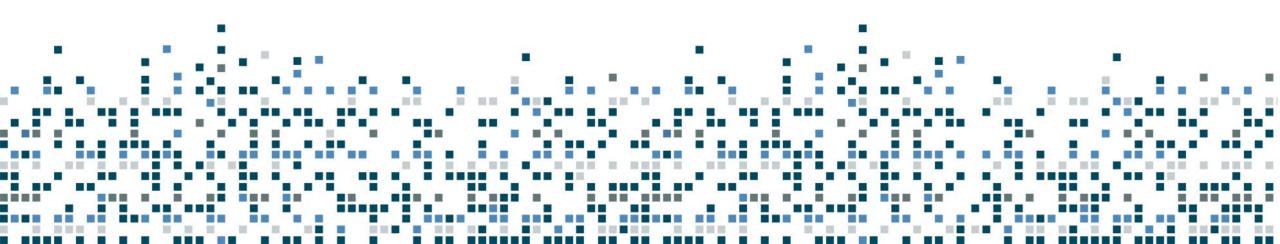


DIGITAL360 Investor Presentation





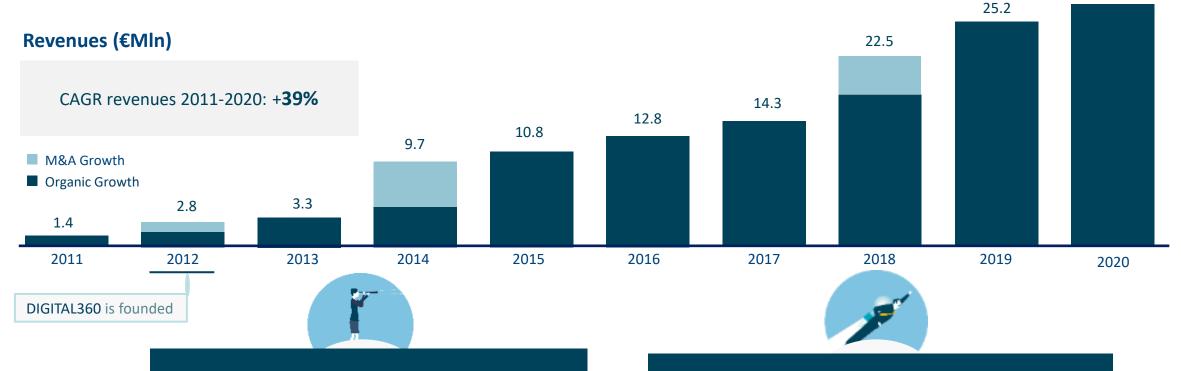
I. Company overview

- II. Business Units
- III. Strategic directions
- IV. Stock Price
- V. Financials

Our History, Vision and Mission

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

26.3



VISION

Digital Transformation and Entrepreneurial

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

MISSION

To help businesses and public bodies in understanding and pursuing their path to Digital Transformation and Entrepreneurial Innovation



Our Business Model: two Business Units leveraging the same Community

Digital Innovation
Supply

TECH COMPANIES

ICT Vendors

Telcos

Software Houses System Integrators

Software and Hardware Resellers

Cloud Providers

Online Marketing Service Providers

New Media Agencies

eCommerce Service Providers

Start-ups

[...]

Over 90,000 Tech Companies

Digital Innovation Market (services, software, hardware)

(over 38 bn euro in Italy)

We have created the largest **Digital Innovation Ecosystem** in Italy involving all the main stakeholders: first of all **tech buyers** & **tech companies**, but also institutions, policy makers, politicians, etc)

We are divided in two **Business Units**

Demand generation

We help the best suppliers of digital solutions/services build a reputation on the market and connect with new customers through innovative **Marketing & Sales Services**

Advisory & Coaching

We help businesses and public bodies pursue their path of digital transformation and entrepreneurial innovation through the provision of innovative **Advisory and Coaching services**

Digital Innovation

Demand

TECH BUYERS

Large Enterprises

SMEs

Micro Enterprises

Independent Professionals

Public Sector Authorities

[...]

Over 4 Million Tech Buyers







The Innovation Ecosystem: Our Community

Digital Innovation
Supply
TECH COMPANIES

ICT Vendors

Telcos

Software Houses System Integrators

Software and Hardware Resellers

Cloud Providers

Online Marketing Service Providers

New Media Agencies

eCommerce Service Providers

Start-ups

[...]

Over 90,000 Tech Companies

NETWORK **DIGITAL** 360

The largest community in Italy of Digital Innovation Ecosystem stakeholders

2.6mln

unique visitors per month (average, 2020) with a max of 4.5 mln unique visitors in April 2020

1st

page on Google with more than 46,000 keywords in the Tech sector

>540,000

fans and followers on social media

56

digital assets (online portals, newsletters, etc)

1,500

original articles published each month

2,300

published white
papers up to date

180,000

profiled contacts in 2020 through events, webinars, white papers and contact center

580

digital events organized in the 2020 with 130,000 registered attendees Digital Innovation

Demand

TECH BUYERS

Large Enterprises

SMEs

Micro Enterprises

Independent Professionals

Public Sector Authorities

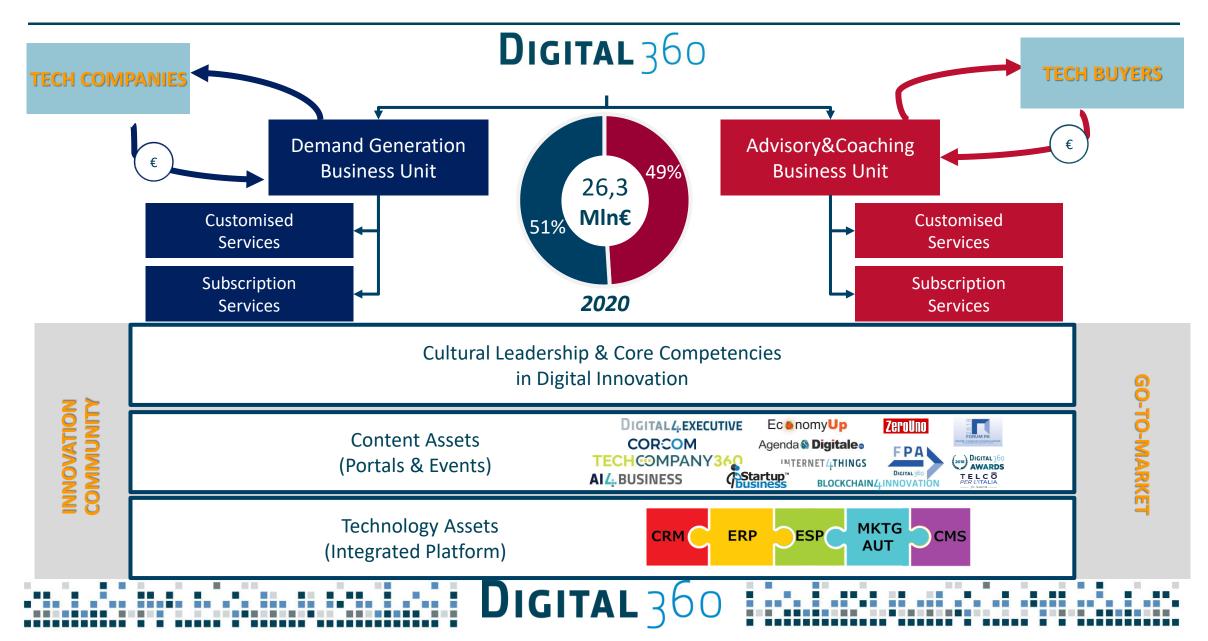
[...]

Over 4 Million Tech Buyers



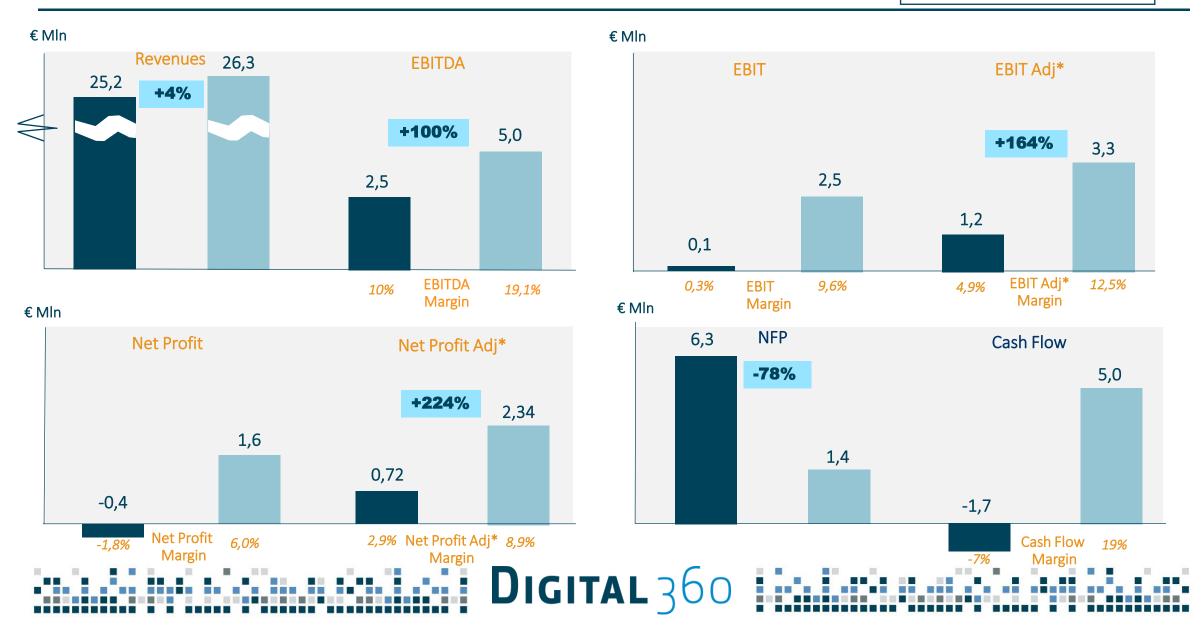


Our Core Competences, Strategic Assets & Go-to-Market Strategy



FY 2020: Key Economic & Financial Indicators (€ Mln)







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Demand Generation

Customised services



Communication

Storytelling
Content Marketing
Communication/Advertising
plans

Open Innovation

Call4ideas Hackathons

Our services

Events

Roundtables & focus groups Conventions, summits, webinars

Research

Surveys, focus groups Customer Insights, Market Outlooks

Lead Generation

Profiling Business meetings

Integrated Projects

Communication, events, lead generation, etc.













































































Demand Generation

Subscription Services: MarTech & SalesTech (an example: «Digital Marketing & Sales Engine»)

- 2020 KPI (vs 31.12.2019)
- Engines sold: 90 (67)
- Average Price: 43k€
- Annual Recurrent Revenues:3.9 M€ (3.0 M€)

Original methodologies and models



Engineering the know how



Recurring Revenues



Software as a Service



Go-to-market Channel



The strong links with
Universities and the
customised projects (i.e.
communication, events, lead
generation) enable the
development of original
digital marketing&sales
methodologies

By leveraging the engineering and systematization of knowledge, our original methodologies evolve into replicable & standardized marketing&sales services

Replicable & standardized marketing&sales services are offered to SMBs through an "As-A-Service" approach, which generates subscription-based revenues on an ongoing basis

The marketing and sales services can be delivered through specific **software-as-a-service platforms** (i.e. Hubspot, Martech proprietary platform, etc.)

The marketing&sales services are promoted through

Digital360hub, all the portals of Digital360 Network and specific events/webinars, generating a steady stream of prospects





Advisory&Coaching

Customised services

Our practices DIGITAL 360 **Smart Working &** IT Governance & Data Information & Industry 4.0 **Data Protection HR Trasformation Driven Innovation** Cyber Security Advisory Compliance & Healthcare Legal Digital Open Services **Audit** Innovation Innovation



















































































Advisory&Coaching

Subscription Services: ConsulTech (an example: Data Protection As-A-Service)

- 2020 KPI (vs 31.12.2019)
- AAS Advisory subscriptions sold: 123 (43)
- Annual Recurrent Revenues: 2.5M€ (1.3M€)

Original methodologies and models



Engineering the know how



Recurring Revenues



Software as a Service



Go-to-market Channel



The strong links with
Universities and the
customised projects (i.e.
communication, events, lead
generation) enable the
development of original
methodologies

By leveraging the engineering and systematization of knowledge, our original methodologies evolve into replicable & standardized advisory services

Replicable & standardized advisory services are offered to SMBs through an "As-A-Service" approach, which generates subscription-based revenues on an ongoing basis

The Advisory services can be based on specific **software-as-a-service platforms**, aimed at making the advisory services themselves more effective and efficient

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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Our Blue Ocean Strategy: Digital As-A-Service (Subscription Business Model)



Our Goal: support SMBs in undertaking **digital transformation**, by outsourcing ICT-intensive processes which, otherwise, would require rare and expensive internal employees

A **new** interpretation of 3 traditional industries to support the digital transformation of SMBs (a huge potential market in Italy)

- with «subscription-based» professional services
- supported by software-aservice platforms
- promoted and sold through our community (innovation ecosystem)

Online Contents & Events Industry



Our innovative approach to SMBs

OUR GO TO MARKET (THE INNOVATION ECOSYSTEM)

OUR CORE COMPETENCIES

OUR TECHNOLOGICAL
PLATFORMS & SOFTWARE
AS A SERVICE

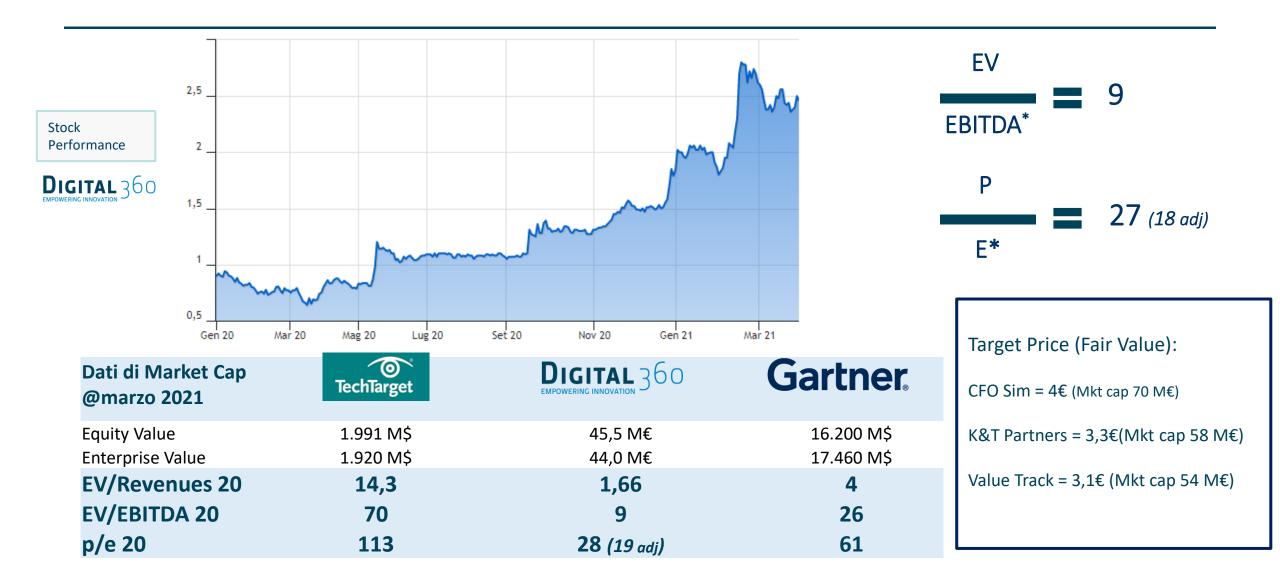
Strategic Actions in 2021

- Focus on the development of **Subscription Services**, with **recurrent revenues** in both business units:
 - Demand Generation
 - Advisory & Coaching
- 2 Investments in
 - core competencies in digital innovation (knowledge, engineered know-how, etc.)
 - **technological platforms** (AI, RPA, Analytics, CRM, Martech, Digital Events, HRTech, etc.)
 - content assets (portals, SEO, social networks, etc.) to develop our community (innovation ecosystem)
- 3 M&A
 - Scouting of different types of companies: innovative software companies, online portals in complementary markets, innovative B2B marketing agencies, small consultech companies, ecc.
- **Internationalization**
 - focus on the first geopolitical area



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Stock performance & Market multiples







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Financials: Income statement

Operating Results - P&L	31.12.19	31.12.20	Δ	
Euro/mlns				Net effect of the decrease in revenues linked to «in presence» events, largely offset by the
Revenues	25,2	26,3	+4%	growth of digital services and remote services
EBITDA	2,5	5,0	100%	
% Ebitda / Total Revenues	10,0%	19,1%		The growth of digital and remote services has exploited the scalability of the business, resulting in only modest increases in costs,
EBIT % Ebit / Total Revenues	0,1 0,3%	2,5 9,6%	N.S.	with an evident effect on the improvement of margins overall
EBIT Adjusted	1,2	3,3	164%	
% Ebit Adjusted / Total Revenues	4,9%	12,5%		
Net profit	-0,4	1,6		(*) EBIT and Net Profit Adjusted are reclassified
% Net profit / Total Revenues	-1,8%	6,0%		without taking into account the amortization of the consolidation differences
Net Profit Adjusted	0,72	2,34	224%	
% Net Profit Adjusted / Total Revenues	2,9%	8,9%		

Financials: Financial statement

Balance Sheet	31.12.2019	31.12.2020	Change	Change %	
Euro/mlns					
Fixed Assets					r
Materials	0,5	0,5	0,0	n.s.	Ш
Immaterials	9,3	8,5	-0,8	-8%	Ш
Financials	0,1	0,1	0,0	n.s.	
Total Fixed Assets A	9,9	9,1	-0,8 <	-8%	أہر
Operating Working Capital (OWC)					
Receivables	9,4	10,2	0,8	9%	
Commercial Debts	-3,1	-3,4	-0,3	8%	ノ
Other short terms ass/liabilities	-0,7	-3,5	-2,7	369%	
Total Operating Working Capital B	5,6	3,4	-2,2	-39%	7
Net Capital Invested (CNI) A+B	15,5	12,5	-3,0	-19%	[
Equity and Banks					
Equity and burns	8,1	9,8	1,7	21%	ı
Net Financial Position	6,3	1,4	-4,9 <	-78%	اد ا
Other funds	1,0	1,3	0,3	25%	_
Total Equity, Banks and Funds	15,5	12,5	-3,0	-19%	

The reduction is due to amortization which reduced its book value.

About half of the total value of the fixed assets (€ 4.5M) is represented by the consolidation differences arising from M&A transactions;

the residual part derives from the costs of R&D, technological development and launch of new services

The growth reflects the increase in turnover and improved payment conditions

In addition to the effect related to receivables and payables, the reduction is a consequence of (i) the collection of tax credits and (ii) the increase in tax debts, as a result of the profits generated

The change mainly reflects (i) positive operating cash flows (+5.0M), (ii) positive change in OWC (2.2M) and (iii) the investments made (-1.7M)





Financials: Net Financial Position and Cash Flow

Cash	ر F	201	20	\/C	20	119
Casi		ZU 2	_U	V O	ZU	エコ

	31/12/19	31/12/20	Δ
Ebitda Severance pay and other funds Investments	2,5 0,3 -1,9	5,0 0,2 -1,7	2,5 -0,1 0,2
CF from business and investments (A) Tax	0,9	3,5 -0,6	2,6 -0,2
Interests on loans CF from Fiscal and Interests (B)	-0,4 -0,7	-0,3 -0,9	-0,1 -0,2
ΔOWC (C)	-0,8	2,0	2,8
Operating Cash Flow (A+B+C)	-0,6	4,6	5,2
Extraordinaries (M&A)+others	-1,2	0,3	1,5
Free Cash Flow	-1,7	4,9	6,6

CF Margin & PFN/EBITDA 2020 vs 2019

	31/12/2019	31/12/2020
Revenues	25,2	26,3
Cash Flow	-1,7	4,9
CF Margin	-7%	19%
PFN	6,3	1,4
PFN/EBITDA	2,52	0,28

The business trend, accompanied by careful financial management, generated strong cash flows









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Annexes

Covid time: efficiency & effectiveness of full smart working

To keep updated the whole staff:

- Coronavirus time Weekly update webinar every week
- Digital360 Insight #restiamoacasa special edition (twice per week)



To collect ideas and contributions:

• CallXAction – Ready.... Go!



To understand, engage and be closer to everyone:

- Survey Smart Working
- App Beaconforce
- Facebook Workplace



To offer training and new opportunities to all:

- 360digitalskill
- Webinar
- English Courses
- Area-specific training initiatives

