

# Full year results presentation

For the year ended 30 June 2025

Milan Patel, CEO  
Tom Mullan, CFO  
**November 2025**



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# Agenda

1. Business Overview

2. Business Model & Financial Performance

3. Strategy Update & AI Focus

4. Outlook

# Business Overview

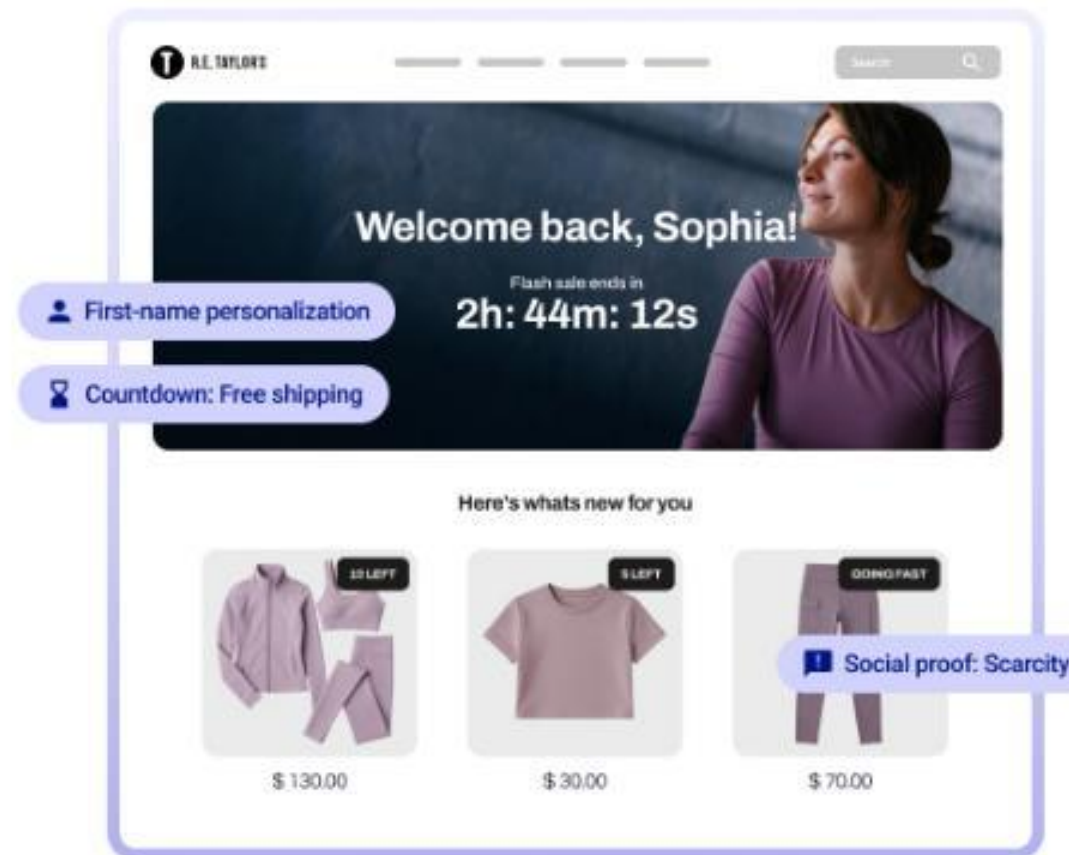


# What we do

On a mission to improve customer experience for everyone on the planet

## Growing opportunity

- Consumers expect hyper-personalised, frictionless engagement. **86%\*** say they'll pay more for it.
- New channels, stronger loyalty. Up to **89%\*\*** customer retention through omnichannel strategies
- Organisations need to reduce complexity and deliver ROI. **70%\*\*\*** of CMOs are prioritising marketing technology adoption



## Scalable solutions

**4,000+** global brands  
**100,000+** daily campaigns  
**99.1%** customer satisfaction

- Integrated platform with embedded AI
- Intuitive and easy to use
- Operating in 150+ countries
- ~500 employees across EMEA, APAC, and the US
- High margin SaaS model

**“Right content. Right customer. Right time. Right channels.”**

\* <https://www.superoffice.com/blog/customer-experience-statistics/>  
 \*\* [Aberdeen Group](#)  
 \*\*\* <https://www.webfx.com/blog/marketing/digital-marketing-spend-insights/>

# FY25 overview

## Delivering across all priorities

### + Strong FY outcome

- Profitability & earnings per share marginally ahead
- Growth across all regions despite macro environment
- Healthy cash generation

### + Organisational enhancements for scale

- Optimisation of business process, systems and people
- Growth focussed investment in international regions
- Chief Revenue Officer recruitment process underway

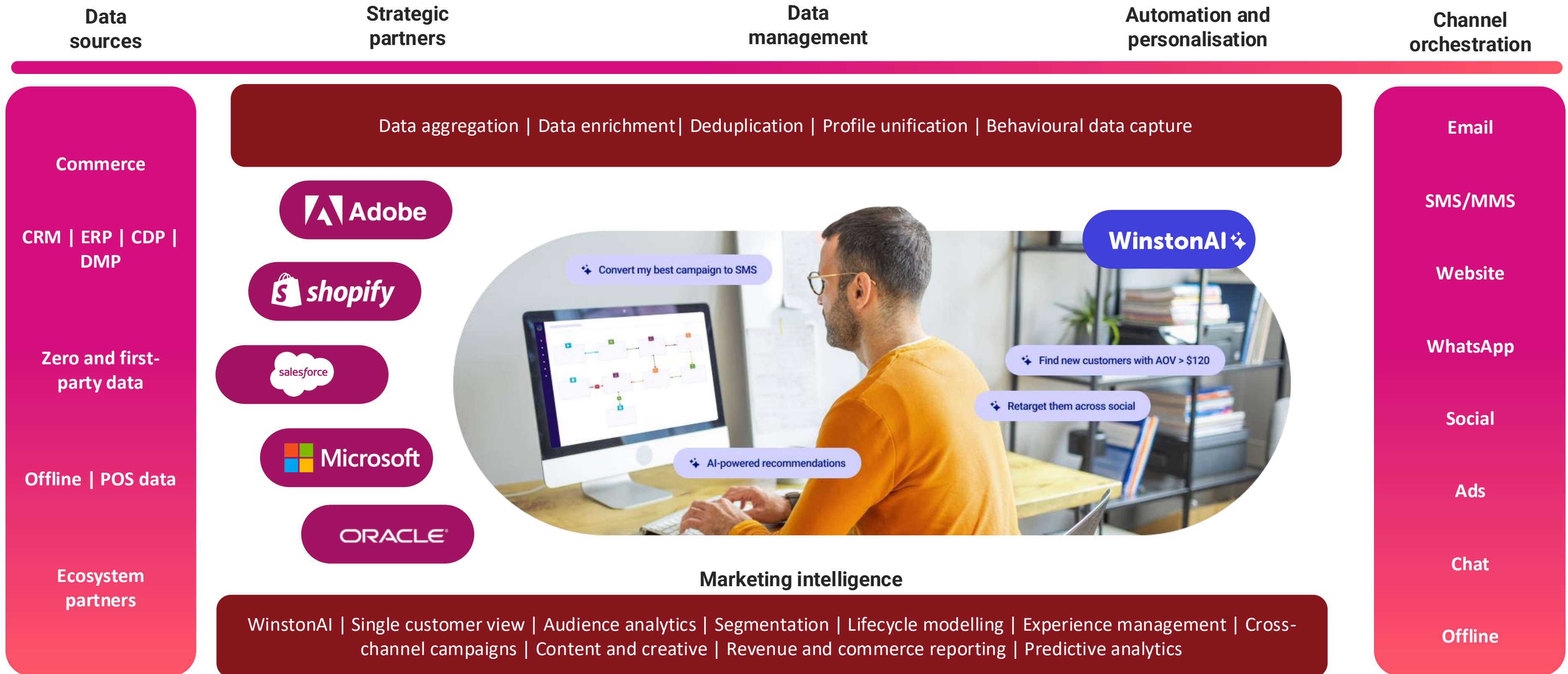
### + Product advancement increasing TAM

- Launch of Loyalty product in beta
- Social Snowball acquisition adding influencer marketing
- Enhanced AI features and launched new channels

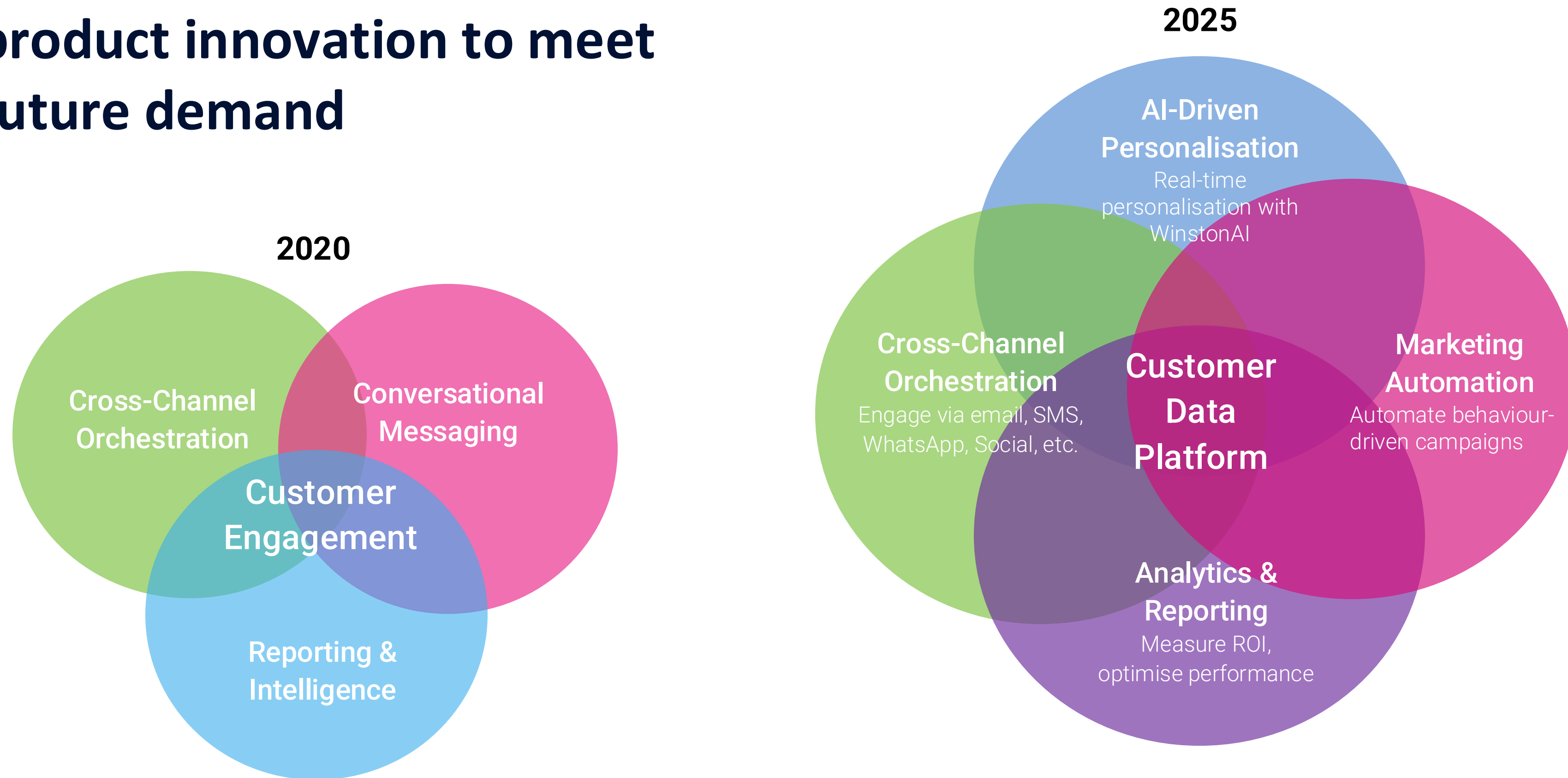
### + Confident in continued growth

- Strong recurring base and financial position
- Investments in US, JAPAC and Social Snowball delivering
- Expanding addressable market

# The leading CXDP for marketers



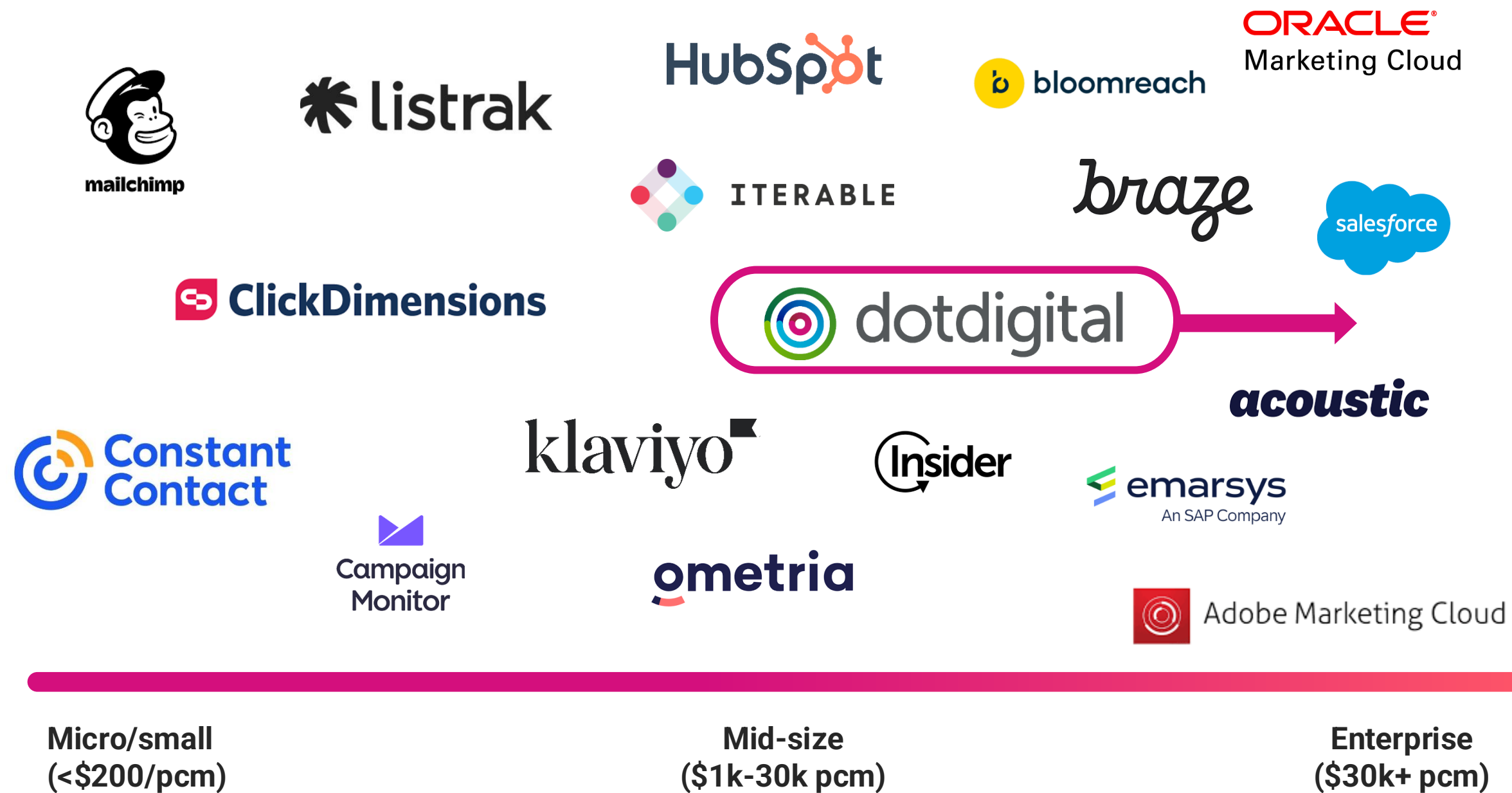
# Delivering continuous product innovation to meet future demand



*Market demanding clear ROI, simpler stacks and faster time-to-value*



# Scalable, mid-market focus



- Only market participant with complete range of owned communications delivery infrastructure enabling unbeatable delivery performance, including SMS in over 200 countries
- AI embedded within our core and has been for 15+ years
- Depth and flexibility of platform and channels all-in-one: cross-channel marketing automation, web personalisation, influencer marketing management
- Extensive partner ecosystem with breadth and depth of real-time integrations
- World class and award-winning customer service
- Trusted brand with a reputation for innovation

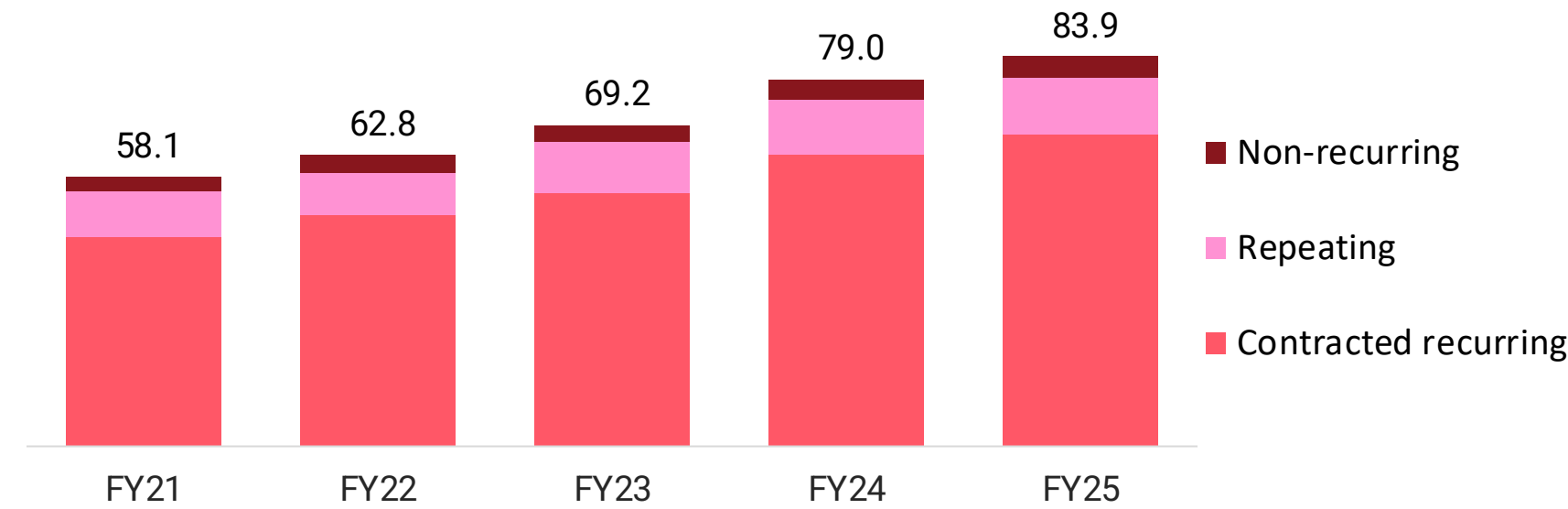
# Business model & financial performance



# Financial model

Drive high margin sticky recurring revenues and strong cash conversion

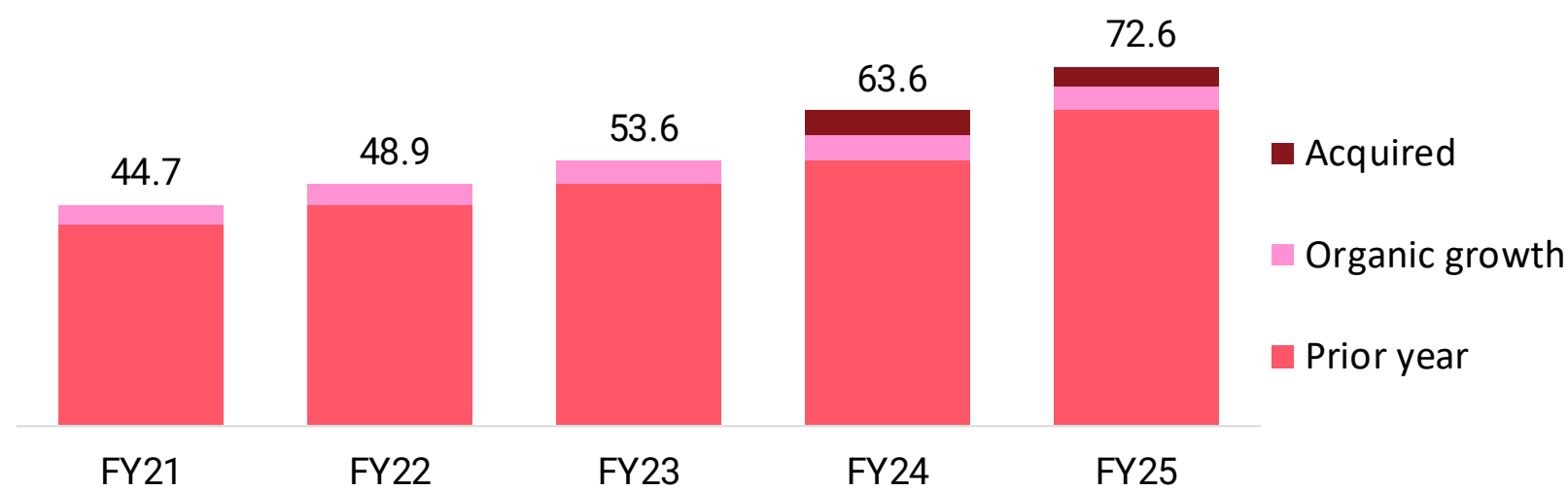
## Group revenue profile



Recurring and repeating revenues were 94% of total Group revenues

Contracted recurring revenue carrying ~90% gross margins

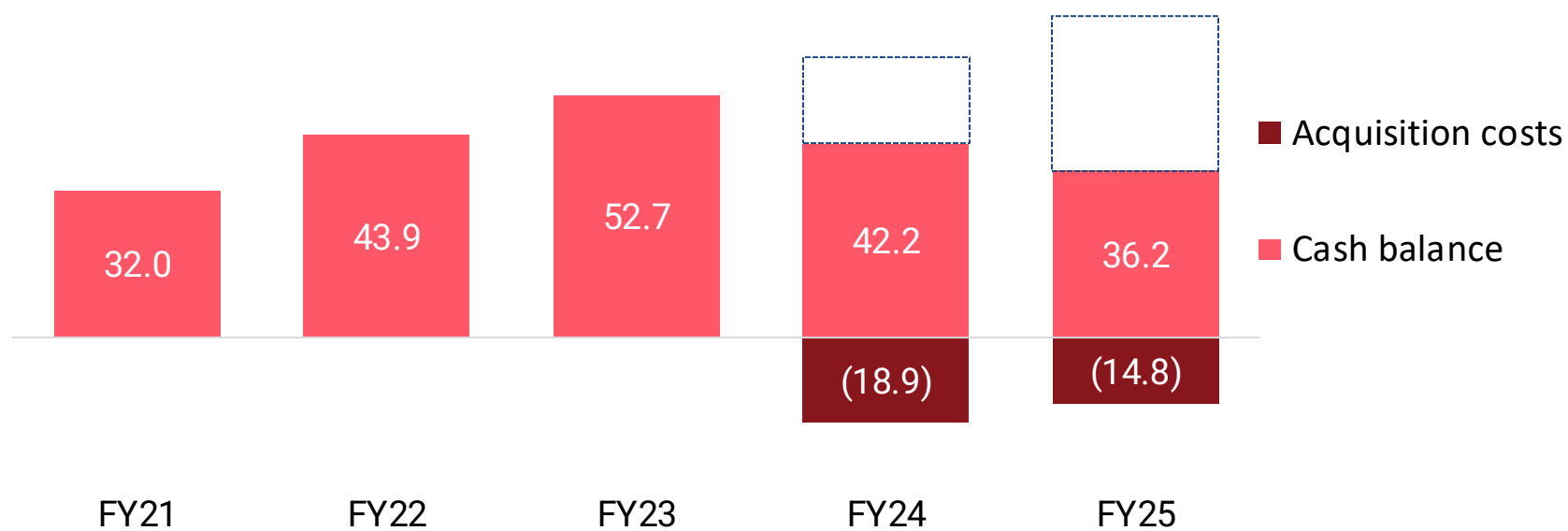
## Forward-looking contracted ARR



Forward looking contracted ARR gives confidence in ongoing growth and our ability to reinvest

4-year CAGR in forward looking contracted ARR of 13%

## Cash generation



High margin recurring revenue growth drives consistent and progressive cash generation





Cash balance of **£36.2m** after USD 20m acquisition of Social Snowball


# Dotdigital commercial model

## A predictable, high margin business



Our core CXDP and related business is our strategic growth business and consists of:

-  Contracted recurring revenue - fixed value at high software margins
-  Contracted recurring revenue – variable value, volume based, predictable at strong margins
-  One off revenues – professional services, sponsorships, other one offs
-  Combined CXDP gross profit

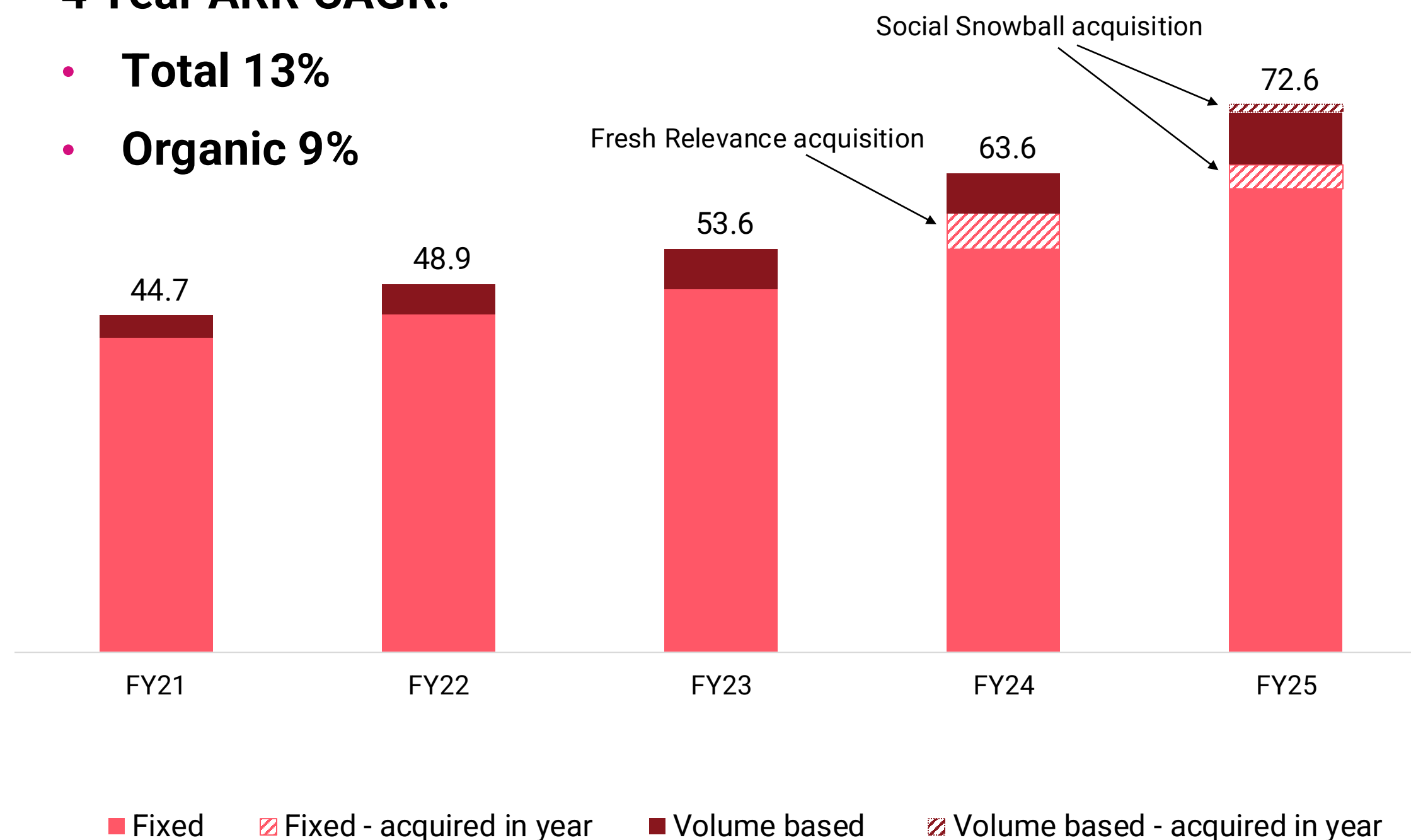
 Our standalone API only transactional messaging CPaaS business is the heritage Comapi business acquired in 2017 :

- Revenues based upon transaction volume, considered repeating
- Inherently low margin SMS business concentrated on ~20 larger customers

# Forward-looking ARR growth from core business

## 4 Year ARR CAGR:

- **Total 13%**
- **Organic 9%**



**£72.6m of forward looking ARR in core CXDP business**

- ~89% contracted and fixed value
- ~11% volume driven elements of fixed contracts above

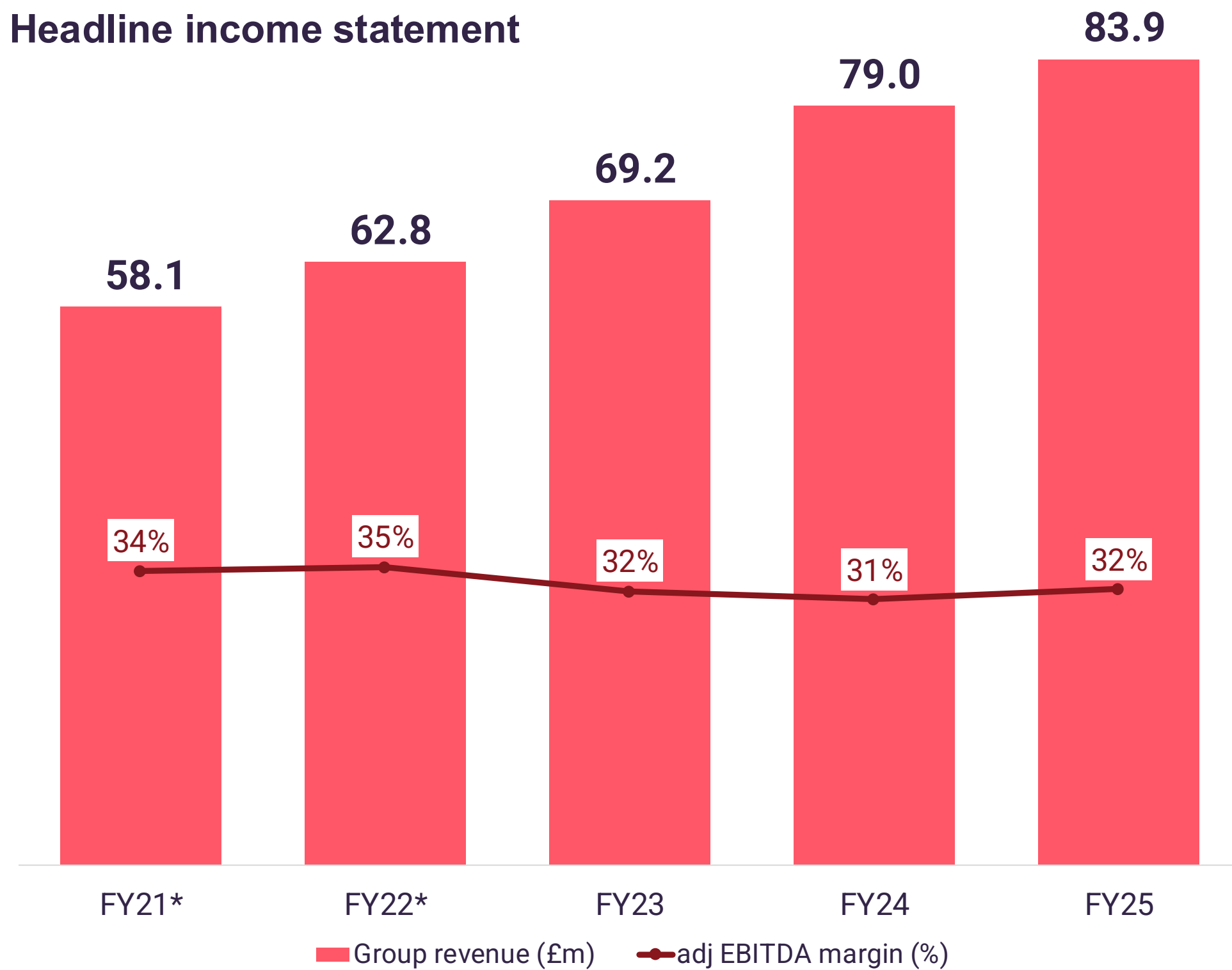
*Excluded from ARR:*

- Professional services, sponsorship or other one-off revenues from our core business
- Repeating revenues from our standalone transactional messaging Communications Platform as a Service ('CPaaS') business

# Trading highlights

<p><b>+7%</b> Revenue **</p>	<p><b>+8%</b> Recurring revenues **</p>
<p><b>32%</b> Adj. EBITDA margin</p>	<p><b>£13.9m</b> Free cash flow ***</p>

## Headline income statement



\*\* on a constant currency basis

\*\*\* Free cash flow being adjusted EBITDA less working capital movement; capitalised lease, R&D, and PPE spend; tax spend; plus interest received

\* Covid-19 enhanced margins in FY21 and FY22, now normalised

# Income statement overview

- Revenue growth in FY25 was 6% (7% in constant currency), includes the in year £0.7m impact of the previously announced non-renewal of a loss making CPaaS contract
- Recurring and repeating revenue represented 94% of total (FY24: 94%); contracted recurring was 80% of Group revenue (FY24: 79%).
- Average revenue per customer (ARPC) increased 8% on a constant-currency, normalised basis to £1,923 per month (FY24: £1,781 normalised).
- Particularly strong international revenue growth with both US and JAPAC growing ~20%.
- Gross margin of ~80% remains in line with the prior year.
- Exceptional costs and adjusting items were broadly consistent with the prior year, with costs in relation to the Fresh Relevance acquisition occurring in FY24 and the Social Snowball acquisition occurring in FY25.
- Admin expenses (excl. exceptional items) grew at 5%, notably a lower rate than revenue, with investments being made in our international presence and product, AI and security enhancements.

£'m	FY25	FY24	Growth
Revenue	83.9	79.0	6%
Cost of Sales	(17.4)	(16.2)	
<b>Gross Profit</b>	<b>66.5</b>	<b>62.8</b>	<b>6%</b>
Admin expenses	(52.9)	(50.9)	
<b>Operating Profit</b>	<b>13.6</b>	<b>11.9</b>	<b>14%</b>
Exceptional Items*	3.9	3.7	
<b>Adj. Operating Profit</b>	<b>17.5</b>	<b>15.6</b>	<b>13%</b>
Margin	21%	20%	
Net Interest	1.5	1.3	
<b>Adjusted PBT</b>	<b>19.0</b>	<b>16.8</b>	<b>13%</b>
Depreciation & Amortisation	7.8	7.5	
<b>Adj. EBITDA</b>	<b>26.8</b>	<b>24.3</b>	<b>10%</b>
Margin	32%	31%	

\* Exceptional costs of £3.9m in the year (FY24: £3.7m)

1. Share based payments £0.7m (FY24: £1.2m)

2. Amortisation of acquired intangibles £1.8m (FY24: £1.5m)

3. Acquisition costs relating to Social Snowball of £0.7m (FY24: £0.4m relating to Fresh Relevance)

4. Costs relating to share option exercise £0.01m (FY24: £0.2m)

5. Restructuring costs £0.4m (FY24: £0.4m)

6. Surrender of office lease of £0.3m (FY24: nil)

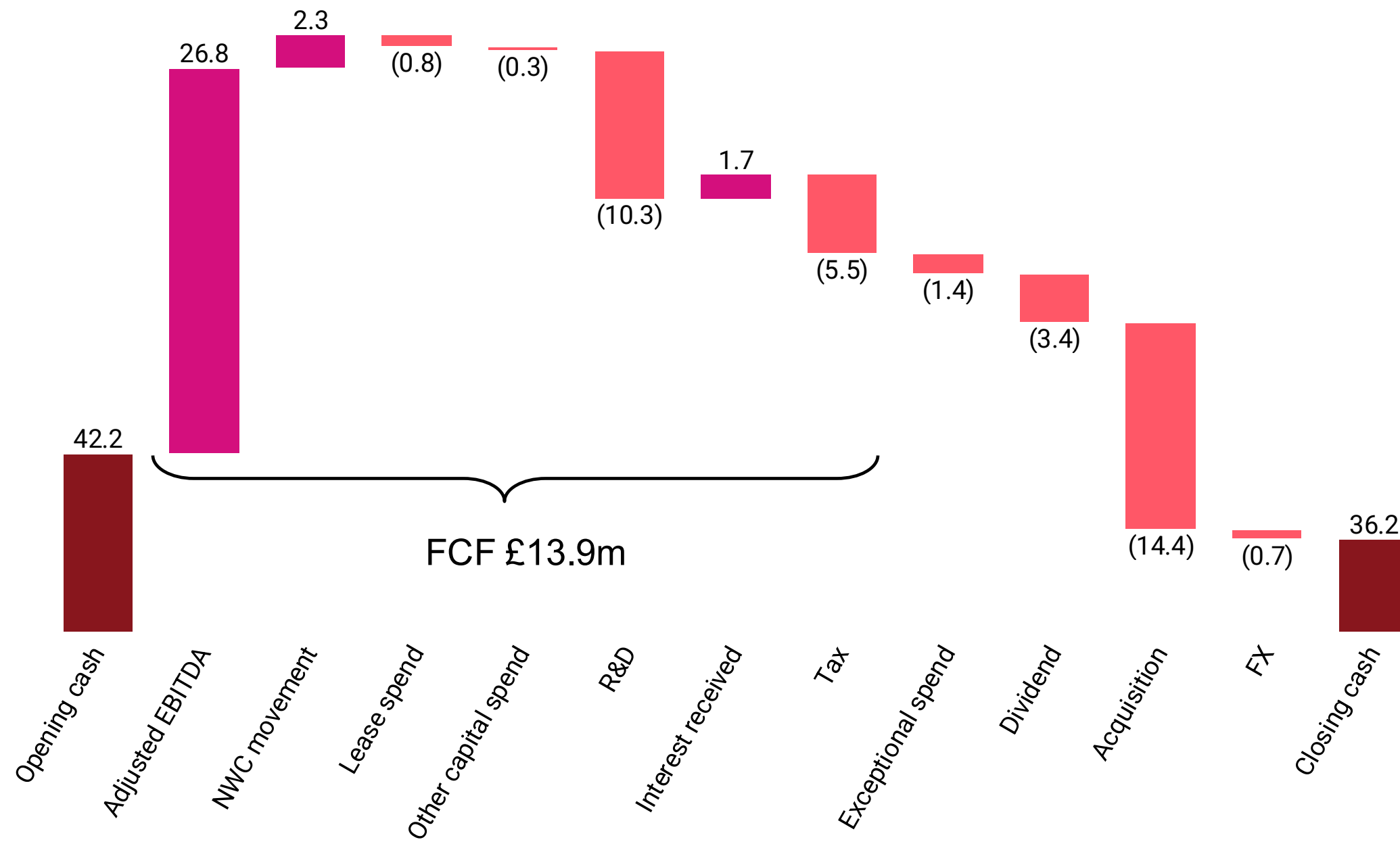
# Financial position overview



£'m	FY25	FY24
Non-current assets	86.1	63.4
Other current assets	18.4	18.0
Cash	36.2	42.2
<b>Total assets</b>	<b>140.7</b>	<b>123.6</b>
Non-current liabilities	16.4	8.7
Current liabilities	21.2	19.7
<b>Total liabilities</b>	<b>37.6</b>	<b>28.4</b>
<b>Total equity</b>	<b>103.1</b>	<b>95.2</b>
<b>Total equity and liabilities</b>	<b>140.7</b>	<b>123.6</b>

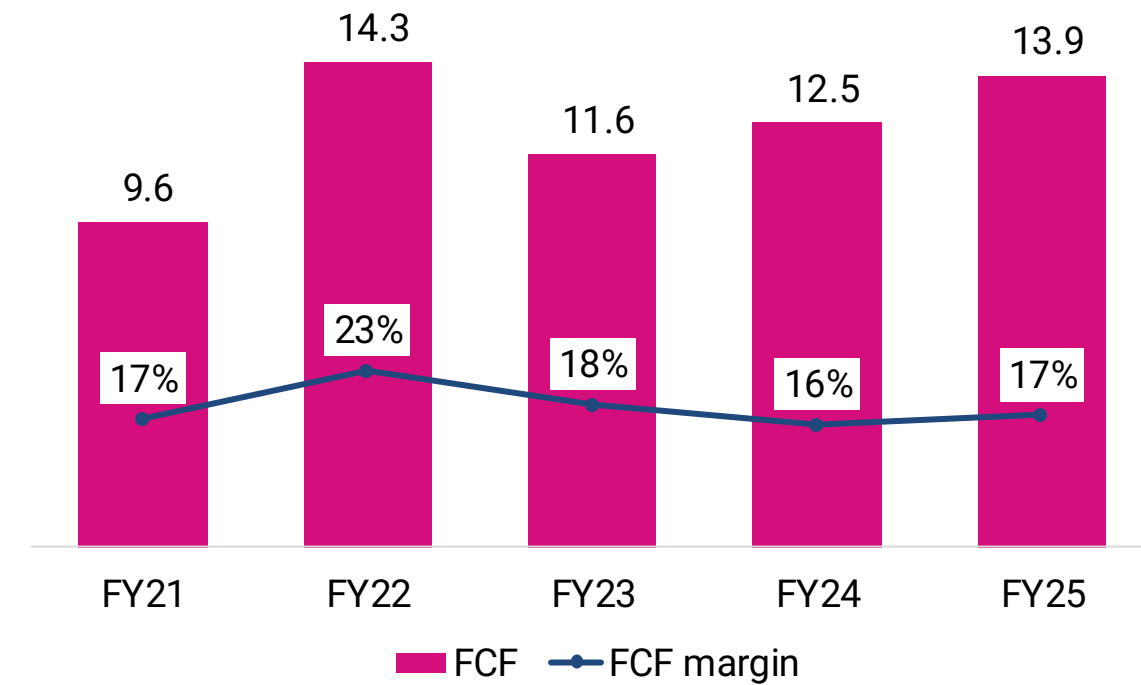
- Balance sheet continuing to see healthy and efficient trends in net working capital ('NWC'). Specifically, receivables management has improved, whilst contract liabilities (deferred revenue) has increased with increases in revenues and in customers paying annually in advance.
- Cash was used to acquire Social Snowball on 25 June 2025 for US\$20m upfront.
- Cash is sufficient that we continue to consider further M&A opportunities.

# Cashflow overview



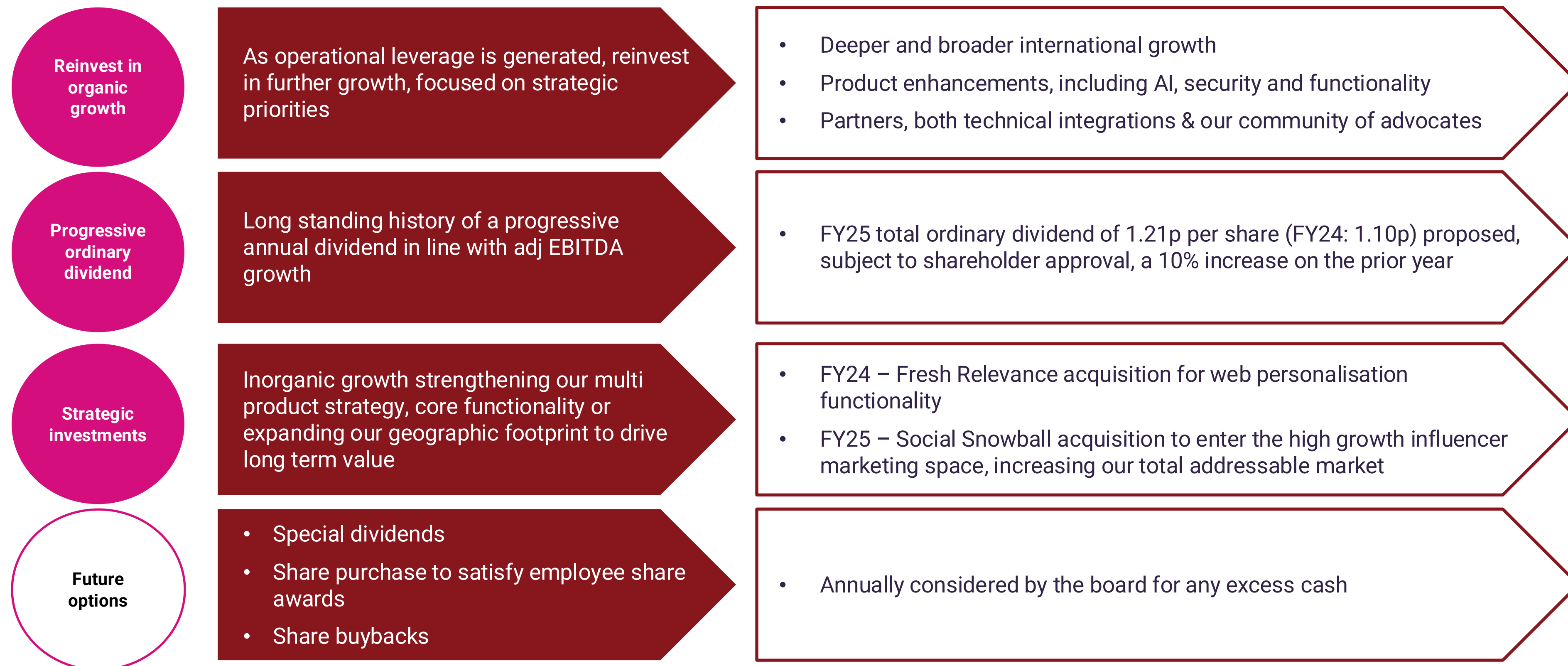
- Free cash flow at a consistent margin with prior years, noting Covid-19 impacted FY21 and FY22 which should be considered together at a normalised margin of ~20%
- Cash spend on exceptional items predominantly acquisition related in FY24 & FY25.
- FCF funded acquisition of Social Snowball on 25 June 2025 for US\$20m upfront (net)
  - a further maximum of US\$15m due in contingent consideration over the next two years if certain growth and profitability targets are achieved.

Free cash flow (£m) and margin (%)



£'m	FY25	FY24
<b>Adjusted EBITDA</b>	<b>26.8</b>	<b>24.3</b>
Working capital	2.3	(0.3)
Lease Liabilities	(0.8)	(0.8)
Interest received	1.7	1.3
Tax	(5.5)	(2.1)
R&D & other capital spend	(10.6)	(9.9)
<b>Free cash flow</b>	<b>13.9</b>	<b>12.5</b>
Exceptional items	(1.4)	(0.9)
Dividend	(3.4)	(3.1)
FX/other	(0.7)	(0.1)
Acquisitions	(14.4)	(18.9)
<b>Net change in cash</b>	<b>(6.0)</b>	<b>(10.5)</b>

# Long standing approach to capital allocation



# Key financials takeaway

- **15+** year successful delivery of baseline financial metrics:
  - Growth **~10%**
  - Adj. EBITDA margin exceeding **30%**
  - Adj. PBT margin exceeding **20%**
  - FCF margin approaching **20%**
- Core business contracted ARR growing at a 4 year CAGR of **13%** and now accounts for **95%+** of group gross profit
- US and JAPAC regions growing at **~20%+** and now account for more than **30%** of group revenues
- Entered the high growth **influencer** marketing segment in FY25 with Social Snowball acquisition
  - Social Snowball annualized contracted ARR growth rate of **~50%** since acquisition
- Management confident in achieving market expectations for FY26

# Strategy update



# Evolved strategic framework

## Purpose

To provide intelligent, relevant, and personalised marketing or other communications to their audiences, powered by WinstonAI

## Ambition

To improve customer experience for everyone on the planet

## Strategy

**Geography** Expand across the three core regions; increasing market share and entering new markets through partners to diversify revenues outside the UK

**Product** Build functionality and new products to help both existing and new customers to drive higher ROI

**Partners** Create a community of strategic, service, and technology partners to increase brand awareness and go-to-market cross-regionally with focus

## Stakeholders

Customers | Our people | Partners | Community | Shareholders

## Values

Collaborate

Open

Diverse

Enjoy

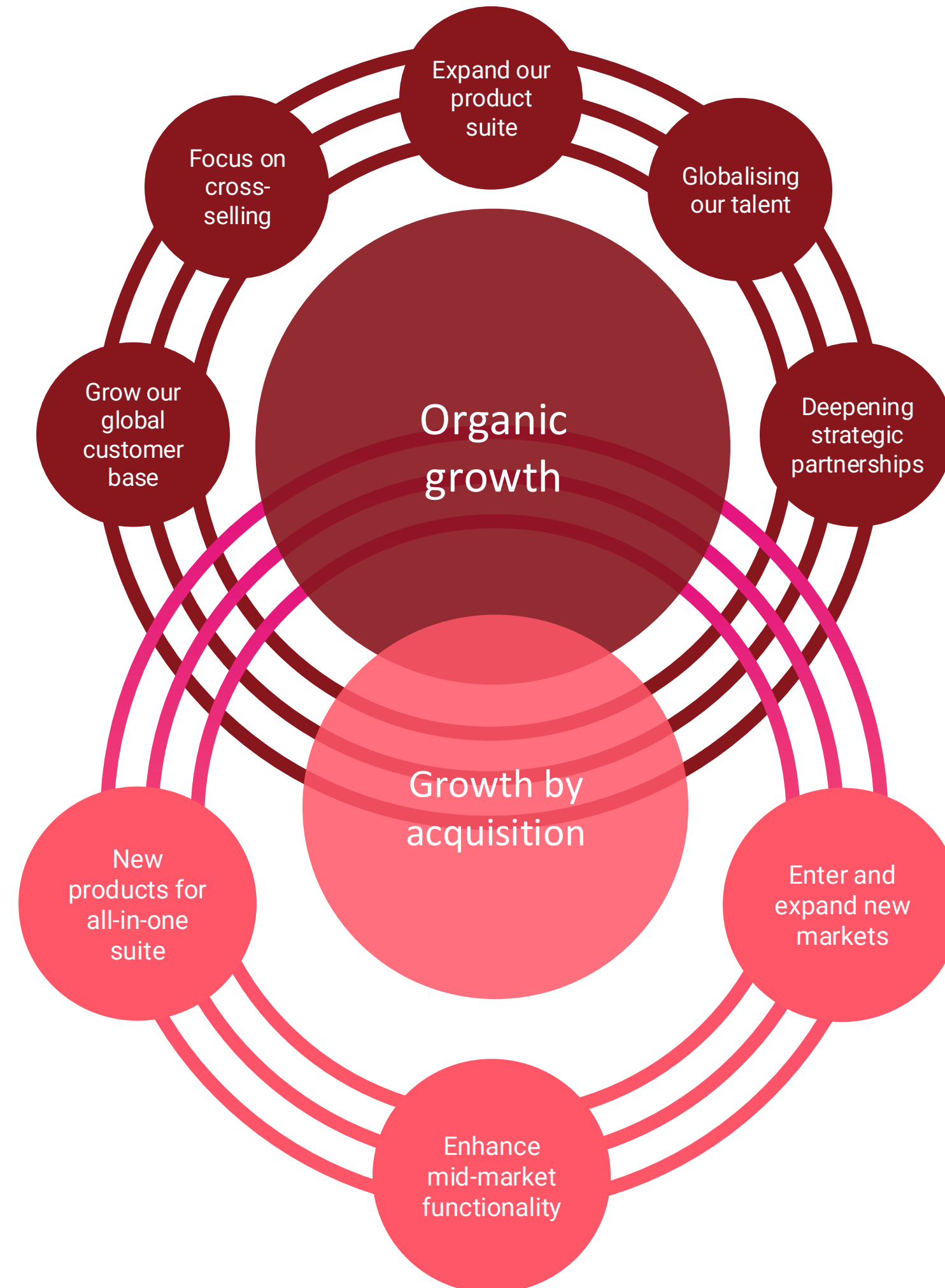
# Continued delivery against our strategy

## Core organic growth pillars

Geographic

Product

Partnerships



## Growth by acquisition

Geographic coverage

Deeper functionality

New products for all-in-one suite

# Growth across the world

International revenue now represents 33% of our Group revenues

**Geographic**

Product

Partnerships

## North America

**19%**

FY25 growth



F25 Rev: **£14.0m**  
10 Yr CAGR: **20%**  
5 Yr CAGR: **12%**

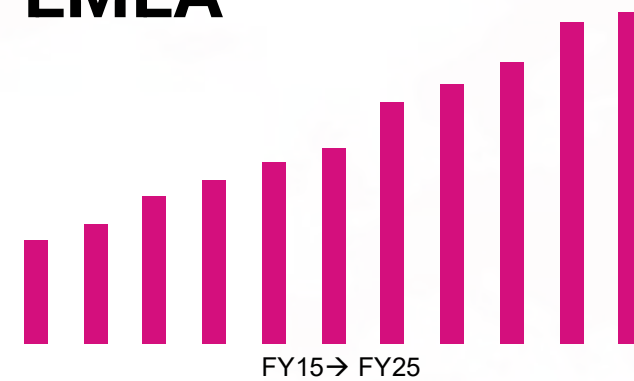
- Strong growth in region led by global enterprise contracts
- Clear strategy to land-and-expand; driving usage within existing accounts
- Increased demand for web personalisation capabilities (Fresh Relevance)
- < 1% market penetration

**Growth focus** Commerce  
**White space verticals** Not For profit/Sports/Government;  
**New products** Loyalty/Influencer Management/  
Web Personalisation  
**GTM focus** Direct & Partners

## EMEA

**3%**

FY25 growth



F25 Rev: **£61.5m**  
10 Yr CAGR: **12%**  
5 Yr CAGR: **11%**

- Resilience against mixed trading conditions
- Joint go-to-market initiatives with Fresh Relevance converted higher-value deals c.50% to ARPC expansion
- Procurement cycles favouring simplified stacks
- > 20% Market Penetration

**Growth focus** All Verticals  
**New Channels** What's App  
**New Products** Loyalty/Influencer Management  
**GTM focus** Direct & Partners

## JAPAC

**20%**

FY25 growth



F25 Rev: **£8.3m**  
10 Yr CAGR: **56%**  
5 Yr CAGR: **26%**

- Investment in localisation functionality
- Growing demand for mobile-first channels like WhatsApp and TikTok
- 40% growth in Asian Markets (Singapore, Philippines, Malaysia, Hong Kong, Japan)
- < 2% Market Penetration

**Growth focus** Commerce  
**White space verticals** Not For profit/Sports/Government;  
**New Products** Loyalty/Influencer Management/ Web Personalisation  
**GTM focus** Direct & expand Asia through partners and localised solutions

# Innovation enhancing competitive edge

Functionality recurring revenue increased by 12% in FY25

Geographic

**Product**

Partnerships

- Launched **WhatsApp** as a native channel in April 2025. Campaigns have achieved open rates of up to **95%**, with WhatsApp already encouraging upgrades to our CXDP package.
- **WinstonAI** capability extended to offer in-campaign language translations and AI-powered image search, with a **13%** increase in customers using WinstonAI in FY25 H1 compared to FY24 H2.
- Continued the deeper integration of **Fresh Relevance** and Dotdigital, including a unified script to simplify onboarding. All-in-one capability has helped upsell Fresh Relevance to existing Dotdigital customers including BeatPort, Lulu Guinness, JML and Travel Chapter.
- Rolled out enhanced **data integration** capabilities for enterprise customers, including our data firehose, integrations with leading data warehouses, and support for custom IDs.



Independently and consistently recognized by marketers as a Leader in 12 G2 categories including Marketing Automation, Customer Data Platforms and Personalisation

13%

Increase in customer accounts using WinstonAI

34%

Suggested AI subject lines used in campaigns

48%

Revenue growth for SMS/MMS marketing  
(on a constant currency basis)

46x

Return on ad spend on preview WhatsApp campaigns

Up to  
95%

Open rates on early WhatsApp campaigns

Geographic

**Product**

Partnerships

Acquisition completed on 25 June 2025

Social snowball is an influencer, affiliate and referral marketing platform.

## Rationale

- Extends capability of Dotdigital CXDP
- Broadens TAM into influencers, the fastest growing marketing sub-sector
- Significantly increases exposure to Shopify ecosystem
- Deepens US footprint

## Consideration

- USD 20m initial, less than 4\* ARR
- Up to USD15m available based on performance, reduces total multiple to less than 2\* ARR

## Post-acquisition

- Strong performance; ~ 50% annualised ARR growth since acquisition
- Back- and middle-office now integrated into Dotdigital
- Integration into the Dotdigital Core CXDP completed and ready for launch
- Cross-referral program established
- Development of matching marketplace for brands and influencers
- Plans developing to expand into other ecommerce platforms



12.1k



23.1k followers



162k followers



13k

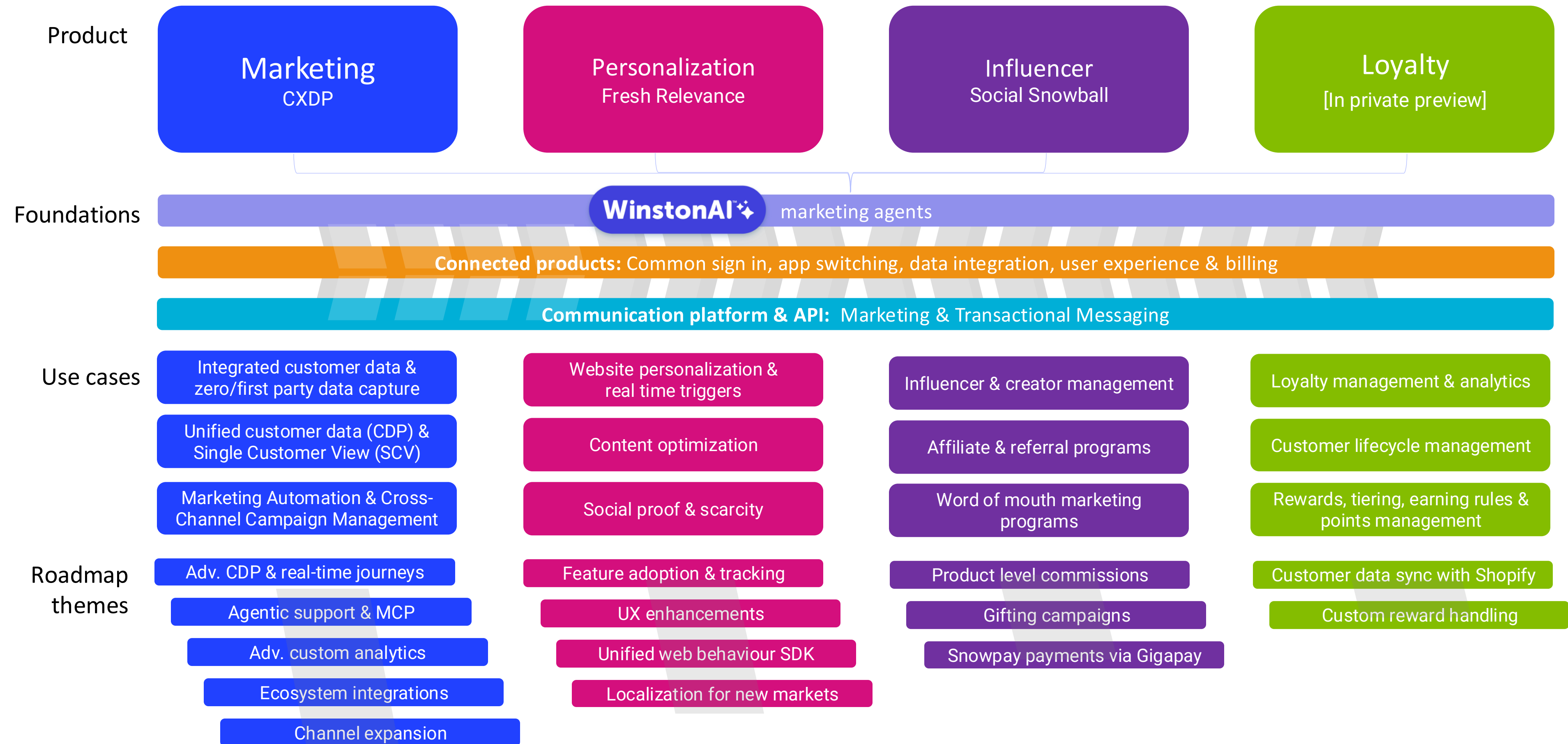
Open rates on early WhatsApp campaigns



# Product suite



Marketing technology that improves customer experiences for everyone on the planet



# Meet WinstonAI™

Dotdigital's marketing agent, powered by AI.

Analyse customer profiles and uncover actionable insights

Curate campaigns that convert – from tone of voice to translations

Identify valuable personas to retarget with real-time eRFM modelling

Personalise with precision: product recommendations and dynamic content



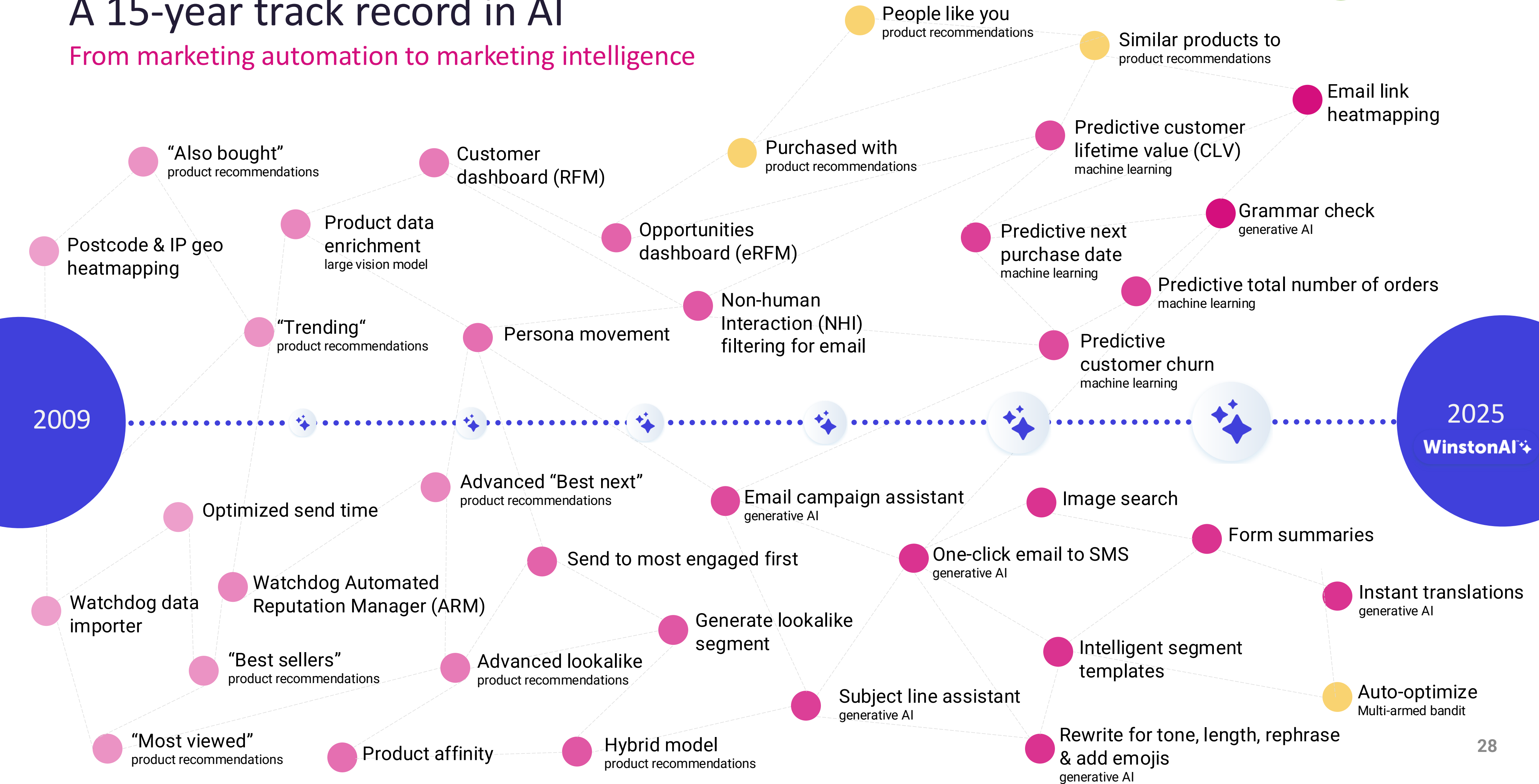
Extend channel reach with one-click email to SMS campaign creation

Predict customer lifetime value, next purchase date, churn probability and more

Auto-optimize segments and automate campaigns that hit the mark every time

# A 15-year track record in AI

From marketing automation to marketing intelligence



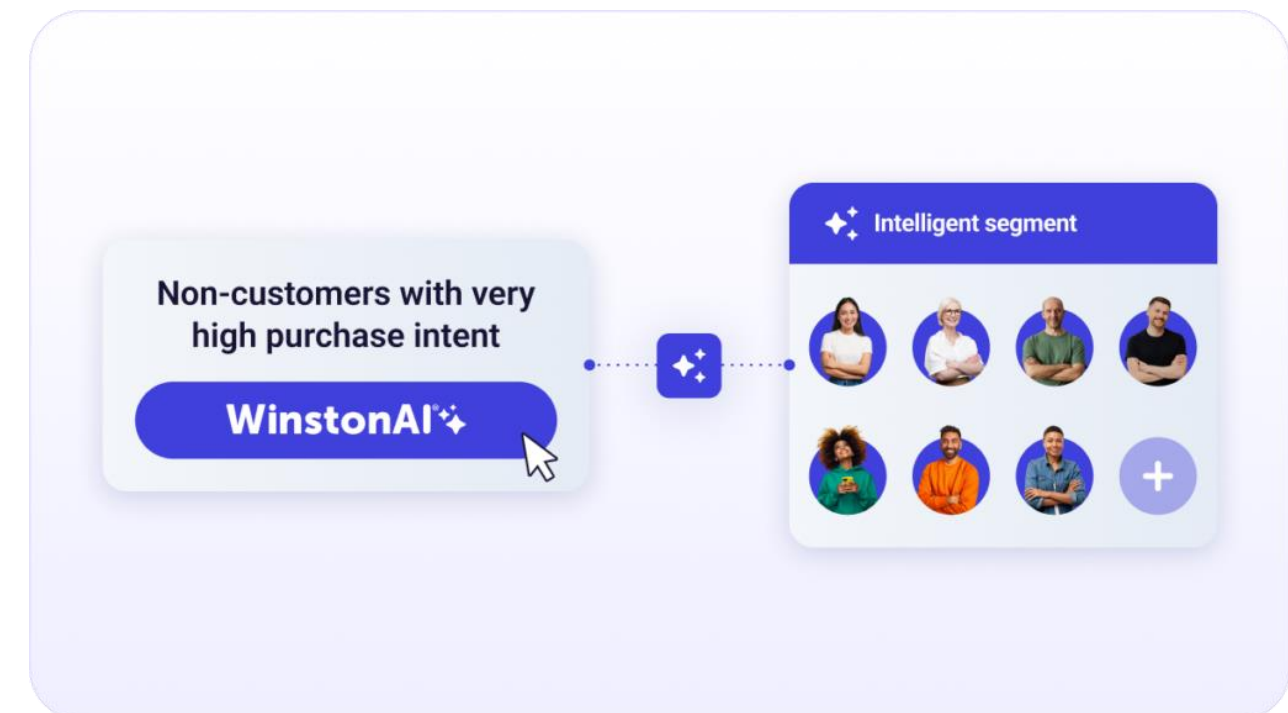
# Building on a 15-year track record in AI

From marketing automation to marketing intelligence



## Launched 2025

- Intelligent Segments
- AI translations
- AI summaries of form responses
- Optimised subject line agent
- AI Campaign templates



## AI roadmap themes

**AI content creation**  
Streamline and automate the creation of marketing materials

**AI personalisation at scale**  
Deliver highly tailored experiences to individual customers automatically

**AI strategy, analytics & optimisation**  
Provide insights and automate improvements

**AI data management**  
Enhance the data that powers all AI functions

*Increased allocation of investment added for towards AI for FY26 to have dedicated teams increasing speed to market*

# WinstonAI™ success stories

Geographic

Product

Partnerships

## INSIGHT & ANALYTICS



ROYAL  
BALLET  
SCHOOL

Used WinstonAI (RFM) to to identify smart segments that led to a 77% open rate.

## BARDOT

Identified RFM personas and opportunities to help form a lot important decisions around launching an ambassador program

## ENGAGING CONTENT



Used WinstonAI to overcome writer's block and boost email open rates to over 40%.



Boosted revenue by 20% using a simple AI product recs feature.

## GOODWOOD

Doubled ticket sales for a race weekend using an AI-generated SMS campaign.

## OPTIMIZED EXPERIENCES

## Daily&Co

Dotdigital consistently achieves a delivery rate of over 99% with automated reputation manager & sender reputation



# Driving value through network of 1000+ partners globally

Revenue connected to strategic partners up 8% in FY25



Geographic

Product

Partnerships

250+

Total technology partners/integrations

+8%

Revenue from clients connected to strategic partners

+8%

Ecommerce connector revenue

+10%

Growth in CRM connectors

*“Our long-standing partnership with Dotdigital brings together our joint expertise and skills to truly deliver exceptional solution for our clients. We very much see the Dotdigital team as an extension of our team and with industry-leading technology, powered by a data focused strategy, we are able to stay one step ahead of the competition, driving innovation in an ever-demanding marketplace.”*

Hannah Stapleford, Operations Director, Paragon DCX

## Strategic partners

E-commerce



Adobe Commerce

Largest partner



Fastest growing partner

CRM



ERP

ORACLE  
NETSUITE

## Selected tech & service partners



Looking  
ahead



# Confident in FY26 and beyond

## **Growth engine**

ARPC growth, new products and international expansion

## **Converging market**

Organisations' need for efficiency, simplicity, and measurable ROI

## **Scalable model**

High recurring revenues and healthy cash position to explore inorganic growth

Expand usage.

Launch innovation.

Grow customer base.

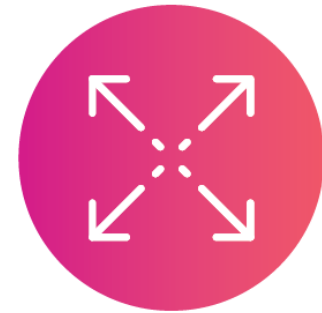
Scale efficiently.

# Investment case



## STRATEGY

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



## SCALABLE

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



## GROWTH

Attractive industry growth, accelerating in sub-sectors we serve such as influencer marketing



## INDEPENDENCE

The successful Dotdigital culture



## LEADERSHIP

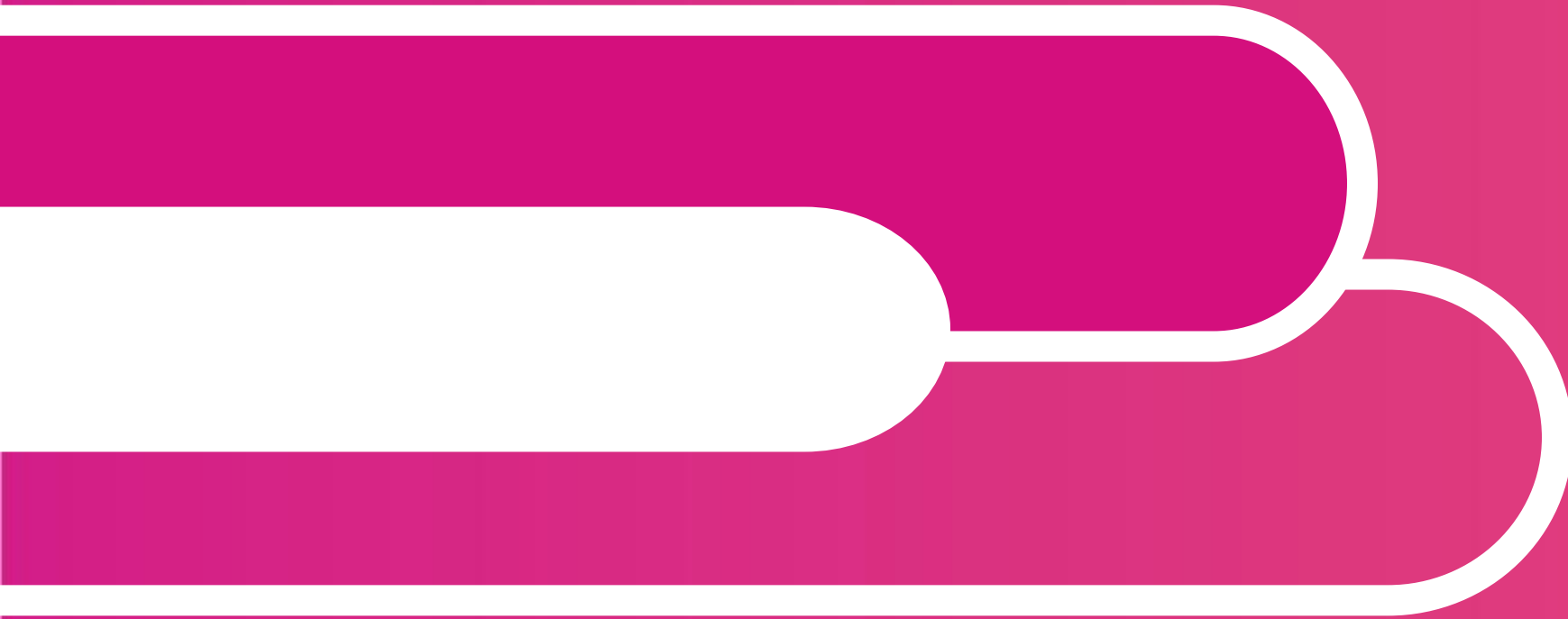
Experienced management team



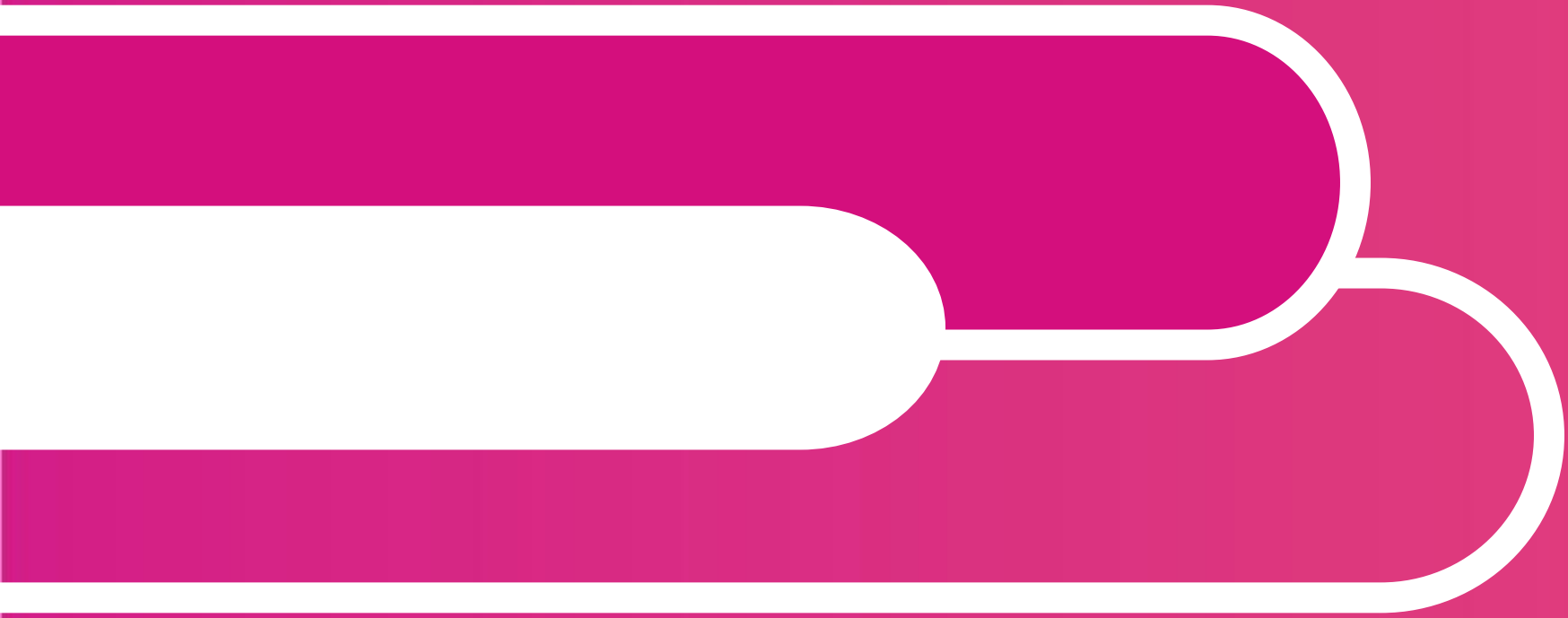
## OUTLOOK

Strong growth prospects

# 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.



**Tom Mullan**  
Chief Financial Officer

Tom joined the Board in April 2025 and brings extensive experience in both the global software industry and as a public company CFO.

Tom began his career in 2001 with EY, gaining ACCA qualification and working in UK, US and Australian practices throughout his seven years with them. Subsequent to this, Tom spent a further seven years with global insuretech leader, Guidewire Software Inc, leading finance and operations across EMEA as headcount in the region grew from less than five to over four hundred and the group listed on the NYSE. Tom's first group CFO role was with another insuretech business, Fadata, where he spent two years with the private equity backed business.

Most recently, Tom served for more than six years as CFO at Gresham Technologies PLC ("Gresham"), a leading software and services company that specialises in providing solutions for data integrity, control and connectivity. During his time at Gresham, Tom played a leading role in driving the evolution of the legacy business to SaaS, overseeing international expansion and both bolt-on and transformational M&A activity. This culminated in the company's transition to private ownership in 2024.



**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

## Significant shareholdings | as of 30 Sept 2025

- Liontrust Asset Management **15.1%**
- Octopus Investments **14.6%**
- Directors & PDMR **10.3%**
- Rathbones **6.9%**
- Canaccord Genuity Wealth Management **6.0%**
- Slater Investments **5.8%**
- Chelverton Asset Management **3.9%**
- Hargreaves Lansdown **2.7%**
- Interactive Investor **2.4%**
- Martin Currie Investment Management **2.2%**
- Evelyn Partners **2.1%**
- Austin Family **1.8%**
- Martin Currie Investment Management **1.8%**
- Premier Miton **1.5%**

## Global reach



# 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.

## FY25 ESG Highlights

- Built upon the foundation of our **CODE** values launched during FY24:
  - Collaborate to succeed
  - Always open and honest
  - Embrace the power of diversity
  - Enjoy what we do
- Deepened our collaboration with **The Girls' Network** and leading role in **International Women's Week** events
- Achieved our highest ever female representation at management level
- Expanded DotWellbeing committee representation globally, further enhancing the impact through specific initiatives in South Africa and the US
- Grew the "Dotforest" to 34,000 trees
- Continued celebrating our diversity through DotDEI initiatives including Pride Week and our launch of ECHO\* week
- Continued to focus on our energy and emissions impact, closing further offices and investing in more efficient HVAC to reduce our impact
- Continued to operate on a carbon neutral basis across Scope 1, 2 and part of 3.

\* Ethnicity, Culture, Heritage and Origin

# Our stance on ethical AI



## SAFEGUARDS AND PRINCIPLES

- ✓ **Transparency.** We let you know when and how AI is being used
- ✓ **Control.** Switch generative AI features on or off whenever you choose
- ✓ **Fairness.** Our AI-enabled features are designed to avoid bias and respect peoples' rights and safety

## GREEN AI

- ✓ As a carbon-neutral marketing supplier, **all** our AI solutions are environmentally responsible and sustainable

## DATA SECURITY

### Generative AI

- ✓ Delivered with Microsoft Azure AI Foundry, a best in breed product with leading models, data governance and privacy as standard
- ✓ Any data you choose to use is never used to train generative AI models

### Machine learning

- ✓ To provide personalized insights, our models are trained using your own data
- ✓ All our models are completely isolated, used only by the account that owns the data and held within our trusted data sub-processors