



# **DIGITAL360**

## **Investor Presentation**

*Milan, 4th October 2023*



**I. Company overview**

**II. Demand Generation**

**III. Advisory & Coaching**

**IV. International Presence**

**V. Benefit Company & Sustainability**

**VI. Financials**

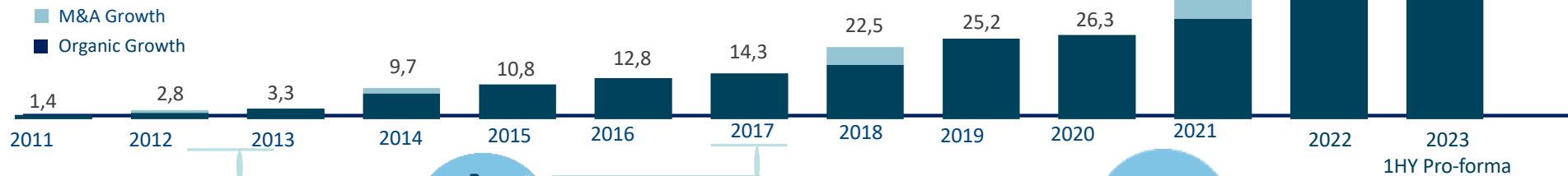
## History and growth

**DIGITAL360**

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

### Revenues (€Mln)

CAGR 2011-2022: **+44%**



DIGITAL360 is founded

DIGITAL360 went public

### ORGANIC GROWTH

Organic CAGR: **20%**

### M&A GROWTH

Aimed at consolidating fragmented markets

**34** acquired companies so far



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# Stock performance

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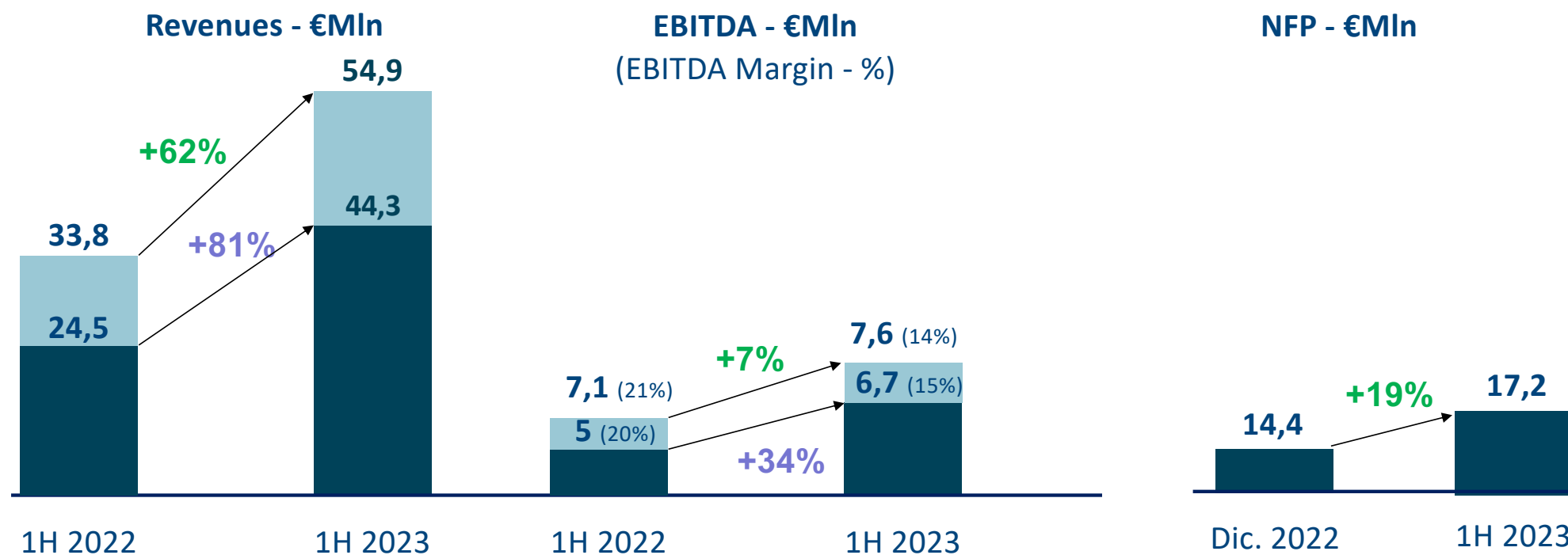


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## HY 2023 / HY 2022: Key Economic Indicators

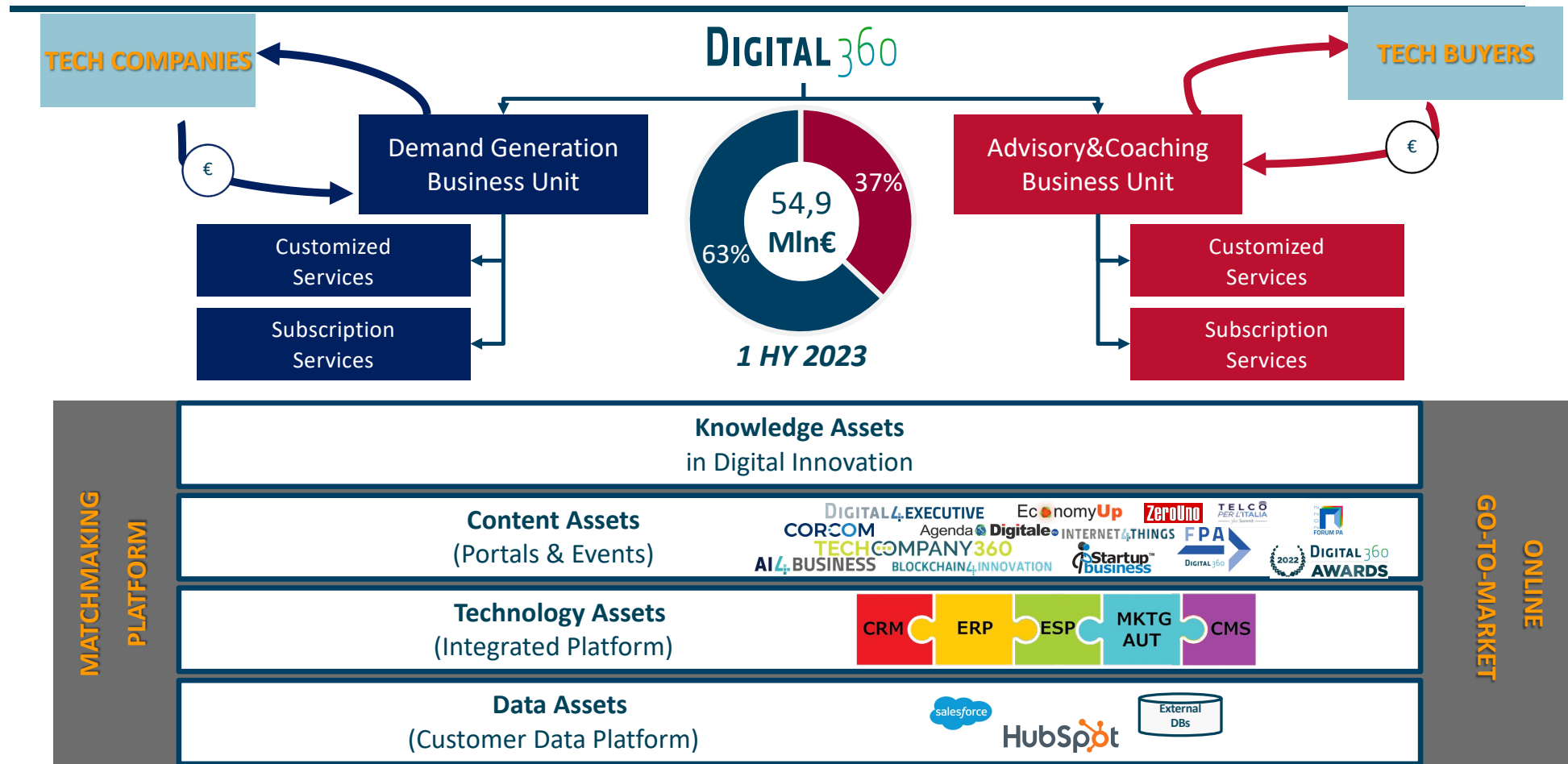
■ Reported data ■ Pro Forma data



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## Two Business Units leveraging the same Strategic Assets



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## Strategic directions

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**SD1** Investments in our strategic assets (Knowledge, Content, Technology, Data assets)

**SD2** Subscription services

**SD3** M&A

**SD4** Internationalization

**SD5** Benefit Company & Sustainability



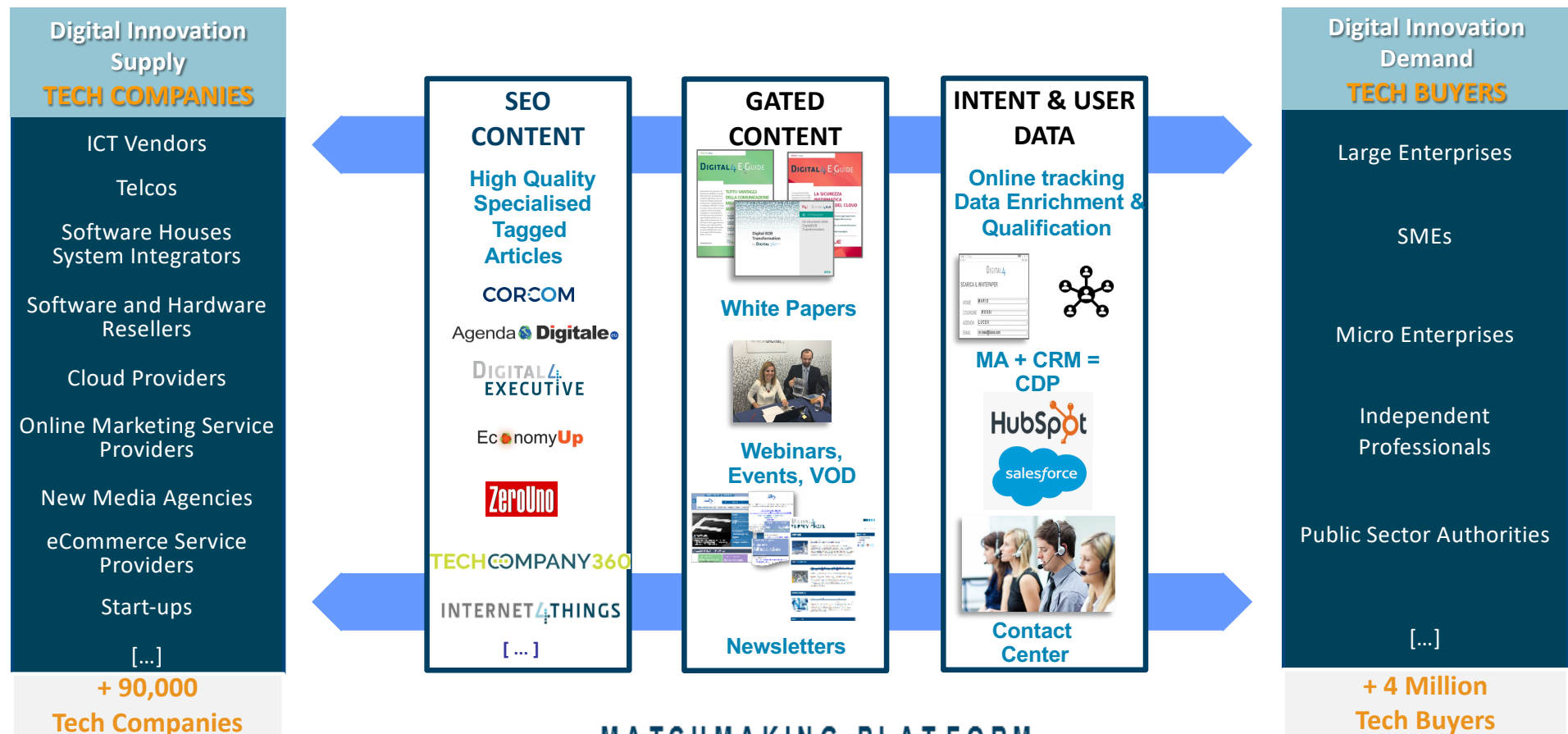
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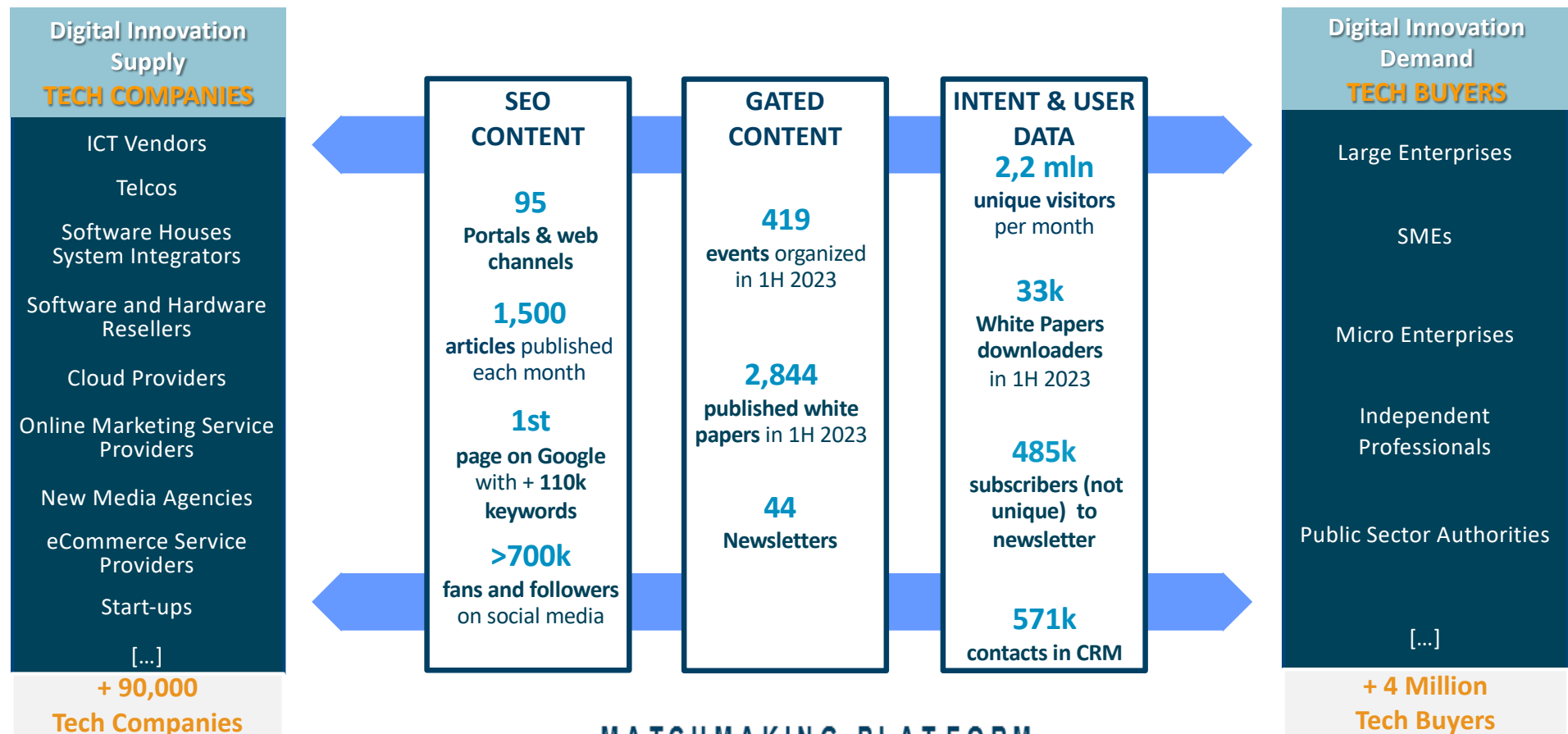
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## Matchmaking Platform: our Strategic Assets (Knowledge, Content, Technology, Data)



## Matchmaking Platform: key numbers Italy



MATCHMAKING PLATFORM

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## Demand Generation: an innovative integrated Business Model

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Our competitive advantages:

- **Unique integrated positioning on the market** (important synergies and economies of scope)
- **End2end approach** to lead generation, based on **assets: technology, content, data** (Matchmaking Platform)
- **One-stop shop**, able to cover all needs and all services - LG, webinars, events, PR, storytelling, content providing, etc (**preferred agency** of many vendors)
- **Critical mass & economies of scale**



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## Demand Generation: Customized Services

### Services

#### Communication

Storytelling  
Content Marketing  
PR  
Advertising

#### Events

Roundtables & focus groups  
Conventions & summits  
Digital events & webinars

#### Lead Generation

Content distribution  
Marketing Automation  
Profiling  
Business meetings

#### Others

Open Innovation: Call4ideas, Hackathons  
Research: Surveys, Focus groups, Customer Insights, Market Outlooks



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## Demand Generation: Subscription Services

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### Subscription Services based on MarTech & SalesTech



The strong links with Universities and the customized 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.)



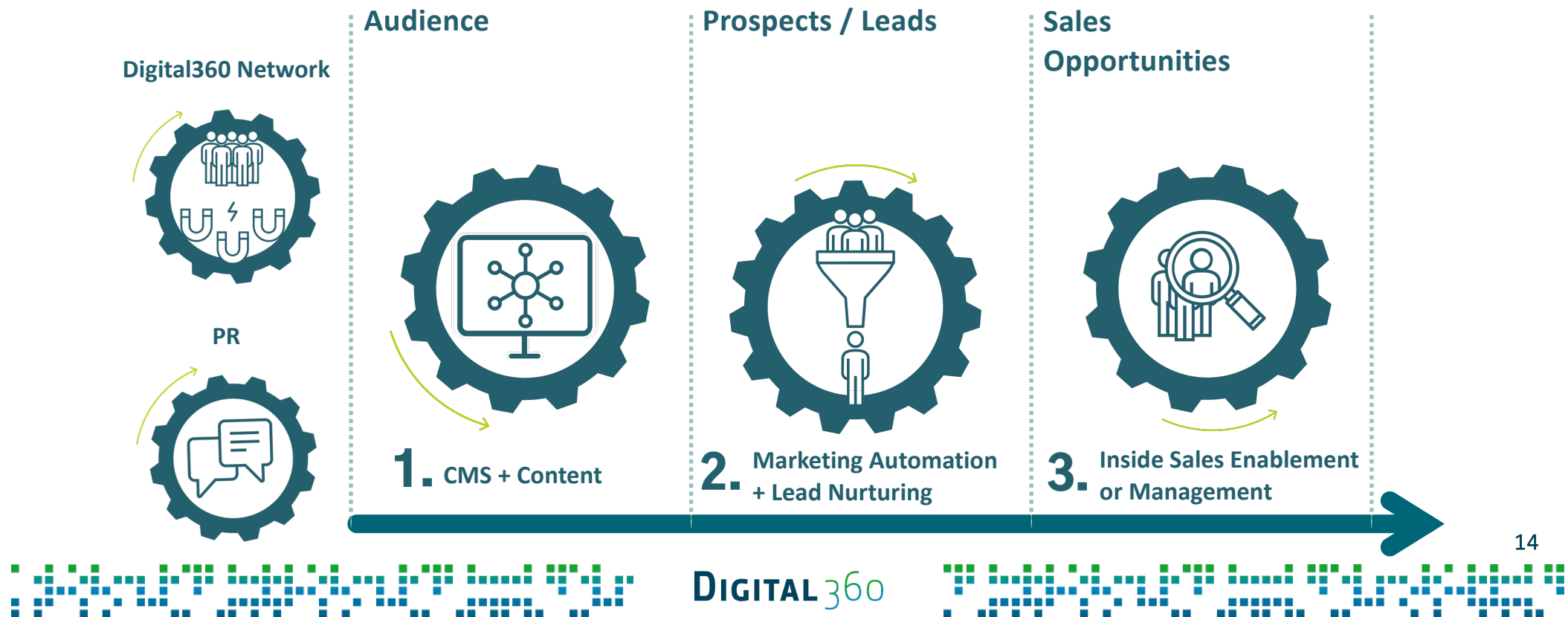
The marketing & sales services are promoted through **Digital360hub**, all the portals of **Digital360 Network** and specific **events/webinars**, generating a **steady stream of prospects**



## Demand Generation: The Marketing & Sales Engine (an example of Subscription Service)

Marketing & Sales Engine is an innovative approach, aimed at both

- strengthening the **online positioning** and **brand awareness** of a Tech Company
- and **generating business opportunities** on a continuous basis



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## Advisory&Coaching: Customised Services

### Services

PA

HR  
Transformation

Cybersecurity

Audit Risk  
Compliance

Others



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## Advisory&Coaching: Subscription Services

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### Subscription Services based on **ConsulTech**



The strong links with Universities and the customized 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**



## Advisory&Coaching: VA/PT As-A-Service (an example of Subscription Service)

Through one of our companies, CryptoNet Labs, we continuously check the state of vulnerability of infrastructures, services and applications, assess the robustness of the security mechanisms in place and identify corrective actions to keep the level of technological risk within predetermined limits and help customer's people to solve or mitigate risks, coaching them and verifying the effectiveness of the solution



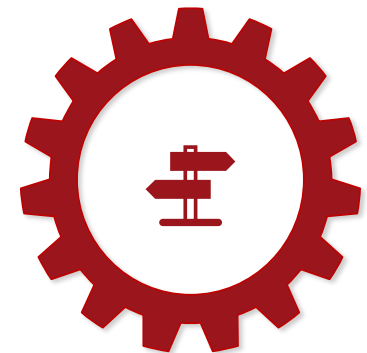
1. Service Design



2. VA/PT Pianification,  
Execution and Reporting



3. Coaching about  
vulnerability management



4. Effectiveness  
Verification



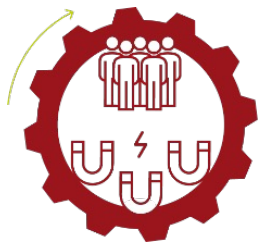
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## Advisory&Coaching: Data Protection As-A-Service (an example of Subscription Service)

We act as **Data Protection Officer (DPO)** on behalf of Companies and Public Administrations, performing support and control, advisory, training and information functions in relation to the application of the GDPR, but also cooperation with Control Authorities and Data Subjects

Information and  
Training



GRC 360



1. Advising on  
Obligations



2. Scheduling and delivery  
of risk-based audits



3. Assistance in Managing  
the Relationship



4. Specialist support



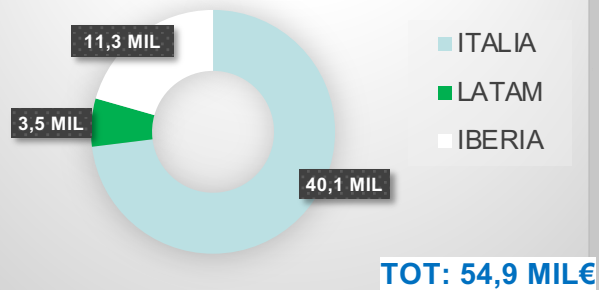
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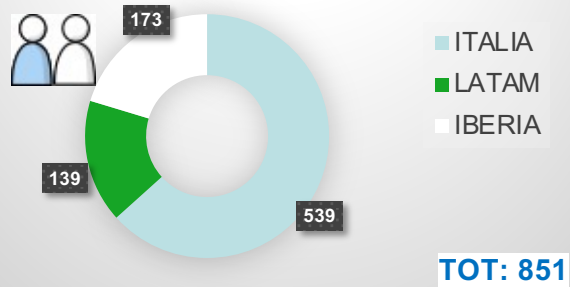
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## Demand Generation: our international presence

### Revenues 1H 2023



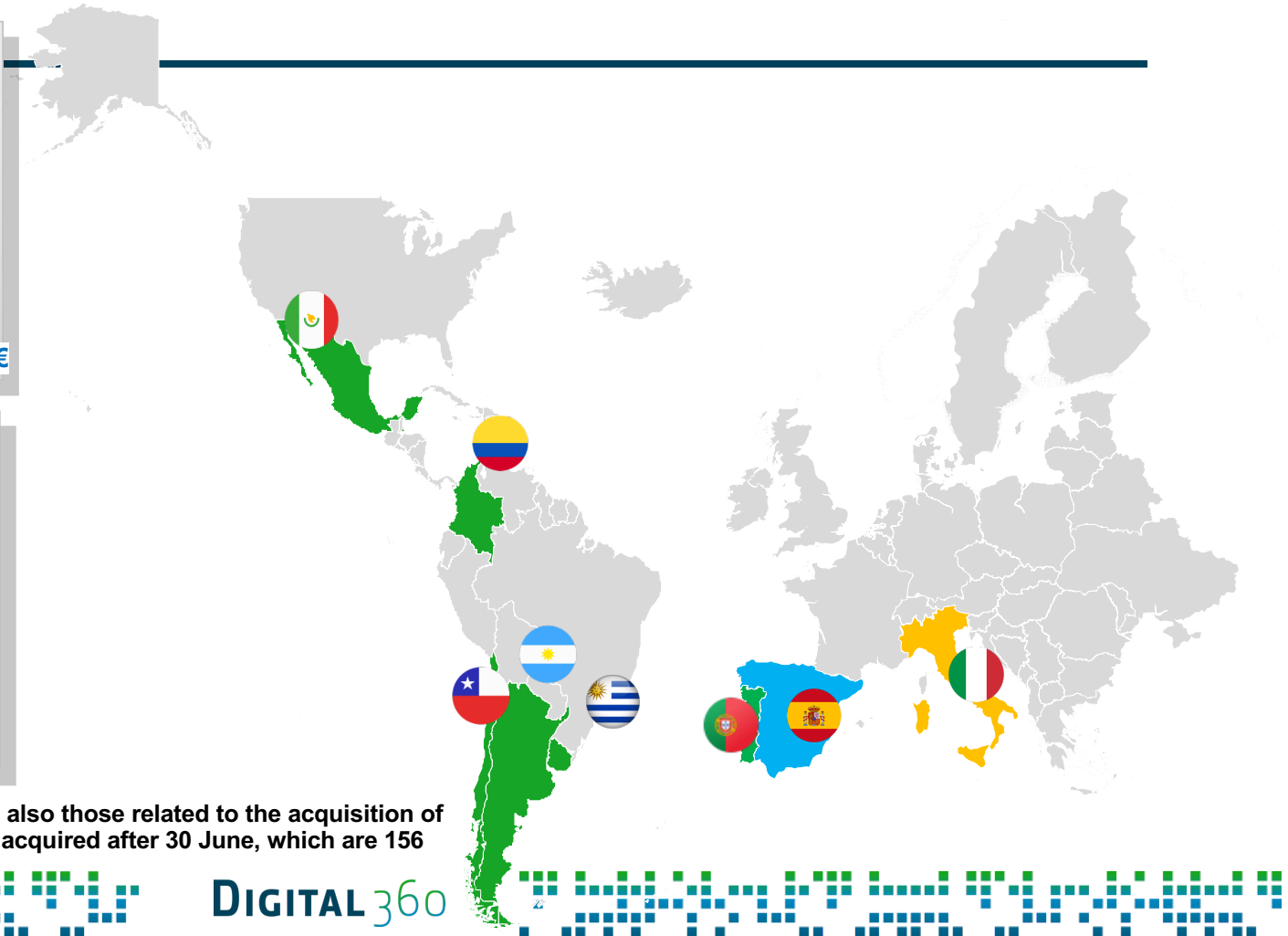
### Full Time Equivalent



\*In addition to the FTE present in Iberia there are also those related to the acquisition of Omnitel Comunicaciones and AdjudicacionesTic acquired after 30 June, which are 156



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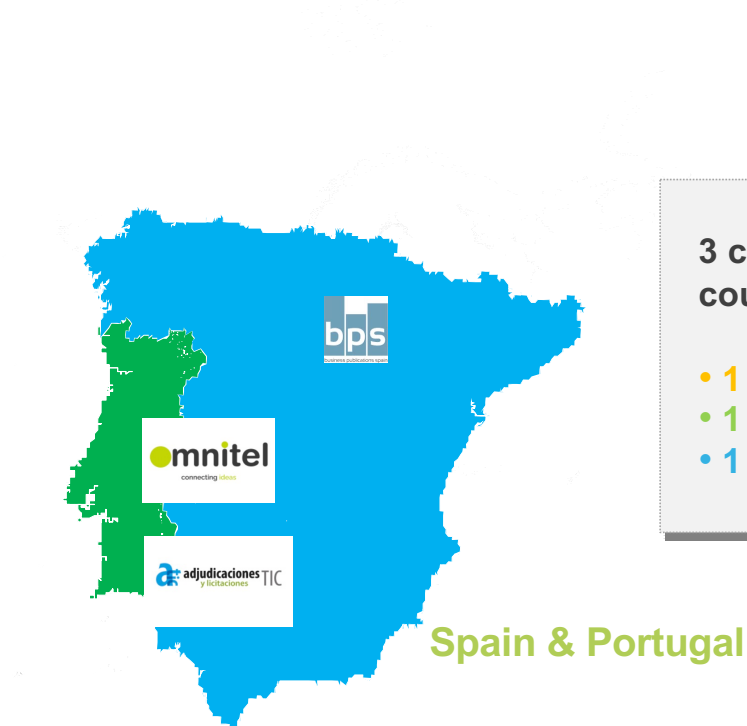
## DIGIXEM360: our LATAM branch



## Digital360 Iberia: our Iberic Peninsula branch

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**1H 2023 Proforma**  
Revenues: 11,3 MIL€  
EBITDA: 0,9 MIL€



**3 companies in 2 countries:**

- 1 Publisher
- 1 Consultech provider
- 1 Marketing agency



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## Benefit Company & Sustainability

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- ✓ To strengthen our commitment to pursue objectives of common good, related to develop a **greater digital culture** and the promotion of **digital innovation as a lever for sustainable & inclusive economic growth**

### Our Goals



1

The **dissemination of digital culture** at all levels, with the aim of accelerating the process of digital innovation



3

The promotion of a more **inclusive labour market**, in particular for fragile people



2

Mentoring entities or organizations of any kind to help them fully understand the opportunity offered by **digital innovation** to develop **sustainable and inclusive growth paths**



4

The **growth of its people**, fostering their wellbeing in both the professional and personal spheres, seeking to **promote diversity** and to make the most of the aptitudes and aspirations of each individual

We have published our first **Impact Report** and our first **Sustainability Report**



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## Benefit Company & Sustainability

- **«Al Lavoro 4.0»** is a social innovation project aiming at creating a more inclusive labor. The project is organized in collaboration with Caritas Ambrosiana and Fondazione San Carlo Onlus to help young NEETs (Not in Education Employment or Training) join employment thanks to the new jobs forged by this digital transformation
- **«Prison, work, freedom»** the commitment to the social reintegration of inmates and ex-convicts and collaboration with prison associations such as Sesta Opera San Fedele has a twofold objective: on the one hand, to raise awareness among companies so that they can offer concrete job opportunities to inmates or ex-convicts by organising one-to-one meetings or dedicated events; on the other hand, to offer some inmates support and mentoring to develop new digital-related skills or to set up new businesses (start-ups). One example is the Atacama project, a social cooperative founded by inmates that the Group is assisting with economic support tools for training and mentoring activities
- **Banco Alimentare digitalization** - Banco Alimentare promotes and implements activities about the importance of giving value to food and not wasting it. DIGITAL360 supports it in the digitalization of processes and the design of an evolutionary map of different information systems, supporting the increasingly effective pursuit of high social impact aims
- **Digital Angels – City Angels Onlus** City Angels Onlus is committed to helping the homeless and tackling urban crime; Digital360 is backing them with a team of "Digital Angels" who are helping them use digital tools for their goals (fundraising, volunteer campaigns...)
- **"Diversity360 - stories of an inclusive digital world"** is a communication and networking initiative aimed at promoting the access to digital employment of those with physical and/or mental impairments. The project aims to highlight the stories of professional growth of people with impairments. Companies from the high-tech world and volunteering associations were engaged
- **"Dove andare per Milano"** a guide for homeless that collects and offers information on where to eat, dress, sleep and is distributed free of charge in stations, dormitories, canteens and all places in Milan frequented by homeless people. DIGITAL360 has collaborated with Avvocati di Strada Onlus, Linklaters, Chiesa Valdese and the Municipality of Milan to enrich and integrate the new version and ensure that it is also accessible on digital channels, offering an opportunity for networking and updating to associations that are members or those that can offer and report useful services.



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## Financial HY 2023 - Income statement

P&L	Finacial Statement			Pro Forma	Growth %
	30.06.22	30.06.23	23 vs 22	30.06.23	23PF vs 22
Euro/Mlns					
<b>Total Revenues</b>	<b>24,5</b>	<b>44,3</b>	<b>80%</b>	<b>54,9</b>	<b>124%</b>
<b>EBITDA</b>	<b>5,0</b>	<b>6,7</b>	<b>34%</b>	<b>7,6</b>	<b>52%</b>
% Ebitda / Total Revenues	20,4%	15,2%		13,9%	
<b>EBIT</b>	<b>3,1</b>	<b>3,2</b>	<b>3%</b>	<b>3,5</b>	<b>15%</b>
% Ebit / Total Revenues	12,6%	7,2%		6,5%	
<b>EBIT Adjusted</b>	<b>3,8</b>	<b>5,0</b>	<b>32%</b>	<b>5,9</b>	<b>55%</b>
% Ebit Adjusted / Total Revenues	15,6%	11,4%		10,8%	
<b>Net Profit</b>	<b>1,8</b>	<b>0,8</b>	<b>-55%</b>	<b>1,0</b>	<b>-47%</b>
% Net Profit / Total Revenues	7,5%	1,9%		1,8%	
<b>Net Profit Adjusted</b>	<b>2,6</b>	<b>2,7</b>	<b>5%</b>	<b>3,3</b>	<b>30%</b>
% Net Profit adjusted / Total Revenues	10,4%	6,1%		6,1%	

\* I dati Adjusted are revised to offset effects of amortization of consolidation differences



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## Financials HY 2023 - Balance Sheet

Balance sheet	31.12.2022	30.06.2023	Change	Change %	Δ scope of conso.
Euro mlns					
<b>Fixed assets</b>					
<i>Tangibles</i>	1,2	1,1	-0,1	-8%	0,0
<i>Intangibles</i>	38,8	38,9	0,1	0%	0,0
<i>Financials</i>	1,9	1,9	0,0	-2%	0,0
<b>Total fixed assets A</b>	<b>41,9</b>	<b>41,9</b>	<b>0,0</b>	<b>0%</b>	<b>0,0</b>
<b>Operating Working Capital (OWC)</b>					
<i>Trade receivables</i>	26,3	29,7	3,4	13%	0,2
<i>Trade payables</i>	-10,8	-9,2	1,6	-15%	-0,2
<i>Other short terms ass/liabilities</i>	-11,8	-12,5	-0,7	6%	-0,4
<b>Total Operating Working Capital (OWC) B</b>	<b>3,7</b>	<b>8,0</b>	<b>4,3</b>	<b>117%</b>	<b>-0,3</b>
<b>Net Capital Invested (CNI) A+B</b>	<b>45,6</b>	<b>50,0</b>	<b>4,3</b>	<b>10%</b>	<b>-0,3</b>
<b>Equity and banks</b>					
<i>Net Equity</i>	26,8	27,9	1,1	4%	-0,1
<i>Net financial position</i>	14,4	17,2	2,8	20%	-0,3
<i>Other funds</i>	4,4	4,8	0,4	9%	0,0
<b>Totale mezzi propri e mezzi terzi</b>	<b>45,6</b>	<b>50,0</b>	<b>4,3</b>	<b>10%</b>	<b>-0,3</b>

Growth due to the effects of:

- Investments in innovation (2,5M)
- Increase in Goodwill due to M&A (1,1M)
- Change in perimeter (0,0M)
- Amortization (-3,5M)

- Receivables increase a bit more than revenue growth
- Other Assets and Liabilities change:
  - 0,4 increase in net liabilities for different consolidation scope
  - 2,0 Vendor loan payment (decrease)
  - 2,3 Other net liabilities (mainly for direct taxes due to different due date)

## Financials HY 2023 - Cash Flow and change in Net Financial Position

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<b>NFP at 31.12.2022</b>	<b>14,4</b>
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Operating Cash Flow	3,2
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Investments in innovation	-2,5
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M&A cash out	-3,7
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Different scope of consolidation	0,2
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<b>Tot 1 H 2023 change</b>	<b>-2,8</b>
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<b>NFP at 30.06.2023</b>	<b>17,2</b>
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