



castadiva group

Business Plan 2017-2019 presentation





COMPANY

castadiva group

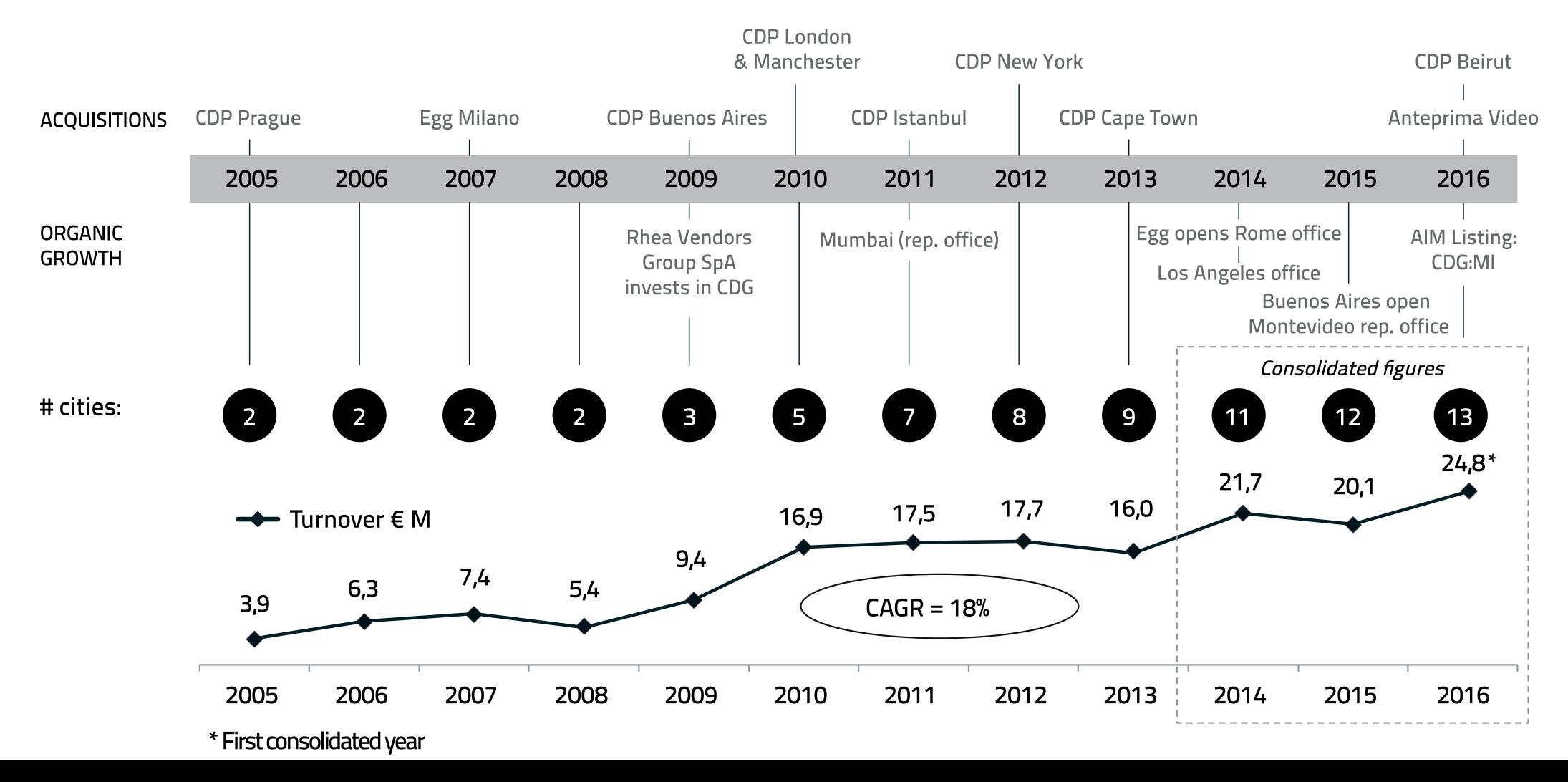


2016 TURNOVER	TV SPOTS			EVENTS		
	DIGITAL VIDEO CONTENT			LIVE AND DIGITAL COMMUNICATION		JICATION
TOTAL 25 M INTERNATIONAL 46%	63% Average size 200 K			37% Average size 600 K		
CLIENTS/BRANDS SELECTION (2016)	Cerecter Controller Controller Controller Controller Controller Controller Controller	<image/> <section-header><section-header><section-header></section-header></section-header></section-header>	<image/> <image/>	<section-header><section-header><section-header><section-header><section-header><section-header><section-header><section-header><section-header><section-header><text></text></section-header></section-header></section-header></section-header></section-header></section-header></section-header></section-header></section-header></section-header>	<section-header><section-header><section-header><section-header><section-header><image/></section-header></section-header></section-header></section-header></section-header>	<image/>





The Group's expansion has been driven by organic growth and domestic and international acquisitions.





S.

















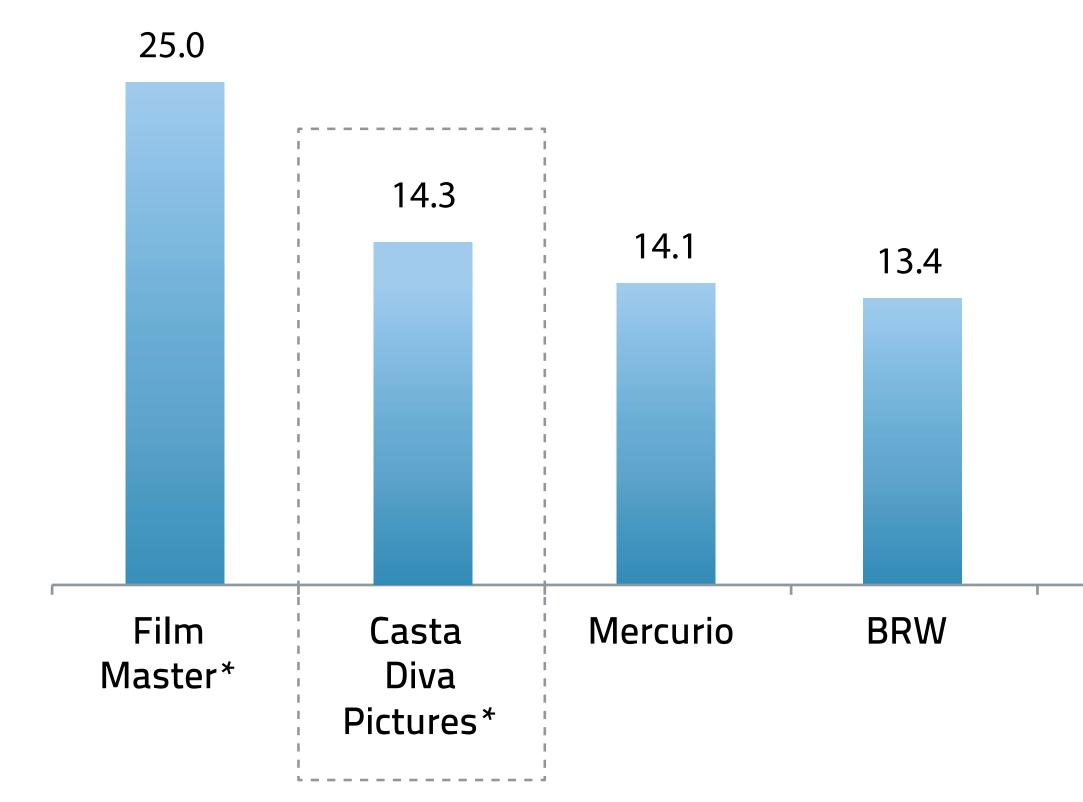


MARKET

castadiva group

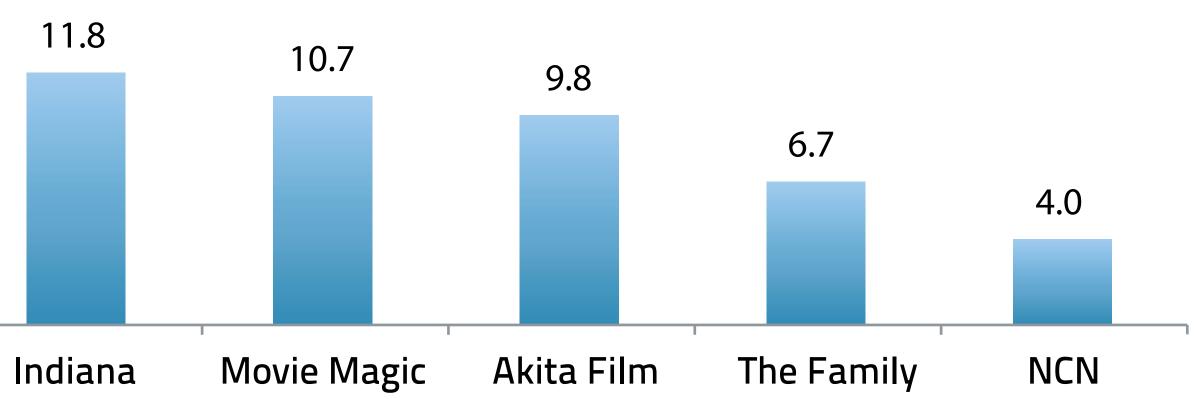


CASTA DIVA BELONGS TO THE HIGH-END OF ITALIAN COMPETITORS TURNOVER OF MAIN PLAYERS IN ITALY (2014, €M)



* excluding events

Source: statements of accounts, management interviews







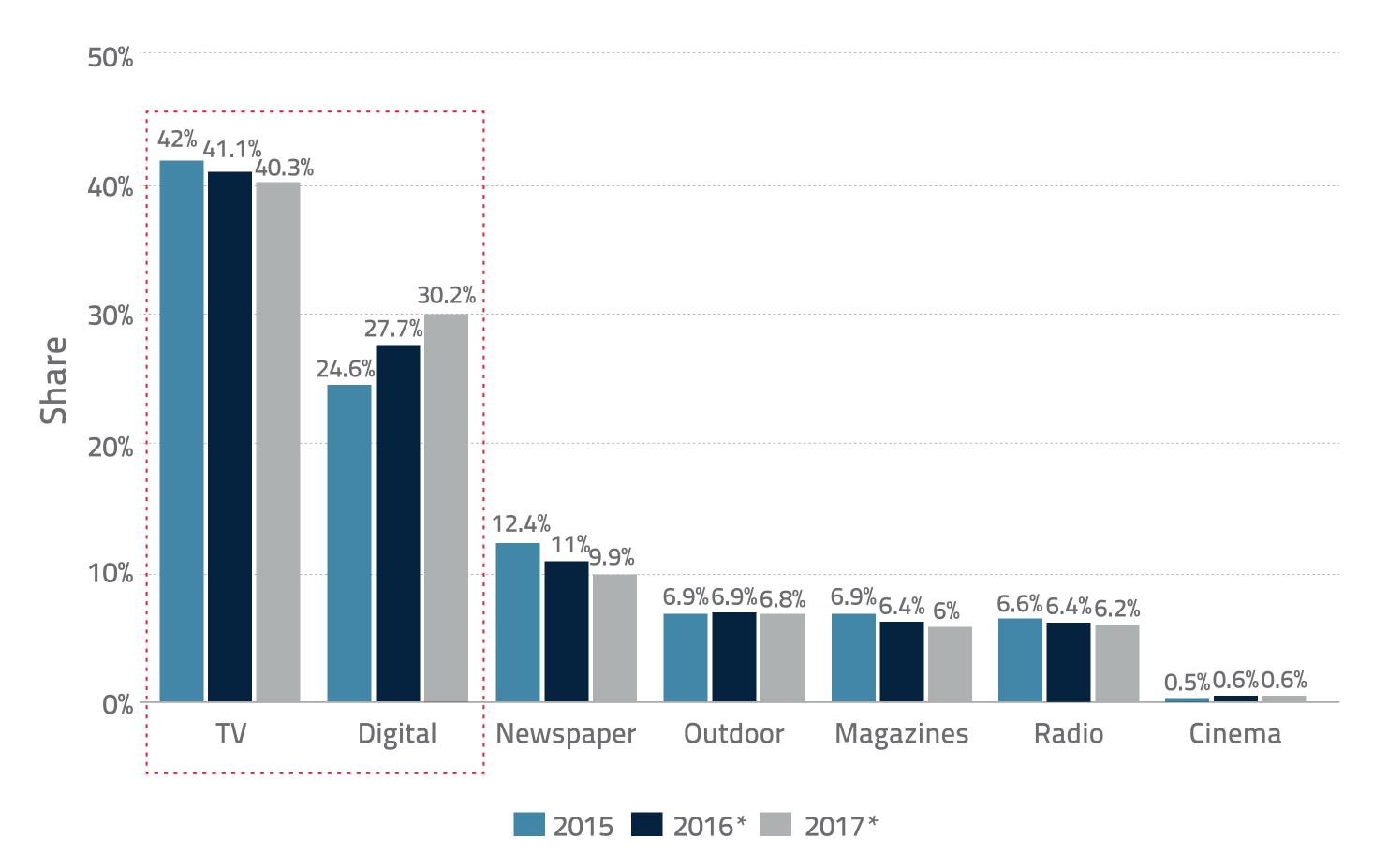
FEW COMPETITORS MATCH CASTA DIVA'S BROAD OFFERING AND INTEGRATION CAPABILITY

	OFFERING			POSITIONING		
	Production	Directors	Post Production	Live and digital communication	International presence	Digital knowledge
Casta Diva	\checkmark	\checkmark	\checkmark	\checkmark		
BRW	\checkmark	\checkmark	\checkmark			
Film Master	\checkmark	\checkmark		\checkmark		
Indiana	\checkmark	\checkmark				
Mercurio	\checkmark	\checkmark				
Movie Magic	\checkmark	\checkmark				





VIDEO-RELATED MEDIA WILL CONTINUE TO GET THE LARGEST SHARE OF MARKETING BUDGETS



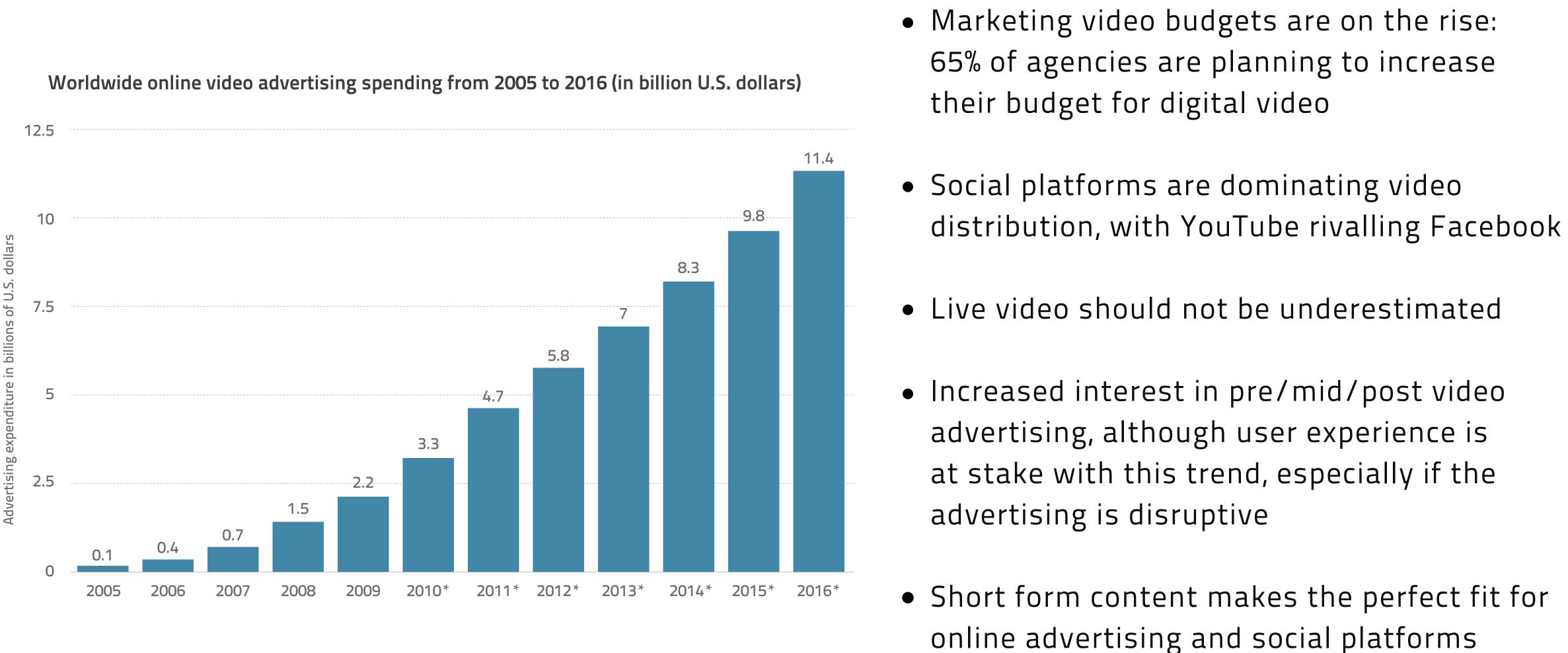
- More than 70% of global advertising spending depends on video content.
- Videos will account for 80% of total internet traffic by 2019.

CASTA DIVA VALUE DRIVERS

- Storytelling / Emotions
- Web Series
- Social media



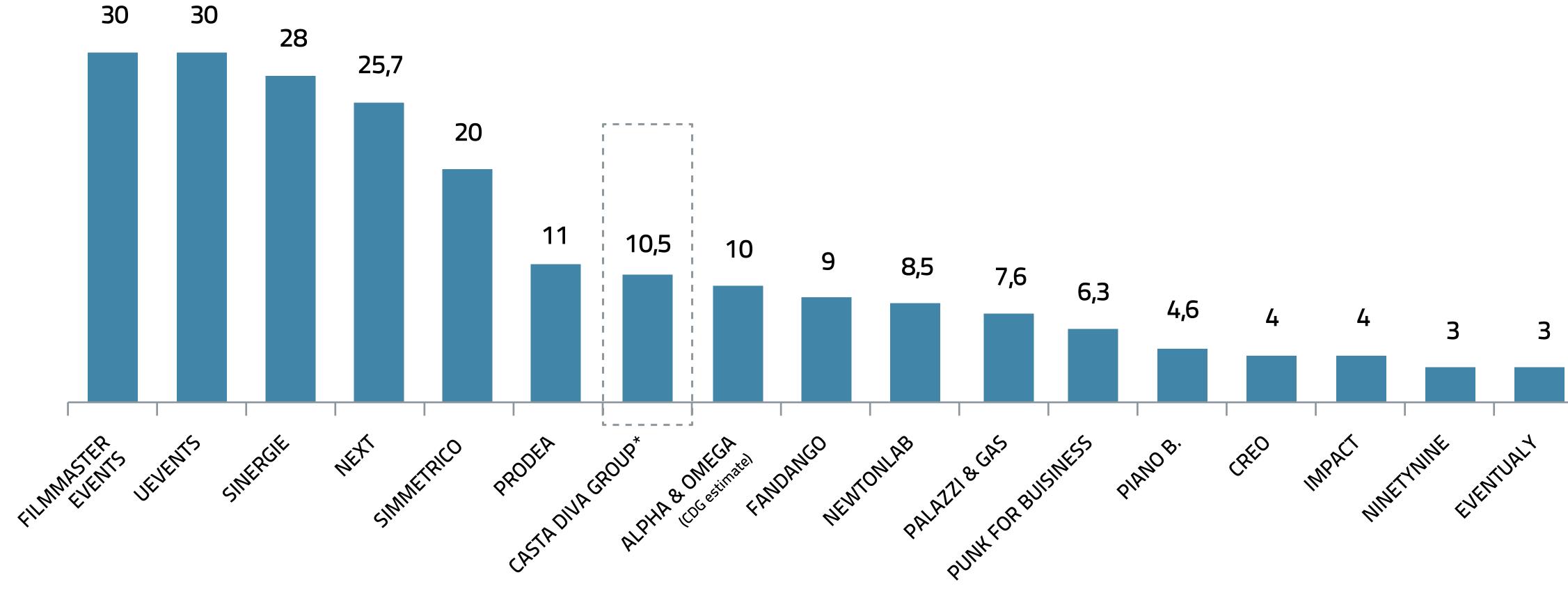








CASTA DIVA BELONGS TO THE HIGH-END OF ITALIAN COMPETITORS TURNOVER OF MAIN PLAYERS IN ITALY (2015, €M)



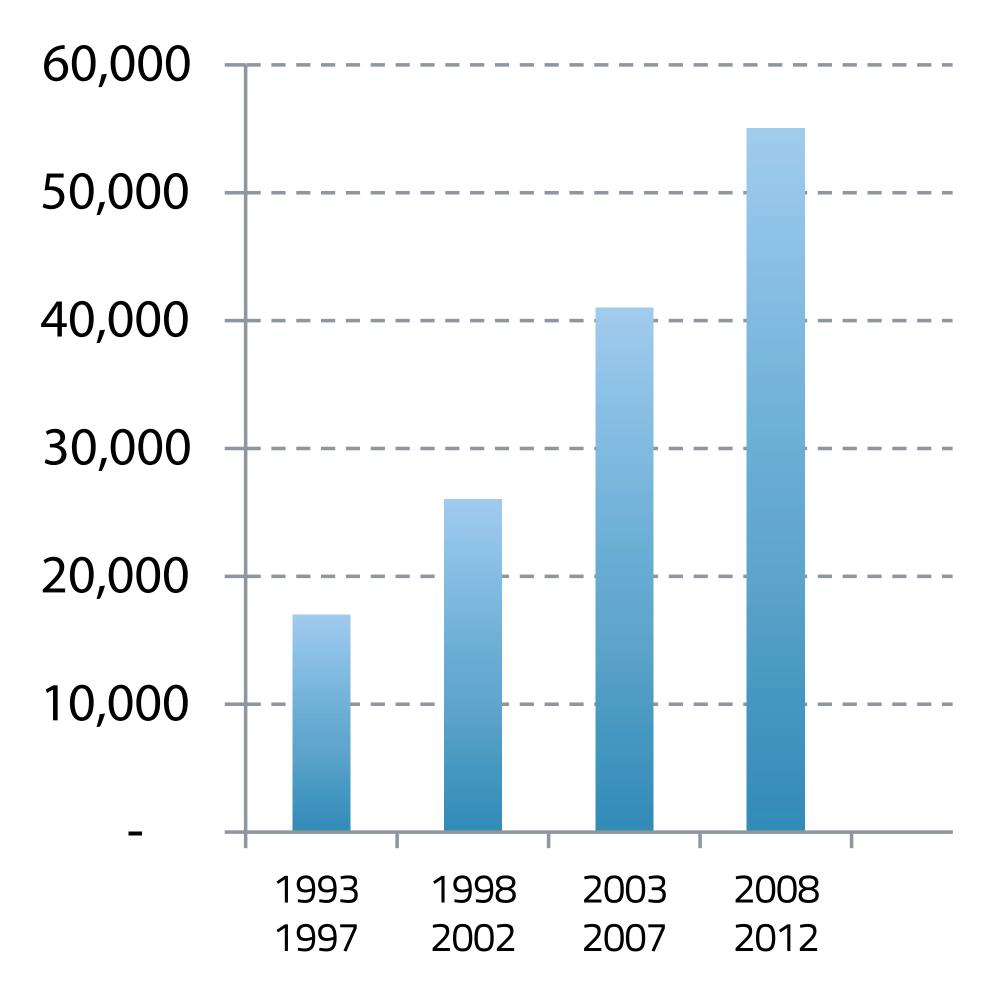
* proforma consolidated data 2015, excluding tv spots

Source: statements of accounts, management interviews





GLOBAL NUMBER OF MEETINGS



Source: ICCA (note: ICCA collects data only on meetings organized by international associations, taking place on a regular basis, rotating in at least three countries)

- The global demand for the MICE industry has recorded fast growth since 2009 (World Travel Monitor, IPK International). This growth has been faster than for traditional business travel.
- Momentum was maintained during Jan-Aug of 2013 as the MICE sector grew by 6% while traditional business travel shrank by 10%.
- The MICE sector currently shares 54% of the total business travel market.
- According to the statistics of the International Congress and Convention Association (ICCA), the number of association meetings has been increasing during the past 5 decades. Growth was more significant after 1997, and during 1998-2002 and 2003-2007 periods, when growth rates over the previous period were 51.4% and 59.9% respectively.



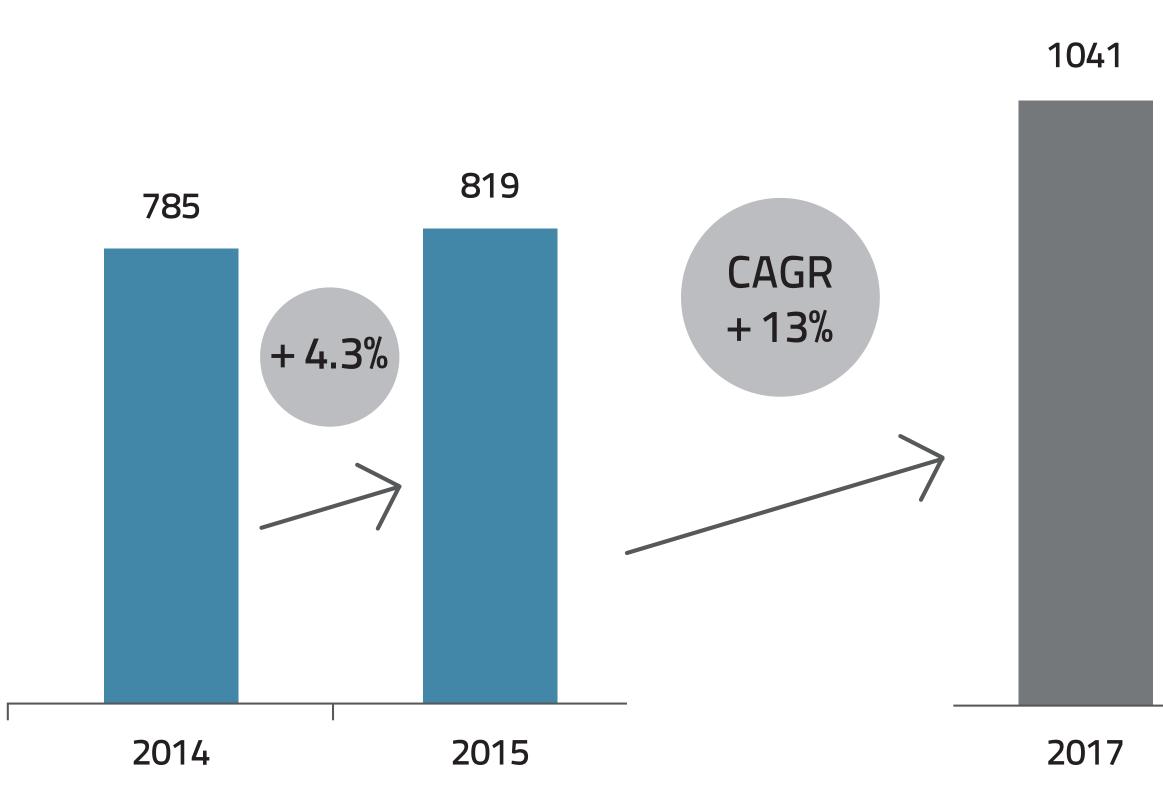








EVENTS MARKET IN ITALY (€M)



Source: Monitor Eventi, ADC

- In 2015, 392,000 events took place in Italy (+11.5%) with 35M participants (+15%)
- 81% of 300 surveyed companies are determined to invest in events in the next two years
- The majority (42.1%) of surveyed companies allocate to events more than 20% of their marketing budget







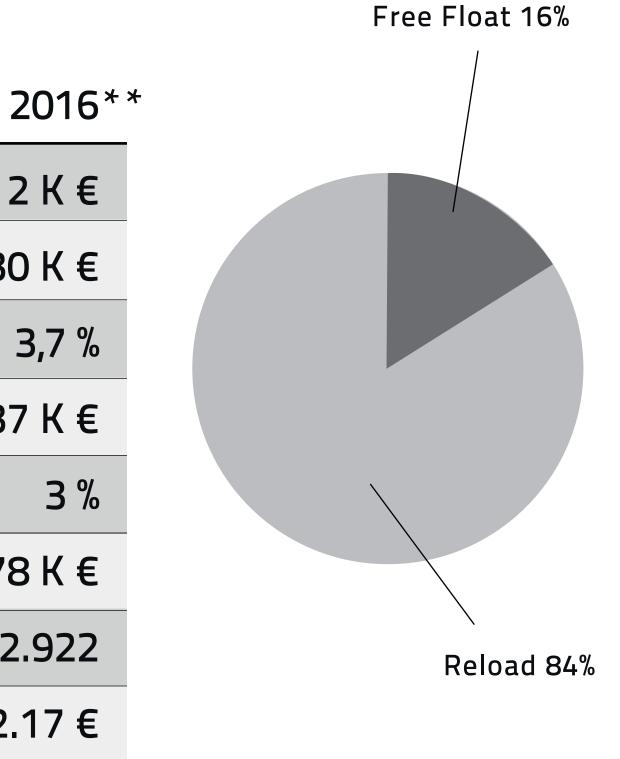
FINANCIALS

castadiva group



CONSOLIDATED FIGURES	2014 *	2015 *	
VALUE OF PRODUCTION	21,706 K €	20,147 K €	24.912
Ebitda (adjusted)	_	-	930
Ebitda % (adjusted)	_	-	
Ebitda	1,726 K €	1,640 K €	737
Ebitda %	8 %	8 %	
NFP (Cash)	(2.060) K €	(430) K €	778
No. of shares	_	-	10.472
Share price (april 4 th 2017)	-	-	2.

* without Blue Note ** including Blue Note and Anteprima Video



LATEST NEWS 2017

- USD 3.2M Agreement for the production of a series of tv spots in IMEA region
- USD 0.7M Agreement for the production of another series of tv spots in IMEA region
- Co-production Agreement for the docu-fiction "Last Diva, Valentina""









STRATEGIC PLAN



castadiva group



THE PLAN'S RATIONALE IS BASED ON THE REALIGNMENT OF THE ORGANIZATION TO PRE-MERGER

	TV SPOTS	EVENTS		
REVENUES	Moderate increase (7% CAGR) of no. of films in existing countries thanks to consolidation of current customer relationships	Higher increase (14% CAGR) of no. of ever in Italy thanks to selective hires and renewed management focus on sales		
	No new openings of subsidiaries abroad	No leverage on international network		
	Very limited export of the newly acquired post-production capabilities			
COST STRUCTURE	Positive impact of low-cost locations with a more effective centralized control over clients	Conservative assumption: no change in the event mix by budget size		
	Limited effect of economies of scale, due to the highly customized service for each client	Completion of Blue Note's return to profitability and post-merger integration		
	Significant increase (15% CAGR) of holding costs, with the goal of improving the Group's coordination, uniformity and global account management			









STAND-ALONE BUSINESS PLAN 2017-2019 The goal of the three-years plan is a controlled growth with significant increase of profitability

	EM	2016	2019
Revenues		24.9	33.5
Ebitda		0.7	2.5
Ebitda %		3%	8% *
NFP (Cash)		0.8	(2.6)

* 8% Ebitda is CDG standard profitability (see slide 15)



- 2017 is still a year of post-merger consolidation and investment, with the goal of setting the foundations for future development
- Stand-alone plan is aimed at recovering CDG standard profitability level, while continuing the turnover organic growth trend (10% CAGR)
- NFP will benefit from cash generation of core business







DEVELOPMENT GUIDELINES (S = TV SPOTS, E = EVENTS)

International development

- Expand current offering in $\left(S \right)$ high-growth regions (e.g. East Asia, Middle East, Latin America, Germany).
- Repeat for the Events BU the international development path tested in Spot Production, leveraging current network on select opportunities.

Preferred partnerships

- Add at least one global S preferred supplier agreement with one of the currents multinational clients in consumer goods, prioritizing food & beverage.
- (S)Build the partnership starting from a success story based on innovation.

Growth by acquisition*

Increased pressure on Sales & Marketing

* Acquisitions will be performed consistently with the post-merger integration process that has been tested since 2005, allowing for the effective integration of newly acquired businesses.

CASTA DIVA GROUP HAS IDENTIFIED 4 STRATEGIC PILLARS FOR DEVELOPMENT TO BE ACHIEVED WITH ADDITIONAL FINANCIAL RESOURCES



Live communication

- Profit from the evolution in the event industry, leveraging digital technologies.
- Live + digital offering will increase both turnover and client loyalty.
- Develop a pilot in proprietary events.

Fiction and storytelling

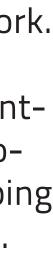
- Set up the storytelling S capabilities (current special projects) as a separate BU.
- Consolidate directors' network.
- Cinema/TV division is current- (S) ly co-producing a feature documentary film and developing a web series and a tv series.

Growth by acquisition* + focused investments

Focused investments









TV SPOTS

- Possible partnership with a production company in China.
- Possible partnership for a partnership with a production company in UAE.
- Development of the representative office in Mumbai into a real production facility.

EVENTS

- Market analysis for the acquisition of a \bullet €10M+ turnover events agency, with no overlaps with Egg in terms of clients, industries and capabilities.
- Recruitment campaign of high profile account managers in the events business, each bringing a portfolio of valuable clients.
- Market analysis for the acquisition of a digital ${ \bullet }$ agency specialized in live communication exhibitions.
- Development of a DMC (destination management company) in the events domain to serve the incoming business as well.







INVESTMENT OPPORTUNITY



castadiva group

- Casta Diva competes in an international market that is growing in all its digital and live channels: television, desktop, mobile and live communication
- in the last 11 years the Group has a track record of double digit growth both organic and via acquisitions
- its founders and managers have a successful history in the sector and a clear strategy on the Group's further development

INVESTMENT OPPORTUNITY

- the company is poised to become a true global player in a sector where consolidation is a major trend
- few competitors match Casta Diva's broad offering and integration capability and, since convergence is the keyword of future communication, the company has a significant competitive advantage
- video content will dominate the advertising industry





POSSIBLE UPGRADING OF CDG STATUS TO INNOVATIVE SMALL-MEDIUM ENTERPRISE

CDG has already applied to be qualified Innovative Small-Medium Enterprise





Company



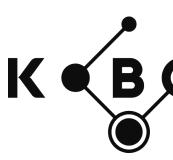
NomAd





investor Relations





Corporate Broker



Financial Advisors









castadiva_l group

Casta Diva Group

Andrea De Micheli - CEO

Tel. +39 329 6713562 a.demicheli@castadivagroup.com

Francesco Merone - CFO

Tel. +39 348 3252143 f.merone@castadivagroup.com

Via Lomazzo, 34 - 20154 Milano



IR Top Consulting Investor Relations

Maria Antonietta Pireddu

Tel. + 39 02 45473884/3 m.pireddu@irtop.com Via C. Cantù, 1 - 20123 Milano





THANKS FOR LISTENING!

