



Full year results presentation

For the 12 months ended 30 June 2024

Milan Patel, CEO
Alistair Gurney, CFO
November 2024

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Agenda

- 01 Executive summary
- 02 Financial results
- 03 Product strategy
- 04 Outlook

Our mission

To improve customer experience for everyone on the planet

A global customer experience & data platform (CXDP)



Who we are

- A global business with UK headquarters
- 475+ 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.

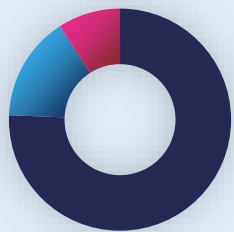
Who we help

Focussed on mid-market & enterprise.



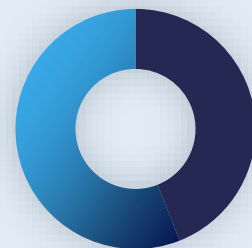
Business split

Geographic



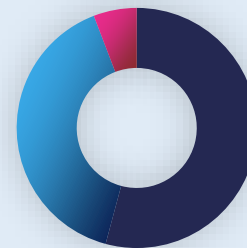
■ EMEA - UK ■ US ■ APAC

Partnerships



■ Connected ■ Non Connected

Product



■ Msg ■ License & Func. ■ One-off

Key financials



17%

10 year revenue CAGR



18%

10 year adjusted EBITDA CAGR



15%

10 year EPS CAGR

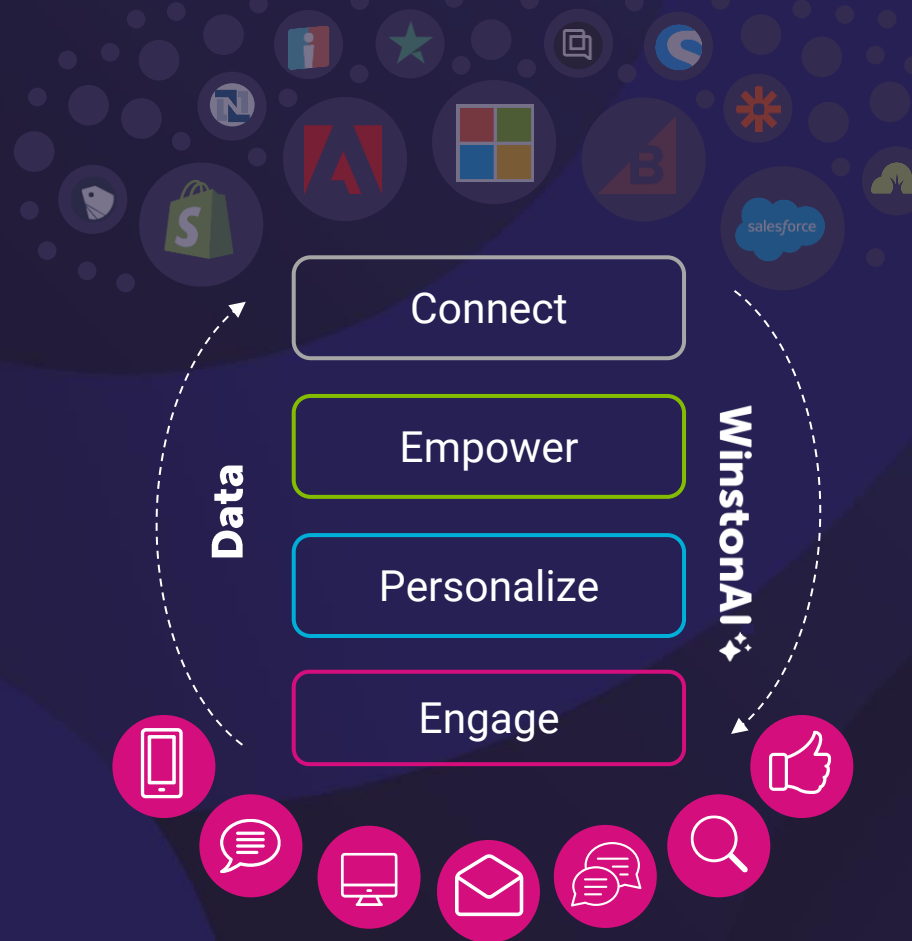
Create personalized cross-channel experiences with our Customer Experience & Data Platform (CXDP)

Connect your entire tech stack

- Unify your customer data
- Zero & first party data capture
- ~ 200 integrations: CRM, ecommerce, offline & more
- Data enrichment & aggregation

Personalize every interaction

- Web personalization & optimization
- Social proof & scarcity
- Advanced product recommendations
- Real-time dynamic content
- AI-powered site search & merchandising
- Cross-channel personalization
- Hyper-personalized with liquid scripting
- User-generated content



Empower the customer experience

- Single customer view
- Dynamic segmentation
- Audience analytics
- Predictive analytics & lifecycle modelling
- Cross-channel & revenue reporting

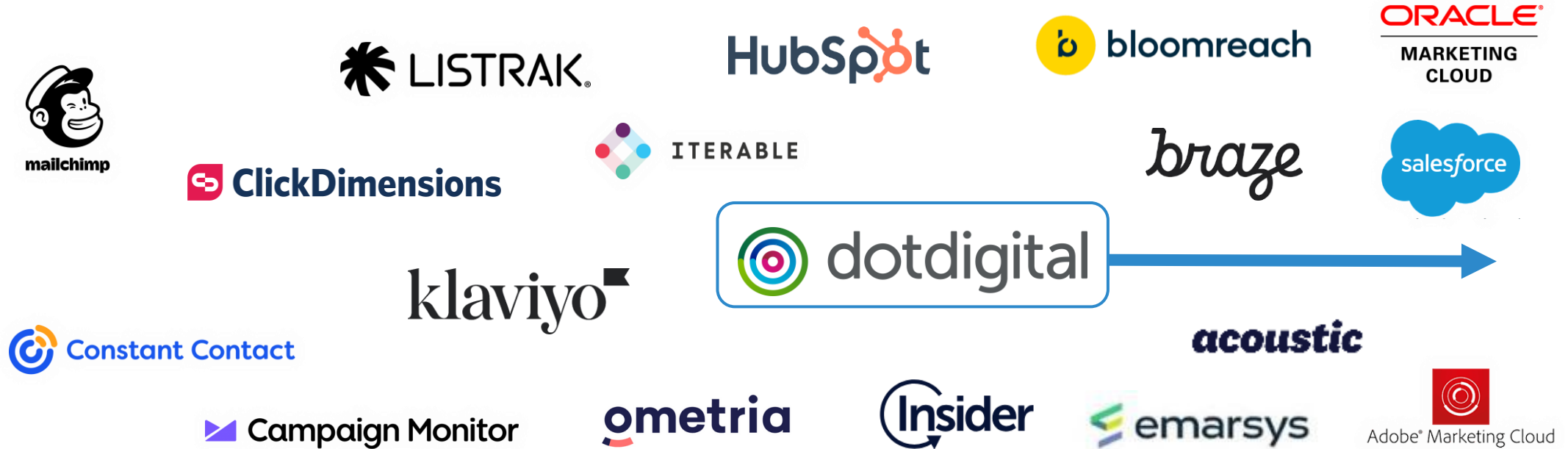
Engage across multiple channels

- Email
- SMS, MMS, mobile app push
- Website, pages, forms, surveys
- Live chat
- WhatsApp & Facebook Messenger
- Social ads & retargeting
- Transactional messages
- Webhooks to any other channel

The largest independent customer engagement platform

Average new logo order value increased c.60% in FY24

**\$4bn
TAM**

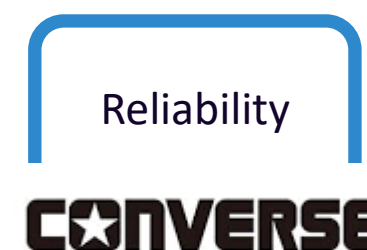


Micro/small
(<\$200/pcm)

Mid-size
(\$1k-\$30k pcm)

Enterprise
(>\$30k pcm)

Why we win



Proposition	Dotdigital & Fresh Relevance	Dotdigital	Dotdigital
Competitors	Enterprise (incumbent), Enterprise, mid-sized, mid-sized	Mid-sized (Incumbent)	Lower mid-sized (incumbent)
Region	EMEA	US	APAC
Sector	Sport/Ticketing	Non-profit	Ecommerce
Deal size	Large	Medium-large	Medium
Win reasons	<ul style="list-style-type: none"> - DIY cross-channel automation, without the need for IT support - Partner recommendation 	<ul style="list-style-type: none"> - Product roadmap & AI focus - Charity Expertise - Multiple account management 	<ul style="list-style-type: none"> - Deliverability issues with incumbent - Local expertise in Japan - Support

FY24 Overview



Solid performance

Underpinned by CXDP vision



Product advancements

Large, more advanced opportunities



Global opportunity

Growth in all regions



Good visibility into FY25

Supported by contracted recurring revenue and robust financials

Continued delivery against our strategy

Our core growth pillars



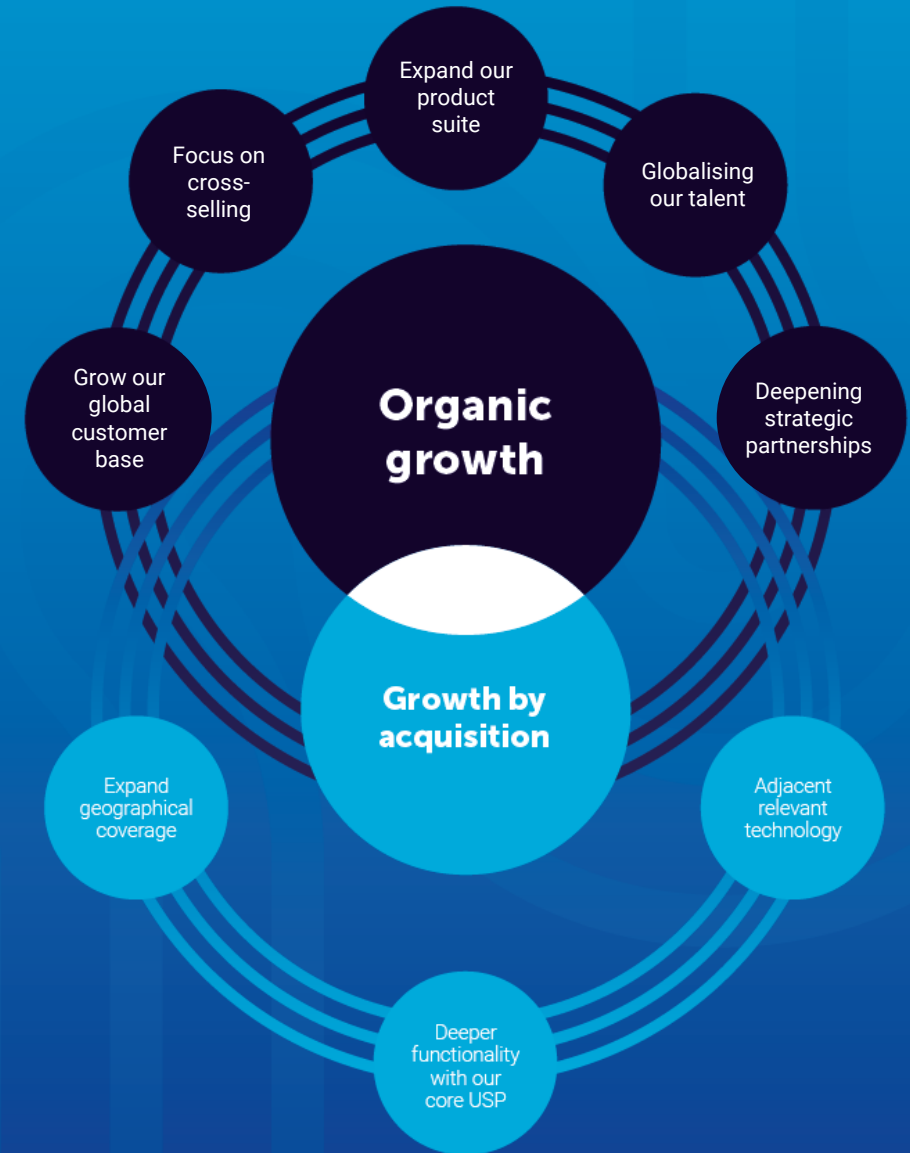
Geographic



Product



Partnerships

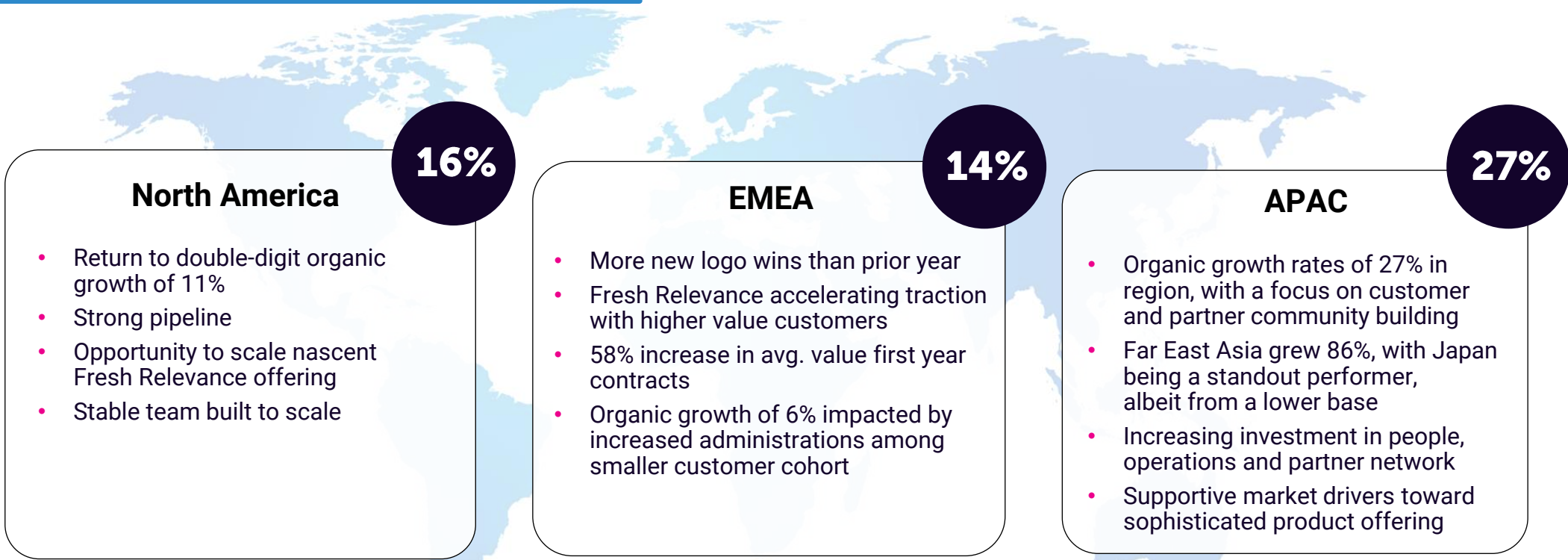


Growth across the world

Geographic

Product

Partnerships



Selected wins



FY24 product highlights



Geographic

Product

Partnerships

- Fresh Relevance product integration, including Single-Sign On, joint web script, UI alignment and launch of simplified Advanced Personalization pack.
- Launched new WinstonAI generative AI functionality including one-click email to SMS conversion, rewrite for tone & length, subject line assistant.
- Mobile first advancements including launch of MMS in North America in November and hyper personalization of SMS using Liquid Scripting.
- Dotdigital Academy launched in February to support platform engagement.



Independently and consistently recognized by marketers as a Leader in 11 G2 categories:

- Marketing Automation
- Customer Data Platform
- Personalization
- SMS Marketing
- Mobile Marketing
- Transactional Email
- Email Deliverability
- Landing Page Builders
- Email Template Builder
- Customer Journey Analytics
- Communication Platform as a Service



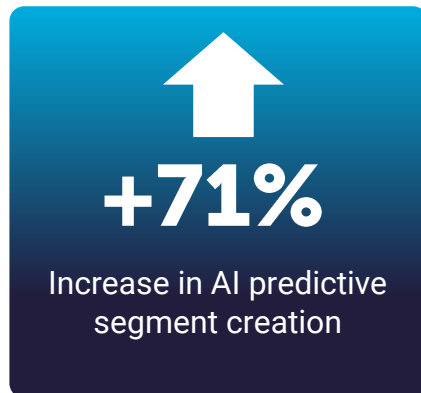
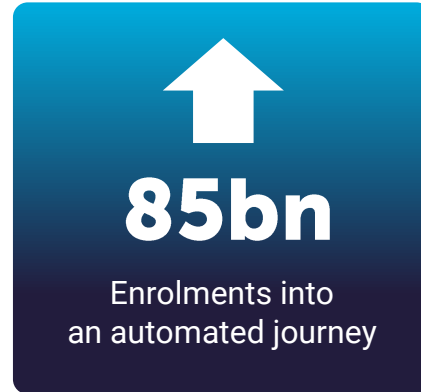
Product innovation driving value



Geographic

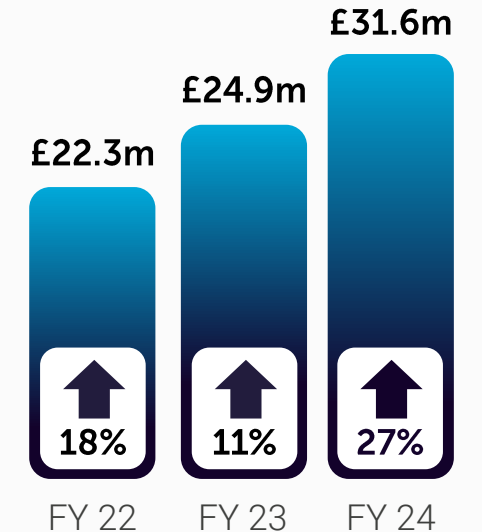
Product

Partnerships



Functionality Recurring Revenue

License, data and bolt
on functionality



Driving value through network of 800+ partners



Geographic

Product

Partnerships

136

Total integrations

+9%

Revenue from clients connected to strategic partners

+9%

Ecommerce connector revenue

+10%

Growth in CRM connectors

Strategic partners


Adobe Commerce

Largest partner

 **shopify**

Fastest growing partner

 Microsoft Dynamics 365

 salesforce

Selected tech & service partners

ORACLE
NETSUITE

 shopware

 Trustpilot

 BIGCOMMERCE

 Stamped.

 WOO COMMERCE

SHOPLINE

 Distil.ai

 donorfy


 DEX

 CIN7

OVERDOSE.

Financial Review

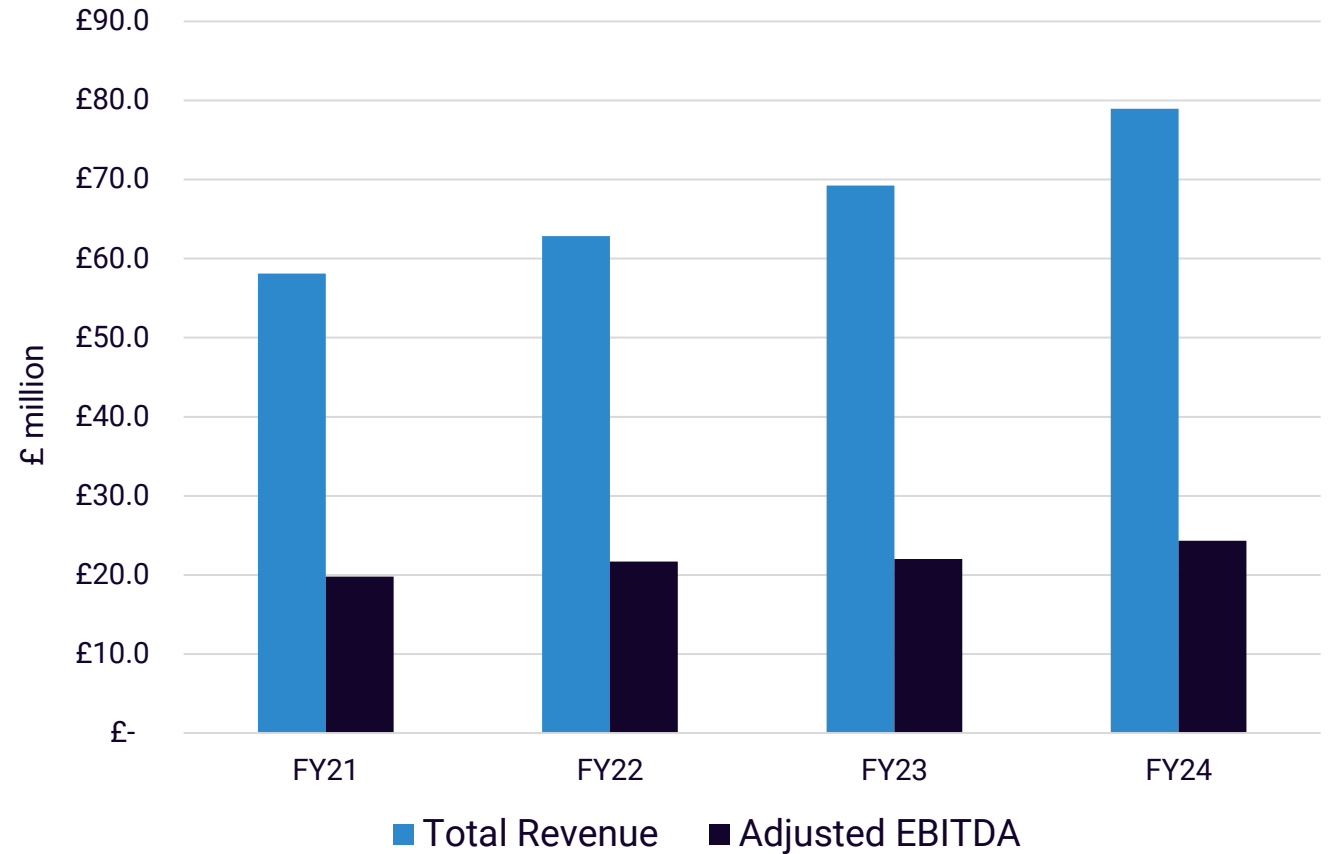
Trading highlights


+14%
Revenue (£79.0m)


+15%
Recurring revenues

31%
EBITDA
margin

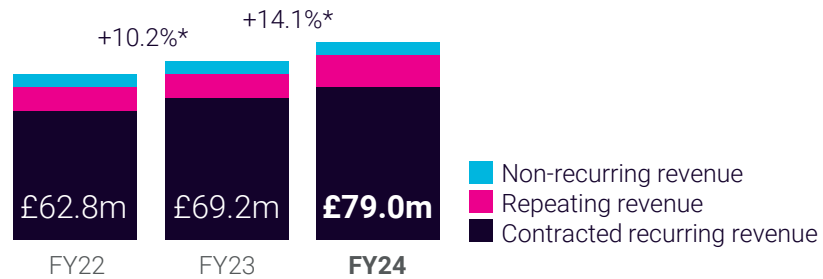

£12.3m
Free cash flow



Financial model

Drive high margin sticky recurring revenues and cash conversion

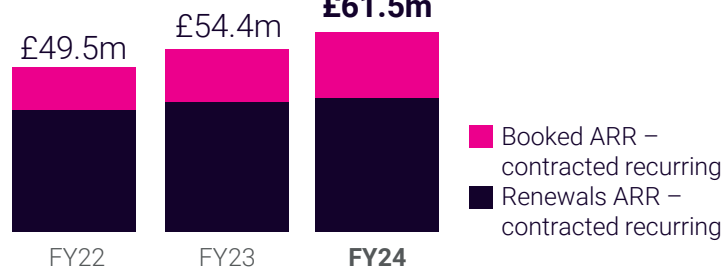
Revenue Profile



Recurring and repeating revenues were 94% of total Group revenues whilst contracted recurring revenue remains at 79% of total

▶ With contracted recurring revenue gross margin of ~90%

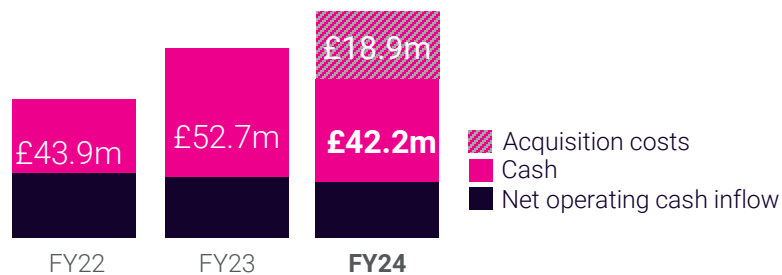
Exit ARR



Contracted recurring revenue (excluding transactional SMS) ARR growth of 13%

▶ Continued growth has taken contracted recurring revenue to 79% of total

Cash conversion



ARR growth drives cash generation

▶ Cash balance of £42.2m

Income statement

- Organic revenue growth in FY24 was 7% (9% in constant currency). Gross margin of 80% remains in line with the prior year, unchanged following the acquisition of Fresh Relevance.
- ARPC increased 15% to £1,861 as our CXDP offering has attracted larger new logos. The Fresh acquisition has not significantly changed ARPC, however it has supported the continued increase in average deal size.
- New logo bookings ahead of FY23, driven by 60% increase in average FYCV, due to our increased traction with more ambitious customers.
- International revenue was 33% of Group total. Strong growth in APAC supports further investment in the region while North America now has stable Customer Acquisition Cost metrics post recovery to double digit growth.
- Exceptional costs related to the Fresh Relevance acquisition, amortisation of intangible assets and increased share-based payment costs.
- Admin expenses (excl. exceptional items) grew due to the acquisition and the full period impact of additional heads hired through FY23.

£'m	FY24	FY23	Growth
Revenue	79.0	69.2	14%
Cost of Sales	(16.2)	(14.4)	
Gross Profit	62.8	54.9	14%
Admin expenses	(50.9)	(41.3)	
Operating Profit	11.9	13.5	-12%
Exceptional Items*	3.7	1.0	
Adj. Operating Profit	15.6	14.5	7%
Margin	20%	21%	
Net Interest	1.3	0.8	
Adjusted PBT	16.8	15.4	10%
Depreciation & Amortisation	7.5	6.6	
Adj. EBITDA	24.3	22.0	10%
Margin	31%	32%	

* Exceptional costs of £3.7m in the period (FY23: £1.0m)

1. Share based payments £1.2m (FY23: £0.7m)

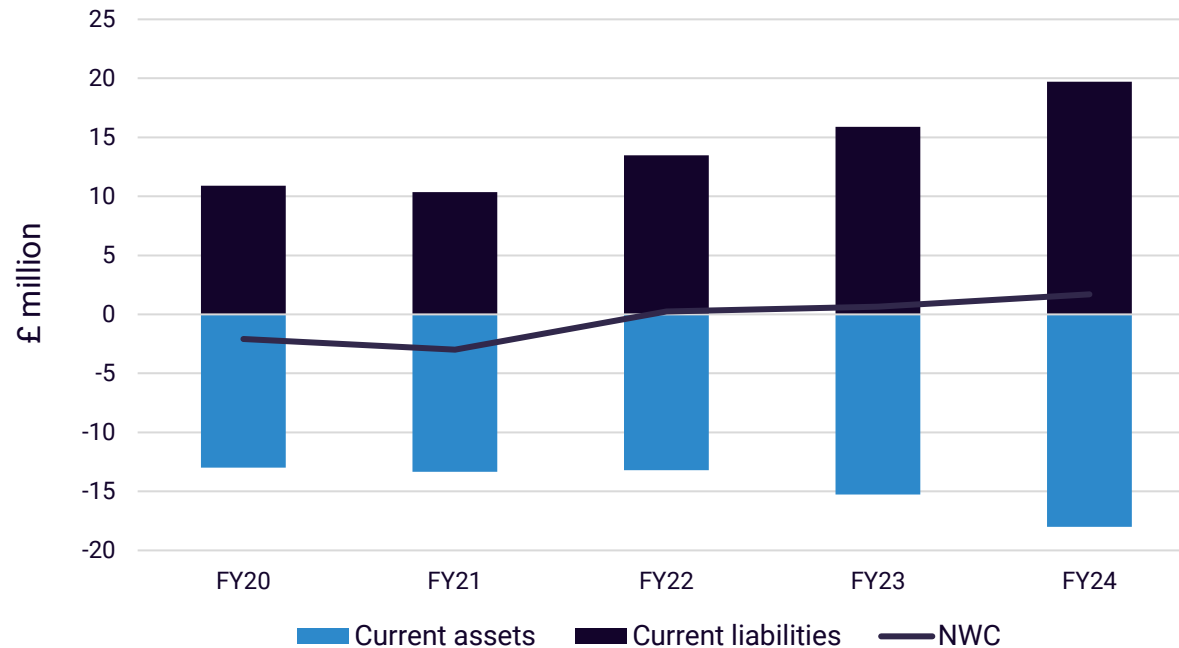
2. Amortisation of acquired intangibles £1.5m (FY23: £0.1m) following Fresh acquisition

3. Acquisition costs relating to Fresh relevance of £0.4m (FY23: £0.1m)

4. Costs relating to share option exercise £0.2m (FY23: nil)

5. Restructuring costs £0.4m (FY23: nil)

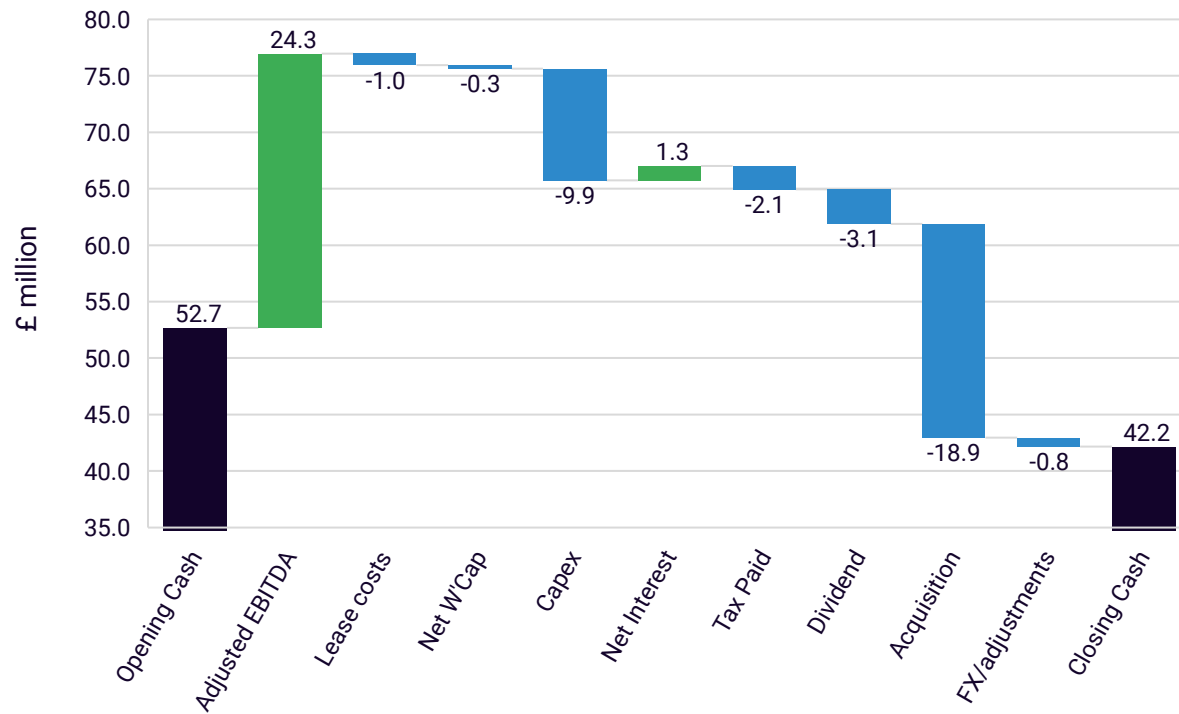
Statement of financial position



£'m	FY24	FY23
Non-current assets	63.4	32.2
Other current assets	18.0	15.3
Cash	42.2	52.7
Total assets	123.6	100.2
Non-current liabilities	8.7	4.0
Current liabilities	19.7	15.9
Total liabilities	28.4	19.9
Total equity	95.2	80.3
Total equity and liabilities	123.6	100.2

- Healthy balance sheet due to good working capital management. Cash is sufficient that we continue to consider further M&A opportunities.
- The acquisition of Fresh Relevance used £18.9m of cash with the remaining £6.1m funded through issuing equity to retained management at 88.7p per share.
- Working capital balances have grown with the acquisition and broader revenue growth. Aged trade debtor balances remain low.

Statement of cashflows



£'m	FY24	FY23
Adjusted EBITDA	24.3	22.0
Working capital	(0.4)	(0.2)
Lease Liabilities	(1.0)	(0.9)
Interest received	1.4	0.9
Tax	(2.1)	(1.1)
Investments	(9.9)	(9.1)
Free cash flow	12.3	11.6
Dividend	(3.1)	(2.9)
FX/adjustments	(0.8)	0.1
Acquisitions	(18.9)	
Net change in cash	(10.5)	8.8


- Cash generation profile consistent with prior years with operating cash conversion as percentage of EBITDA over 100%.
- Aged debtor profiles remain in line with previous periods whilst DSO has also remained stable.
- Free cash flow of impacted by absorption of inherited working capital position of Fresh Relevance.

Product strategy

The year ahead



Portfolio expansion

- ▶ Additional revenue lines including  WhatsApp
- ▶ Additional go-to-market options for supporting products



International success

- ▶ Streamlined enablement for SMS/MMS
- ▶ Additional regional hosting
- ▶ Overhaul in translation management



Partner experience

- ▶ Continued focus on new integrations
- ▶ New functionality for managing content across accounts

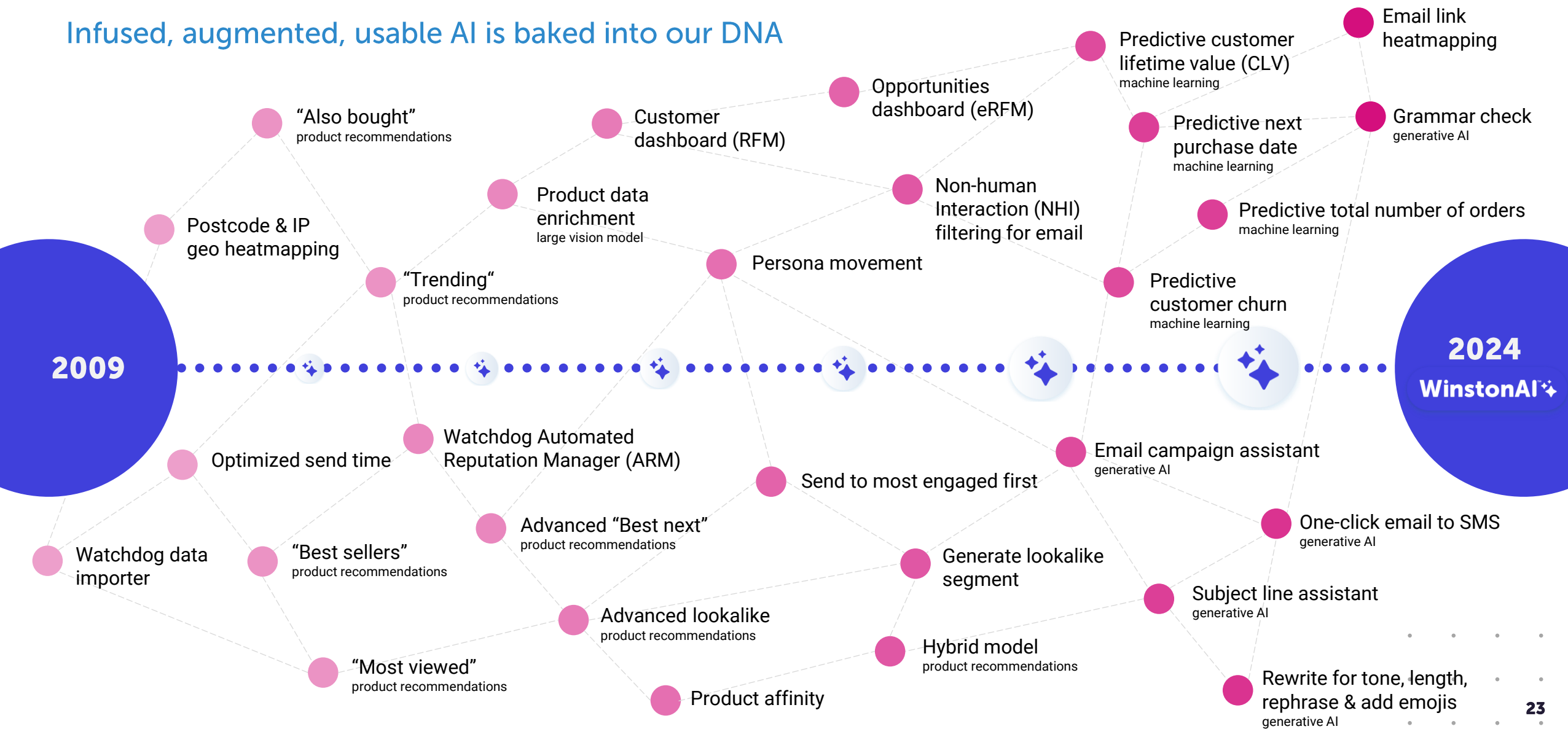


Next-gen CXDP

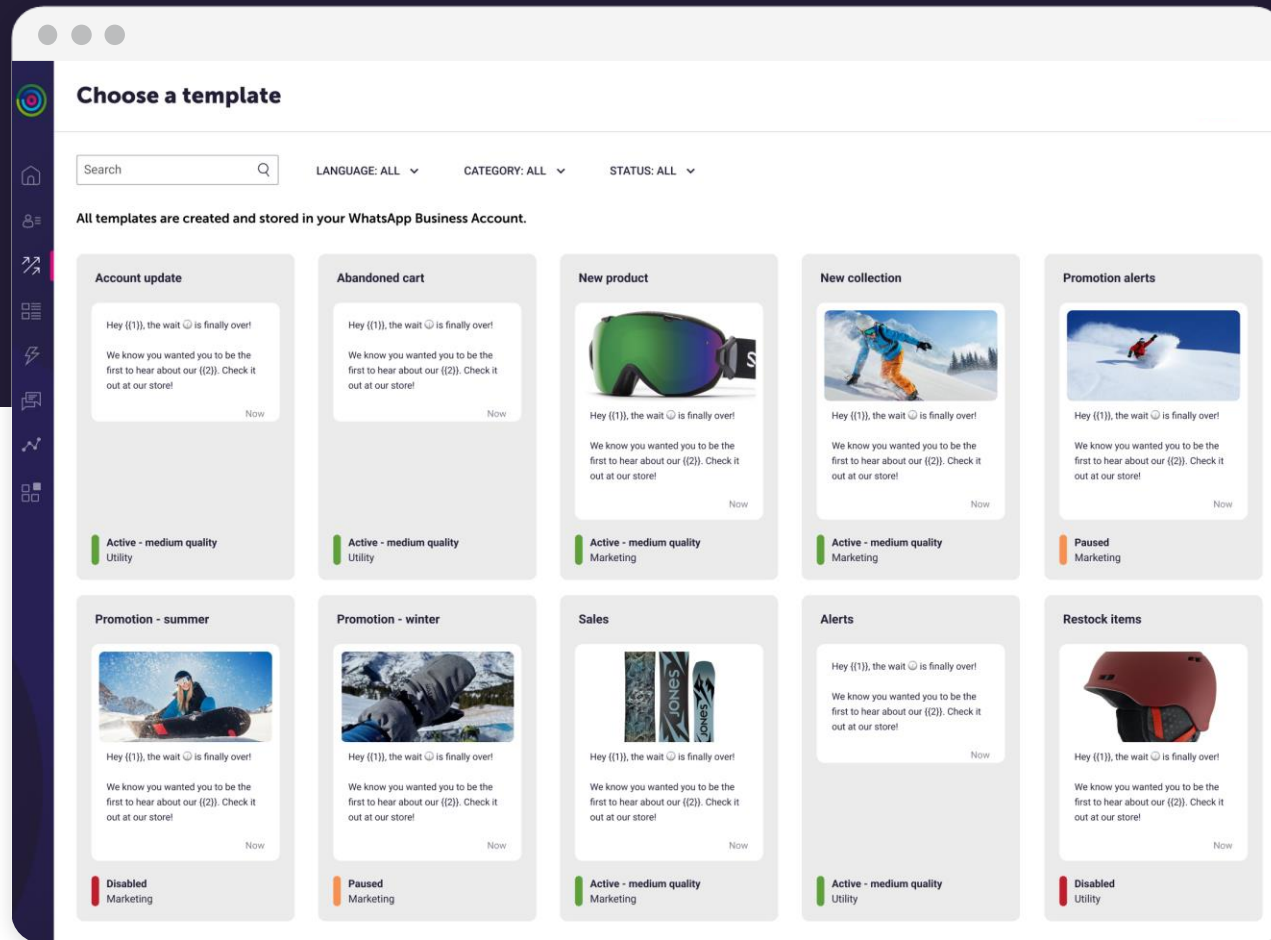
- ▶ Configurable profile identifiers
- ▶ Reporting overhaul including custom reports
- ▶ Deepened WinstonAI functionality
- ▶ Investment in real-time automations
- ▶ Data firehosing

A 15-year track record on AI

Infused, augmented, usable AI is baked into our DNA



WhatsApp is coming 2025



- Native content customisation, sending and reporting
- Most popular global mobile messenger app
- Rich media support: Unlike SMS or MMS, WhatsApp offers engaging messaging options, such as Cards, Buttons, and Lists
- Very high levels of initial interest

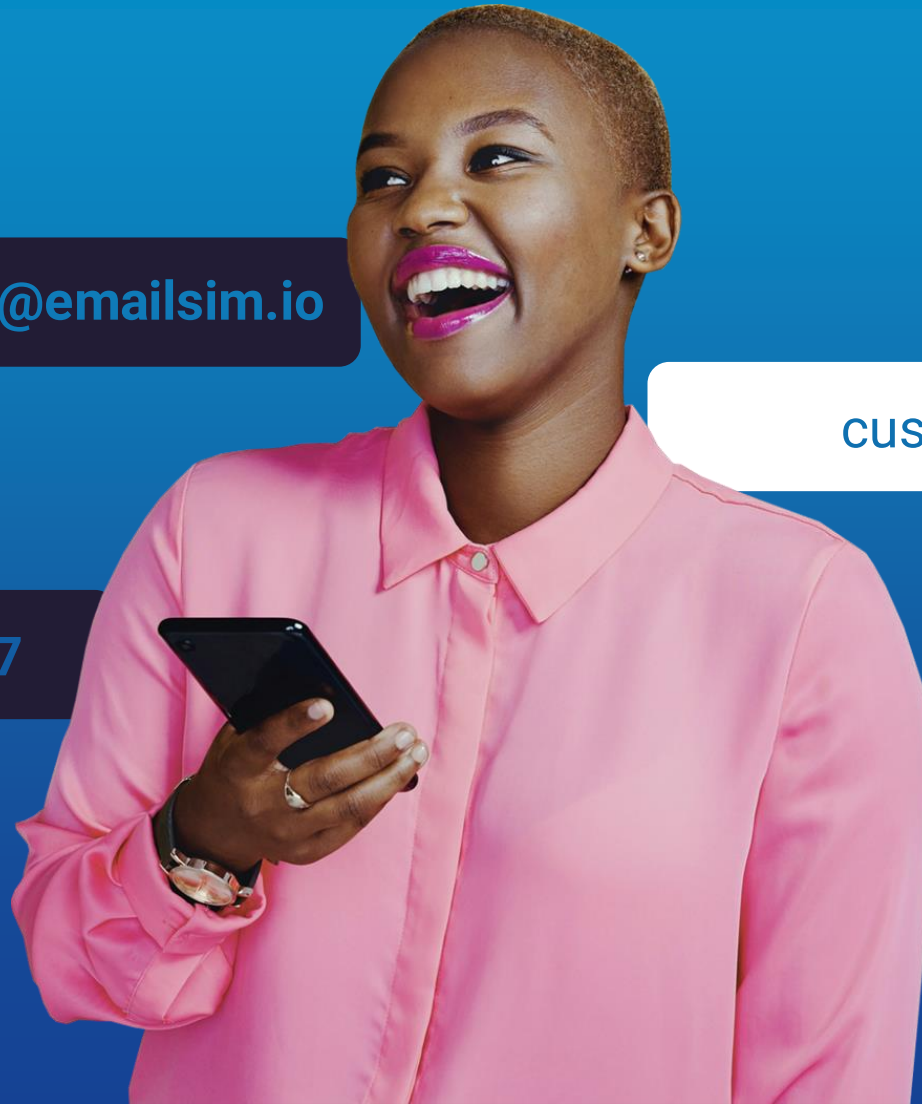
2bn+ **98%**

Custom profile identifiers

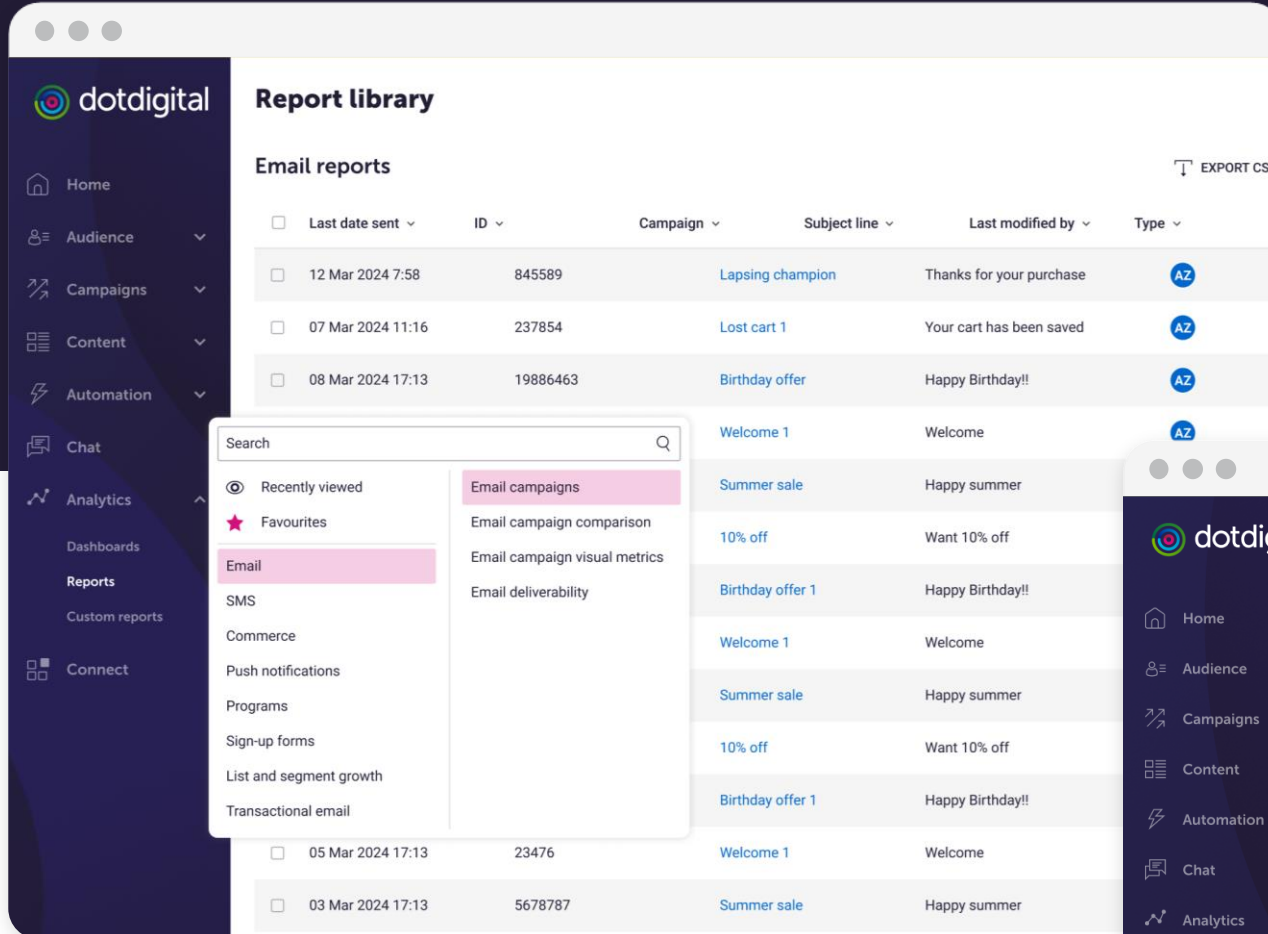
email: **sarah.simmons@emailsim.io**

customer-ref: **2340192**

mobile number: **447701234567**



Analytics for the future



Report library

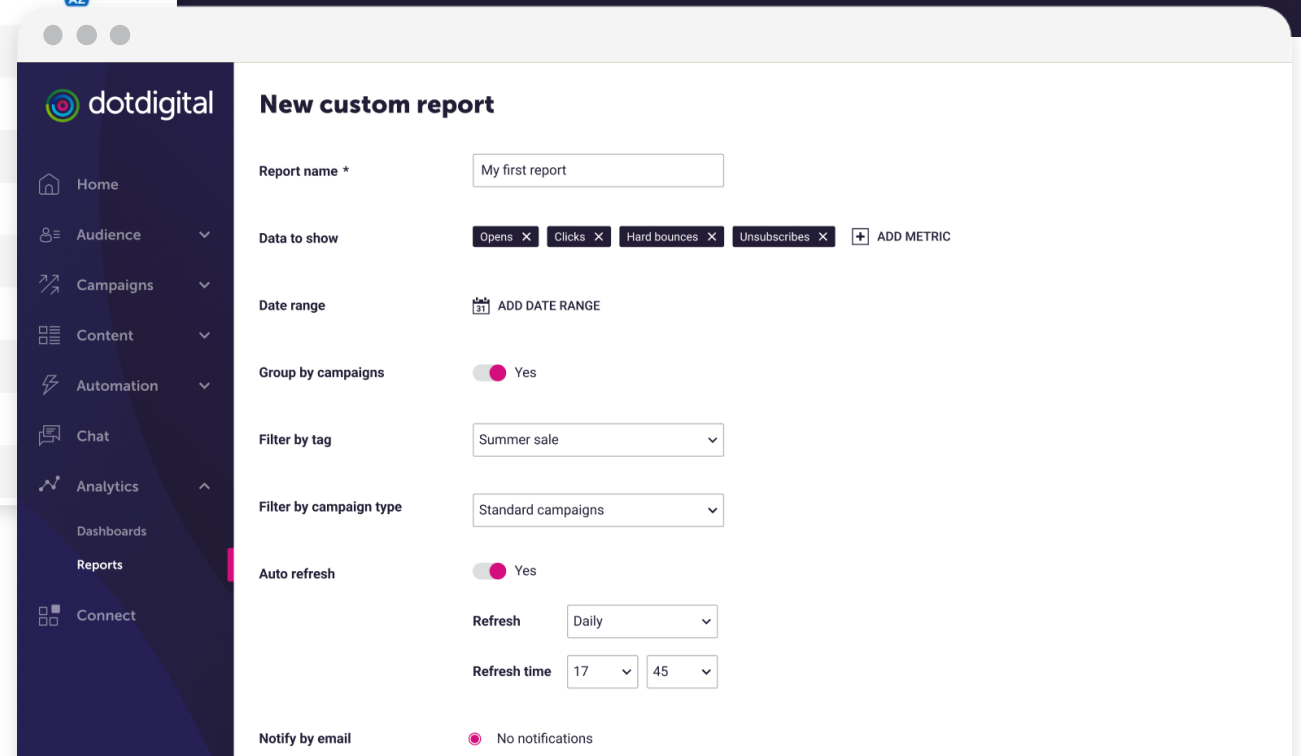
Email reports EXPORT CSV

<input type="checkbox"/>	Last date sent	ID	Campaign	Subject line	Last modified by	Type
<input type="checkbox"/>	12 Mar 2024 7:58	845589	Lapsing champion	Thanks for your purchase		AZ
<input type="checkbox"/>	07 Mar 2024 11:16	237854	Lost cart 1	Your cart has been saved		AZ
<input type="checkbox"/>	08 Mar 2024 17:13	19886463	Birthday offer	Happy Birthday!!		AZ
<input type="checkbox"/>			Welcome 1	Welcome		AZ
<input type="checkbox"/>			Summer sale	Happy summer		AZ
<input type="checkbox"/>			10% off	Want 10% off		AZ
<input type="checkbox"/>			Birthday offer 1	Happy Birthday!!		AZ
<input type="checkbox"/>			Welcome 1	Welcome		AZ
<input type="checkbox"/>			Summer sale	Happy summer		AZ
<input type="checkbox"/>			10% off	Want 10% off		AZ
<input type="checkbox"/>			Birthday offer 1	Happy Birthday!!		AZ
<input type="checkbox"/>	05 Mar 2024 17:13	23476	Welcome 1	Welcome		AZ
<input type="checkbox"/>	03 Mar 2024 17:13	5678787	Summer sale	Happy summer		AZ

Search

- Recently viewed
- Favourites
- Email**
 - Email campaigns
 - Email campaign comparison
 - Email campaign visual metrics
 - Email deliverability
- SMS
- Commerce
- Push notifications
- Programs
- Sign-up forms
- List and segment growth
- Transactional email

- ROI reporting across all touchpoints and all channels
- Flexible custom reports
- Total re-imagining of the reporting area
- Re-architecture of underlying technology



New custom report

Report name *

Data to show

Date range

Group by campaigns Yes

Filter by tag

Filter by campaign type

Auto refresh Yes

Refresh

Refresh time

Notify by email No notifications

Looking Ahead

Summary and outlook

Strong performance

reflecting organic and acquisitive growth

Product advancement

driving larger, higher value deals

Favourable market drivers

across diversified customer base

Healthy pipeline

of opportunities with new and existing customers

Good visibility

with high recurring revenues and healthy cash position to support growth

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 30th September 2024

- Liontrust Asset Management **17.0%**
- Octopus Investments **11.5%**
- Directors & PDMR **10.3%**
- Investec Wealth & Investments **8.0%**
- Slater Investments **4.6%**
- Canaccord Genuity Wealth Management **3.0%**
- Chelverton Asset Management **2.9%**
- Hargreaves Lansdown **2.9%**
- Evelyn Partners **2.3%**
- Baillie Gifford **2.0%**
- Martin Currie Investment Management **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

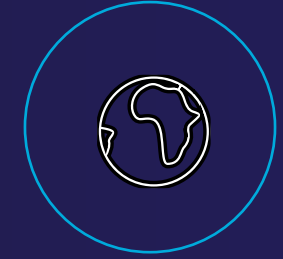
Experienced management team

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.

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.

SUCCESS STORY

Neal's Yard transforms cart abandonment success with 419% increase in revenue

Neal's Yard Remedies is a modern apothecary, handcrafting organic health products. The company has expanded from its London routes into a global leader, with a thriving online store.

Challenge

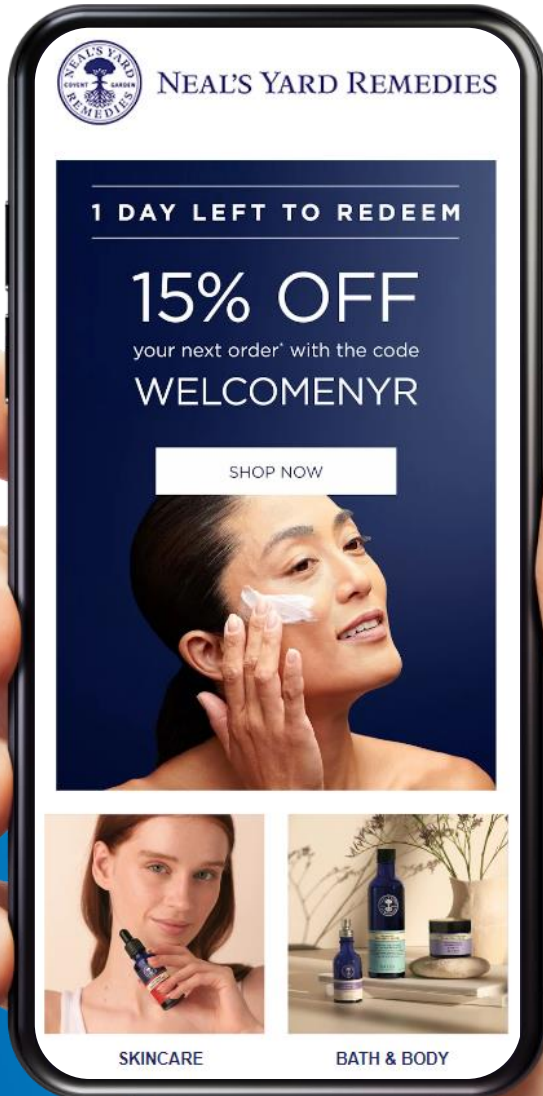
- Improve customer engagement and grow revenue.

Solution

- Neal's Yard worked with Dotdigital's expert Professional Services team to map out their customer journeys and build a new automated abandoned cart journey. When a customer fills a cart and leaves the website, they automatically receive a personalised email in 20 minutes, showing the items and a link to check out, plus a follow-up 3 days later.
- The new abandoned cart journey is generating 419% more revenue than their previous solution using a basic Shopify module.
- Based on excellent results achieved from automating their email journeys, Neal's Yard have invested in Dotdigital's cross-channel personalization platform, Fresh Relevance.

"The support at Dotdigital is excellent. The approach is always collaborative. For someone who works autonomously in a CRM team this is always beneficial and enjoyable."

Jessica Fox, CRM Manager, Neal's Yard Remedies



SUCCESS STORY

Youngevity experiences 7.7% conversion rate boost through personalization strategies

Youngevity is a global online business headquartered in California, serving customers across the Americas, EMEA and APAC regions. The company is dedicated to providing its customers with the highest quality vitamins and supplements at unbeatable prices.

Challenge

- Youngevity were looking for a new marketing platform to support its global expansion, capable of managing multiple customer journeys based on email preferences and product purchases.

Solution

- Working with Dotdigital's Professional Services team, they rolled out abandoned cart and abandoned browse journeys.
- Dotdigital's integration with Adobe Commerce is used to drive AI-powered product recommendations, tailored to each customer's preferences.
- These automated campaigns led to a 7.7% increase in conversion rates, with email open rates increasing 39% on average versus the previous year.

"Dotdigital is the perfect marketing platform. The team's expertise and guidance has helped us grow revenue significantly. Our partnership continues to succeed, and we look forward to achieving more success together in future."

Aliyah Hassan Kent, Director of Digital Product, Youngevity, US

