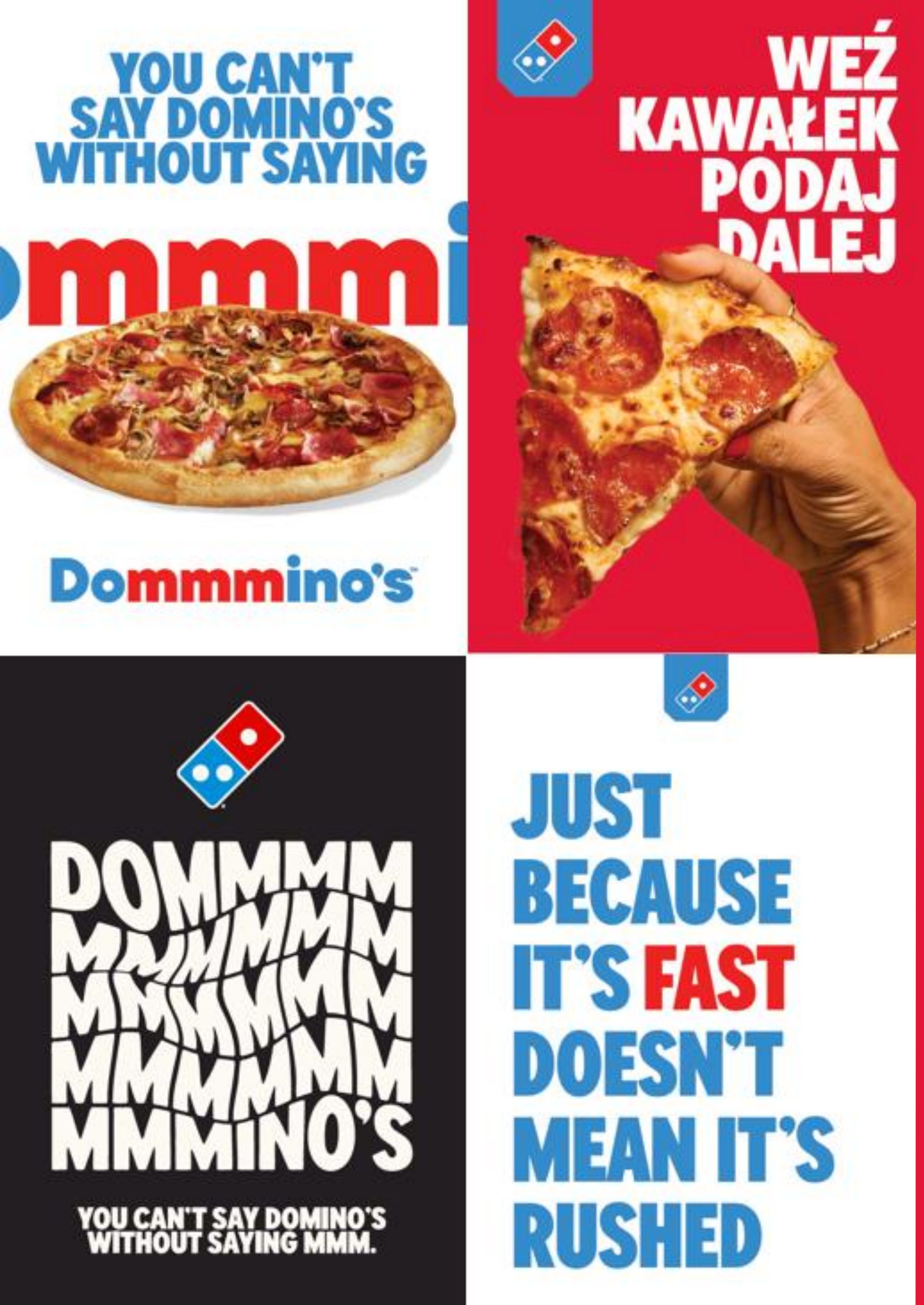


DP POLAND PLC

HALF YEAR RESULTS 2026

Today’s Presenters

Łukasz Ostrowski

Chief Executive Officer

Appointed August 2026

- Over 25 years of commercial experience scaling multi-site consumer businesses in Poland and internationally
- Most recently deputy CEO of OTCF S.A. (owner of the 4F brand)
- Previously over seven years in senior leadership roles at IKEA, including interim CEO and COO roles at IKEA Netherlands and as COO of IKEA China
- Prior roles at Groupon Poland (CEO), IKEA Poland, Vision Express, Danone and Mars (senior commercial roles)

Edward Kacyrz

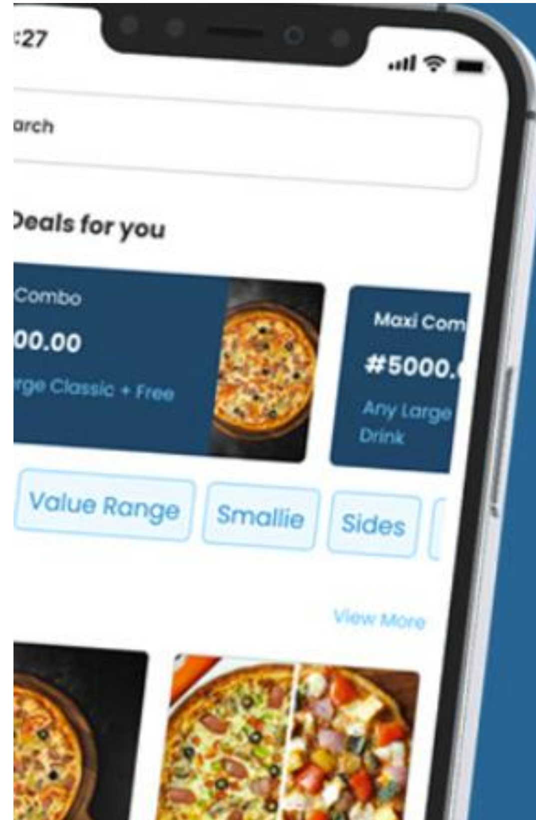
Chief Financial Officer

Appointed December 2022

- Chartered Accountant with 20 years of experience
- Has held a number of financial, strategy and management roles
- Most recently at Smyk, Poland's leading toy and children’s retailer
- Prior roles at Mars, Levi Strauss and Kimberly Clark in Poland

World #1 Pizza brand

Amazing business model



Big opportunity with tech

Transition momentum sustained

H1 2026 PROGRESS

Sales and earnings grew

System sales **+20.6%**; pre-IFRS 16 **EBITDA £1.3m**.

The franchise network expanded

139 stores; 53 **franchised** — **38%** of the network.

PRIORITIES FOR COMING 12 MONTHS

Grow profitable order density

Strengthen the customer offer and **store-level economics**.

Unlock franchise-led growth

Prioritize P105 and corporate-store sales. Lower entry costs for new openings.

Market potential: c.500 profitable, franchise-led stores

c.500

stores in Poland

A predominantly franchise-led network

THE DESTINATION

A national network with attractive store economics and partner returns.

DPP'S ROLE

Build the brand, demand, technology and supply chain behind a proven Domino's concept.

THE FRANCHISEE'S ROLE

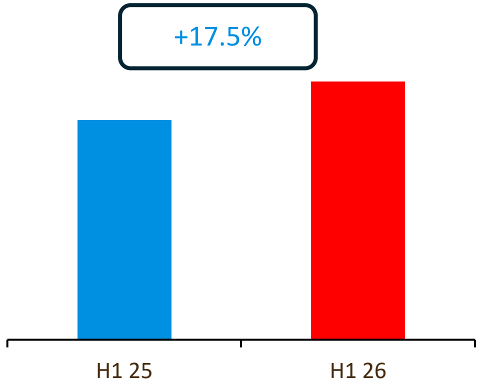
Lead local operations, deliver great pizza and service, and build a profitable local business.

Focus on order density & margin improvement

Strong trade KPIs build space for further topline and margin growth

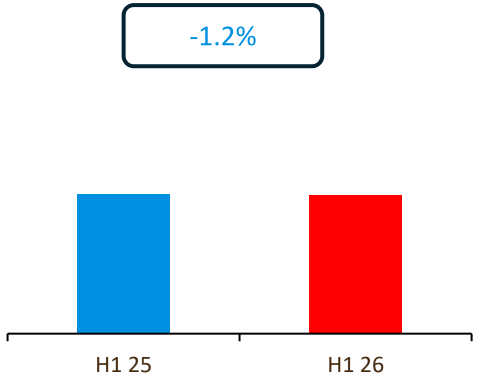
New customers*

Continuous development of new proposition to consumers (i.e., Pepperoni & Asian ranges) combined with execution of efficient directed marketing campaigns, such as World Cup 2026. In result, strong customer acquisition driving LFL sales.



Order Frequency

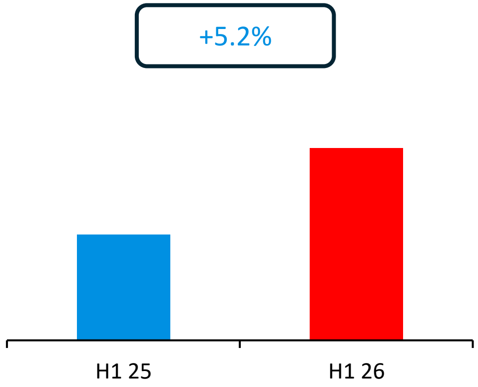
Order frequency remains at strong industry-leading levels. Goal to drive frequency up through targeted carry-out promotions in response to growing competition in convenience sector.



Ticket Value in PLN

Ticket value continues to increase, supported by:

- successful new menu offerings
- growing online penetration and channel mix
- disciplined pricing initiatives.



** Includes new and reactivated customers. Reactivated customers are those who placed an order after at least 365 days since their previous purchase*

Four levers to build profitable order density

Improve the offer, make value clear and make ordering easier.

App and website
Make **ordering simpler** and **improve conversion** across the digital journey.

Carry-out proposition
Build a clear, **compelling offer** for stores and customers with convenience stores’ competition next door.

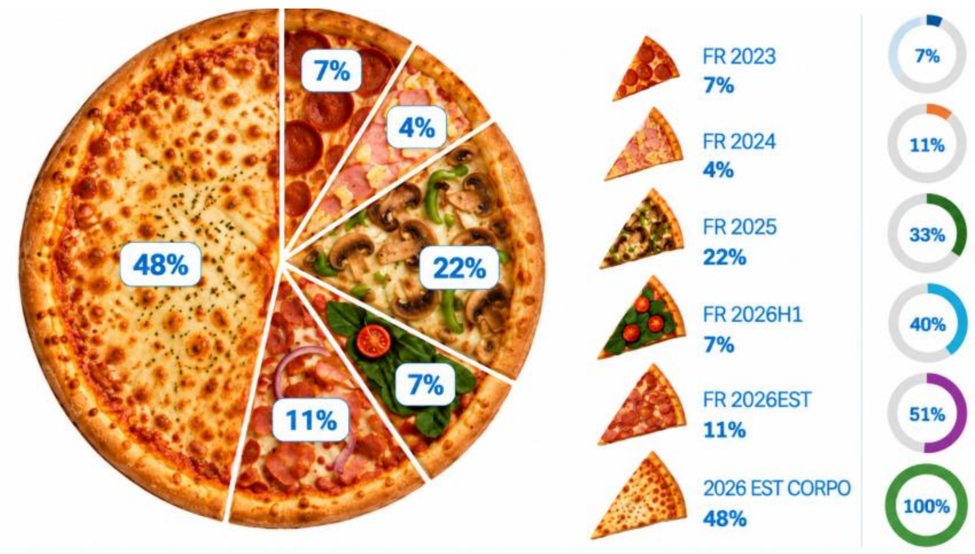
Menu and pricing
Clarify the product range and price ladder; **test promotions** against orders and margin.

Customer segmentation
Target customer needs and **occasions** with more relevant communication.

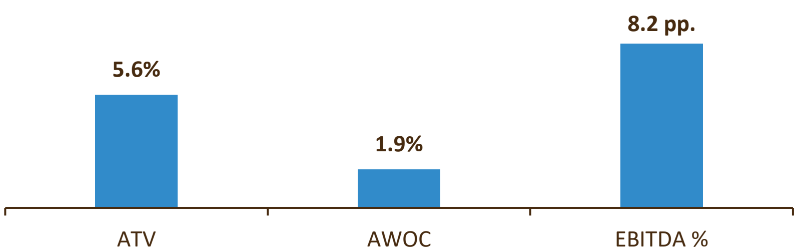
Strong store economics allow for franchise model expansion

Franchise Model Transformation as a Strategic Value Creation Lever

Domino's Franchise Store network development



Franchise stores uplift vs Corporate stores



Better local accountability

Franchisees **own** the **customer relationship** and day-to-day operating performance.

A more focused DPP

Headquarters can **concentrate** on **brand, technology, demand** generation and supply chain.

Returns before scale

Partner **profitability** should **underpin expansion**.

Pizzeria 105 project

Refining franchise model to make it work at scale.

Conversion progress

18 stores converted; two closed and one transferred to corporate operation. Slower than expected.

Order uplift

20%+ AWOC 2026 YoY growth for stores being converted from Pizzeria 105 to Domino's
First franchisees are seeking additional locations.

Refine the model

Strengthen training and integration phase to support partner returns.

New franchise openings are the engine to unlock **profitable growth**

Recent franchise growth has come from existing stores or P105.

Lower entry costs are central to new openings

Coordinated approach to make franchise investment more attractive.

Lower entry costs

Reduce the **investment** required to open a viable store.

Opening costs review with promising early results.

Stronger store economics

Grow **profitable orders** and improve store margins.

Scalable franchise model

Simplify onboarding, training and operating support.

Stronger partner pipeline

Redesign recruitment funnel to **acquire capable operators** and turn interest into openings.

The aim: creating snowball of repeatable new openings.

My priorities for DPP:
Order density, P105, store sales and new openings

1. Accelerate P105 conversions

- Convert stores and complete **staged integration**.

2. Accelerate corporate-store sales & unlock new franchise openings

- **Sell maximum** viable **stores** to capable operators and focus DPP on its platform.
- **Lower entry costs** and build a repeatable model for partner-led openings.

3. Order density increase

- Further digital development to **drive loyalisation** and repeat purchase.
- **Portfolio re-engineering** and communication.

Across all three: cash discipline.

H1'2026 RESULTS

H1 2026 Results

Performance Improvements Across Key Metrics

Group total system sales[1]

£34.8 million
(+20.6% on a reported or 17.5% on a constant FX basis)

Group EBITDA post-IFRS16

£3.2 million
(+24.3% vs H1 2025)

Domino's Store network expansion H1 2026 results

139 locations[2]
>19% YoY
53 Franchised outlets
38% franchised (vs 17% at June 2025)

Group LFL system sales[3]

£29.9 million
(+9.2% on a reported or 6.3% on a constant FX basis)

Group EBITDA pre-IFRS 16

£1.3 million
(+101.8% vs H1 2025)

Franchisee EBITDA margin pre-IFRS 16

8.0% of sales
(-0.4pp vs H1 2025)

[1] excluding Pizzeria 105
[2] As at Jun26
[3] Like-for-like (LFL)

EBITDA Bridge

Strong underlying EBITDA growth

Currency: £m	H1 2026	H1 2025	% change
Trading EBITDA	2.8	1.7	62.1%
Result on sale of corporate stores	0.4	0.8	-54.9%
Group adjusted EBITDA (post-IFRS 16)[1]	**3.2**	**2.5**	**24.3%**
IFRS 16 lease impact	(1.8)	(1.9)	-2.7%
Pre-IFRS 16 EBITDA[1]	**1.3**	**0.7**	**101.8%**

[1] Excluding non-cash items, non-recurring, non-operating items, share based payments and store pre-opening expenses. Group EBITDA includes Pizzeria 105

- Trading EBITDA increased by 62.1% to £2.8m, driven by higher system sales, operational efficiencies and an increasing franchise mix.
- Profit from corporate store disposals was £0.4m, reflecting continued progress in the Group's transition towards a franchise-led model.
- Group adjusted EBITDA (post-IFRS 16) increased by 24.3% to £3.2m.
- Excluding IFRS 16 lease accounting impact, Pre-IFRS 16 EBITDA more than doubled to £1.3m, up 101.8% year-on-year.

Group INCOME STATEMENT

Strong growth and improved profitability

Currency: £m		*unaudited* **H1 2026**	*unaudited* **H1 2025**	***%change***
System sales[1]		34.8	28.8	20.6%
Revenue	1	**30.7**	**28.7**	**7.1%**
Cost of goods sold		(10.4)	(8.9)	16.4%
Materials and energy		(1.1)	(1.2)	-12.1%
External services		(6.1)	(5.5)	12.5%
Payroll and social charges		(9.8)	(10.4)	-5.8%
Other operating costs		(0.2)	(0.2)	7.5%
Group adjusted EBITDA[2]	2	**3.2**	**2.5**	**24.3%**
Store pre-opening expenses		(0.0)	(0.1)	-70.4%
Other non-cash and non-recurring		(0.3)	0.2	-258.1%
Depreciation and amortisation		(2.2)	(2.7)	-17.5%
Share based payments		(0.2)	(0.2)	-14.0%
Financial operations		(0.3)	(0.2)	56.0%
Profit / (loss) before taxation		**0.1**	**(0.4)**	
Taxation		(0.1)	(0.0)	
Profit / (loss) for the period	3	**0.1**	**(0.5)**	
Profit / (loss) per share		0.01 p	(0.05) p	

1 excluding Pizzeria 105
2 excluding non-cash items, non-recurring, non-operating items, share based payments and store pre-opening expenses. Group EBITDA includes Pizzeria 105

1. **Strong system sales growth supports revenue increase**
   - Group system sales increased by 20.6% to £34.8m, while revenue grew by 7.1% to £30.7m
   - The difference in growth rates reflects the increasing proportion of franchisee-owned stores, where the Group recognises franchise and supply-chain income rather than full retail sales
   - Poland is a key driver of growth with system sales up 16.4% and LFL system sales up 6.2% YoY in local currency in H1 2026

2. **Adjusted EBITDA growth outpaces revenue growth**
   - Operating costs increase (+5.4%) is below revenue growth (+7.1%)
   - Payroll and social charges decreased by 5.8%, while materials and energy costs declined by 12.1%, supported by supply-chain optimisation and the increasing proportion of franchisee-owned stores
   - Group EBITDA on pre-IFRS 16 basis more than doubled to £1.3m (H1 2025: £0.7m), an increase of 101.8%

3. **Group returned to profitability in H1 2026**
   - The Group reported a profit for the period of £0.1m, compared with a loss of £0.5m in H1 2025
   - Higher adjusted EBITDA and lower depreciation and amortisation supported the improvement in profitability, with the latter reflecting a reduced asset base following impairment charges recognised in 2025

Group Balance Sheet

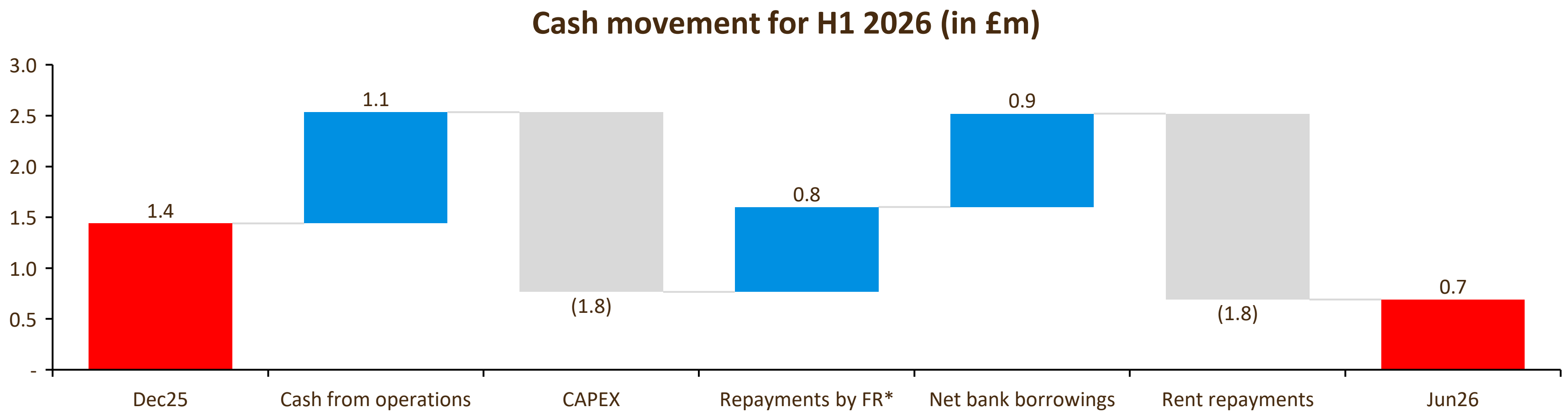
Net assets remained broadly stable at £30.0m, with available bank facilities supporting strategic investment

Currency: £m		*unaudited* **Jun26**	*audited* **Dec25**	**% change vs Dec25**	*unaudited* **Jun25**
Non-current assets	1	**43.0**	**43.8**	**-1.8%**	**43.8**
Goodwill and intangible assets		22.8	23.4	-2.6%	24.9
Trade and other receivables	2	5.3	5.5	-3.6%	2.0
Other non-current assets		14.9	14.9	0.2%	16.9
Current assets		**5.5**	**5.8**	**-5.0%**	**8.1**
Inventories		1.3	1.4	-6.8%	1.1
Trade and other receivables	3	3.5	3.0	18.7%	3.5
Cash and cash equivalents	4	0.7	1.4	-52.0%	3.5
Total assets		**48.5**	**49.6**	**-2.2%**	**51.9**
Current liabilities		**(11.0)**	**(12.3)**	**-10.9%**	**(10.5)**
Trade and other payables	5	(7.4)	(8.8)	-15.8%	(7.4)
Lease liabilities	6	(3.0)	(3.4)	-12.2%	(3.1)
Provisions		(0.1)	(0.2)	-42.4%	-
Borrowings	7	(0.5)	-	n/a	-
Non-current liabilities		**(7.6)**	**(7.0)**	**8.2%**	**(7.2)**
Lease liabilities	6	(5.2)	(5.3)	-0.9%	(5.1)
Deferred tax liability		(1.3)	(1.5)	-8.3%	(2.1)
Provisions		(0.3)	(0.3)	6.4%	-
Borrowings	7	(0.7)	-	n/a	-
Total liabilities		**(18.6)**	**(19.3)**	**-4.0%**	**(17.7)**
Total equity		**30.0**	**30.3**	**-1.0%**	**34.2**

1. **Non-current assets** decreased slightly by 1.8% to £43.0m, primarily due to depreciation and amortization, partially offset by continued investment in the store network.
2. **Trade and other receivables (non-current)** comprise mainly loans granted to sub-franchisees in connection with corporate store disposals (£4.8m at Jun26).
3. **Trade and other receivables (current)** increased by 18.7% to £3.5m, mainly reflecting the expansion of the franchise network from 43 stores at Dec2025 to 53 stores at Jun26.
4. **Cash and cash equivalents** decreased to £0.7m, primarily reflecting investment in store openings and renovations, Pizzeria 105 conversions and the commissary consolidation.
5. **Trade and other payables** decreased by 15.8% to £7.4m, reflecting the timing of supplier payments and the changing cost base as the proportion of franchisee-owned stores increased.
6. **Lease liabilities (current and non-current)** decreased to £8.2m from £8.7m, mainly due to lease repayments and closure of corporate-owned stores, partially offset by new lease agreements and indexation.
7. **Borrowings** amounted to £1.3m at Jun26, comprising of £0.3m overdraft utilisation and £0.9m investment loan (£0.2m current, £0.7m non-current). The Group's overdraft facility had a total limit of £1.4m (PLN 7m), of which £1.1m remained undrawn and available at Jun26.

Cash position

Cash generation mitigates investment and financing outflows



** Repayments by FR include principal and interest repayments on loans granted to sub-franchisees in connection with the sale of corporate stores*

- Cash position stays tight but manageable via:
  - Proper CAPEX investment management
  - Stores' sales fully for cash or in mix cash/ loan
  - Growing commissary margin thanks to optimised processes
  - Loan facility drawn in 2025
- As at Jun26, cash amounted to £0.7m.
- Net debt is £0.6m (pre-IFRS), driven mainly by bank loan to finance commissary investment.

THANK YOU