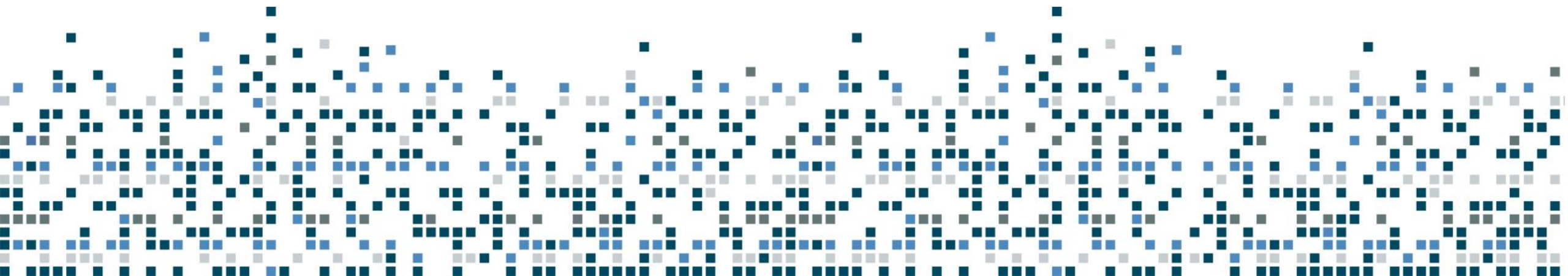


# DIGITAL 360

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## DIGITAL360 Investor Presentation

Milano, 02 Ottobre 2019

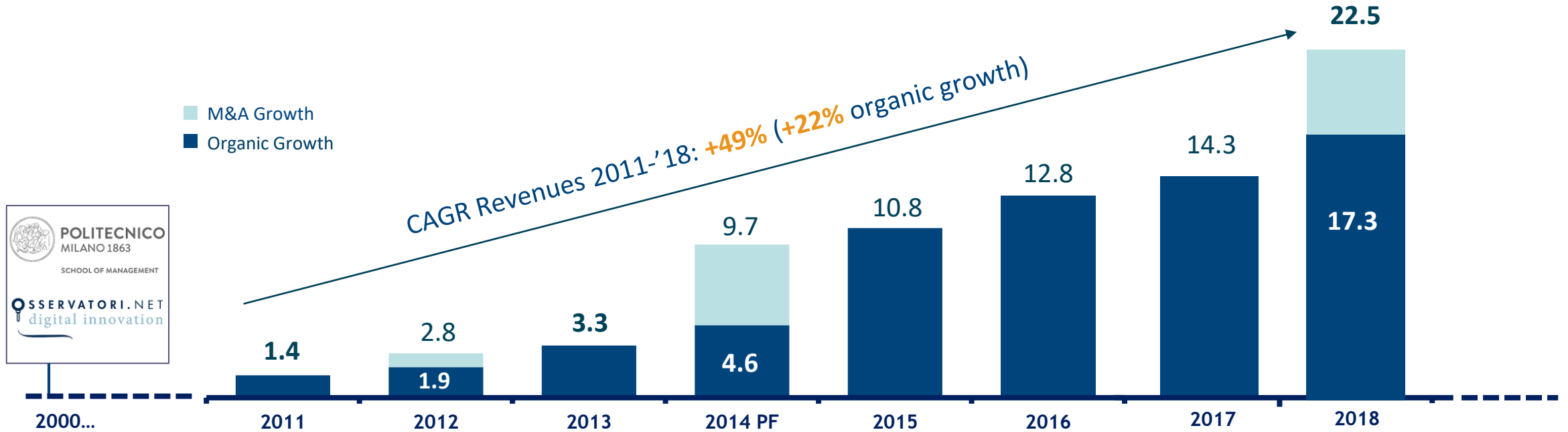




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# Our history

**DIGITAL 360** stems from the experience developed by Politecnico di Milano Professors in the area of Digital Transformation and Entrepreneurial Innovation.



Establishment of:

- ICT & Strategy Srl (Demand Generation)
- Partners4Innovation Srl (Advisory&Coaching)

DIGITAL360 is founded (holding)

- Incorporation of ICT & Strategy Srl and Partners4Innovation Srl

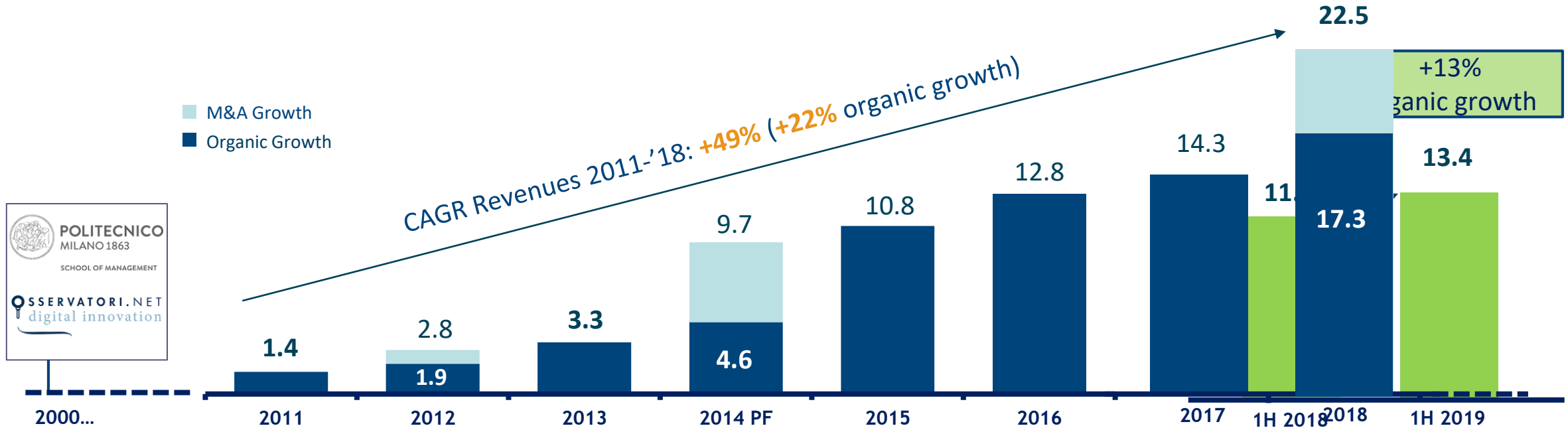


# DIGITAL 360



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# DIGITAL 360



# DIGITAL 360



Digital Transformation and Entrepreneurial Innovation - the engine for economic growth and for modernising businesses and public bodies



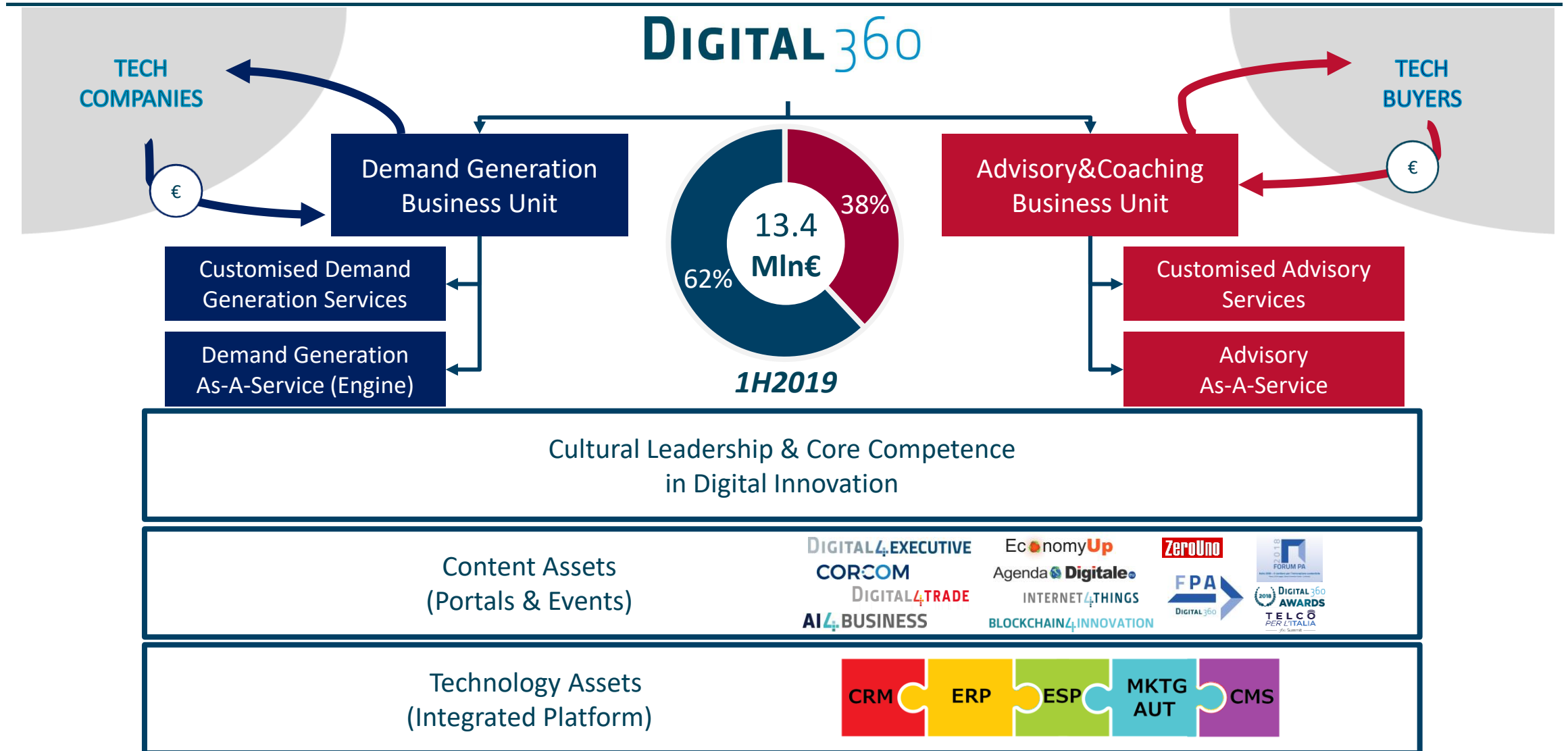
To help businesses and public bodies understand and pursue their path of Digital Transformation and Entrepreneurial Innovation



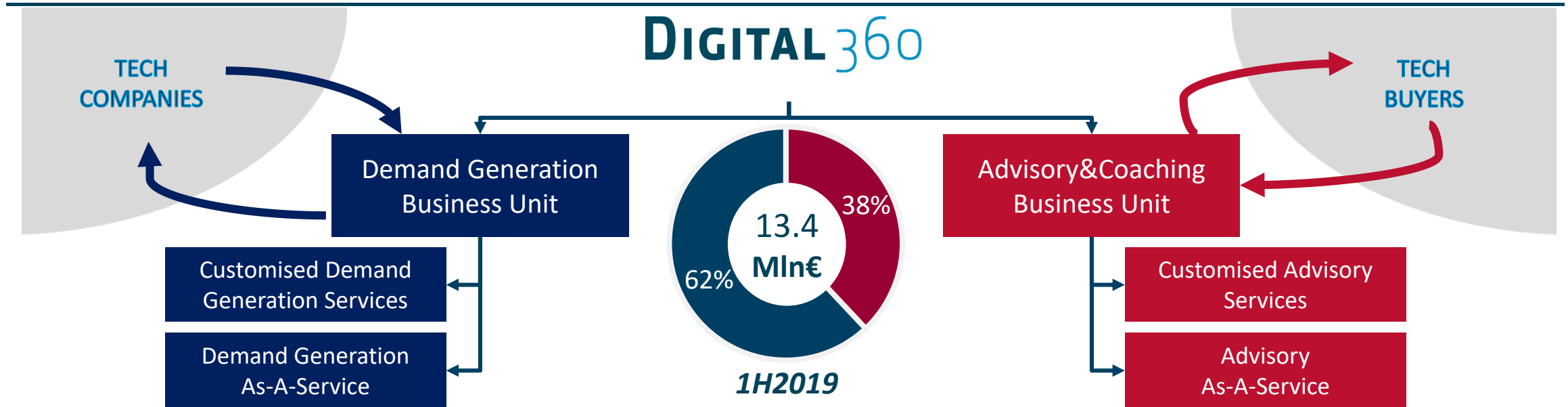
# Business Model: The Matchmaking Platform



# Our Business Units: Services, Assets and Core Competences



## Our Business Units: our Community



**The largest community in Italy of tech / digital users & buyers**

**53 online portals and newsletters**

**1.6 mln unique visitors per month**

**1st page on Google with more than 5,000 keywords in the Tech sector**

**1,900 published white papers until 2018, downloaded by 25,000 users in 2018**

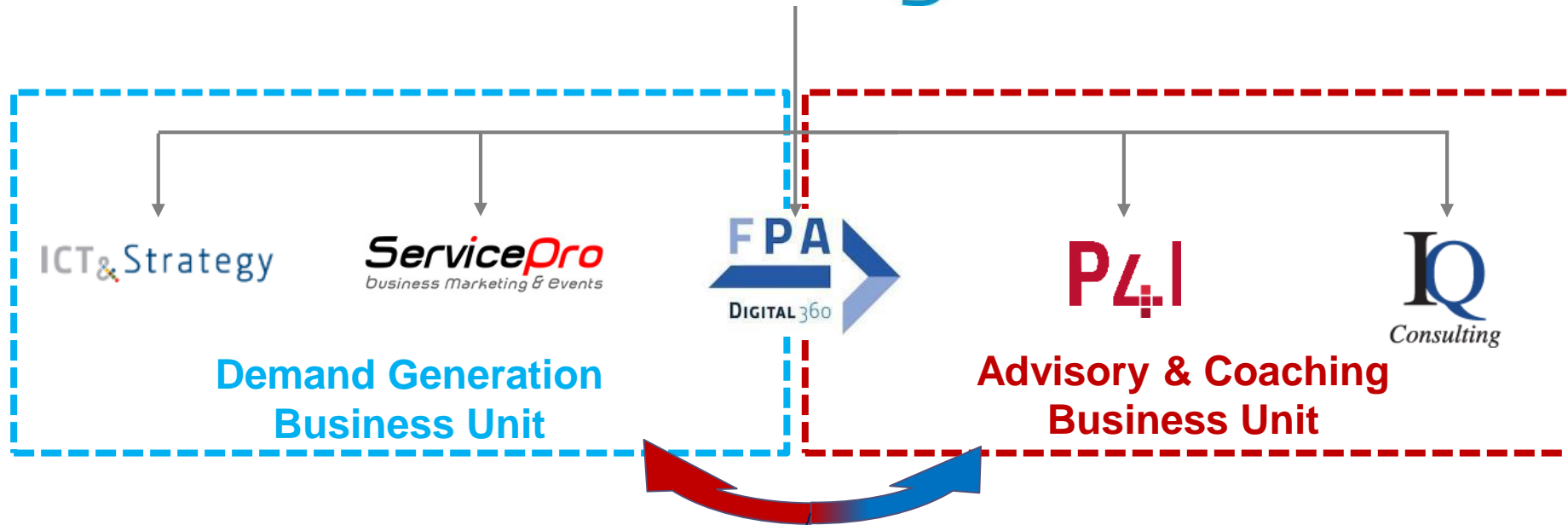
**640 events and webinars with 75,000 registrations in 2018**

**>400k fans and followers on social media channels**

**124k profiled contacts in 2018 through events, webinars, white papers and contact center**



# DIGITAL 360



## SYNERGIES BETWEEN BUSINESS UNITS

- Visibility and reputation for advisory and key people and lead generation
  - Professional content for Portals and quality speakers for Events

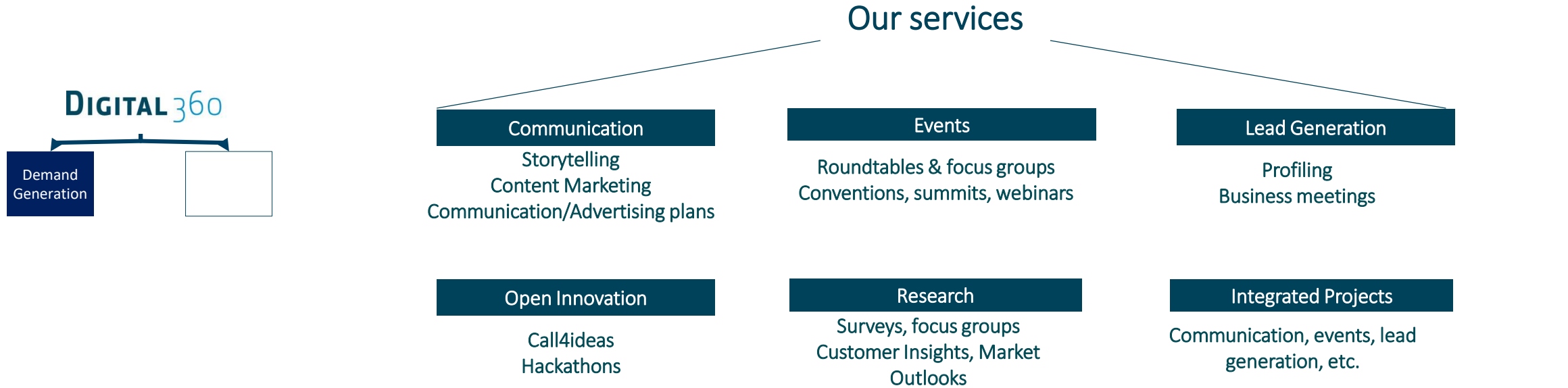




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# Demand Generation

## Customised services



# Demand Generation

## Demand Generation As-A-Service: the Digital Marketing & Sales «Engine»

**1H 2019 KPI**

- Engine sold: 45
- Average Price: 45k€
- Annual (recurrent) value: 2.0M€



<p>Online portals and SEO optimised Content Marketing and Social Media to intercept a qualified audience of technology purchasing decision-makers</p>	<p>Gated content (white papers, webinars, events, etc.) to profile the audience and identify the most interested prospects</p>	<p>Lead nurturing and marketing automation tools to identify, nurture and manage leads</p>	<p>Qualifying leads with an internal contact centre to generate sales opportunities</p>
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**The distinguishing factors**

- End-to-end approach, facilitating the integrated management of communication, digital marketing and lead generation activities
- «As a service» approach, based on «shared» Specialist teams (Content, SEO, Social Media, Marketing Automation, and Communication Specialists), driving recurrent revenues
- Synergies between our unique technology and content assets (outbound) and those owned by the client (inbound)



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# Advisory&Coaching

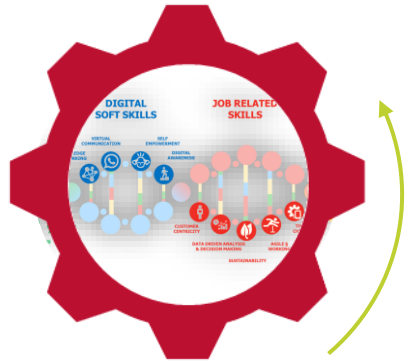
## Customised services



### 1H 2019 KPI

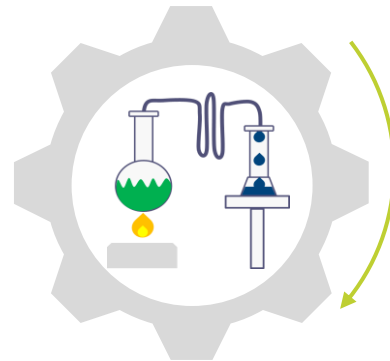
- AAS Advisory subscriptions sold: 46 (mainly DPO AAS)
- Annual (recurrent) value: 1.3M€

### 1. Original Methodologies and Models



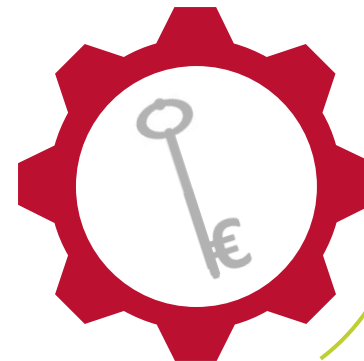
The strong links with the University and the customised projects enable the development of original methodologies (Smart Working, Digital DNA, Compliance Dimensions, DigitalB2BTransformation, etc.)

### 2. Engineering the know-how



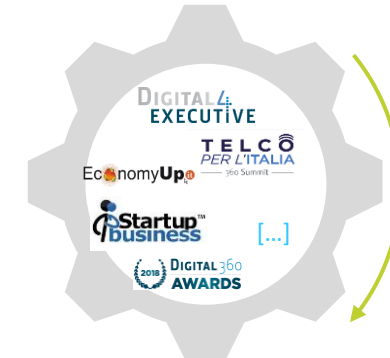
By leveraging the engineering and systematisation of knowledge, our original methodologies evolve into replicable "advisory services"

### 3. Recurring Revenues



An "As A Service" approach designed to provide advisory services and support customers on an ongoing basis, including through the provision of highly specialised profiles and cloud platforms

### 4. Go-to-market Channel



The Advisory team and its key people can enjoy a high level of visibility on the portals and events offered by the Group, positioning itself as an opinion leader and generating a steady stream of prospects



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## Strategic Directions in 2019

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- 1 Strategic focus on the development of “**As-A-Service**” packaged solutions, with **recurrent revenues** based on **monthly fee**:
  - **Digital Marketing & Sales Engine**
  - **Advisory-As-A Service**

- 2 **M&A**
  - **Integrating the acquired companies** - ServicePro Srl and IQConsulting Srl (Effettodomino Srl is fully integrated and merged into ICT&Strategy, enabling a strong acceleration of the Digital Marketing and Sales Engine model)
  - **Scouting of innovative small companies and startups** in DIGITAL360’s strategic areas (content marketing, marketing automation, AI, etc.), pursuing an “open innovation” strategy

- 3 **Investments in technological platforms**: business analytics, IA, CRM, marketing automation, apps, etc.

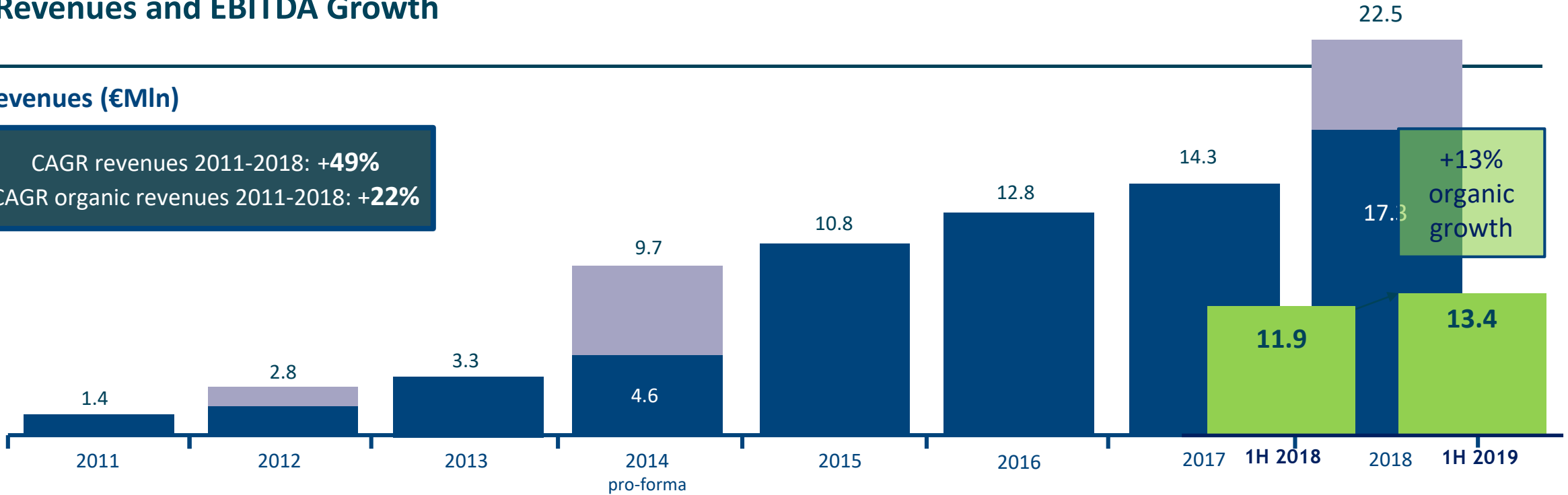


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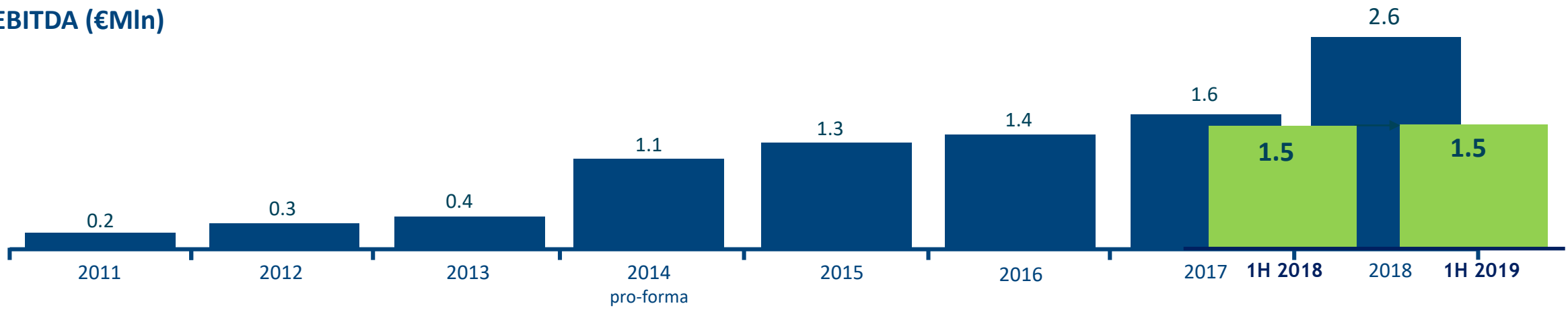
# Revenues and EBITDA Growth

## Revenues (€Mln)

CAGR revenues 2011-2018: **+49%**  
 CAGR organic revenues 2011-2018: **+22%**



## EBITDA (€Mln)



## Financials: Income statement

<b>Operating Results</b>	<b>30.6.18</b>	<b>30.6.19</b>	<b>Δ 19–18</b>
mln euro			
<b>Total Revenues</b>	<b>11,9</b>	<b>13,4</b>	<b>13%</b>
<b>EBITDA</b>	<b>1,5</b>	<b>1,5</b>	<b>0%</b>
% Ebitda / Revenues	12,6%	11,2%	
<b>EBIT</b>	<b>0,5</b>	<b>0,3</b>	<b>-40%</b>
% Ebit / Revenues	4,2%	2,2%	
<b>EBIT Adjusted (*)</b>	<b>0,90</b>	<b>0,7</b>	<b>-23%</b>
% Ebit Adjusted / Revenues	7,6%	5,2%	
<b>Net Profit</b>	<b>0,04</b>	<b>-0,06</b>	<b>n.s.</b>
% Net Profit / Revenues	0,4%	-0,4%	
<b>Net Profit Adjusted</b>	<b>0,42</b>	<b>0,33</b>	<b>-21%</b>
% Net Profit Adjusted / Revenues	3,5%	2,5%	

Growth of both business areas in which the Group operates (+18% A&C, +10% DemGen) thanks to the new “Digital As-A-Service” offer

Due to a triple negative, temporary effect on margins: (i) a reduction in revenues deriving from more traditional services (ii) a partial duplication of expenses on the two areas of services - innovative and traditional - with a temporary increase in the costs necessary for the adjustment of the structure (iii) one-off extraordinary costs incurred to carry out the reorganization and restructuring plan in the ICT&Strategy subsidiary

(\*) “Adjusted” values: obtained by adjusting the results to take into account the amortisation/depreciation of consolidation differences



## Financials: Financial statement

Financial Statement	31.12.2018	30.06.2019	Variaz.
mln euro			
<b>Fixed Assets</b>			
<i>Tangible Assets</i>	0,5	0,5	0,0
<i>Consolidation Differences</i>	5,7	5,3	-0,4
<i>Other Intangible Assets</i>	4,2	4,3	0,2
<i>Financial Assets</i>	0,1	0,1	0,0
<b>Total Fixed Assets</b> A	<b>10,4</b>	<b>10,3</b>	<b>-0,2</b>
<b>Operating Working Capital</b>			
<i>Receivable</i>	8,3	11,3	3,0
<i>Payable</i>	-3,4	-5,1	-1,7
<i>Other Short Term Item</i>	-1,1	-1,7	-0,6
<b>Totale Operating Working Capital</b> B	<b>3,8</b>	<b>4,4</b>	<b>0,6</b>
<b>Net Capital Employed</b> A+B	<b>14,2</b>	<b>14,7</b>	<b>0,5</b>
<b>Sources of Funding</b>			
<i>Shareholder's Equity</i>	8,6	8,5	-0,1
<i>Net Financial Position</i>	4,6	5,2	0,6
<i>Other Funds</i>	1,0	1,0	-0,1
<b>Total Sources of Funding</b>	<b>14,2</b>	<b>14,7</b>	<b>0,5</b>

The decrease is attributable to the amortisation of consolidation differences

The increase is the result of investments in technological platforms and development of new services necessary to lay the foundations of the new business model (Digital As-A-Service)

The increase is largely linked to the development of revenues (+13%). It's also significantly affected by the seasonal nature of some activities (major events held in May/June by FPA and ServicePro)

Attributable to tax optimisations and other effects (+0.6M)

The change reflects (i) the positive cash flows (+1.6M) generated by the operations (ii) the payment (-1.2M) for Vendor Loans and (iii) the investments made (-1.0M)



# DIGITAL 360

**Andrea Rangone, CEO Digital360**

*Milano, 02 Ottobre 2019*

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