



Company Overview

March 2026



Sigourney Morisson
Dressed New Orleans
DRESSEDNEWORLEANS.COM

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 Q4 Earnings Release dated February 24, 2026, and are not updated or reaffirmed by this presentation.

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Who we are

A woman with brown hair, wearing a white top with a red and white geometric pattern, is looking up at a pair of blue jeans hanging on a wooden hanger in a clothing store. The background shows other clothing racks and a mannequin.

Our vision

Radically shift the global economy toward life-fulfilling entrepreneurial ventures

Our mission

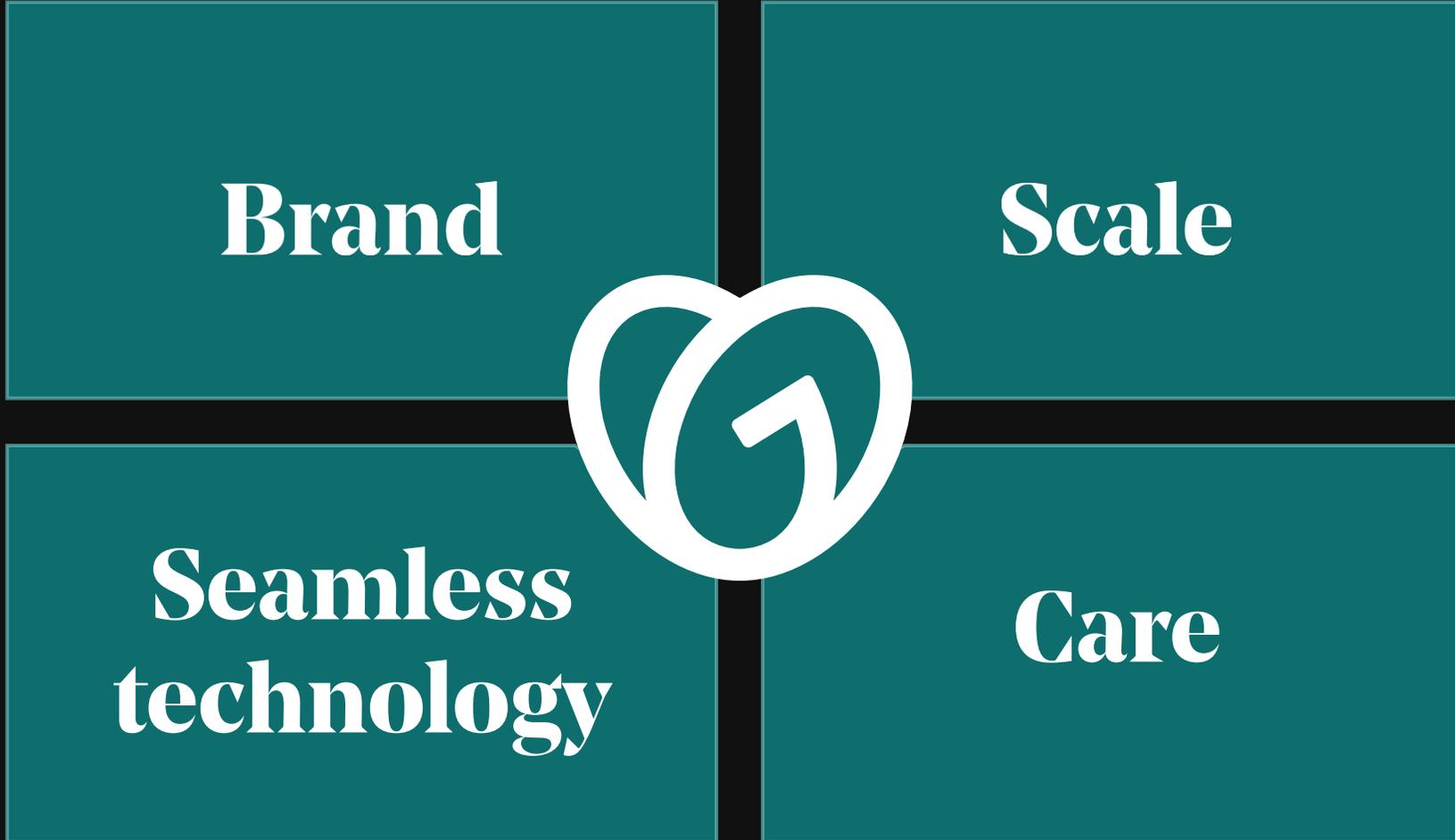
Empower entrepreneurs everywhere, making opportunity more inclusive for all

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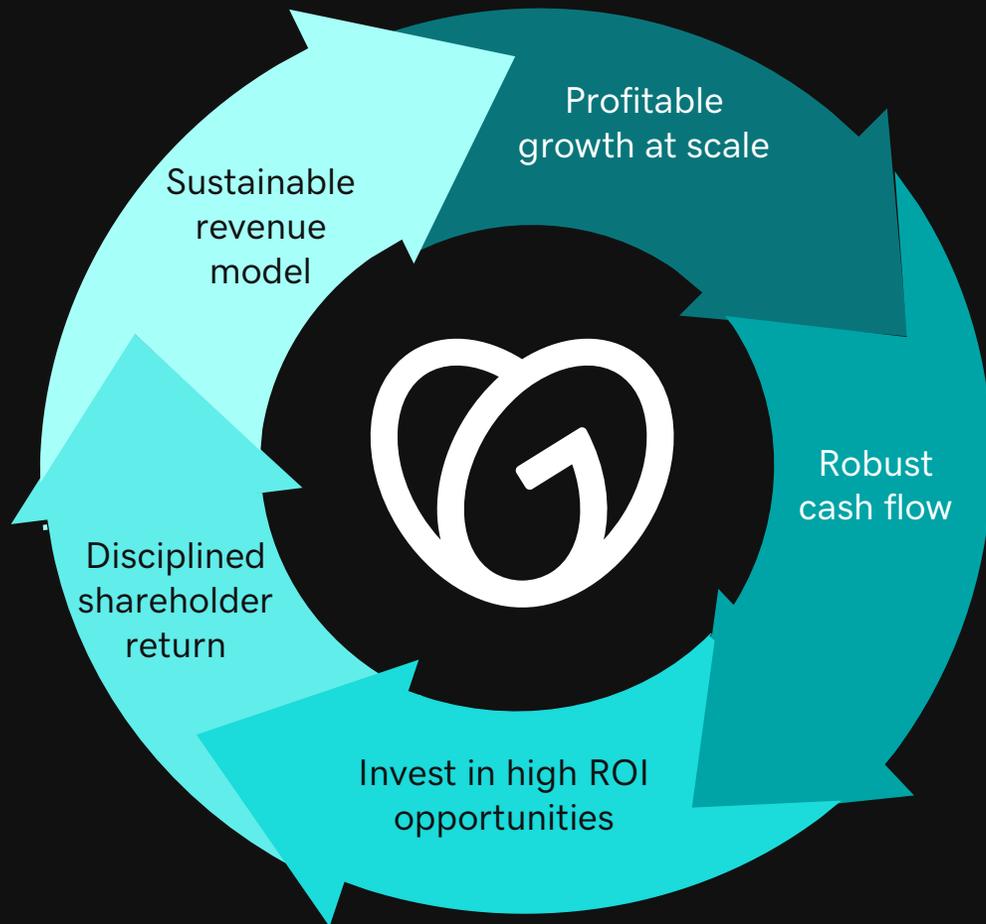
Our strategy

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's key competitive advantages



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

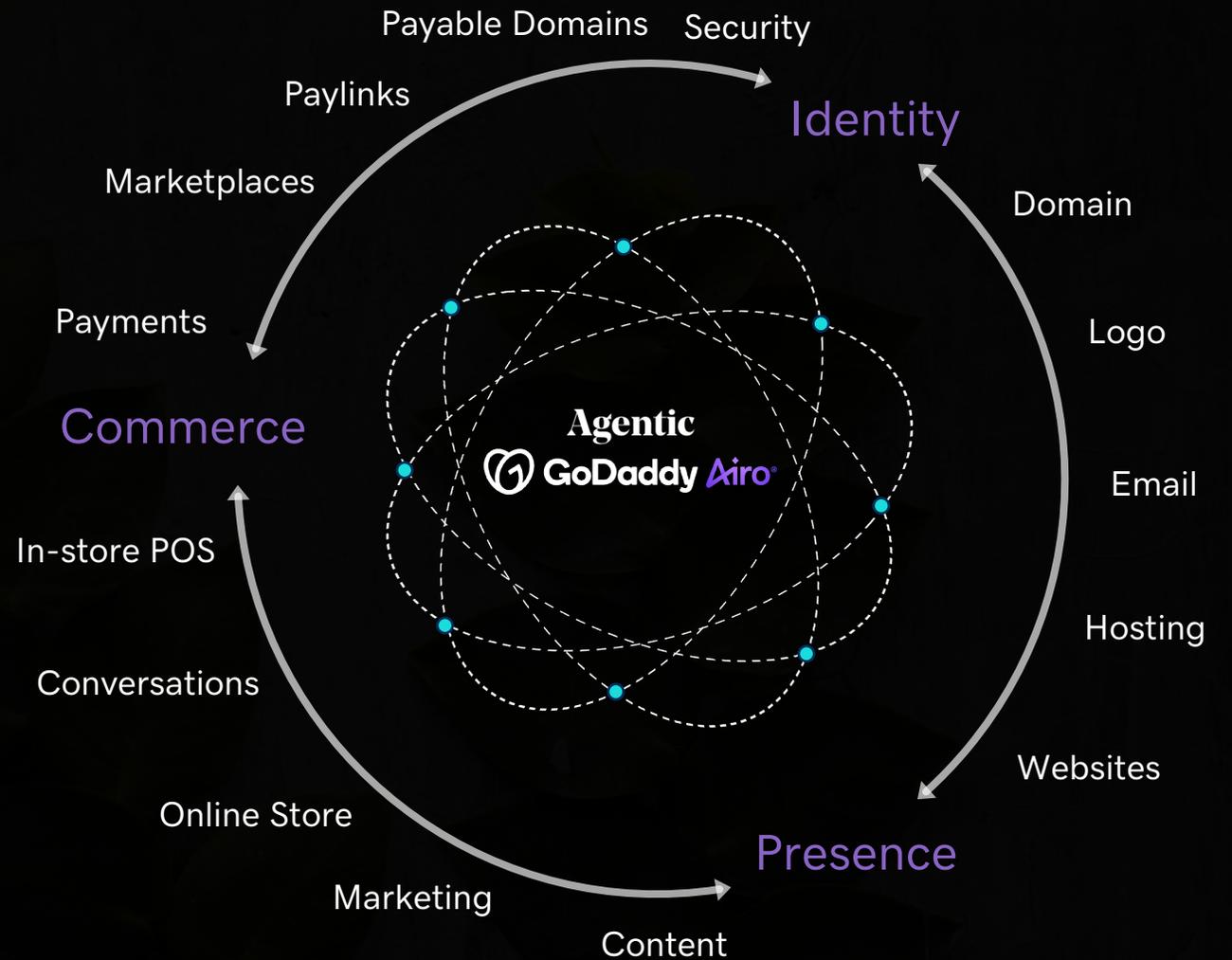
Delivering shareholder value from an experienced management team



What we do

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



AI journey at GoDaddy

Evolving Airo.ai as agentic operating system

Driving leverage through AI adoption

Powering AI agents on the Agentic Open Internet with Agent Name Service (ANS)



Airo delivering high-quality cohorts

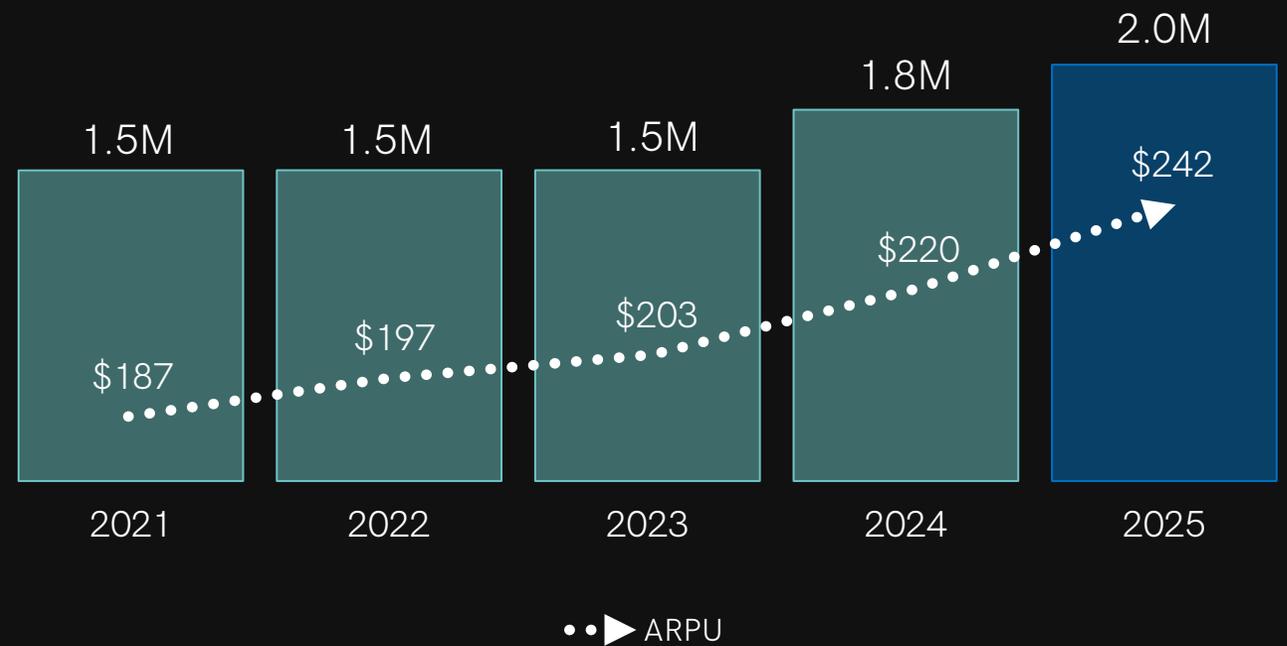
Customers spending \$500+ now represent ~10% of our base with near-perfect retention

Generating higher cumulative annual spend with faster attach

Key contributor to ARPU expansion of 10%

*As of December 31, 2025.

Customers spending \$500+ annually



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Our business model

Durable and differentiated position in an evolving AI landscape

20M+ customers with decades of proprietary behavioral data and touchpoints

Domain
leadership

Global
brand

Platform
scale

Engineering
talent

Execution
velocity

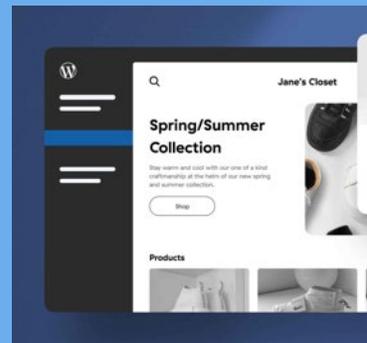
Care
organization

Two operating segments that bring our strategic vision to life

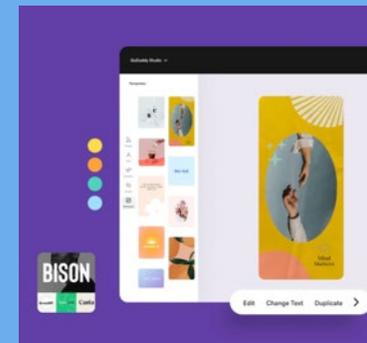
Applications & Commerce



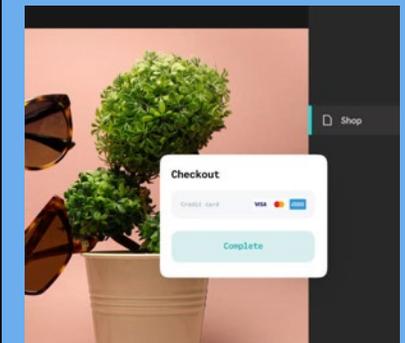
Websites + Marketing



Managed Hosting
for WordPress



Productivity

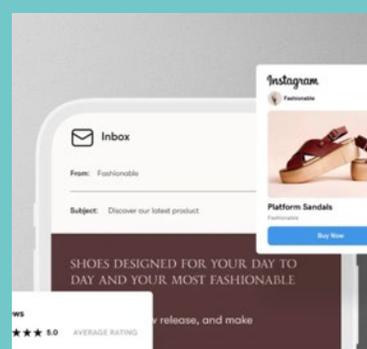


Commerce

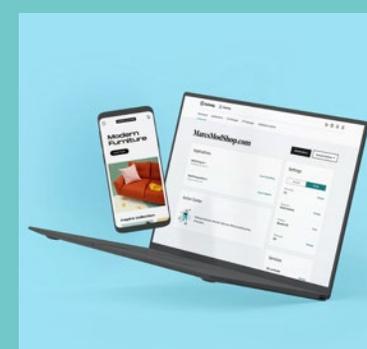
Core Platform



Domains



Aftermarket



Hosting



Security

Multi-year growth and margin drivers

Existing high confidence initiatives

New initiatives

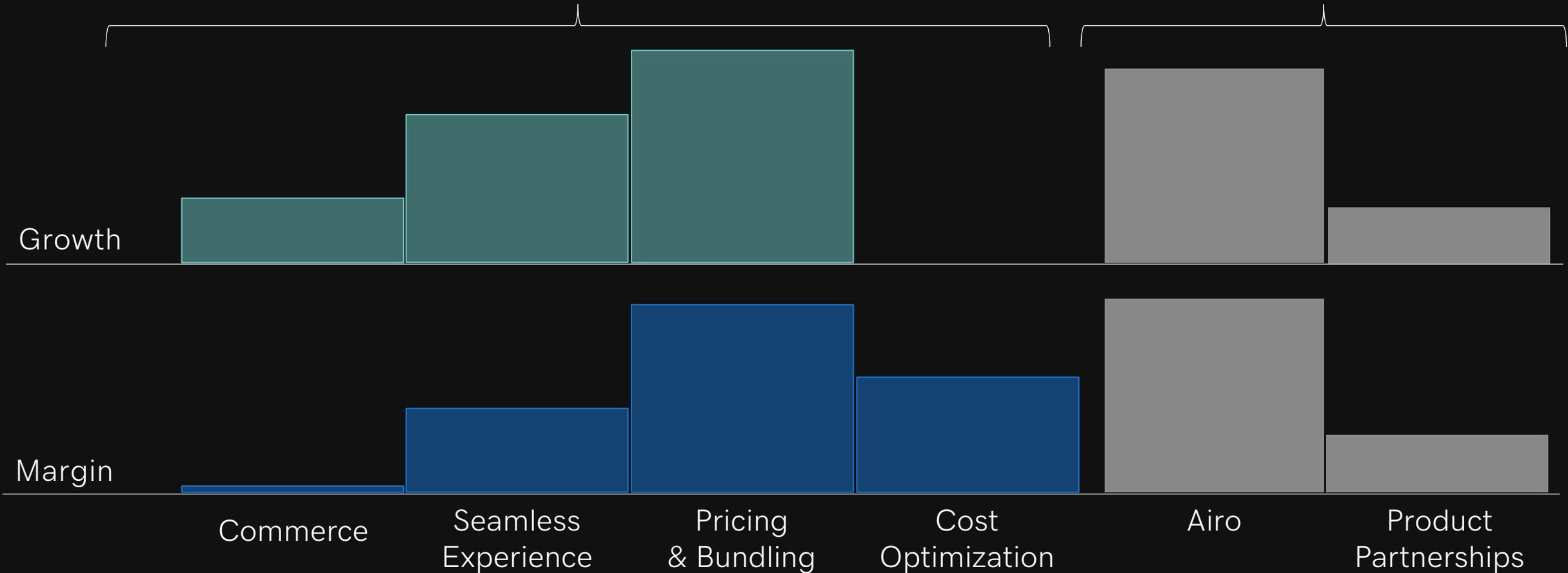
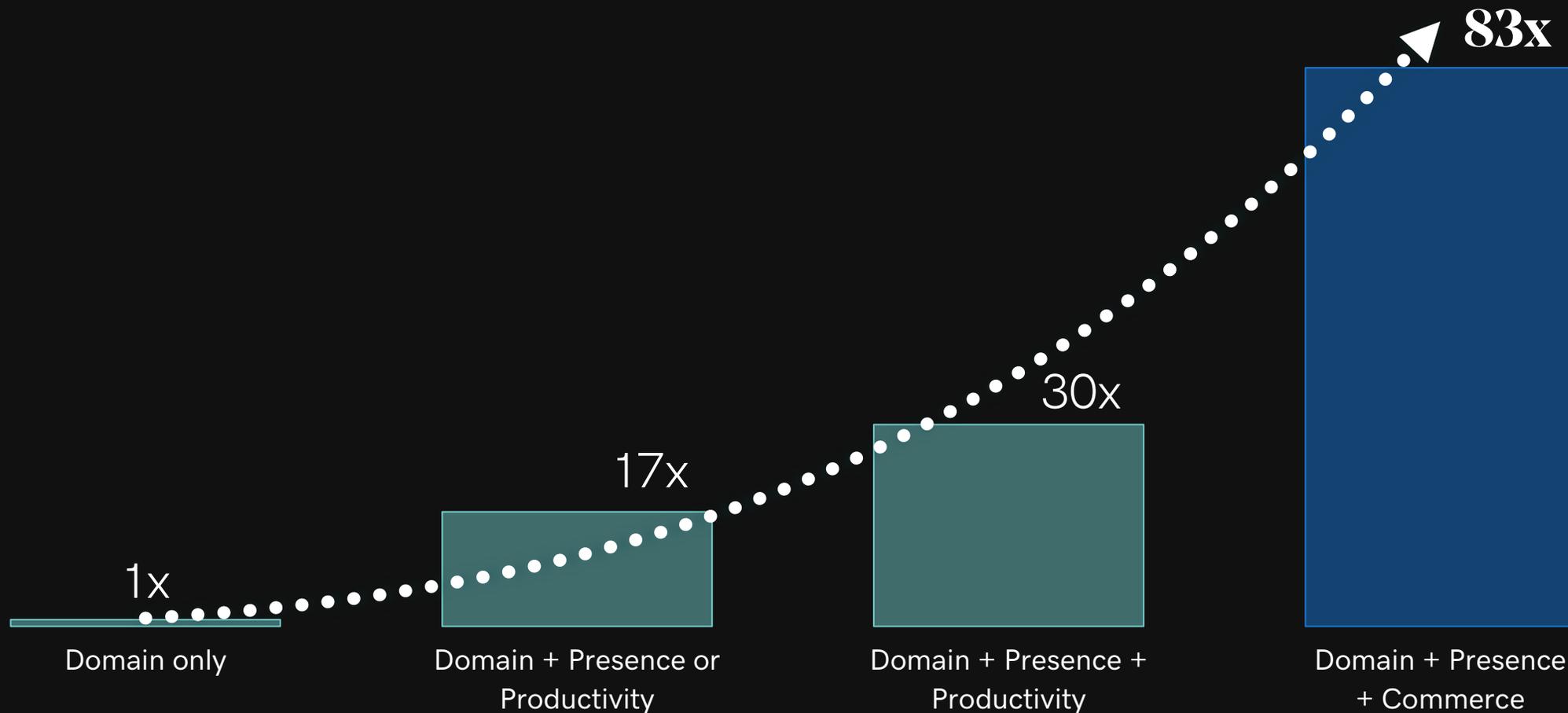


Diagram is illustrative and not to scale

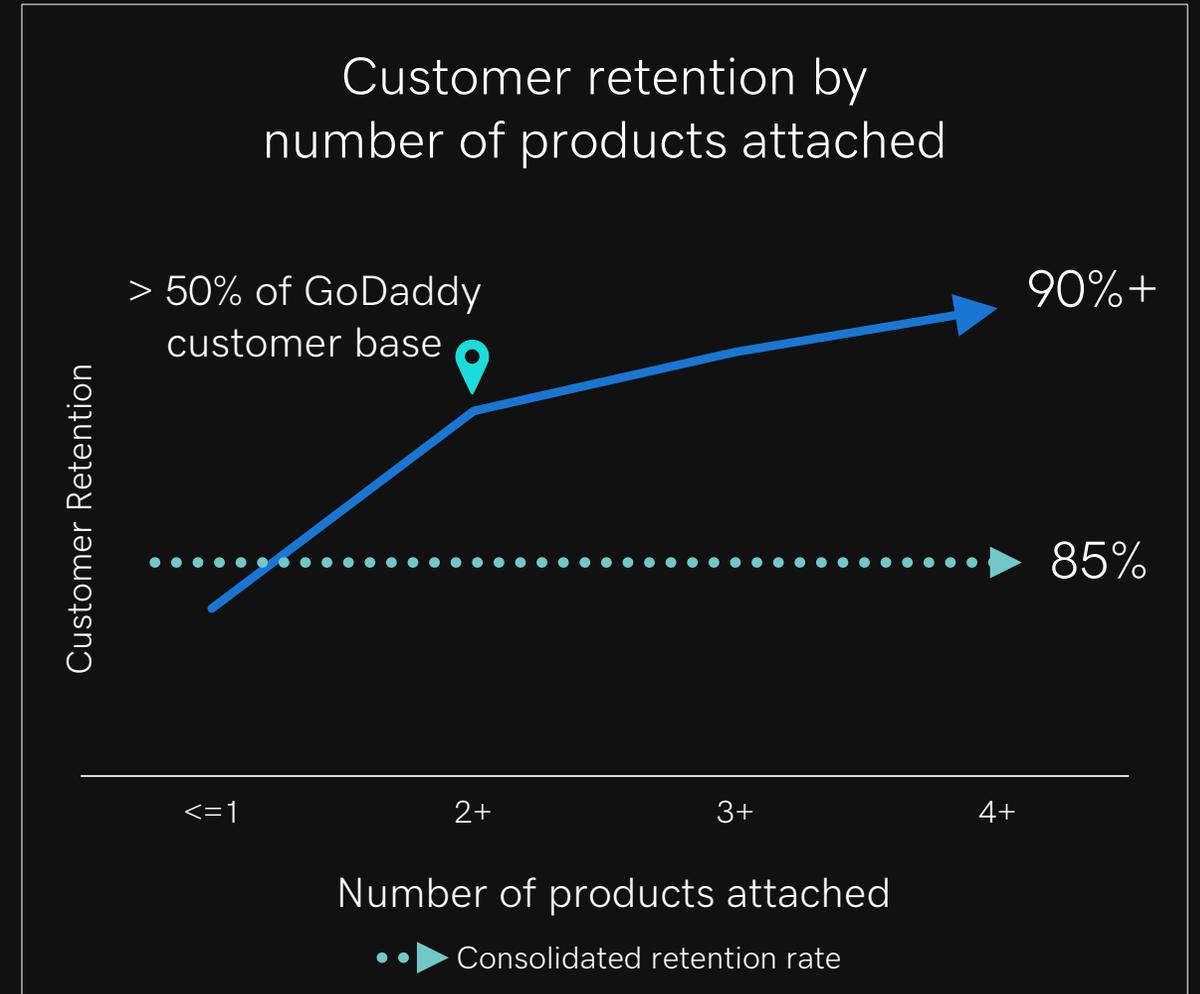
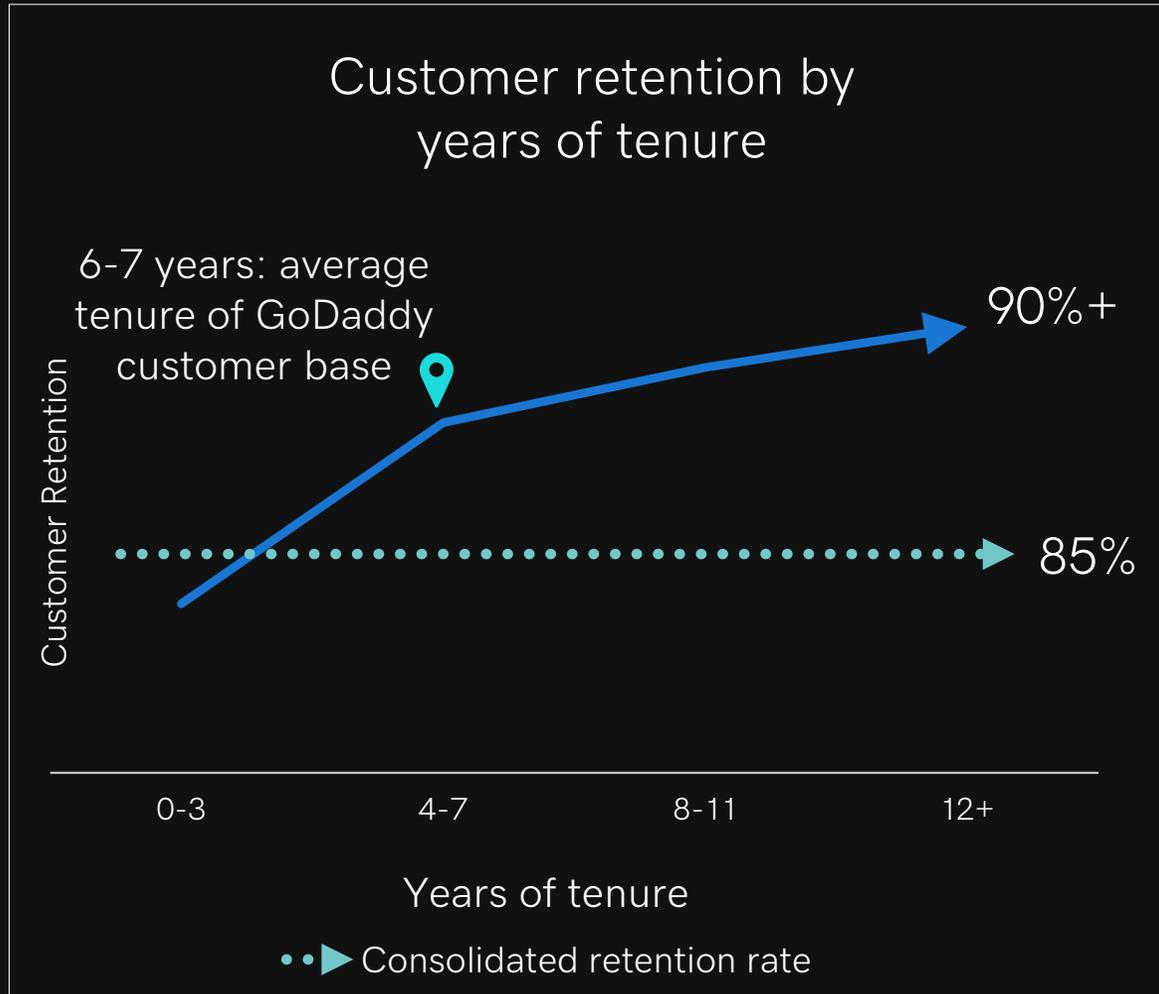
Attracting higher lifetime value customers

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



Customers who succeed with us, stay with us

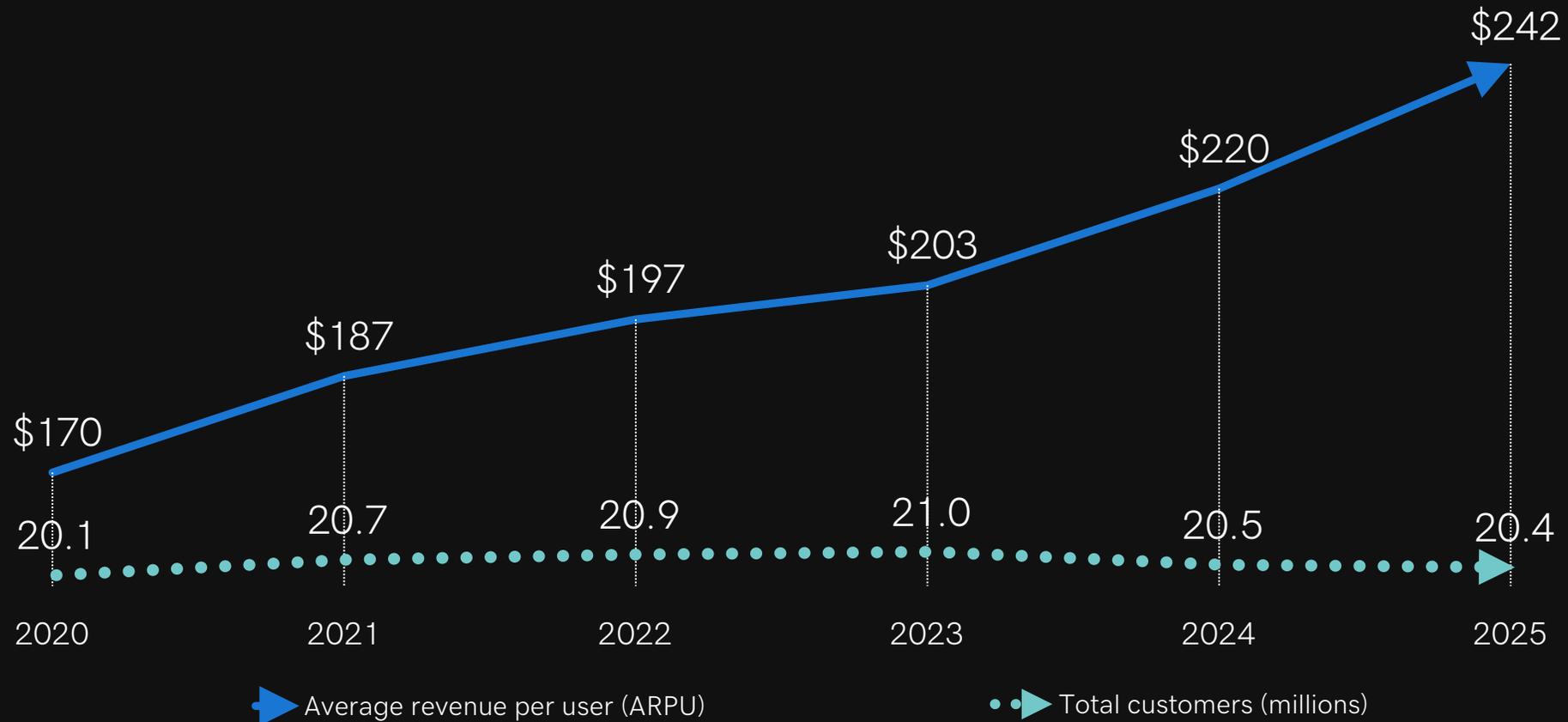
Driving an attractive customer attach model



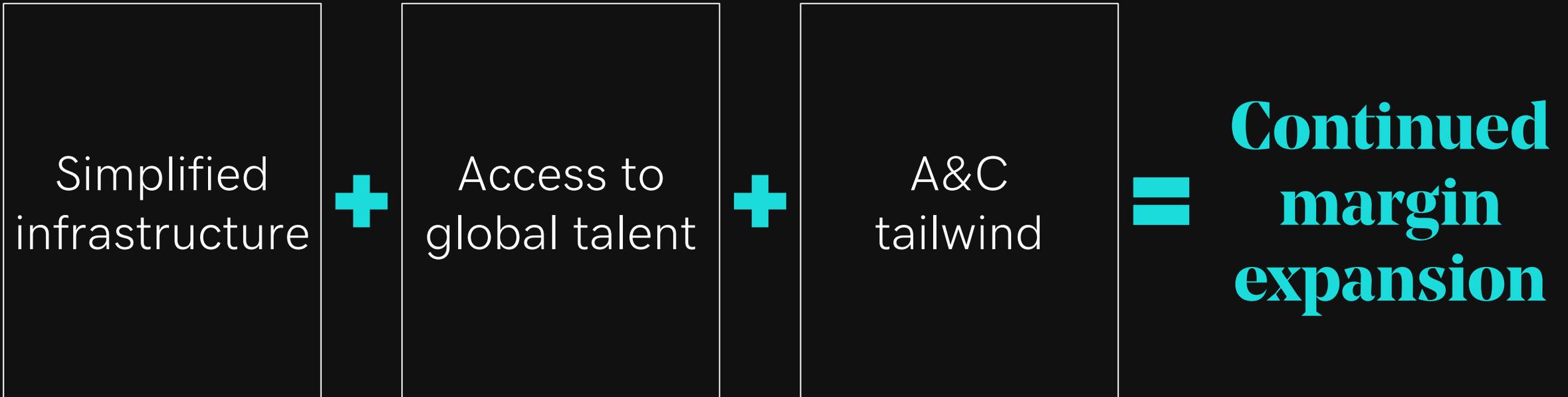
As presented at the 2024 Investor Day
Graphs depict consolidated retention rate on the GoDaddy integrated platform.

Growing ARPU with ample opportunity ahead

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



Path to continued margin expansion



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Customer care: our special sauce

~5,700 Customer Care Guides
around the world

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

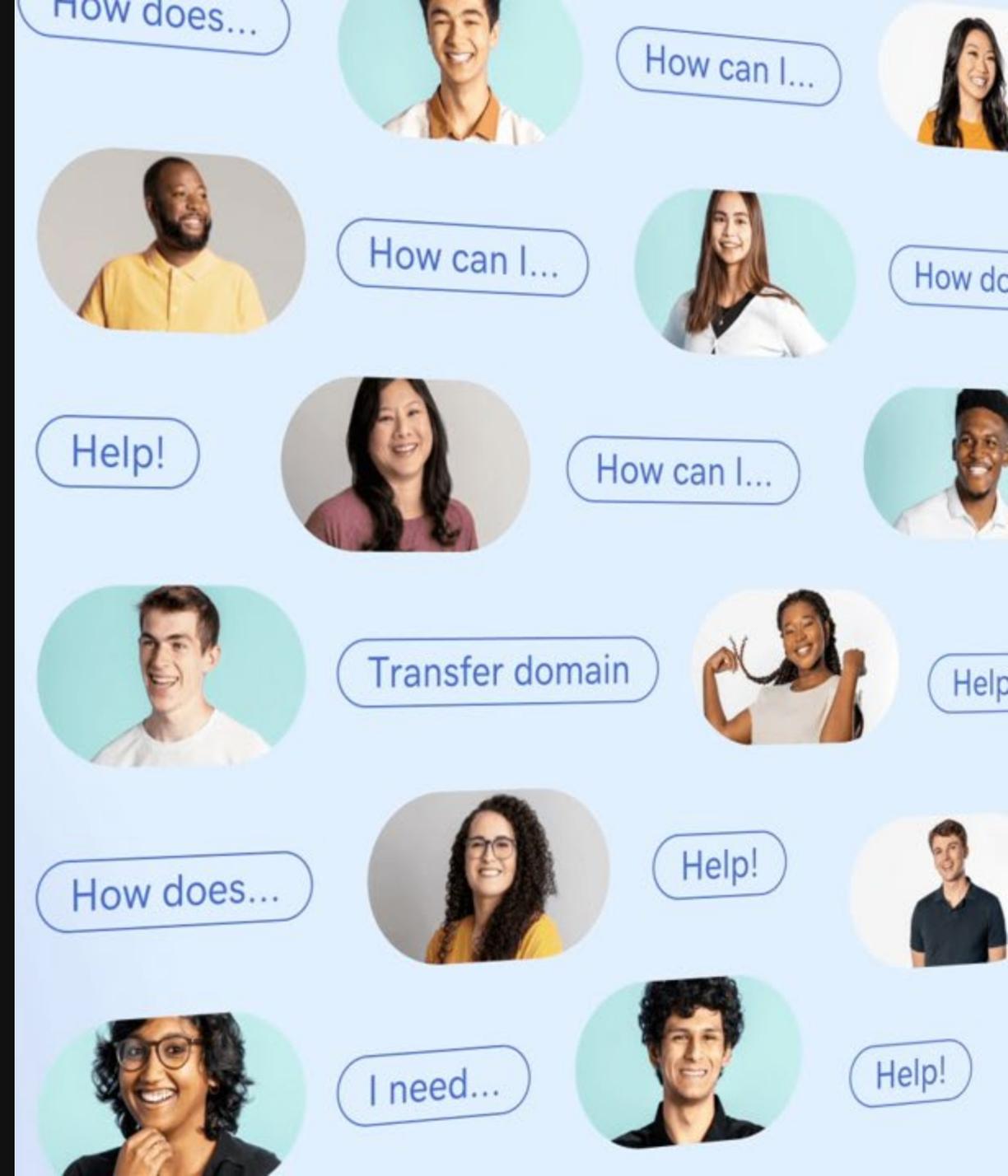
Localized Care Guides around the globe

~12M customer contacts annually

Generated \$480M+ of 2025 total bookings

Best-in-class service with a 65+ NPS

As of December 31, 2025.





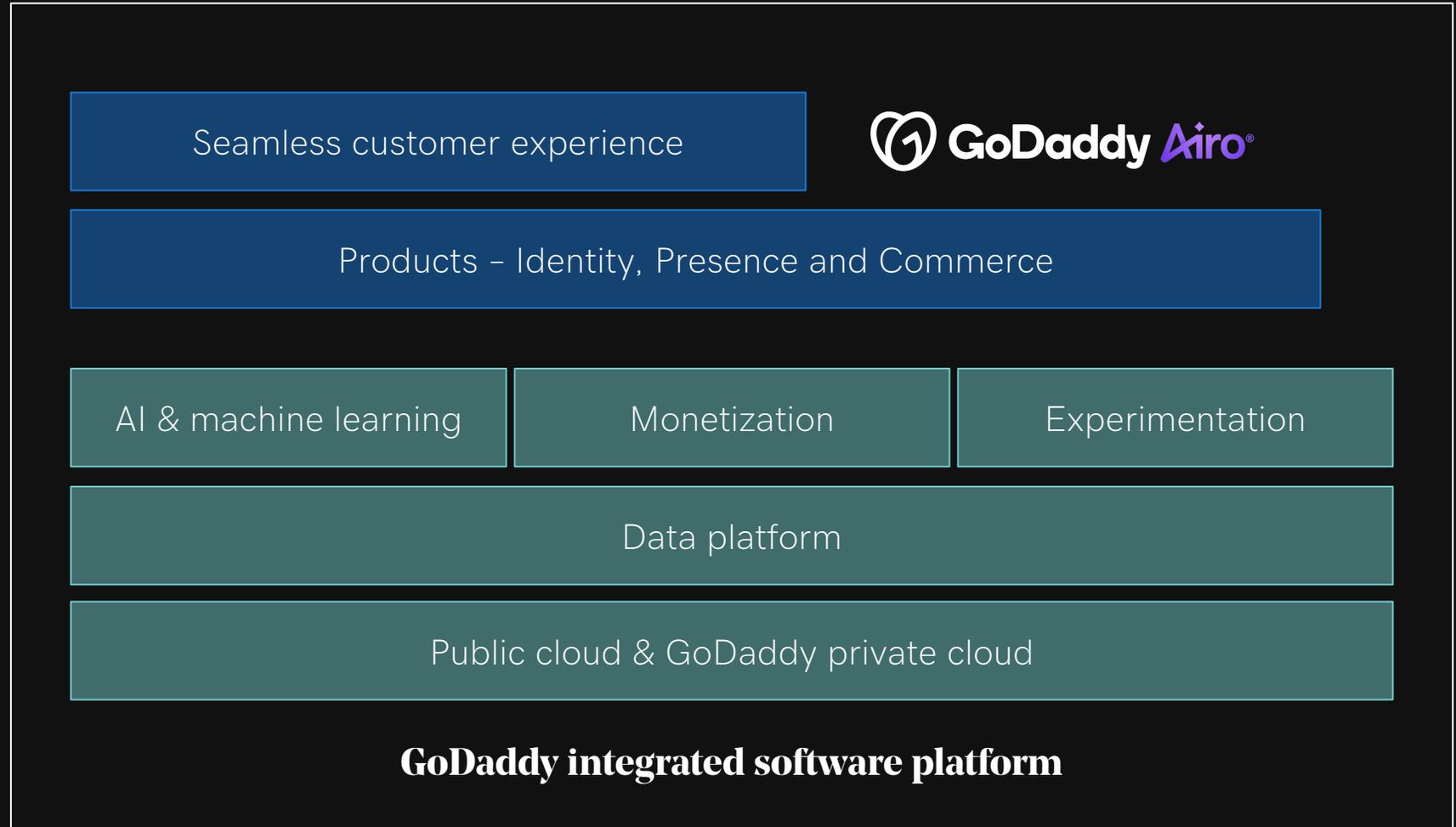
Product excellence

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Product excellence accelerated by GoDaddy's integrated software platform

Acceleration
drives
innovation
and growth

Optimization
drives
velocity and
savings



Key initiatives driving sustainable growth

Pricing & Bundling



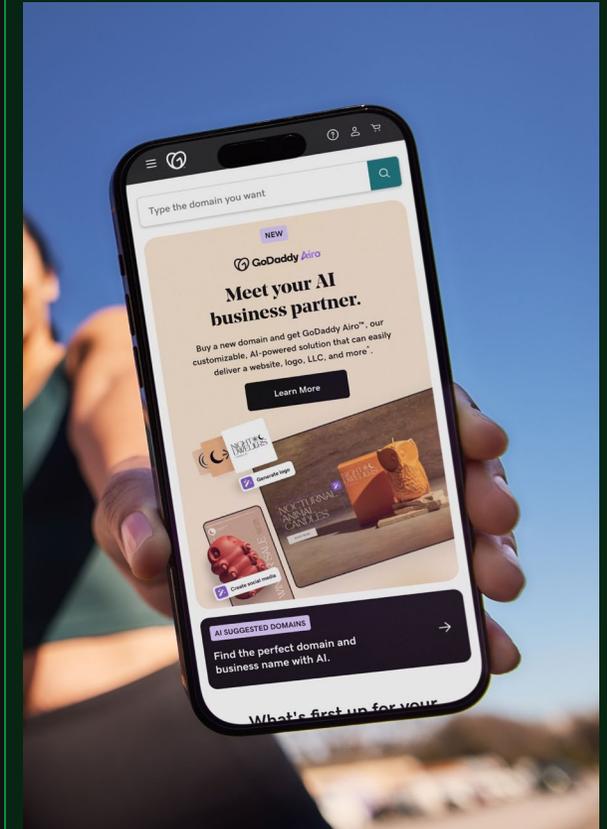
Seamless Experience



Commerce

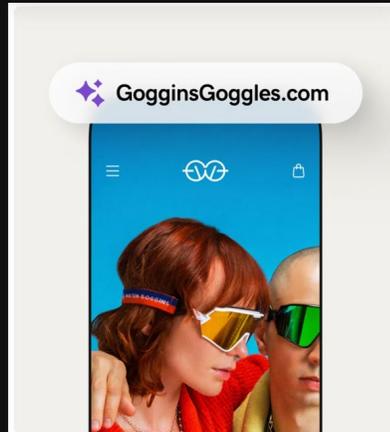


GoDaddy Airo®



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.

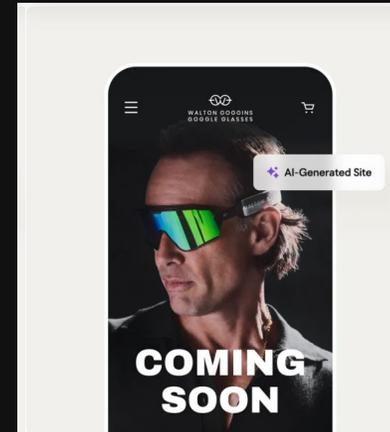
Logo



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.

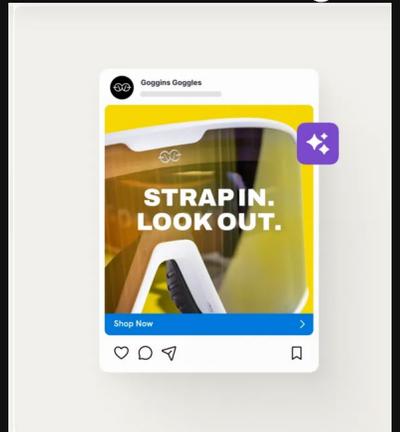
Website



Personalized Coming Soon site, delivered instantly

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

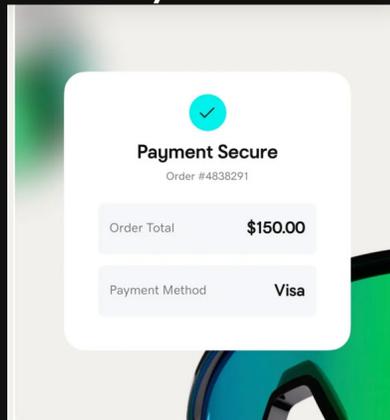
Marketing



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.*

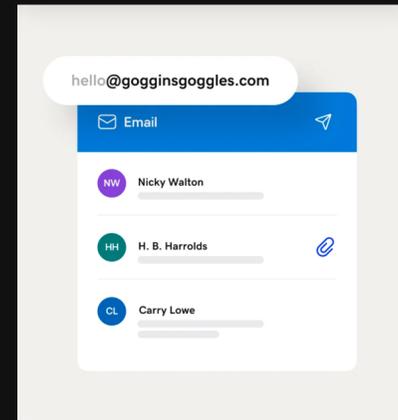
LLC



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

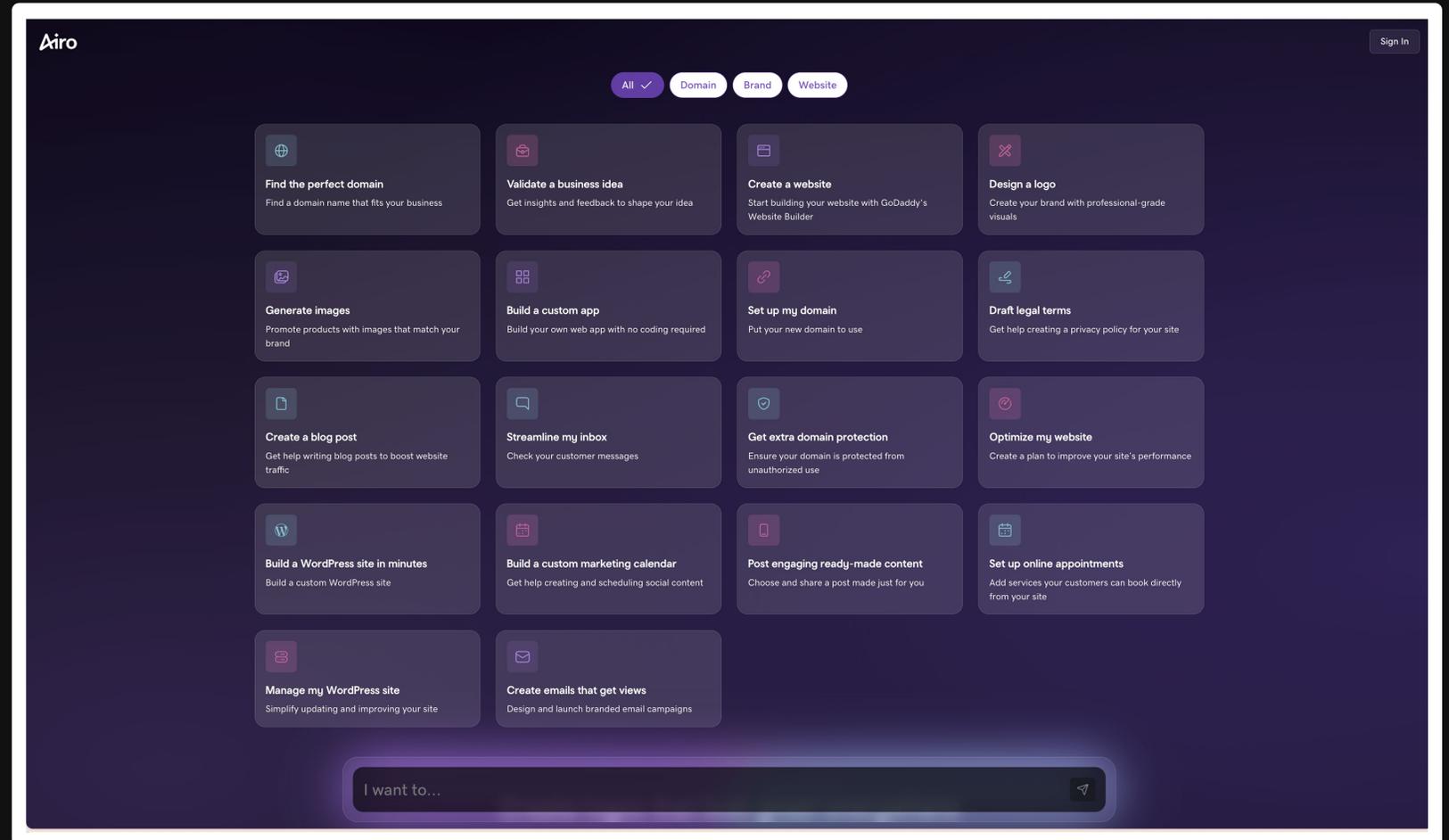
With Airo™, you get a custom-branded email that matches your domain and helps build your online brand.*

Introducing Airo.ai

25 Agents live and more
in the pipeline

Simplifying and
performing tasks
autonomously for our
customers

Engagement building,
with value captured
through paywalls



Introducing Agent Name Service (ANS)

Building Trust at Internet Scale

Agent Name Service Registry for the Agentic AI Marketplace



GoDaddy Engineering

Making agent registration as simple as domain registration

Extending digital identity into the agentic era through ANS

GoDaddy GoDaddy ANS Registry

Based on global ANS open standard

Discover Verified AI Agents

Browse the world's first verified agent registry. Find trusted AI agents that transform complex tasks into simple solutions.

Verified & Secure Open Standards Community-Driven

 **DV AI Agent Verified** ×
Agent Discovery Validation

Agent identity validated through GoDaddy ANS Registry. This AI agent is registered, discoverable, and cryptographically verified.

Secured by  **GoDaddy**



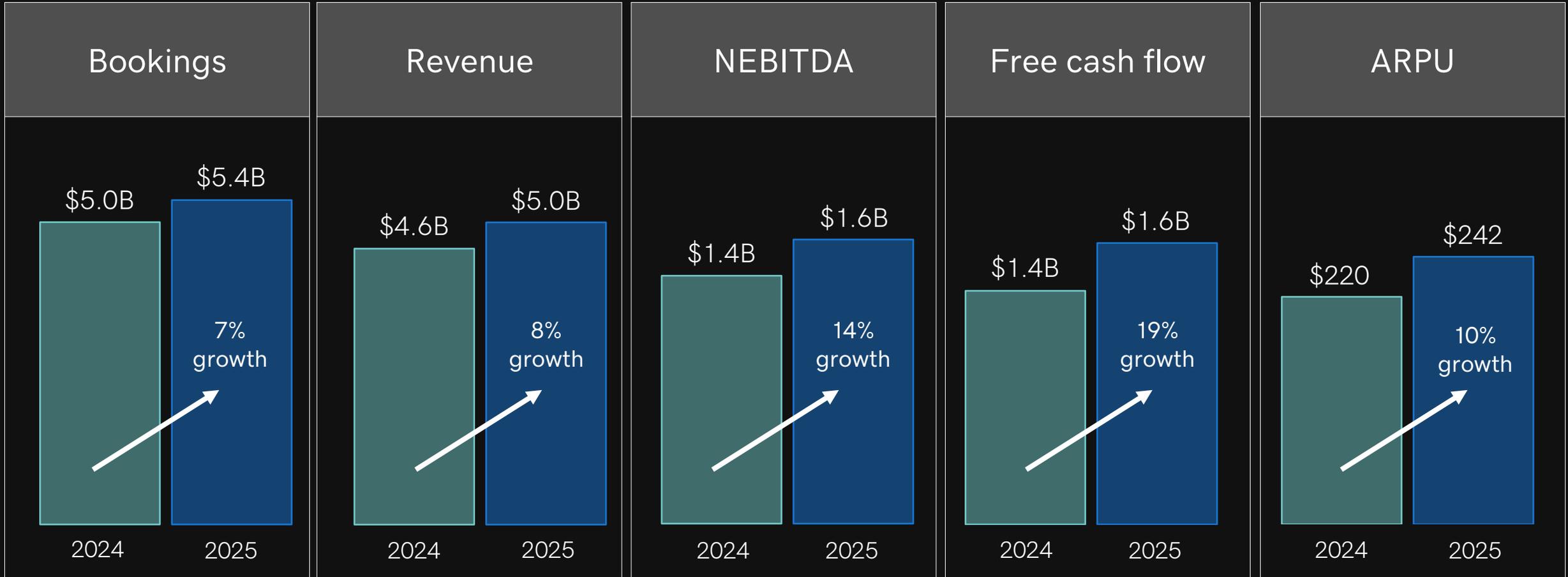
The numbers

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North Star

Maximizing free cash flow
over the long term

2025 financial results



GoDaddy 2025 key metrics

7%

Total bookings
growth

\$5.4B

Annual
bookings

13%

A&C bookings
growth

32%

NEBITDA
margin

~150 bps

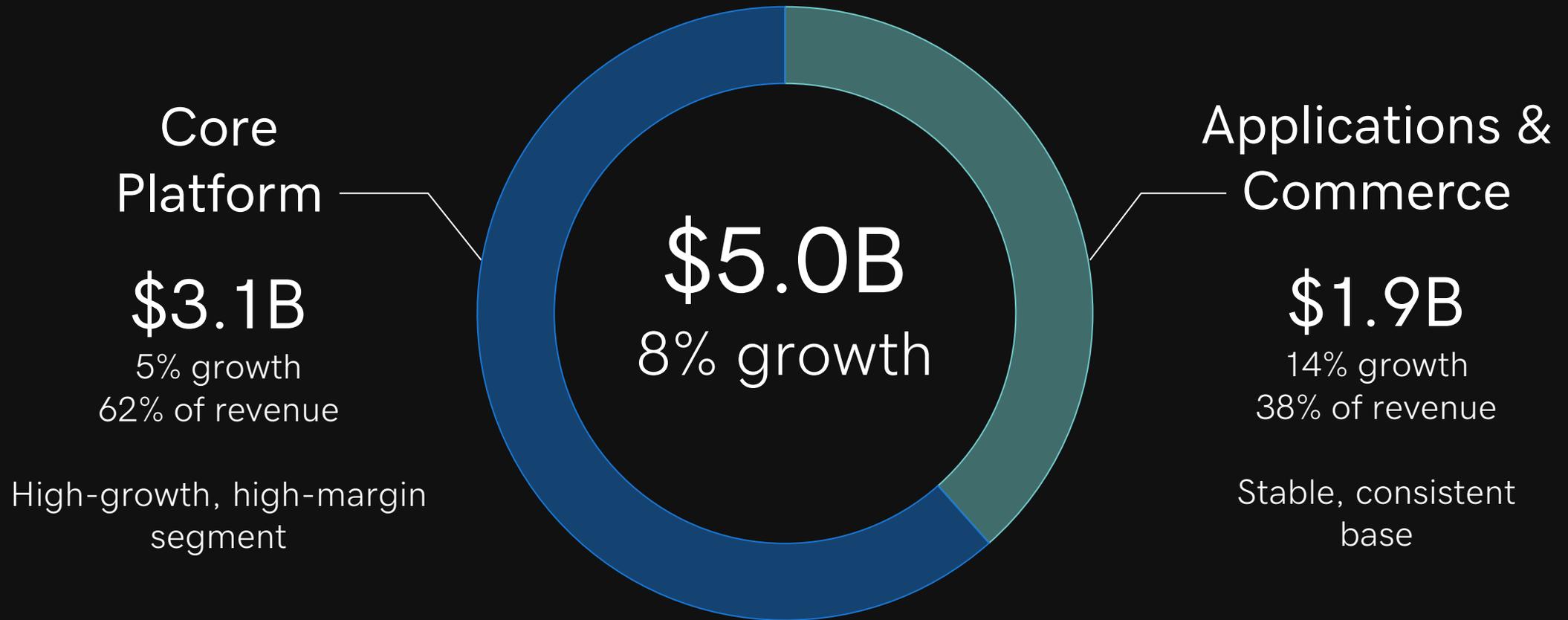
NEBITDA
expansion

19%

Free cash flow
growth

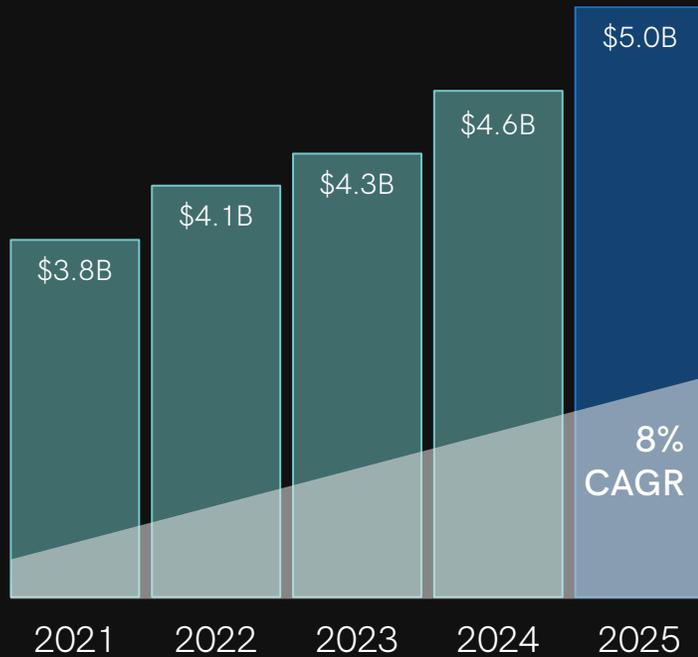
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2025 revenue

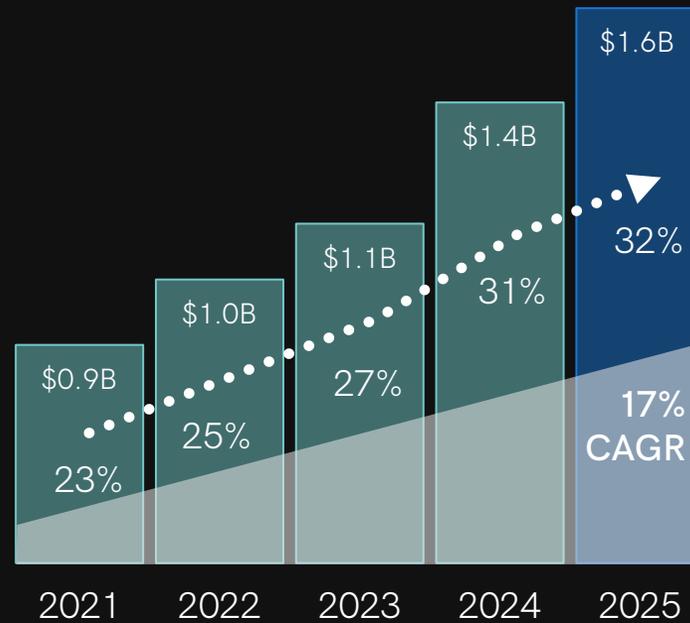


Multi-year track record of strong results

Sustainable revenue growth

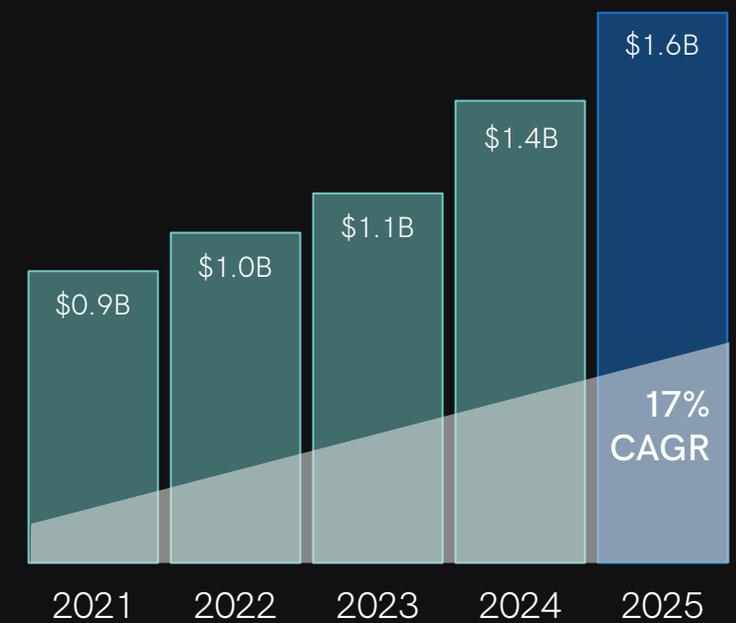


Growing NEBITDA and expanding margins



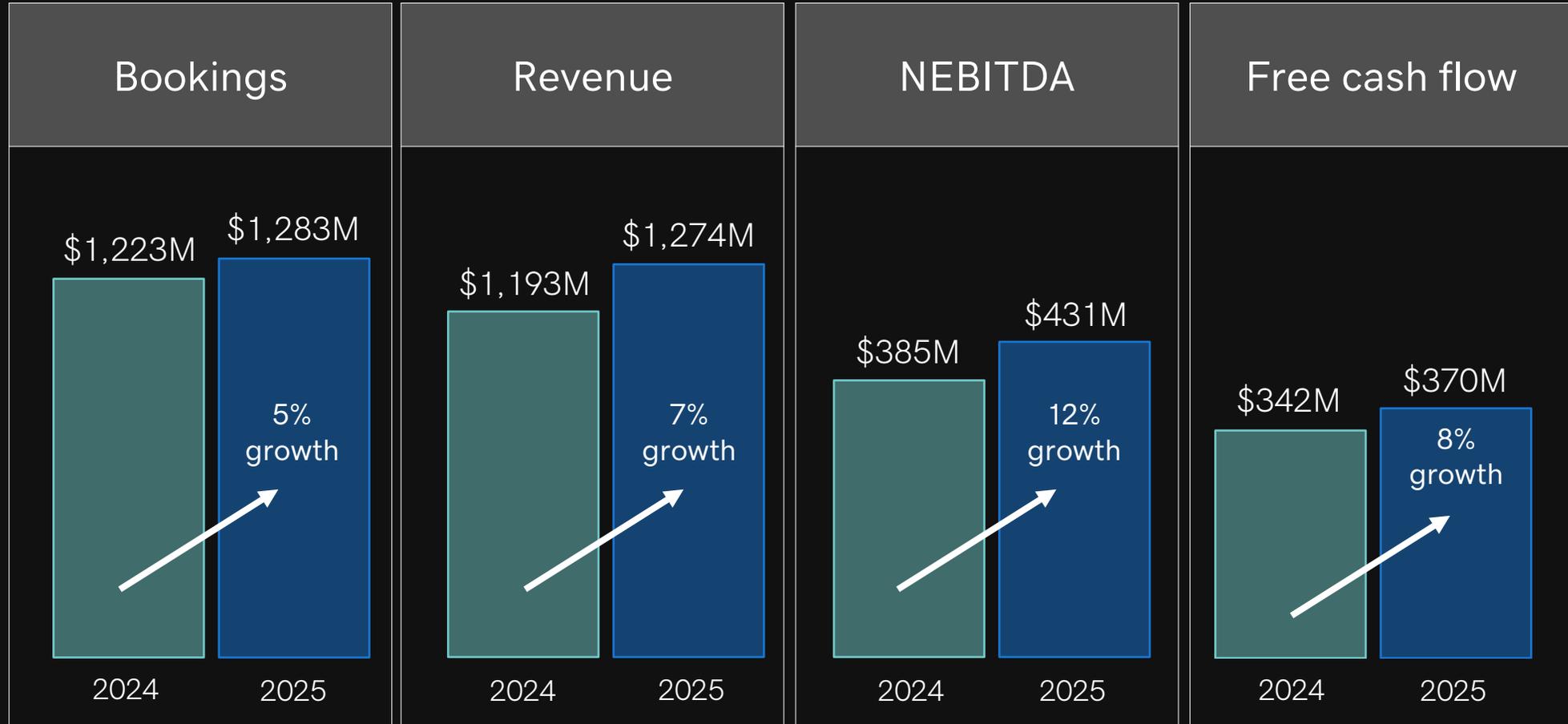
••▶ NEBITDA Margin

Durable FCF growth



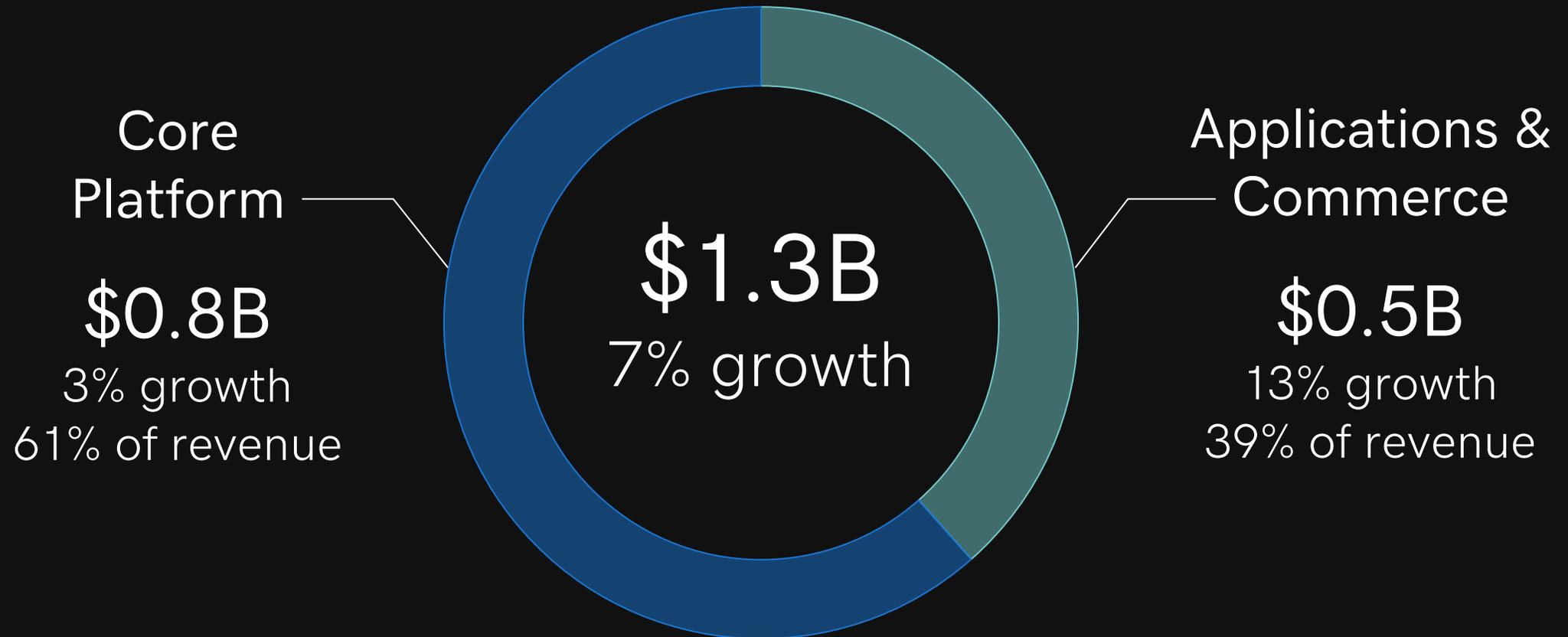
Represents five-year revenue, normalized EBITDA, and FCF CAGRs.

Q4 2025 financial results



Q4 2025 revenue

7% revenue growth with a ~200 bps mix shift trending towards increasing A&C revenue

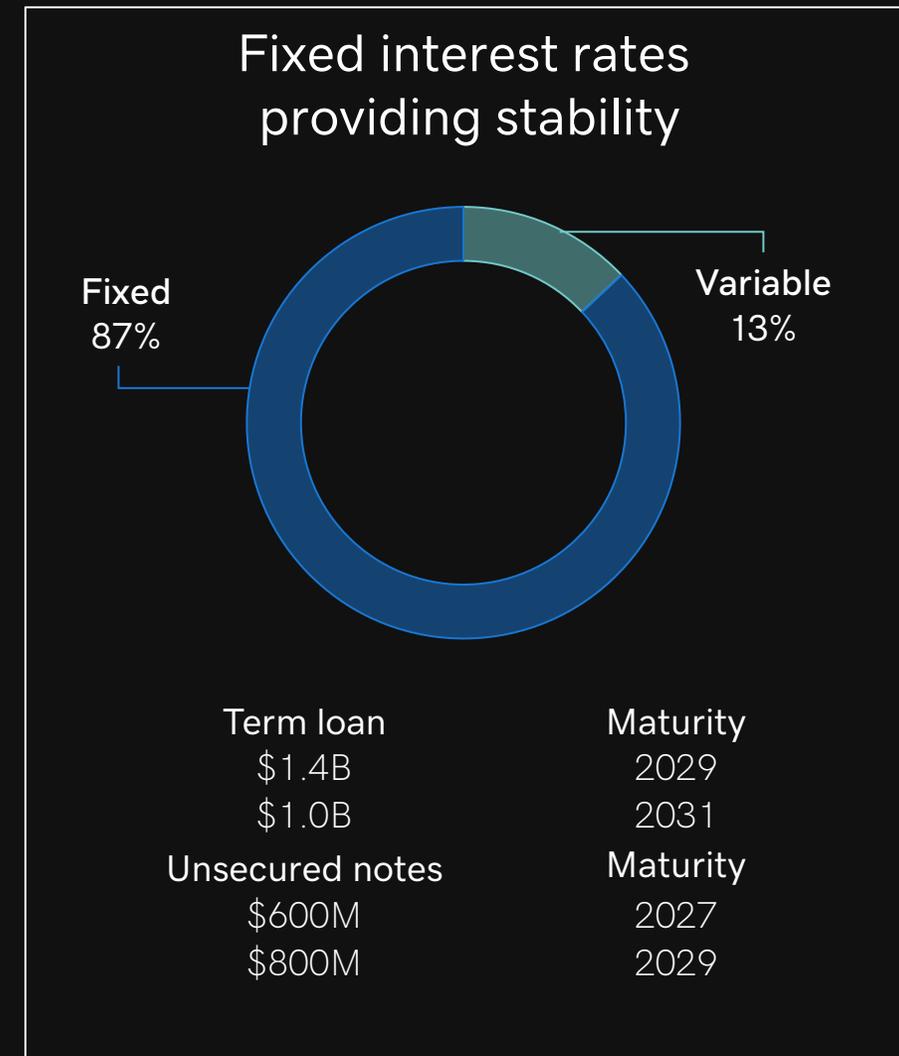
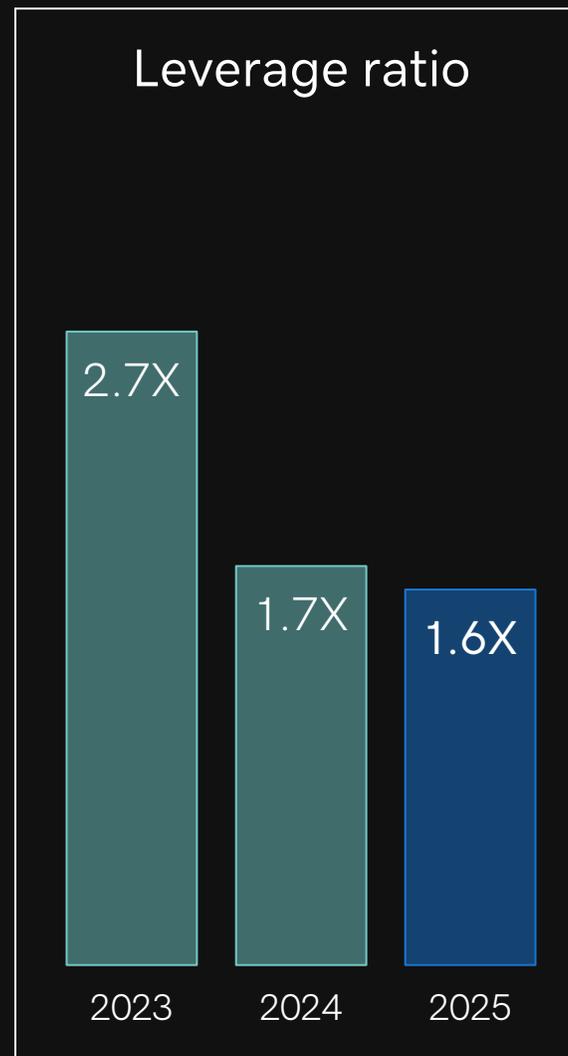


Strong balance sheet and liquidity

\$1.1B cash

\$2.1B total liquidity

\$2.7B in net debt



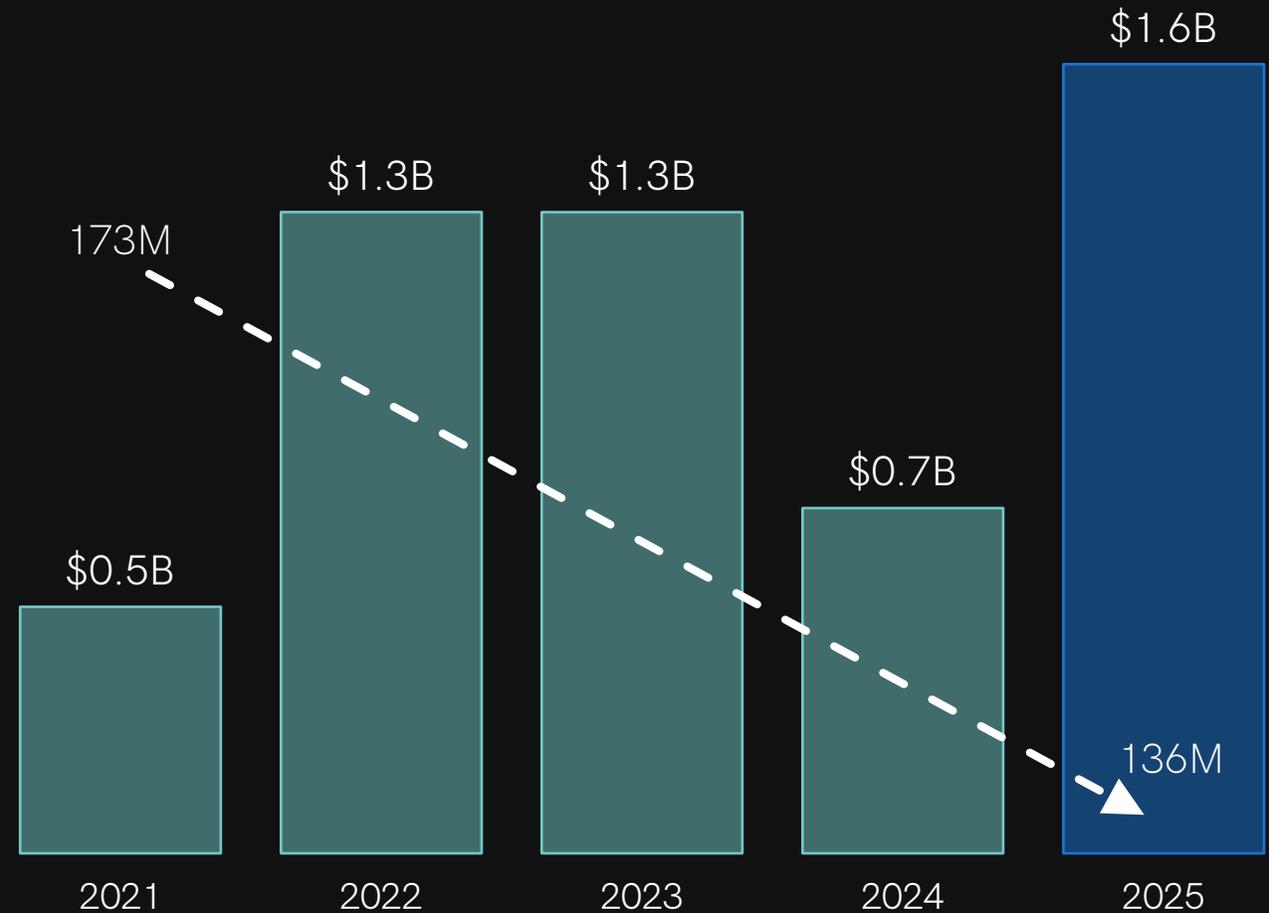
Disciplined capital allocation strategy to drive shareholder returns

Repurchased 10.2M shares, totaling \$1.6B in 2025

~33% cumulative gross FDSO reduction since 2021

Repurchased cumulative ~\$5.3B since 2021

Shares repurchased



— → Fully diluted shares outstanding (FDSO)

Delivered at or ahead of all 2025 targets

Key metrics		FY 2025	FY 2024	Growth/ Expansion	2025 Guidance
Revenue	✓	\$4.95B	\$4.57B	8%	\$4.93B - \$4.95B*
Applications & Commerce revenue	✓	\$1.89B	\$1.65B	14%	Mid-teens
Core Platform revenue	✓	\$3.06B	\$2.92B	5%	Mid single-digits
Normalized EBITDA margin	✓	32.0%	30.5%	150 bps	~32%
Free cash flow	✓	\$1.61B	\$1.36B	19%	~\$1.6B
Fully diluted shares outstanding	✓	136M	145M	(6%)	

* Reflects guidance provided during 3Q 2025 earnings

Delivered at or ahead of all Q4 2025 targets

Key metrics		Q4 2025	Q4 2024	Growth/ Expansion	Q4 Guidance
Revenue	✓	\$1.274B	\$1.193B	7%	\$1.255B - \$1.275B
Applications & Commerce revenue	✓	\$498M	\$441M	13%	Low to mid-teens
Core Platform revenue	✓	\$776M	\$751M	3%	Low single-digits
Normalized EBITDA margin	✓	33.8%	32.3%	160 bps	~33%
Free cash flow	✓	\$370M	\$342M	8%	
Fully diluted shares outstanding	✓	136M	145M	(6%)	

Appendix

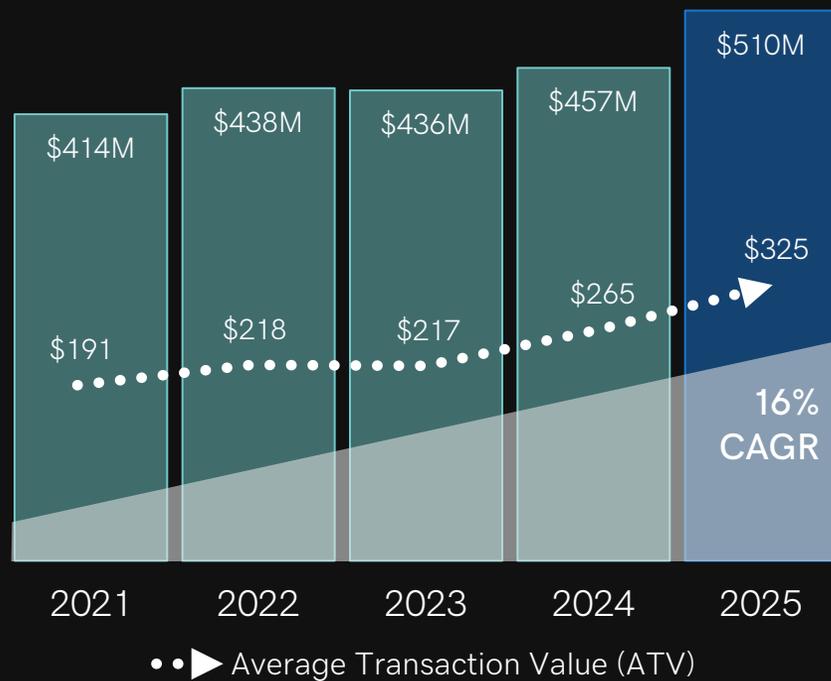
March 2026



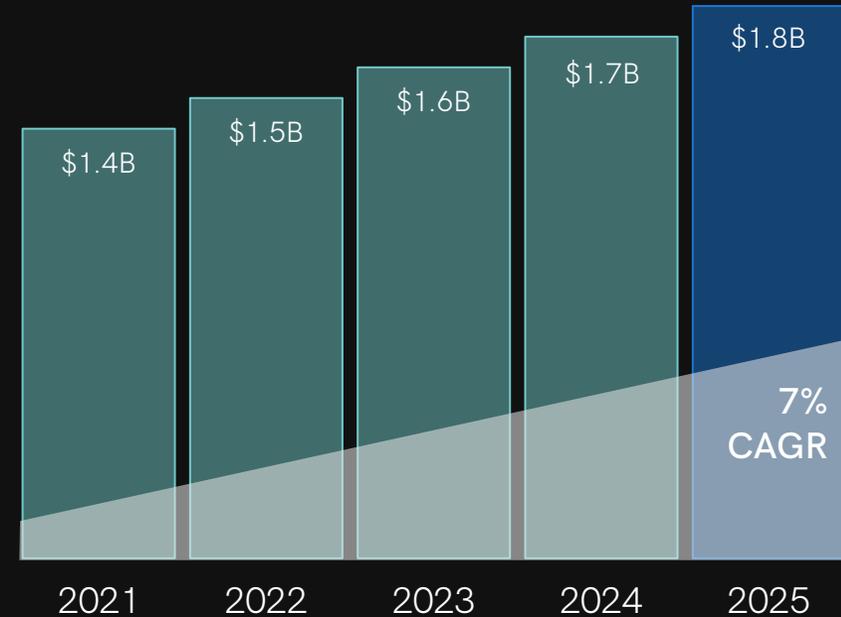
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Strong Aftermarket & durable domains revenue growth

Annual Aftermarket revenue growth



Annual domains revenue growth



Represents five-year Aftermarket and domains revenue CAGR's.

2026 Modeling guide

Metric (\$M)	2025
Capital expenditures	~\$30M
Cash interest on debt	~\$150M
GAAP interest expense, net	~\$110M
Cash income taxes	~\$30M
GAAP provision for income taxes	~\$300M

Non-GAAP reconciliation: NEBITDA & NEBITDA Margin

Reconciliation of NEBITDA (\$M)	Year ended December 31,				
	2021	2022	2023	2024	2025
Net income	\$242.8	\$352.9	\$1,375.6	\$936.9	\$875.0
Depreciation and amortization	199.6	194.6	171.3	135.3	116.6
Equity-based compensation expense ¹	207.9	264.4	294.0	299.1	317.8
Interest expense, net of interest income	124.9	135.0	155.4	130.4	114.2
Acquisition-related expenses, net of reimbursements	78.2	35.1	12.1	0.2	1.8
Restructuring and other ²	8.0	27.4	97.9	65.5	15.5
Provision (benefit) for income taxes	10.8	3.6	(971.8)	(171.5)	145.0
Total NEBITDA	\$872.2	\$1,013.0	\$1,134.5	\$1,395.9	\$1,585.9
Net income margin	6.4%	8.6%	32.3%	20.5%	17.7%
NEBITDA margin	22.9%	24.8%	26.7%	30.5%	32.0%

¹ The year ended December 31, 2024 excludes \$0.8 million 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 certain professional services.

Non-GAAP reconciliation: Free cash flow

Reconciliation of free cash flow (\$M)	Year ended December 31,				
	2021	2022	2023	2024	2025
Net cash provided by operating activities	\$829.3	\$979.7	\$1,047.6	\$1,287.7	\$1,599.4
Capital expenditures	(51.1)	(59.7)	(42.0)	(26.6)	(23.9)
Cash paid for acquisition-related costs ¹	64.9	37.9	11.2	16.2	10.4
Cash paid for restructuring charges ²	12.7	10.7	67.6	78.2	27.7
Free cash flow	\$855.8	\$968.6	\$1,084.4	\$1,355.5	\$1,613.6

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.

Non-GAAP reconciliation: Net debt

Reconciliation of net debt (\$M)

December 31, 2025

Current portion of long-term debt

15.1

Long-term debt

3,765.2

Unamortized original issue discount and debt issuance costs

48.9

Total debt

\$3,829.2

Less: cash and cash equivalents

(1,080.9)

Net debt

\$2,748.3

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.

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.

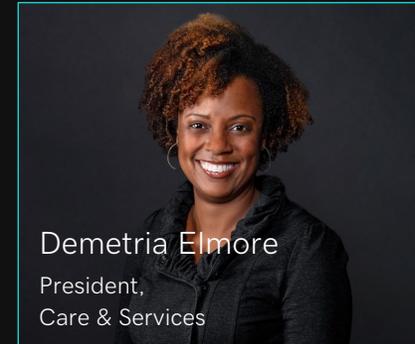
Average revenue per user (ARPU) is calculated as total revenue during the preceding 12 month period divided by the average of the number of total customers at the beginning and end of the period. ARPU is one measure that provides insight into our ability to sell additional products to our customers.

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





Company Overview

March 2026



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