

ROADSHOW PRESENTATION

DECEMBER 2015

banzaı

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PRESENTING TODAY



Pietro Scott Jovane CEO Banzai Group

- Joined Banzai in 2015
- CEO and GM of Italian listed publisher RCS MediaGroup in 2012-2015
- Microsoft's CEO in Italy
- · CFO of Internet Division in Matrix, Seat Group / Telecom Italia.







Edoardo Giorgetti Managing Director, e-Commerce

- Joined Banzai in 2007
- Launched leading online bank Fineco in 1999, managing director until 2007
- Worked in Matrix / Virgilio



Micaela Ferruta **Head of Investor Relations** and Strategic Planning

- Joined Banzai in 2015
- Previously: Head of Media & Telecommunications Coverage in Intermonte
- Worked in Infostrada







BANZAI: THE ITALIAN E-COMMERCE LEADER

LOCAL E-COMMERCE CHAMPION FOCUSED ON CAPTURING A HIGH-POTENTIAL, FAST-GROWING MARKET

A UNIQUE VALUE PROPOSITION TAILORED TO THE ITALIAN MARKET, SUPPORTED BY A FLEXIBLE AND SCALABLE PLATFORM

SIGNIFICANT TRACK RECORD AND ACCELERATING GROWTH TO GENERATE VALUE THROUGH SCALE & RELEVANCE

3

CONSOLIDATING OUR LOCAL LEADERSHIP IN ITALIAN E-COMMERCE





#1
Italian
e-Commerce
Player

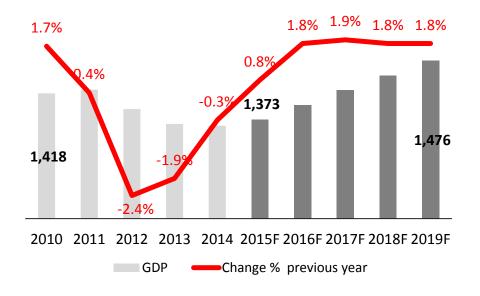
€217M Revenues TTM⁽¹⁾

+25% Revenue Growth TTM⁽¹⁾

ITALY IS THE 8TH WORLD'S ECONOMY AND IT IS RECOVERING. CONSUMER CONFIDENCE IS AT ITS BEST SINCE 2010

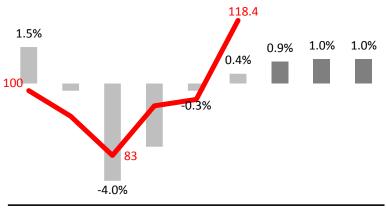
Italy GDP

(€BN, vs. Previous Year)



Consumer Consumption and Confidence

(% vs. Previous Year, 2010=100)



2010 2011 2012 2013 2014 2015F 2016F 2017F 2018F

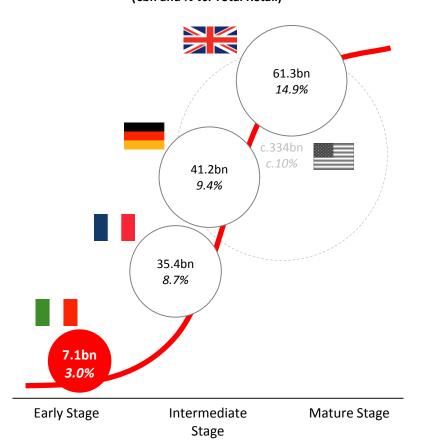
Final Consumption Expenditure ——Consumer Confidence

Source: Company re-elaboration on IMF, ISTAT, OECD, Eurostat, 2015. Forecast on country's GDP in 2015-2018 last official updated on november '15. Data on Consumer Confidence are related to FY for 2010-2011, and to the score of the month of November for 2012-2015

ITALIAN E-COMMERCE IS MAKING UP FOR LOST TIME, SHOWING GREAT POTENTIAL...

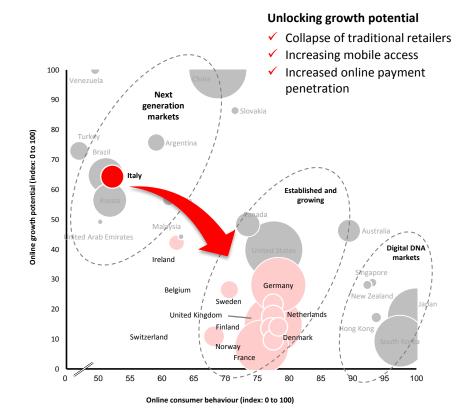
E-COMMERCE PENETRATION AT AN EARLY STAGE...

2015E e-Commerce Penetration and E-Commerce Goods Market Size (€bn and % vs. Total Retail)



"EMERGING MARKET" GROWTH PROSPECT

Online Growth Potential vs. Consumer Behaviour(1)

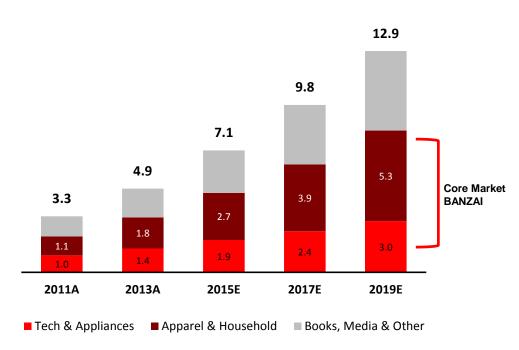


Source: Forrester Research Online Retail Forecast, 2015, and A.T. Kearney – The 2013 Global Retailer e-Commerce Index.

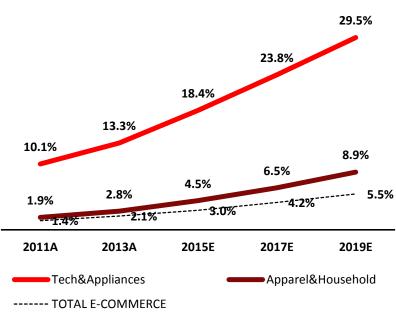
(1) As per AT Kearney analysis, consumer behaviour is based on Internet penetration, online purchase penetration, mobile purchase per capita and fixed broadband subscriptions per 1,000 inhabitants.

E-COMMERCE: + €1BN/YEAR FOR THE NEXT 5 YEARS, ENSURED BY THE CURRENT STRUCTURAL SHIFT

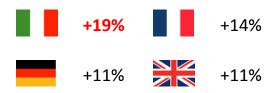
Italian e-Commerce Market (€BN)



Online Channel Share by Category (%)



2011-2019 e-Commerce CAGR EU (%)



CORE Market TECH in Italy (% growth)

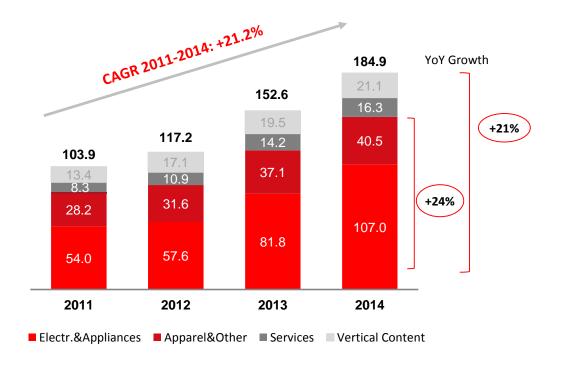
Online Tech&Appliances ¹ Market Growth YTD 15 Italy	Tech&Appliances Banzai 9M 15	
+14.7%	+39.3%	

Source: Banzai on Forrester Research Online Retail Forecast, GFK, July 2015 1) YTD data as of end of September 2015

BANZAI: CLEVERLY POSITIONED TO CAPTURE THE GROWTH OF THE MARKET

PROVEN GROWTH TRACK RECORD

Banzai Revenues FY 2011-2014 (€M)

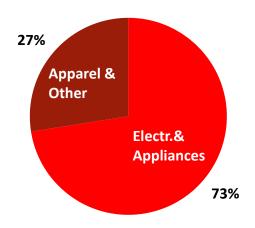


Source: Company Information

1) Rankings for MDA and Electronics based on a 24% and 7% market share, based on Company's Elaboration on GFK Data. Approximate AOV figures (only goods) as per management estimates given the existence of orders with mixed categories. AOV calculated on orders that contain at least one product of the related categories.

LOCAL LEADER ON THE ITALIAN MARKET

Banzai FY 2014 e-Commerce Revenues Breakdown by Category (%)



- #1 Italian e-commerce player by revenues in the Country
- Major Domestic Appliances (AOV c.€402⁽¹⁾)
- #2 Electronics (AOV c.€248⁽¹⁾)



BANZAI: OUR WAY TO E-COMMERCE

4 UNIQUE FEATURES TO MEET NEEDS AND ATTITUDES OF ITALIAN CUSTOMERS

banzai



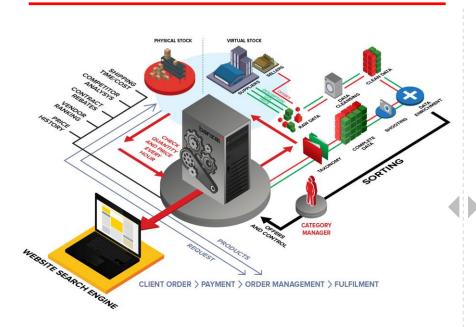
Pick&Pay stores

Content strategy

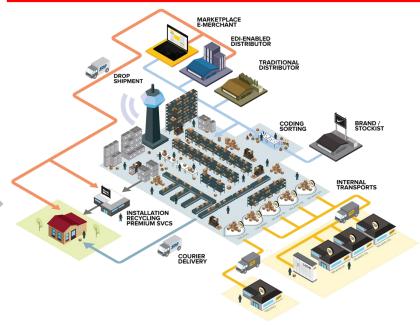
Professional services

1) SMART INVENTORY MODEL WITH SMART LOGISTICS: 1M SKUS, LESS WORKING CAPITAL, HIGH SERVICE LEVELS

SMART INVENTORY MODEL: KNOWING IS MORE EFFICIENT THAN OWNING. SMART LOGISTICS: FAST AND FLEXIBLE. LESS OPERATING COSTS, BEST SERVICE LEVELS.



- Virtual catalogue from 200 "live" suppliers
- Data clean up & enrichment
- Complex dynamic pricing, with hourly updates
- Market maker approach (brokerage)



- Multi-supplier, multi-delivery platform
- Fast in, fast out, flexible end-2-end, very scalable
- Less inventory = less working capital & costs
- Pick&Pay = lower distribution costs

2015/2016: New 29k sqm fulfilment center under construction.
Potentially expandable up to 50k sqm

Unique

2) 200 PICK&PAY STORES AND AUTOMATED LOCKERS: CUSTOMER-CENTRIC AND COST-SAVING



PICK&PAY STORES (LAUNCHED IN 2007)



- Collection and payment points located in third-party, "host" shops
 - Commission-based flexible network
 - No inventory (products sold already)
 - Increasing scalability on delivery costs
- End-2-end "retail-like" experience

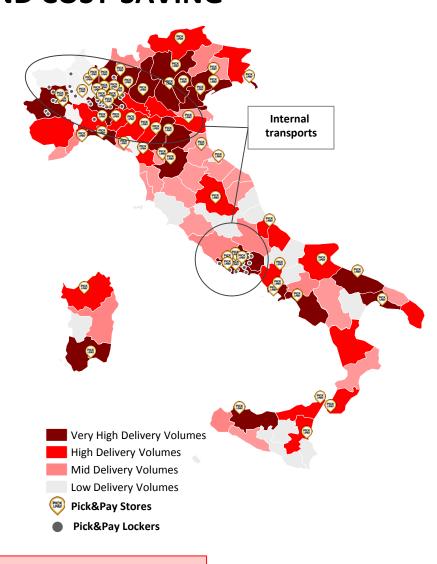
BENEFITS FOR CONSUMERS

- ✓ Freedom from couriers' hours
- ✓ Savings on lower delivery charges
- ✓ Pay on site also with cash
- ✓ Richer experience

PICK&PAY LOCKERS (LAUNCHED IN 2014)



- Highly secure, 24/7 pay and collection automated 107 parcel lockers positioned in supermarkets, gas and railways stations.
- Installed and operated by InPost (no CAPEX for Banzai)
- Strong partnership



2016 target: Pick&Pay stores to reach 150, covering 80% of the population. Lockers up to 400.



3) PROFESSIONAL SERVICES TO DRIVE THE NEXT STANDARDS FOR MDAs AND "DIGITAL HOME" E-COMMERCE

THE BEST ITALIAN E-COMMERCE COMPANY FOR INSTALLATION AND LAST MILE SERVICES

Driving growth in MDAs and expanding into new categories such as TVs and smart home products













POWERED BY A NETWORK OF 200 PROFESSIONALS...

to deliver last-mile services on MDAs & home comfort:

- ✓ Installation, custom fitting & WEEE⁽¹⁾
- Analogic technology (e.g. call center)
- ✓ Async feedback from customers
- ✓ Good service levels

...READY TO ACTIVATE A NEW GENERATION OF **PROFESSIONAL SERVICES**

New platform under development, to deliver a superior experience end-2-end:

- ✓ Broader range of services (e.g. smart home)
- ✓ Mobile-enabled ("Uber-like")
- Realtime feedback (impact on compensation)
- ✓ Best service levels

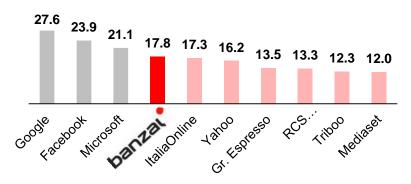


Waste Electrical & Electronic Equipment Directive (2012/19/EU).

4) ACCRETIVE CONTENT-DRIVEN STRATEGY, GENERATING TRAFFIC + SMART ADV STREAMS OF REVENUES

#1 ITALIAN ONLINE PUBLISHER

May 2015 Unique Monthly Visitors(1) (M)



HIGHLY VALUABLE SELECTED AUDIENCES(1)

Gialldafferano









#1 IN COOKING

6.7m Unique Visitors

6.0m Video-views/month⁽²⁾

#1 IN FEMALE AUDIENCE

9.4m Unique Visitors

10.1m Video-views/month⁽²⁾

#1 IN STUDENT AUDIENCE

4.8m Unique Visitors

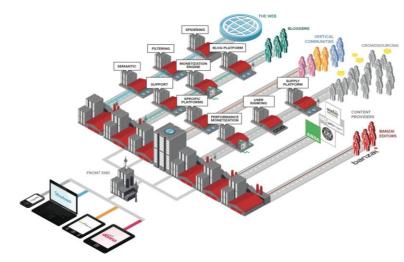
2.9m Video-views/month(2)

ONLINE NEWS PIONEER

3.9m Unique Visitors

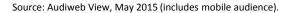
3.4m Video-views/month⁽²⁾

UNIQUE AND PROFITABLE PRODUCTION BUSINESS MODEL



SYNERGETIC ASSET

- Financially accretive
- Effective incubator of info-commerce
- Halo effect on e-Commerce brands and suppliers
- Inventory enriched by e-Commerce data
- Behavioural data commerce = source of business
- Cost efficient content production for e-Commerce
- Vertical Audience = Vertical Shops



(2) Source for Video views: Company information.



WE HAVE A VERY STRONG VALUE PROPOSITION

LEADERSHIP VS. AMAZON IN HIGH-VALUE CATEGORIES



EFFECTIVE FEATURES VS. TRADITIONAL RETAILERS, C.80% OF THE EU 13+BN TECH MARKET

amazon

- ✓ Stronger on low-tickets
- ✓ Comparable in electronics
- ✓ Can lose money to win (so far)
- ✓ Destination website
- X Weaker in MDAs and TVs
- ✓ Fast delivery time due to huge stock
- X Generalist by design
- X Heavy logistics
- X Online only
- X No local touch
- X No professional services
- "Conflictual" relationships with suppliers & brands



Focus on high-ticket, high-touch products

Multi-specialist, with rich contents

Smart inventory model + smart logistics

Pick&Pay

Professional services

Content oriented strategy





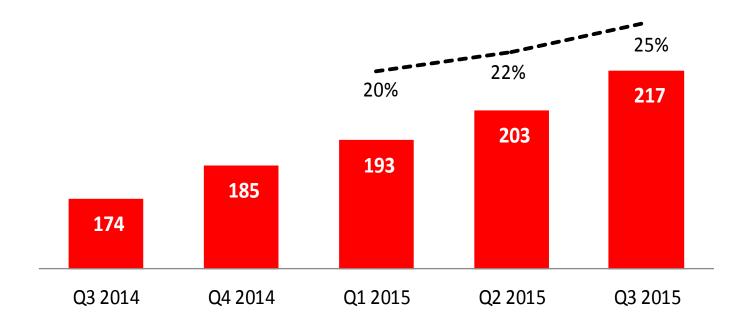
- ✓ Well known brands
- ✓ Immediate ROI from ADV
- X Limited, shrinking selection
- X Higher prices
- X Channel conflicts

- ✓ Physical Coverage of the Territory
- X Clerk-centric service
- X Store-centric inventory
- X Store-centric platform
- ★ Offline-first DNA & organization

Source: Company Information.

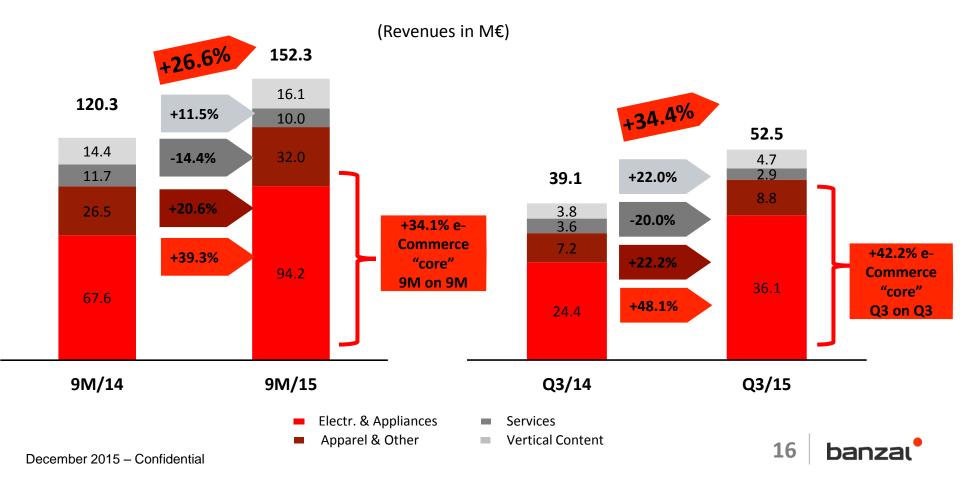
9M15: BANZAI GROUP TTM, REVENUES GAIN TRACTION

- Steady acceleration of consolidated TTM sales growth
- TTM revenues as of September 2015 were up 25% YoY, mostly driven by ecommerce
- ePRICE launched its first National TV campaign, on air from November, 22.
- Black Friday sales increased 110% YoY at ePRICE

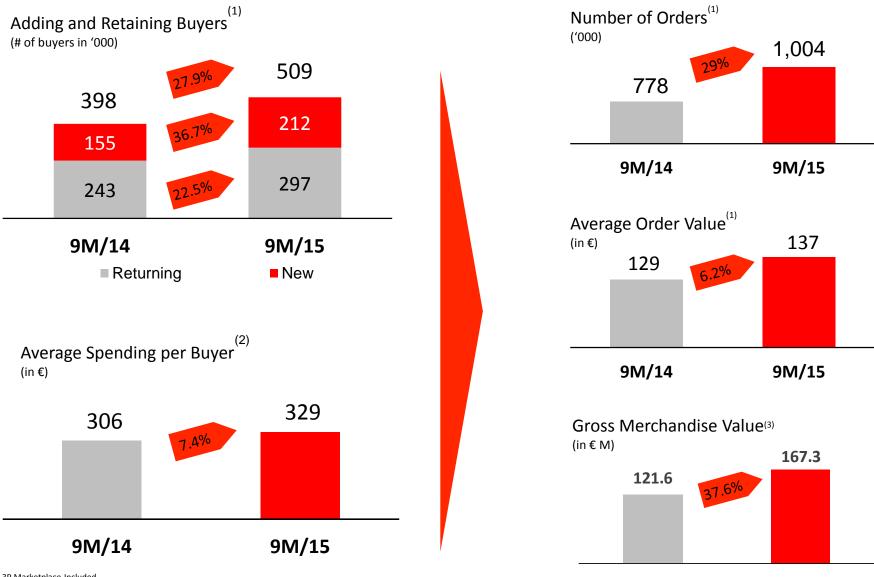


9M15: STRONG REVENUE GROWTH, GAINING MARKET SHARE

- Continuous acceleration YoY (+20.5% Q1, +25.4% Q2, +34.4% Q3).
- Electronics & Appliances: +39.3% in 9M (>2x reference market), helped by an extraordinary hot summer in Italy.
- Apparel: positive growth trend of previous quarters confirmed.
- Services: impacted by free-shipping and phase-out from B2B indirect sales.
- Vertical Content: +11.5% in 9M (>14 pp vs. reference market), regaining traction vs Q2.



9M15: HEALTHY CUSTOMER KPIs DRIVE GROWTH



^{(1) 3}P Marketplace Included

9M/14

9M/15

⁽²⁾ Spending per Buyer is calculated on revenue from products, deliveries and revenue from 3P marketplace, net of returns and VAT included (3) GMV (Gross Merchandise Volume): it includes revenue from products, deliveries and revenue from 3P marketplace, net of returns and VAT included.

CONSOLIDATED P&L

Banzai Group Profit & Loss (Eu mn)	9M 2014	9M 2015	9M'15/ 9M'14	2014
Total Revenues	120.3	152.3	26.6%	184.9
Cost of Revenues Gross Profit Gross Margin %	(92.2) 28.1 23.4%	(122.2) 30.1 19.7%	32.6% 7.0%	(143.3) 41.7
Sales & Marketing Contents Fullfilment IT G&A EBITDA ADJUSTED Ebitda Adjusted %	(6.7) (4.1) (6.4) (2.6) (7.0) 1.2 1.0%	(9.7) (4.7) (8.5) (2.5) (7.9) (3.3) -2.1%	45.5% 15.2% 32.1% -4.4% 12.0% n.m.	(9.5) (5.8) (9.5) (3.4) (9.8) 3.8
Non recurring costs EBITDA Ebitda %	0.0 1.2 1.0%	(1.0) (4.3) -2.8%	n.m.	0.0 3.8
EBIT Ebit %	(2.8) -2.3%	(8.7) -5.7%	n.m.	(1.9)
EBT Ebt %	(3.2) -2.6%	(8.9) -5.9%	n.m.	(2.6)
NET RESULT	(2.6)	(6.5)	n.m.	(2.1)

In 9M15 the e-Commerce division, with revenues of €135 million (up 28.7%), stands out as the main growth driver in the Group.

Gross Margin increased in to €30 million (+7%) from €28 million of 9M14. This translated into a margin of 19.7%. The YoY dilution is explained by the different mix (e-Commerce and Vertical Content divisions grow at different speeds) and the opportunistic use of free-shipping.

Adjusted EBITDA stood in 9M15 at €-3.3 million, due to higher sales and marketing costs (+45%YoY) supporting customer acquisition to capture incremental market share for the e-commerce division. Higher logistics costs (+32%YoY) due to increased MDA volumes and the expansion of the Pick&Pay network.

CONSOLIDATED BALANCE SHEET

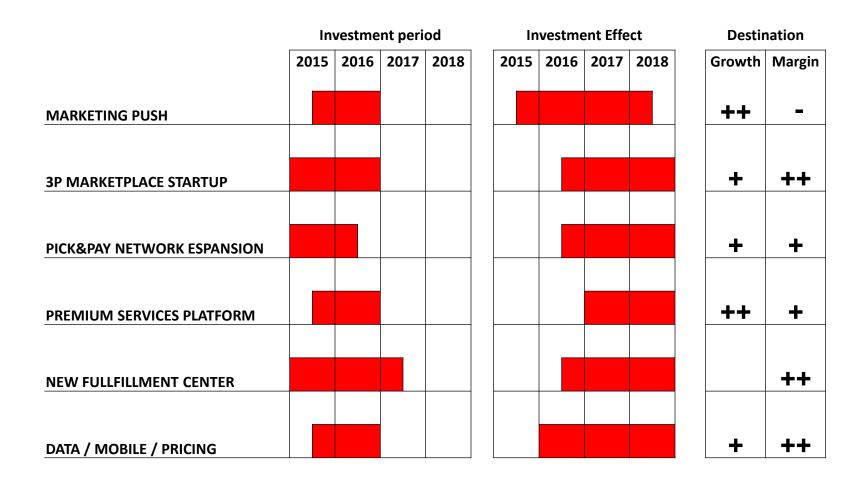
Balance Sheet (Eu mn)	2,013	2,014	9M15
TOTAL ASSETS	39.6	43.7	50.8
Inventories NET WORKING CAPITAL	7.6 (10.1)	13.0 (5.7)	20.2 0.6
Deferred tax assets Provisions Other non current debts	6.8 (2.5) 0.0	7.7 (3.3) 0.0	11.5 (3.8) (0.5)
Net Invested Capital	33.8	42.3	58.7
Net Equity	38.0	43.1	86.8
Net Financial Position	(4.2)	(0.8)	(28.1)
Total Sources	33.8	42.3	58.7

Eu 11m CAPEX in 9M15, mainly targeted to purchase hardware and equipment for the operational sites and the logistics hub, the development of the marketplace platform and the new ERP accounting and management system; it also includes M&A.

Inventory increased following sales growth and partly due to seasonality, in preparation for the strong 4Q push.

OUR PATH TOWARDS PROFITABILITY

INVESTMENTS TO ACCELERATE GROWTH AND SCALE



OUR PLAN: SCALE FAST

		2012	2013	2014	TARGET MODEL	9M14	9M15
	Revenue Growth	10.5%	20.8%(1)	23.4%	e-Commerce penetration 3% (2015) >>> 5% (2018) Market 1.6X - Banzai outgrowing the market	22.1%	28.4%
	Gross Margin 18.7% 17.4% 16.0% S/T pressure due to change in mix and impact of free shipping Focus on gross profit per order, positive impact from 3P market		S/T pressure due to change in mix and impact of free shipping Focus on gross profit per order, positive impact from 3P marketplace	16.7%	13.9%		
RCE	Sales & Marketing	4.6%	5.0%	4.3%	Short-term increase for customer acquisition (COBA).	4.6%	5.6%
E-COMMERCE	Fulfilment	6.1%	5.8%	5.8%	Economies of scale	6.0%	6.2%
Y	Content & IT	2.3%	2.1%	1.7%	 New fullfilment center Pick&Pay capacity saturation Platform improvements 	2.0%	1.8%
	G&A	3.4%	2.8%	2.4%	- Cost saturation	2.7%	2.5%
	TOTAL OPEX	16.4%	15.5%	14.2%	Economies of scale with short-term impact from S&M	15.3%	16.1%
ICAL	Revenue Growth 24.4% 14.3% 7.9% In line with market growth, ou		In line with market growth, outperforming traditional publishers	8.0%	11.6%		
VERTICAL	Gross Margin	66.9%	67.7%	73.1%	Broadly in line with historical performance	71.7%	69.4%
TOTAL OPEX (AS % OF SALES) 22.2% 20.5% Economies of scale		Economies of scale	22.3%	21.9%			
EBITDA MARGIN		2.7%	1.6%	2.0%	Impacted by focus on growth in 2015 and 2016	1%	-2.1%
TOTAL CAPEX (AS % OF SALES) 3.9% 3.6% ⁽²⁾ 5.1% Expansion i		Expansion investments in 2015 and 2016 (new fullfillment center & IT)	n.a.	7.3%			

Source: As per management based on audited accounts.

⁽¹⁾ Excludes additional growth from the acquisition of Terashop. Growth rate including acquisition of Terashop is 33.2%.

⁽²⁾ Excludes additional capex from the acquisition of Terashop. Capex as percentage of sales including acquisition of Terashop is 9.4% in 2013 and 12.7% in 9M13.

OUTLOOK FOR FY2015 - FOCUS ON GROWTH

Revenue growth in line with consensus of c. +25%

Capture market share of the growing Italian market

Develop a unique proposition for Italian customers

Expand the platform to support growth & improve service levels



EPRICE: NEED-DRIVEN, MULTI-SPECIALIST



Conceptual chart representing a selected number of relevant players



- /2014 umbers
- 257k Buyers

• 628k SKUs

- c.3,000 Brandsc.80% male
- Multi-specialist Approach
- Focus on High Tickets
- Complex products
- Pick&Pay
- Premium Services

24%⁽¹⁾ market share on MDA with exponential YoY growth

7%⁽¹⁾ market shares on Electronics Goods in a highly fragmented market

Online addressable market in Italy (2015): € 1.8bn

Online+Offline Market in 2015: €10.3bn

Source: Company Information

¹⁾ Banzai on Callicredit, Forrester Research and GFK data, 2014 and 2015

SALDIPRIVATI: IMPULSE-DRIVEN, EVERYDAY DEALS



Conceptual chart representing a selected number of relevant players

AND THE PROPERTY OF THE PROPER

FY2014 numbers

- 215k Buyers
- c.1,000 Brands
- c.60% female
- c.1,500 Events
- 189k SKUs
- 157k new SKUs

- Every day deals
- Different categories
- Theme sales
- Mobile-driven revenues
- Pick&Pay

Leading Italian Flash Sales Club

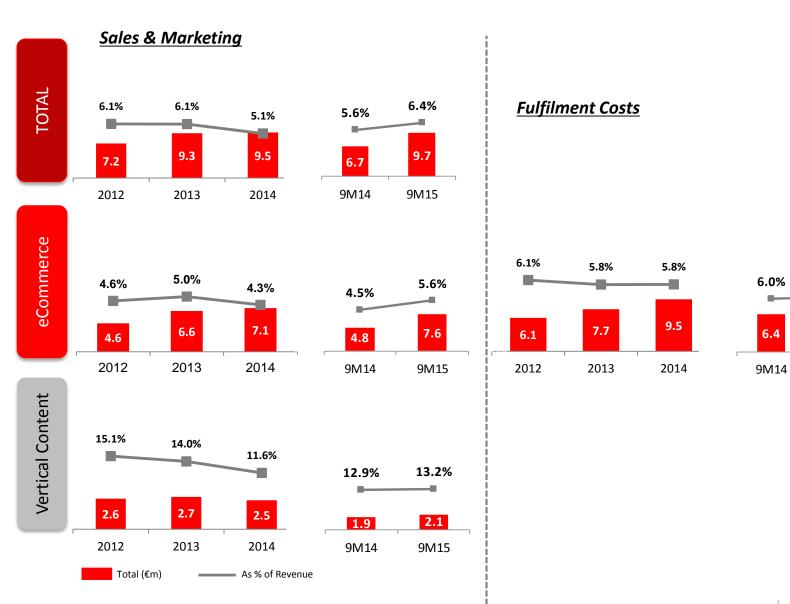
1:1 Engagement Platform

Online addressable market in Italy (Apparel &

Household, 2015): **€ 2.7bn**

Online+Offline Market in 2015: **€61.5bn**

OPEX ANALYSIS

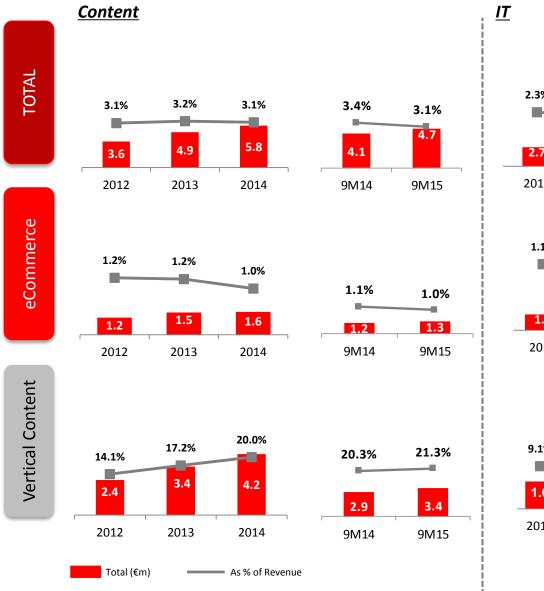


6.2%

8.5

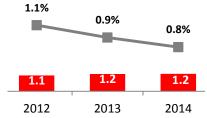
9M15

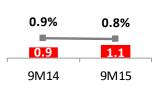
OPEX ANALYSIS (CONT'D)

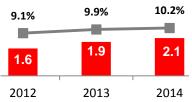






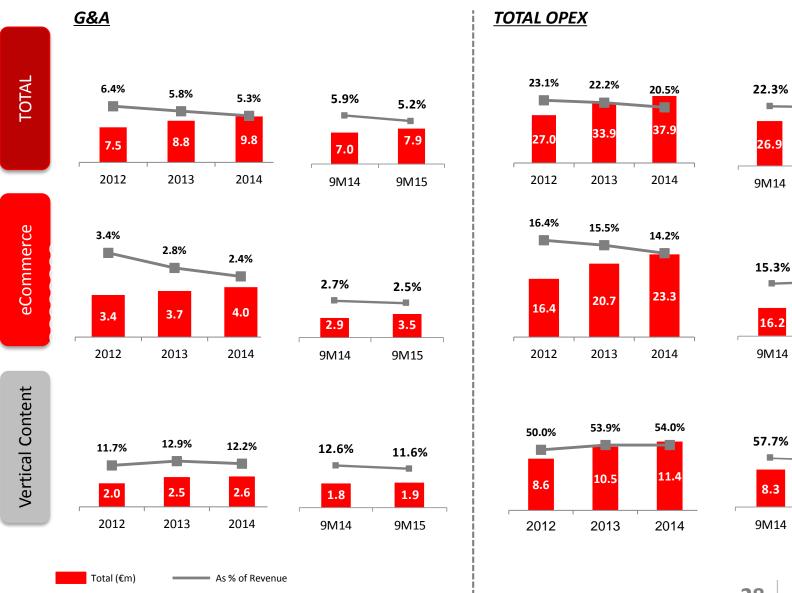








OPEX ANALYSIS (CONT'D)



21.9%

33.3

9M15

16.1%

22.0

9M15

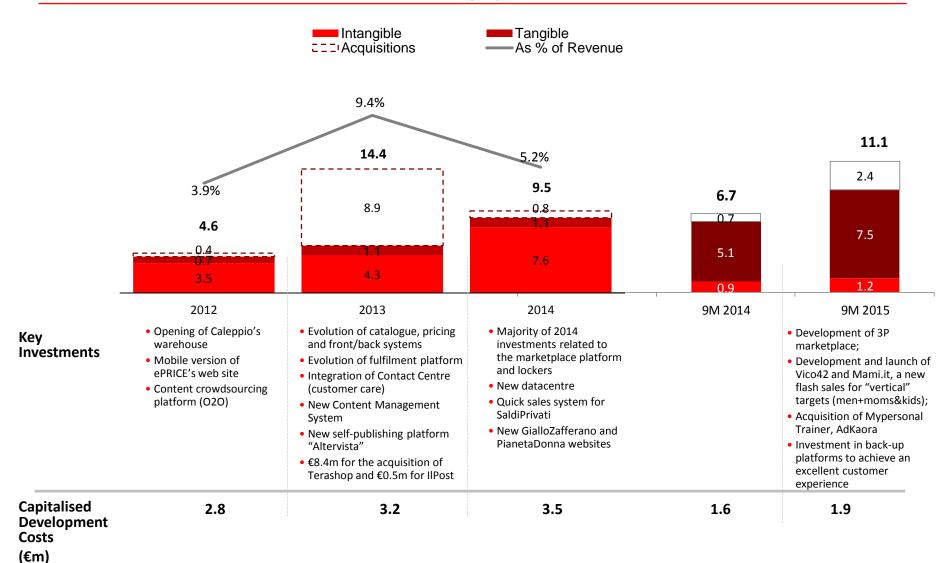
54.6%

8.8

9M15

CAPEX ANALYSIS

CAPEX (€M)



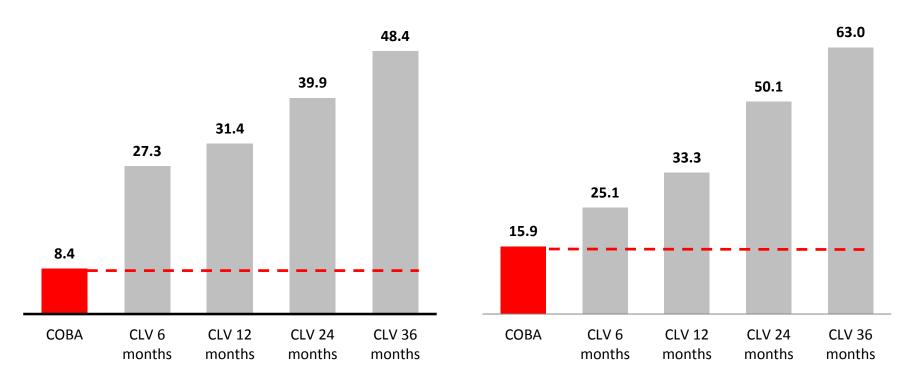
COBA - 2011 ANALYSIS





COBA & CLV Cohort October 2011 (€) - 7,470 Individuals

COBA & CLV Cohort Oct 2011 (€) – 10,244 Individuals



Source: Company information.

⁽¹⁾ As of September 2014. Free traffic includes sources such as direct access (typing or recalling the domain from a bookmark), organic search (mainly Google search), newsletters or referral from friends.

⁽²⁾ COBA is defined as marketing costs related to buyer acquisition, where only direct marketing costs are included (e.g. for Google AdWords, price comparison sites, affiliation, revenue sharing); Pick&Pay commissions and other indirect costs (such as for platform, analytics and research) are not included as they already are accounted for in the CLV (see note below).

⁽³⁾ CLV is defined as the cumulated contribution margin per buyer before marketing costs, where revenues and COGS include only sales of goods to clients and other variable costs include free shipping, Pick&Pay commissions and variable costs related to fulfilment activities.

MEDIA: SMART CONTENT FACTORY FOR LOW-COST SCALABLE **PRODUCTION**

TRADITIONAL

CONTENT **PROVIDERS**



ADDING FIRST CLASS CONTENT

Content

VERTICAL COMMUNITIES



"SPONTANEOUS" **VERTICAL CONTRIBUTIONS**

CROWDSOURCING (UGC)

BLOGGERS

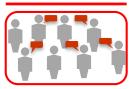


ATTRACTING INFLUENCE

Revenue share

CONTENTS

MARKETPLACE



DEMOCRATISING CONTENT

AUTOMATIC CONTENT **ORGANISATION**

THE WEB

Free

Payment

Editors payrolls

IN-HOUSE

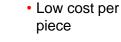
EDITION

OUR EDITORS

acquisition

Free





Source













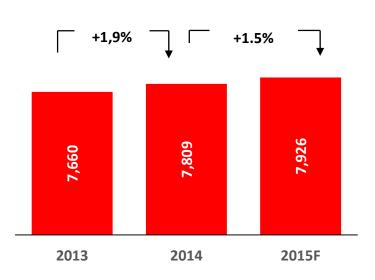
Features

- Platform oversight
- Harmonising output (content life-cycle management)
- Content provider multi-connector (automatic content syndication)
- Multimedia sourced content management platform
- Specific vertical tools (Studenti notes, FilmTV movie reviews. Zingarate travel guides, etc.)
- Blog platform (self-publishing platform)
- Monetisation and revenuesharing platforms
- Peer review
- Anti-plagiarism Tool
- · Analysis of social performance
- · Quality-based user ranking
- Strong selection and filtering tools
- Analysis of social performance
- Semantic enrichment

VERTICAL CONTENT: GROWING IN A STILL STRUGGLING MARKET

- Over the last 2 years, the market grew by 3.4%, but it was down 1,1% if Digital excluded
- The Italian digital advertising market is expected to grow by around 8,4% YoY in 2015; over the last 2 years, it has grown from € 1.7BN to € 2.1 BN (+19%), representing now around 26% of the total market.

Italian ADV Market (€M)



Italian ADV Market By Channel (€M)

(€ million)	2014	2015 F	YoY FY (F)%	YoY YTD ¹
Television	3.662	3.678	+0.4%	-1.6%
Digital (*)	1.940	2.102	+8.4%	+9.1%
Print	1.304	1.229	-5.8%	-6.4%
Radio	336	357	+6.2%	+10.0%
Other(**)	567	561	-1.0%	+1.9%
Total	7.809	7.926	+1.5%	+1.0%

FCP Online Market in Italy (% growth)

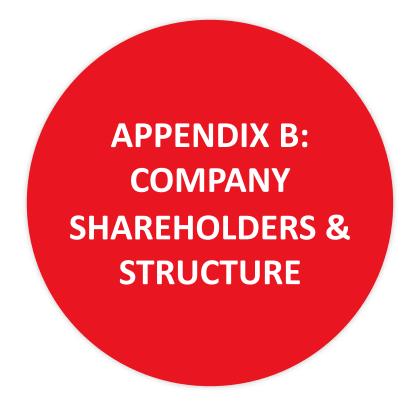
FCP Market YTD 15 ¹	Vertical Content Banzai 9M 15	
-1.3%	+11.5%	

Source: Nielsen Digital Survey 2014 & 2015, FCP Online

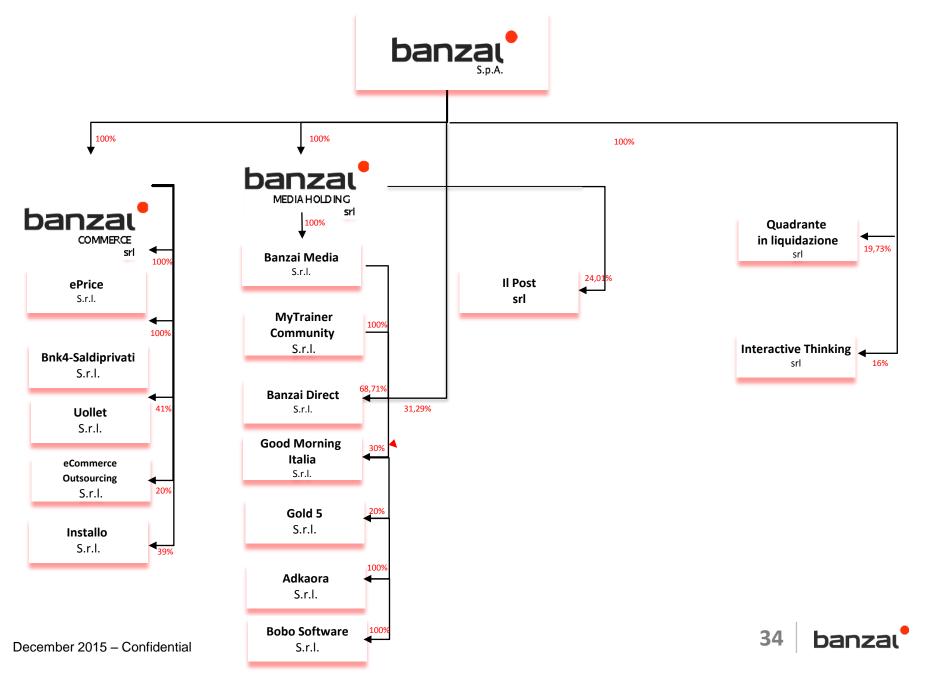
(*) Nielsen estimate based on FCP+ search and social;

(**) includes Cinema and Out of Home

1) YTD data as of end of Sept 2015



COMPANY STRUCTURE AS OF 1 DEC 2015



MAIN SHAREHOLDERS

The share capital of Banzai S.p.A. is equal to Euro 812.297 composed by n.40.614.850 ordinary shares without par-value.

RELEVANT SHAREHOLDERS	NUMBER OF SHARES	% SHARE CAPITAL
Paolo Ainio ¹	8,960,736	22.06%
Arepo (Sator Fund)	8,613,850	21.24%
Treasury Shares	285,250	0.70%

(1) of which 221.750 (0,55%) held trough PUPS S.r.l., 80% controlled by Paolo Ainio

There are no other shareholders, outside of those listed above, with a shareholding of more than 5% that have notified Consob and Banzai S.p.A. according to art. 117 of Consob Regulation no. 11971/99 on notification requirements of major holdings.

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