



Interim results presentation

For the six months ended 31 December 2024

Milan Patel, CEO
Alistair Gurney, CFO
February 2025

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A global customer experience & data platform (CXDP)

Who we are

- A global business with UK headquarters
- 490+ employees
- 8 International locations
- Strong network of agency and technology partners

What we do

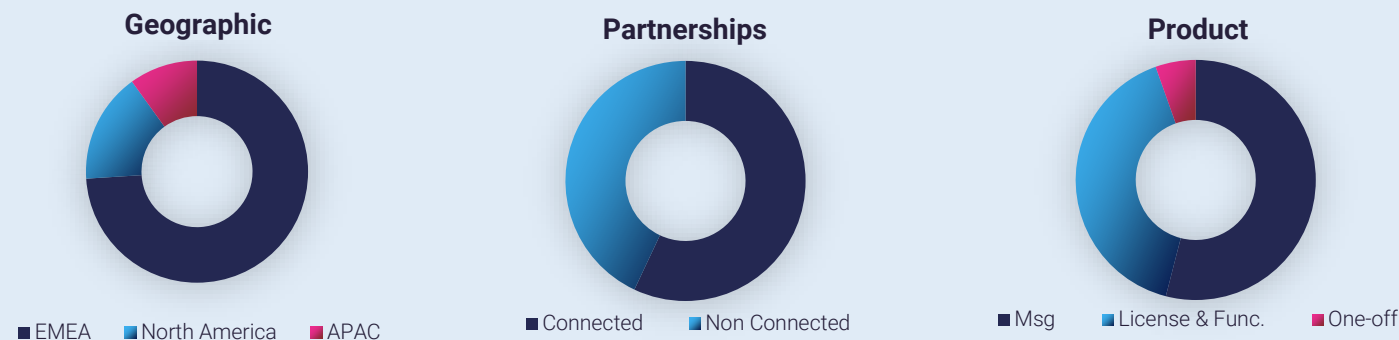
We help marketers create automated, personalized, cross-channel customer experiences by tapping into their most valuable data all in one place.

Who we help

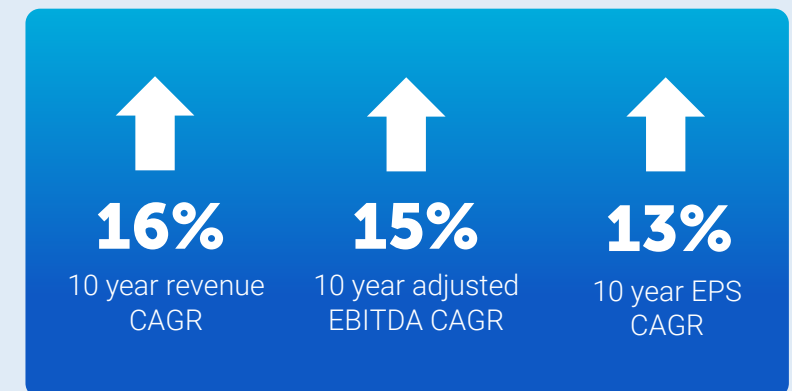
Focussed on mid-market & enterprise.



Business split



Key financials

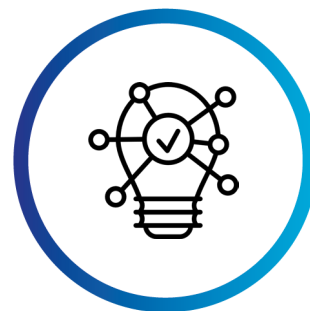


Key messages



Solid business performance

Growth in all regions, larger customers and higher-value deals.



Accelerated product development

Focus on mobile-first channels and enhancements to customer experience.



Positive trading momentum

Positive trading momentum going into H2. On track to meet market expectations for the FY.

Financial Review

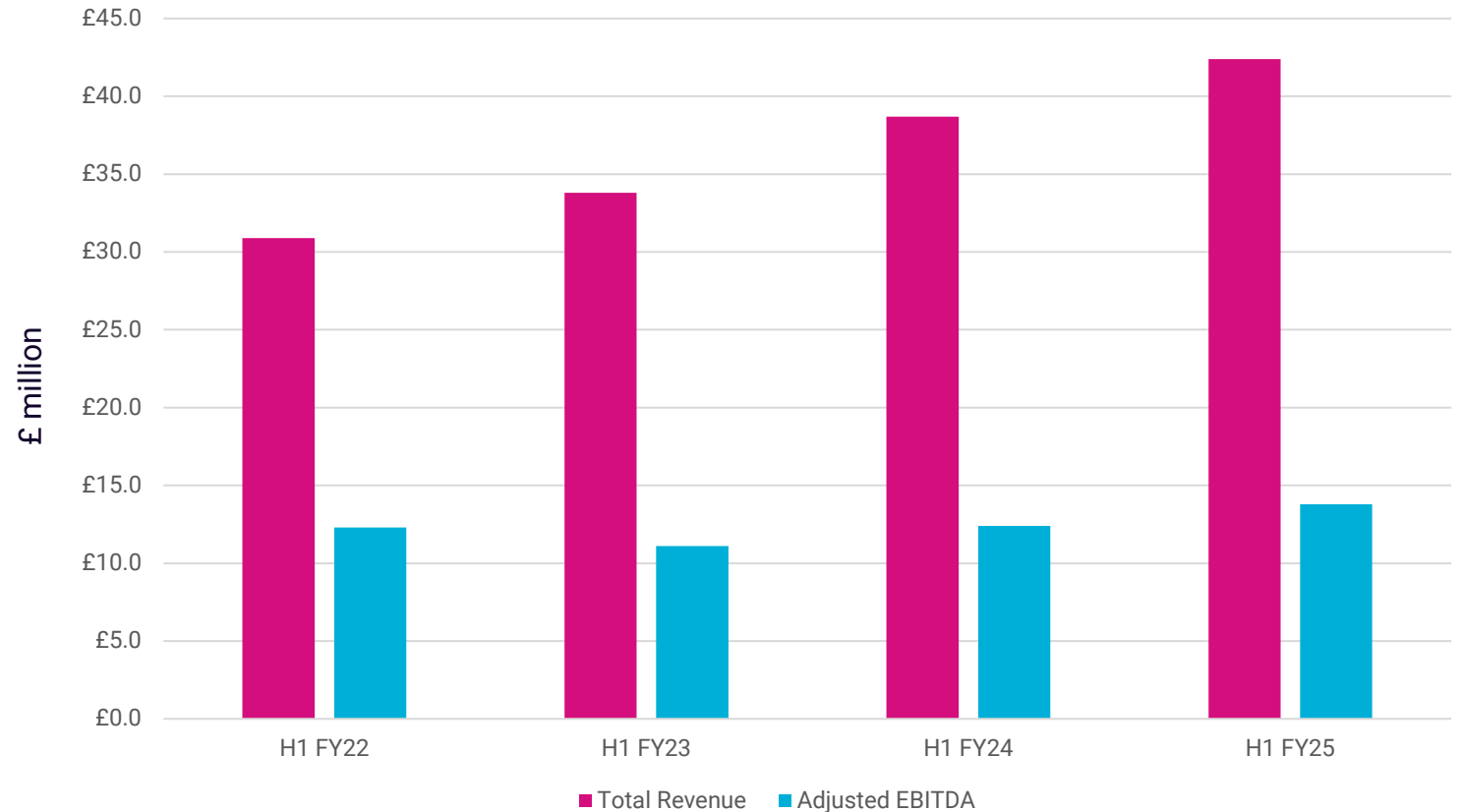
Trading highlights

↑
+10%
Revenue (£42.4m) in constant currency

↑
+10%
Contracted Recurring revenues

33%
Adj. EBITDA margin

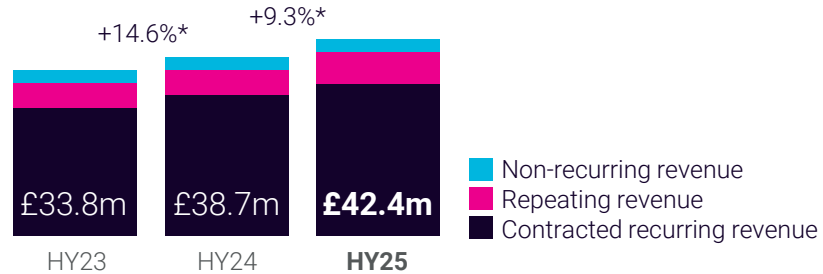
↑
£3.6m
Free cash flow



Financial model

Driving high margin sticky recurring revenues and cash conversion

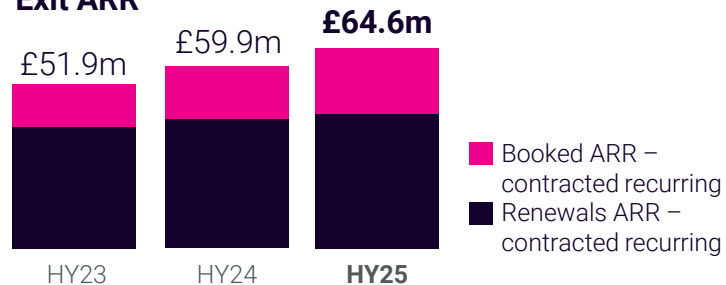
Revenue Profile



Recurring and repeating revenues were 95% of total Group revenues whilst contracted recurring revenue remains at 80% of total. Contracted recurring revenues grew by 10%
 * Revenue growth

▶ With contracted recurring revenue gross margin of ~90%

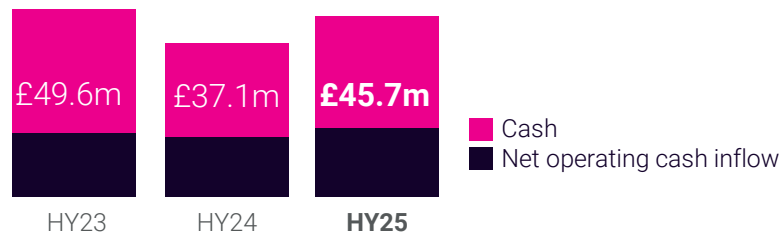
Exit ARR



Contracted recurring revenue (excluding transactional SMS) ARR growth of 8%

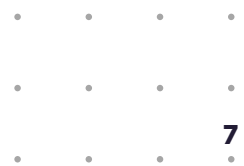
▶ Continued growth driven by new bookings despite churn impacting the EMEA business

Cash conversion



ARR growth drives cash generation with cash from operating activities increased by 33% to £12.1m

▶ Cash balance of £45.7m



Income statement

- Organic revenue growth in HY24 was 9% (10% in constant currency). Gross margin of 78% remains broadly in line with the prior year with the small reduction due to revenue mix in period.
- ARPC increased 12% to £1,916/month as our CXDP offering has attracted larger new logos and drove net expansion. The Fresh acquisition has not significantly changed ARPC, however the functionality it adds to our product has continued support the increased deal sizes.
- As with Q4 of FY24, Q1 FY25 Churn in EMEA continued to be higher than previous periods however Q2 saw a return to “normal” levels. Churn in North America was low throughout the half year which, together with some outstanding bookings in FY24 underpinned the pleasing growth in the region of c.20%
- Exceptional costs related to the surrender of an office lease (which will not be replaced), amortisation of acquired intangible assets and increased share-based payment costs.
- Interest has continued to provide a substantial contribution to PBT and EPS

£'m	H1 FY25	H1 FY24	Growth
Revenue	42.4	38.7	9%
Cost of Sales	(9.3)	(8.0)	
Gross Profit	33.1	30.7	8%
Admin expenses	(25.9)	(23.9)	
Other Income	0.4	-	
Operating Profit	7.6	6.8	12%
Exceptional Items*	1.6	1.6	
Adj. Operating Profit	9.2	8.4	10%
Margin	22%	22%	
Net Interest	0.8	0.6	
Adjusted PBT	10.0	8.9	12%
Depreciation & Amortisation	4.6	4.1	
Adj. EBITDA	13.8	12.4	11%
Margin	33%	32%	

* Exceptional costs of £1.6m in the period (H1 FY24: £1.6m)

1. Share based payments £0.5m (H1 FY24: £0.4m)

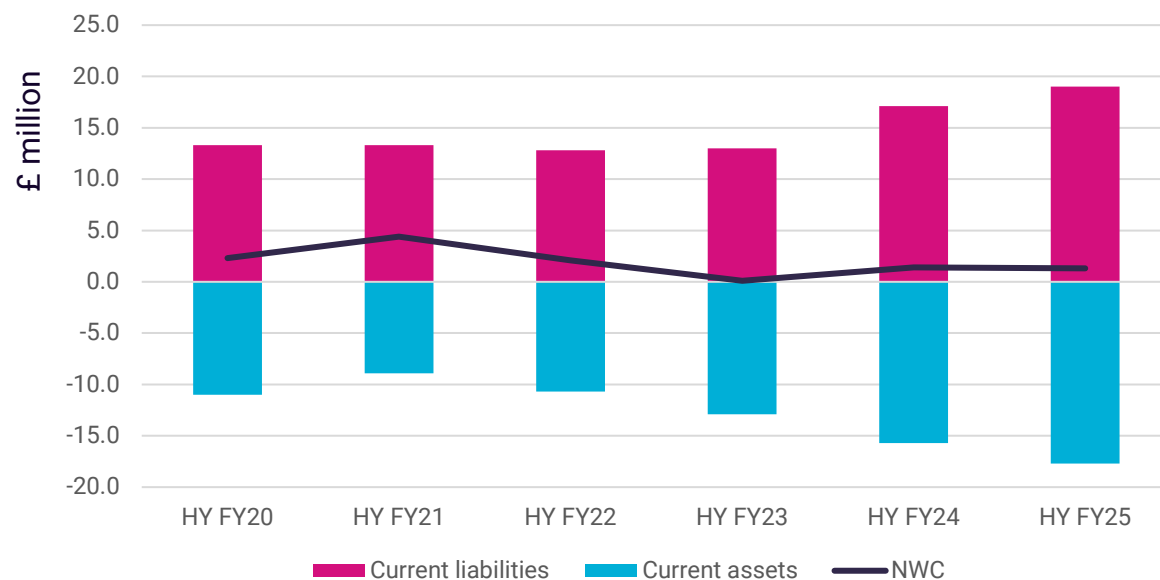
2. Amortisation of acquired intangibles £0.9m (H1 FY24: £0.6m)

3. Acquisition costs relating to Fresh relevance of nil (H1 FY24: £0.5m)

4. Costs relating to share option exercise nil (H1 FY24: £0.1m)

5. Surrender of Office Lease £0.2m (H1 FY24: nil)

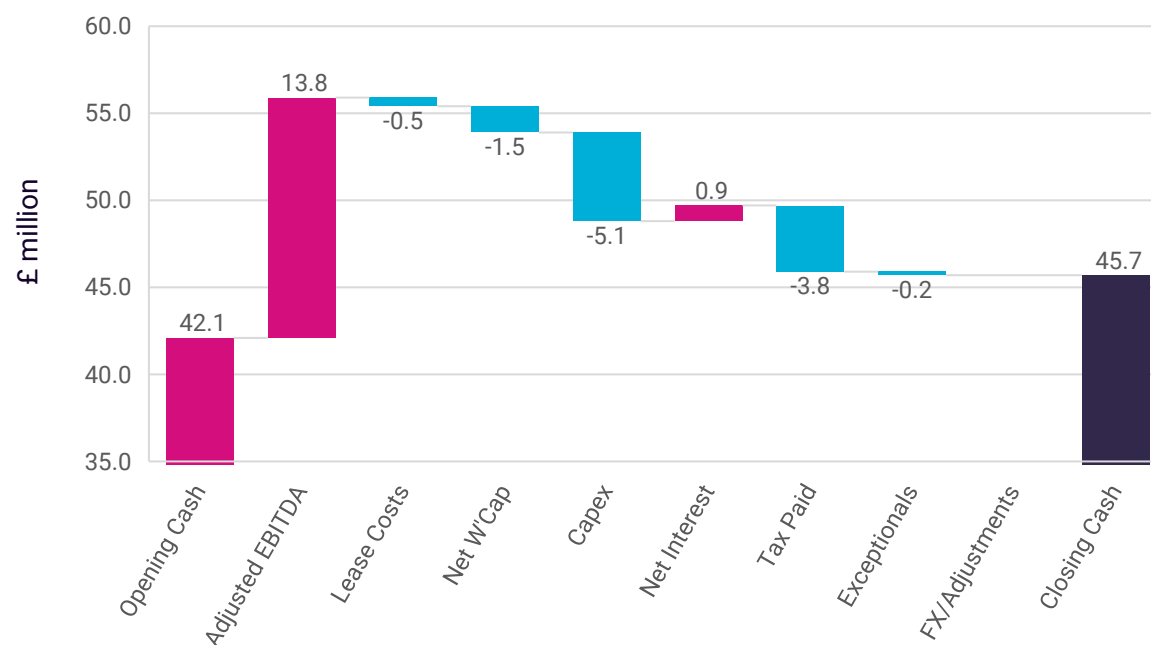
Statement of financial position



£'m	H1 FY25	H1 FY24
Non-current assets	62.3	61.7
Other current assets	19.0	17.1
Cash	45.7	37.1
Total assets	127.0	115.9
Non-current liabilities	7.2	7.8
Current liabilities	17.7	15.7
Total liabilities	24.9	23.5
Total equity	102.1	92.4
Total equity and liabilities	127.0	115.9

- Healthy balance sheet due to good working capital management and no debt. Cash is sufficient that we continue to consider further M&A opportunities.
- Phasing of some large annual renewals has relatively increased period end debtors, but net working capital has been managed accordingly.

Statement of cashflows



£'m	H1 FY25	H1 FY24
Adjusted EBITDA	13.8	12.4
Working capital	(1.5)	(2.8)
Lease Liabilities	(0.5)	(0.5)
Interest received	0.9	0.6
Tax	(3.8)	(1.3)
Investments	(5.1)	(4.4)
Exceptionals	(0.2)	(0.6)
Free cash flow	3.6	3.4
FX/adjustments	(0.1)	-
Acquisitions		(18.9)
Net change in cash	3.5	(15.5)

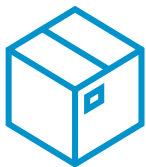
- Cash generation profile consistent with prior years with operating cash conversion as percentage of EBITDA c.100%.
- Aged debtor profiles remain in line with previous periods whilst DSO has also remained stable.
- Free cash flow of impacted by merger of “RDEC” Research and Development tax regime with SME tax regime. This has also limited our ability to obtain tax relief on R&D conducted outside the UK.

Continued delivery against our strategy

CORE GROWTH PILLARS



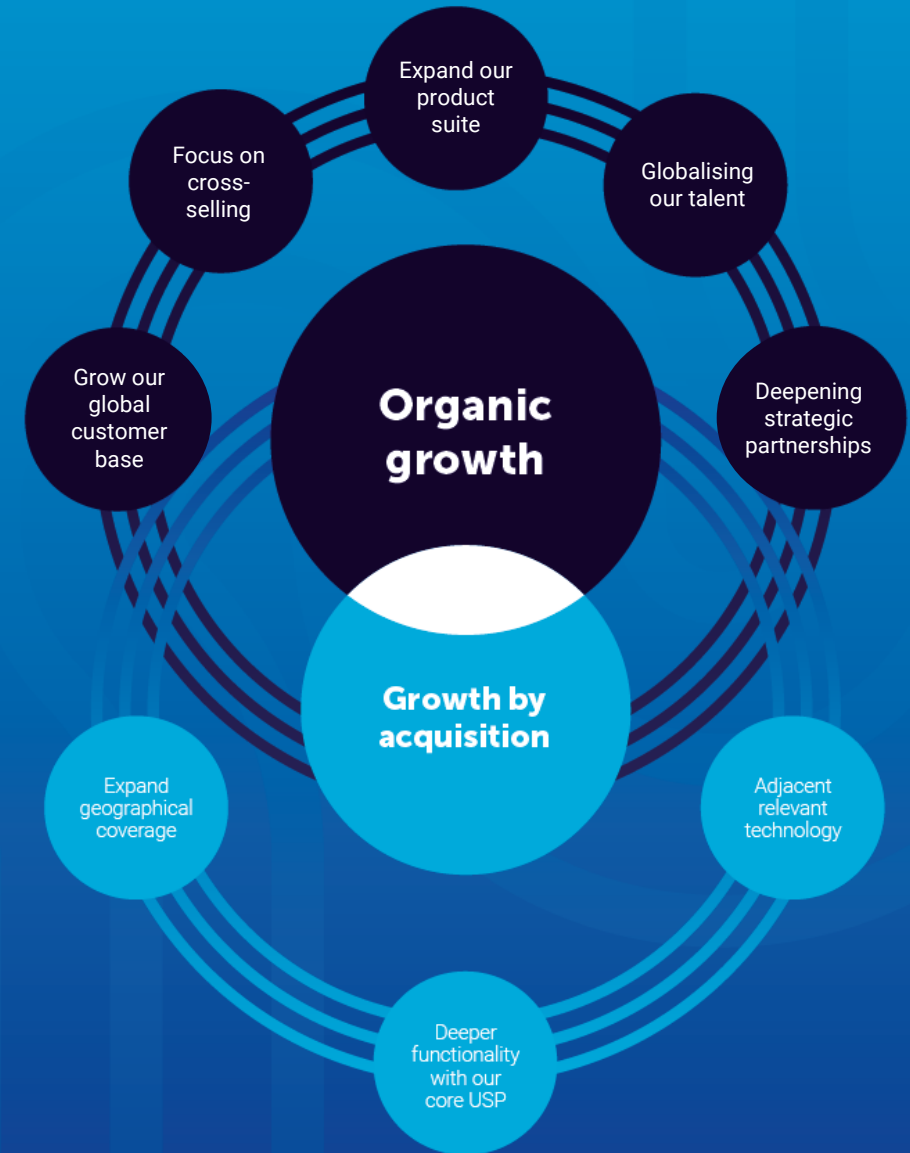
GEOGRAPHIC



PRODUCT



PARTNERSHIPS



Growth across the world

Geographic

Product

Partnerships

North America

20%

- Strong growth in region led by global enterprise contracts
- Investment in Customer Success and Professional Services has reduced attrition in region
- Go to market teams enabled on Web personalisation and already sold first deal
- Good visibility on pipeline for new business, cross sell of web personalisation and new channels

EMEA

7%

- Fresh Relevance cross-sells increasing the value of existing customers by c.£2k per month
- Stabilising attrition levels as customer liquidations and insolvencies reduce
- SMS sales to our customer base above target as customers adopt more channels
- Development of advocacy via annual awards and Customer Marketing

APAC

19%

- Strong advocates of customers and partners in region through our community offering
- Far East Asia grew 45%, with Japan being a standout performer at 79%
- Increased investment in regional sales, R&D to support region and in-app translation
- Growing demand for mobile-first channels like WhatsApp and TikTok

Key wins



FUJIFILM

Dreams



KAPLAN
FINANCIAL



Best&Less



NYBG



sonotas
CORPORATION

Innovation enhancing competitive edge

Geographic

Product

Partnerships

- Focused on improving mobile first consumer experiences
- Launched new TikTok and LinkedIn integrations
- Successful WhatsApp early preview. Launching April 2025
- Increasing our agentic WinstonAI & increasing customer adoption
- Revamped eCommerce reporting (Revenue Per Recipient, Back in Stock, and Cross Account Revenue reporting)
- Innovation team hired for aligned category product creation



Recognised by marketers as a Leader in 11 G2 categories including Customer Data Platform, Marketing Automation, Mobile Marketing and more



877%

Increase in mobile app, push & MMS messaging
* H1 FY24 vs H1 FY25

13%

WinstonAI ↕
Increase in adoption

34%

WinstonAI ↕
AI subject lines suggested then used in campaigns

46x

Return on Add spend on preview WhatsApp campaigns

87%

Open rate on early WhatsApp campaigns

Wittner

“Wittner Shoes in Australia fully integrated WinstonAI, improving open rates”

Driving value through network of 850+ partners



Geographic

Product

Partnerships

190

Total technology integrations

+13%

Revenue from clients connected to strategic partners

+12%

Ecommerce connector revenue

+14%

Growth in CRM connectors

Strategic partners



Adobe Commerce

Largest partner



Fastest growing partner



Selected tech & service partners



Looking ahead

Summary and outlook

Solid half year performance

Growth in all regions, larger customers and higher-value deals

Favourable market drivers

Both within the digital marketing landscape and across a diversified customer base

Good H2 visibility

With high recurring revenues and healthy cash position to explore inorganic growth

H2 priorities

- Continue driving growth supported by large, high-value client wins
- Drive adoption of Fresh Relevance in North America and APAC
- Launch native WhatsApp channel and accelerate mobile-first development
- Expand market reach through strengthening partnership and integration ecosystem
- Actively explore acquisition opportunities

Questions

Appendix

Board of Directors



Milan Patel
Chief Executive Officer

Milan joined the Group in 2007 before being appointed as Group Company Secretary in 2009. He later took on the roles of CFO in 2015 and CEO in 2016. As a fellow member of the Association of Chartered Certified Accountants (ACCA) and a member of the Institute of Chartered Accountants in England and Wales (ICAEW), Milan has successfully overseen the Group's admission to ISDX (now Aquis - AQSE) and its listing on AIM.

Before becoming CEO, Milan managed the Group's financial management and reporting, regulatory compliance, corporate governance, and legal functions. He offers strategic financial and commercial expertise to the Board. He possesses a range of operational skills, robust leadership qualities, international business development experience, along with mergers and acquisition expertise.

As the leader of the Executive team, Milan is responsible for guiding the Company's vision and growth strategy. Specifically, he spearheads the Group's international growth strategy, accelerated product innovation, strategic partnership development, and acquisition strategy execution. Throughout the Company's life on public markets, Milan has consistently demonstrated a solid track record in delivering performance against plans.



Alistair Gurney
Chief Financial Officer

Alistair joined the board on 19 September 2022 as CFO. He is a Chartered Accountant (FCA ICAEW), bringing experience of senior finance leadership roles in international technology businesses. At Dotdigital he leads the finance and legal teams and uses his experience to improve productivity and accelerate growth through sound commercial and strategic decisions. Alistair also plays a leading role in driving the Group's M&A programme.

He led Group financial planning and analyses activities at Unit4 Business Software. During this period, he also steered the Group through financial due diligence as Advent International sold the business to TA Associates and Partners Group.

Previously, he held a Finance Director role and led the Group Commercial Finance team at Iris Software Group, having supported the sale of the group in 2018. He trained as an accountant at Deloitte, working in the transaction and restructuring services team.



John Conoley
Non-Executive Chairman

John was appointed as Non-Executive Chairman of the Board on 5 July 2022, following the resignation of the previous Non-Executive Chairman. He brings significant executive and non-executive Board-level experience of both fully-listed and AIM-quoted businesses.

He began his career in the IT industry with IBM in 1983 where he worked in a range of industries in technical, sales and marketing roles. Recent public company roles include Chief Executive Officer of Psion PLC, the fully-listed international mobile device company, from April 2008 to October 2012 when it was acquired by Motorola; Non-Executive Director of NetDimensions (Holdings) Limited, the AIM-quoted human capital management software company, from October 2016 to April 2017 when it acquired by Learning Technologies plc. In addition he was Non-Executive Chairman of Wameja Limited, the AIM and ASX quoted innovative mobile financial services company that was acquired by Mastercard in 2021. He was Executive Chairman of the AIM-listed FireAngel Safety Technology Group PLC until June 2023. Since September 2023 John has been Executive Chairman of PE backed company Aura Futures Ltd.



Boris Huard
Non-Executive Director

Boris joined the Board on 26 March 2019 and is the CEO of CitNOW Group, a Living Bridge and Tenzing portfolio company providing SaaS and Data solutions to the automotive industry across 50 countries. Boris brings present day experience of running global software, big data and analytics businesses—topics of key importance to Dotdigital.

Boris joined CitNOW in 2024, having previously held roles in the technology industry for 20 years, ranging from Board Director with Maxima Plc, Chief Executive at Sword CT Space, UK & I Executive Board at Experian and Global ID&F MD for GBG Plc.

During those years, he delivered sustainable organic growth and executed bolt-on acquisitions. From turnaround to successful public to public exit transactions, Boris drove performance through hands-on P&L management, international business development, cross-continent operations, mergers and acquisitions and company restructurings and integrations.



Liz Richards ACA
Non-Executive Director

Liz joined the Board on 1 May 2020 and also chairs the Audit and Risk Committee. She is a highly experienced executive and Non-Executive Director with a career spanning the Financial Services, Data and Software sectors. After an early career with Lloyds Bank, Liz qualified as a Chartered Accountant with EY.

Liz was Chief Financial Officer for Callcredit (now Transunion), a successful consumer data business, where as a founder member, she oversaw its rapid growth from start-up to a £150m revenue business. During that period, she was instrumental in the purchase and integration of several successful acquisitions and has end-to-end experience of significant private equity and trade corporate transactions.

She is also a Trustee and Chair of Finance and Investment for Yorkshire Cancer Research and sits on the Council of the University of Leeds, where she is also a member of the Audit and Risk Committee. Previous NED and Audit Chair roles have included Tracsis plc, an AIM-listed software business in the transportation sector, LINK Scheme, the ATM operator, and Leeds Trinity University.

She brings experience of high-growth acquisitive business, and financial, audit and governance expertise to the Board at Dotdigital.

Strong and supportive shareholders

Shareholding as of 31st December 2024

- Liontrust Asset Management **17.0%**
- Octopus Investments **13.0%**
- Directors & PDMR **10.3%**
- Investec Wealth & Investments **7.8%**
- Slater Investments **4.6%**
- Canaccord Genuity Wealth Management **3.9%**
- Chelverton Asset Management **3.0%**
- Hargreaves Lansdown **2.8%**
- Evelyn Partners **2.2%**
- Martin Currie Investment Management **2.2%**
- Baillie Gifford **2.0%**

Global reach



Investment case



STRATEGY

Clear and compelling strategy focussed on organic growth complemented with M&A.

Focussed around many industries for mid-market and enterprise companies.

Rapid product innovation supporting average revenue per customer expansion and driving return on investment for our customers.

International growth based on proven blueprint.

A focussed approach to brand success extended through global strategic partners.



SCALABLE

Highly scalable platform for all sizes of customers with a predictable financial model.

SaaS business model driving high margins.

Predictable and transparent financial model with high levels of recurring revenue.

Diverse customer base from size of business to industries they operate within.

Profitable growth with strong cash balance and no debt.



GROWTH

Attractive industry growth with a change in sentiment post-COVID-19.

Marketing automation has a proven superior ROI for marketers from all digital marketing channels.

Global marketing automation spend is, according to Precient and Strategic Intelligence, showing double-digit growth and is predicted to reach \$14.2bn by 2030.

Marketeers are predicted to accelerate adoption of omnichannel and digital marketing.

Digital marketing as a proportion of overall marketing budgets continues to accelerate.



INDEPENDENCE

The successful Dotdigital culture.

Highly talented and motivated people focussed on customer success.

A culture that is aligned to company objectives and vision.

Unique industry position with many competitors distracted.

Flexible, extendable and effective product that drives retention.



LEADERSHIP

Experienced management team

Executive team with a proven track record of success.

Strong non-executive Board with experience of scaling businesses of this size.

Wider management team with the motivation to continue the profitable growth story.

All employees aligned to the strategic priorities of geographic expansion, product innovation and building strong strategic partnerships.



OUTLOOK

Strong growth prospects

Innovation to support marketing teams with their data challenges and move to omnichannel using personalisation and intelligence.

Ability to complement organic growth strategy with technology acquisitions to accelerate product expansion.

Attract more global strategic partners to increase addressable market.

New geographic markets with greater potential than the UK alone.

Responsible business

A platform built on security and sustainability



ISO 14001 certification

Achieved in January 2021 and expanded this year to include Fresh Relevance. This helps us remain accountable and goal-oriented.



100% renewable energy

Our customers are using a platform that is powered by 100% renewable energy.



Carbon neutral platform

Working with, Climate Impact Partners we've eliminated and offset emissions, becoming carbon neutral, with a 2030 Net Zero target.

FY24 ESG Highlights

Launched Dotdigital's new **CODE** values:

- Collaborate to succeed
- Always open and honest
- Embrace the power of diversity
- Enjoy what we do

- HR rebranded to People team to reflect our values and people focus
- Gender pay gap narrowed from 29% to 21% with 55% of internal promotions achieved by women
- DotWellbeing themed initiatives around financial wellbeing and mental health

- Launched UK employee salary sacrifice EV scheme
- Grew the "Dotforest" to 30,000 trees
- Celebrated our diversity through DotDEI initiatives including Pride Week
- Reinforced our partnership with The Girls' Network, providing mentorship.