



Conference Call – Results 9M 2017

November, 16th 2017



AGENDA

- **DADA AT A GLANCE**
 - 9M 2017 Financial & Business Highlights
 - Strategic View & 2017 Guidelines
 - Q&A

Leading European Player in Digital Services for SMBs

WHO WE ARE

- **Leading European Player** in **Digital Services** for the **Online Presence & E-Business of SMBs**
- **Complete Product suite: Domains, Website building, Digital Marketing, Hosting, Servers, Cloud & Managed Solutions**
- Fully Integrated **Technology Infrastructure**, Proprietary **Datacenter**, World Class **Data Driven Platform**
- Listed on the **STAR Segment** of the Milan Stock Exchange (**EV € 95,0** mln**)

BY THE NUMBERS

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

650* k
paying **Clients** (+6% yoy)

1.9 mln
Domains* under management

Presence in **7**
European countries

€50.9 mln
Revenue 9M 2017 (+7% yoy), o/w 52% **International**

€9.8 mln
Ebitda 9M 2017 (+19% yoy) - **19% Ebitda Margin**

433
Highly Qualified **Employees***

* Data as of 30 September 2017

** Data: Mk Cap as of 30 September 2017, NFP as of 30 September 2017



AGENDA

- DADA AT A GLANCE
- **9M 2017 Financial & Business Highlights**
- Strategic View & 2017 Guidelines
- Q&A

Consistent Financial & Business Improvements

SOUND FINANCIALS GROWTH

+ 7% yoy **Revenue** to € 50.9 mln

+ 19% yoy **Ebitda** to € 9.8 mln

Ebitda Margin 19% (vs 17% of 2016)

+58% yoy **Ebit** to €5.0 mln

Net Result to € 2.1 mln
(vs € 0.2 mln of 2016)

NFP REDUCED ON OPERATING CASH FLOW

+ 19% yoy **Operating Cash
Flow*** to € 10.4 mln

Capex €2.9 mln

**NFP @ 30 Sep 2017 decreased
to €24.5 mln** (vs € 29.5 at 31
Dec 2016)

* Before Interests and Taxes

CONTINUED KPIs IMPROVEMENT

+6% yoy **Customer Base**
to **650.000**

+7% yoy **New Customers**
acquired

Domains under
Management to **1.85 mln**

Consolidated **Market Share**

9M 2017 Financial & Business Highlights

Consolidation of Strong Presence in the Main European Markets...

- o DADA operates mainly in **Italy** & the **UK** as one of the **1-3 top players** and a enjoy strong positioning in **France, Spain, Portugal** and **Ireland** ...
- o ...whit **long – standing Brands** such as Register.it, Names.co.uk, Nominalia and Amen with **industry- leading NPS score**
- o In 9M 2017 DADA **maintained its market share** despite challenging environment

DADA enjoys a leading position in 3 of 10 TOP ccTLDs

1 .cn 21.4M	2 .uk 18.6M	3 .de 16.2M	4 .uk 10.6M	5 .ru 6.4M	6 .nl 5.7M	7 .br 3.9M	8 .eu 3.7M	9 .au 3.1M	10 .it 3.0M
-------------------	-------------------	-------------------	-------------------	------------------	------------------	------------------	------------------	------------------	-------------------

DADA BRANDS & RANKING

- #2 ITALY**
() register.it
() etinet
() sfera
- #3 UK**
() names.co.uk
() simply
- #2 IRELAND**
() register365
- #1 PORTUGAL**
() amen.pt
- TOP 5 FRANCE**
() amen.fr
- TOP 8 SPAIN**
() nominalia

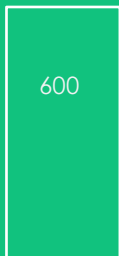
Customer Base still Growing

Monthly Churn <1.2%

New Customers increase: effective marketing strategies and improved COA efficiency

CUSTOMERS – STOCK
(000S)

▲
+6%
yoy



9M 2016



9M 2017

NEW CUSTOMERS ACQUIRED

▲
+45%
yoy

▲
+7%
yoy



9M 2015



9M 2016

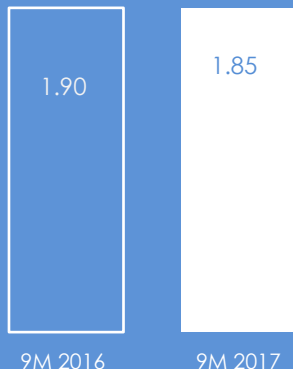


9M 2017

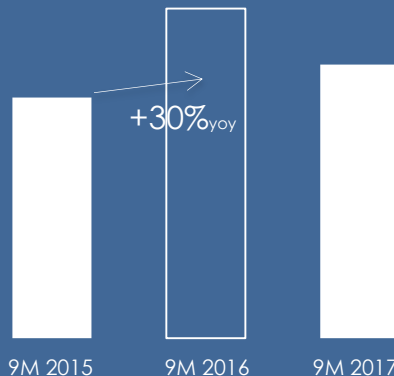
Domains Stock - Market Share Consolidated

Consolidating DADA European Mk Share selecting profitable products

DADA DOMAIN STOCK (MLN)

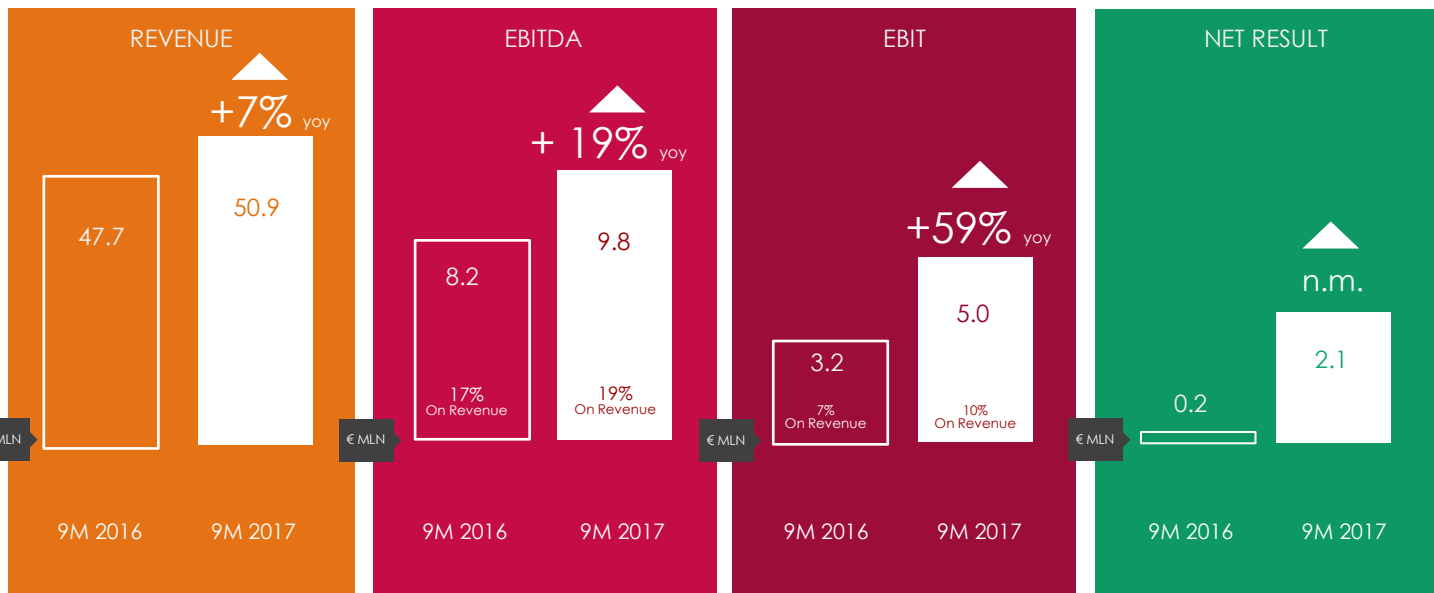


NEW DOMAINS REGISTRATIONS

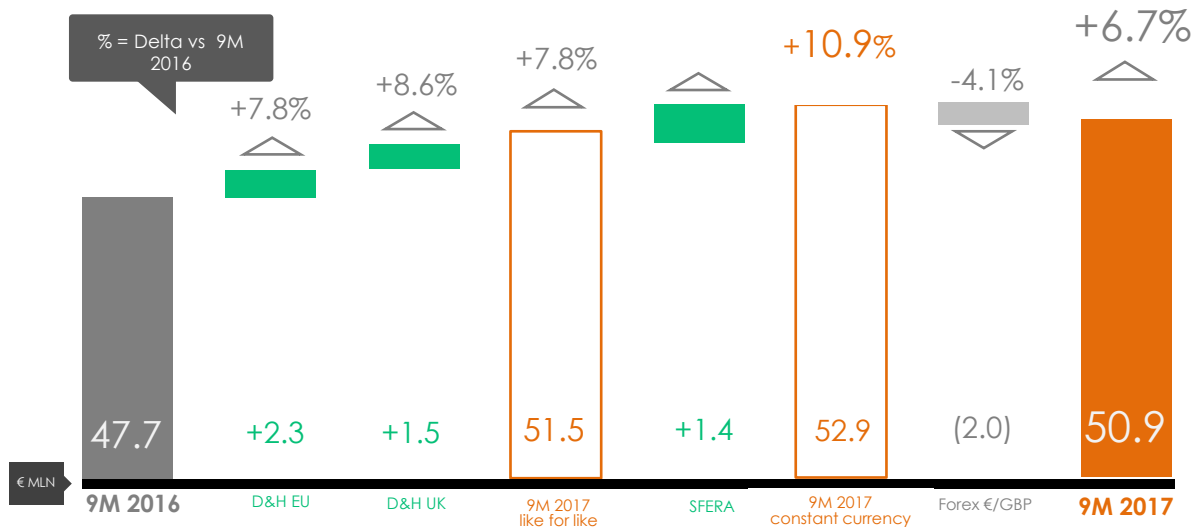


- Domains are the first step for the SMBs “go digital” and a key driver to acquire customers
- Despite of a even more competitive market, in 9M 2017 DADA maintained market share in Its geographies thanks to effective sales policies, and continuous products improvement
- Decrease in new domains trend (-15% yoy) driven also by a selection of profitable products and marketing initiatives

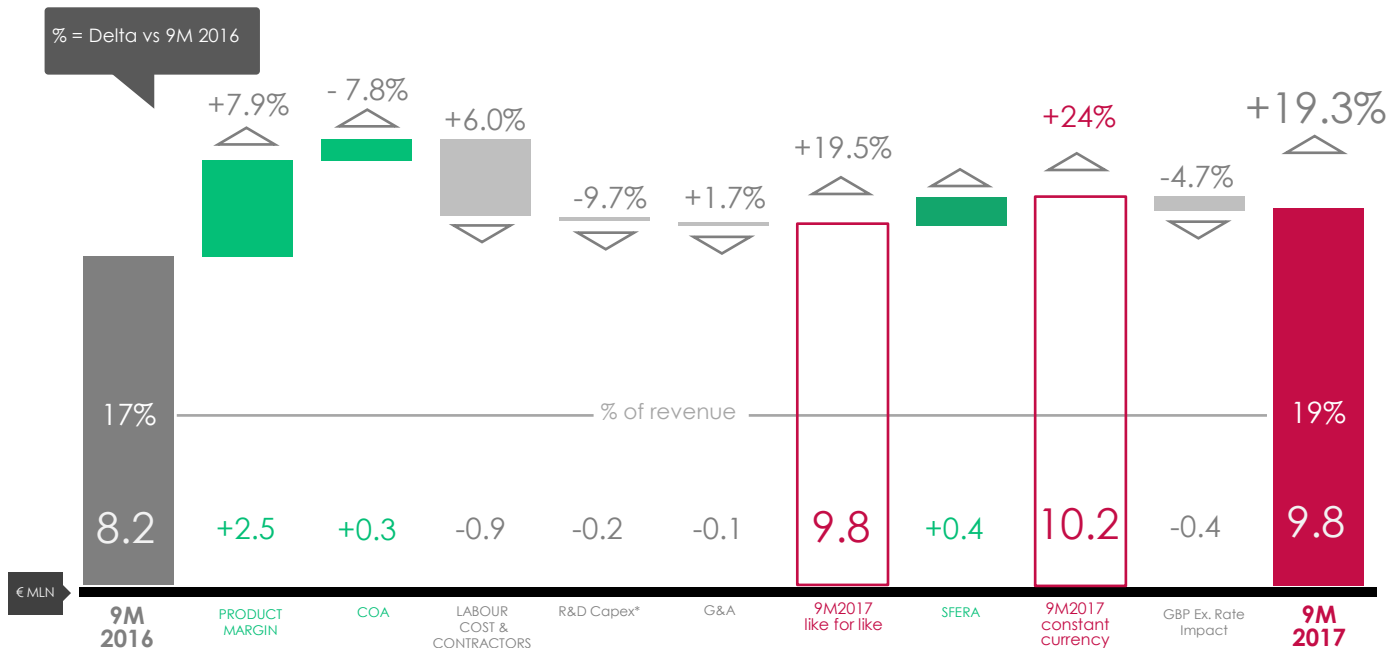
9M Main financials KPIs



9M 2017 Revenue Bridge vs 9M 2016



9M 2017 EBITDA Bridge vs 9M 2016

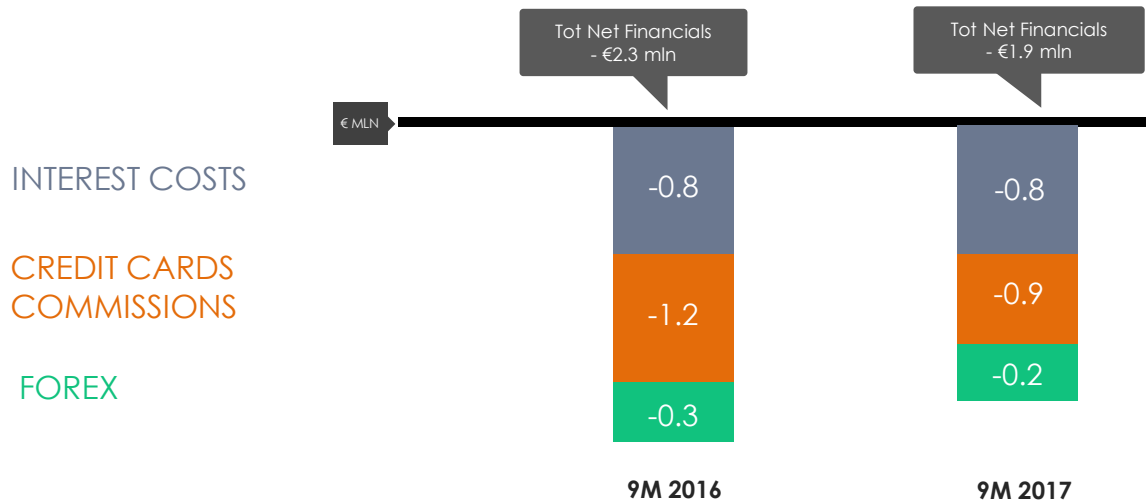


* R&D: capitalization of the portion of Labor cost for the development of new internal products and processes

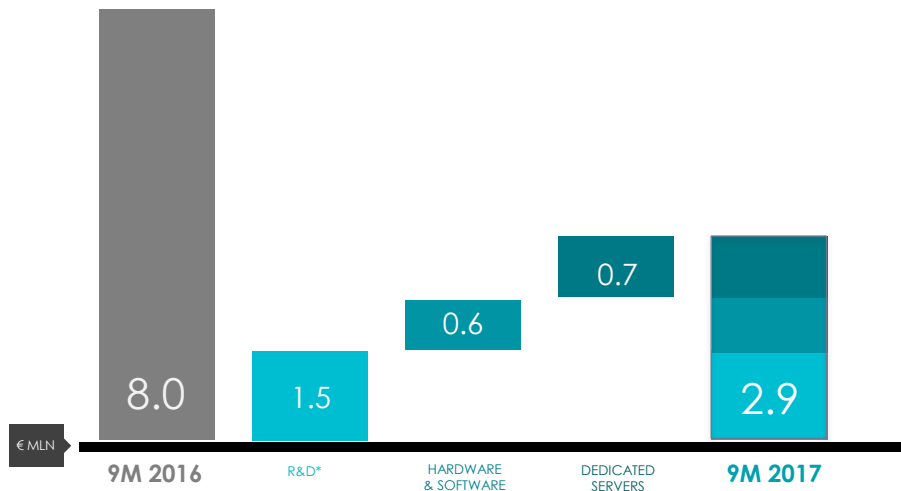
From EBITDA to Net Result



Net Financial Costs

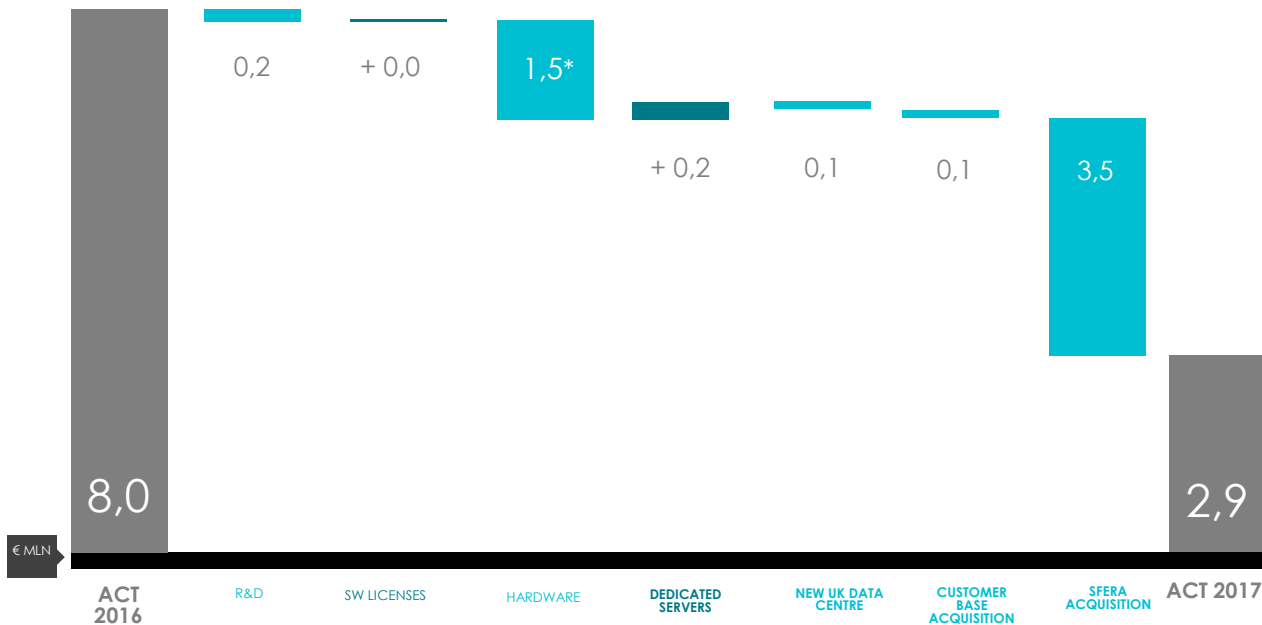


Capex Composition



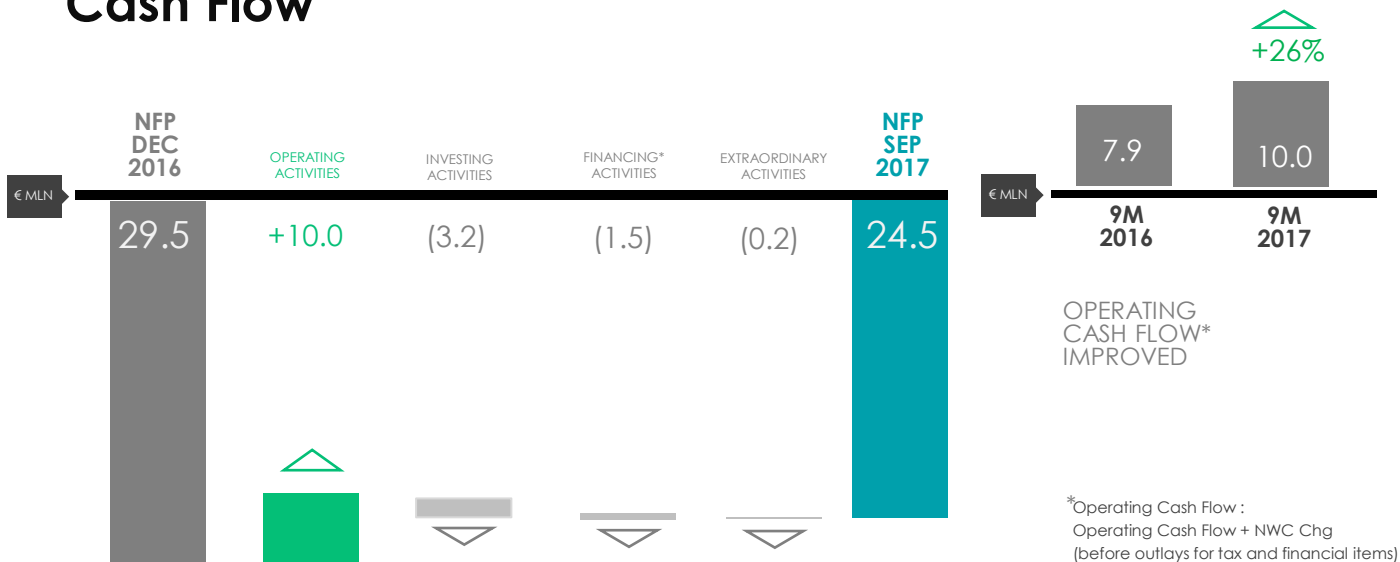
* R&D: capitalization of the portion of Labor Cost for the development of new internal products and processes

Capex Variance vs 2016



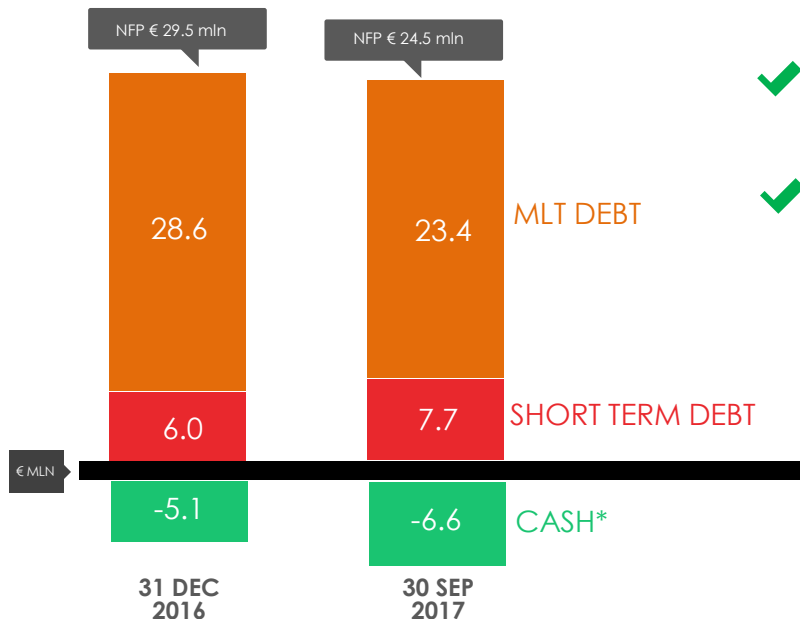
* Of which 1,2 mn due to EU and UK Tech Refresh project and 0,3 mn to EU Hosting platform migration to Reading

Cash Flow



* Includes -€0.3 mln C/C commissions

Net Financial Position



- ✓ NFP decreased by ~ € 5 mln mainly thanks to Cash Flow from Operating Activities
- ✓ The majority of NFP @ 30 Sept 2017 is MLT, but in decrease thanks to the repayment of portion of MLT loans.

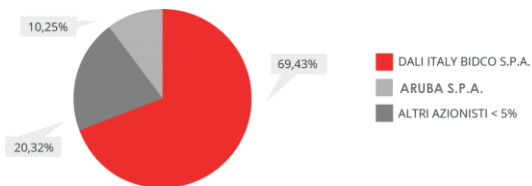
* Cash = Cash, bank and post office deposits

DADA STOCK

Data as of SEPTEMBER 30th 2017

MARKET	STAR SEGMENT – MTA
PRICE	€ 4.224
NOSH Issued	N.16.68 MLN
MKT CAP	€ 70.5 MLN
PERFORMANCE -9M	+37,6%
RELATIVE PERF vs STAR INDEX -1Y	+ 50,68%
AVERAGE DAILY VOLUMES Year to Date €	€ 413,845

SHAREHOLDING STRUCTURE*



*AS OF 15 NOVEMBER 2017

DADA PRICES & VOLUME: 30 Sept 2016- 30 Sept 2017



DADA vs STAR INDEX: 30 Sept 2016 – 30 Sept 2017





AGENDA

- DADA AT A GLANCE
- 9M 2017 Financial & Business Highlights
- **STRATEGIC VIEW & 2017 GUIDELINES**
- Q&A

Key Pillars of Future Strategy & 2017 Guidelines

STRENGTHEN EUROPEAN LEADING POSITION & FURTHER IMPROVE FINANCIALS

STRATEGIC POSITIONING

- **Consolidate 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
- Focus on **Profitable Customers**
- Increase **COA** efficiency

BOOST OPPORTUNITIES

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

2017 GUIDELINES

- **Mid-single digit Revenue increase** - on a like for like basis
- **Operating Margins** expected to **grow** thanks to renewals dynamics, scale and operating efficiency

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



9M 2017 – Dada Group Consolidated P&L

€/mn	ACT 2017	ACT 2016	Delta vs 2016	
Revenue	50,9	47,7	3,2	6,7%
COGS	-18,0	-16,7	-1,3	8,0%
Product Margin	32,9	31,1	1,9	6,1%
COA	-3,9	-4,5	0,5	-12,2%
Gross Margin	29,0	26,6	2,4	9,1%
Labour Cost & Contractors	-15,4	-14,8	-0,6	4,0%
R&D CAPEX	1,5	1,7	-0,2	-10,2%
G&A	-5,4	-5,3	-0,1	1,5%
EBITDA	9,8	8,2	1,6	19,3%
Non recurring charges/Write-downs	-0,4	-0,3	-0,1	<i>n.m.</i>
D&A	-4,4	-4,7	0,3	-7,0%
EBIT	5,0	3,2	1,9	58,6%
Net Financials	-1,9	-2,3	0,4	-16,9%
Taxes	-1,1	-0,7	-0,4	51,3%
Net Result	2,1	0,2	1,9	1084,9%

9M 2017 – Balance Sheet

€ mln	30.09.2017	31.12.2016
Net Working Capital	(13.3)*	(12.2)
Fixed Assets	92.8	95.6
Provisions and Other Funds	(0.9)	(1.1)
Net Capital Employed	78.6	82.4
Net Financial Position	(24.5)	(29.5)
Total Shareholders' Equity	(54.1)	(52.9)

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

* Of which € 13.9 mln deferred revenues included as of 30 September 2017 (€ 14.1 mln at 31 December 2016)

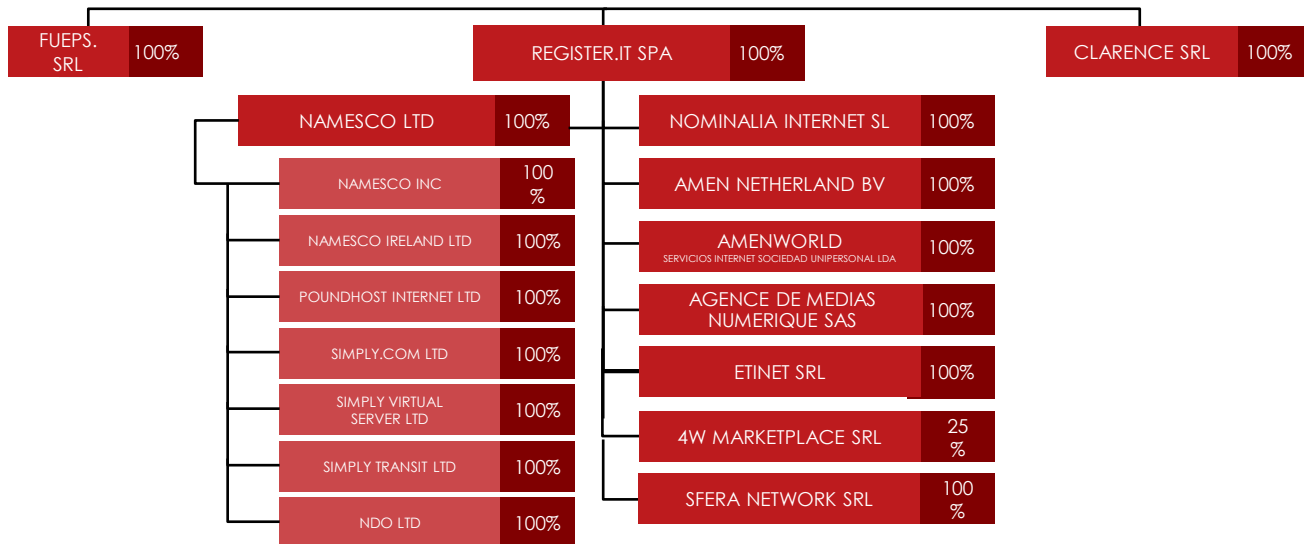
9M 2017 – NFP Breakdown

€ mln	30.09.2017	31.12.2016
Cash, bank and post office deposits	6.6	5.1
Credit lines, account overdrafts and current bank borrowings	(7.6)	(6.0)
Non-current bank borrowings (M/L T)	(23.3)	(28.5)
Derivatives	(0.2)	(0.2)
NFP	(24.5)	(29.5)

9M 2017– Cash Flow Statement

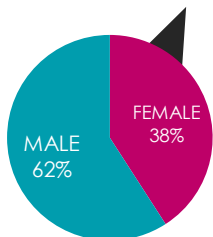
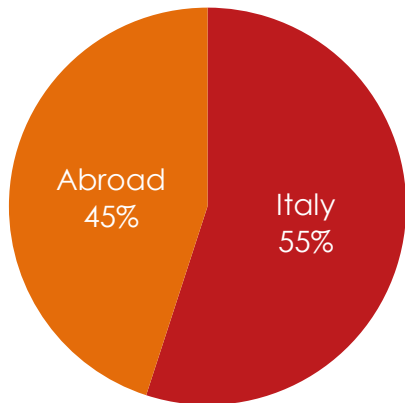
€ mln	9M 2017	9M 2016
Cash and Cash Equivalents at the Beginning of Period	(0.98)	(8.8)
Gross Operating Cash Flow	9.6	5.9
Working capital, Income taxes and Interest paid	(1.4)	(1.0)
Net Operating Cash Flow	8.2	4.9
Capex & Investing Activities	(3.2)	(1.9)
Financing Activities	(5)	(3.2)
Free Cash Flow	-	(0.2)
Cash and Cash Equivalents at the End of Period	(0.96)	(9.0)

Structure as of September 2017

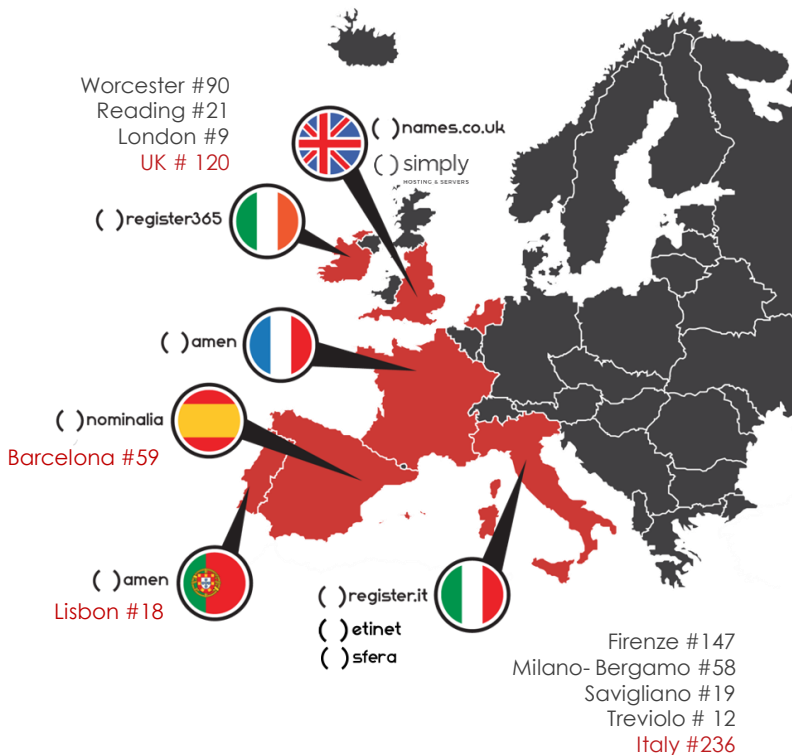


Human Capital

433 Highly Skilled Employees*

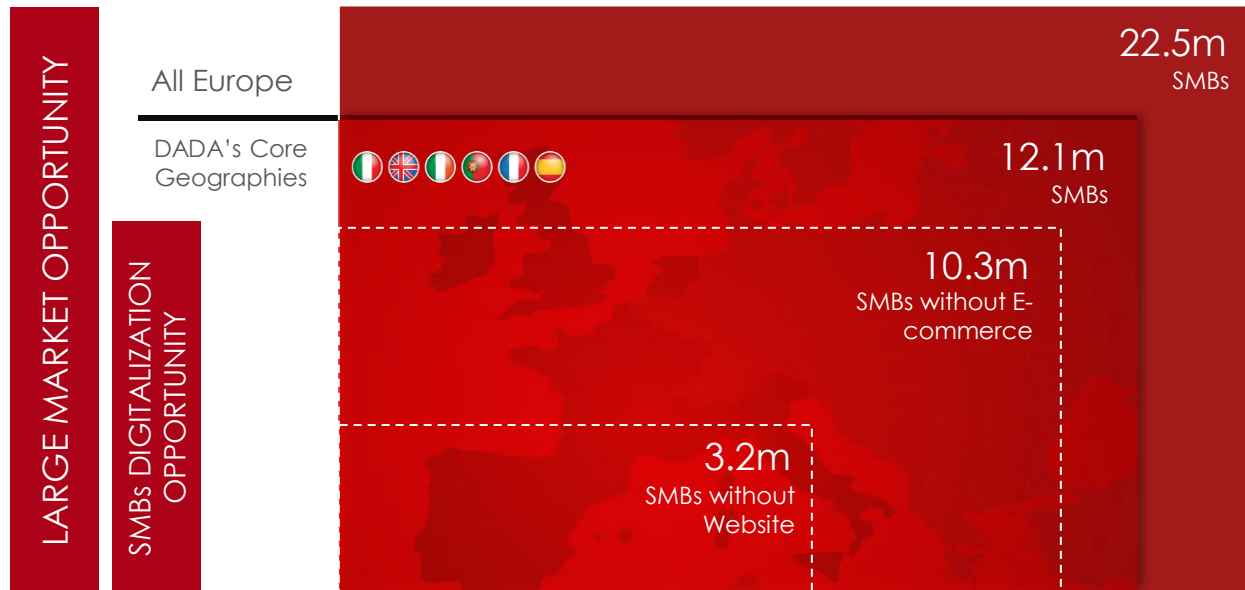


*As of 30 September 2017



A Large & Underserved Market

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



With more than 650.000 SMB European customers, the current DADA's Market Penetration in its core geographies is **5%**

Market & Positioning

Market trends D&H

Opportunities arising from new gTLDs, released by ICANN from 2014

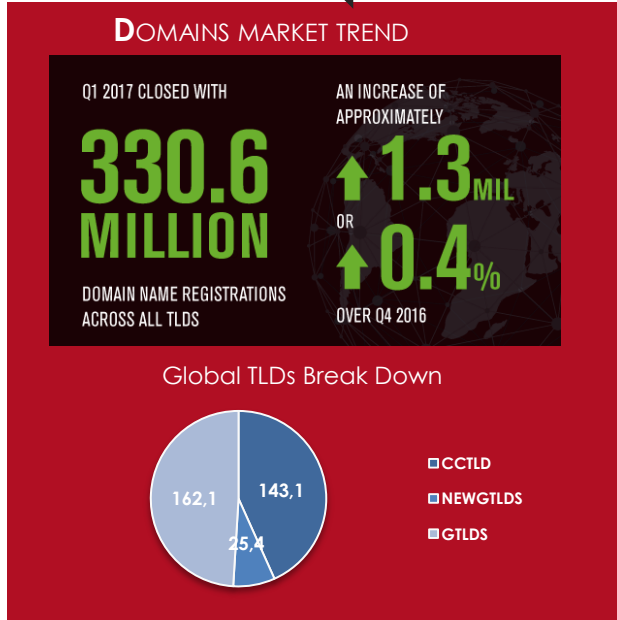
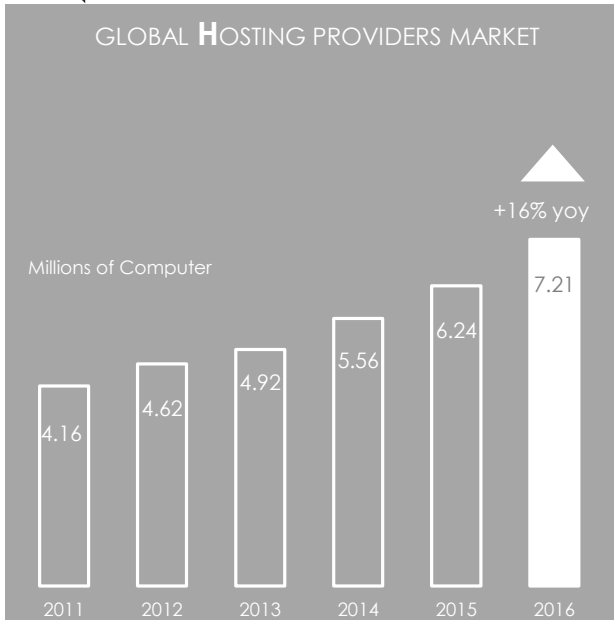


Figure at 3Q 2016 - Source www.centr.org, Domain Wire Global TLD Stat Q2 2016
 Keys : ccTLDs (.it, .uk, .ru); gTLDs (.com, .net); new gTLDs (.wine, .London, .sport)

The Market is composed by Hosting Providers (Cloud DC, colo solutions) and IT Providers (Telco, cabling). The trend is increasing.



Source : Netcraft report nov 2016

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 complies with the code of conduct of CISPE:
Cloud Infrastructure Services Provider in Europe

DADA's Suite of Products & Services

WE DO IT FOR YOU



DO IT WITH ME



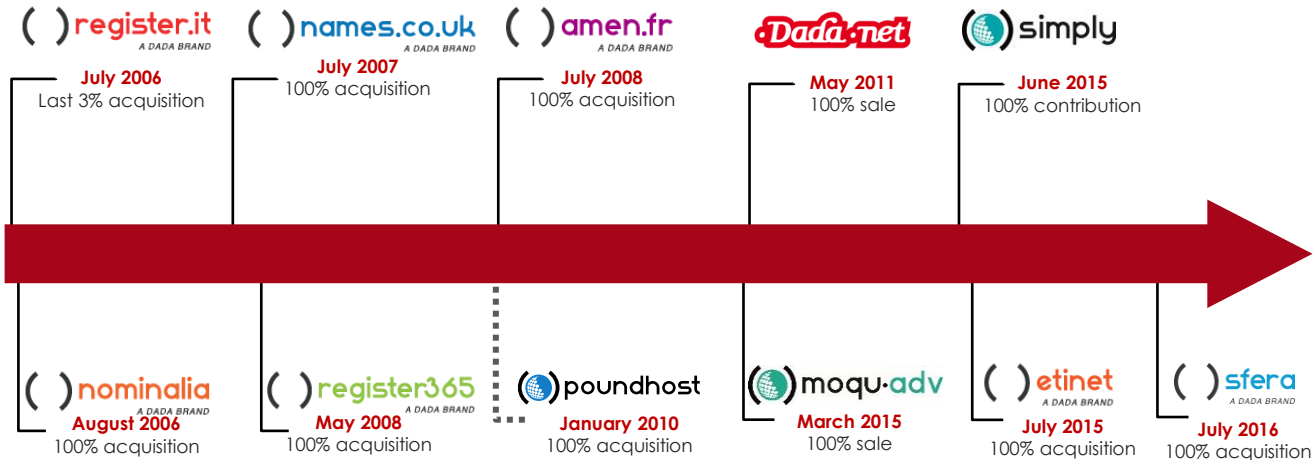
DO IT YOURSELF

WHAT WE OFFER









HOW WE OFFER IT



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	6.4x



○ Q&A



Many thanks!

Contacts

Investor Relations DADA
investor.relator@dada.eu

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.