



DID YOU KNOW
THERE'S NO WORD FOR
PEPPERONI
JAPANESE

OPEN FOR LUNCH
OUR OVEN BAKED GOODNESS ISN'T JUST FOR DINNER

TASTY
IN BRAZIL
ONE OF
OUR MOST
POPULAR
PIZZAS
WITH
BANANAS
CINNAMON

TOMATO
IS ACTUALLY A FRUIT
BECAUSE IT'S RIPPENED
IN PORTUGAL

250°
is the
TEMPERATURE IT
TAKES TO BAKE
YOUR ORDER TO
PERFECTION

2018 Results
DP Poland PLC
March 2019

Super pizza
w składzie na 19,90

Domino's Duo
Dwie średnie
także w dostawie 24,95

Domino's
Super Duo
Dwie duże
także w dostawie 29,95



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1. Operational highlights



Robust growth in 2018

- System Sales +24% to 72m PLN 2018 (58m PLN 2017)
- Like-for-like System Sales growth 2018 on 2017 +6% pre-split¹
- 77% of total delivery sales made online in 2018 (75% in 2017)
- Revenue +18% to 60m PLN 2018 (50m PLN 2017)
- Corporate store EBITDA growth +85% to 2.7m PLN 2018 (1.5m PLN 2017)
- Commissary GP growth +21% to 3.8m PLN 2018 (3.1m PLN 2017)
- Service times among the best in the world²
- Received second Gold Franny³ in a row for sales growth and quality standards

Some factors that impacted sales

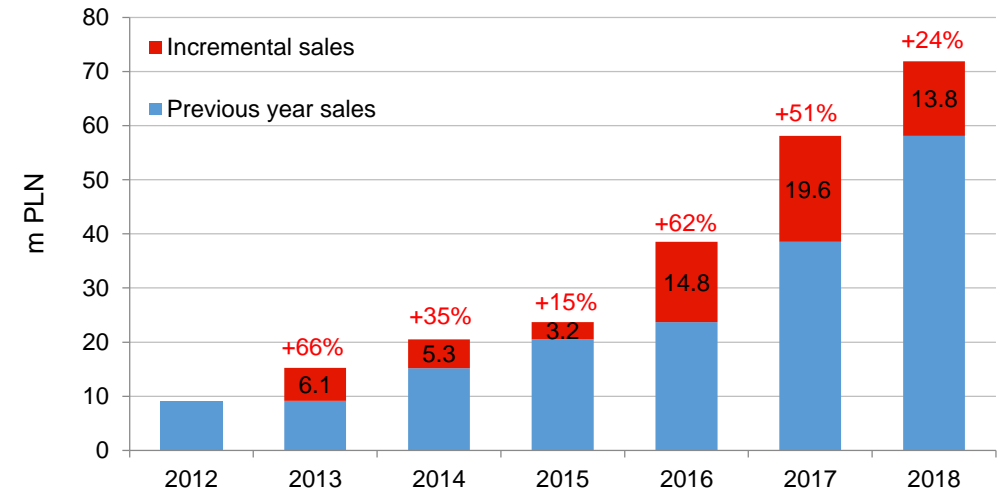
- Exceptionally warm and dry weather, April to mid-November
- Cumulative impact of delivery aggregators advertising spend on DPP's share of voice
- Less discounting in August, September and October 2018 vs 2017, protecting margin

¹ Accounting for the splitting of a delivery area when a portion of the original store's customers are assigned to the new store in its original delivery area, resulting in the original's stores sales declining.

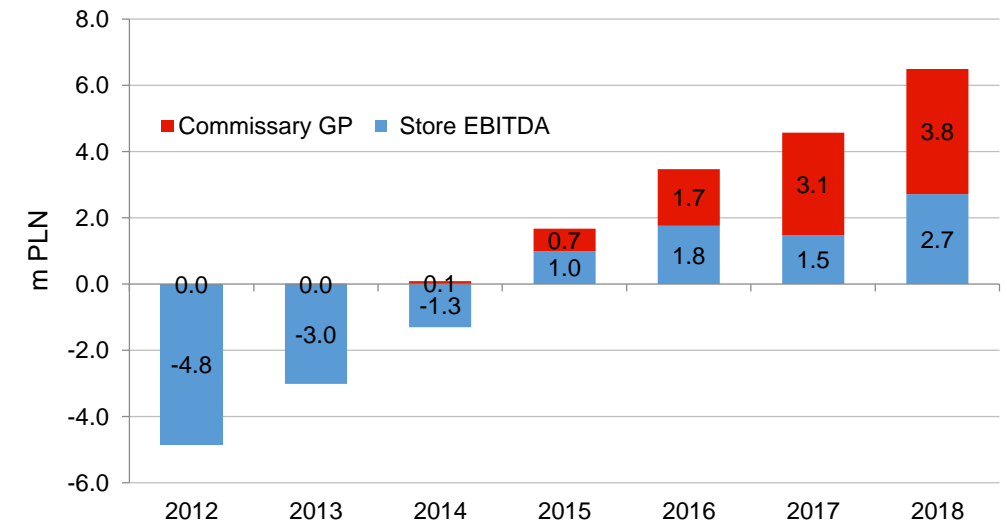
² Source: DPI (Domino's Pizza International)

³ An annual award made by DPI to a small proportion of franchisees

System sales growth



Growth in profit contribution



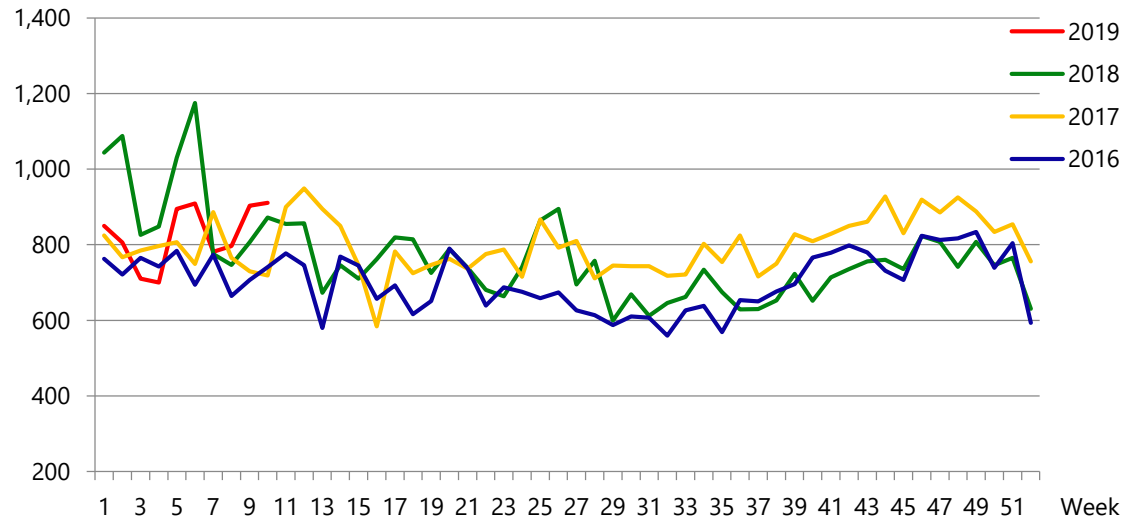
Sales progress

Robust growth, in spite of some challenging head winds

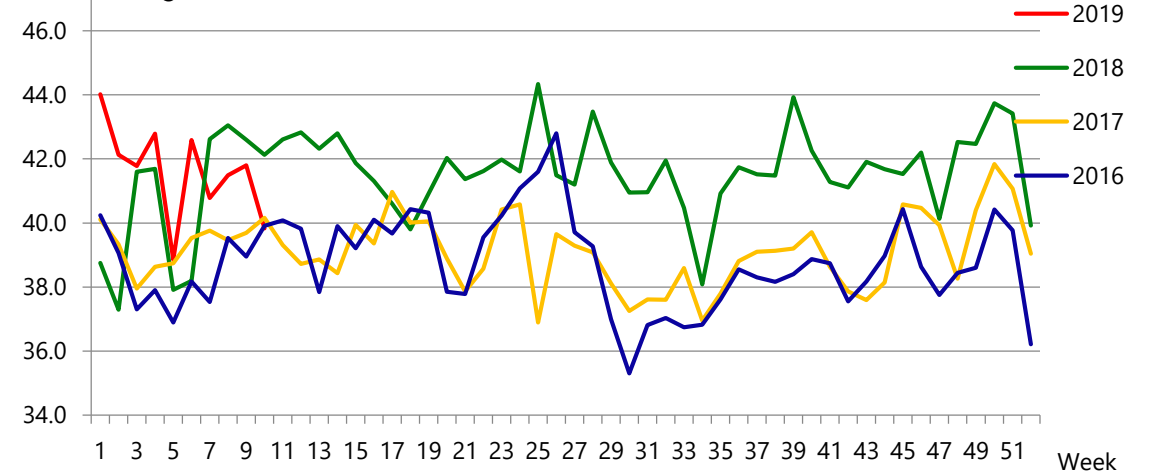
Sales performance of stores open for at least 2½ years (30+ months)

- Higher average order count in first half of 2018 to 2017
 - second half impacted as described on previous slide
- Higher average transaction value 2018 on 2017
 - supporting margin
- Online accounted for 81% of delivery sales
 - more operationally efficient sales channel

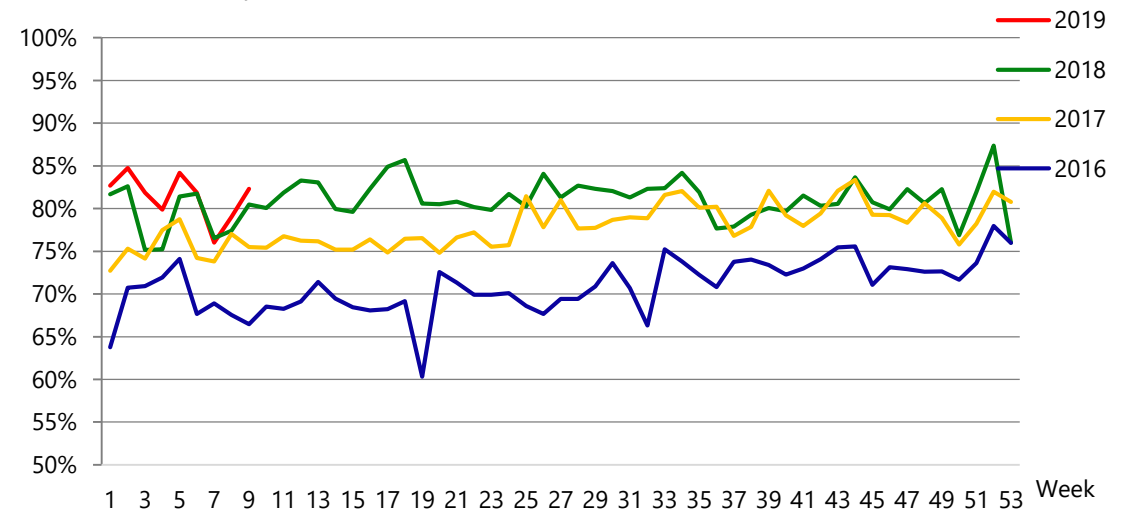
Average weekly order count



Average transaction value



% of delivery sales made online



66 stores open to-date

- 9 stores opened in 2018: 63 stores 31 December 2018
- 66 stores open to-date
- 42 corporate stores
- 24 sub-franchised stores
- Domino's has the goal to become the number 1 branded chain in pizza
 - potential 400 – 600+ stores
 - based on current penetration of a number of Domino's markets*



* UK & Ireland, USA, Australia/New Zealand ratios of 2018 store numbers (biz.dominos.com) to those countries' urban populations World Bank 2016 (Trading Economics 2019). Applying these ratios to Poland's 2016 urban population suggests store numbers of 450, 500, 700+.





3. Financial highlights

System sales performance

- System sales up 24%
- 24% compound like-for-like growth, 2 years 2018-17

	2018	2017	Change %
System sales PLN	71,873,155	58,082,060	+24%
L-F-L system sales*	+6%	+17%	
L-F-L system order count*	+0%	+16%	
L-F-L growth in average check	+6%	+1%	
Delivery system sales ordered online	+77%	+75%	

* pre-split

Group performance 2018 on 2017

- Revenue +18%
- Group EBITDA -8%
- Group loss +44%
 - Impairment for possible store closures/sub-franchising
 - Possible sub-franchisee bad-debt

Constant exchange rate of £1: 4.82 PLN 2018

Group Revenue & EBITDA	2018	2017	Change %
Revenue PLN	59,584,167	50,425,616	+18%
Revenue £	12,369,815	10,468,479	+18%
Group EBITDA	(1,920,448)	(1,795,467)	-7%

Actual average exchange rates for 2018 and 2017

Group Revenue & EBITDA	2018	2017	Change %
Revenue PLN	59,584,167	50,425,616	+18%
Revenue £	12,369,815	10,377,777	+19%
Group EBITDA	(1,920,448)	(1,784,677)	-8%

Actual average exchange rates for 2018 and 2017

Group Loss for the period	2018 £	2017 £	Change %
Group loss for the period	(3 793 272)	(2,634,519)	+44%

Cash position 31 December 2018

- Fundraising 28 February 2019 of £5.8m gross
- c. £5.5m net

	1 January 2018	Cash movement	31 December 2018
Cash in bank	4,505,911	(2,547,995)	1,957,916





3. Outlook and plan



Sales and marketing 2019

- Launch of 12 month video based 'influencer' campaign: winner of Polish Master Chef – Damian Kordas
 - focus on product quality, speed and service
 - bespoke video content on multiple channels
- Full digital search and display campaign
- DominosBot deployed as higher discount channel, allowing us to dial-up/dial-down sales support
- Revamp of website and app, mid-year launch to maximise sales conversion
- Dynamic pricing will be introduced to flex across sales variables: weather, discounts, service times
- Additional resource and focus supporting sales in summer months



Plans for 2019

1. Test on Pyszne (takeaway.com) commenced
2. Reinvigorating sub-franchisee performance, to drive sales and openings
 - renewed focus on sub-franchisee recruitment: appointment of new Head of Sales and Operations
3. Supporting underperforming corporate stores with additional sales support. Closures to be considered if underperformance continues.
4. Continue to focus on superior Product, Service, Image and Value versus the competition
5. Driving higher store penetration: reducing delivery areas, improving delivery times, improving cost of labour
6. 2019 openings focused on larger cities and include a high proportion of splits

