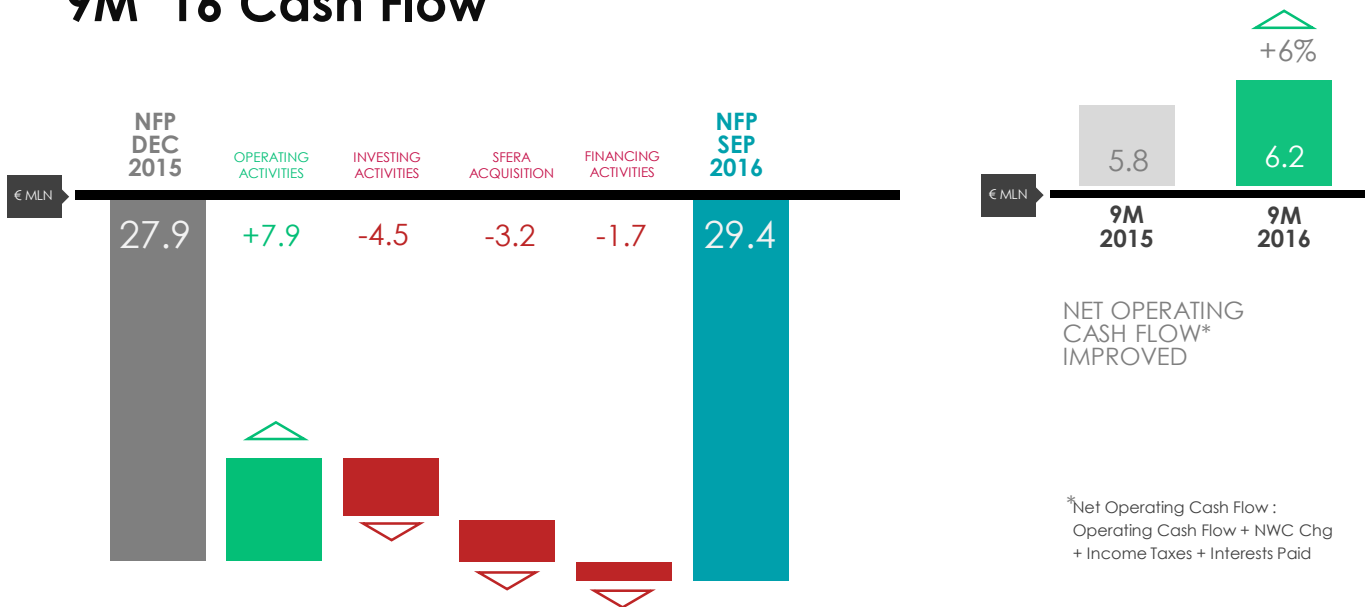


9M '16 From EBITDA to Net Result



* Performance Advertising Division Sold in March 2015

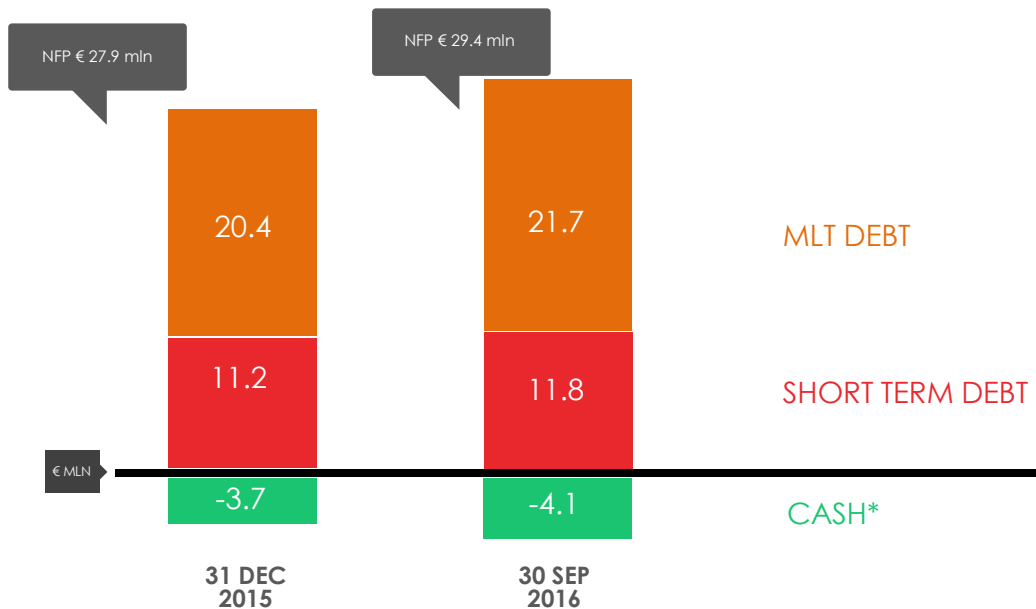
9M '16 Cash Flow



NET OPERATING CASH FLOW* IMPROVED

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

9M'16 Net Financial Position



* Cash = Cash, bank and post office deposits

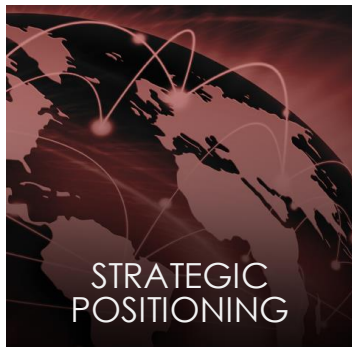


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Key Pillars of Future Strategy & 2016 Guidelines

STRENGTHEN EUROPEAN LEADING POSITION & FURTHER IMPROVE FINANCIALS



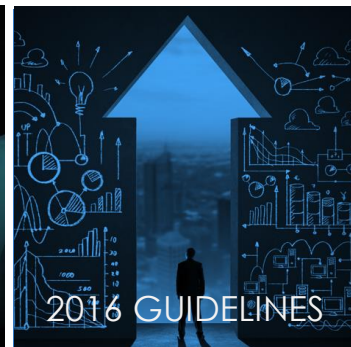
- Increase **Mkt Share** in core geographies
- Broaden range of services in "We do it for you" mode
- Strengthen positioning in **Cloud Hosting, Virtual Dedicated & Private Servers**



- Build **Volumes** – New Clients
- Enhance **Retention Rate** and **Upselling Activities** – increase ARPU
- Finalize **Platforms Integration**
- Increase **COA** efficiency



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



- **Mid-single digit Revenues increase** - on a like for like basis
- **Operating Margins** expected to **grow in 4Q'16** vs 4Q'15 also benefitting from operating initiatives implemented in the last months



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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 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

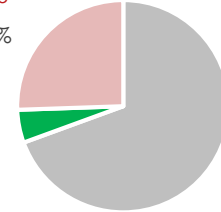
DADA Share

Overview

DADA AS OF NOV 11th 2016

MARKET	STAR SEGMENT – MTA
PRICE	€ 2.50
NOSH	€ 16.7 MLN
MKT CAP	€ 35.8 MLN
PERFORMANCE YTD (04Jan – 11 Novl)	+2.8%
RELATIVE PERF vs STAR INDEX YTD	+4.5%
AVERAGE DAILY VOLUMES YTD	14,303

SHAREHOLDING STRUCTURE

As of NOV 11th 2016Other Investors < 5%
25.54%Aruba Spa
5.03%Orascom
TMTI*
69.43%

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





DADA

APPENDIX

Etinet & Sfera Strategic Fit

RATIONALE



Complete DADA's offering of:

- o *tailor made web site* solutions
- o **managed & customized** higher- end IT services



Acquire Highly **qualified Human Capital**;



Leverage on respective **customer base**



9M '16 – Dada Group Consolidated P&L

€/mln	9M 2016	9M 2015	Delta vs 2015	
Revenue	47,7	46,7	1,1	2,3%
COGS	-16,7	-16,2	-0,5	3,0%
Product Margin	31,1	30,5	0,6	1,9%
COA	-4,5	-4,7	0,2	-4,6%
Gross Margin	26,6	25,8	0,8	3,0%
Labour Cost & Contractors	-14,8	-13,7	-1,1	7,7%
R&D CAPEX & WIP	1,7	1,7	-0,0	-1,7%
G&A	-5,3	-5,3	0,0	-0,5%
EBITDA	8,2	8,5	-0,3	-3,3%
Non recurring charges/Write-downs	-0,3	-0,4	0,1	-19,2%
D&A	-4,7	-5,1	0,4	-7,7%
EBIT	3,2	3,0	0,2	5,8%
Net Financials	-2,3	-1,9	-0,4	22,6%
Taxes	-0,7	-0,7	-0,0	0,5%
Profit (Loss) from Discontinued Operations	0,0	-0,3	0,3	n.m.
Net Result before Capital Gain	0,2	0,1	0,1	102,1%
Capital Gain		2,2	-2,2	n.m.
Net Result	0,2	2,3	-2,1	-91,7%

* income €2.2 mln from the transfer of ProAdv Bu to 4W Marketplace

9M '16 – Balance Sheet

€ mln	30.09.2016	31.12.2015
Net Working Capital	(12.2)*	(11.5)
Fixed Assets	95.3	99.7
Severance and Other Funds	(1.1)	(1.1)
Net Capital Employed	82.1	87.2
Net Financial Position	(29.4)	(27.9)
Total Shareholders' Equity	(52.7)	(59.3)

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

* Of which € 13.9 mln deferred revenues included

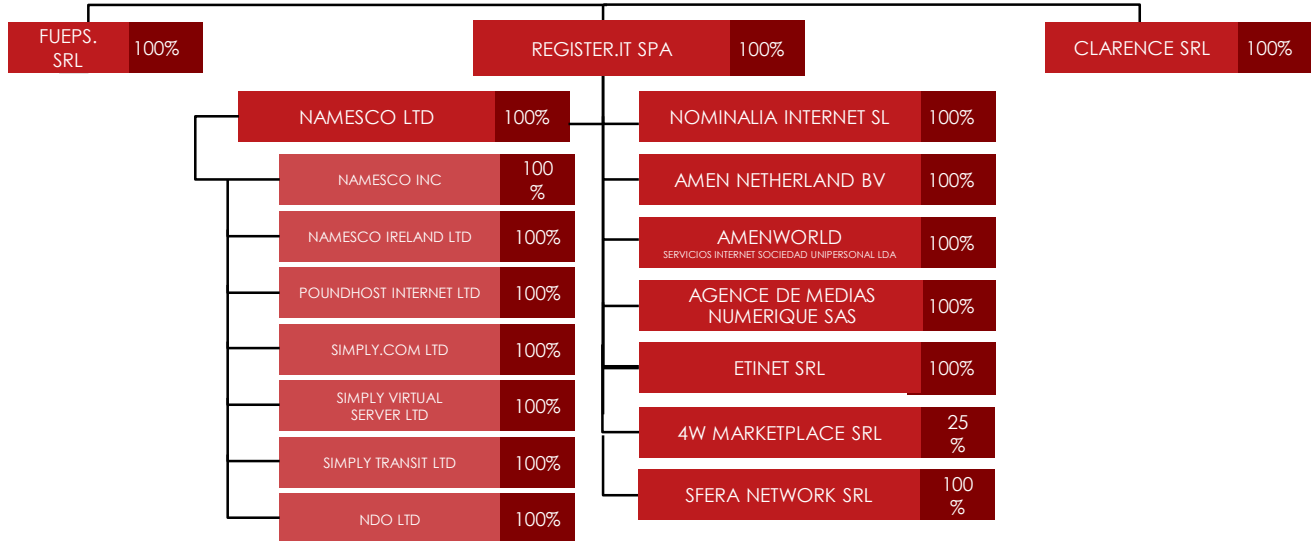
9M '16 – NPF Breakdown

€ mln	30.09.2016	31.12.2015
Cash, bank and post office deposits	4.1	3.7
Credit lines, account overdrafts and current bank borrowings	(11.7)	(11.1)
Non-current bank borrowings (M/L T)	(21.6)	(20.3)
Derivatives	(0.2)	(0.1)
NPF	(29.4)	(27.9)

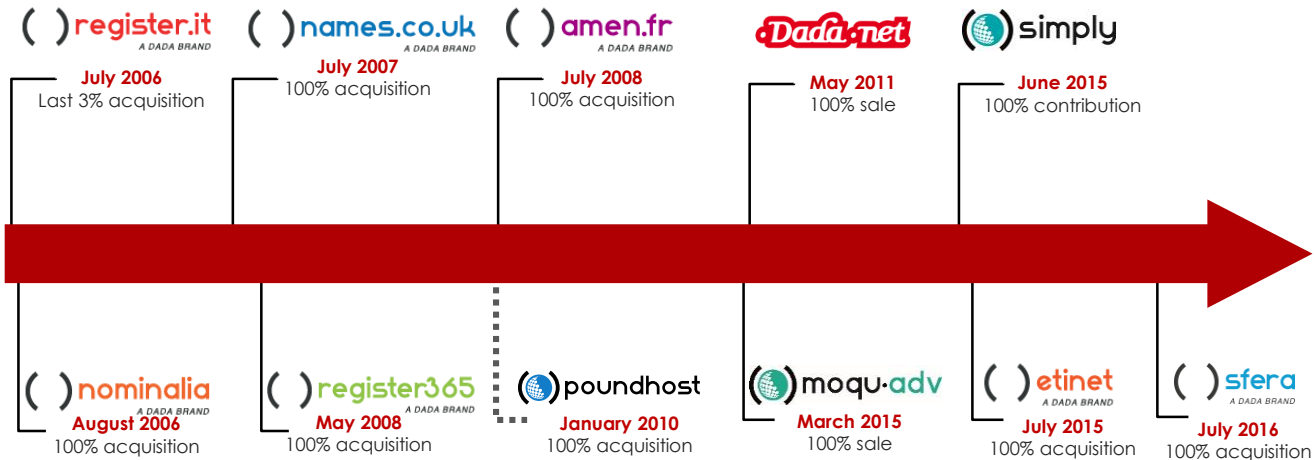
9M '16– Cash Flow Statement

€ mln	9M 2016	9M 2015
Cash and Cash Equivalents at the Beginning of Period	(8.8)	(16.8)
Group Net Profit (Loss)	0.2	2.3
Gross Operating Cash Flow	8.0	8.4
Working capital, Income taxes and Interest paid	(1.9)	(2.6)
Net Operating Cash Flow	6.2	5.8
Capex & Investing Activities	(5.4)	(0.7)
Financing Activities	(0.2)	6.4
Free Cash Flow	0.6	11.5
Cash and Cash Equivalents at the End of Period	(8.3)	(5.3)









Structure as of November 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.fr	2008	6.8x	5.6x
 Portugal	()amen.pt			
 UK	()poundhost	2010	2.7x	4.5x
 Italy	()etinet	2015	2.6x	6.6x
 Italy	()sfera	2016	4.8x / 5.5x	6.4x



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.