



DIGITAL360

Investor Presentation

Milan, 3rd April 2023



- I. Company overview**
 - II. Demand Generation**
 - III. Advisory & Coaching**
 - IV. International Presence**
 - V. Benefit Company & Sustainability**
 - VI. Financials**
 - VII. Annex**
- 

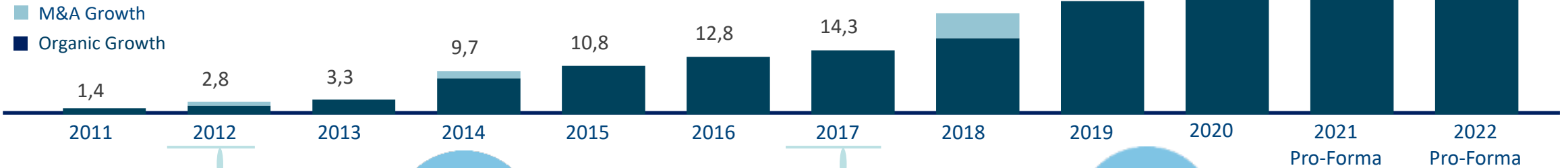
History and growth

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

31 acquired companies so far

DIGITAL360

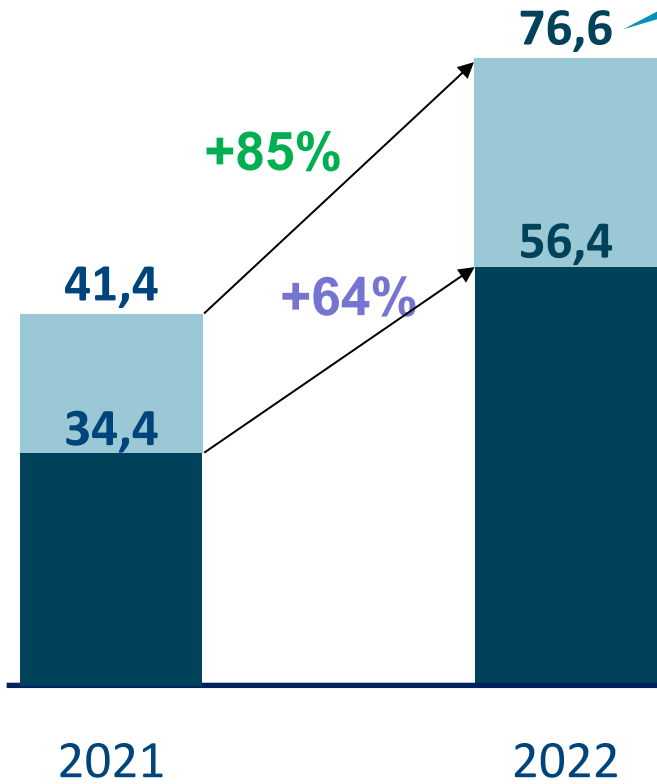
FY 2022 / FY 2021: Key Economic Indicators – 1

Reported data

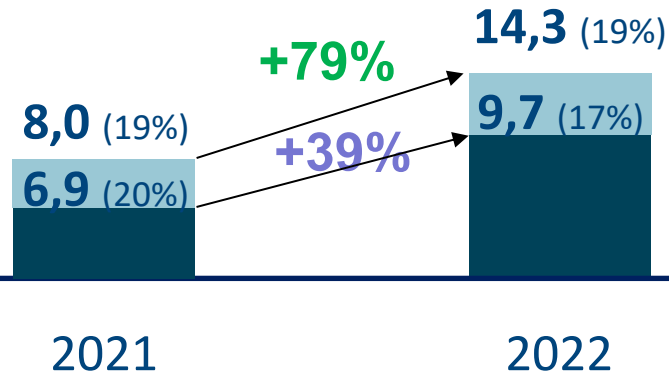
Pro Forma data

**Annual Recurrent Revenues 2022:
17,1 mln (+60% vs 10,5 mln 2021)**

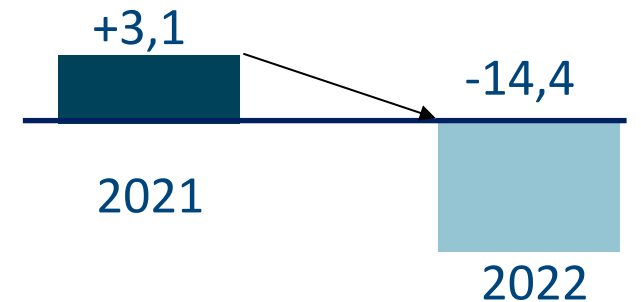
Ricavi - €Mln



EBITDA - €Mln
(EBITDA Margin - %)



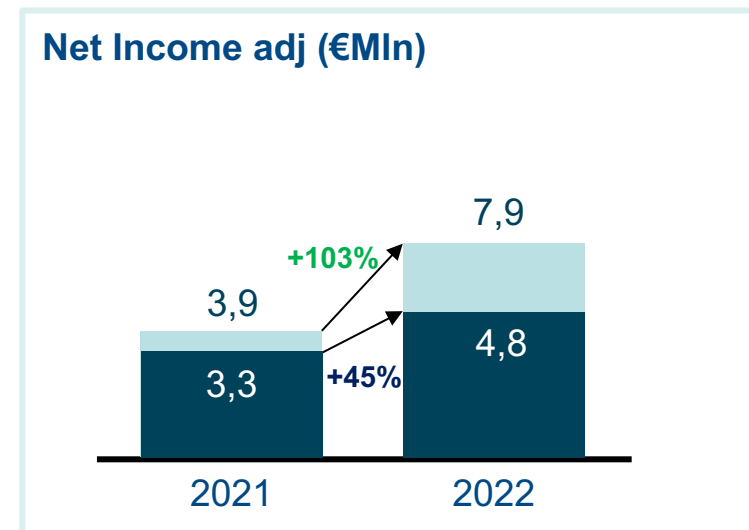
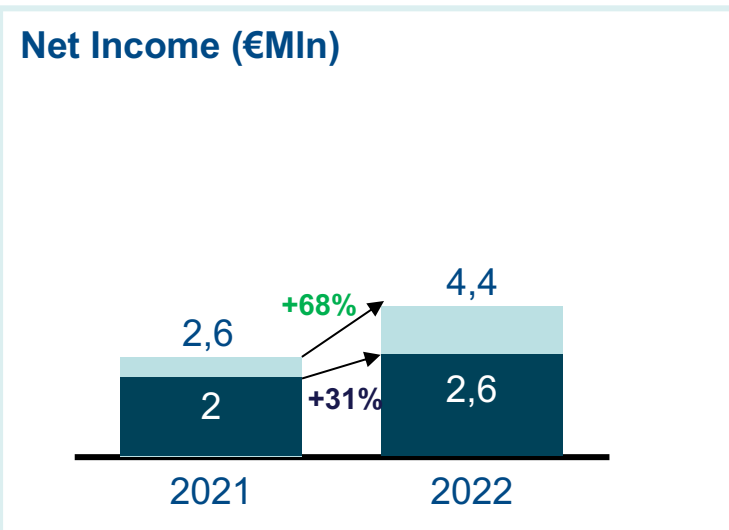
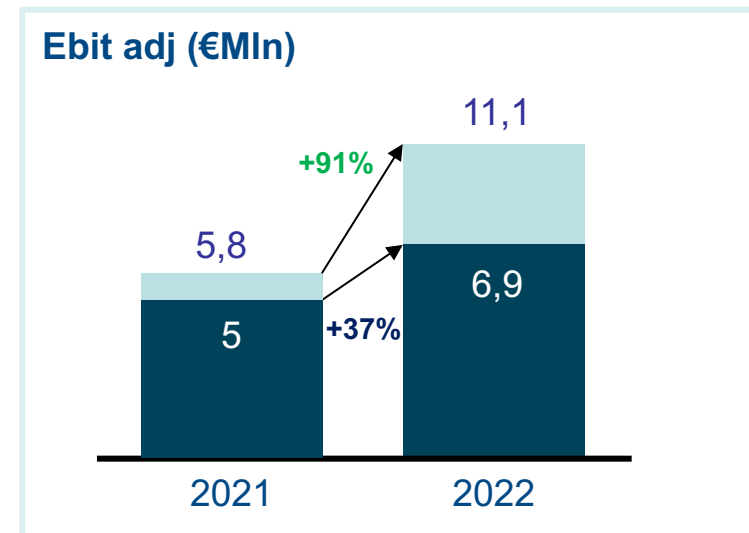
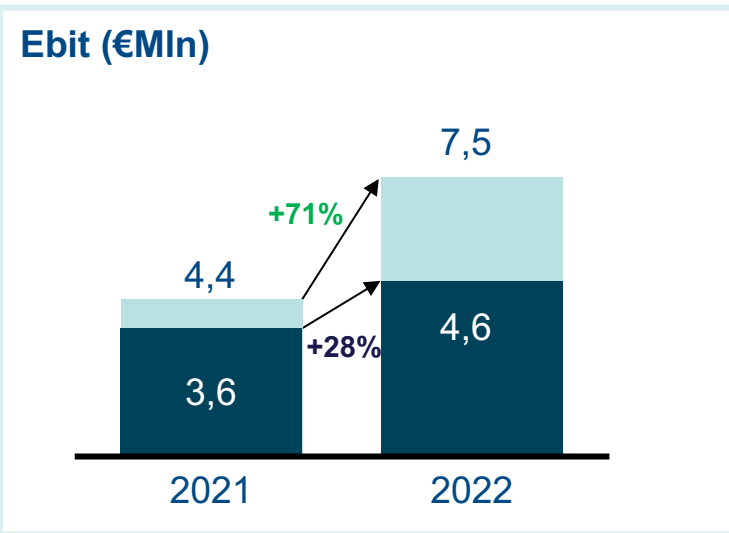
PFN - €Mln



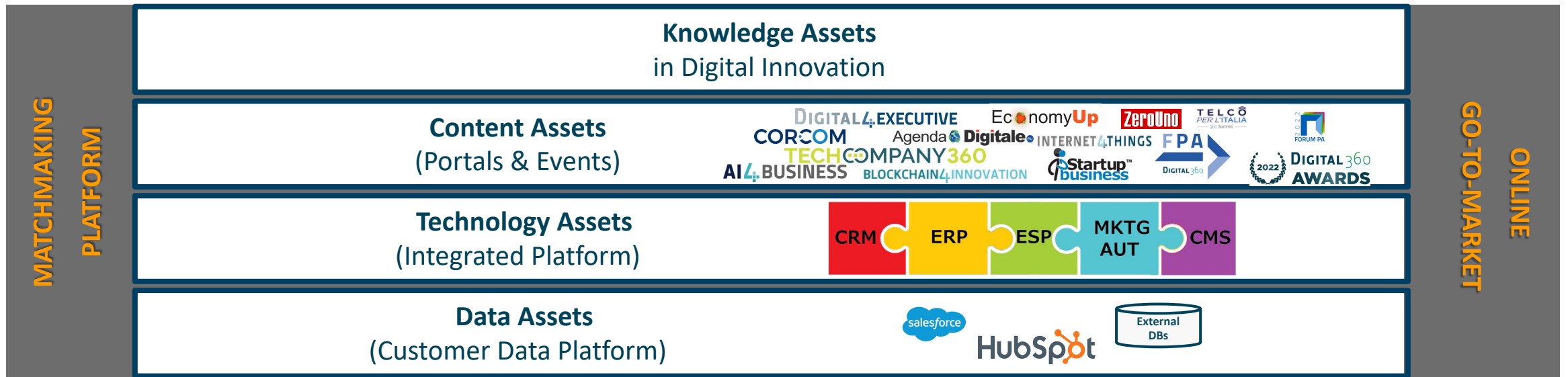
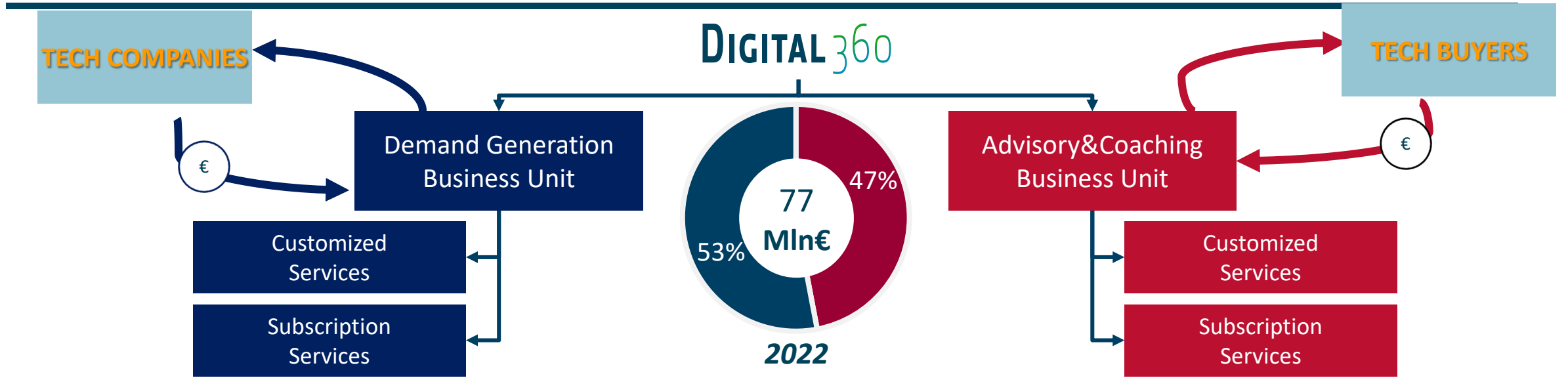
FY 2022 / FY 2021: Key Economic Indicators – 2

Reported data

Pro Forma data



Two Business Units leveraging the same Strategic Assets



Strategic directions

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


SD2 Subscription services

SD3 M&A

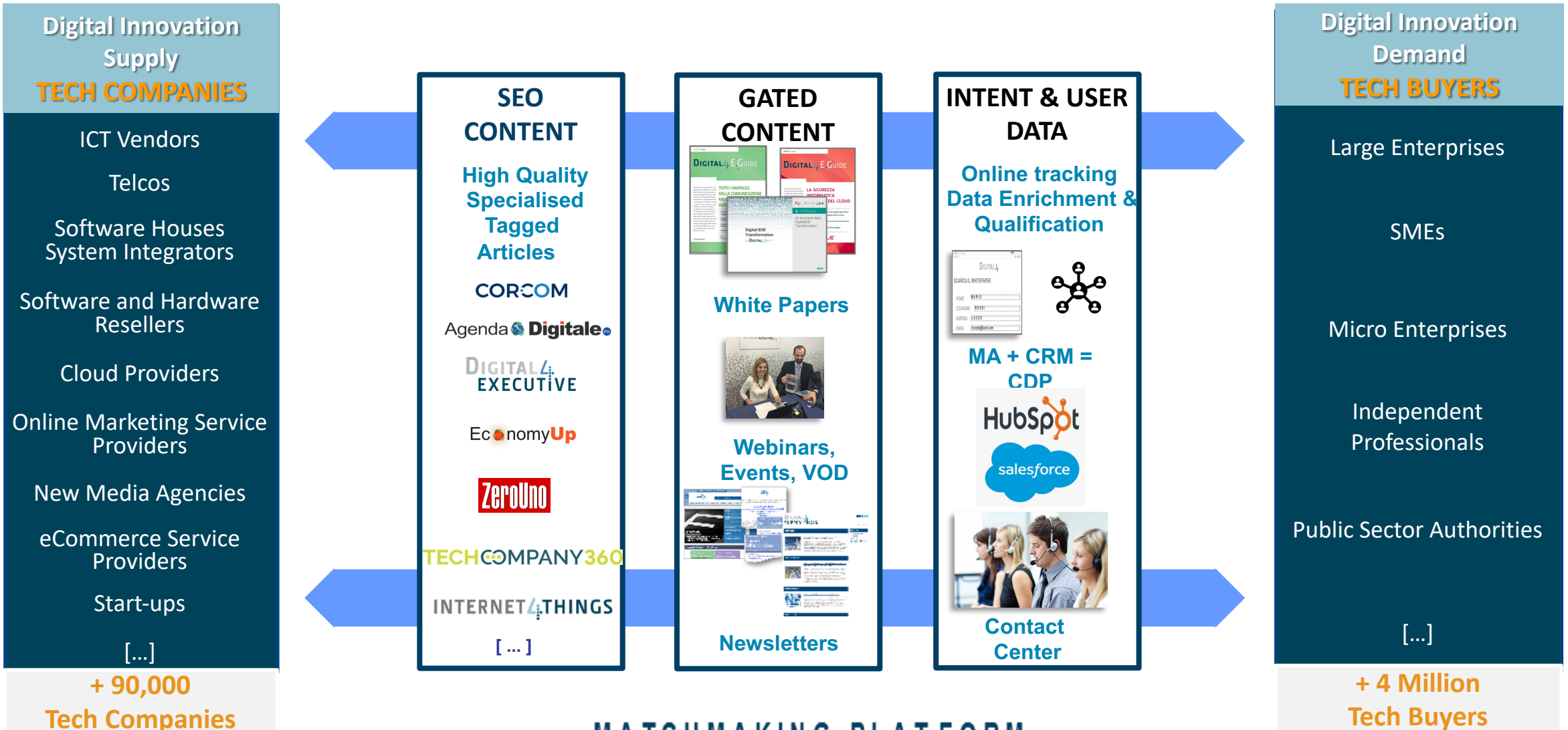
SD4 Internationalization

SD5 Empowerment of managerial structure & corporate staff

SD6 Benefit Company & Sustainability

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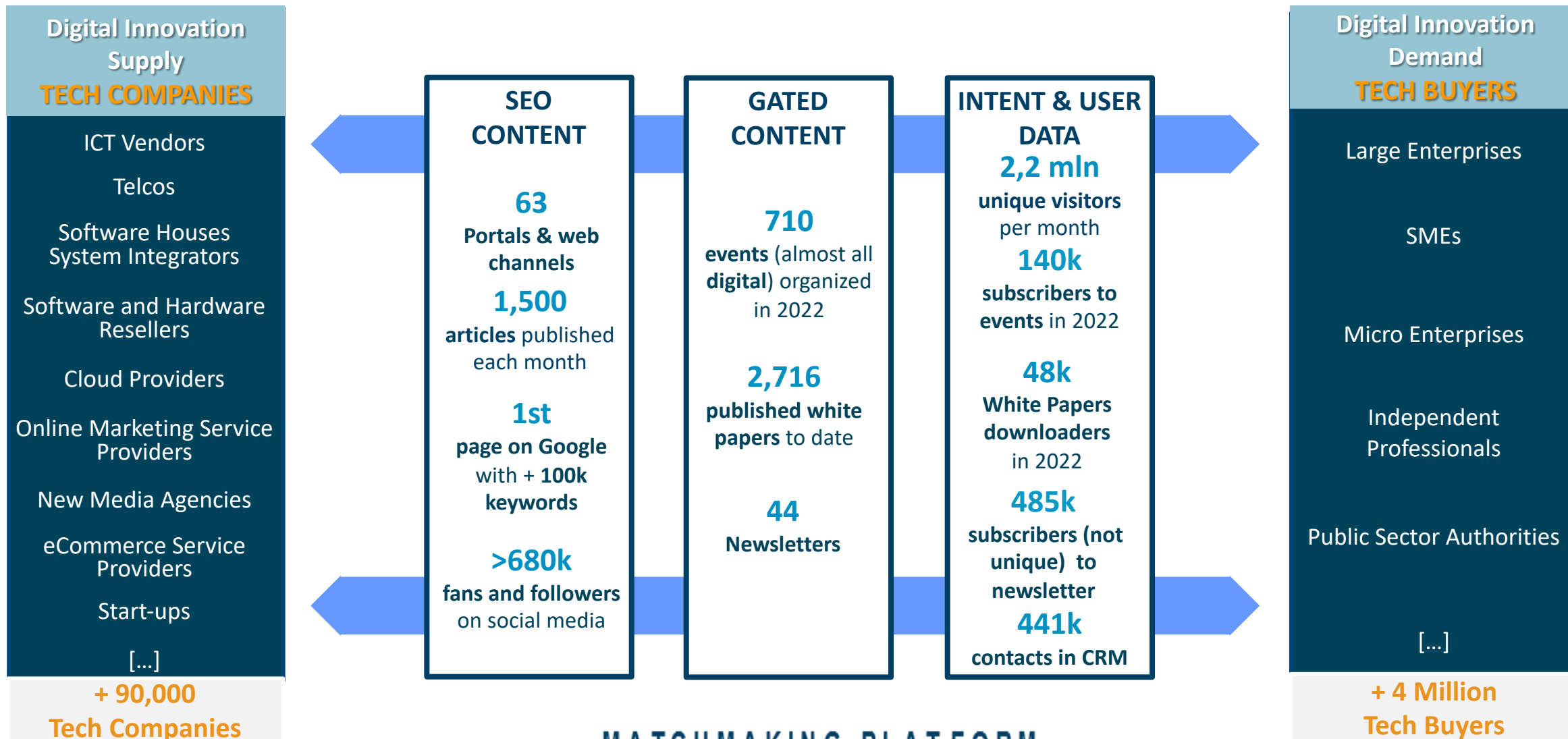
Matchmaking Platform: our Strategic Assets (Knowledge, Content, Technology, Data)



MATCHMAKING PLATFORM

DIGITAL 360

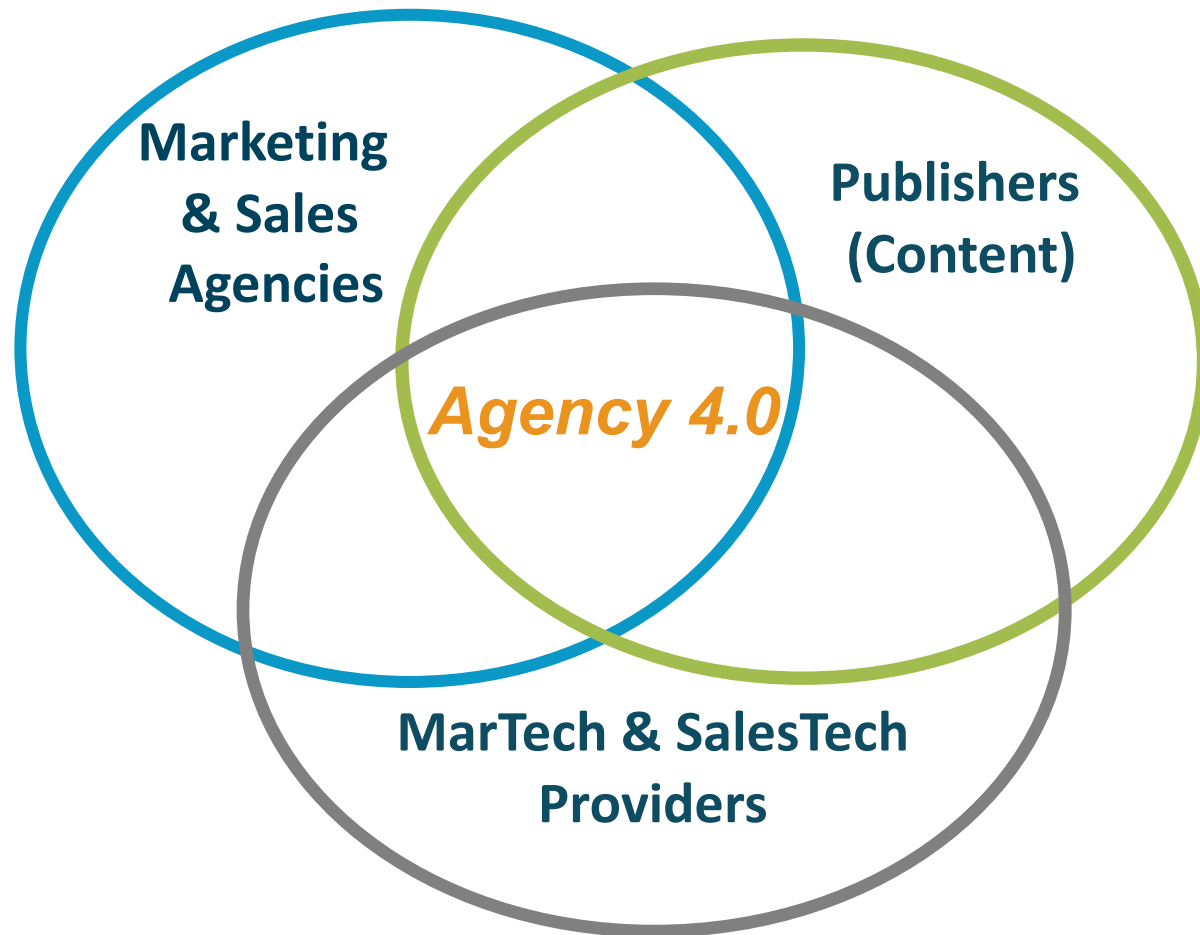
Matchmaking Platform: key numbers



MATCHMAKING PLATFORM

DIGITAL 360

Demand Generation: an innovative integrated Business Model



Our competitive advantages:

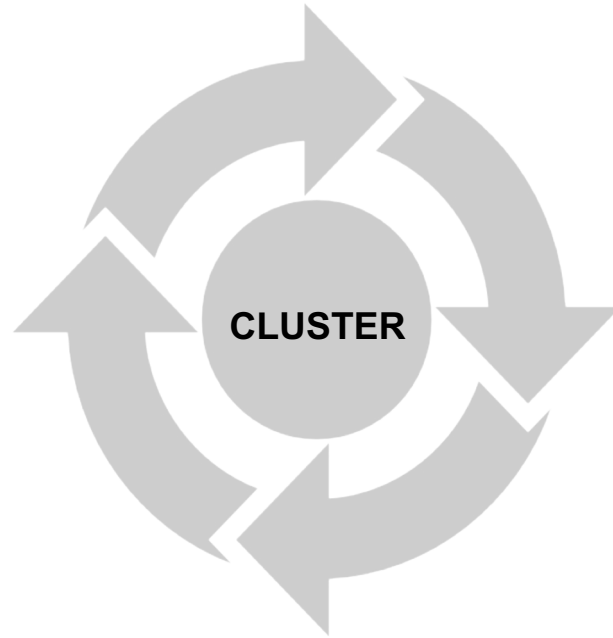
- **Unique integrated positioning on the market** (important synergies and economies of scope)
- **End2end approach** to lead generation, based on **assets: technology, content, data (Matchmaking Platform)**
- **One-stop shop**, able to cover all needs and all services - LG, webinars, events, PR, storytelling,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

Demand Generation: clusters

ICT&Strategy



CUSTOM



**Martech e
Salestech**

ICT&Strategy

DigitalSales
LEAN EVOLUTION

ServicePro

delmonte
YOUR DIGITAL JOURNEY

IMAGEWARE
Communication & Relationships

·INSIDE·
DENTRO LA COMUNICAZIONE

Revenues 2022 Italy: approx. 23 mln Euro

Revenues 2022 Italy: approx. 10 mln Euro

Revenues 2022 Italy: approx. 33 mln Euro

DIGITAL 360

Demand Generation: a brief on the companies acquired in 2022



Delmonte is a company focused on martech/salestech in the B2b market and one of the most relevant Hubspot Italian partner. Through this acquisition, Digital360 will push the growth in the “out of ict” market



Digital Sales is a start up founded by one of the most important entrepreneur in the digitalization of marketing and sales processes. Through this acquisition, Digital360 will be able to enlarge the service portfolio supporting B2b companies from online positioning to lead generation/management and sales enablement



Inside is a communications agency that over the years has specialised in digital solutions to support B2B marketing (MarTech). In addition to a team specialised in communication and digital marketing, Inside brings a broad client base, ranging from the manufacturing sector to large-scale retail trade, from fashion to utilities and the medical sector

Demand Generation: Customized Services

Services



Demand Generation: Subscription Services

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

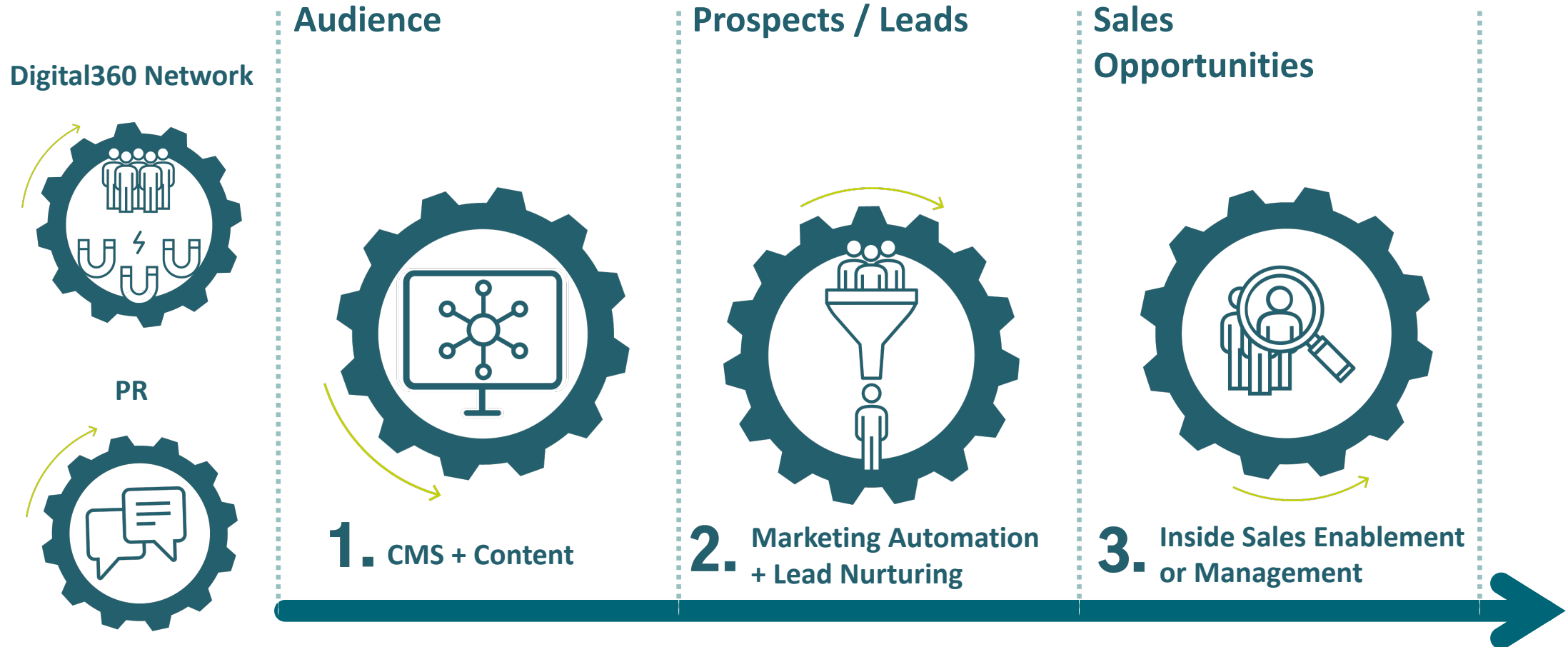
The marketing and sales services can be delivered through specific **software-as-a-service platforms** (i.e. Hubspot, Martech proprietary platform, etc.)

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: clusters



PA

Revenues 2022: approx. 10 mln Euro



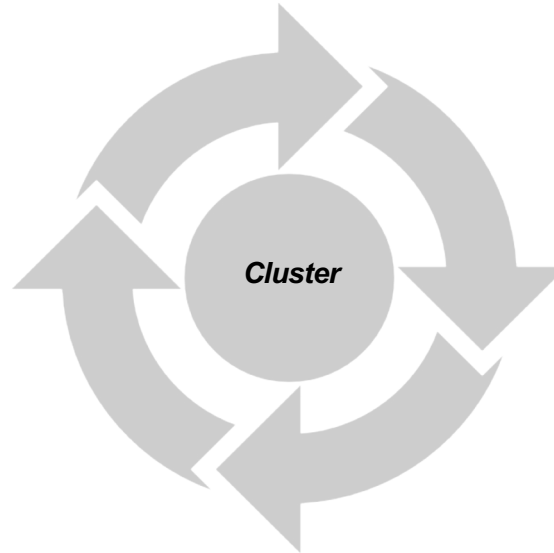
HR Transformation

Revenues 2022: approx. 10 mln Euro



Audit Risk Compliance

Revenues 2022: approx. 6 mln Euro



Cybersecurity



Revenues 2022: approx. 5 mln Euro

Others



Revenues 2022: approx. 4 mln Euro

Revenues 2022: approx. 36 mln Euro

Advisory&coaching: a brief on the companies acquired in 2022



Offers solutions that meet various needs in the field of information security: situation assessment and action planning, support in implementing defensive and preventive strategies, coaching and certification for compliance with norms and standards, offensive security services, and provision of defensive security solutions.



Meridiana Italia provides specialised support and strategic consultancy to Public Administrations engaged in the management of Cohesion Policies. Its main areas of operation are technical assistance for the programming, design, management and monitoring of programmes and projects under the European Structural Funds.



Methodos helps organisations gain a competitive advantage in business by valuing people, engaging stakeholders and promoting the ability to change and transform. Digital Attitude and Accompany both born from Methodos expertise, are specialised consultancy companies focused on digital adoption and digital transformation respectively. Digital Attitude has developed a unique and certified experience in the area of “behavioural design” bridging technological skills and people analytics with a deep know-how in psychology, neuropsychology and social sciences.



SmartOperations uses Data Science as a Service (DSaaS), develops technical solutions, including algorithms and prototypes, to support customers on their journey towards innovation, Industry 4.0 and digital transformation in general.

Advisory&Coaching: Customised Services

Services

PA

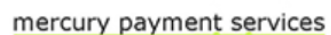
HR
Transformation

Cybersecurity

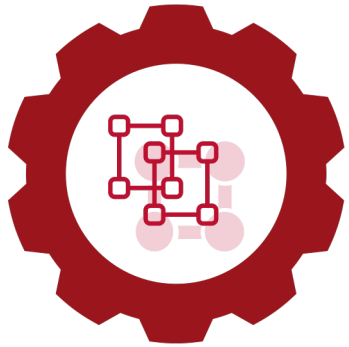
Audit Risk
Compliance

Others

Regione Lombardia



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**

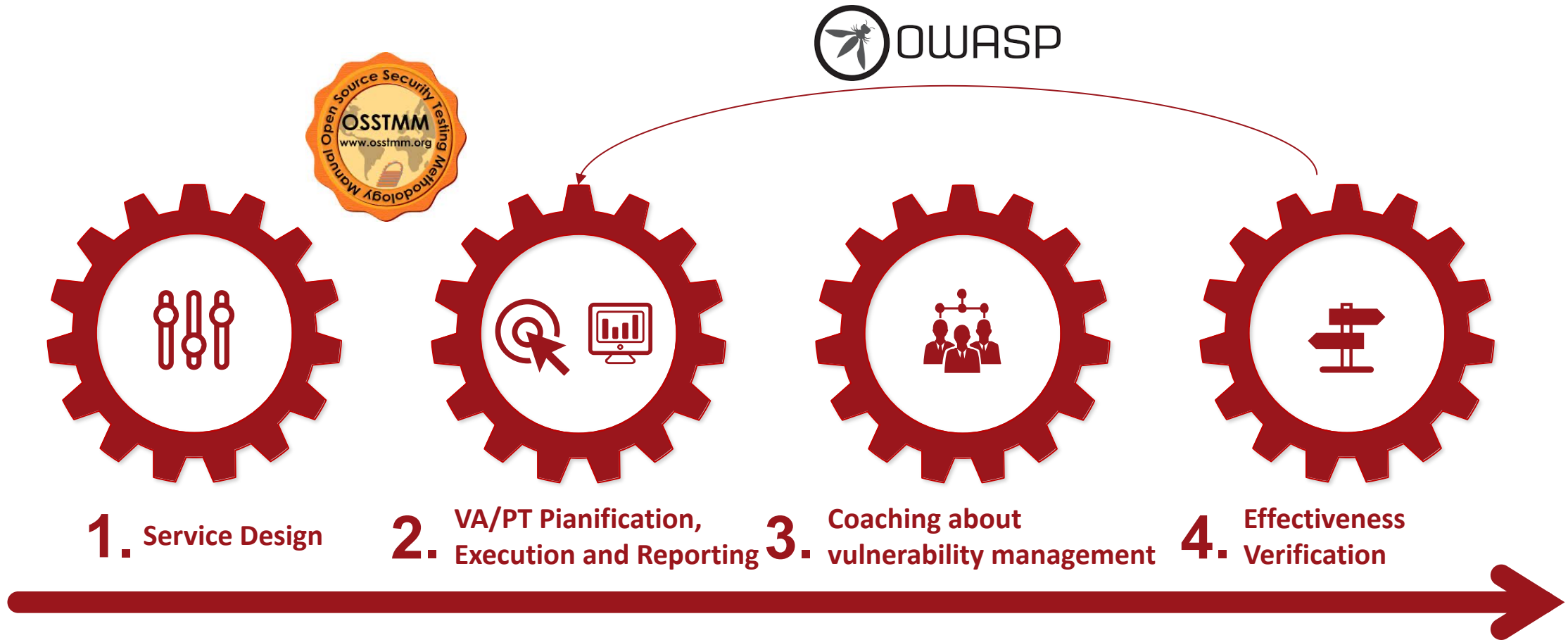
Replicable & standardized advisory services are offered to SMBs through an “**As-A-Service**” approach, which generates **subscription-based revenues** on an ongoing basis

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)

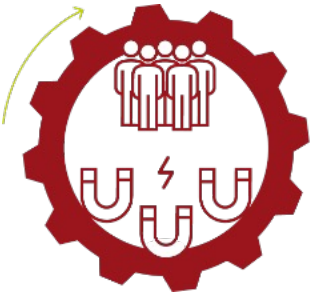
We continuously check the state of vulnerability of infrastructures, services and applications, assess the robustness of the security mechanisms in place and identify corrective actions to keep the level of technological risk within predetermined limits and help customer's people to solve or mitigate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



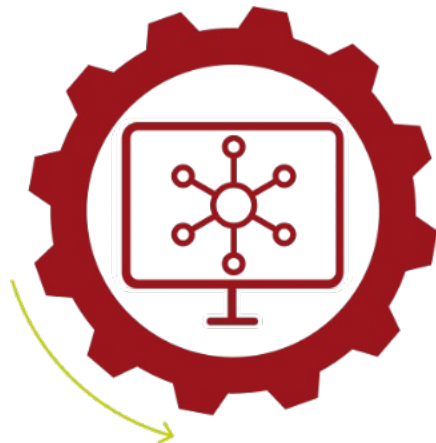
Advisory&Coaching: Data Protection As-A-Service (an example of Subscription Service)

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



GRC₃₆₀



1. Advising on Obligations



2. Scheduling and delivery of risk-based audits




3. Assistance in Managing the Relationship



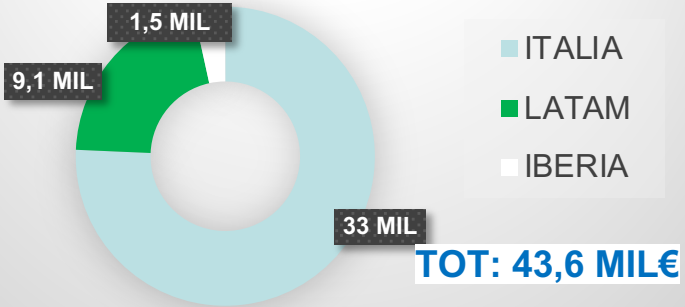
4. Specialist support



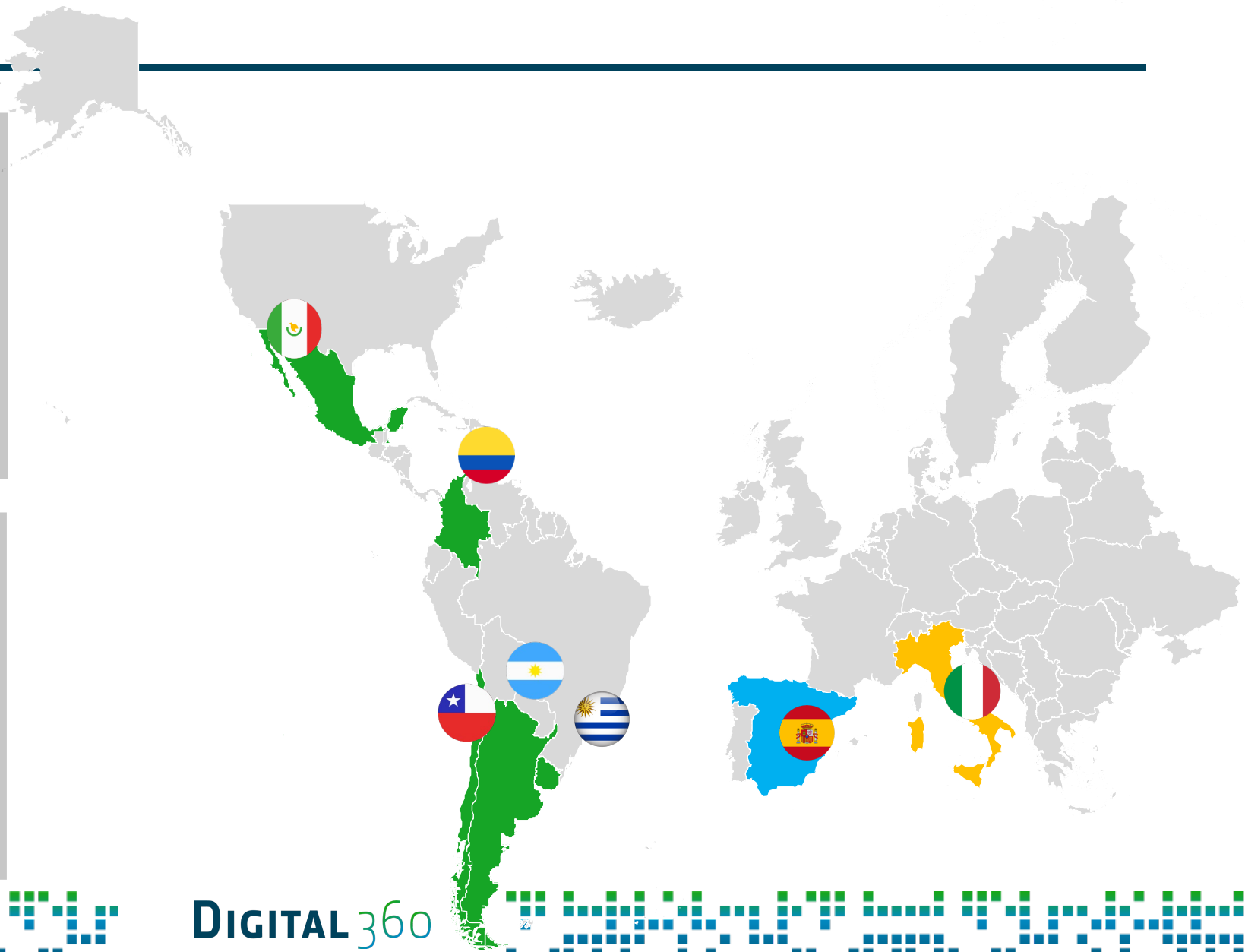
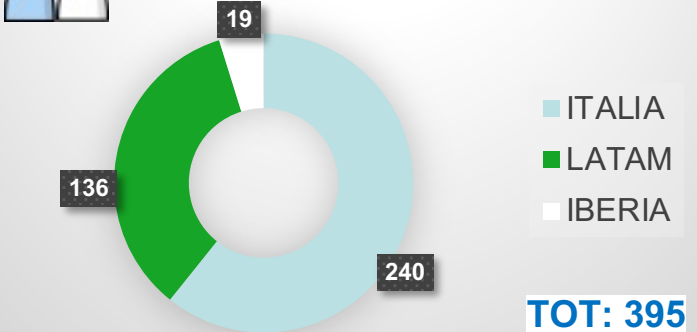
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Demand Generation: our international presence

Revenues 2022



Full Time Equivalent



DIGIXEM360: our LATAM branch



2022 Proforma
Revenues: 9,1 MIL€
EBITDA: 1,2 MIL€


In one year we became the largest player of the Region

8 companies acquired in 5 countries:

- 4 publishers
- 2 Martech Agencies
- 2 Marketing agencies

International presence: our companies

-  Marketing agency based in Buenos Aires, with a specific focus on the Tech market
-  Agency specialising in Martech and Salestech based in Colombia in Bogotá, platinum partner of Hubspot (leading software company in the MarTech world and listed on Nasdaq)
-  Publisher of the reference portal in Colombia on topics related to information and communication technologies and digital innovation
-  Mexico's leading publisher of online content in the area of information and communication technologies and digital transformation, a well-known reality in the entire LATAM region
-  Mexican digital marketing agency, partner Hubspot and specialising in Martech and Salestech
-  Argentinian company specialising in the production of high-quality editorial content and communication campaigns, which supports its B2B clients in improving their image and commercial positioning in the target market
-  Company specialising in the production of content on digital innovation and information and communication technologies (ICT) and owns a number of portals that represent an important reference in Spain for managers, entrepreneurs and professionals dealing with these issues from a professional point of view
-  Publisher in the digital innovation sector with the best positioning in Chile. In addition to publishing activities, EMB organises events and offers marketing services (acquired 2023)
-  Gruppo Uno a Uno, present in the Chilean market for over 20 years, is made up of 3 agencies, focused on the organisation of presential and virtual events and Digital Marketing (acquired 2023)

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Benefit Company & Sustainability

- ✓ 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 just published our first **Impact Report**
- ✓ In the same stream of commitment, in 2022 we issued our first **sustainability report** on FY2021, thus starting a journey to improve our **ESG profile**

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»** is a project on the job placement of prisoners and former prisoners. Kicked off in partnership with Sesta Opera San Fedele Onlus, the project aims to raise awareness among technology companies to provide job opportunities for them, as well as support them to create social startups
- **"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
- **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...)



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Financial FY 2022 - Income statement

P&L Euro/mlns	31.12.21	31.12.22	Growth %	31.12.21	31.12.22	Growth %
	<i>financial statement</i>		22 vs 21	<i>pro forma **</i>		22 vs 21
TOTAL REVENUES	34,4	56,4	64%	41,4	76,6	85%
EBITDA	6,9	9,7	39%	8,0	14,3	79%
% Ebitda / Revenues	20%	17%		19%	19%	
EBIT	3,6	4,6	28%	4,4	7,5	71%
% Ebit / Revenues	11%	8%		11%	10%	
*EBIT Adjusted	5,0	6,9	37%	5,8	11,1	91%
% Ebit Adjusted / Revenues	15%	12%		14%	15%	
Net Profit	2,0	2,6	31%	2,6	4,4	68%
% Net profit / Revenues	6%	5%		6%	6%	
*Net profit Adjusted	3,3	4,8	45%	3,9	7,9	103%
% Net profit Adjusted / Revenues	10%	9%		9%	10%	

Financials FY 2022 - Balance Sheet

Balance Sheet		31.12.21	31.12.22	Change	Change %	Δ perim.
Euro/mlns		<i>financial statement</i>				
Fixed Assets						
Materials		0,6	1,2	0,6	96%	0,6
Immaterials		14,3	38,8	24,5	171%	2,9
Financials		1,3	1,9	0,6	44%	0,5
Total Fixed Assets	A	16,3	41,9	25,6	158%	3,9
Operating Working Capital (OWC)						
Receivables		13,8	26,3	12,5	90%	10
Commercial Debts		-6,7	-10,8	-4,1	62%	-3,2
Other short terms ass/liabilities		-7,7	-11,8	-4,2	54%	-1,5
Total Operating Working Capital	B	-0,5	3,7	4,2	-816%	5,4
Net Capital Invested (CNI)	A+B	15,8	45,6	29,8	189%	9,3
Equity and Banks						
Equity		16,4	26,8	10,4	64%	9,5
Net Financial Position		-3,1	14,4	17,5	-563%	-1,8
Other funds		2,5	4,4	1,9	79%	1,7
Total Equity, Banks and Funds		15,8	45,6	29,8	189%	9,3

Growth due to the effects of:

- Investments in innovation (4,0M)
- Increase in Goodwill due to M&A (22,8M)
- Change in perimeter (3,9M)
- Amortization (-5,0M)

- Receivables increase a bit more than revenue growth
- Other Assets and Liabilities change:
 - 1,5 increase in net liabilities for consolidation
 - 2,6 Vendor loan payment
 - 7,0 vendor loan increase
 - 1,7 Other net liabilities

Financials FY 2022 - Cash Flow and change in Net Financial Position

NFP al 31.12.2021	-3,1
Operating Cash Flow	3,6
Investment in Innovation	-4,0
M&A cash out	-20,0
Diff in consolidation perimeter	1,8
Converted Bond	1,1
Tot 2022 change	-17,5
NFP al 31.12.2022	14,4

I. Company overview

II. Network DIGITAL360 & Matchmaking Platform

III. Strategic directions

IV. Business Units

V. Financials

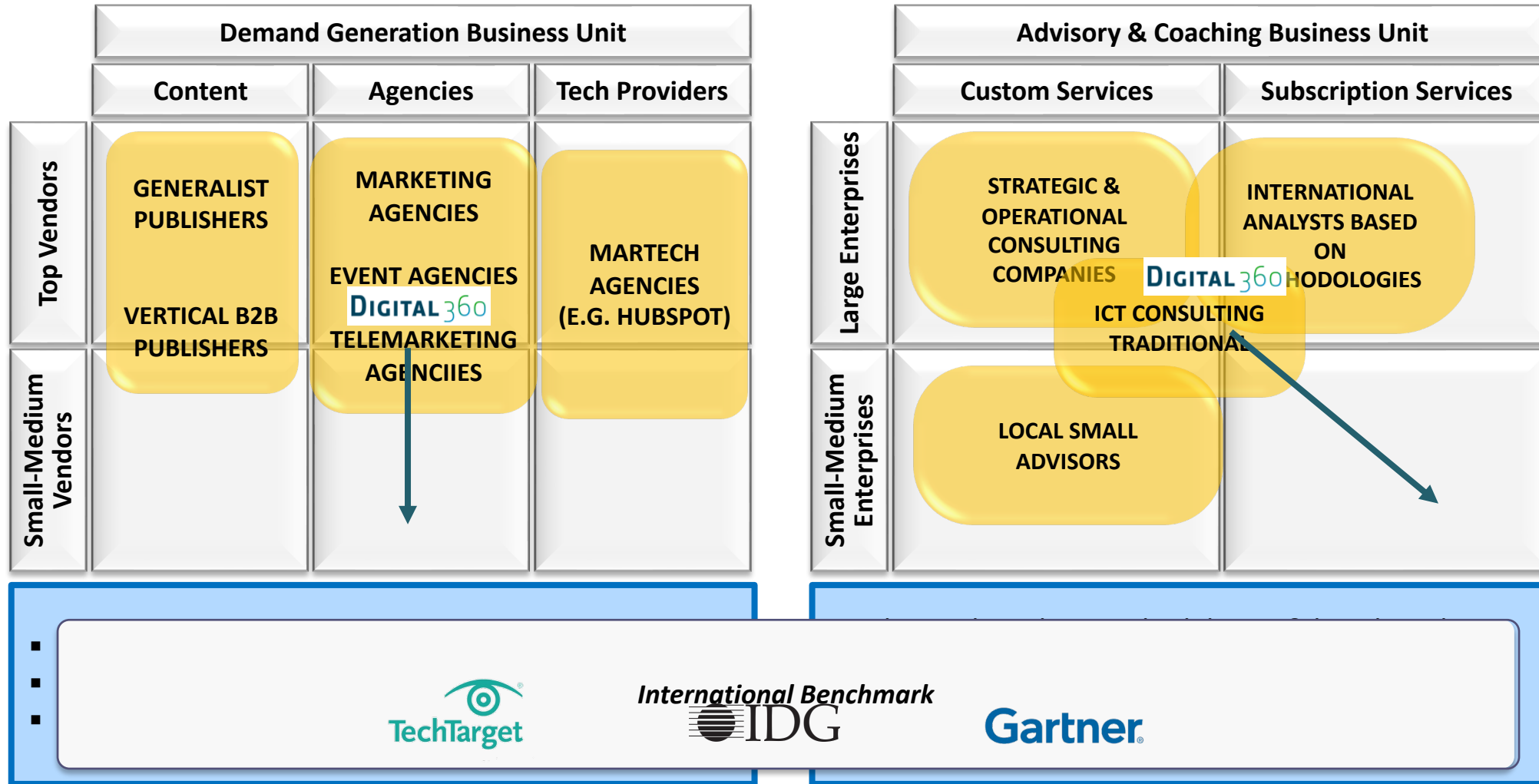
VI. Annex



Cap table

AZIONISTA	N° AZIONI	PERCENTUALE %
Andrea Rangone	4.030.303	19,6%
Mariano Corso	2.112.220	10,3%
Alessandro Giuseppe Perego	2.071.095	10,1%
Gabriele Faggioli	1.037.344	5,0%
Raffaello Balocco	812.139	4,0%
Altri Azionisti <4.0%	4.959.002	24,1%
Mercato	5.528.243	26,9%
Totale	20.550.346	100%

Competition and market positioning



«Demand Generation» Business Unit: scalable organisation

	Portal							
	DIGITAL4 EXECUTIVE	CORCOM	Ec onomyUp	Agenda Digitale	INNOVATION <small>Politiche e tecnologie per l'industria</small>	postTECHCOMPANY360	ZeroUno	[...]
Sales Boost								
SEO boost								
Technology advisory & platforms								
New Services								

The growth strategy

- Internal (recruitment of new directors)
- External (acquisition of new portals/headings)

«Advisory&Coaching» Business Unit: scalable organisation

	Clusters					
	Cyber Security	PA	HR Transformation	ARC	Others	[...]
Sales boost						
SEO boost						
Technology advisory & platforms						
New Services						

The growth strategy

- Internal (recruitment of new practice leaders)
- External (acquisition of small specialised companies)

Network DIGITAL360: our Digital Content Assets – Cross topics

Agenda  **Digitale** EU

Italy's first digital agenda journal

CORCOM

The online newspaper of digital economy and innovation

DIGITAL4EXECUTIVE

The strategic use of technology for the digital transformation of business processes

TECHCOMPANY360

Evolutions, changes and trends of tech companies in Italy

Eco  **nomyUp**

Italy that wants to grow

 **Startup
business** TM

Enabling the Italian startup ecosystem

ZeroUno

The reference portal for CIOs in Italy

 **INNOVACIÓN DIGITAL** 360



Digital innovation in spanish language

DIGITAL4PMI

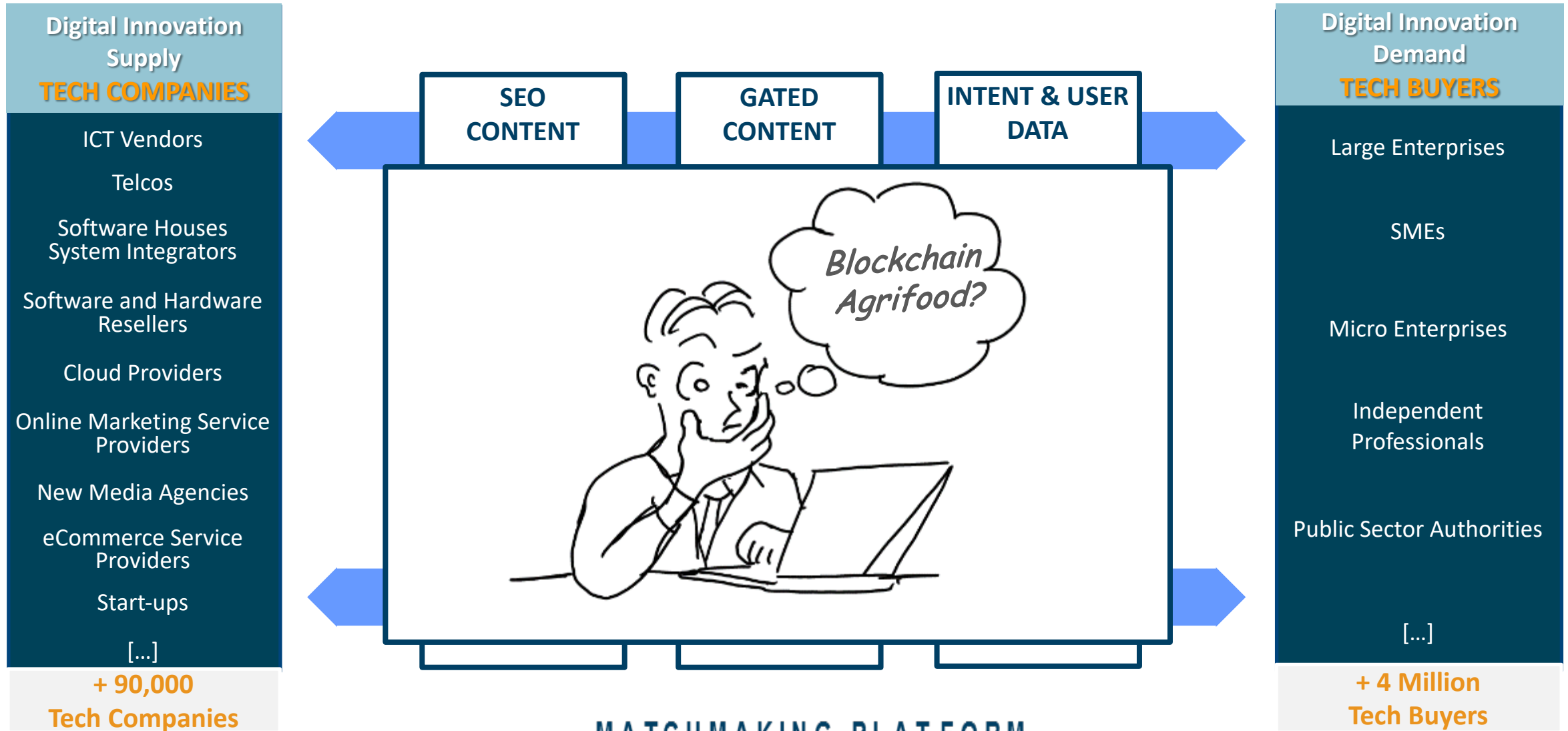
Digital technologies for SMB



Network DIGITAL360: our Digital Content Assets - Vertical Portals

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Technological domains/vertical topics</p>	<p>INTERNET 4 THINGS</p> <p>AI 4 BUSINESS</p> <p>RM RISK MANAGEMENT 360</p> <p>ESG 360 Il sito dedicato a Environmental, Social, Governance</p> <p>TechTarget SearchData Center</p>	<p>BLOCKCHAIN 4 INNOVATION</p> <p>BIGDATA 4 INNOVATION</p> <p>CYBERSECURITY 360</p> <p>PAGAMENTI digitali</p> <p>TechTarget SearchSecurity</p>	
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Function</p>	<p>DIGITAL 4 PROCUREMENT DIGITAL 4 SUPPLY CHAIN DIGITAL 4 MARKETING</p> <p>DIGITAL 4 HR DIGITAL 4 FINANCE DIGITAL 4 LEGAL PEOPLE & CHANGE 360</p>		
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Industry</p>	<p>INNOVATION FPA EnergyUp.tech HEALTHTECH 360 AGRIFOOD.TECH</p> <p>Post DIGITAL 360 SpacEconomy 360 InsuranceUp UNIVERSITY BUSINESS</p> <p>AutomotiveUp BankingUp RetailUp INDUSTRY 4 BUSINESS PROPTECH 360</p>		

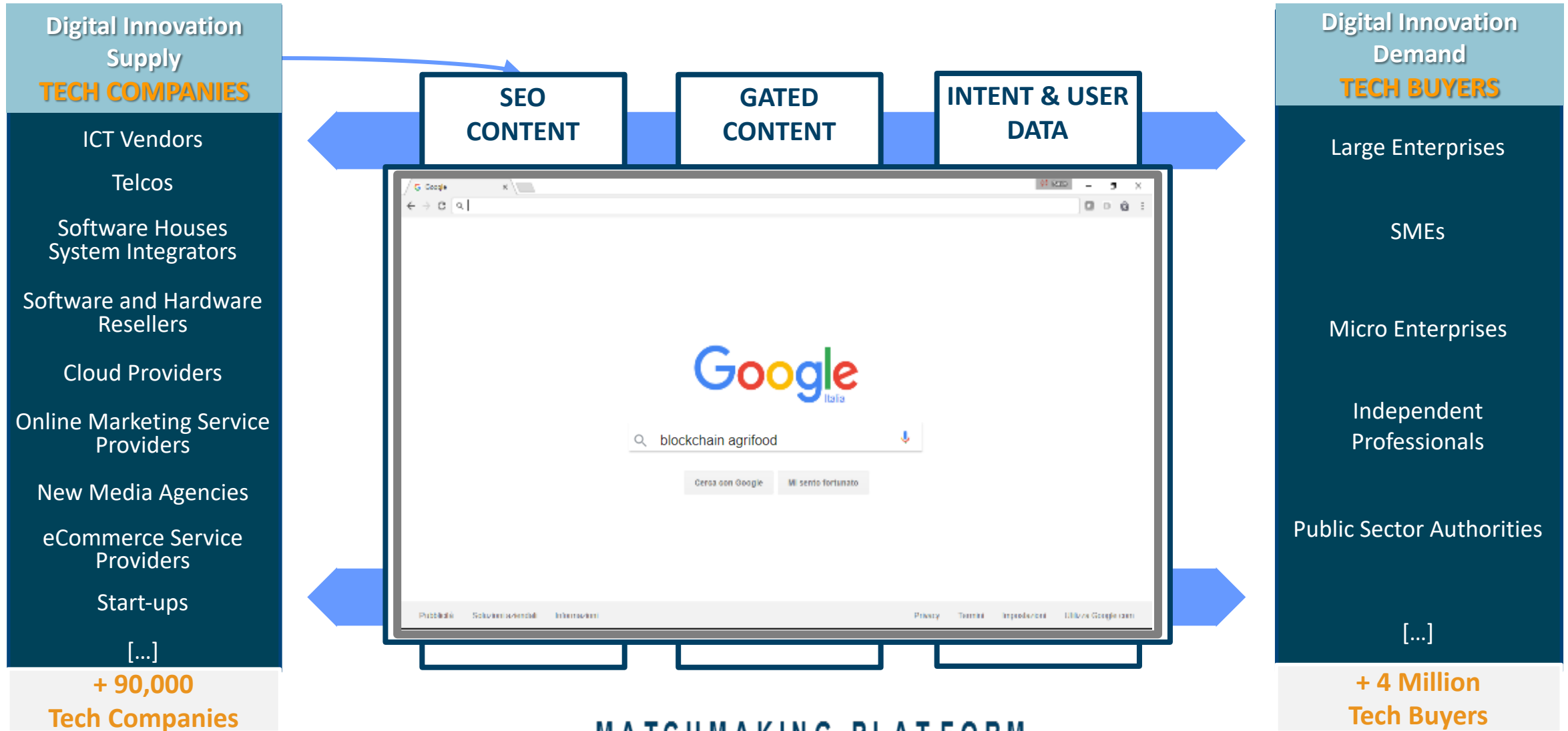
Matchmaking Platform: how it works (the user experience)



MATCHMAKING PLATFORM

DIGITAL 360

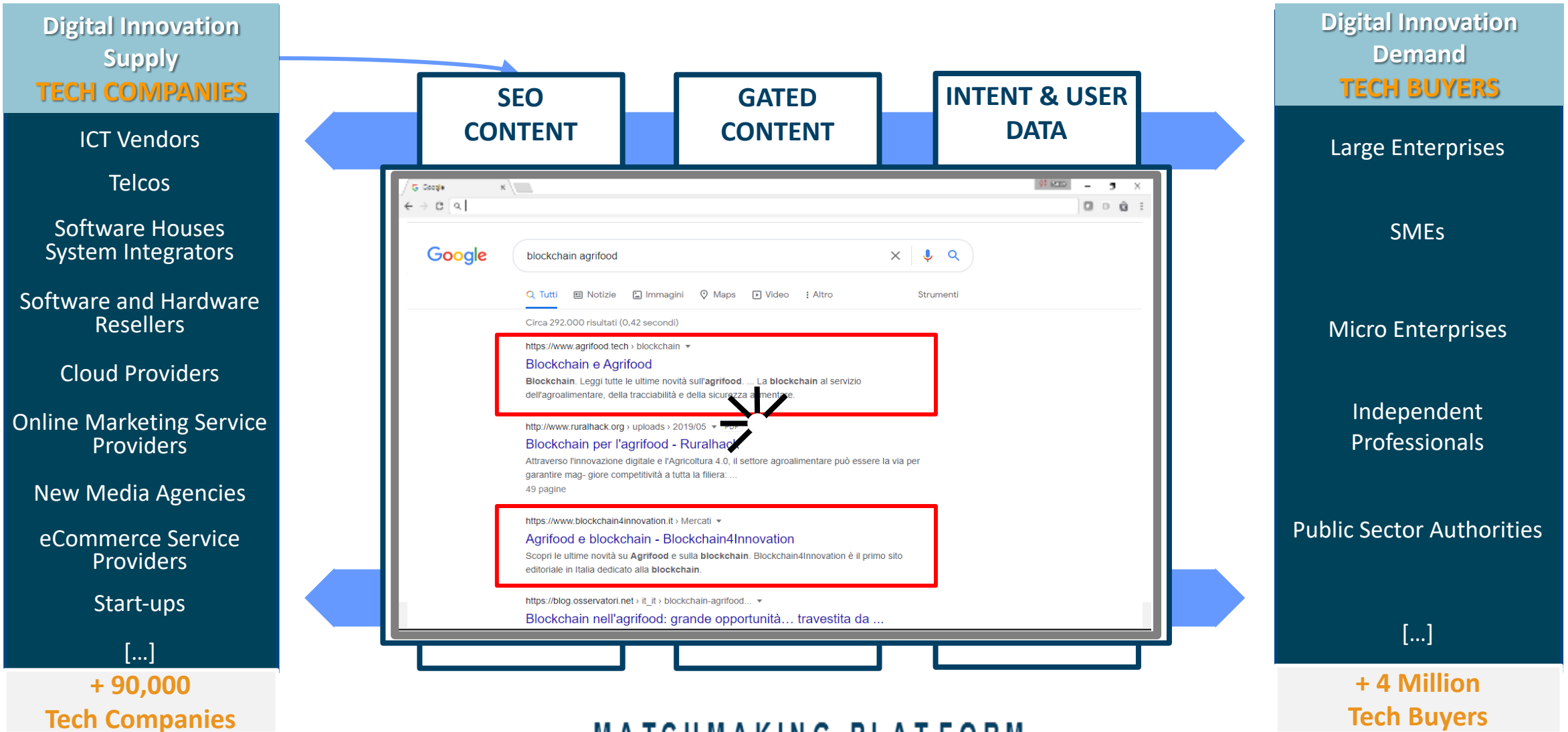
Matchmaking Platform: how it works (the user experience)



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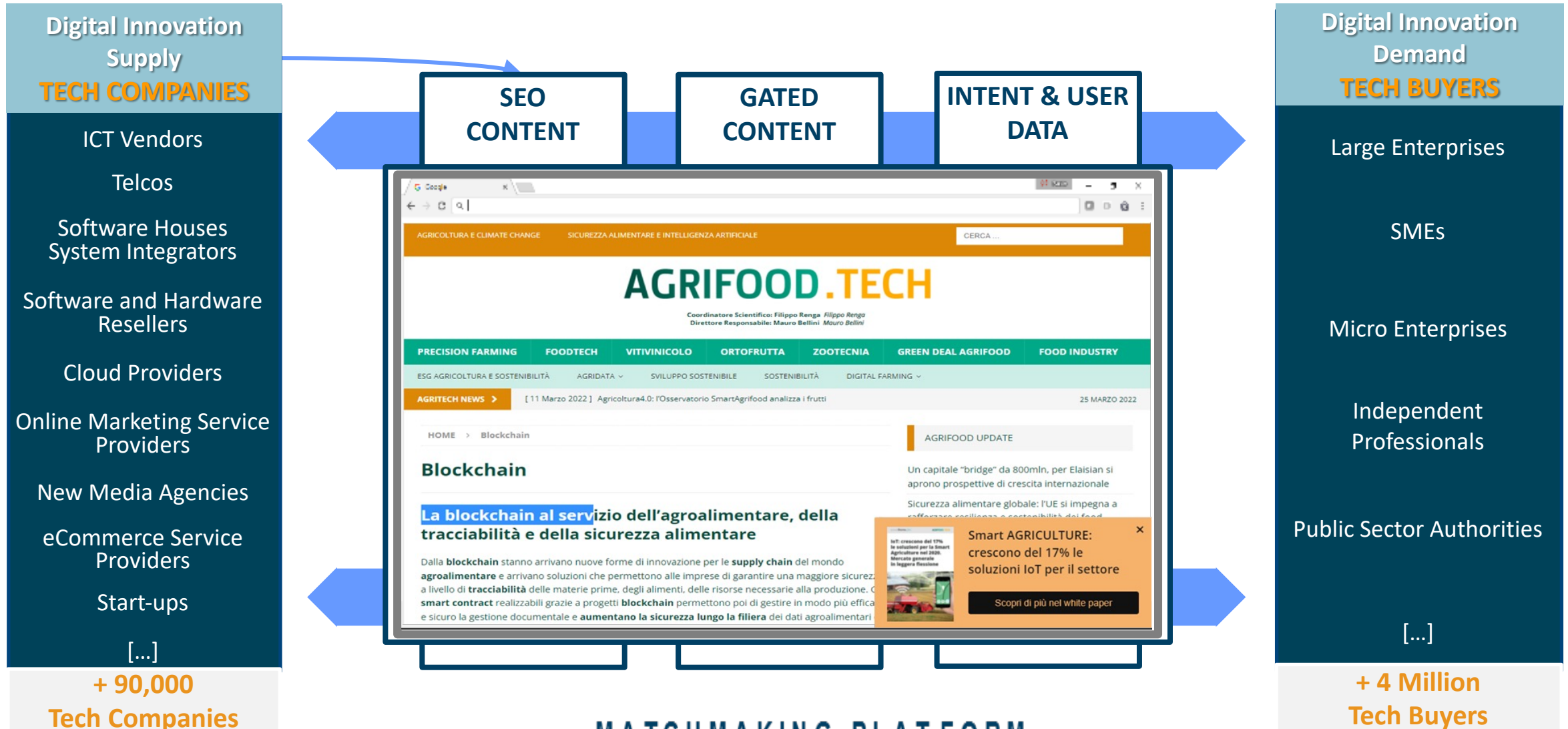
Matchmaking Platform: how it works (the user experience)



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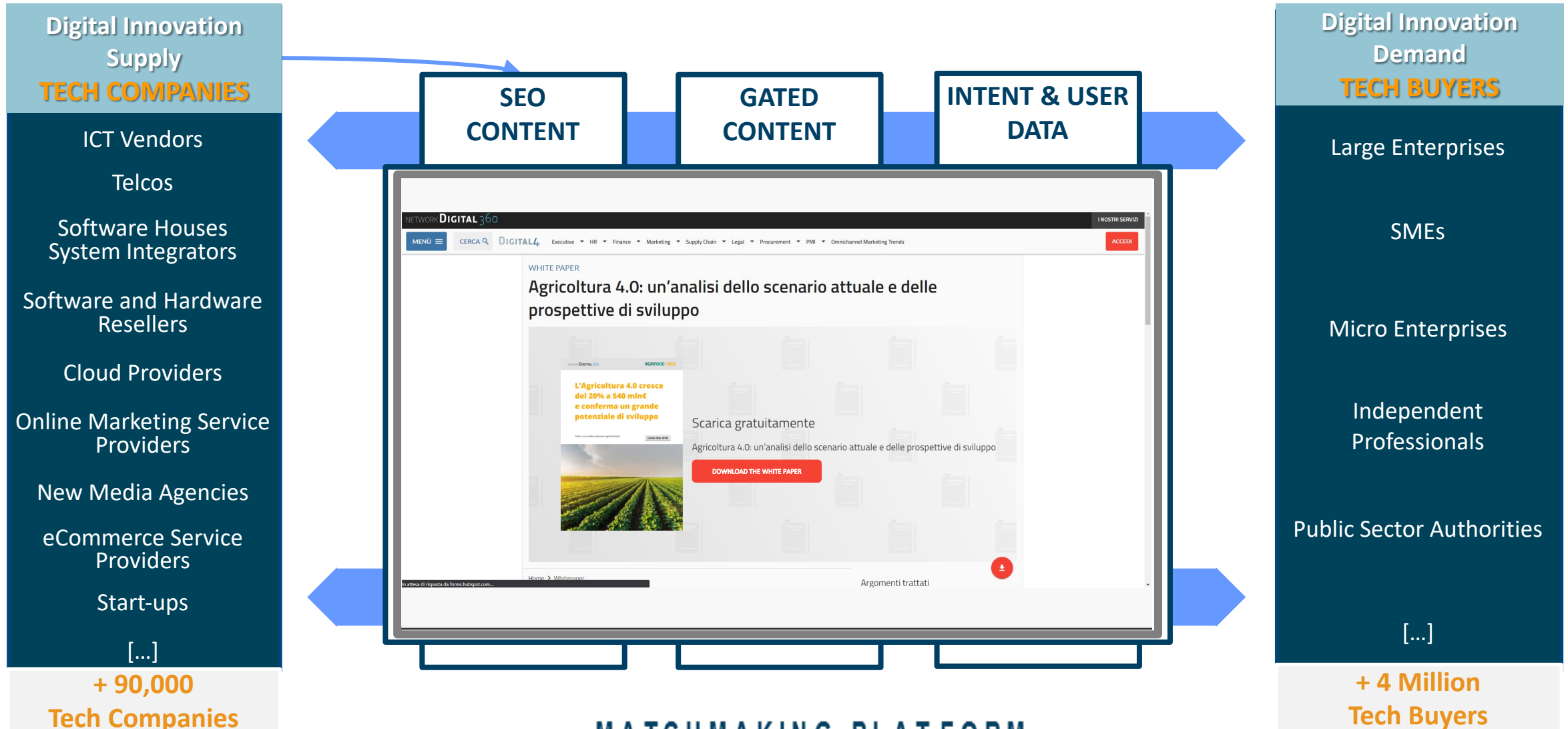
Matchmaking Platform: how it works (the user experience)



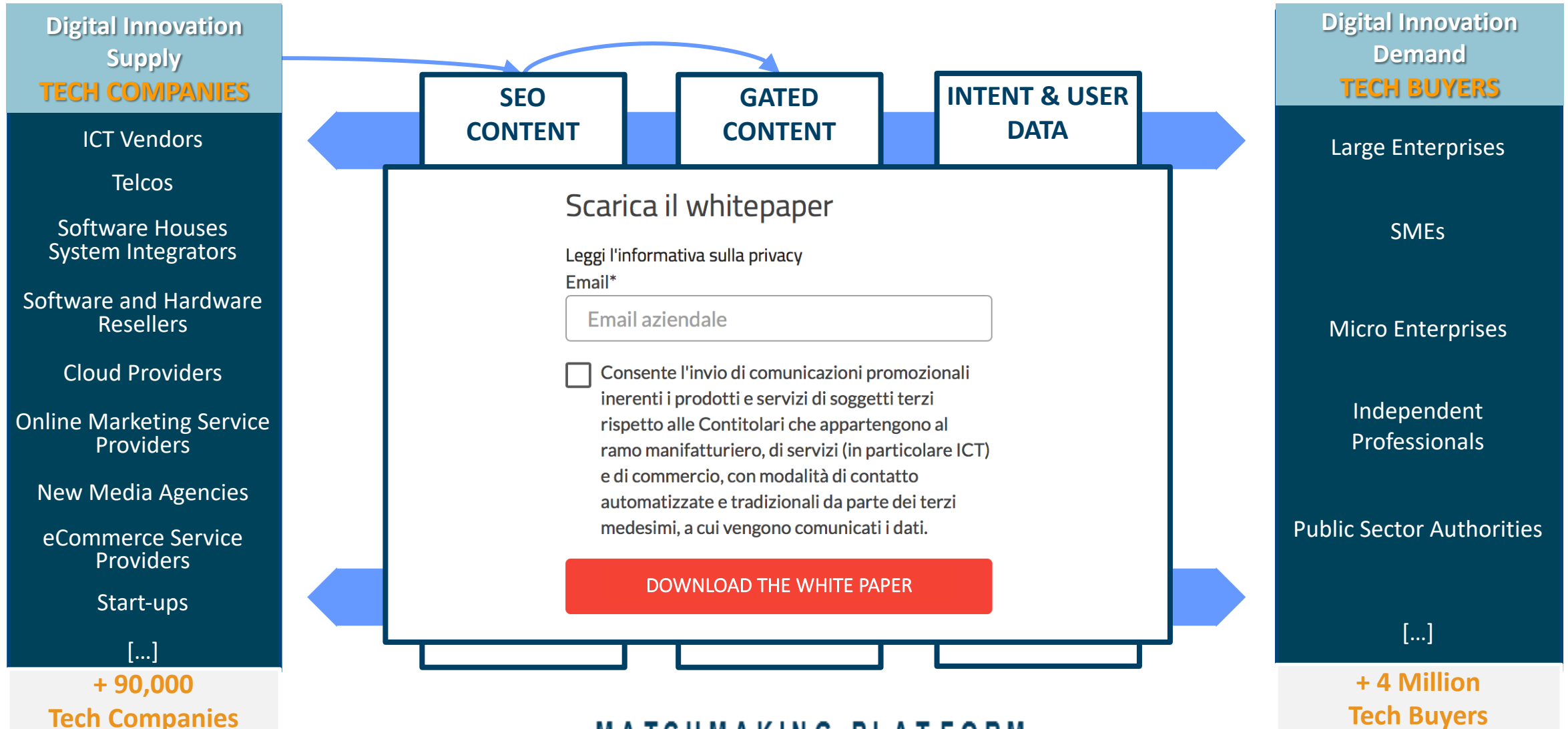
MATCHMAKING PLATFORM

DIGITAL 360

Matchmaking Platform: how it works (the user experience)



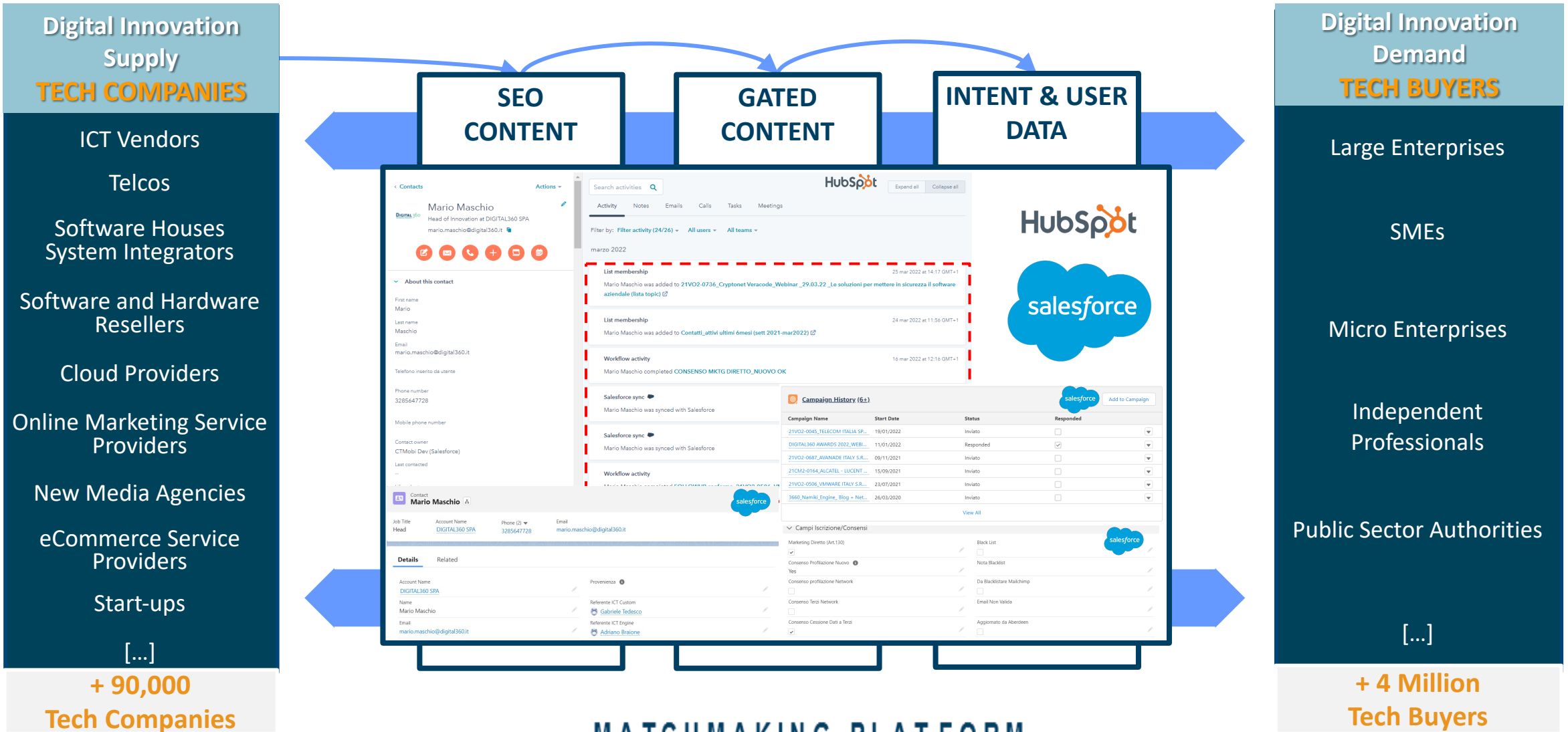
Matchmaking Platform: how it works (the user experience)



MATCHMAKING PLATFORM

DIGITAL 360

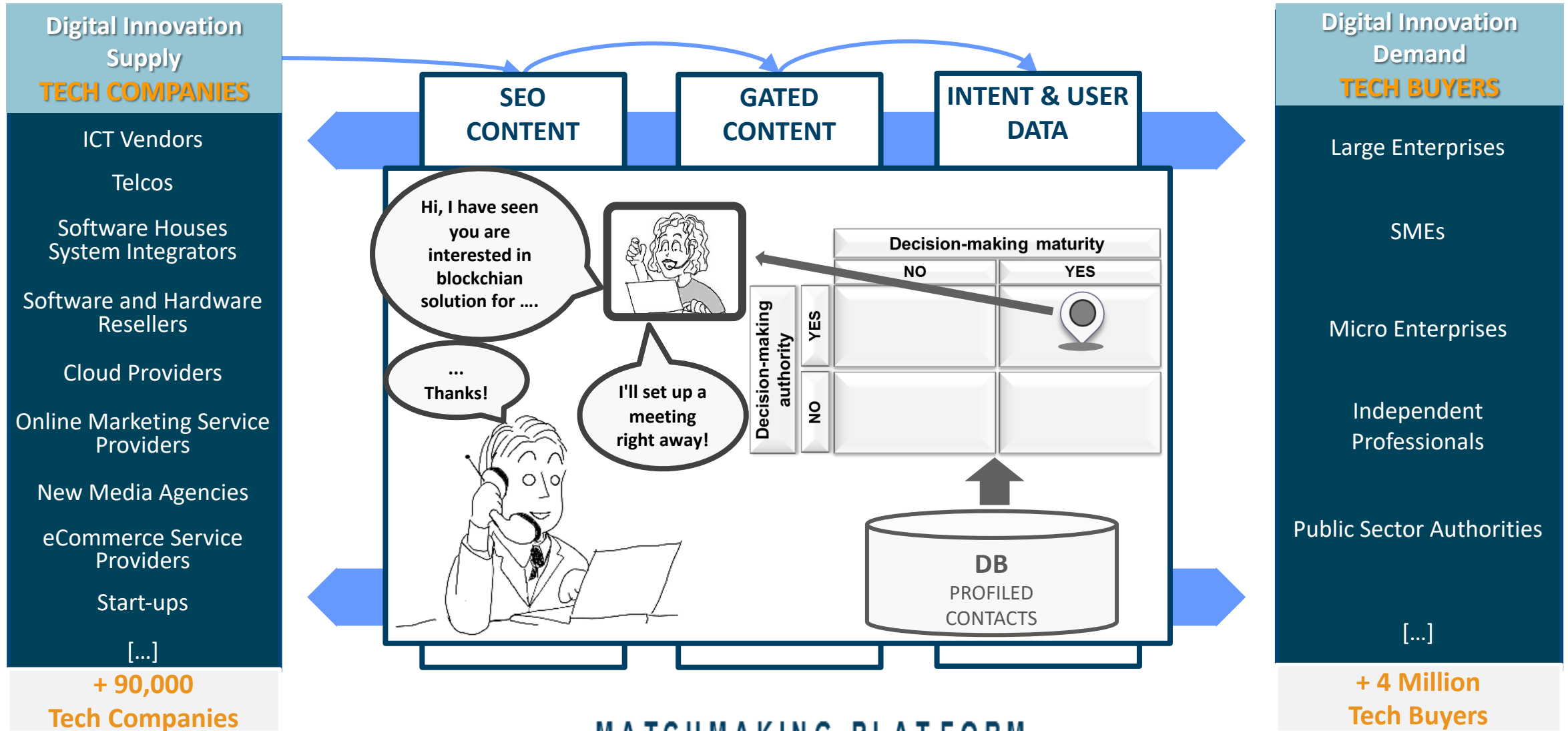
Matchmaking Platform: how it works (the user experience)



HubSpot CRM interface showing contact details for Mario Maschio and a list of activities. A red dashed box highlights a list membership activity: "Mario Maschio was added to 21V02-0736_Cryptonet Veracode_Webinar_29.03.22_Le soluzioni per mettere in sicurezza il software aziendale (lista topic)".

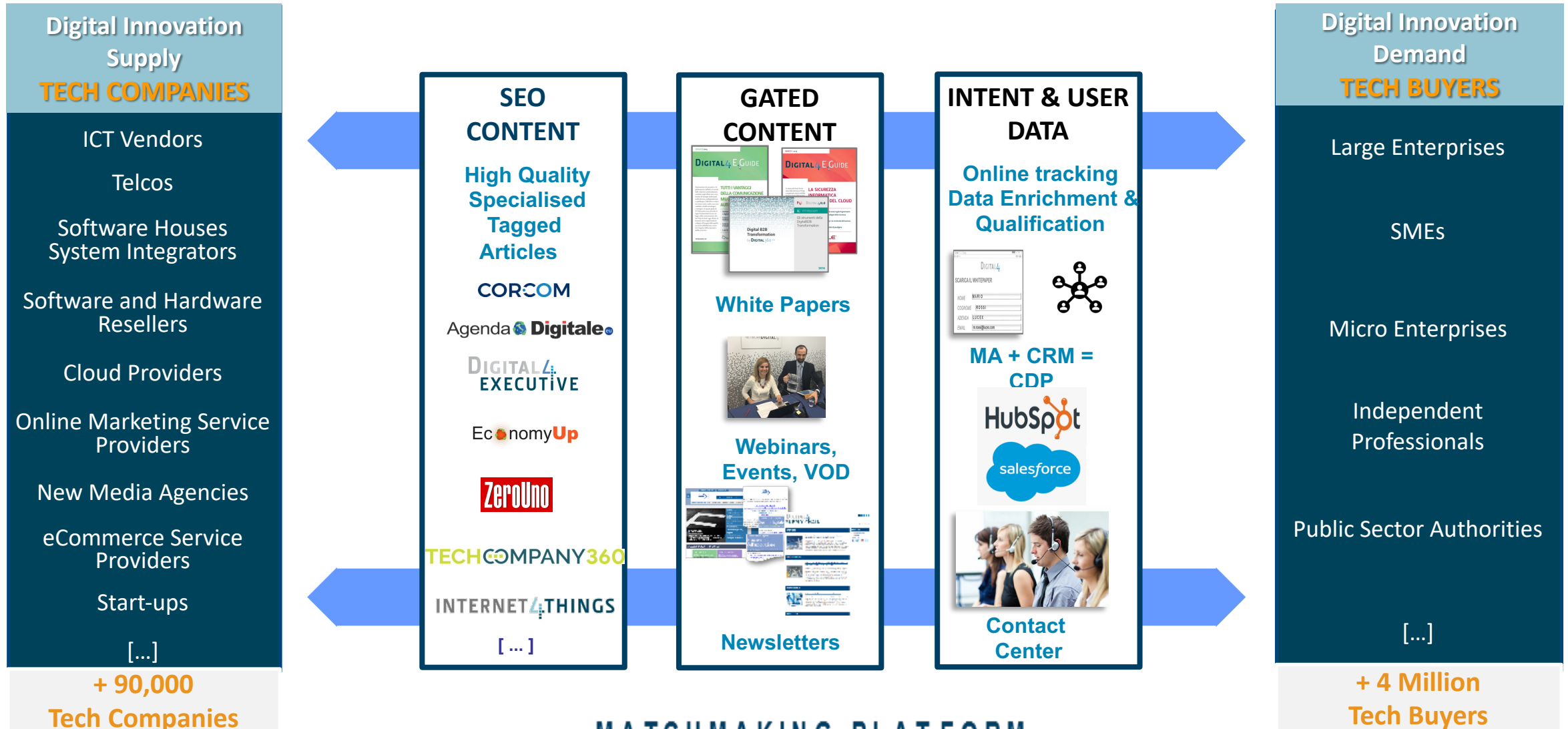
Campaign Name	Start Date	Status	Responded
21V02-0045_TELECOM ITALIA SP...	19/01/2022	Invitato	<input type="checkbox"/>
DIGITAL360 AWARDS 2022_WEBI...	11/01/2022	Responded	<input checked="" type="checkbox"/>
21V02-0687_AWANADE ITALY S.R...	09/11/2021	Invitato	<input type="checkbox"/>
21CM2-0164_ALCATEL - LUCENT ...	15/09/2021	Invitato	<input type="checkbox"/>
21V02-0506_VMWARE ITALY S.R...	23/07/2021	Invitato	<input type="checkbox"/>
3660_Namiki_Engine_Blog + Net...	26/03/2020	Invitato	<input type="checkbox"/>

Matchmaking Platform: how it works (the user experience)



MATCHMAKING PLATFORM

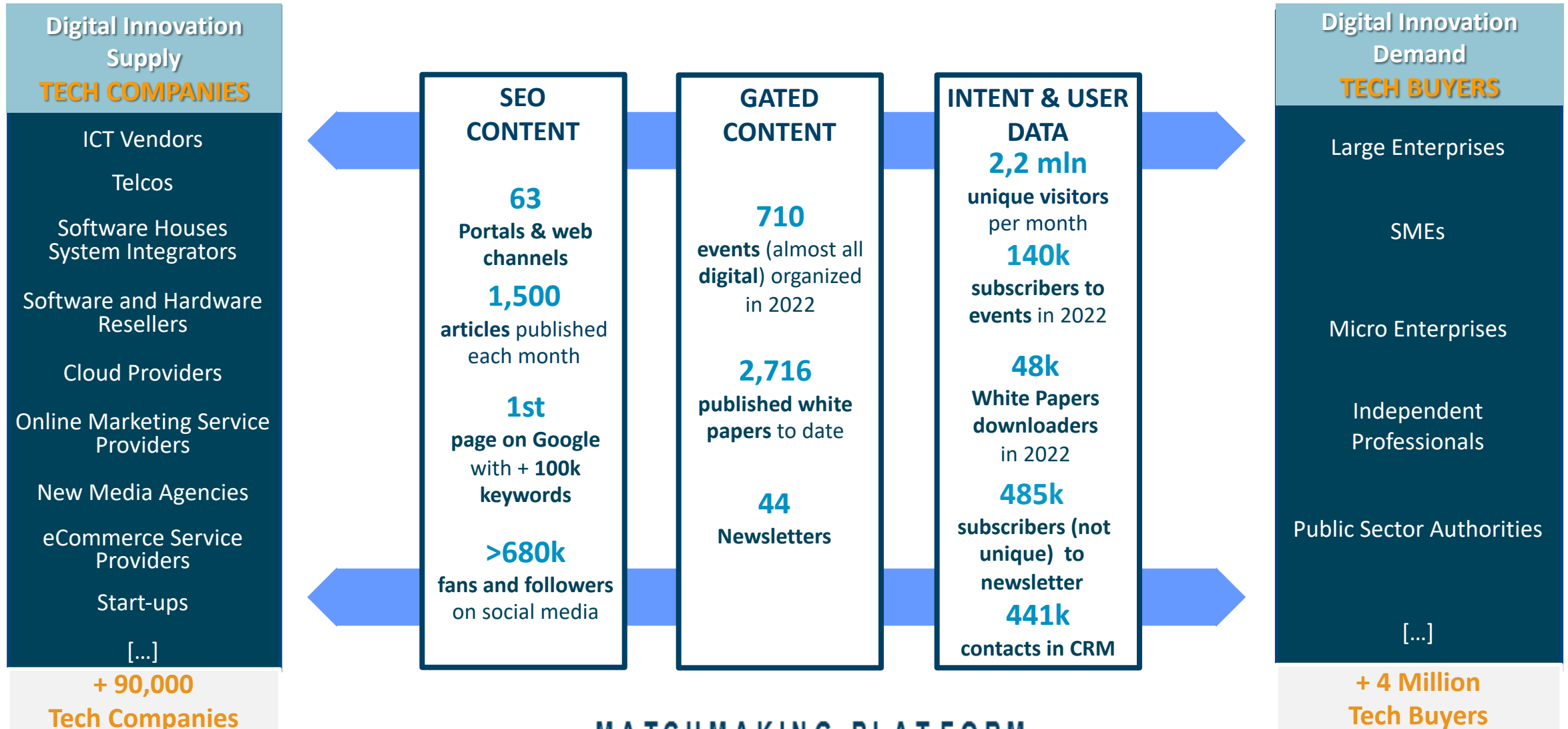
Matchmaking Platform: our Strategic Assets (Knowledge, Content, Technology, Data)



MATCHMAKING PLATFORM

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Matchmaking Platform: key numbers



MATCHMAKING PLATFORM

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