DP POLAND PLC

FY2024 Audited Results

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MANAGEMENT

TODAY'S PRESENTERS

NILS GORNALL

CHIEF EXECUTIVE OFFICER

APPOINTED AUGUST 2022

- ”Dominoid”
- 30 years of operational experience at Domino's Pizza.
- Previously owned 20 stores in Australia, including 5 of the top 10 highest volume stores.
- Opened Domino's in Croatia in July 2020.
- Numerous awards, including 2 Gold Franny's from Domino's Pizza International.

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.

MARS Kimberly-Clark Levi's Smyk

STRONG FY24 PERFORMANCE

OPERATIONAL EXCELLENCE BACKED WITH IMPROVING BUSINESS PROFITABILITY

GROWTH DELIVERED

Revenue	**+80%** since 2021	**+20.2%** YoY in 2024
AWOC	**+45%** since 2021	**+13.2%** YoY in 2024
System Sales	**+77%** since 2021	**+19.8%** YoY in 2024
Adj. EBITDA	**+323%** since 2021	**£4.8m** for 2024 (**+37.7%** YoY)

OPTIMISING STORE NETWORK

- **Improved metrics accross the network** – including rising weekly customer counts, enhanced profitability and higher Net Promoter Scores (NPS)
- **Rollout of new stores** – 118 stores at year-end with 4 refurbishments, 11 new locations, and the strategic closure of 8 loss-making stores
- **Corporate store sell-down** – 5 Polish corporate stores transitioned to franchise ownership in 2024 with an additional 5 stores sold in H1 2025

FOUNDATIONS FOR EXPANSION SET

- **Strengthened balance sheet** - successful fundraise of £20.5m (March 2024) and Malaccan debt repaid. The company is now debt free with cash at the year-end of £11.3 million
- **Strategic acquisition** of Pizzeria 105 in April 2025, the 4th largest pizza operator in Poland, fast tracking sub-franchising strategy and bringing further scale to the Group
- **Commissary upgraded** - ready to scale with network expansion up to 300 stores

OUTLOOK

H1 2025 PERFORMANCE

- System Sales growth 4.9% YoY in Poland & 7.0% YoY in Croatia
- LFL system sales 0.5% up YoY in Poland, 7.0% YoY in Croatia
- Ongoing store expansion, with 4 corporate stores opened and 3 stores renovated H1 2025

FRANCHISE TRANSITION

- Strategic shift towards becoming a predominantly franchised business
- Sale of existing corporate stores to new franchisee partners
- Recent acquisition fast tracks our sub-franchising strategy with experienced franchisees entering the system, creating new opportunities for growth and expansion

STORE NETWORK EXPANSION

- Advancing the strategic plan to expand to 200 stores, following Pizzeria 105 acquisition, to become the dominant pizza QSR in Poland, and remain number 1 in Croatia
- Pilot stores for the Pizzeria 105 conversion have been prepared and are scheduled to go live in the coming fortnight
- Targeting 150 Domino's branded stores by end of 2025 with a further 40 stores in 2026

FINANCIAL STATEMENTS 2024

2024 FINANCIAL RESULTS

IMPROVEMENTS EVIDENT IN THE NUMBERS

- Group system sales increased by 19.8% YoY to £55.2 million - the third consecutive year of double-digit growth.
- System sales growing with volume, with 12% YoY Group order count growth.
- Franchisee EBITDA is growing 7.9% YoY in absolute terms reinforcing the Group's strategic shift toward a predominantly franchised busine
- Following strong year-on-year EBITDA growth, the Group remains focused on enhancing profitability and further strengthening margins

GROUP REVENUE	GROUP PRE-IFRS EBITDA
£53.6 million (+20.2%)	£1.1 million (nil in 2023)
GROUP POST-IFRS EBITDA	**FRANCHISEE PRE-IFRS EBITDA %**
£4.8 million (+37.7%)	11.3% (-1.0%)

Growth rates are calculated for the periods between 1 January and 31 December 2023 and 1 January and 31 December 2024.
System Sales - total retail sales including sales from corporate and sub-franchised stores, unaudited.
Like-for-like System Sales – sales for the same stores operating between 1 January and 31 December 2023 and 1 January and 31 December 2024, unaudited.
Franchise Pre-IFRS EBITDA – based on internal data, not audited.

REVENUE GROWTH SUPPORTED BY INCREASED ORDER COUNTS

ADJUSTED EBITDA POSITIVELY IMPACTED BY REVENUE GROWTH AND SOFTENING INFLATION

Group Income Statement

Currency: GBPm		**2024**	**2023** *Restated*	*% change*
System Sales		55.2	46.1	*19.8%*
Revenue	1	**53.6**	**44.6**	*20.2%*
Cost of goods sold		-16.3	-13.4	*21.5%*
Materials and energy		-2.5	-2.6	*-4.0%*
External services		-8.5	-7.8	*9.6%*
Payroll and social charges		-21.1	-17.1	*23.7%*
Other operating costs		-0.3	-0.2	*56.4%*
Group adjusted EBITDA*	2	**4.8**	**3.5**	*37.7%*
Store pre-opening expenses		-0.2	-0.1	*149.9%*
Other non-cash, non-recurring and non-operating items		-0.3	-0.1	*180.0%*
Depreciation and amortisation		-4.7	-5.3	*-11.8%*
Impairment and impairment reversal		0.3	-2.3	*-114.4%*
Share based payments		-0.4	-0.3	*19.4%*
Financial operations		-0.2	-0.3	*-44.8%*
Loss before taxation		**-0.6**	**-4.9**	***-88.8%***
Taxation		0.0	0.0	*-190.5%*
Loss for the period	3	**-0.5**	**-5.0**	***-89.7%***
Loss per share		(0.06 p)	(0.70 p)	

* excluding non-cash items, nonrecurring, non-operating items, share based payments and store pre-opening expenses

1. **Strong revenue growth (+20.2%)**

- Group LFL system sales up by 20.1% YoY mainly due to 11.4% LFL growth in order count
- 21.0% LFL growth in Polish system sales (17.9% in local currency)
  - Delivery channels +20.1%
  - Non-delivery channels +13.2%
- Net Promoter Score up by 29.3% YoY

2. **Group adjusted EBITDA improved by 37.7%**

- Operating costs increase (+18.7%) is below revenue growth (+20.2%)
- Pressure on energy, rent and utilities costs eased in H2 2024 and inflation in Poland has declined to 3.6% at the 2024 year-end (2023: 11.4%)

3. **FY 2024 loss was 89.7% lower vs 2023 impacted by:**

- Improved adjusted EBITDA
- Impairment recognized in restated financial statements for 2023
- Decreased depreciation and amortization due to assets impaired in 2023

HEALTHY BALANCE SHEET

NET ASSETS OF THE GROUP OF £31.4 MILLION

Group Balance Sheet

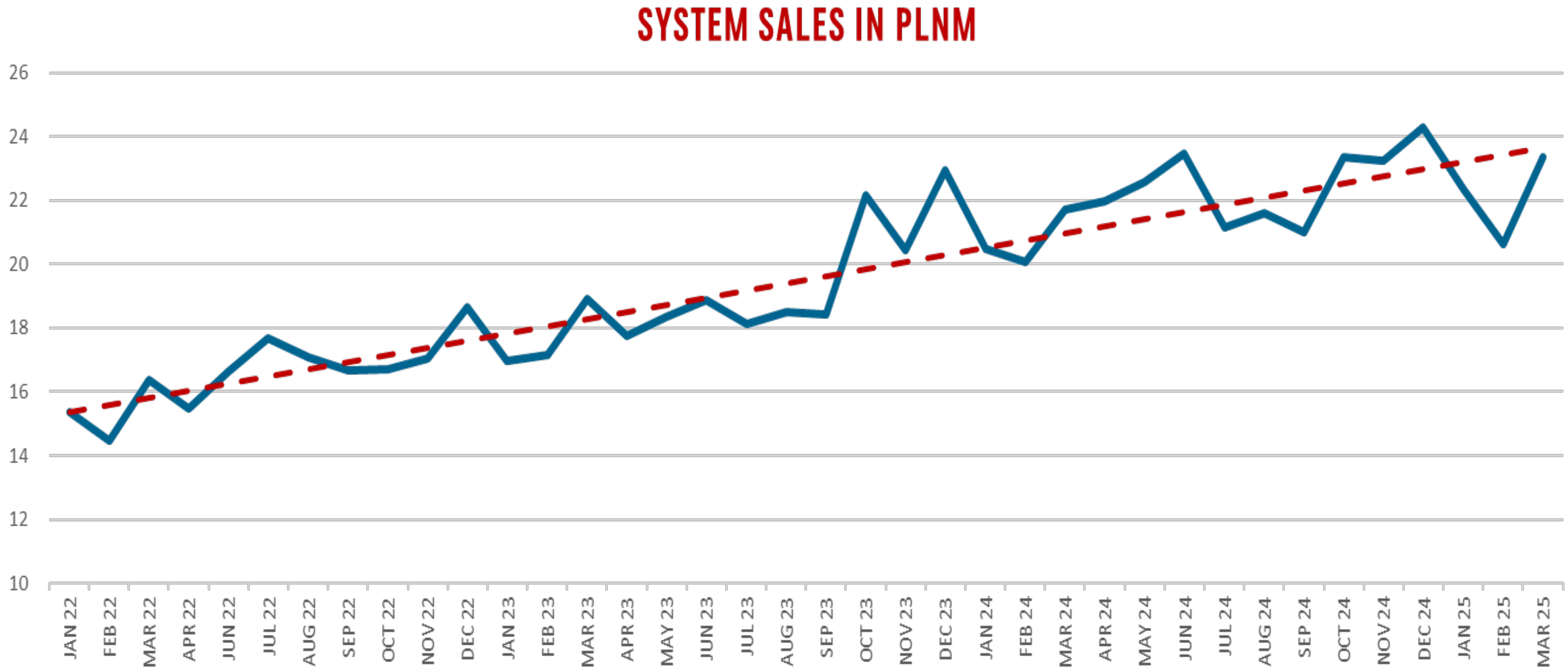
Currency: GBPm		**31 Dec 2024**	**31 Dec 2023** *Restated*	*% change*
Non-current assets	1	31.4	28.8	*9.0%*
Goodwill and intangible assets		14.9	15.6	*-4.6%*
Other non-current assets		16.4	13.1	*25.2%*
Current assets		16.1	6.8	*136.2%*
Inventories		1.2	1.0	*16.6%*
Trade and other receivables	2	3.5	3.9	*-9.1%*
Cash and cash equivalents	3	11.3	1.9	*499.8%*
Total assets		47.4	35.6	*33.3%*
Current liabilities		-10.4	-17.2	*-39.8%*
Trade and other payables	4	-7.2	-6.7	*7.8%*
Lease liabilities	5	-3.2	-3.5	*-8.8%*
Borrowings	6	-	-7.1	*-100.0%*
Non-current liabilties		-5.7	-6.6	*-14.0%*
Lease liabilities	5	-5.1	-6.0	*-14.4%*
Deferred tax		-0.5	-0.6	*-9.7%*
Total liabilities		-16.0	-23.8	*-32.7%*
Total equity		31.4	11.8	*166.7%*

1. **Non-current assets** increased by 9.0% compared to 2023 mainly due to new store openings
2. **Trade and other receivables** decrease was mainly driven by VAT credit received by Dominium S.A. from the tax authorities
3. **Cash and cash equivalents** increase due to fundraising completed in April 2024 partially offset by repayment of Loan Notes to Malaccan Holdings
4. **Trade and other payables** increase is in line with increased level of purchases
5. **Lease liabilities (current and non-current)** decrease is related to the gradual signing of lease contracts prolongations over time partially offset by annual indexation of payments for store rent agreements
6. **Borrowings** reduced following the Malaccan loan repayment in April and December 2024, using the proceeds raised from the fundraising

POLAND

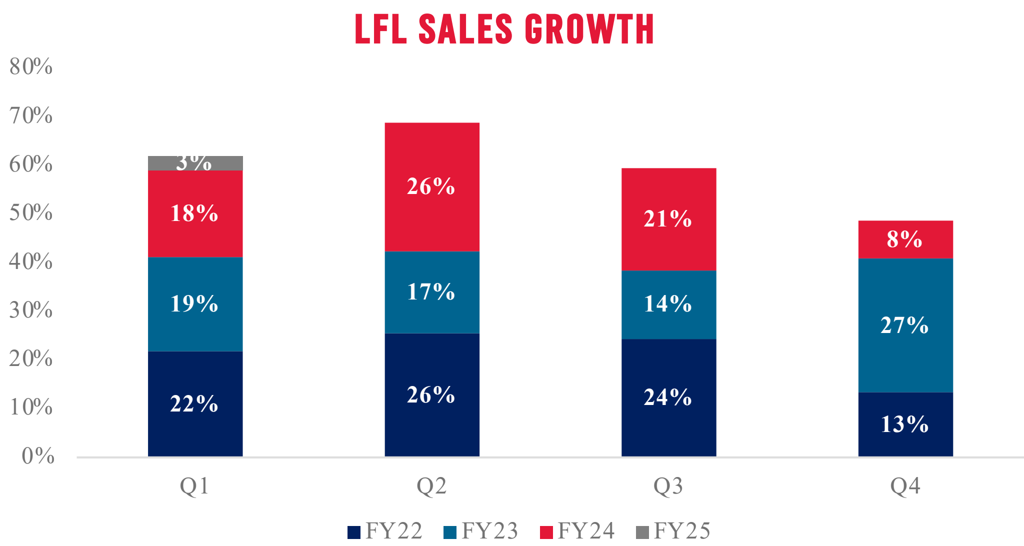
POLAND DELIVERS OUTSTANDING SALES GROWTH IN 2024

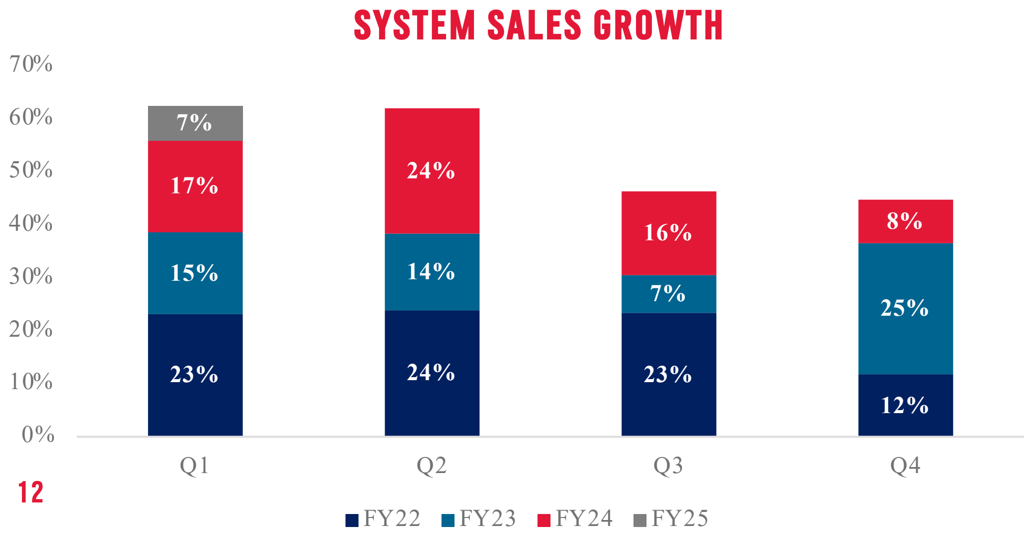
OPERATIONAL EXCELLENCE PAYS OFF



TRANSFORMATIVE GROWTH IN POLAND OVER THE PAST 3 YEARS

OUR STRATEGY IS DELIVERING RESULTS





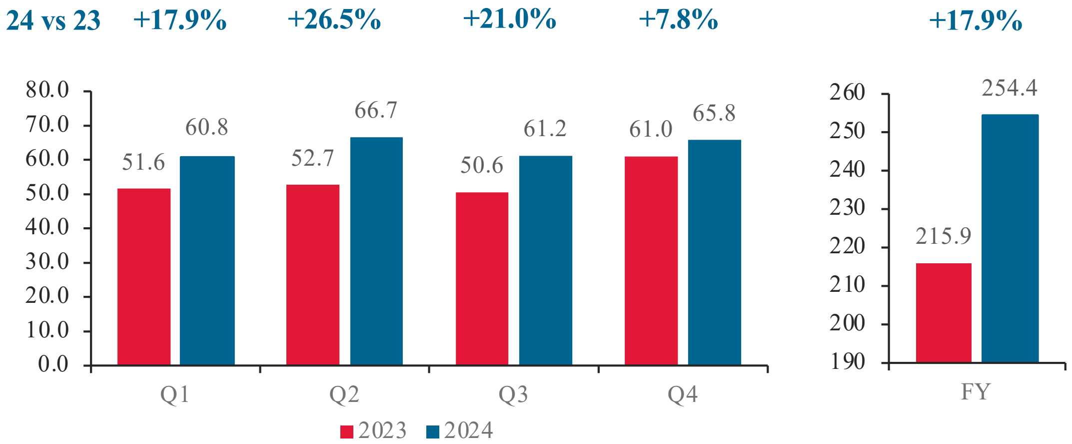
- 3 years of executing the High-Volume Mentality strategy has transformed the business, driving unit sales to record highs and strengthening overall performance
- 17% total system sales growth and 20% LFL system sales growth on average over the past three years*
- System sales has been growing with volume, with average total order count growth of 11% and average LFL orders count growth of 13% over the last three years*
- The impressive growth has been a key driver in the turnaround of store profits, which is essential for attracting new franchise partners
- Foundations are in place to drive growing store profitability, future sales growth, expanded store openings, and overall company profitability

*calculated as CAGR 2021-2024

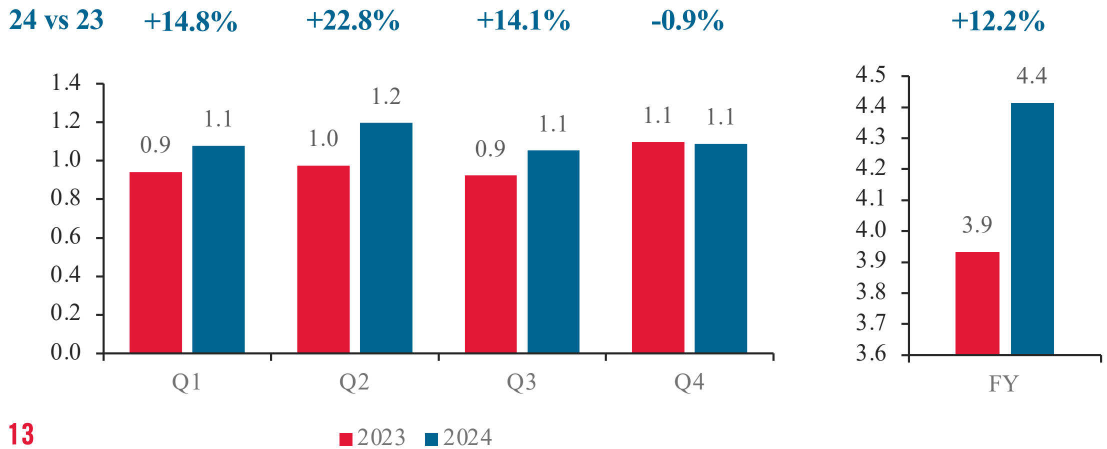
STRONG POLAND LFL TRADING THROUGH 2024

THE RESULT OF CONSUMER FOCUS AND HIGH-VOLUME MENTALITY

LFL SYSTEM SALES (PLN MILLIONS) - POLAND



LFL SYSTEM ORDERS (MILLIONS) - POLAND



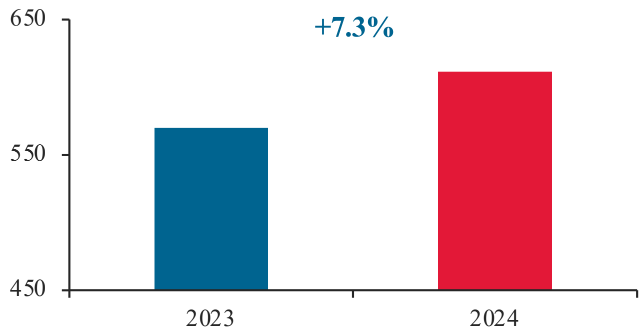
- Constant focus on operational excellence and maintaining consistent delivery times of around 25 minutes, even during the challenging winter months
- Growing brand awareness and customer loyalty through increased repeat business
- Focus on digital ordering continues to drive revenue growth. In FY24 digital ordering +17.8% YoY mainly due to mobile app ordering (+25.8 % YoY)
- Growing consumer base (FY24: + 17.5% YoY; Q1 2025 +4.2% YoY)
- FY24 order count +10.9% YoY (LFL +12.2% YoY)
- **H1 2025 vs H1 2024:**

➢ System Sales	4.9% YoY
➢ LFL System Sales	0.5% YoY
➢ LFL Non-delivery	-4.8 YoY
➢ LFL Delivery	2.7% YoY

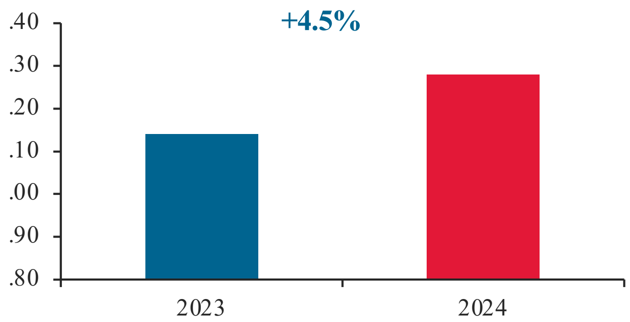
WHERE IS SALES GROWTH COMING FROM ?

THREE KEY DRIVERS ALL MAKING A POSITIVE CONTRIBUTION*

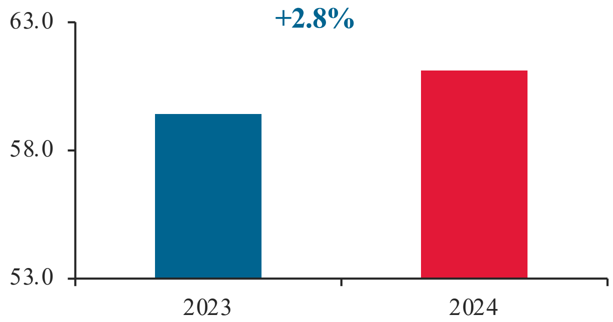
NEW CUSTOMERS**



ORDER FREQUENCY***



TICKET VALUE IN PLN



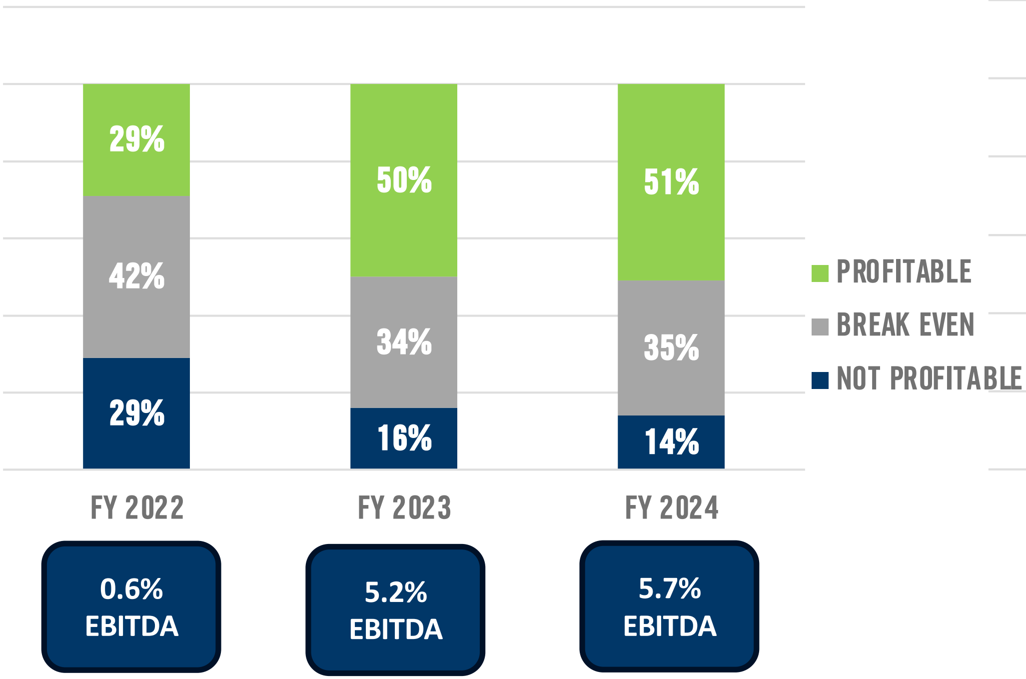
- 2024 experienced a significant increase in new customers, reflecting our unwavering commitment to operational excellence and delivering exceptional value to our customers
- New product innovations are driving higher customer order frequency and increased basket size. 2024 saw the introduction new desserts including the KitKat calzone, sweet rolls with raspberries and chocolate, and Belgium waffles. Recent offerings like Kebab Pizza, BBQ Meatlovers, and the introduction of fries have contributed to significant sales growth
- The growing shift towards digital ordering has further contributed to an increase in ticket value

* Analysis based on internal data for delivery and carry out channel (orders placed through digital and call center) for all (LFL and NLFL) stores
** Number of consumers (in thousands) that purchased at Domino's for the first time
*** Frequency – annual average number of purchases by a consumer

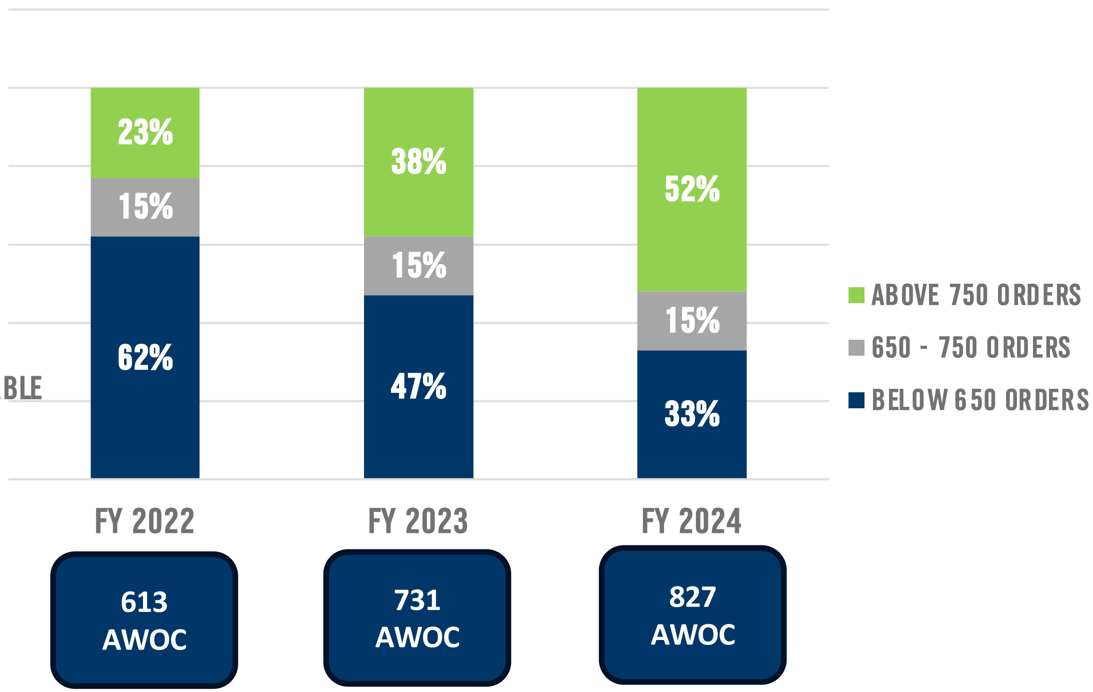
HIGHER VOLUMES DRIVING IMPROVED PROFITABILITY

STORE PROFITABILITY STRONGLY CORRELATED WITH WEEKLY ORDER COUNTS

STORE PROFITABILITY IMPROVING



VOLUME DRIVES PROFITABILITY



*analysis based on corporate store data

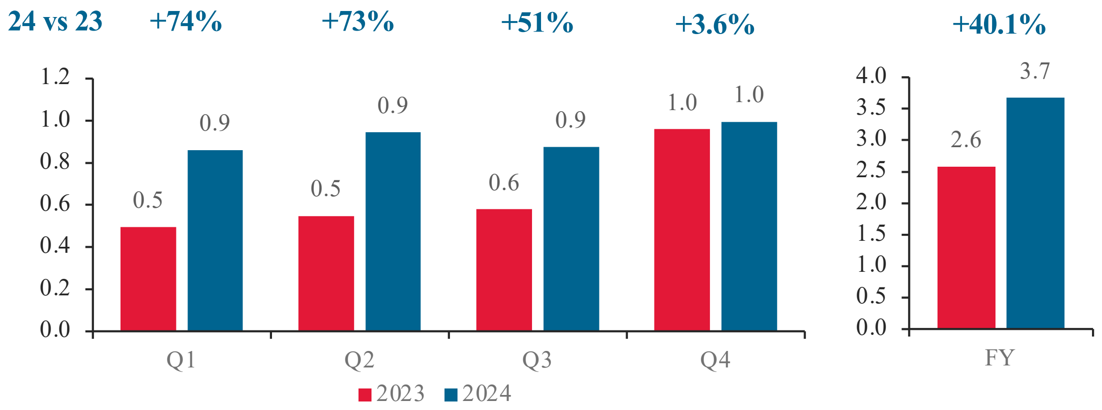
- Share of unprofitable stores shrinks which positively impacts our overall store EBITDA

CROATIA

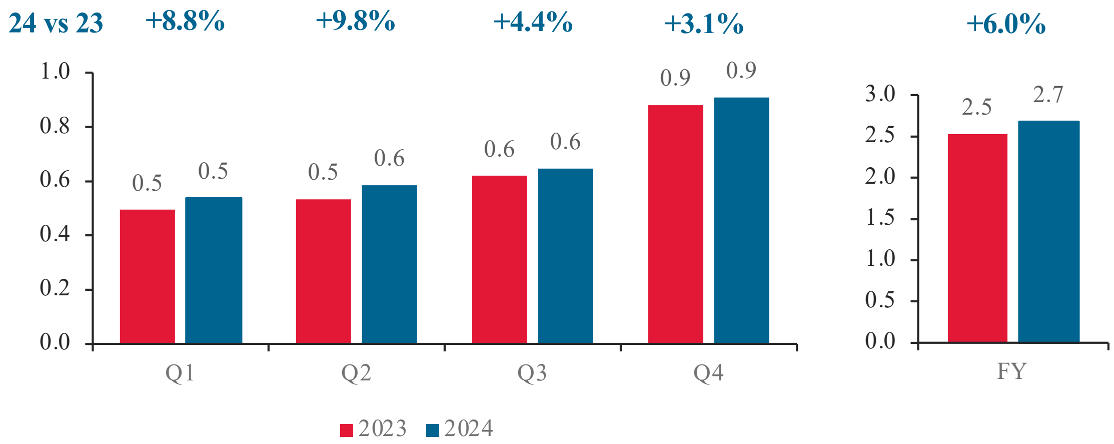
CROATIA

STRONG FY24 PERFORMANCE

TOTAL SYSTEM SALES (EUR MILLIONS)



LFL SYSTEM SALES (EUR MILLIONS)



- With an average delivery time of 24 minutes in 2024, we maintained a clear competitive edge over local aggregator platforms
- New product innovations continue to resonate in Croatia, with the launch of stuffed crust driving strong demand. The recent Vulcano Pizza, featuring local Zdenka cheese, has created a strong customer following
- LFL sales are expected to grow further as brand recognition continues to strengthen in the market
- With ongoing emphasis on digital ordering, digital sales rose 16.8% year-on-year, driven by a 27.3% increase in mobile app usage
- FY24 order count + 30.8% YoY (LFL -2.2% YoY)
- **H1 2025 results vs H1 2024:**

➢ System Sales	7.0% YoY
➢ LFL System Sales	7.0% YoY
➢ LFL Non-delivery	0.3% YoY
➢ LFL Delivery	16.6% YoY

BUSINESS EXPANSION

ACQUISISTION OF PIZZERIA 105 – APRIL 2025

BECOMING THE DOMINANT PIZZA QSR IN POLAND

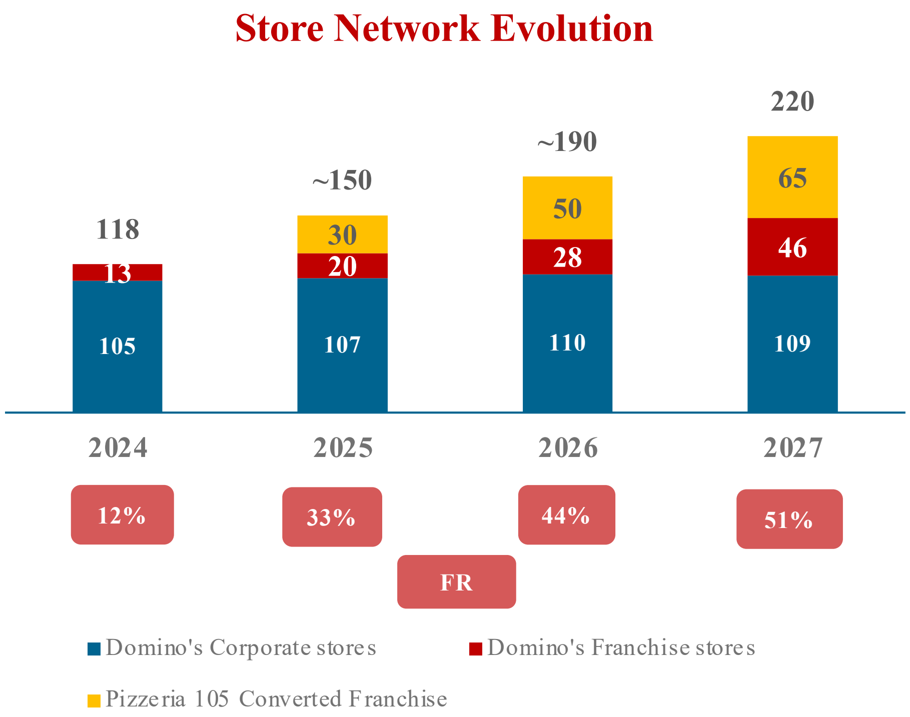
- **Acquisition of "Pizzeria 105" – the fourth largest pizza brand in Poland**
  - ✓ 90 stores (100% franchised) and 76 franchisees – fast tracking the sub-franchising strategy
  - ✓ EBITDA of £1.0m / PLN 5.0m in 2024[1] and cash generative
  - ✓ Total Consideration of £8.5m / PLN 42.3m
  - ✓ The founder re-invested one third of the consideration by subscribing for newly issued shares at the issue price of 11.4 pence
  - ✓ Accelerates strategic plan to expand to 200 stores, surpassing competitors and positioning Domino's on a path to becoming the leading pizza quick service restaurant in Poland

- **Brand integration**
  - ✓ We are not anticipating obstacles in rebranding 70% of Pizzeria 105 stores. The remaining 30% face territorial challenges, which we expect to address through mergers with our Domino's corporate stores
  - ✓ 24-month rollout
  - ✓ Expected investment in store refurbishments of c. £2.6m to be funded from existing cash resources
  - ✓ Focus on increasing AWOC to match levels seen in Domino's locations

1 – pre-IFRS EBITDA for the year 2024

INTEGRATION AND STORE GROWTH

CONVERTING OF PIZZERIA 105 FRANCHISE STORES DRIVING GROWTH NEAR TERM

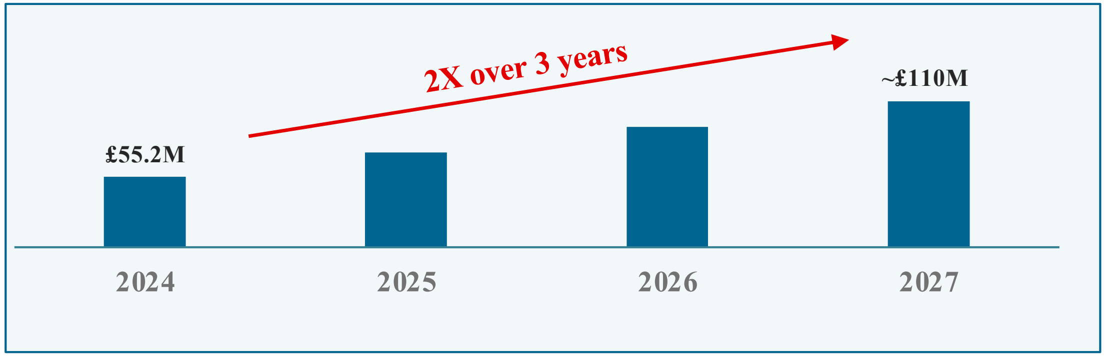


- Rebranding 70% of the Pizzeria 105 business over 24 months,
- With a combination of organic store roll outs and Pizzeria 105 converted stores we aim to end FY25 with 150 stores
- **Focus on volume growth in rebranded stores –** sales growth driven by Domino's branding, national marketing strategies, and increased visibility through aggregators and Domino's e-commerce platforms. These efforts will enhance performance at rebranded locations and contribute to a stronger national advertising fund that supports the entire network
- **Franchised owned stores** – a rapid shift toward franchise ownership is expected over the next 2–3 years, driven by corporate store sell-downs (including five transitions in H2 2024 and five in H1 2025) and the integration of Pizzeria 105 franchisees into the Domino's system

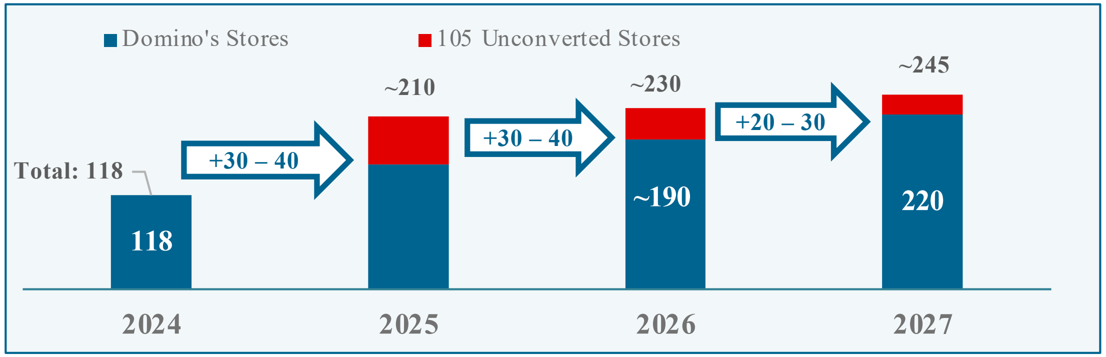
* FY2024 for DPP Plc, unaudited
**Pizzeria 105 store network rebranded to Domino's. Subject to review

THREE-YEAR STRATEGIC OUTLOOK

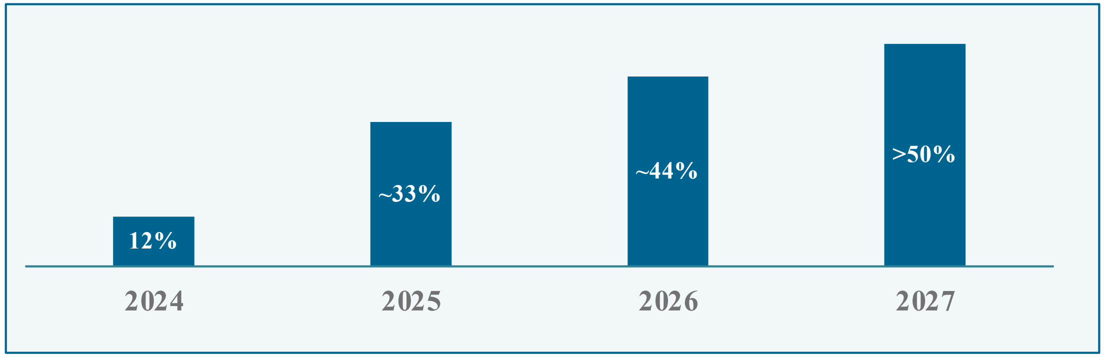
SYSTEM SALES



NO. OF STORES



FRANCHISE SHARE



SUMMARY & OUTLOOK

FY24 SUMMARY

ACCELERATED GROWTH STRATEGY AND CONTINUED IMPROVEMENT IN STORE-LEVEL ECONOMICS

- **Sales growth**:
  - Significant sales growth over the past three years, positioning the business for long-term success.
  - Despite Poland's weaker consumer sentiment in H1, May and June delivered a significant turnaround. The marked improvement in sales trends resulted in record monthly system sales for both months, contributing to a 4.9% year-to-date system sales increase - a particularly positive result given last June included the UEFA European Championship
  - Croatia maintained solid growth with a 7% year-on-year system sales increase, positioning us well for planned store network expansion during the next quarter

- **Profitability**: FY24 EBITDA of GBP 4.8M, reflecting both sales growth and disciplined cost management.
  - Debt-Free balance sheet
  - Declining inflation - Poland 3.9% CPI and Croatia 3.4% CPI in 2024
- **Successful £20.5M Q2 2024 fundraise**: Providing capital to accelerate new store rollouts, complete store refurbishments, upgrade the commissary to boost capacity and profitability, and facilitate the recent acquisition
- **Commissary upgraded and ready to consolidate from two sites into a single** upgraded central facility – unlocking substantial cost savings and operational efficiencies. Expected April 2026
- **Acquisition of Pizzeria 105**: A strategic acquisition to bring scale to the business quickly, and drive a transformative shift for our business on completion

FY25 OUTLOOK

SHAPING THE FUTURE FOR DP POLAND

- **Market Opportunity :** The future looks bright for Poland, currently one of EU's fatest growing economies, underpinned by rising disposible income, longer working hours and dual income households, all fueling demand for freshly prepared delivered food
- **Market poistion** : The foundations are set to become the market leader in Poland growing to over 200 Domino's locations, allowing greater leverage with suppliers, aggregators and landlords, and improving the companies pricing power
- **System sales growth** : The company is expecting system sales growth to double within 3 years, driven by three main factors:
  - new store rollouts (both corporate and franchised)
  - LFL system sales growth
  - the conversion of Pizzeria 105 stores into Domino's
- **Growing national marketing fund** : each new store adds scale, boosting advertising impact and accelerating overall system performance

FY25 OUTLOOK

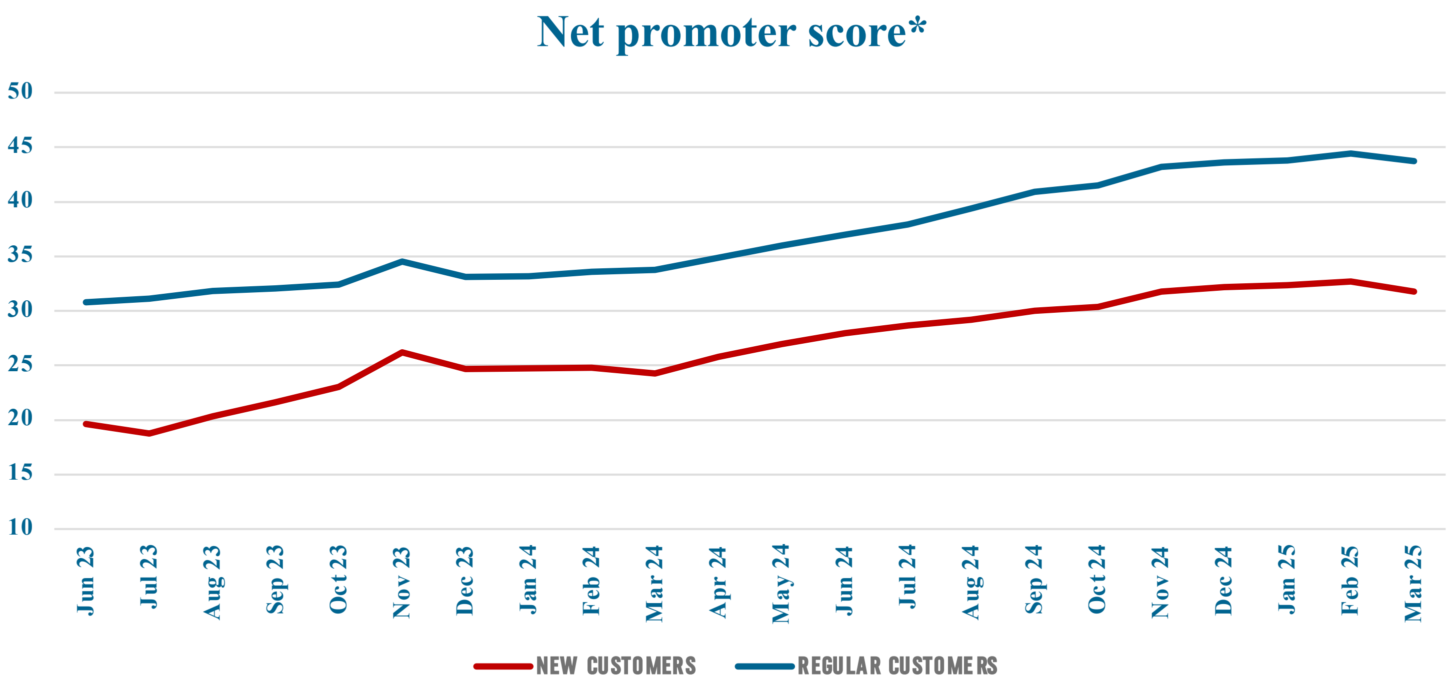
- **A shift from corporate to franchisee owned stores** : Capital light, franchisee-led model, a strategic move expected to bolster growth, enhance profitability and deliver multiple advantages
  - **Frees up capital** to reinvest in new store openings
  - **Faster scalability** – franchising enables more rapid network expansion across both countries
  - **Growth funded by franchisees -** reducing the company's direct capital burden
  - **Leaner corporate structure** – fewer company-owned stores directly reduces overheads and head office staffing needs
  - **More stable earnings** through consistent franchise profit streams versus more variable corporate owned store-level earnings
  - **Franchisees absorb local business risks**, such as rent, payroll, and utilities
  - **Entrepreneurial drive** – franchisees with "skin in the game" often deliver stronger store-level performance and revenues
  - **Local market insight** often leads to more attuned customer acquisition strategies
- **Profitability** : This disciplined approach ensures the Group is well-aligned, with all key growth drivers moving in the right direction—positioning the business to deliver scalable and sustainable profit growth

APPENDIX


Domino's
www.dominospizza.pl
Domino's
SMACZNI Z NATURY
SZYBCY Z NATURY
NATURALNIE DOMINO'S

IMPROVED CUSTOMER SATISFACTION

RISING NPS SCORES ACROSS BOTH NEW AND REPEAT CUSTOMERS



- Our focus on customer satisfaction continues to deliver results, with NPS rising 29.3% year-on-year in 2024—a clear sign that customers are noticing the difference
- We offer a strong value proposition built on high-quality pizza, fast delivery, and competitive pricing
- Ongoing investment in our mobile and desktop platforms ensures we stay aligned with changing customer expectations and digital ordering trends
- Rising NPS scores across both new and repeat customers signal increasing loyalty and underscore the growing strength of our brand

* 12 months average

£20.5M Q2 2024 FUNDRAISE – £16.7M INVESTED

AS A RESULT OF THE FUNDRAISE AND THE WORK COMPLETED SO FAR WE WERE WELL POSITIONED TO MAKE THE ACQUISITION OF PIZZERIA 105

Q2 2024 FUNDRAISE COMMITMENTS	£m
Store rollout 45-50 stores	7.0-8.0
Potential acquisition opportunities	up to 5.0
Stores' upgrades (c. 25 stores)	2.5
Optimisation projects & digital platform investments	up to 1.0
Repayment of Malaccan loan	7.1
General corporate costs	0.5

REALISED SO FAR	£m
Store rollout (16 net in Poland and Croatia 2024)	2.8
Acquisition of Pizzeria 105 (March 2025)	5.7
Store upgrades (7 completed in 2024)	0.7
Commissary – instalation of silos, tray washer, & capacity increases (Q3 2024)	0.4
Malaccan loan fully repaid (Nov 2024)	7.1
Total	**£16.7**

- Cash position as at 31 December 2024 was £11.3m
- c. PLN 13.1 million (£2.6 million) allocated for rebranding of Pizzeria 105 to Domino's Pizza
- Continuing as planned with store upgrades of ageing locations, digital platform investments and optimisation projects
- Additional capital expenditure will be made in our commissary supply chain, consolidating two facilities into one while expanding capacity to approximately 300 locations

MANAGEMENT TEAM & BOARD

STRENGTHENED BOARD WITH PRIOR DOMINO'S EXPERIENCE

EXECUTIVE DIRECTORS

Nils Gornall - CEO

Appointed August 2022

- 28 years of operational experience at Domino's Pizza, working with Andrew Rennie since 1994.
- Previously owned 20 stores in Australia, including 5 of the top 10 stores.
- Numerous awards for national store manager and franchisee of the year.
- Opened Domino's in the Croatian market in July 2020

Edward Kacyrz - CFO

Appointed December 2022

- Chartered Accountant with 18 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.

NON-EXECUTIVE DIRECTORS

David Wild - Chairman

Appointed January 2023

- Domino's Pizza Group CEO from 2014-2020.
- Ex-CEO of Halfords plc.
- Previously a senior executive at Tesco PLC.
- Prior experience in Poland.

Przemyslaw Glebocki - NED

Appointed January 2021

- 20 years of experience in private equity and corporate finance.
- Managing Partner and Chief Investment Officer at Accession Capital Partners, DP Poland's largest shareholder.

Jeremy Dibb - NED

Appointed January 2022

- Chartered Accountant with 20 years' experience in finance, investor relations & corporate development.

Jakub Chechelski - NED

Appointed January 2021

- Investment Director of ACP with 15 years of experience in corporate finance and private equity.

Stoffel Thijs - NED

Appointed January 2024

- 26 years with Domino's
- CEO of Domino's Pizza in Germany since 2018
- Ex-executive of Domino's France and Domino's Pizza in the Netherlands.