



DP Poland plc
Financial Update



**June 2022
Investor Presentation**



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GLOSSARY

Term	Meaning
GBP	Pound sterling, the lawful currency of the United Kingdom
EBITDA	Earnings before interest, tax, depreciation and amortization
Enlarged Group	DP Poland plc and its subsidiaries (which include Dominium S.A. and its subsidiaries)
FY20, FY21 and FY22	Financial year ended 31 December 2020, 2021 and 2022 respectively
LFL	Like-for-like
SG&A	Selling, general and administrative expenses
Q1, Q2, Q3 and Q4	The first, second, third and fourth quarter respectively of the financial year ended 31 December
YTD	Five month period to 31 May
Zloty or PLN	the lawful currency of Poland



SUMMARY OF 2021 RESULTS AND YTD TRADING UPDATE

Strong topline performance in 2021. Delay in integration impacted bottom-line

- ✓ 2021 results summary - £31.2m system sales, Group EBITDA £1.1m, Loss for the period £4.4m
- ✓ Business impacted by COVID-19 and unforeseen delays in implementing merger synergies. These issues are broadly behind us now.

Positive headline trends this year

- ✓ DP Poland experienced strong LFL revenue growth in Q4 2021 of 21%. This momentum accelerated in Q1 2022 with 21.3% LFL growth. We are pleased to say that the YTD LFL revenue growth is now 25% through May, as LFL growth has accelerated in April and May.
- ✓ The Company seeing an increase in M&A opportunities and will review potential opportunities that have a clear strategic rationale and value accretive metrics.
- ✓ Proposed acquisition of Domino's Croatia. This deal is an all-share deal on an attractive valuation entry point giving us access to an attractive market place. In addition to buying into a new territory we are also bringing in a highly experienced management team who will own a significant stake in our business. Andrew Rennie and Nils Gornall are recognised as significant players in the world of Domino's.
- ✓ Your board was strengthened this year with the addition of Jeremy Dibb and Peter Furlong.
- ✓ DP Poland is experiencing record growth at present. We continue to pursue market share at a time when our competitors are in a weakened position. Against this backdrop we see it as a favourable time to execute value accretive acquisitions.





REVIEW OF 2021

SALES DYNAMICS – POST INTEGRATION ACCELERATION

<i>PLNm</i>	FY2019	FY2020	FY2021	% change vs. 2019	% change vs. 2020
System sales	168.2	157.8	164.9	-2%	4%
LFL System sales	156.6	153.6	162.2	4%	6%
dine-in	56.2	35.5	38.8	-31%	9%
delivery	100.4	118.1	123.4	23%	4%
Non-LFL System sales	11.6	4.2	2.7	-77%	-35%

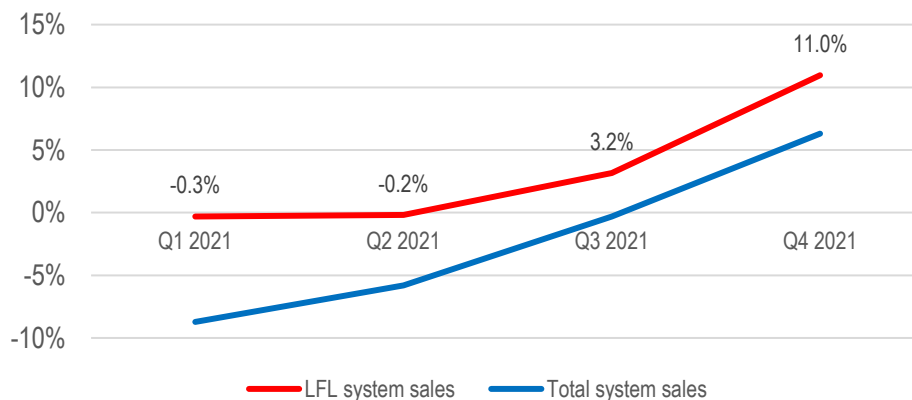
Sales growth

- 6% LFL growth achieved compared to prior year
- 4% LFL growth also achieved vs. the pre-pandemic 2019
- Growth driven by delivery business, dine-in sales suffering from lockdowns

Quarterly dynamics accelerating post merger

- Q1 2021 – start of the operational merger, full impact of lockdown
- Q2 2021 – operational merger under way
- Q3 2021 – operational merger completed, steep learning curve
- Q4 2021 – operational merger completed, monetization of top line synergies, improved traction

2021 system sales vs 2019 - quarterly



STATUTORY ACCOUNTS

Profit & Loss

GBPk	FY20A ⁽²⁾	FY20PF ⁽³⁾	FY21A	% change vs. 20A	% change vs. 20PF
System sales	13,983	29,779	31,160	123%	5%
Revenue	13,983	28,959	29,866	114%	3%
EBITDA ⁽¹⁾	670	- 152	1,137	70%	-846%
<i>margin %</i>	<i>4.8%</i>	<i>-0.5%</i>	<i>3.8%</i>	<i>-21%</i>	<i>-824%</i>
Loss for the period	- 3,007	- 8,826	- 4,309	43%	-51%

⁽¹⁾ excluding non-cash items, non-recurring items and store pre-opening expenses

⁽²⁾ audited 2020 results present Dominion SA performance only

⁽³⁾ pro-forma non-audited 2020 results present the Enlarged Group performance

System sales growth supported by the pandemic

Healthy LFL growth in delivery continued throughout 2021. Promising recovery in dine-in sales recorded in light of less severe lockdowns towards the end of the year 2020. Revenue growth mirroring system sales.

Profitability improved following integration completion

Full integration of Dominion and Domino's since July 2021. Original synergy assumptions unchanged, however inhibited by adverse market environment (COVID-19, increasing inflationary pressure)

Food cost as % of revenue trended lower. Labour costs as a % of revenue trended flat – improvements in labour optimisation were offset by increases in the minimum wage – *we are working on a series of initiatives this year to bring this ratio down materially

Increase in scooter maintenance costs as well as energy costs further negatively impacting performance. SG&A reduced from 18% to 14% of revenue, as overhead synergies were achieved.

Gradual improvement in the latter part of the year

Monetisation of some of the synergies supported the build-up of profitability throughout the year.

Inflation of food cost consumed some of the planned synergies. Counter measures including price adjustments have been taken.

Improved EBITDA performance – £1.2m profit in H2 2021 compared to a minor (£14k) loss in H1 2021.



STATUTORY ACCOUNTS

Balance Sheet

<i>GBPk</i>	FY20A	FY21A	% change vs. 20A
Non-current assets	10,306	32,410	214%
Goodwill and intangible assets	4,762	17,216	262%
Other non-current assets	5,544	15,194	174%
Non-current assets	785	4,589	484%
Inventories	194	668	245%
Trade and other receivables	557	1,219	119%
Cash and cash equivalents	35	2,702	7697%
Total assets	11,091	36,999	234%
Current liabilities	- 4,900	- 7,651	56%
Trade and other payables	- 3,384	- 4,984	47%
Borrowings	- -	- 11	n/a
Lease liabilities	- 1,516	- 2,656	75%
Non-current liabilities	- 9,290	- 13,082	41%
Lease liabilities	- 3,314	- 7,027	112%
Deferred tax	- 9	- 214	2209%
Borrowings	- 5,967	- 5,841	-2%
Total liabilities	- 14,190	- 20,732	46%
Total equity	- 3,099	16,266	-625%

Larger and stronger balance sheet post merger

Buy back of selected franchise stores and acquisition of Dominium resulted in much higher share of corporate stores and therefore, a stronger balance sheet

Improved payment terms with the suppliers post Dominium acquisition

Pending VAT refund yet not cashed. Total receivable of PLN 8m expected to be recovered over the next two years, PLN 2m expected during 2022.

No third party indebtedness (only leverage is a shareholder loan)

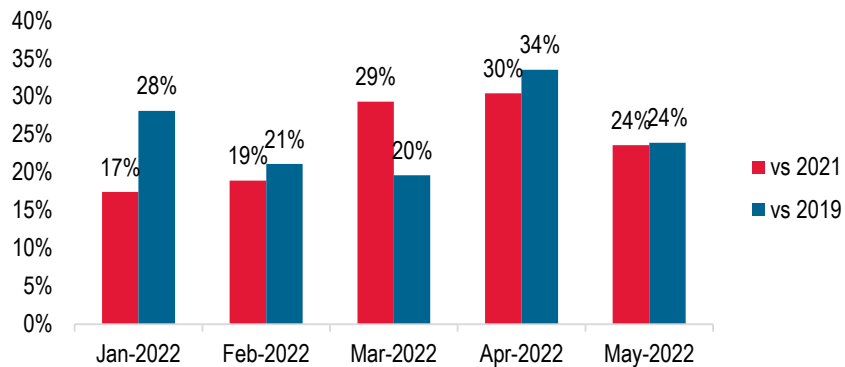




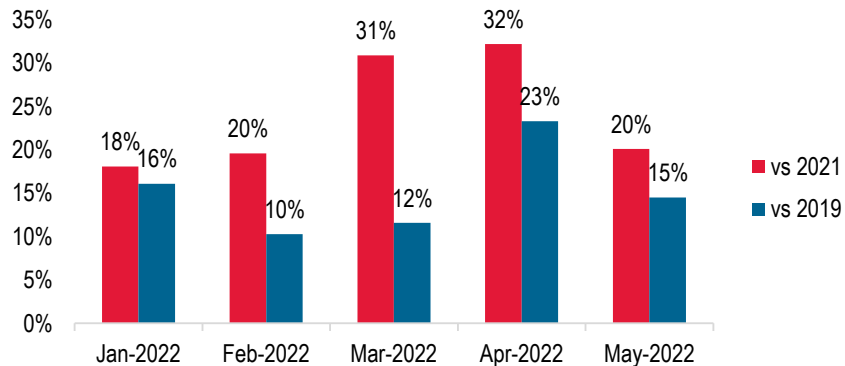
CURRENT TRADING UPDATE

STRONG SALES POST COVID-19

DPP - Like for like sales



DPP - total sales



Sales potential of DPP unveiled in the post-COVID19 environment

Double digit sales dynamics compared to 2021 and 2019 (pre-COVID-19)

- 25% LfL sales growth for May YTD compared with 2021
- 24% LfL sales growth for May YTD compared with 2019

Dine-in and carry out business strengthening but still short of its potential

- 135% growth in May'22 (172% up for May YTD) vs 2021
- 32% growth in May'22 (13% up for May YTD) vs 2019

Delivery sales holding up despite resurgence of dine-in: resilience of the business model

- 1% up in May YTD vs 2021
- 30% up in May YTD vs 2019
- Substantial investment in driver recruitment, to improve delivery times, with visible improvement in Net Promoter Score among consumers. Higher customer satisfaction results in more repeat business, which in turn drives higher growth rates for our delivery business and an increased market share

Seasonality effect netted out but not yet at full potential

- Two business lines are complimentary in terms of seasonality: traditionally lower delivery sales in the summer are compensated by growing sales of dine-in stores
- High-traffic locations have potential to grow further, as incoming tourism numbers are still well below historical levels.
- As office work continues to normalise we should experience higher dine-in demand during lunchtime and dinner





Stronger team to support more growth

DOMINO'S TALENT – PROPOSED BOARD APPOINTMENTS*



Andrew Rennie

Veteran of Domino's, to join the DPP board as on-executive director following this year's AGM. Andrew served as the CEO of Domino's Pizza Enterprises business in Europe for more than 10 years (covering among others France, Belgium, Netherlands, Germany – where he was actively leading the acquisition and conversion of local pizza chains to Domino's). Prior to this role he was a Multi-unit franchisee, and also held the role of COO of Domino's Australia for more than 17 years in total.

Andrew will become a shareholder of DPP through (1) contribution of his stake in Domino's Croatia; and (2) cash subscription of EUR 500k. Both investments done at 8 pence per share.



Nils Gornall

Veteran of Domino's with 28 years of operational experience, to join the DPP board as the CEO following this year's AGM. Most of his career he was interacting with Andrew Rennie who hired him back in 1994. He is currently the CEO of Domino's Croatia and prior to that he acted in various roles in Domino's Australia (one of the most successful Domino's markets with more than 800 stores) being among others awarded national store manager of 1999, national area manager 2000, new franchisee of the year in 2001 and owning in total 23 stores as franchisee. Nils owned and operated 5 of the top 10 performing stores in Australia for a period of two years.

Nils will become a shareholder of DPP through contribution of his stake in Domino's Croatia done at 8 pence per share.

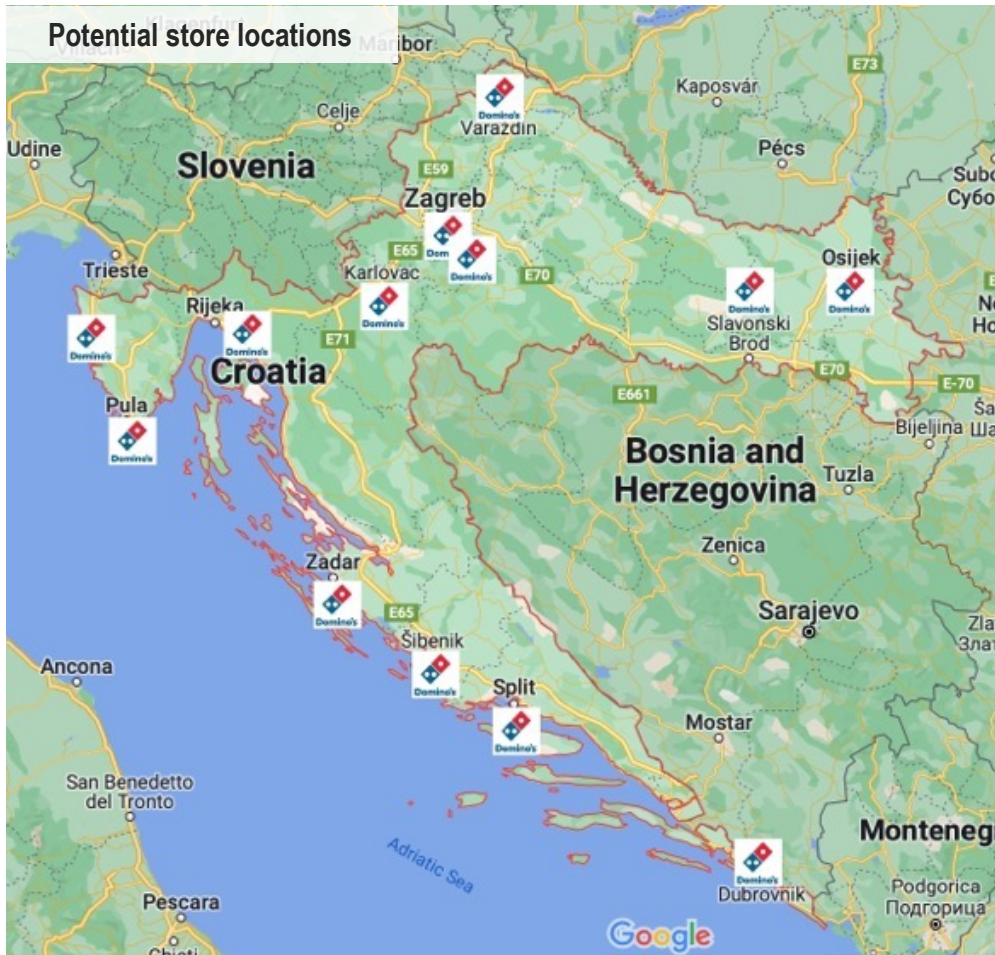
* the proposed Board appointments are conditional on: completion of the acquisition of Domino's Croatia; completion of the Company's AGM; and completion of normal regulatory due diligence by the Company's Nomad





ENTERING NEW MARKETS - CROATIA

CROATIA – ACQUISITION TERMS AND MARKET OVERVIEW



Market potential

Population of 4.2 million potential customers

Estimated market potential for 50 stores across Croatia

Current operations

FY21 revenue €951k and EBITDA losses of –€110k

FY22 run rate revenue and store EBITDA1 of €1.24m and €189k respectively

third store scheduled to open in June 2022

¹Store EBITDA is stated before total overheads costs of €274k.

Transaction overview

Agreed terms to enter SPA to acquire entire issued share capital of Domino's Croatia

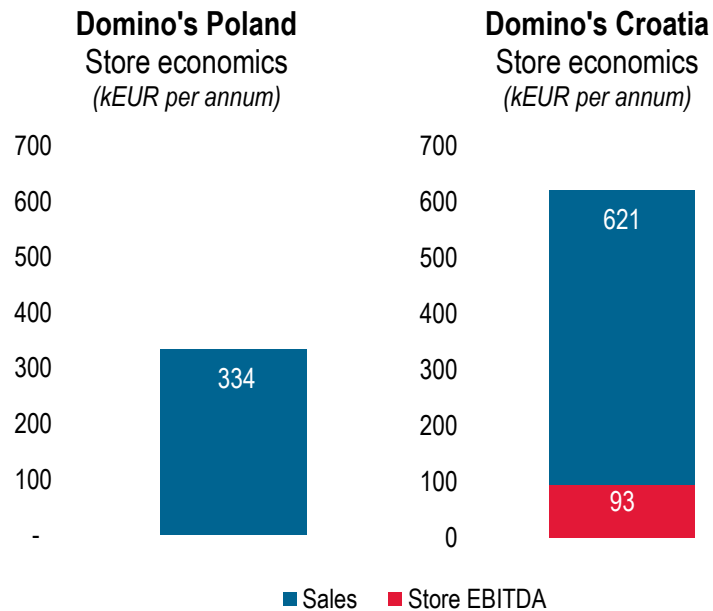
Our first step to build a regional Domino's business play

Entire equity capital to be acquired:

- EUR 3.0m enterprise value / EUR 2.8m equity value
- Consideration paid in DPP shares (issue price of 8 pence)
- Transaction entered into in June 2022, expected to complete by July 2022
- Option of early monetisation for sellers, with profit sharing with DPP agreed



MORE SALES TO COME – INSPIRATIONS FROM CROATIA



Croatian operations as a compelling benchmark

Sales per store in Croatia are almost 2x higher compared to the DPP operations in Poland - while the GDP per capita is lower

Average order count is c.2x higher than Poland – pricing slightly below that in Poland

Strong performance despite low brand awareness and low SEO

Similar business model with large proportion of dine-in (c.50%)





Continuous improvement in profitability

TACKLING FOOD COST AND WAGE INFLATION

- ✓ Three price increases implemented:
 - reduction of discounts
 - first major headline price increase put through mid-May
 - price increase on carry-out headline deal increased in April.
- ✓ Review of recipes to reduce food cost
- ✓ Changing suppliers
- ✓ Promotion of carry-out and dine-in business – as they don't involve delivery costs
- ✓ Insourcing of pizza delivery from third-party operators
- ✓ Implementing dynamic minimum order value (which entitles to free delivery)
- ✓ Replenishment of the scooters fleet, which results in further savings in mileage and scooter maintenance
- ✓ It is important to note here that inflationary headwinds will in time become tailwinds. DP Poland is confident that we are well positioned versus our competitors and we are doing all we can to plan for the medium to long term – as such we are capitalizing on market place opportunities presented.





NEW OPENINGS

NEW STORE OPENINGS



Two new stores opened in June

- Opened store in Szczecin to complement our existing three stores in this city. This will strengthen the brand locally.
- Our new store opening in Siedlce will improve our footprint in the second and third tier cities in Poland
- New openings combine the delivery + dine-in operating model





NEW OPENING FOR MARKETING

STRONG BRAND CONCEPT WITH CONSISTENT COMMUNICATION

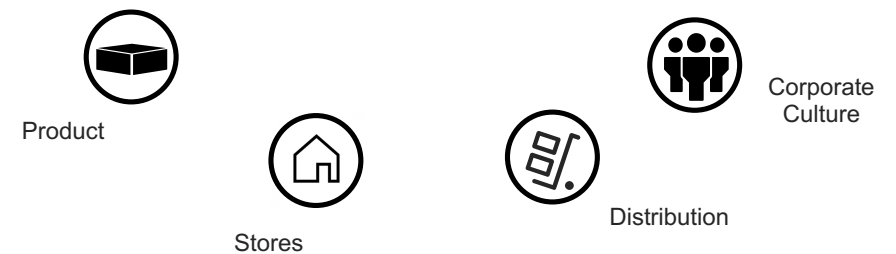


Patrycja Venulet
Marketing & Strategy Director

Patrycja has over 20 years of experience in building brands, marketing strategies and innovations. An experienced executive in the field of strategy, marketing and consumer research, both on local and international level - conducted over 300 strategic projects in Poland and CEE. Advised major companies from FMCG, Banking & Insurance, Telecommunications, Healthcare & Pharmaceuticals, Sports and media sectors.

Before joining Dominos Poland:

- Spent 5 years at Deloitte as a Director leading the Brand & Marketing Practice in Poland
- 8 years as a Partner in leading brand strategic agency - Stratosfera
- 9 years in Millward Brown Kantar Group holding managerial positions





OUTLOOK AND SUMMARY

OUTLOOK

- ✓ Increasing sales potential
 - ✓ We are happy to see Jan-May 2022 sales dynamics – but we are hungry for more
 - ✓ Strengthening the Board to position us to fine tune our business model, drive revenue growth further and optimise our margins
 - ✓ Accelerate transition from Dominion by Domino's to Domino's
 - ✓ Reinvigorate brand strategy
 - ✓ The board of DPP has actively engaged in a strategy to grow market share and sales against a tough inflationary environment. We want to dominate our market place – whilst picking up weaker competitors. We will optimise margins in due course.
- ✓ M&A
 - ✓ Continue to seek accretive M&A deals. We believe in the buy and build model.
 - ✓ Further store openings suspended to avoid overlaps with potential M&A.
 - ✓ With your board representing close to 60% of the outstanding shares in DPP, we are highly motivated to not only protect shareholder equity value but grow it significantly. We believe we can emulate the success of other listed Domino's franchises over the last decade.
- ✓ Sell down of the stores to sub-franchisees started but put on hold to provide more flexibility in M&A discussions

