Company Overview

October 2025

Forward-looking statements and non-GAAP financial measures

This presentation contains forward-looking statements which are subject to the safe harbor provisions of the Private Securities Litigation Reform Act of 1995. These statements are based on estimates and information available to us at the time of this presentation and are not guarantees of future performance. Statements in this presentation involve risks, uncertainties and assumptions. If the risks or uncertainties materialize or the assumptions prove incorrect, our results may differ materially from those expressed or implied by such forward-looking statements. All statements other than statements of historical fact could be deemed forward-looking statements, including, but not limited to any statements regarding: our business outlook; launches of new or expansion of existing products or services, including GoDaddy Airo®; any projections of product or service availability, technology developments and innovation, customer growth, or other future events; historical results that may suggest future trends for our business; our plans, strategies or objectives with respect to future operations, partnerships and partner integrations and marketing strategy; future financial results; our ability to achieve desired synergies and vertical integration; the expected impacts of our restructuring efforts; our forecasted levels of future taxable income and ability to realize our deferred tax assets; and assumptions underlying any of the foregoing.

Actual results could differ materially from our current expectations as a result of many factors, including, but not limited to: the unpredictable nature of our rapidly evolving market; fluctuations in our financial and operating results; our rate of growth; interruptions or delays in our service or our web hosting; our dependence on payment card networks and acquiring processors; cyberattacks or breaches of our security measures; the impact of any previous or future acquisitions or divestitures; our ability to innovate and continue to release, and gain customer acceptance of, our existing and future products and services; our ability to deploy new and evolving technologies, such as artificial intelligence, machine learning, agentic AI, data analytics and similar tools, in our offerings; our ability to manage our growth; our ability to hire, retain and motivate employees; the effects of competition; technological, regulatory and legal developments; litigation and government inquiries; privacy, legislative and regulatory concerns or developments; impacts of our restructuring efforts; macroeconomic conditions and developments in the economy, financial markets and credit markets; continued escalation of geopolitical tensions; the level of interest rates and inflationary pressures; and execution of share repurchases.

Additional risks and uncertainties that could affect GoDaddy's business and financial results are included in the filings we make with the SEC from time to time, including those described in "Risk Factors" and "Management's Discussion and Analysis of Financial Condition and Results of Operations" in our most recently filed period reports on Form 10-K and Form 10-Q, which are available on our website at https://investors.godaddy.net and on the SEC's website at www.sec.gov. Additional information will also be set forth in other filings that GoDaddy makes with the SEC from time to time. All forward-looking statements in this presentation are based on information available to GoDaddy as of the date hereof. Except to the extent required by law, GoDaddy does not assume any obligation to update the forward-looking statements provided to reflect events that occur or circumstances that exist after the date on which they were made.

In addition to our financial results prepared in accordance with generally accepted accounting principles in the United States ("GAAP"), this presentation includes certain non-GAAP financial measures and other operating and business metrics. We believe that these non-GAAP financial measures and other operating and business metrics are useful as a supplement in evaluating our ongoing operational performance and enhancing an overall understanding of our past financial performance. The non-GAAP financial measures included in this presentation should not be considered in isolation from, or as a substitute for, financial information prepared in accordance with GAAP. In addition, similarly titled measures may be calculated differently by other companies and may not be comparable. A reconciliation between each non-GAAP financial measure and its nearest GAAP equivalent is included at the end of this presentation. We use both GAAP and non-GAAP measures to evaluate and manage our operations. GoDaddy does not provide reconciliations from non-GAAP guidance to GAAP equivalents, because projections of changes in individual balance sheet amounts are not possible without unreasonable effort, and presentation of such reconciliations would imply an inappropriate degree of precision.

References in this presentation to financial guidance are based on GoDaddy's 2025 Q3 Earnings Release dated October 30, 2025, and are not updated or reaffirmed by this presentation.

Manu Reyes
Papakape
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Who we are

Our vision

Radically shift the global economy toward life-fulfilling entrepreneurial ventures

Our mission

Empower entrepreneurs everywhere, making opportunity more inclusive for all

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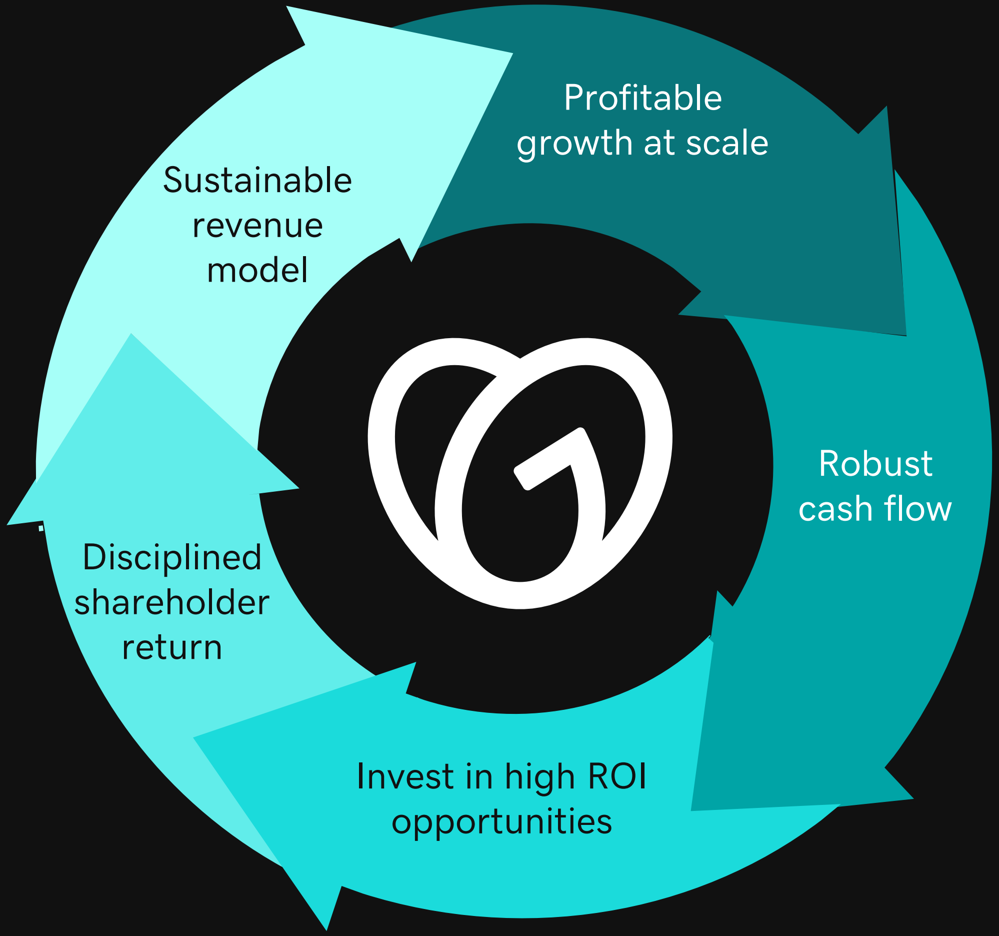
GoDaddy

Our strategy

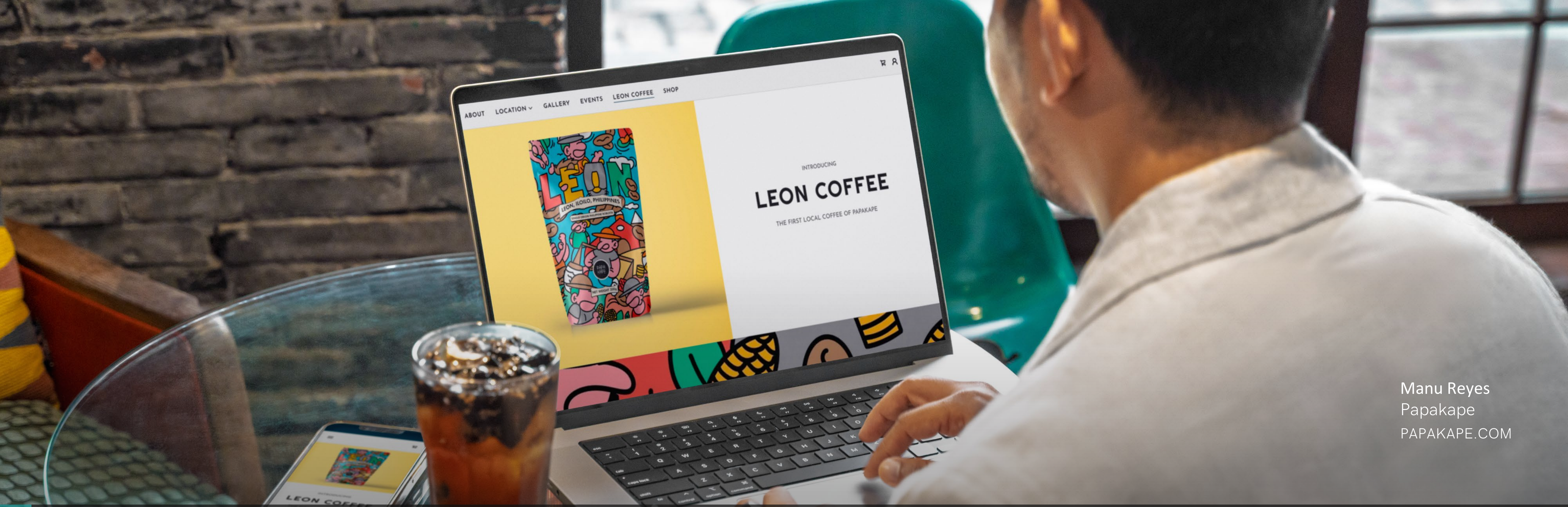
Everyday entrepreneurs trust their ideas with us. We guide them to build their business digitally. Our global solutions seamlessly connect their identity and presence with commerce, leading to profitable growth.

GoDaddy

GoDaddy investment thesis



Durable revenue growth, margin expansion and disciplined capital allocation maximizing free cash flow over the long term



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GoDaddy highlights

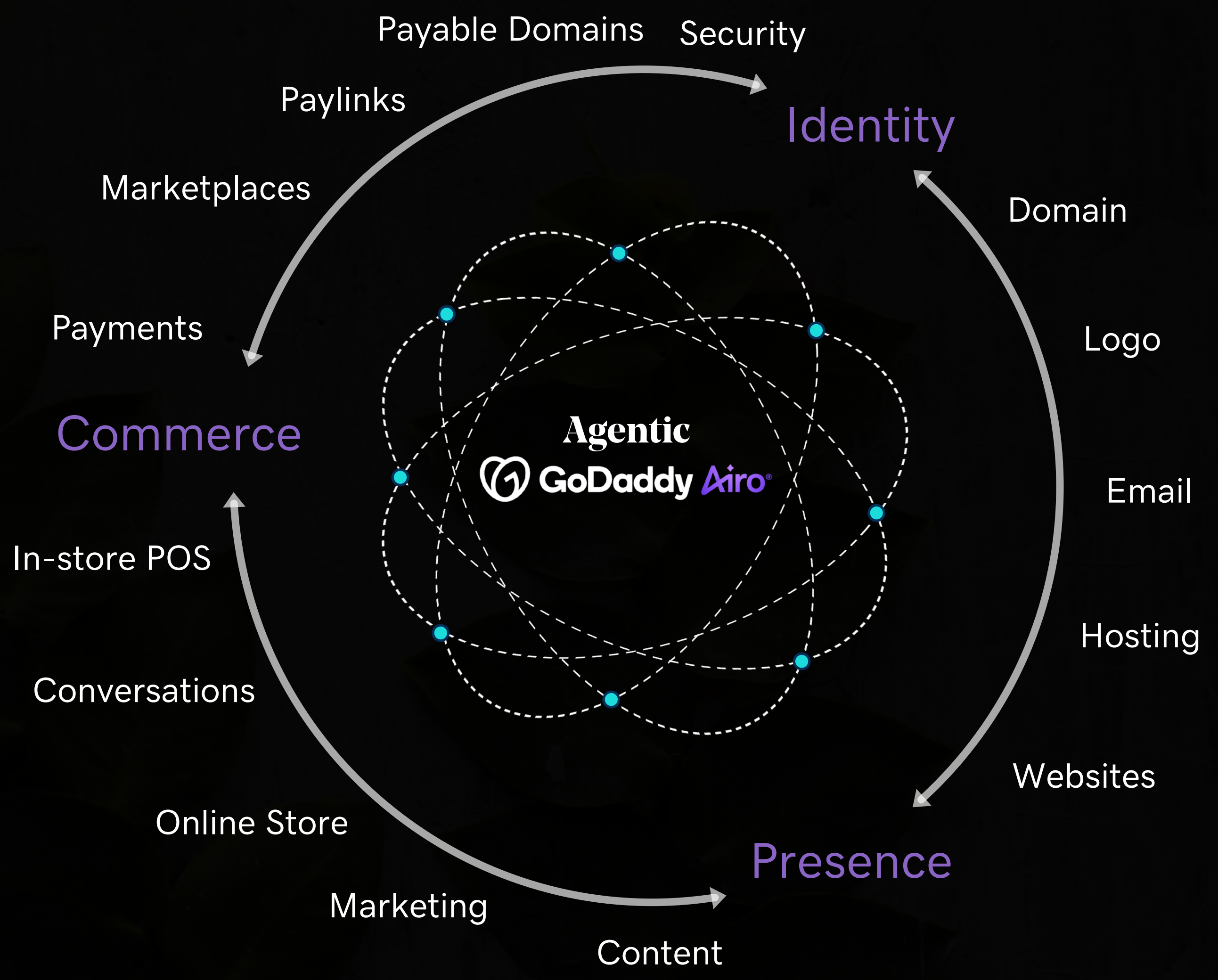
- Leading through the emerging agentic era: Agentic Open Internet
- Sustaining strong growth in our Applications & Commerce segment
- Driving margin expansion and maximizing compounding free cash flow
- Executing a disciplined capital allocation framework
- Delivering shareholder value from an experienced management team

GoDaddy

GoDaddy

What we do

Partnering with our customers at every point on the Entrepreneur's Wheel



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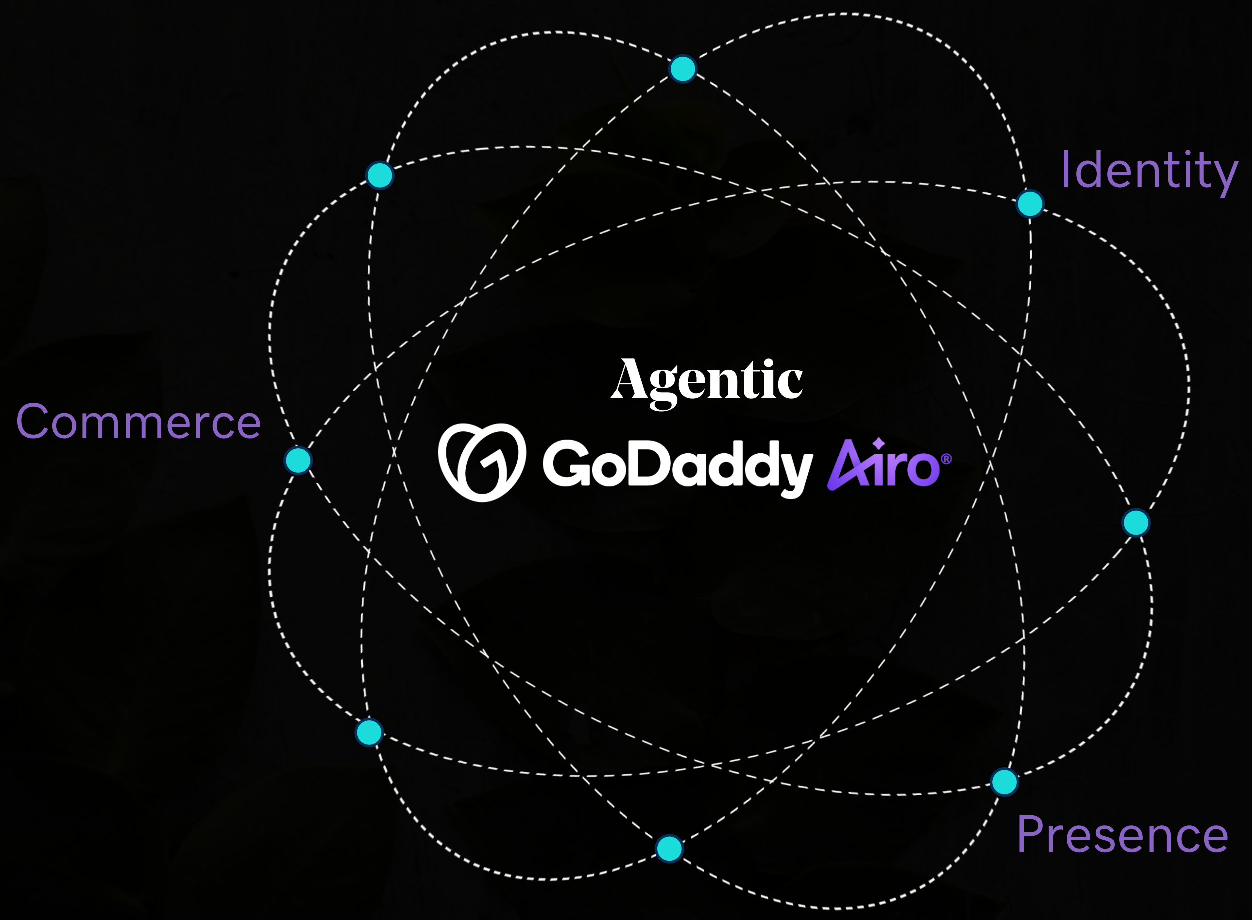
Leading through the emerging agentic era: Agentic Open Internet

Airo platform evolving from Generative AI to Agentic AI

AI agents transforming internal processes

ANS providing the infrastructure of the Agentic Open Internet



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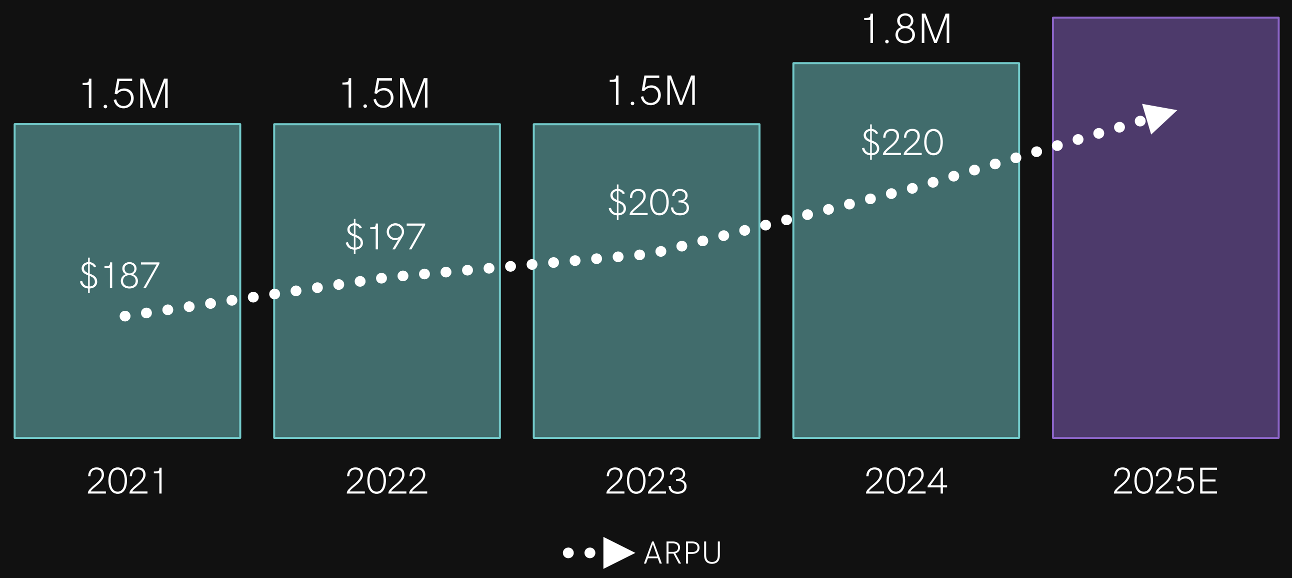
Airo delivering high-quality cohorts

Representing ~10%* of our customer base with near-perfect retention

Contributing to higher attach and average order size

Meaningful driver of ARPU growth

Customers spending $500+ annually



*As of September 30, 2025.

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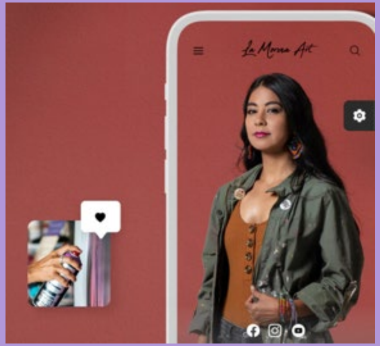
Our business model

GoDaddy's key competitive advantages

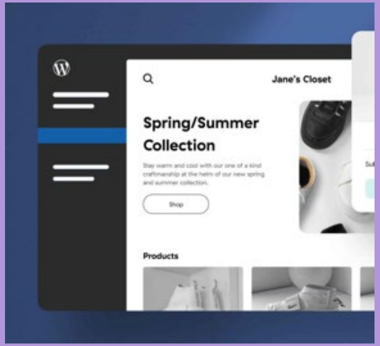
Brand	Scale
Seamless technology	Care

Two operating segments that bring our strategic vision to life

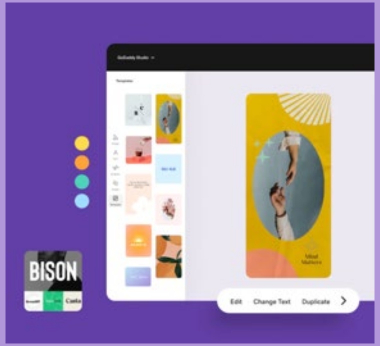
Applications & Commerce



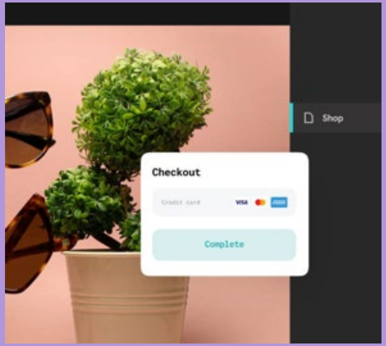
Websites + Marketing



Managed Hosting for WordPress

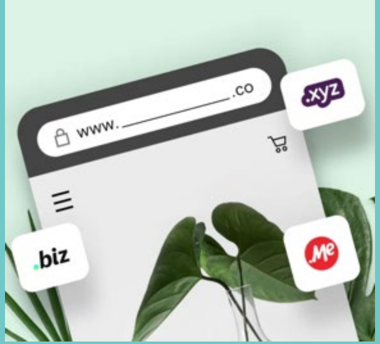


Productivity

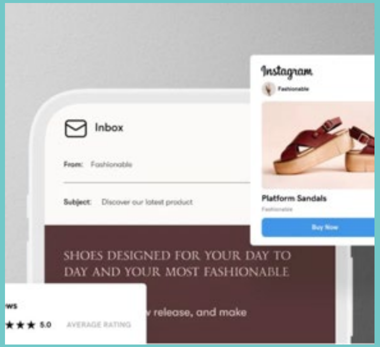


Commerce

Core Platform

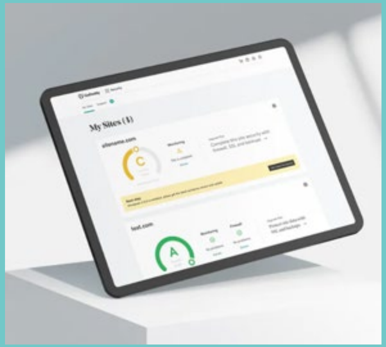


Domains



Aftermarket

Hosting



Security

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3-year path towards GoDaddy's North Star

Maximizing free cash flow over the long term

6%-8%	~33%	$4.5B+
Annual revenue growth 2024 - 2026	2026 full year normalized EBITDA margin	Cumulative free cash flow through 2026

2024 — 3-year plan — 2026

As presented at the 2024 Investor Day.

GoDaddy

Multi-year growth and margin drivers

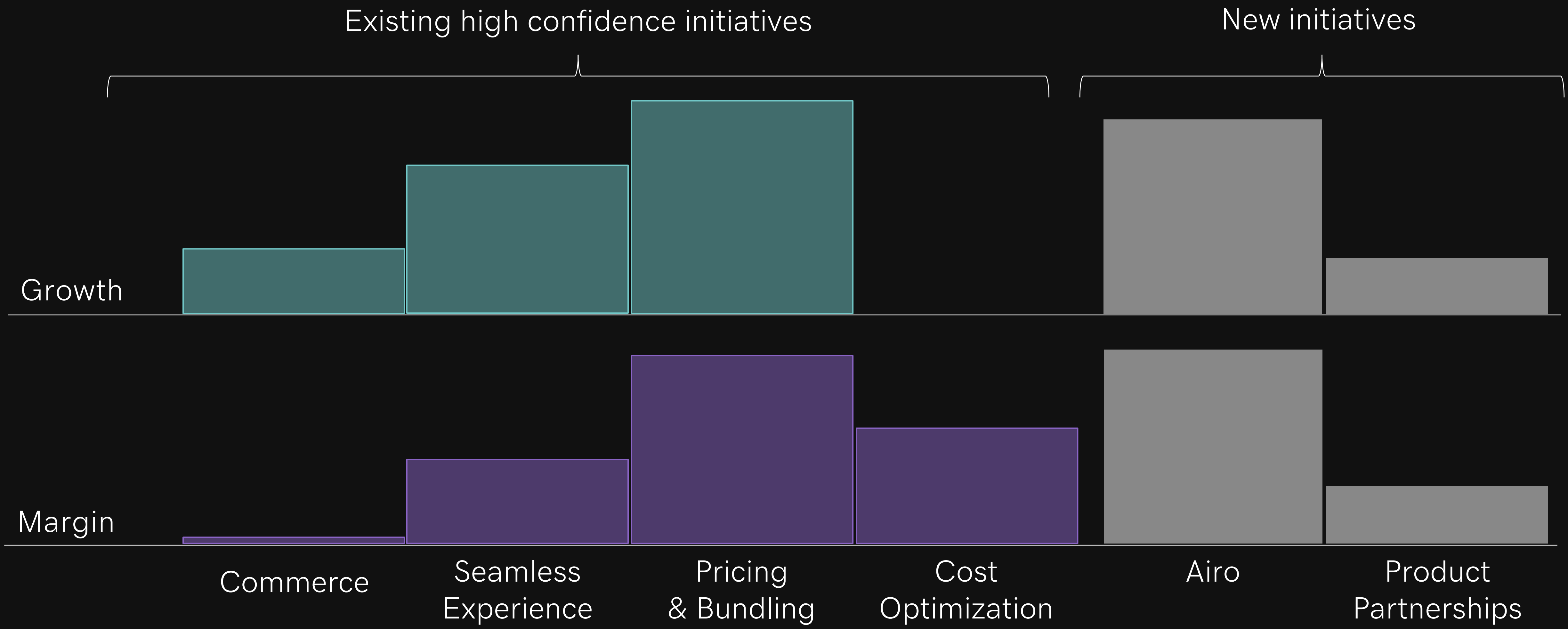

Diagram is illustrative and not to scale.

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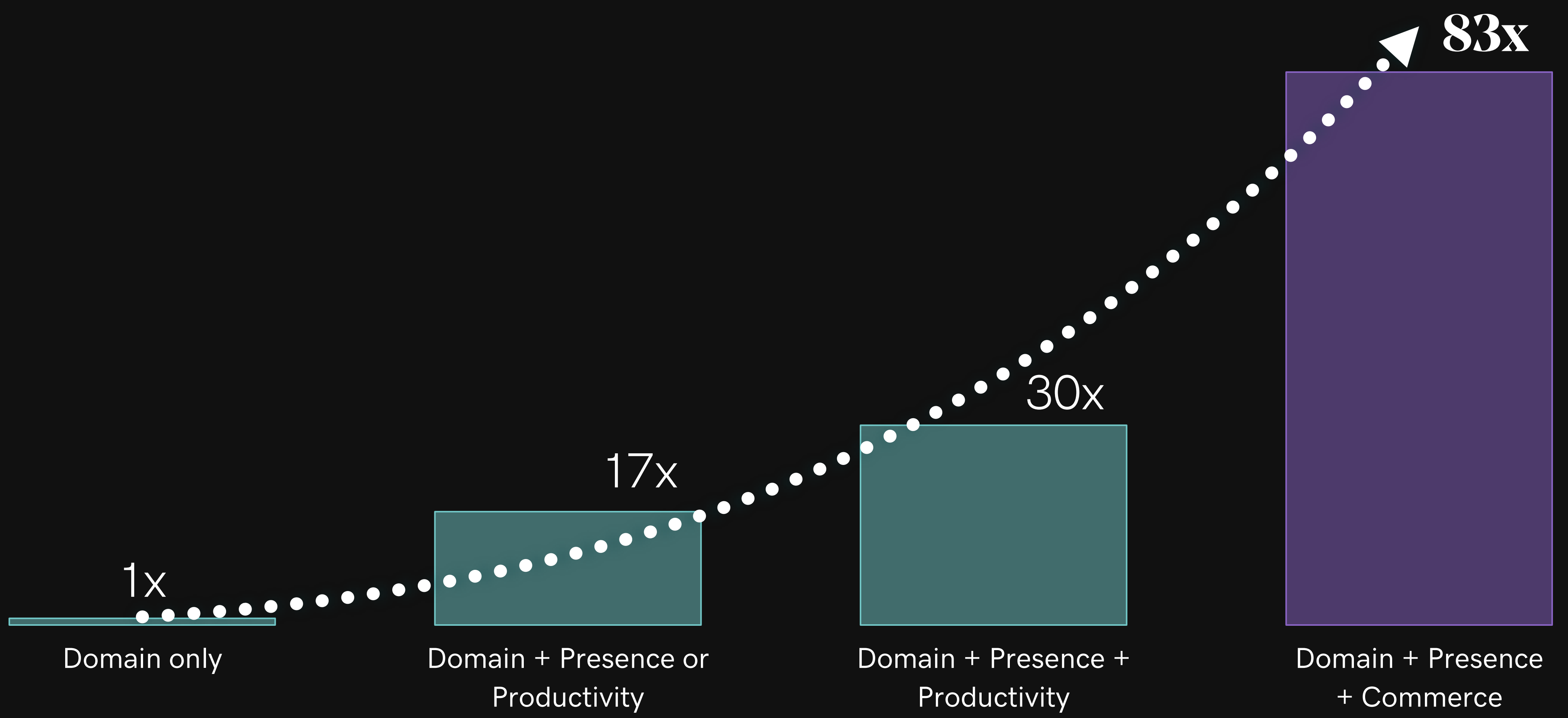
Attracting higher lifetime value customers

GoDaddy's opportunity in Applications & Commerce drives growth in customer lifetime value



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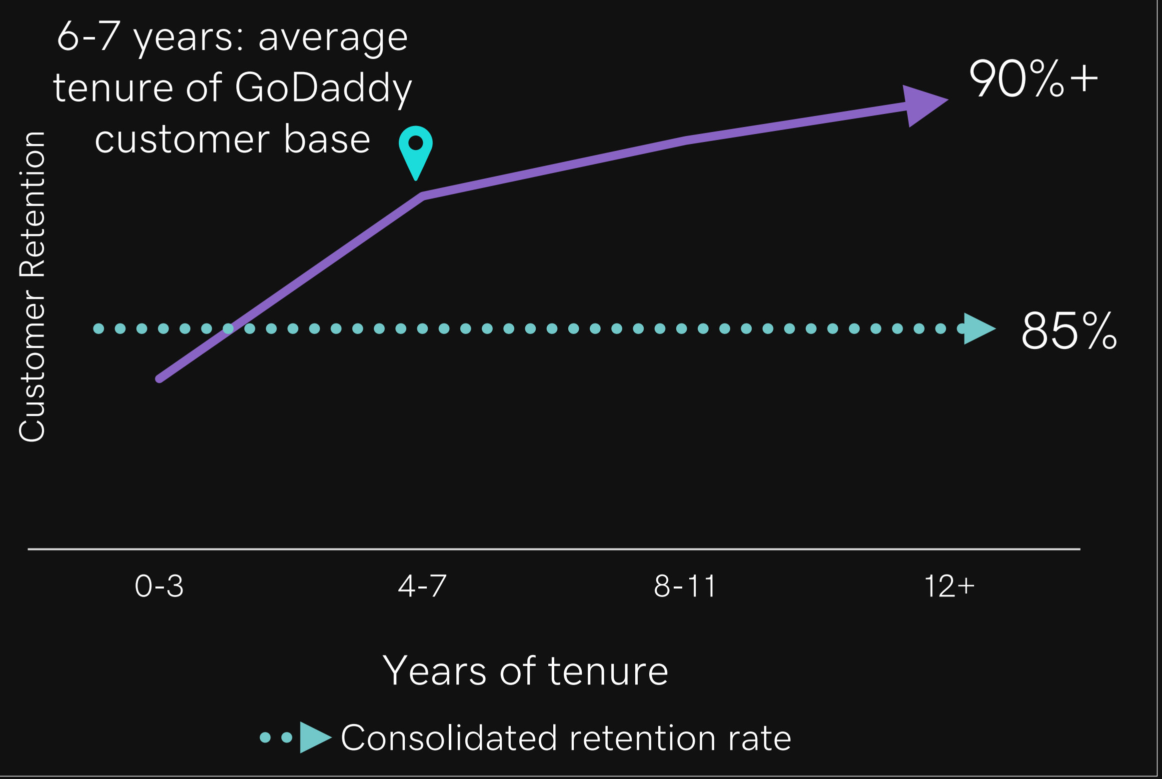
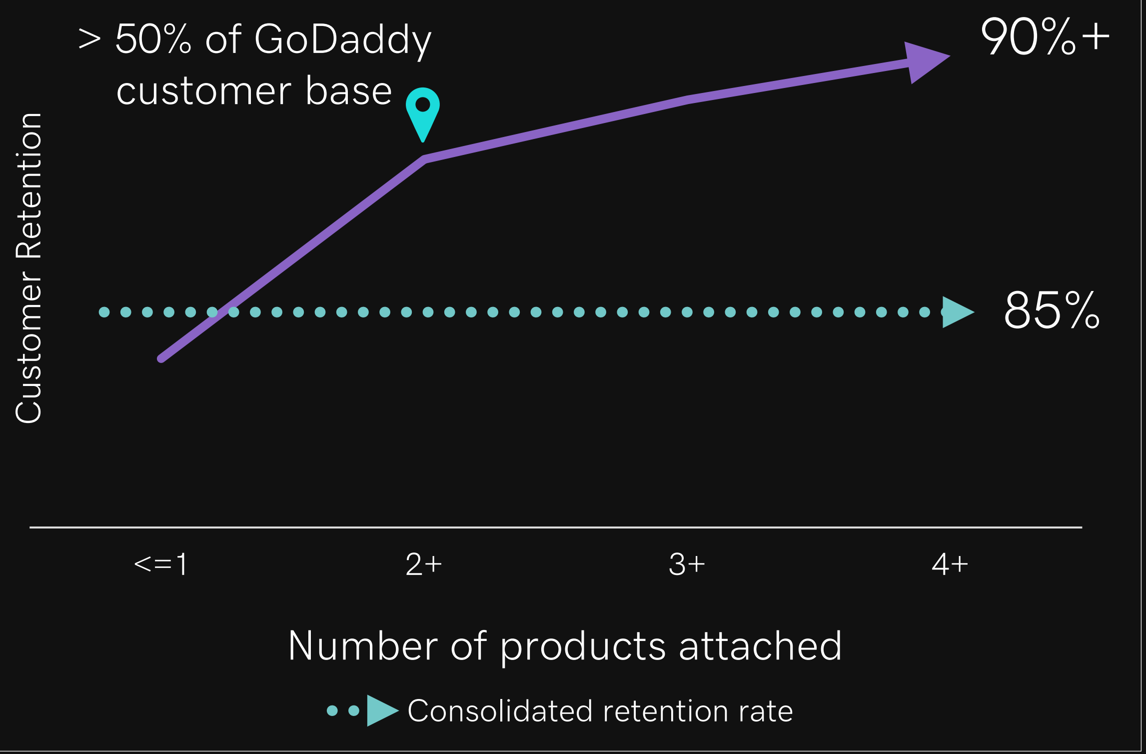
Customers who succeed with us, stay with us

Driving an attractive customer attach model

Customer retention by years of tenure



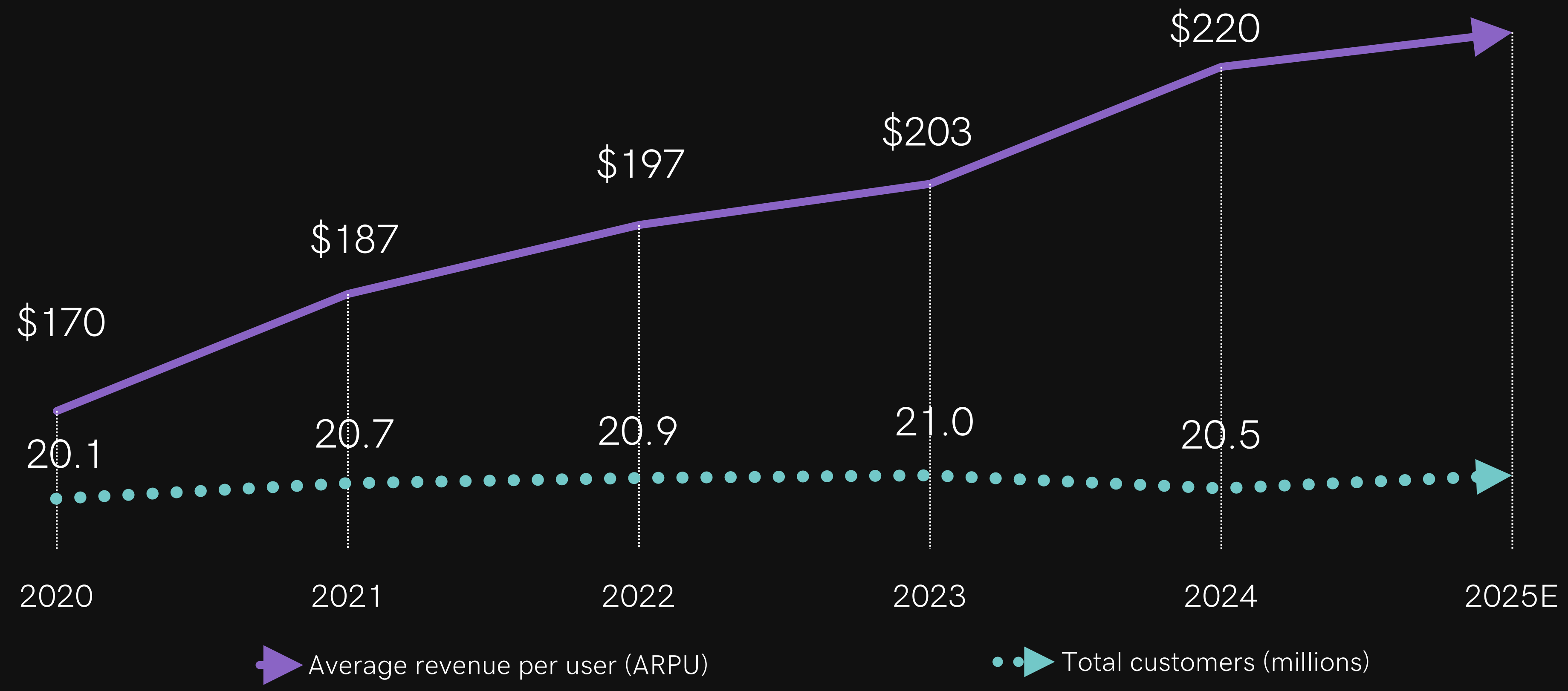
Customer retention by number of products attached



Graphs depict consolidated retention rate on the GoDaddy integrated platform.

Growing ARPU with ample opportunity ahead

Steady, predictable growth for GoDaddy's 20 million+ customers through high-value offerings



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Path to continued margin expansion

Simplified infrastructure **+** Access to global talent **+** A&C tailwind **=** **Continued margin expansion**

GoDaddy

Customer care:
our special sauce

~5,900 Customer Care Guides around the world

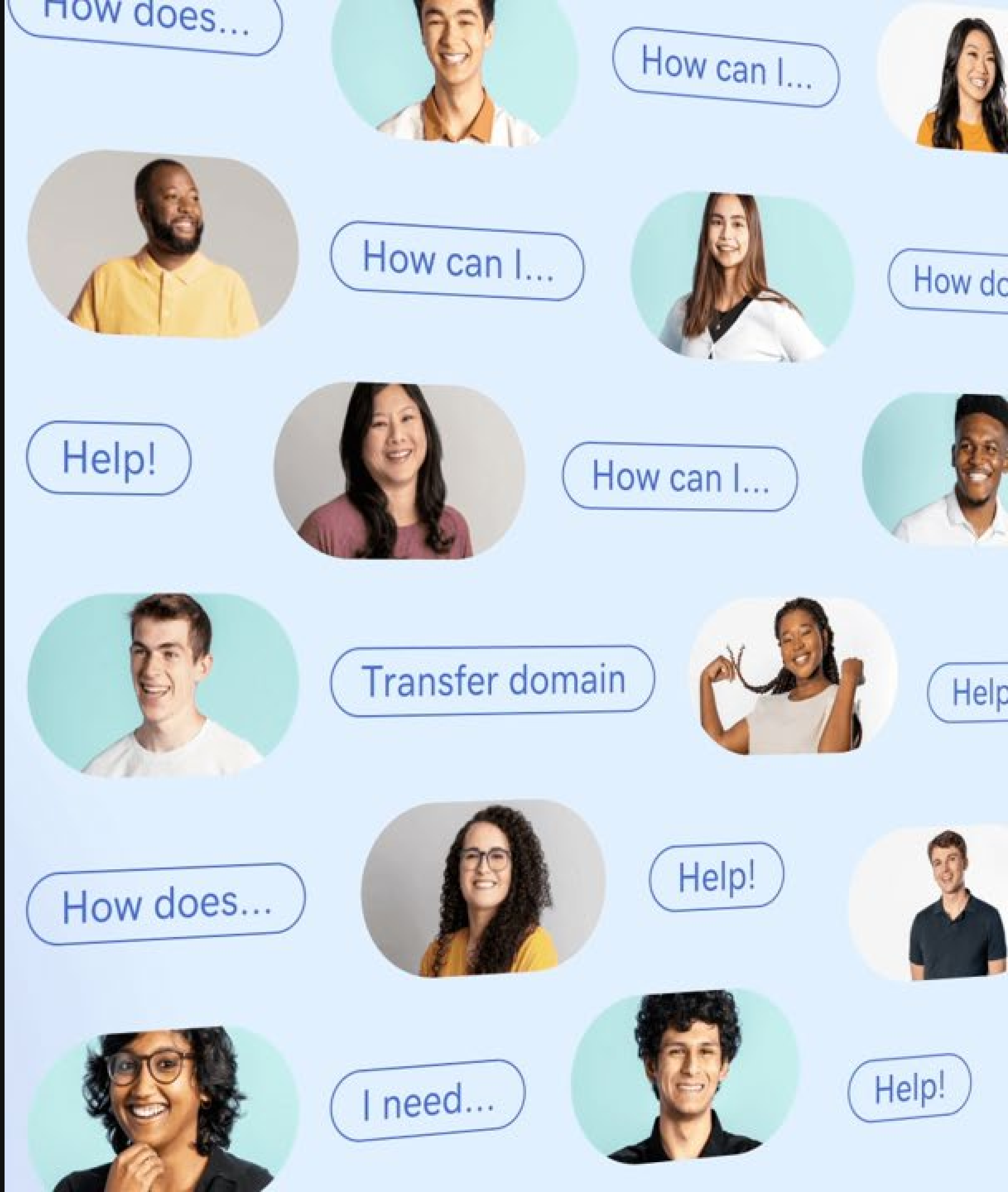
Personalized care experience for each of our 20M+ customers, enhanced with the power of AI

Localized Care Guides around the globe

~12M customer contacts annually

Generated ~$400M of 2024 total bookings

Best-in-class service with a 65+ NPS



As of December 31, 2024.

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Product excellence

Product excellence accelerated by GoDaddy's integrated software platform

Acceleration drives innovation and growth

Optimization drives velocity and savings

Seamless customer experience

GoDaddy Airo®

Products – Identity, Presence and Commerce

AI & machine learning | Monetization | Experimentation

Data platform

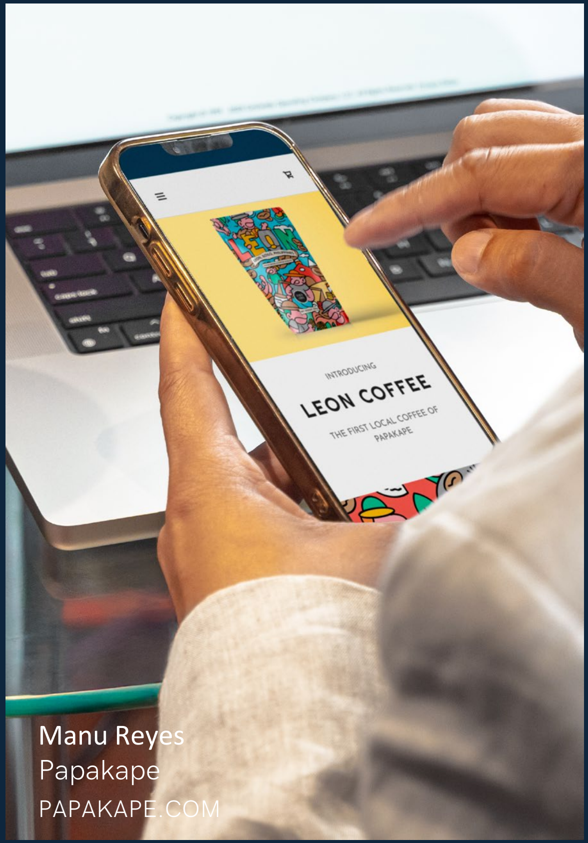
Public cloud & GoDaddy private cloud

GoDaddy integrated software platform

Key initiatives driving sustainable growth

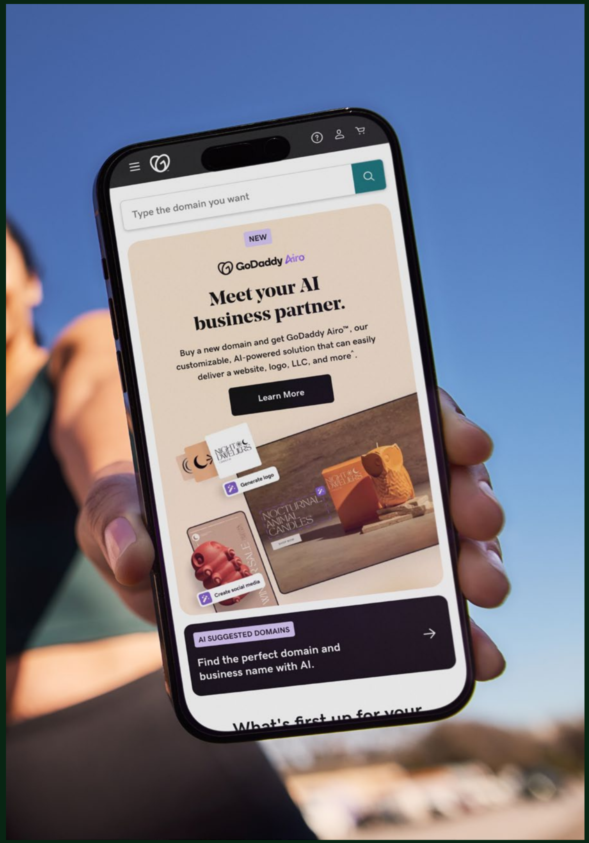
Pricing & Bundling

Seamless Experience



Commerce

GoDaddy Airo®



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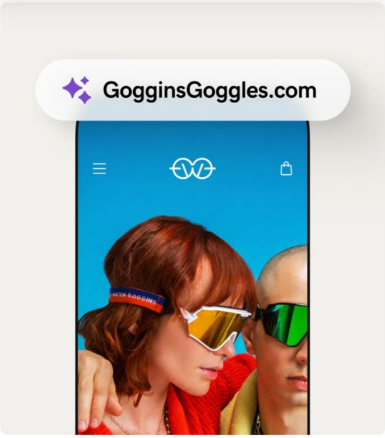
Expanding the Airo experience across the GoDaddy ecosystem

Domain



Standout domain and business name that'll wow customers

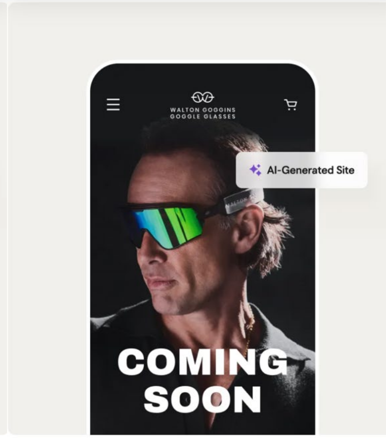
Provide some quick info about your business or idea, and we'll serve up great options that'll get you rolling.

Logo

AI-generated logo that embodies your business

Tell us a little about your business and the magic of AI does the rest. Then, revise as you see fit.

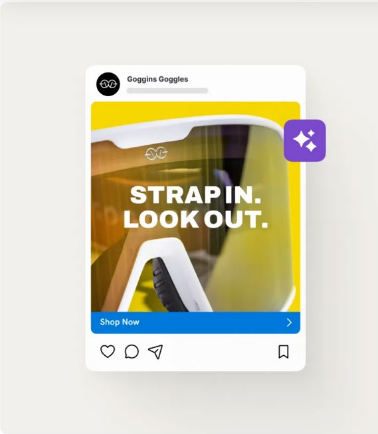
Website



Personalized Coming Soon site, delivered instantly

We'll make you a stunning Coming Soon site you can easily customize. No tech experience needed.*

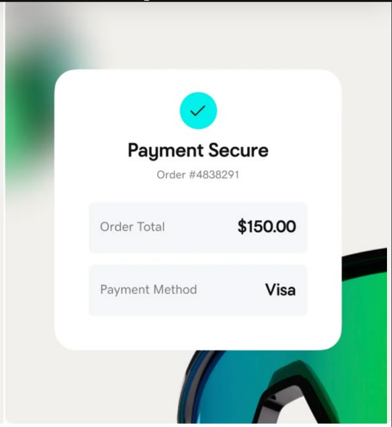
Marketing



Social media marketing that gets (and keeps) their attention

Our AI tools quickly create powerful marketing campaigns, then analyze the results and provide insights.*

Payments



Take payments with the lowest fees in the industry

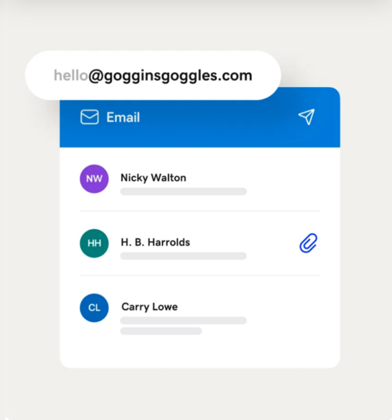
Easily accept payments and save — thanks to the lowest transaction fees compared to other leading providers.*

LLC

Free LLC setup, in partnership with ZenBusiness

Setting up your LLC just got a whole lot faster, easier, and free-er, plus get discounts on additional setup fees.*

Email

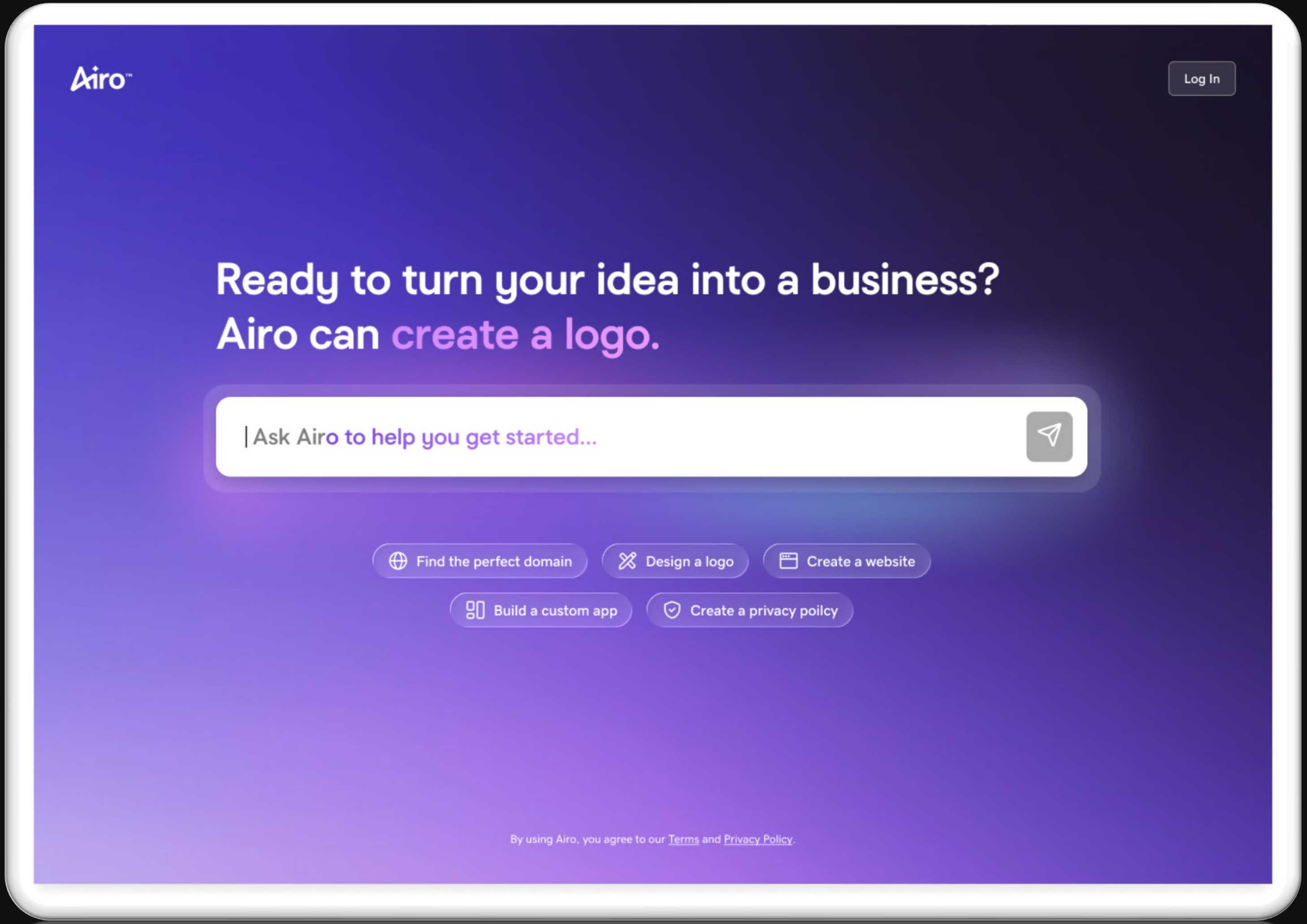


Domain-based Professional Email that shows you mean business

With Airo™, you get a custom-branded email that matches your domain and helps build your online brand.*

GoDaddy

Introducing Airo™.ai



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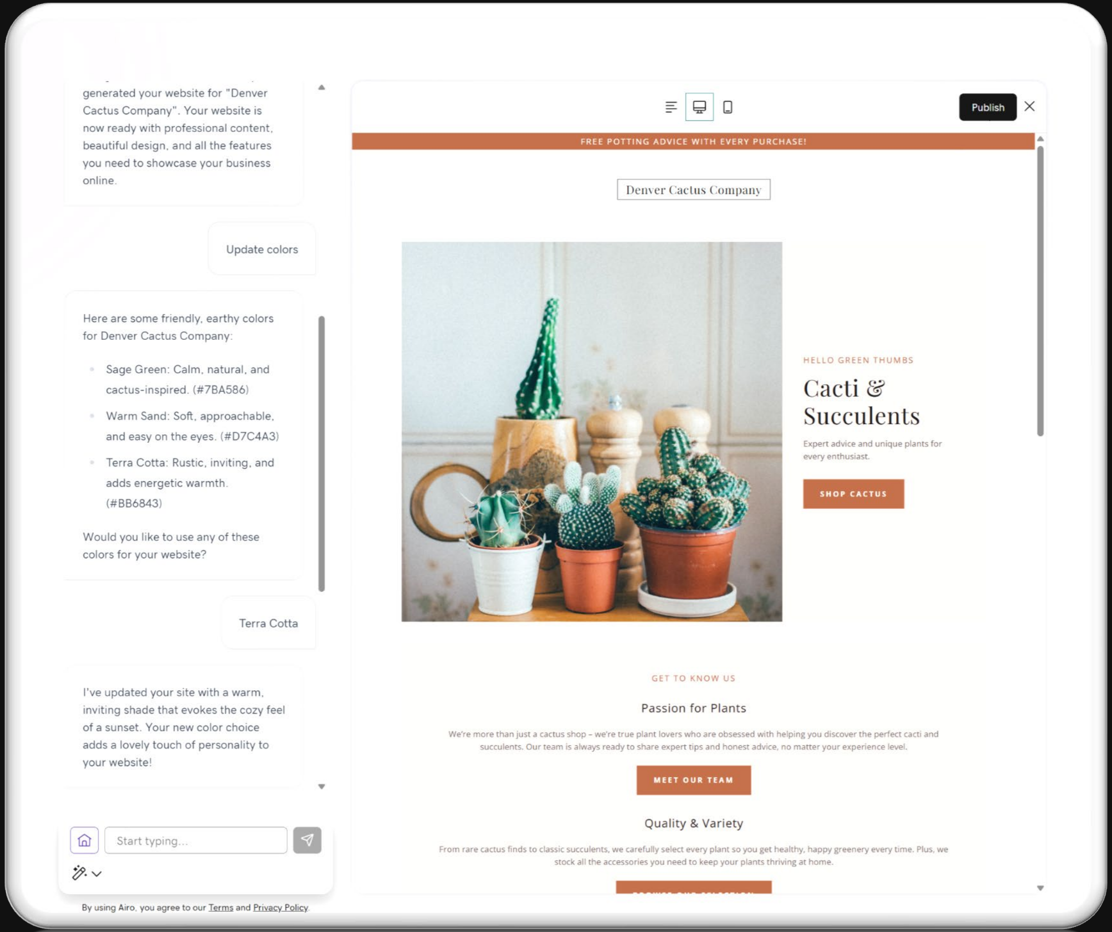
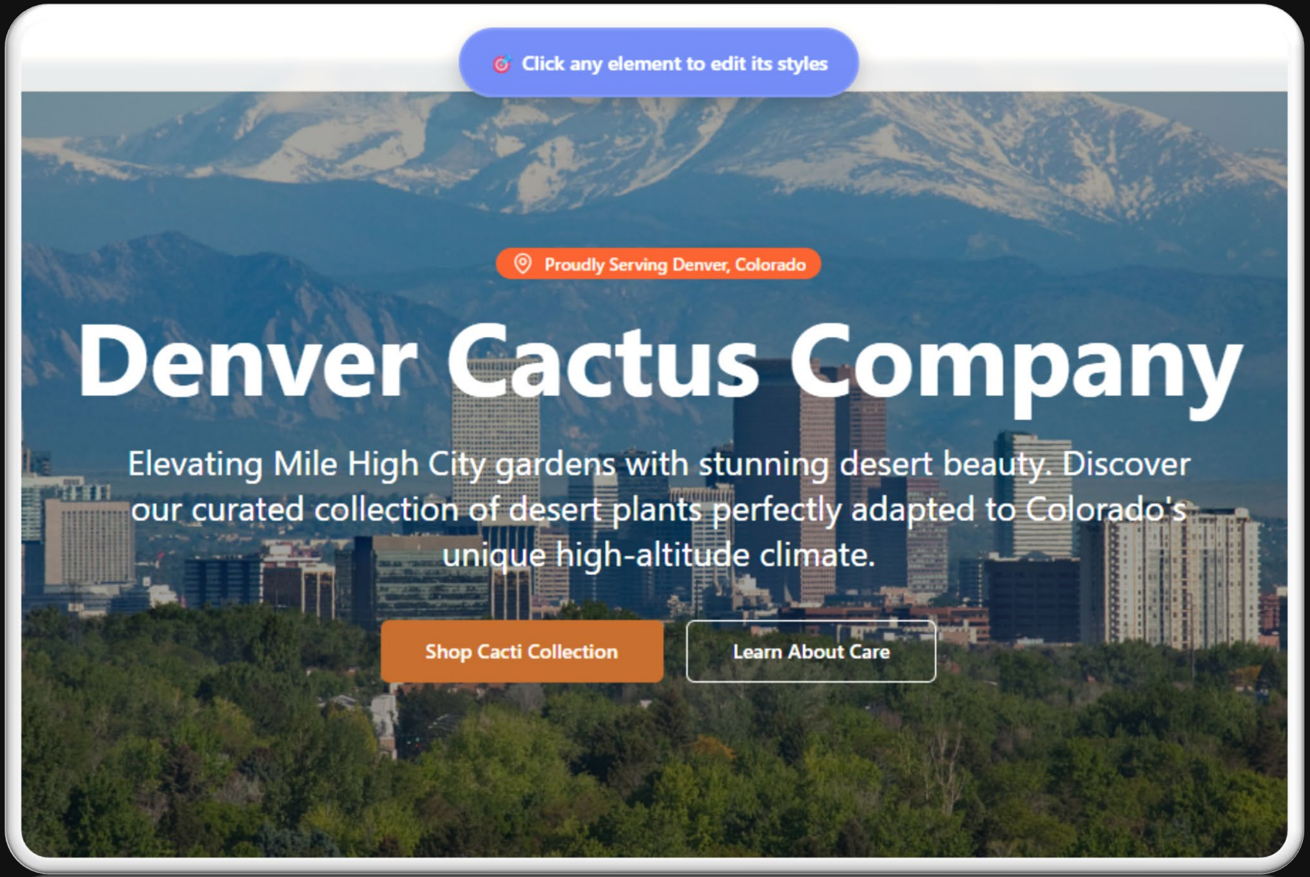
Agentic 'vibe coding' capabilities





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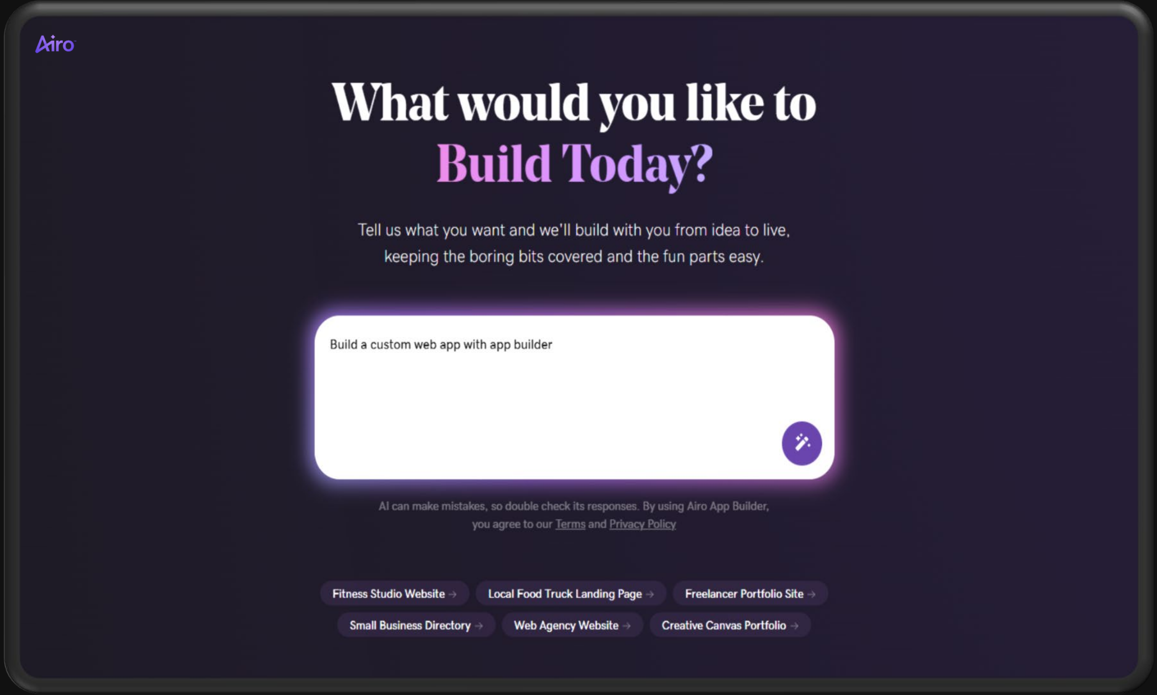
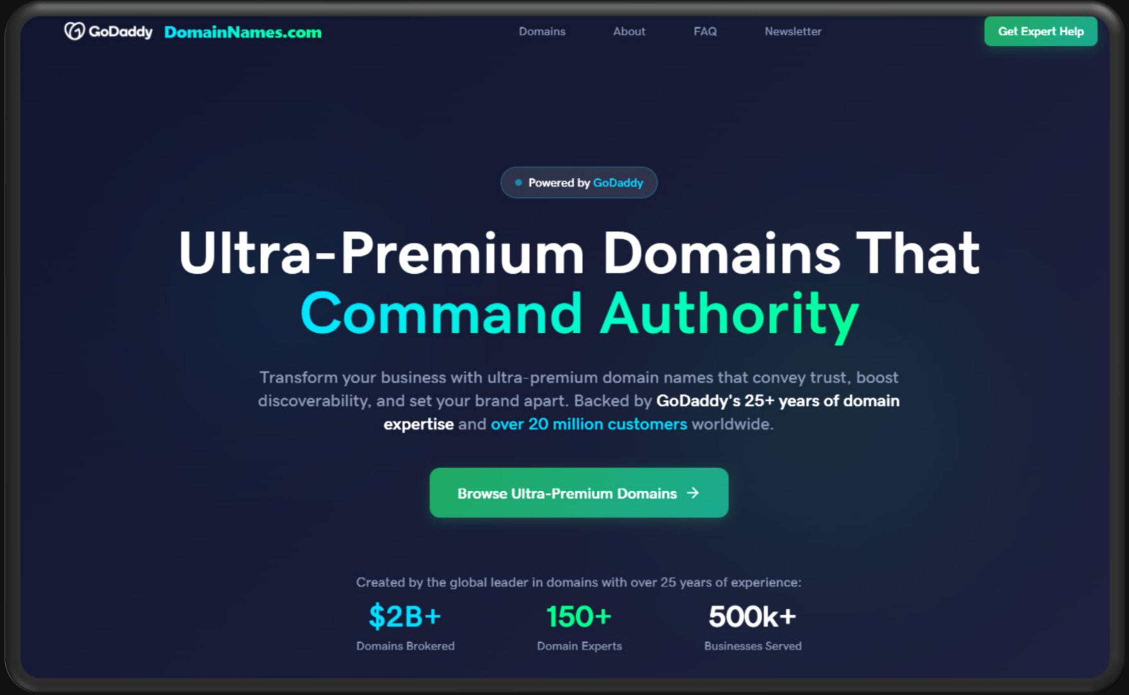
Product innovation supercharged by agentic AI

Airo App Builder



DomainNames.com



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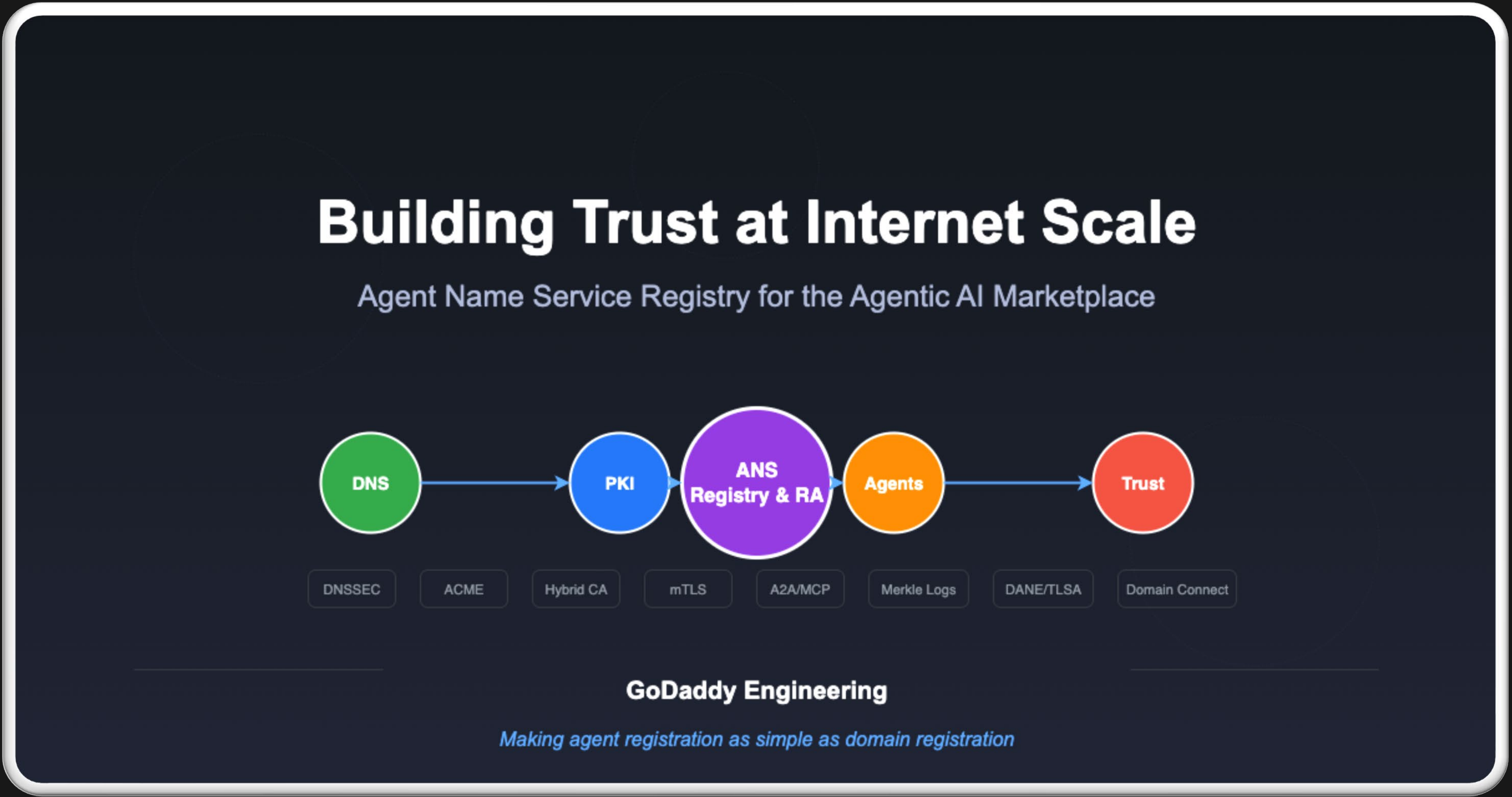
Introducing the Agent Name Service (ANS)



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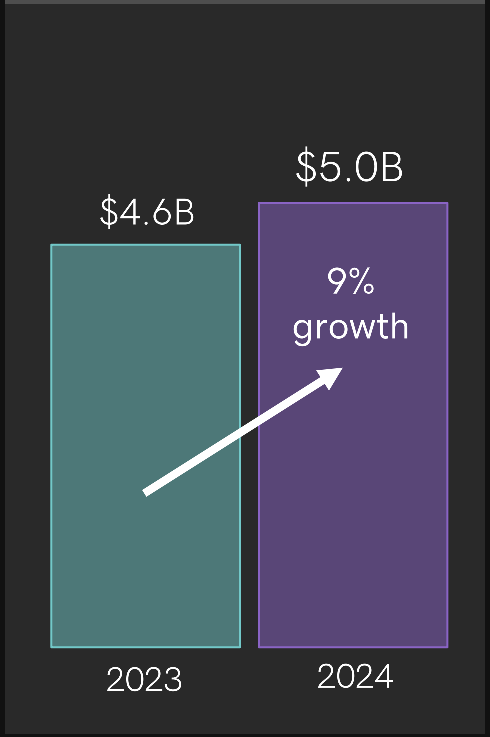
The numbers

North Star

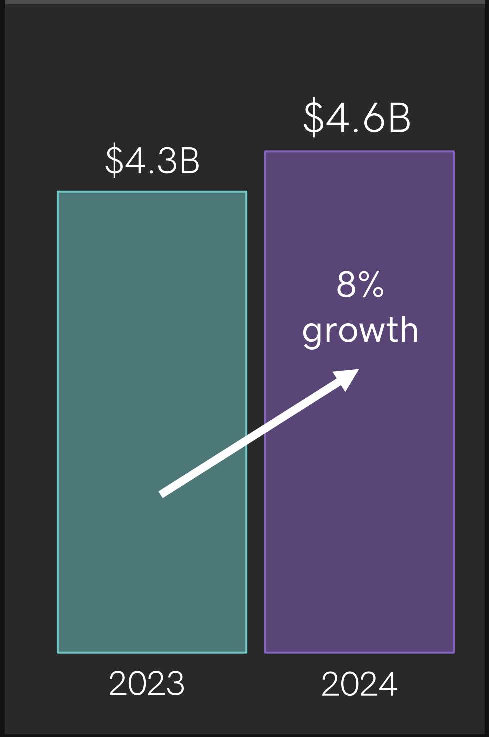
Maximizing free cash flow over the long term

2024 financial results

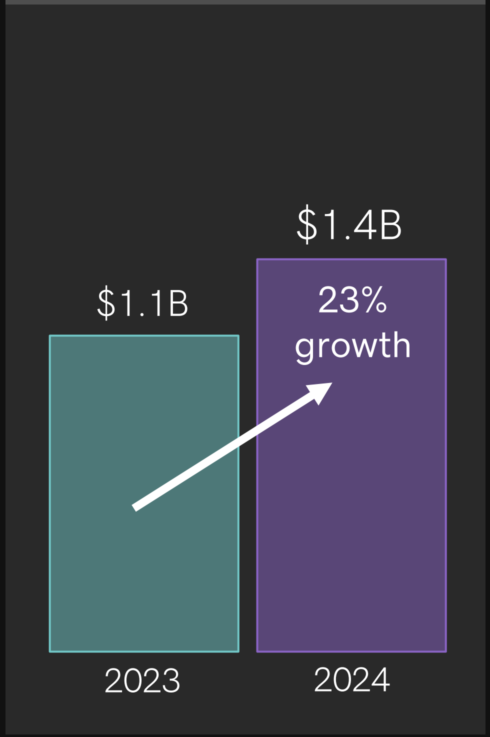
Bookings



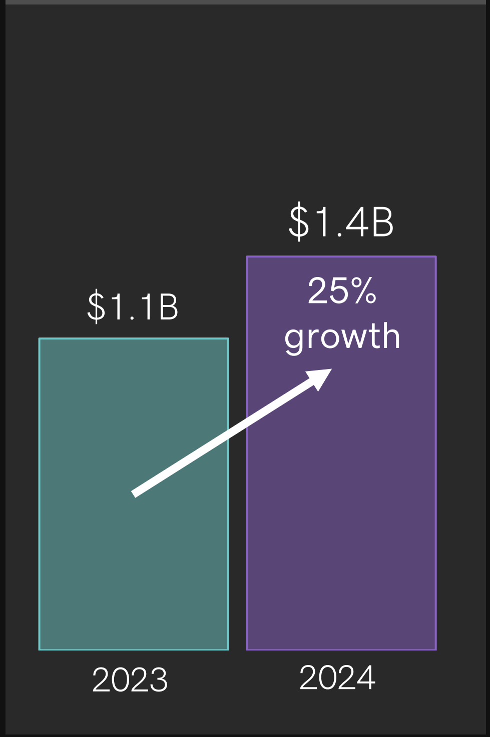
Revenue



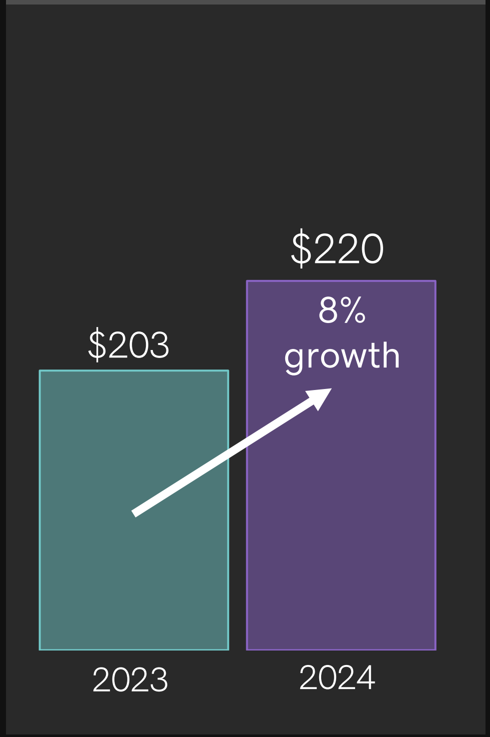
NEBITDA



Free cash flow



ARPU



GoDaddy 2024 key metrics

9%
Total bookings growth

31%
NEBITDA margin

21%
A&C bookings growth

~400 bps
NEBITDA expansion

25%
Free cash flow growth

$5B
Annual bookings

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As of December 31, 2024.

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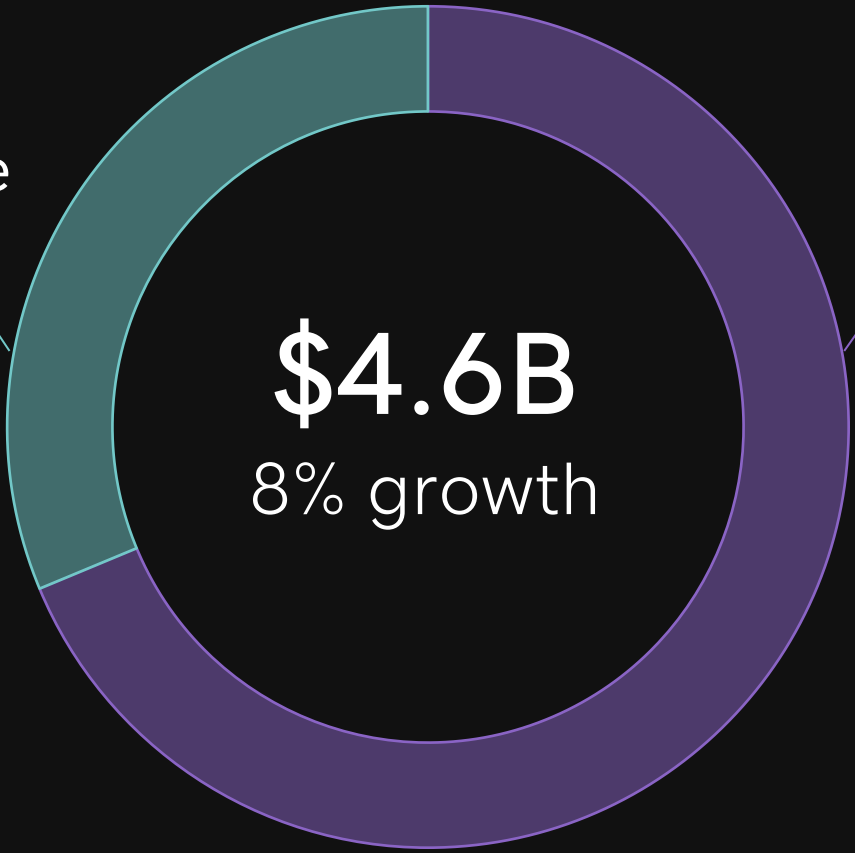
2024 revenue

Applications & Commerce
$1.7B

16% growth
36% of revenue
High-growth, high-margin segment



Core Platform
$2.9B

3% growth
64% of revenue
Stable, consistent base

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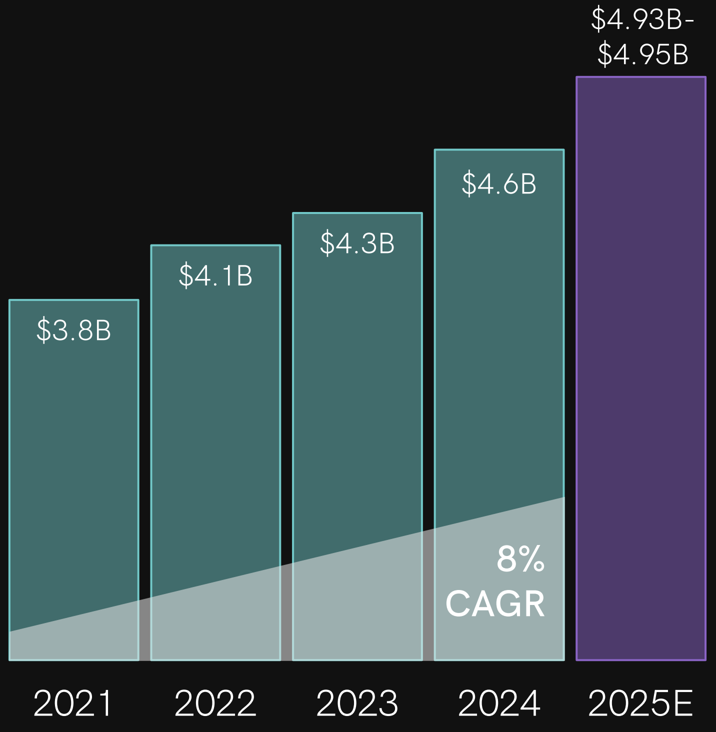
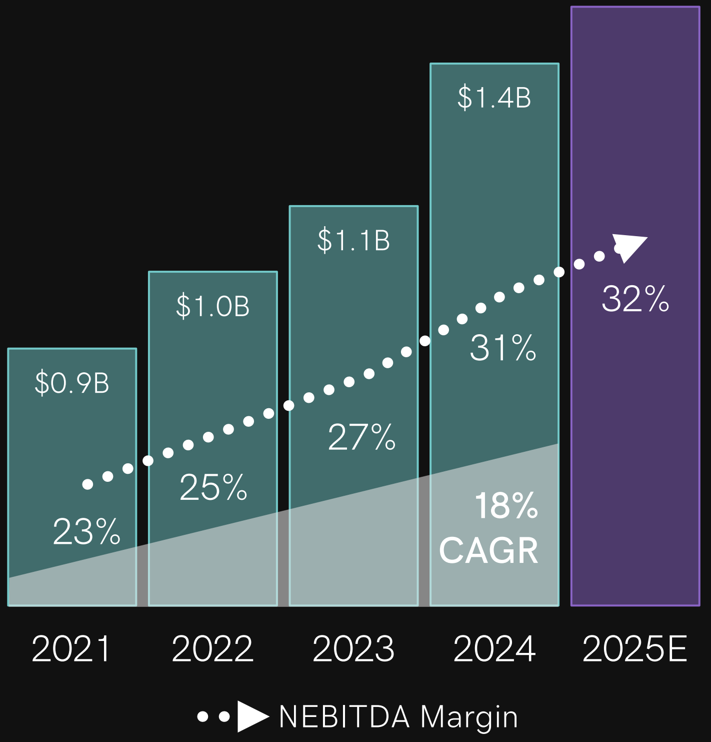
Multi-year track record of strong results

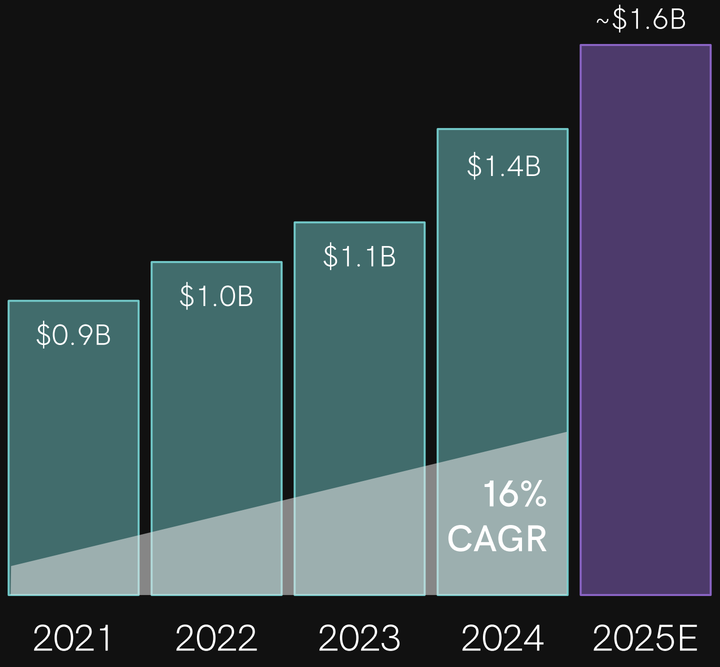
Sustainable revenue growth



Growing NEBITDA and expanding margins



Durable FCF growth



As of September 30, 2025.

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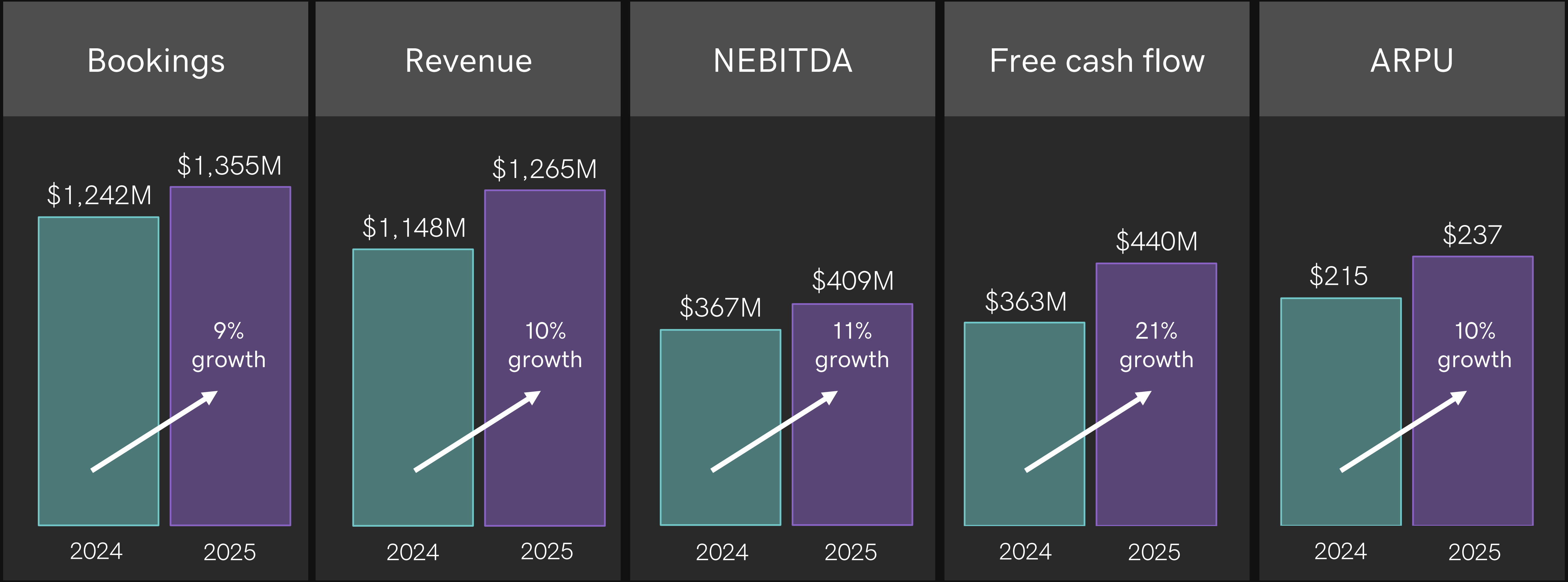
Q3 2025 financial results



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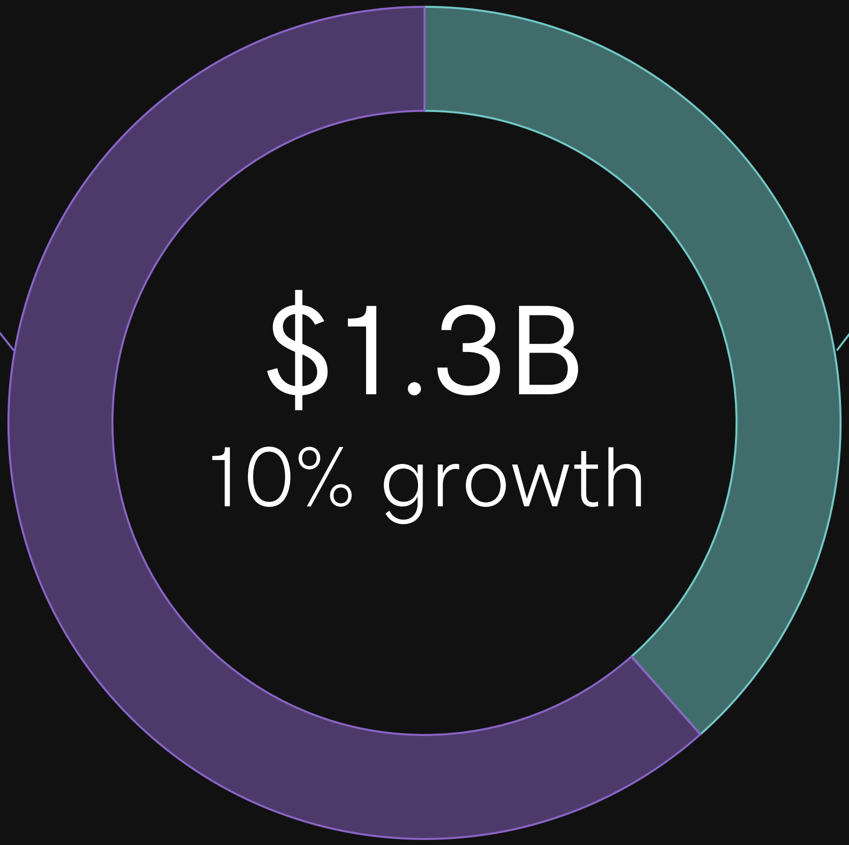
Q3 2025 revenue

10% revenue growth with a ~100 bps mix shift trending towards increasing A&C revenue

Core Platform

$0.8B
8% growth
62% of revenue



Applications & Commerce

$0.5B
14% growth
38% of revenue

GoDaddy

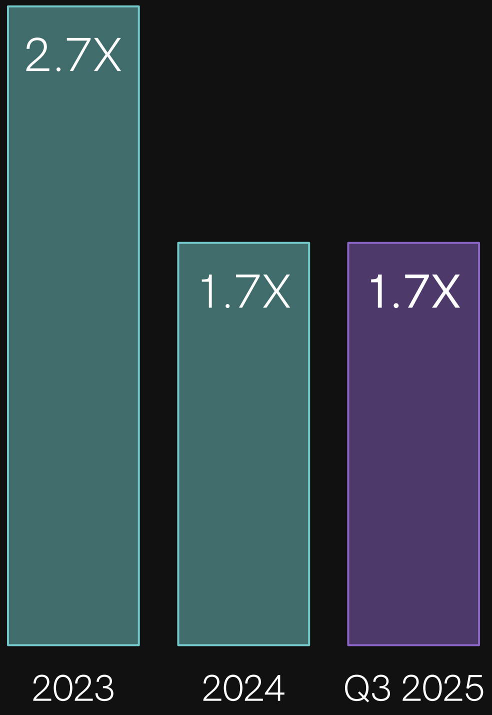
Strong balance sheet and liquidity

$924M cash

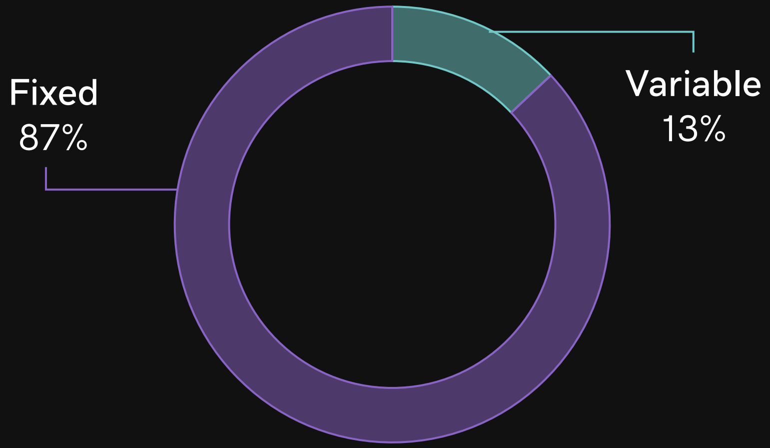
$1.9B total liquidity

$2.9B in net debt

Leverage ratio



Fixed interest rates providing stability



Term loan	Maturity
$1.4B	2029
$1.0B	2031
Unsecured notes	**Maturity**
$600M	2027
$800M	2029

As of September 30, 2025.

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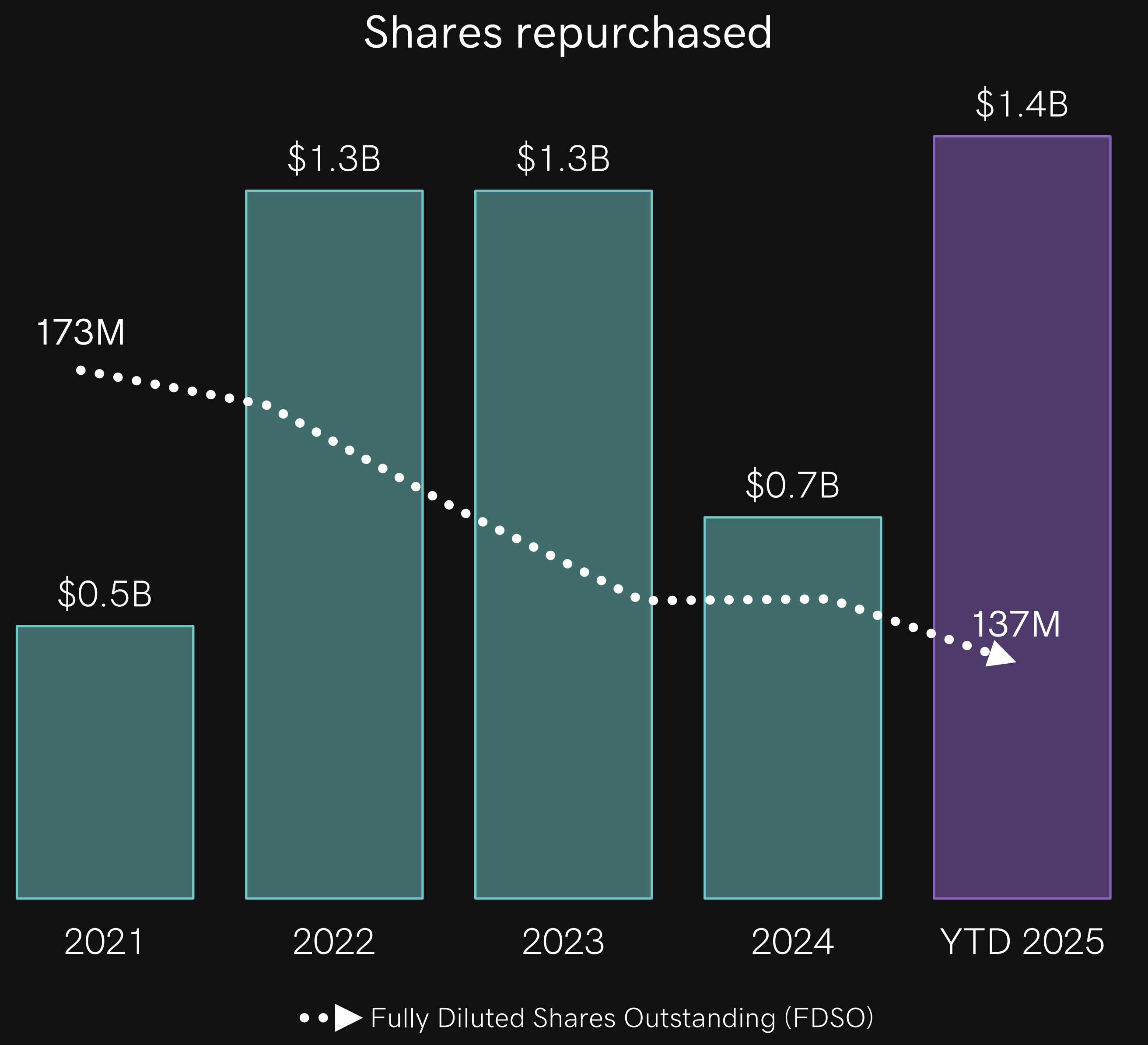
Disciplined capital allocation strategy to drive shareholder returns

32% cumulative gross FDSO reduction since 2021

Repurchased cumulative ~$5.2B since 2021



As of September 30, 2025.

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Delivered at or ahead of all Q3 2025 targets

Key metrics		Q3 2025	Q3 2024	Growth/ Expansion	Q3 Guidance
Revenue	✓	$1.265B	$1.148B	10%	$1.22B - $1.24B
Applications & Commerce revenue	✓	$481M	$423M	14%	Mid-teens
Core Platform revenue	✓	$784M	$725M	8%	Low single-digits
Normalized EBITDA margin	✓	32.3%	31.9%	~40 bps	~32%
Free cash flow	✓	$440M	$363M	21%	
Fully diluted shares outstanding	✓	137M	144M	(5%)	

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Appendix

October 2025

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2025 Modeling Guide

Metric ($M)	2025
Capital expenditures	~$30M
Cash interest on long-term debt	~$150M
Cash income taxes	~$30M
GAAP tax expense	~$150M
GAAP interest expense, net	~$120M

As of August 2025

Non-GAAP reconciliation: NEBITDA & NEBITDA Margin

Reconciliation of NEBITDA ($M)	Year ended December 31,			
	2021	2022	2023	2024
Net income (loss)	$242.8	$352.9	$1,375.6	$936.9
Depreciation and amortization	199.6	194.6	171.3	135.3
Equity-based compensation expense[1]	207.9	264.4	294.0	299.1
Interest expense, net of interest income	124.9	135.0	155.4	130.4
Acquisition-related expenses, net of reimbursements	78.2	35.1	12.1	0.2
Restructuring and other[2]	8.0	27.4	97.9	65.5
Provision (benefit) for income taxes	10.8	3.6	(971.8)	(171.5)
Total NEBITDA	$872.2	$1,013.0	$1,134.5	$1,395.9
Net income margin	6.4%	8.6%	32.3%	20.5%
NEBITDA margin	22.9%	24.8%	26.7%	30.5%

1 The years ended December 31, 2024 and 2023 excludes $0.8 million and $2.3 million, respectively, of equity-based compensation expense associated with our restructuring plan, which is included within restructuring and other.
2 In addition to the restructuring and other in our statements of operations, other charges included are primarily composed of lease-related expenses associated with closed facilities, charges related to certain legal matters, adjustments to the fair value of our equity investments, expenses incurred in relation to the refinancing of our long-term debt and incremental expenses associated with professional services.

Non-GAAP reconciliation: Free cash flow

Reconciliation of free cash flow ($M)	Year ended December 31,			
	2021	2022	2023	2024
Net cash provided by operating activities	$829.3	$979.7	$1,047.6	$1,287.7
Capital expenditures	(51.1)	(59.7)	(42.0)	(26.6)
Cash paid for acquisition-related costs[1]	64.9	37.9	11.2	16.2
Cash paid for restructuring charges[2]	12.7	10.7	67.6	78.2
Free cash flow	$855.8	$968.6	$1,084.4	$1,355.5

[1] Cash paid for acquisition-related costs in 2021 includes $29.4 million in compensatory payments expensed in connection with our acquisition of Poynt.
[2] Cash paid for restructuring and other charges includes payments pursuant to our restructuring activities, a payment related to the termination of a revenue sharing agreement, lease-related payments associated with closed facilities and lease abandonments, payments related to certain legal matters, third party payments incurred in relation to the refinancing of our long-term debt and incremental payments associated with professional services.

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Non-GAAP reconciliation: Net debt

Reconciliation of net debt ($M)	December 31, 2024
Current portion of long-term debt	15.9
Long-term debt	3,779.1
Unamortized original issue discount and debt issuance costs	58.9
Total debt	$3,853.8
Less: cash & cash equivalents	(1,089.0)
Net debt	$2,764.9

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Non-GAAP financial measures and other operating and business metrics

Total bookings is an operating metric representing the total value of customer contracts entered into during the period, excluding refunds. We believe total bookings provides additional insight into the performance of our business and the effectiveness of our marketing efforts since we typically collect payment at the inception of a customer contract but recognize revenue ratably over the term of the contract.

Constant currency is calculated by translating bookings and revenue for each month in the current period using the foreign currency exchange rates for the corresponding month in the prior period, excluding any hedging gains or losses realized during the period. We believe constant currency information is useful in analyzing underlying trends in our business by eliminating the impact of fluctuations in foreign currency exchange rates and allows for period-to-period comparisons of our performance.

Normalized EBITDA (NEBITDA) is a supplemental measure of our operating performance used by management to evaluate our business. We calculate NEBITDA as net income excluding depreciation and amortization, interest expense (net), provision or benefit for income taxes, equity-based compensation expense, acquisition-related costs, restructuring-related expenses and certain other items. We believe that the inclusion or exclusion of certain recurring and non-recurring items provides a supplementary measure of our core operating results and permits useful alternative period-over-period comparisons of our operations. NEBITDA should not be viewed as a substitute for comparable GAAP measures.

NEBITDA margin is used by management as a supplemental measure of our operating performance and refers to the ratio of NEBITDA to revenue, expressed as a percentage.

Free cash flow is a supplemental measure of our liquidity used by management to evaluate our business prior to the impact of restructuring and after purchases of property and equipment. We use free cash flow as a supplemental measure of our liquidity, including our ability to generate cash flow in excess of capital requirements and return cash to shareholders, though it should not be considered as an alternative to, or more meaningful than, comparable GAAP measures.

Non-GAAP financial measures and other operating and business metrics

Net debt is defined as total debt less cash and cash equivalents and short-term investments. Total debt consists of the current portion of long-term debt plus long-term debt and unamortized original issue discount and debt issuance costs. Our management reviews net debt as part of its management of our overall liquidity, financial flexibility, capital structure and leverage and we believe such information is useful to investors. Furthermore, certain analysts and debt rating agencies monitor our net debt as part of their assessments of our business.

Gross payments volume (GPV) is an operating metric calculated by annualizing the total quarterly dollar value of transactions processed through our payments platform. GPV is representative of the volume of transactions in which we record transaction revenue based on our payment processing rate.

Annualized recurring revenue (ARR) is an operating metric defined as annualized quarterly recurring GAAP revenue, net of refunds, from new and renewed subscription-based services. ARR is exclusive of any revenue that is non-recurring, including, without limitation, domain aftermarket, domain transfers, one-time set-up or migration fees and non-recurring professional website services fees. We believe ARR helps illustrate the scale of certain of our products and facilitates comparisons to other companies in our industry.

Average revenue per user (ARPU) is calculated as total revenue during the preceding 12 month period divided by the average of the number of total customers at the beginning and end of the period. ARPU is one measure that provides insight into our ability to sell additional products to our customers.

Total customers is defined as an individual or entity, each with a unique account and paid transactions in the trailing twelve months or with paid subscriptions as of the end of the period. Total customers is one way we measure the scale of our business and can be a contributing factor to our ability to increase our revenue base.

Total liquidity is calculated as the sum of (i) cash and cash equivalents (ii) short-term investments and (iii) the amount available for borrowing under our revolving credit facility

Our leadership team


Aman Bhutani
Chief Executive Officer


Roger Chen
Chief Operating Officer


Mark McCaffrey
Chief Financial Officer


Jared Sine
Chief Strategy & Legal Officer


Sarfraz Nakai
Chief People Officer


Charles Beadnall
Chief Technology Officer

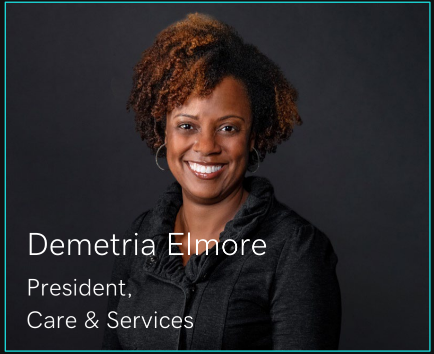

Travis Muhlestein
Chief Data & Analytics Officer


Gourav Pani
Chief Business Officer


Phontip Palitwanon
Chief Accounting Officer


Kasturi Mudulodu
President, Commerce


Paul Bindel
President, GoDaddy Partners


Demetria Elmore
President, Care & Services

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Company Overview

October 2025