



Ryn Scull
Scull House Sweets
SCULLHOUSEWEETS.COM

Q1 2026 Company Overview

May 2026



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 our AI-powered solutions, tools and services, such as Airo®, Airo.ai and Agent Name Service; 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 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; 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, data analytics and similar tools to power our offerings and services; our ability to manage our growth; our ability to establish and maintain our partnerships; 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; 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 2026 Q1 Earnings Release dated April 30, 2026, and are not updated or reaffirmed by this presentation.

Who we are



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Today's Treats

Cinnamon Rolls \$5
Cookies \$3 or \$36 for a dozen
Funfetti or Choco Chip
Slice of Spice Cake \$7
Apple Galette \$8 🍎
Hand Pies for \$5
Lemon Curd & Brown Sugar Cinnamon

Our purpose

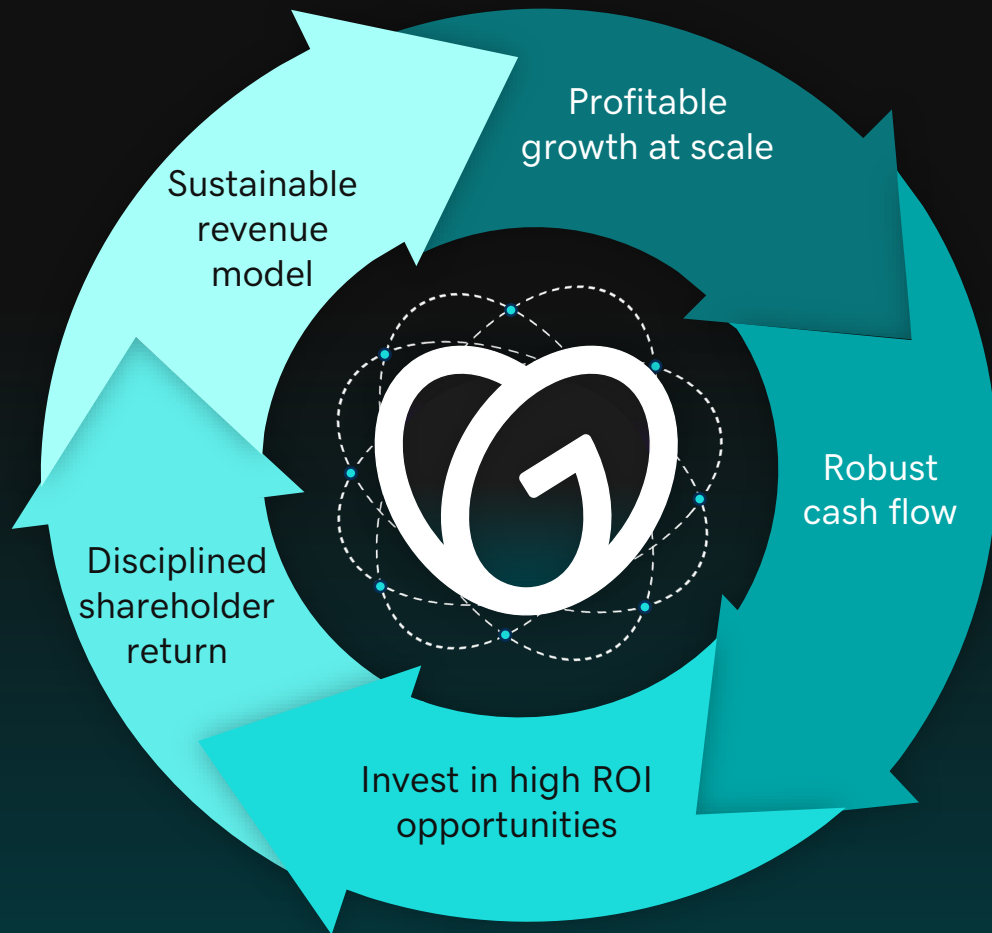
To make opportunity more inclusive for all

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

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GoDaddy investment thesis



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

GoDaddy highlights

Today's Treats

Cinnamon Rolls \$5

Cookies \$3 OR \$36 for a DOZEN

Funfetti OR ChocoChip

Slice of Spice Cake \$7

Apple Galette \$8

Hand Pies for \$5

Lemon Curd & Brown Sugar Cinnamon

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SCULL HOUSE
SWEETS
ATX

www.scullhousesweets.com

Leading through the emerging agentic era: Agentic Open Internet

Sustaining durable profitable growth

Reinforcing margin targets and maximizing compounding free cash flow

Executing a disciplined capital allocation framework

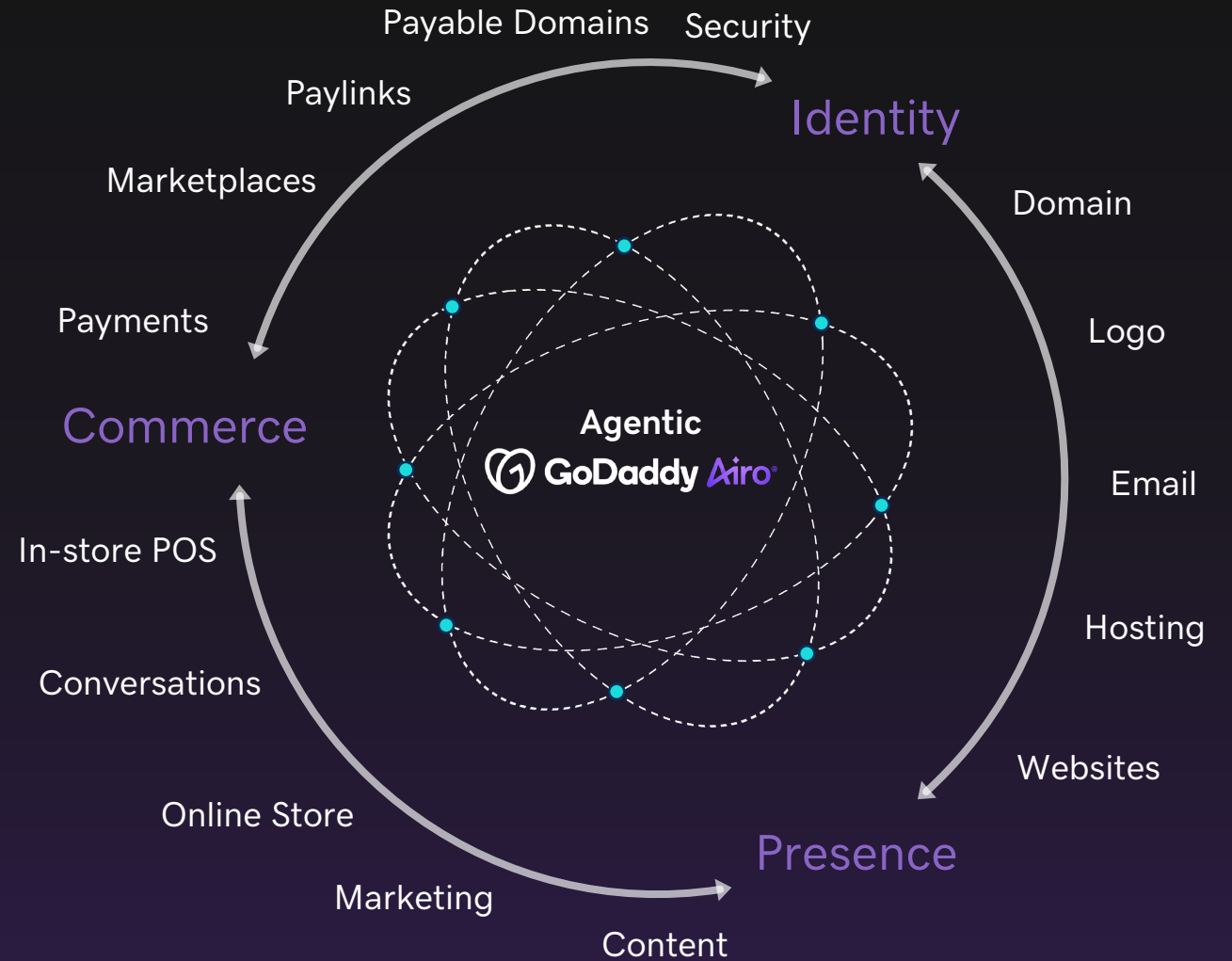
Delivering shareholder value from an experienced management team

What we do



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

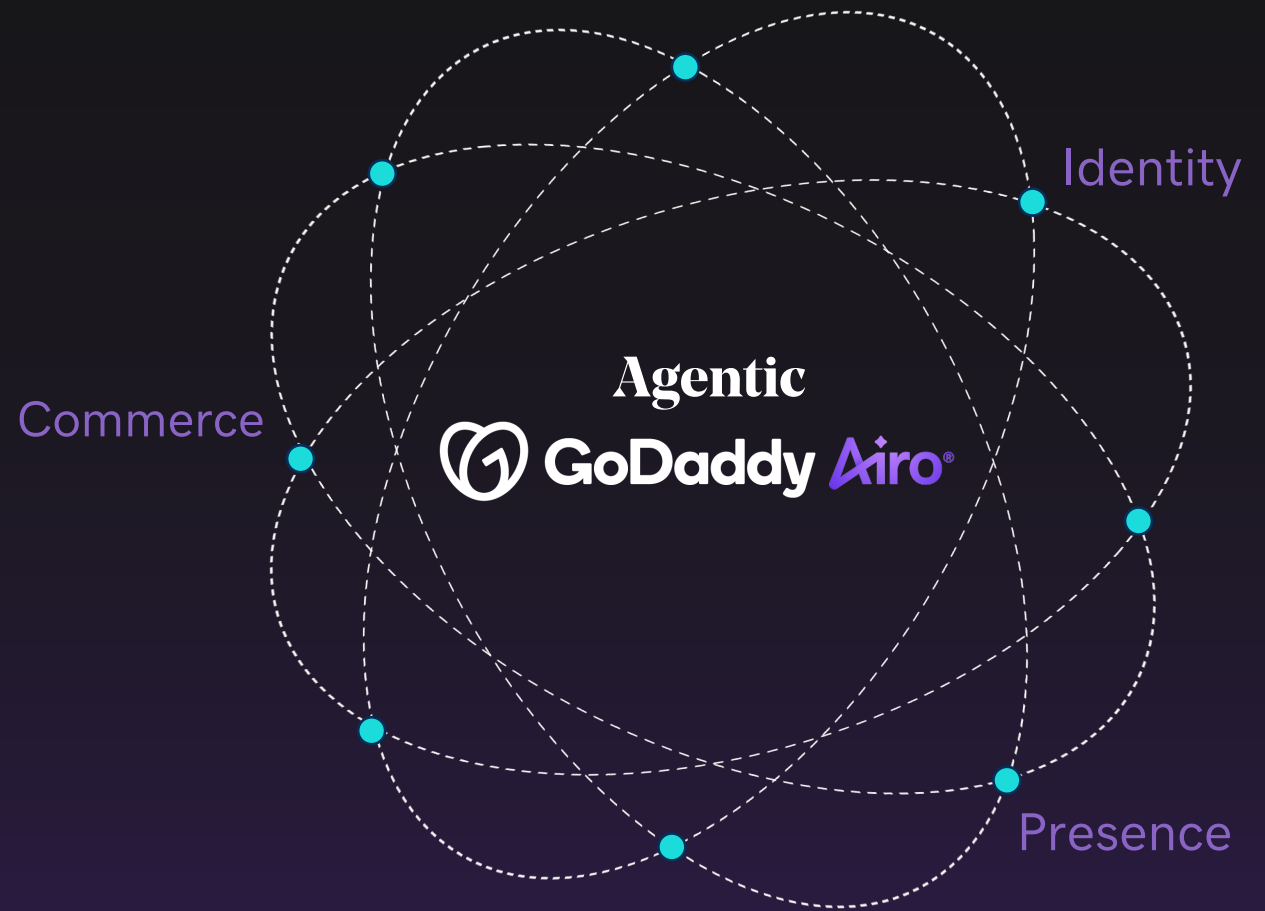


AI transformation at GoDaddy

Growing adoption & monetization
of AI-native products

Expanding Agent Name Service
(ANS) as an identity layer

Driving operational efficiencies
through internal AI adoption

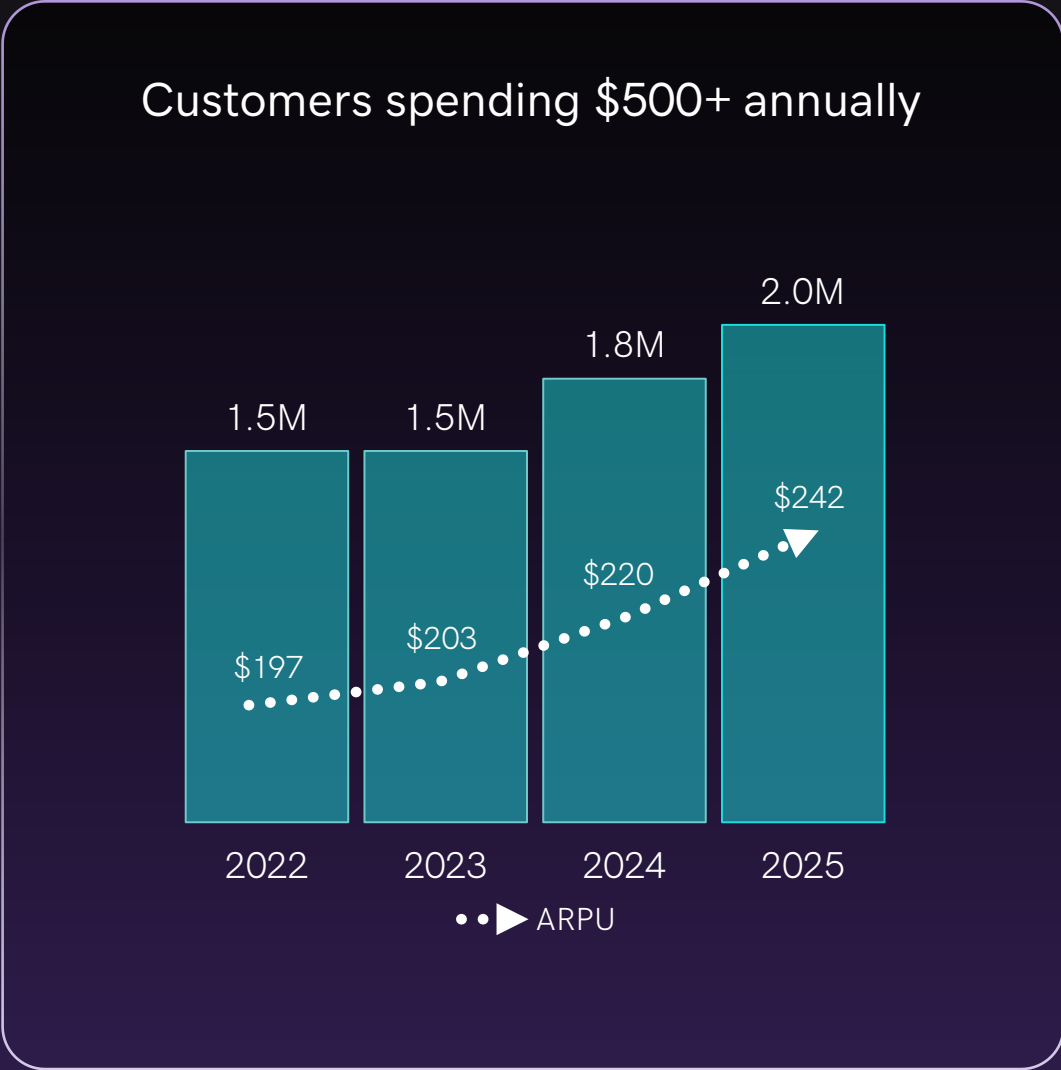


High-quality cohorts driving ARPU expansion

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

Generating higher cumulative annual spend with faster attach

Key contributor to ARPU expansion



85%+
Customer retention

Our business model



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Our AI transformations builds on our core strengths

Global brand

Domain leadership

Scaled infrastructure

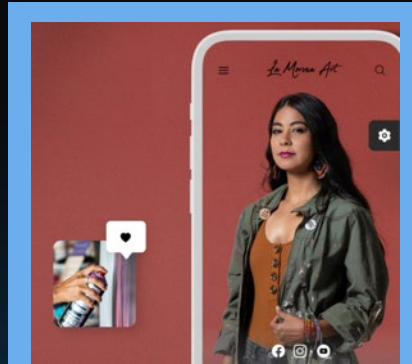
Proprietary data

Engineering talent

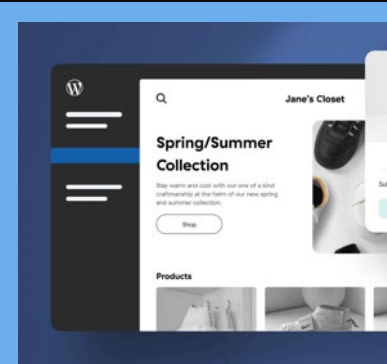
Care organization

Two operating segments that bring our strategic vision to life

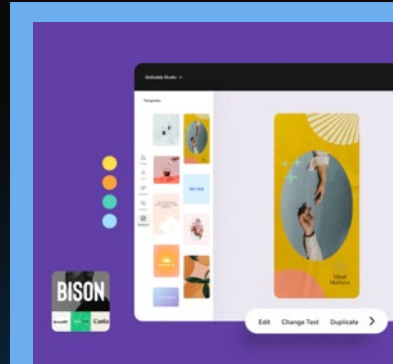
Applications & Commerce



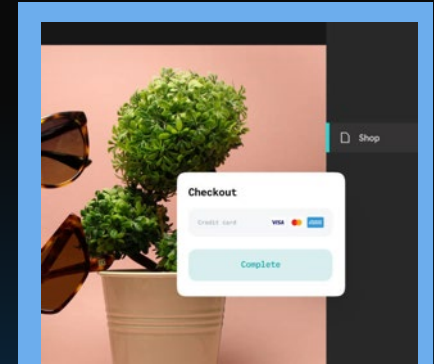
Websites + Marketing



Managed Hosting for WordPress

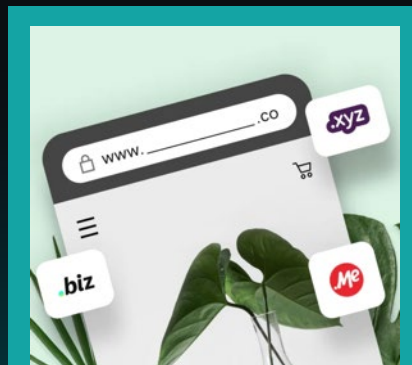


Productivity

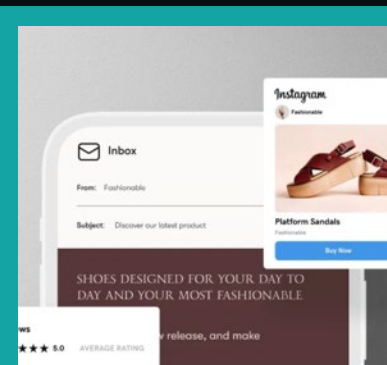


Commerce

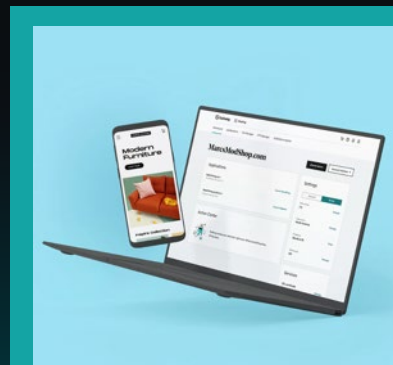
Core Platform



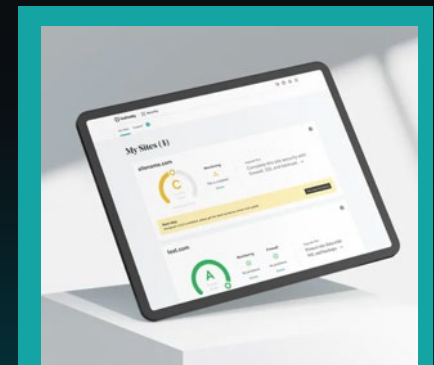
Domains



Aftermarket



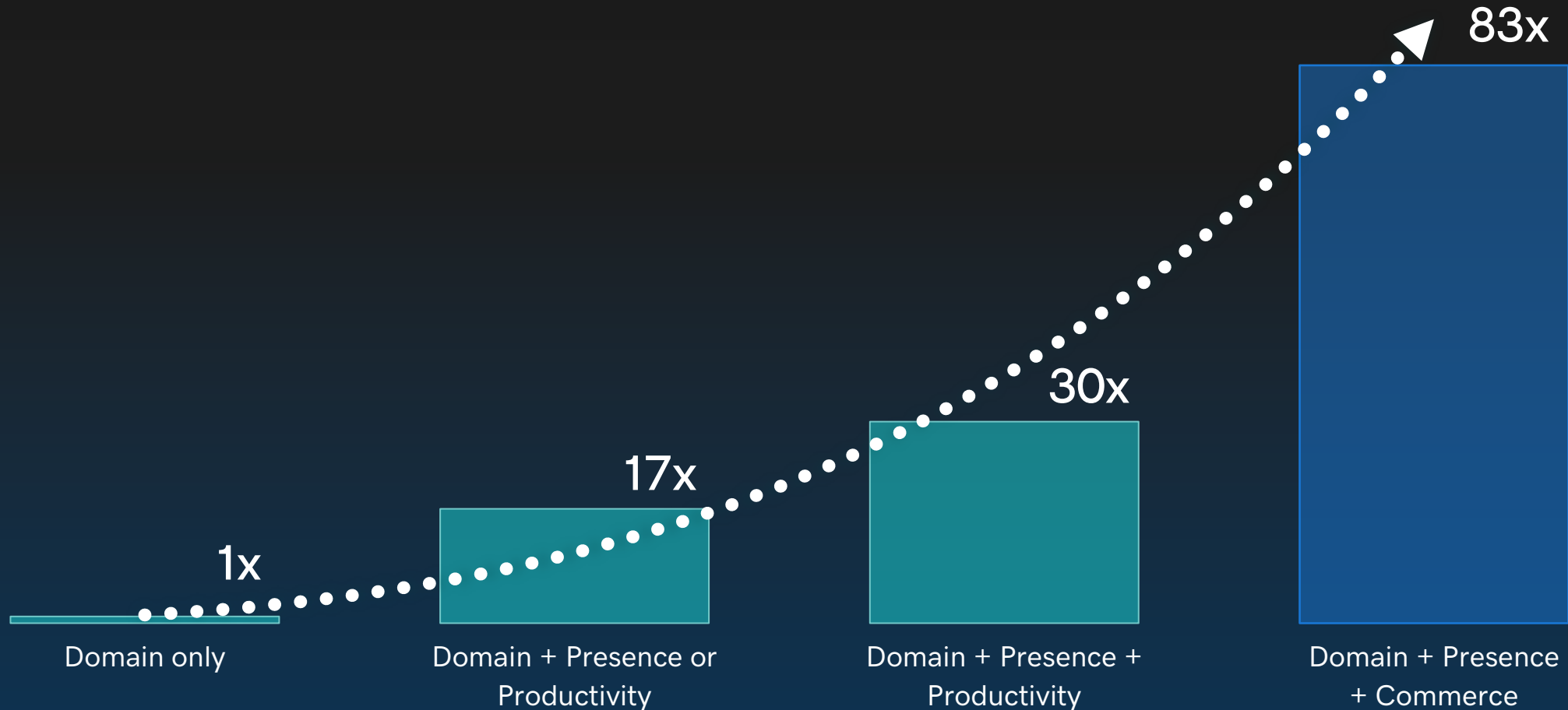
Hosting



Security

Attracting higher lifetime value customers

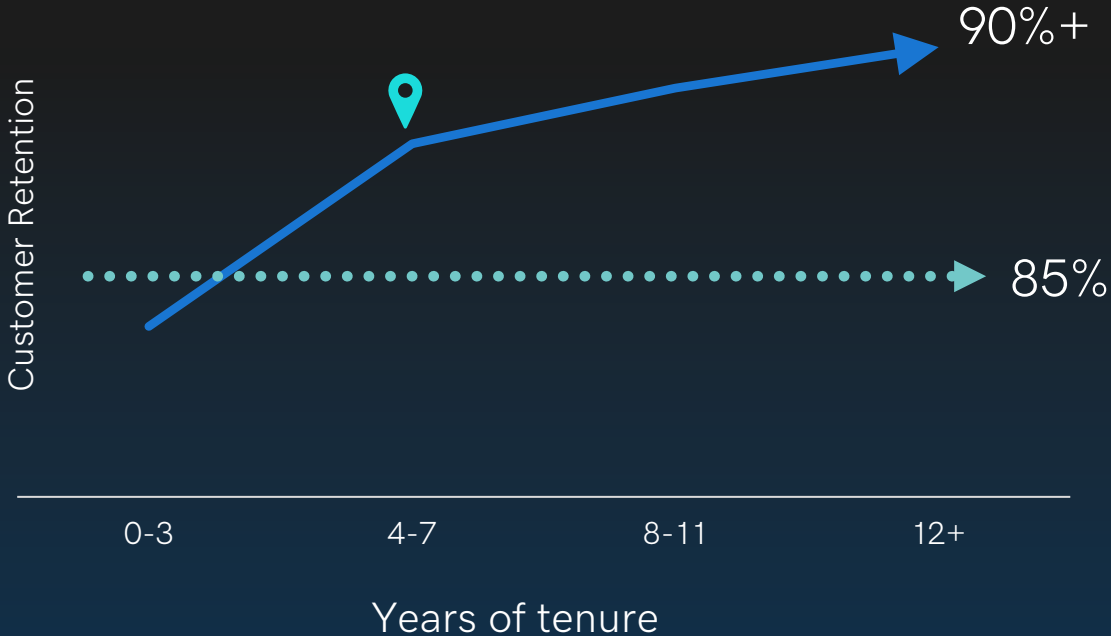
GoDaddy's opportunity in Applications & Commerce drives growth in customer lifetime value



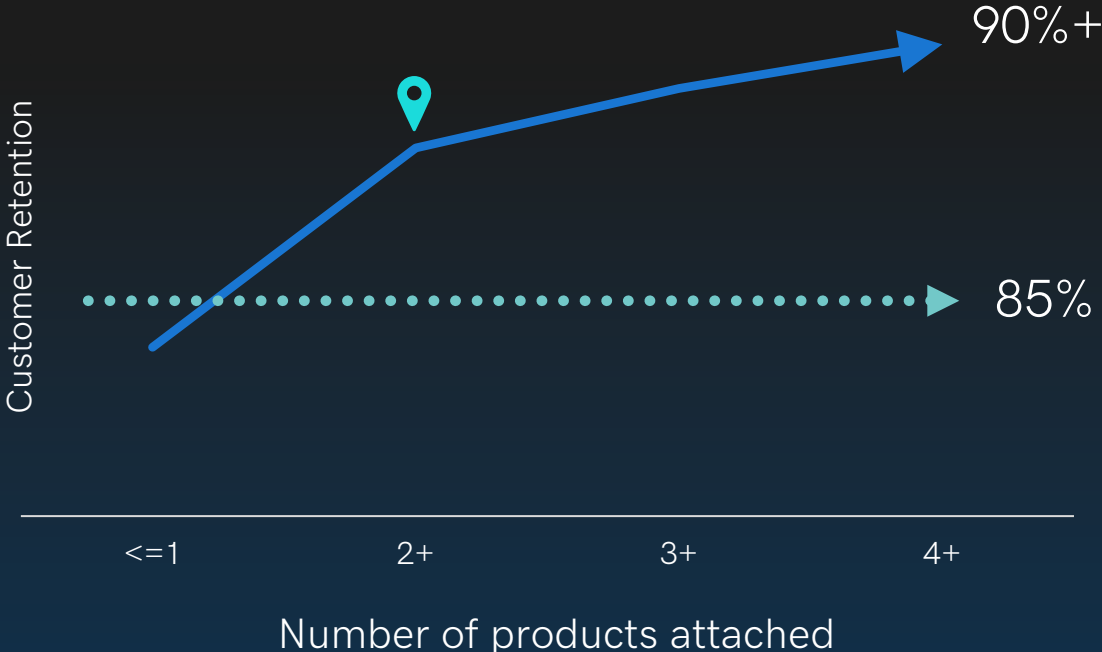
Customers who succeed with us, stay with us

Driving an attractive customer attach model

6-7 years: average tenure of GoDaddy customer base



> 50% of GoDaddy customer base



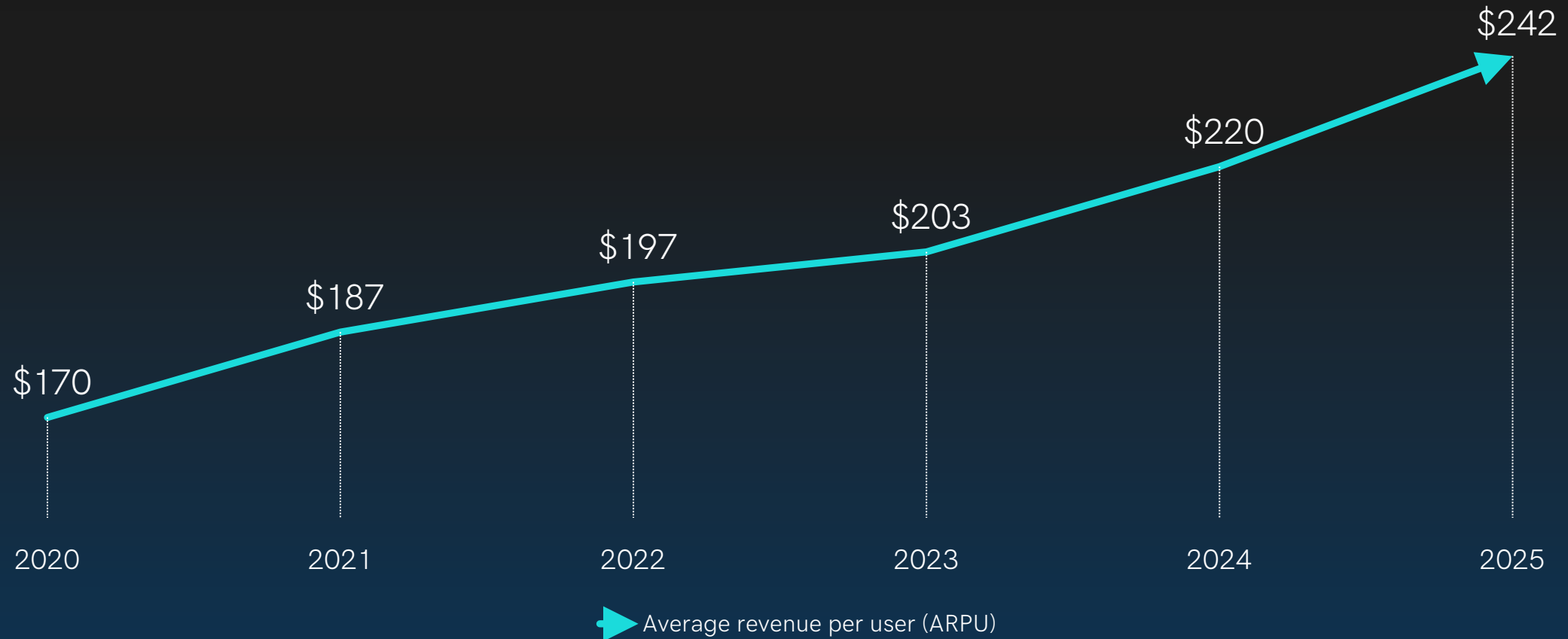
●●▶ Consolidated retention rate

●●▶ Consolidated retention rate

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



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

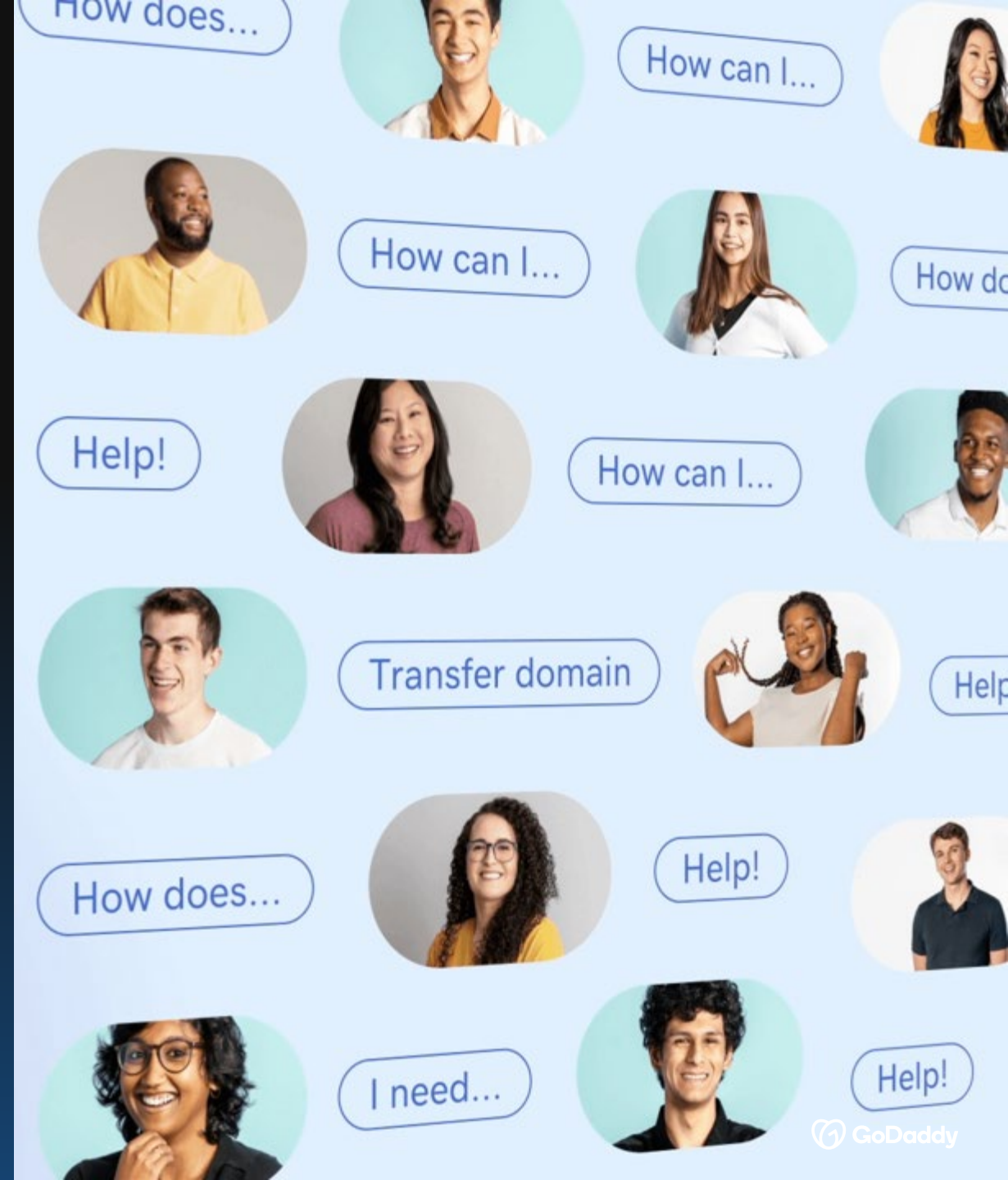
Localized Care Guides around the globe

~12M customer contacts annually

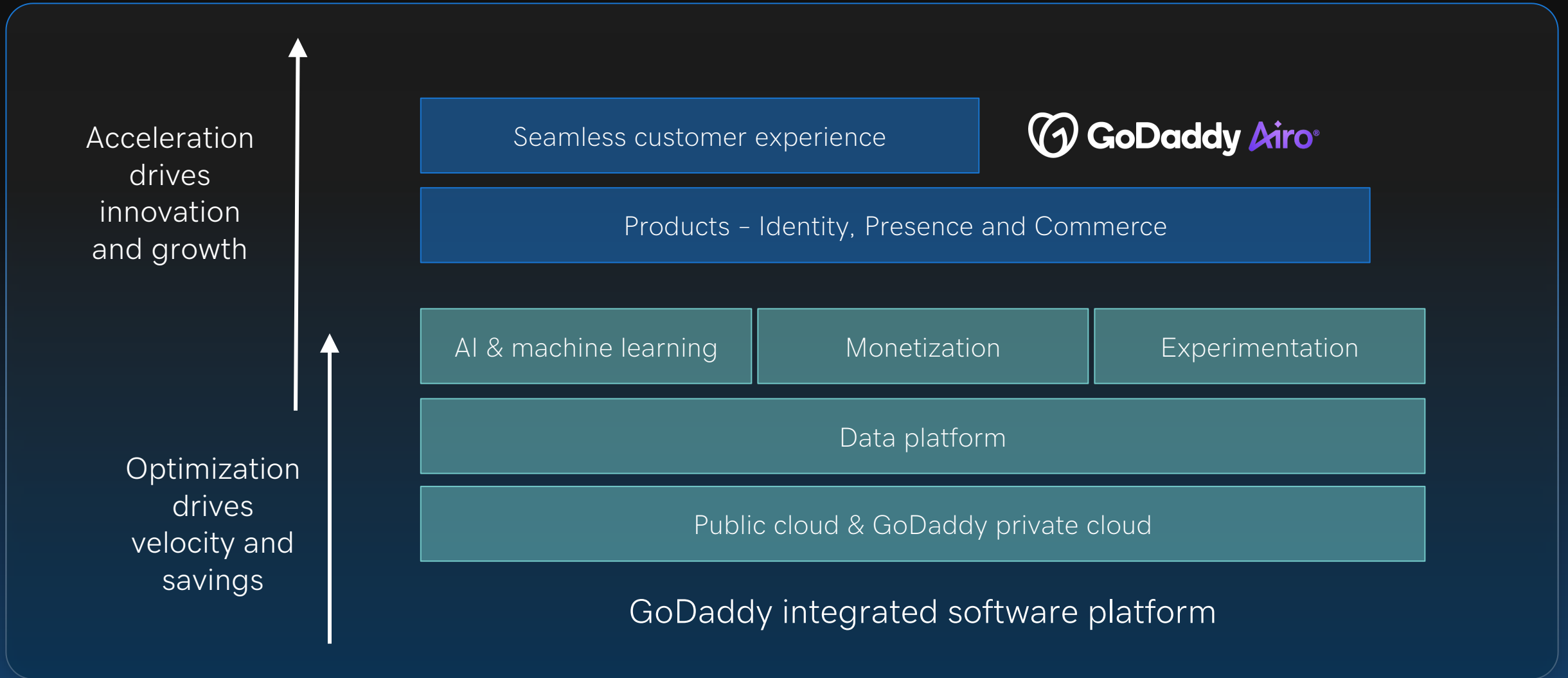
Generated \$480M+ of 2025 total bookings

Best-in-class service with a 65+ NPS

As of December 31, 2025.



Product excellence accelerated by GoDaddy's integrated software platform



Key initiatives driving sustainable growth

Pricing & Bundling



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Seamless Experience



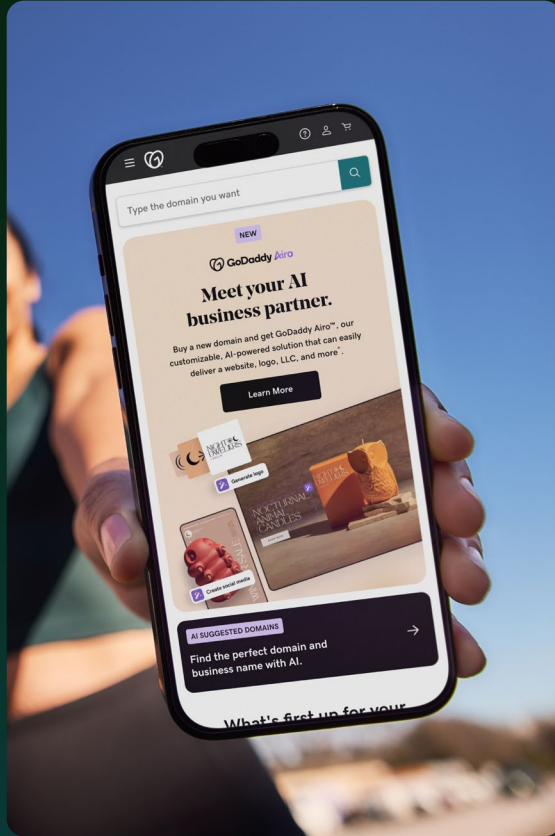
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Commerce



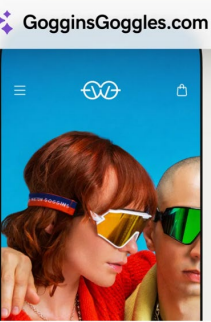
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GoDaddy Airo®



Airo spans 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.

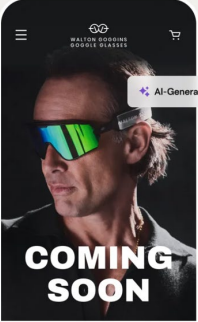
Logo



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.

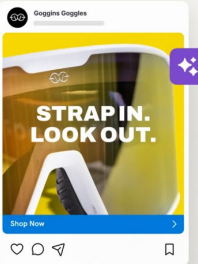
Website



Personalized Coming Soon site, delivered instantly

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

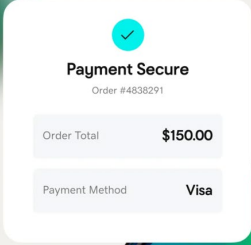
Marketing



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.*

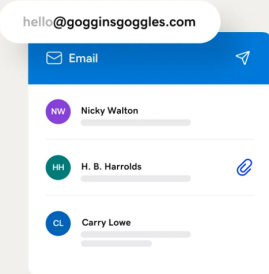
LLC



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

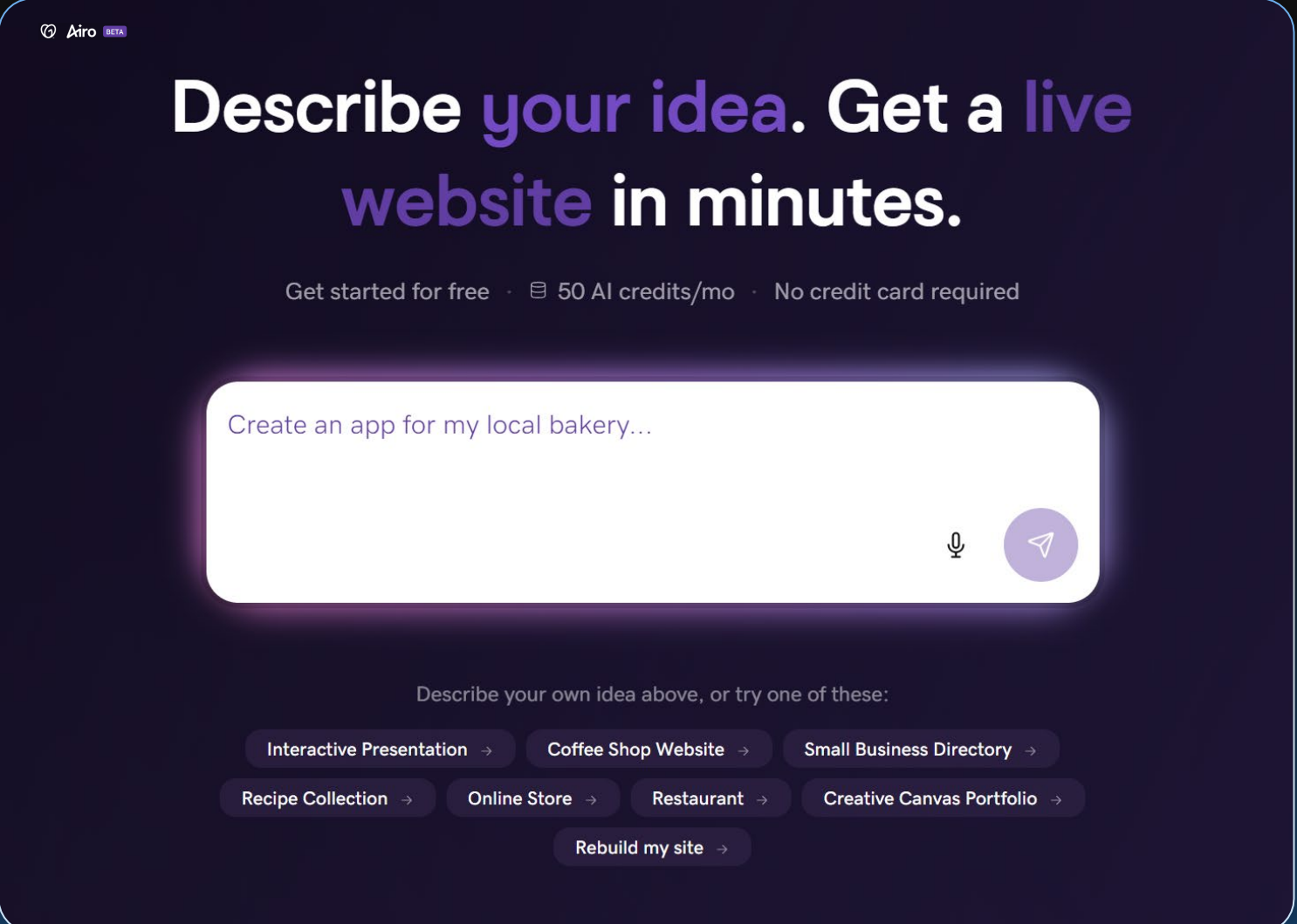
With Airo™, you get a custom-branded email that matches your domain and helps build your online brand.*

Scaling Airo AI Builder

Reaching annualized bookings run rate of \$10M+ within weeks with strong early adoption

Driving deep engagement as customers interact and purchase additional credits

Expanding distribution and investing to scale growth while maintaining margins



Airo BETA

Describe your idea. Get a live website in minutes.

Get started for free · 50 AI credits/mo · No credit card required

Create an app for my local bakery...

Describe your own idea above, or try one of these:

- Interactive Presentation →
- Coffee Shop Website →
- Small Business Directory →
- Recipe Collection →
- Online Store →
- Restaurant →
- Creative Canvas Portfolio →
- Rebuild my site →

Agent Name Service: Extending digital identity in the agentic era

Expanding ANS partnerships
with real use cases

Advancing open standard for
identity & discovery through DNS

Powering trusted identity for the
evolving AI ecosystem

GoDaddy ANS Registry

BASED ON IETF DRAFT-NARAJALA-ANS OPEN SPECIFICATION

Discover Verified AI Agents

The identity layer for AI agents. Discover verified agents with DNS-anchored identity that works across MCP, A2A, and any protocol.

Find registered agents...

Verified & Secure Open Standards Protocol Agnostic Open Specification

Deploying AI across our operations

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Replacing small third-party SaaS tools with solutions built on Airo AI Builder

Improving resolution & global performance with Airo Care

Driving sales with AI agents at human-level conversion

The numbers



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North Star

Maximizing free cash flow over the long term

GoDaddy 2025 key metrics

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7%

Total bookings
growth

8%

Total revenue
growth

10%

ARPU
growth

32%

NEBITDA
margin

14%

NEBITDA
growth

19%

Free cash flow
growth

2025 Revenue

8%

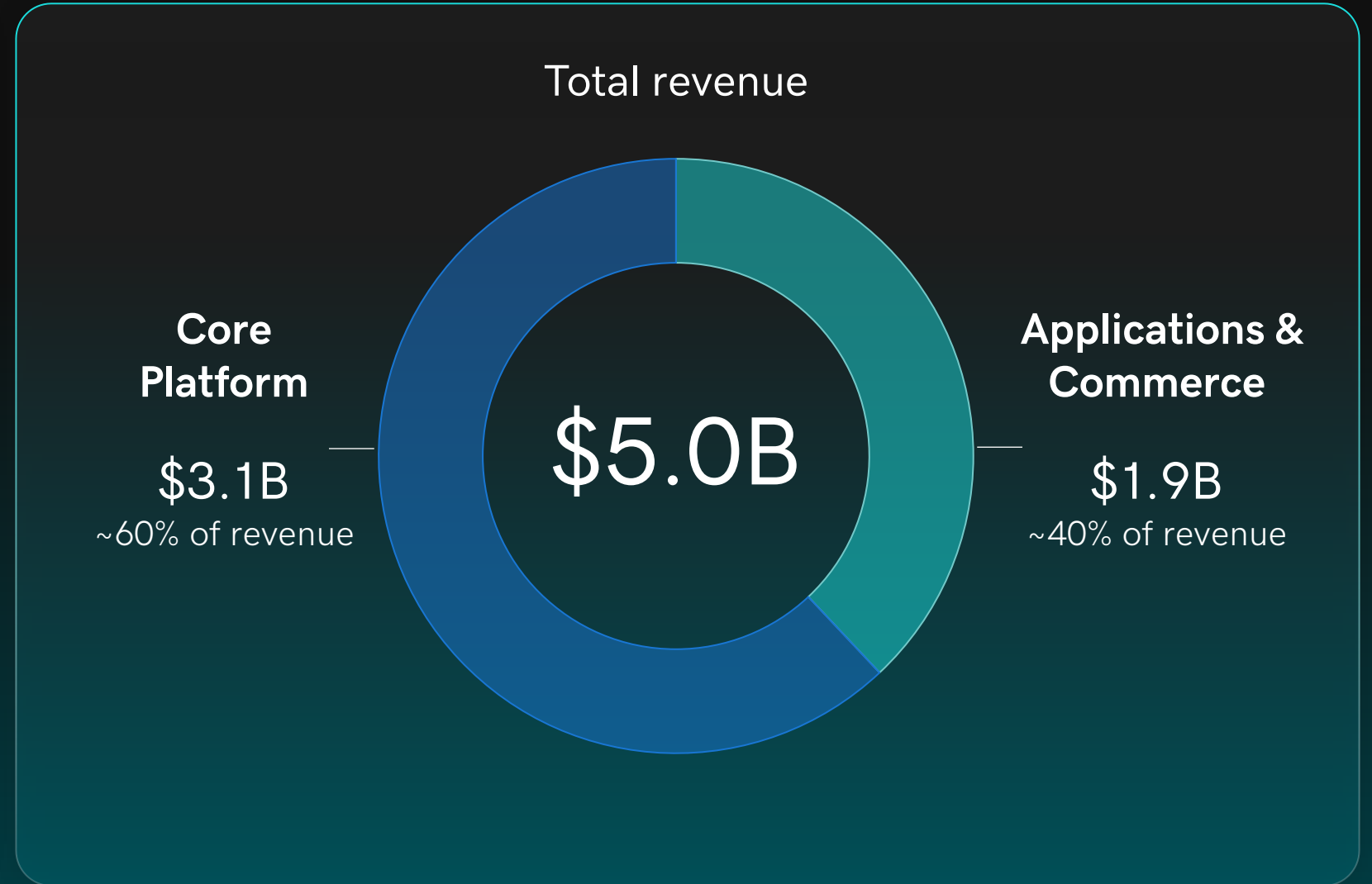
Total revenue growth

14%

A&C revenue growth

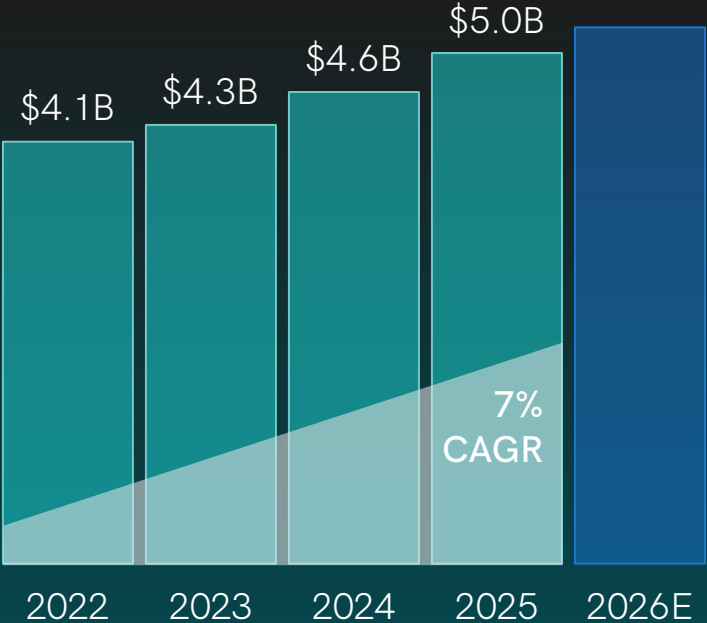
5%

Core Platform revenue growth

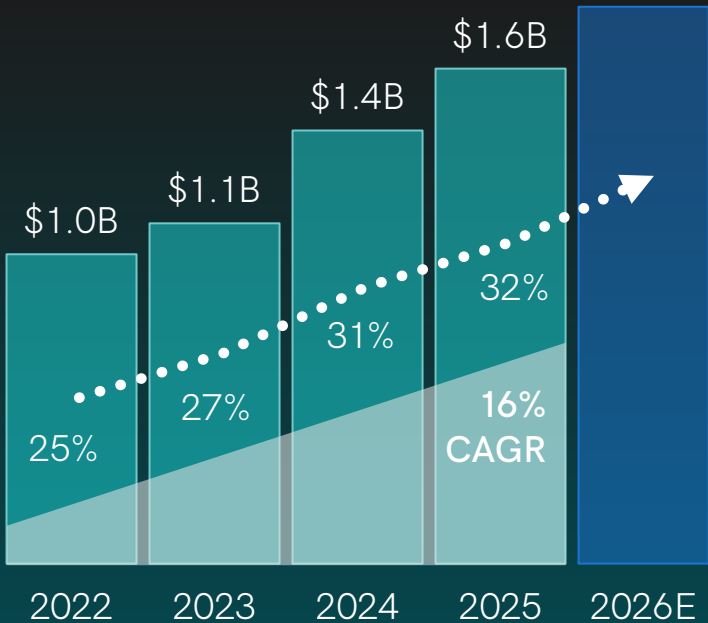


Multi-year track record of strong results

Sustainable revenue growth

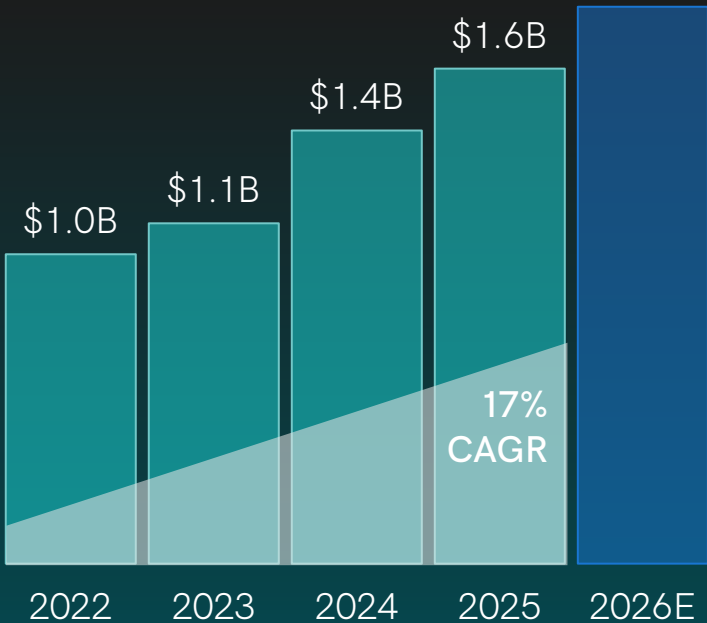


Growing NEBITDA and expanding margins



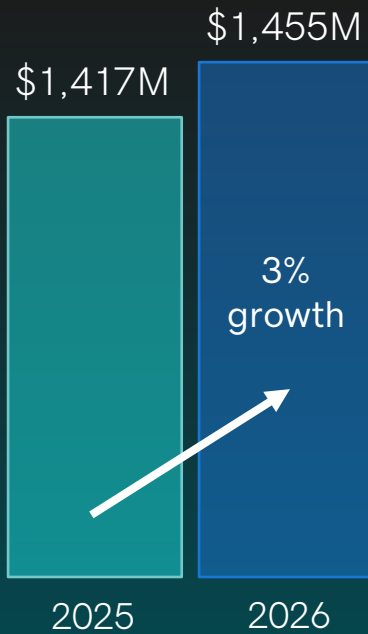
••▶ NEBITDA Margin

Durable FCF growth

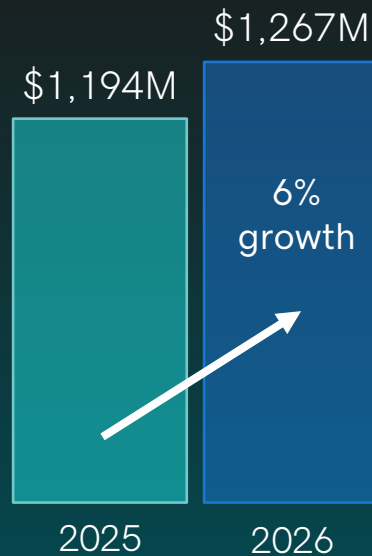


Q1 2026 financial results

Bookings



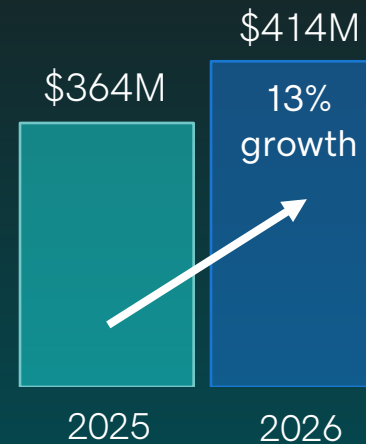
Revenue



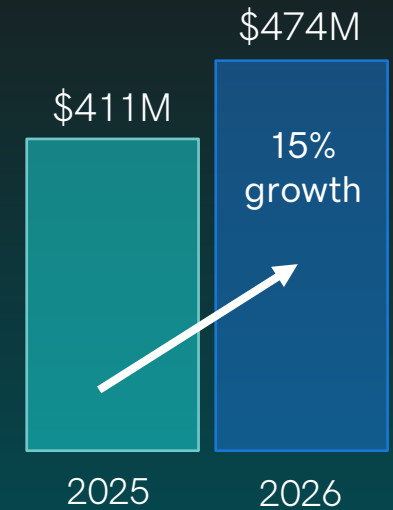
ARPU



NEBITDA



Free cash flow



Strong balance sheet and liquidity

\$1.3B

Cash

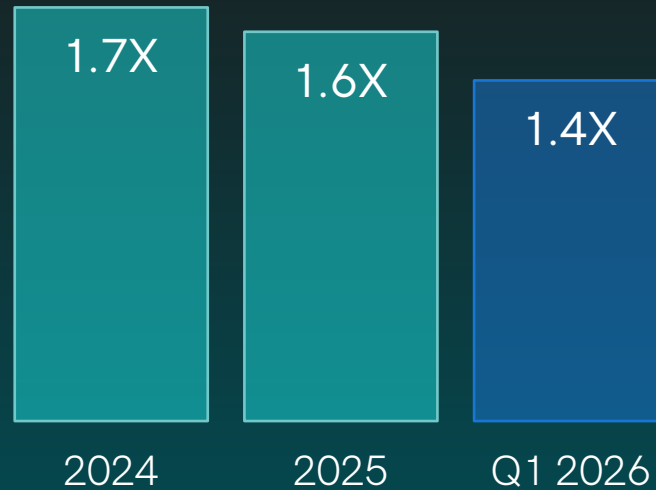
\$2.3B

Total liquidity

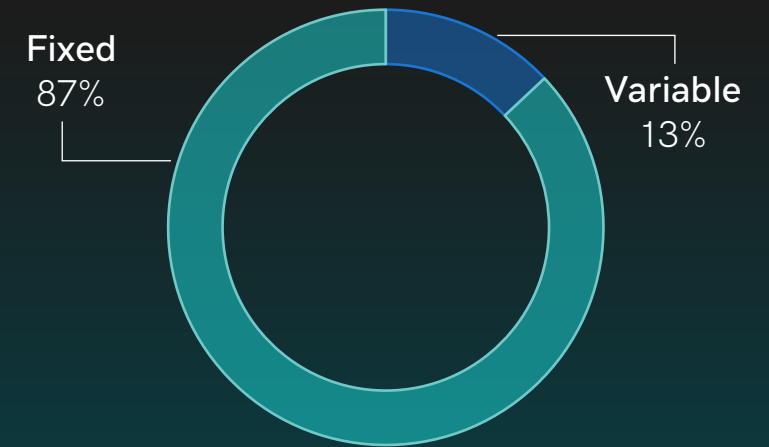
\$2.6B

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

Disciplined capital allocation to maximize shareholder returns

>95%

Free cash flow deployed to buyback shares

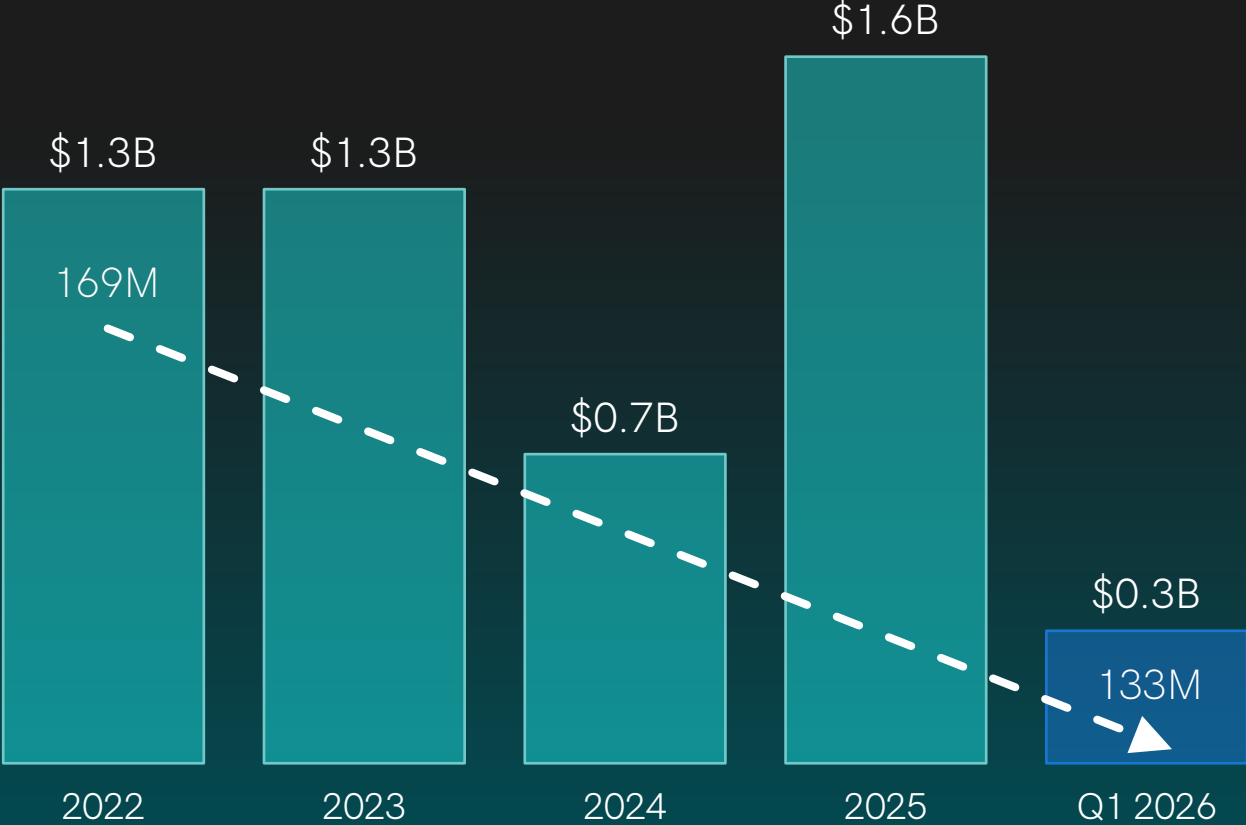
+31%

Reduction in cumulative gross FDSO

~\$5.1B

Cumulative repurchase

Shares repurchased



--▶ Fully diluted shares outstanding (FDSO)

Delivered at or ahead of all 2025 targets

Key metrics		FY 2025	FY 2024	Growth/ Expansion	Q4 Guidance
Revenue	✓	\$4.95B	\$4.57B	8%	\$1.255B - \$1.275B
Applications & Commerce revenue	✓	\$1.89B	\$1.65B	14%	Low to mid-teens
Core Platform revenue	✓	\$3.06B	\$2.92B	5%	Low single-digits
Normalized EBITDA margin	✓	32.0%	30.5%	150 bps	~33%
Free cash flow	✓	\$1.61B	\$1.36B	19%	
Fully diluted shares outstanding	✓	136M	145M	(6%)	

*Reflects guidance provided during Q3 2025 earnings

Delivered at or ahead of all Q1 2026 targets

Key metrics		Q1 2026	Q1 2025	Growth/ Expansion	Q1 Guidance*
Revenue	✓	\$1,267M	\$1,194M	6%	\$1.250B - \$1.270B
Applications & Commerce revenue	✓	\$498M	\$446M	12%	Low double-digits
Core Platform revenue	✓	\$769M	\$748M	3%	Low single-digits
Normalized EBITDA margin	✓	32.6%	30.5%	210 bps	~32%
Free cash flow	✓	\$474M	\$411M	15%	
Fully diluted shares outstanding	✓	133M	146M	(9%)	

*Reflects guidance provided during Q4 2025 earnings

Appendix

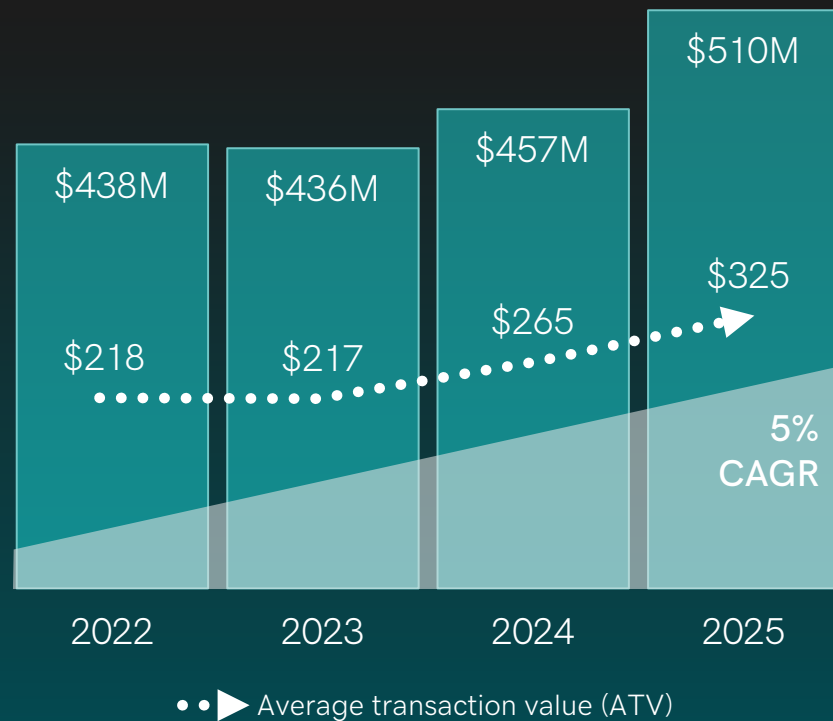
May 2026



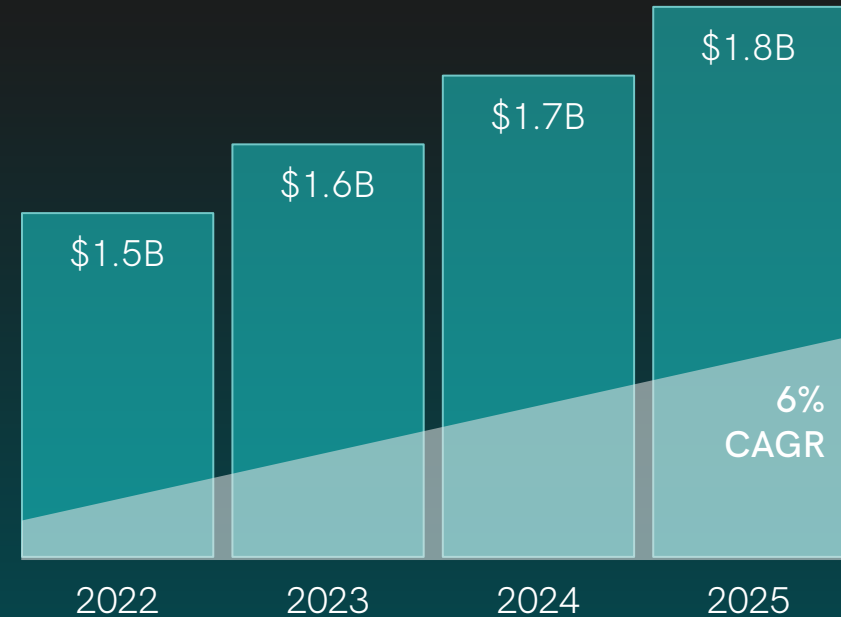
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Strong aftermarket & durable domains revenue growth

Annual aftermarket revenue growth



Annual domains revenue growth



2026 Modeling Guide

Metric (\$M)

2026

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

¹ 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,			
	2022	2023	2024	2025
Net cash provided by operating activities	\$979.7	\$1,047.6	\$1,287.7	\$1,599.4
Capital expenditures	(59.7)	(42.0)	(26.6)	(23.9)
Cash paid for acquisition-related costs ¹	37.9	11.2	16.2	10.4
Cash paid for restructuring charges ¹	10.7	67.6	78.2	27.7
Free cash flow	\$968.6	\$1,084.4	\$1,355.5	\$1,613.6

¹ 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)	March 31, 2026
Current portion of long-term debt	15.1
Long-term debt	3,762.5
Unamortized original issue discount and debt issuance costs	45.5
Total debt	\$3,823.1
Less: cash and cash equivalents	(1,261.7)
Net debt	\$2,561.4

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

Ryn Scull
Scull House Sweets
SCULLHOUSEWEETS.COM



Q1 2026 Company Overview

May 2026

