

YOU CAN'T
SAY DOMINO'S
WITHOUT SAYING

mmm



Dommino's



**WEŻ
KAWAŁEK
PODAJ
DALEJ**



**JUST
BECAUSE
IT'S FAST
DOESN'T
MEAN IT'S
RUSHED**



DP POLAND PLC

FY2025 Audited Results



**DOMMMM
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YOU CAN'T SAY DOMINO'S
WITHOUT SAYING MMM.

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

Levi's



Kimberly-Clark



ESTABLISHED GLOBAL BRAND WITH POTENTIAL TO SCALE

- ✓ Exclusive Domino's master franchise operator in Poland and Croatia
- ✓ Exposure to one of Europe's fastest-growing and underpenetrated QSR markets
- ✓ Growing portfolio with 212 stores, as at April 2026:
 - ✓ 142 Domino's stores across both Central European markets
 - ✓ Own and operate Pizzeria 105, a complementary 70 -store* franchised pizza brand in Poland
- ✓ Delivering strong growth momentum with a substantial long-term value opportunity
- ✓ Aiming to be the largest pizza brand in Poland with a capital light, franchise-led structure



DELIVERING ON OUR STRATEGIES

Transitioning from corporate store, value-led model to capital-light franchise model

Value-led proposition

Positioned for continued momentum throughout FY2026

- High Volume Mentality, Operational excellence and a strong value proposition driving sales growth
- Organic store expansion is driving continued market share gains
- Consolidation of the commissaries into a single facility – benefits starting to come through

Strong runway for growth

Scalable store rollout opportunity

- Significant opportunity to expand the store footprint across major cities and secondary urban areas
- Ahead of medium-term goal of 200 Domino's stores by 2027

Growth driving profitability

- Increasing scale improves procurement efficiency, marketing leverage and fixed-cost absorption
- Unit economics strengthen as the business scales, enabling franchisees to reinvest and accelerate store expansion
- Group EBITDA is expected to expand materially leveraging system sales growth

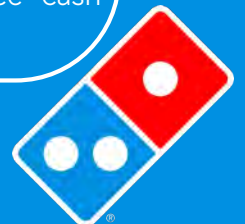
Franchise-led structure

The Group continues to transition to a franchise-led, capital-light strategy

- Lower central G&A and support functions requirement
- Automation projects will drive supply chain efficiencies
- Multiple gross profit enhancers
- Franchise-owned stores now 35% of the estate, targeting 50% by 2027

Highly cash generative model

- Sale of corporate-owned stores to franchisees will drive cash generation while enhancing margin profile
- Driving in higher EBITDA margins, improved ROIC and stronger free cash flow conversion



2025 RESULTS

PERFORMANCE IMPROVEMENTS ACROSS KEY METRICS

Group total system sales¹

£61.4 million

(+11.3% on a reported or 8.3% on a constant FX basis)

Group EBITDA pre-ifrs16

£2.6 million

(+ £1.5m vs 2024)

Domino's Store network expansion 2025 results

135 locations²

>14% YoY

43 Franchised outlets

33% franchised (vs 12% in 2024)

Group LFL system sales³

£54.2 million

(+5.1% on a reported or 2.3% on a constant FX basis)

Group EBITDA post-IFRS 16

£6.2 million

(+ £1.4m vs 2024)

Franchisee EBITDA pre-IFRS 16

7.4% of sales

(-3.9% vs 2024, stable in PLN)

¹ excluding Pizzeria 105

² As at end of year 2025

³ Like-for-like (LFL)

GROUP CURRENT TRADING

Q1 2026

- The Group delivered a strong first quarter, achieving double-digit system sales and order growth across both Poland and Croatia, with momentum continuing into Q2 2026
- Despite continued pressure on consumer confidence from elevated world fuel prices, Q1 trading performance has remained resilient
 - Group system sales of £17.2m, up 18.9% YoY* (up 22.7% on a reported basis)
 - Group system orders of 1.3m, up 13.7% YoY

Poland

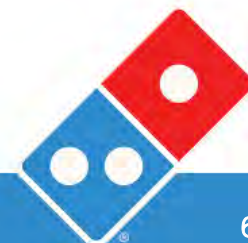
- Total system sales increased 18.2%, while LFL system sales increased 8.9%.
- Total system orders increased 13.3%, while LFL system orders increased 3.9%

Croatia

- Total system sales increased 28.8%, while LFL system sales increased 9.5%.
- Total system orders increased 20.0%, while LFL system orders increased 2.0%

LFL SALES GROWTH	Q1	Q2	Q3	Q4	FULL YEAR
2025	3.3%	(1.4%)	1.2%	5.9%	2.3%
2026	9.0%				

* Group LFL System Sales growth presented on constant currency basis





Strategy:
Positioned for
Growth

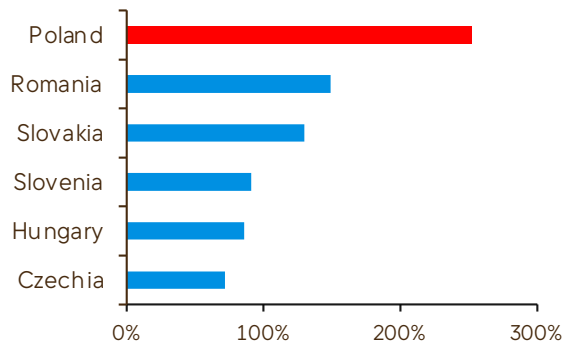


POLISH ECONOMIC LANDSCAPE AND ITS QSR MARKET

ONE OF EUROPE'S FASTEST-GROWING AND UNDERPENETRATED QSR MARKETS

Poland is one of Europe's fastest-growing large economies

Real GDP Growth since 1990



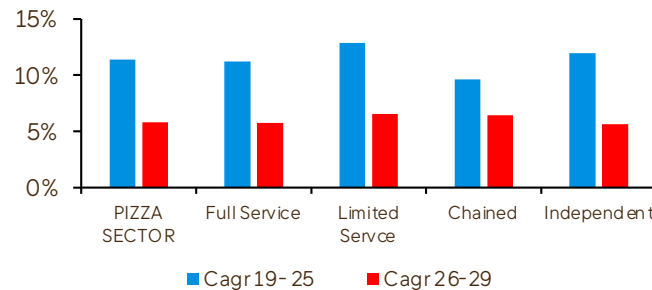
- Outgrowing the EU with recent real GDP growth of 3.2% vs ~0.9% for the EU*
- Strong domestic consumption underpins resilient demand for discretionary categories such as QSR

* European Commission macroeconomic data

Structural growth in the Polish QSR market

- The Polish QSR Pizza sector is expected to grow at c. 6% CAGR over 2026-2029**, equally driven by orders and average ticket value growth. The projected growth materially outpaces the broader European pizza market, which is expected to grow at c. 1% CAGR over the same period**
- Growth is driven by urbanisation, convenience demand, & macro drivers such as rising disposable incomes

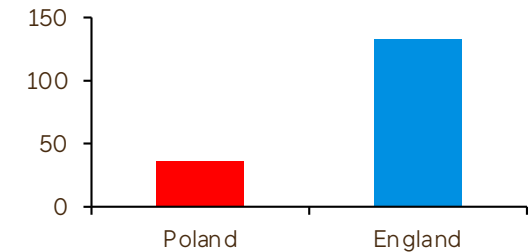
Category Value growth in Poland



** Euromonitor International

Proven global brand scaling in an under-penetrated European QSR market

QSR outlet density per 1 Million residents



Chains included: McDonald's, KFC, Burger King, Subway, Pizza Hut, Domino's, Papa Johns, Popeyes

- Poland remains significantly underpenetrated versus Western Europe in QSR outlets per capita, with England exhibiting approximately 3.6x higher outlet density



STORE NETWORK AND POLISH PIZZA MARKET

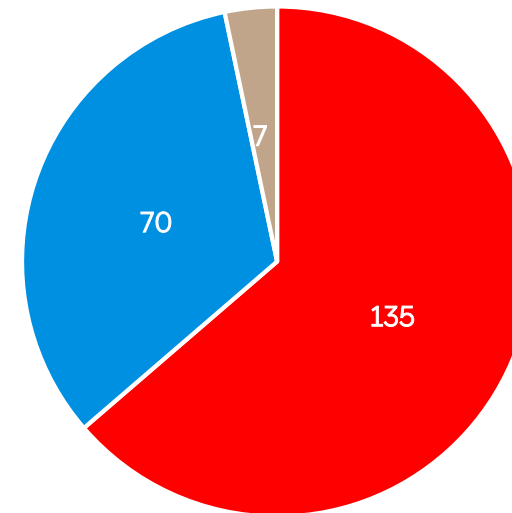
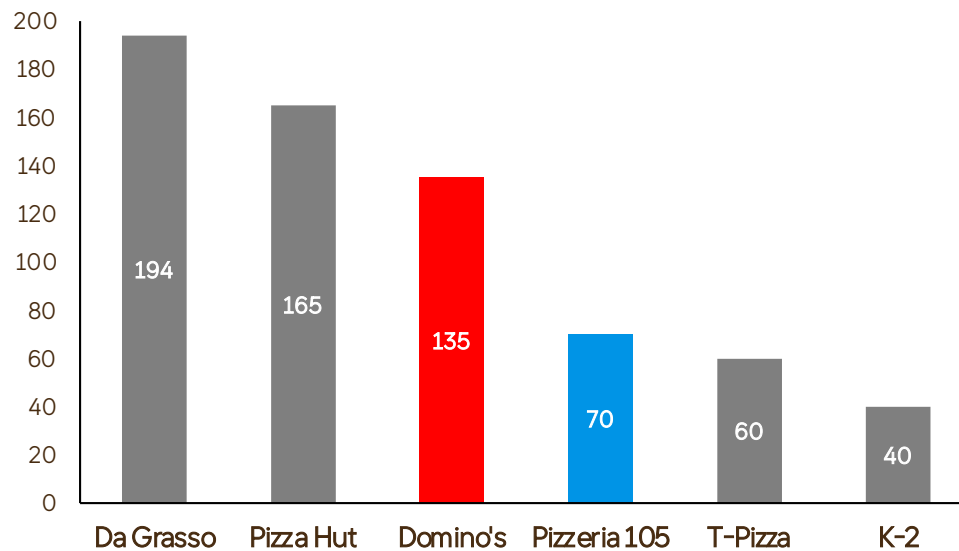
GROWING PORTFOLIO WITH 212 STORES WITH SCALABLE STORE ROLL-OUT OPPORTUNITY

As at April 2026:

Domino's Poland	Domino's Croatia	Pizzeria 105	2027 Group target
135 outlets 35% franchised	7 outlets 14% franchised	70 outlets 100% franchised	>200 Domino's locations >50% franchised

Polish pizza market

As at April 2026



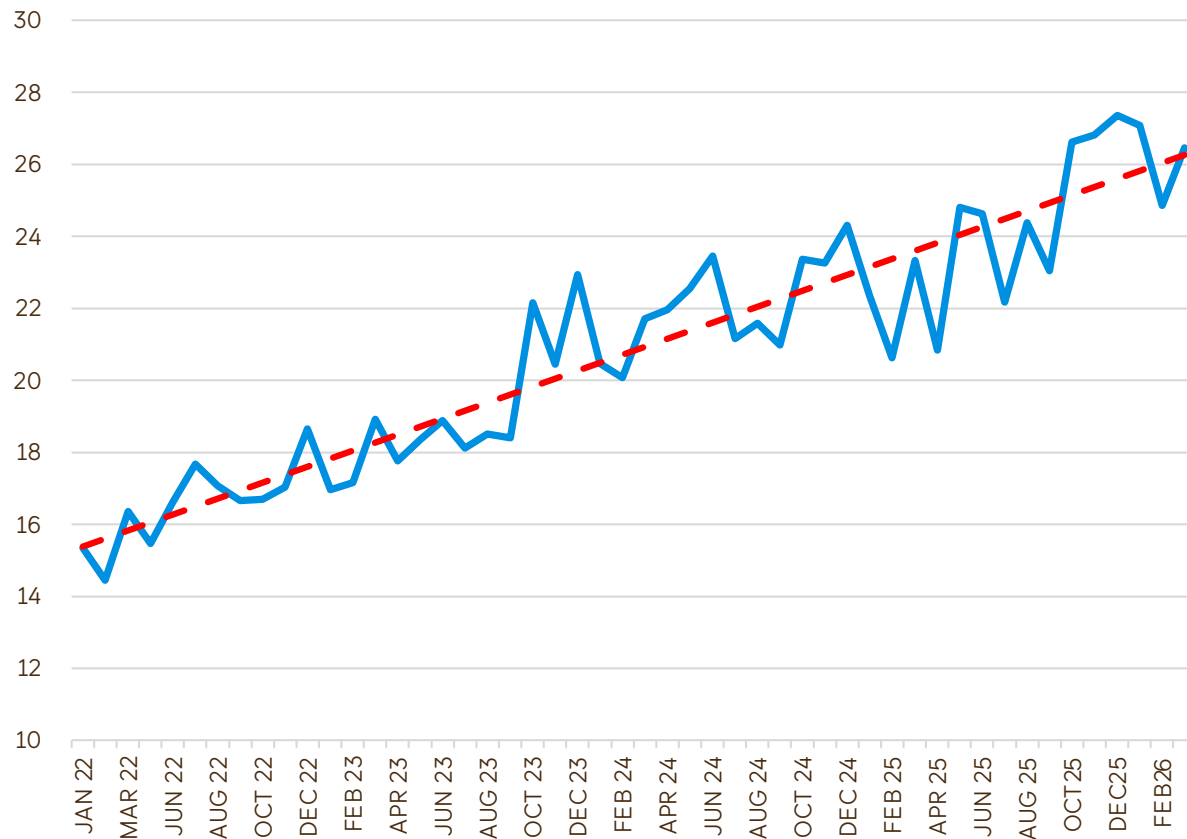
■ Poland: Domino's
 ■ Poland: Pizzeria 105
 ■ Croatia: Domino's
 As at April 2026



HIGHER VOLUMES DRIVING IMPROVED PROFITABILITY

OPERATIONAL EXCELLENCE AND A STRONG VALUE PROPOSITION
CONTINUE TO DRIVE SALES GROWTH

System Sales in PLN



Multiple drivers of System Sales growth:

- ✓ Compelling customer value proposition
- ✓ Operational excellence
- ✓ Marketing Flywheel & Brand strength
- ✓ Improving store economics

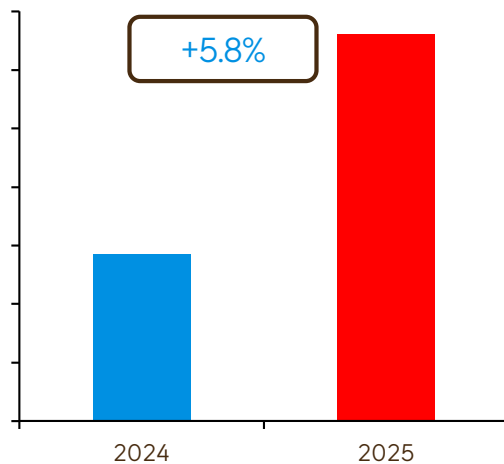


BUILDING A STRONGER BRAND

DELIVERING HIGH-QUALITY PIZZA, DELIVERED QUICKLY, AT AN ATTRACTIVE PRICE

New customers*

2025 delivered another year of strong new customer growth, driven by targeted marketing campaigns and successful new product launches that continue to increase repeat business and customer acquisition

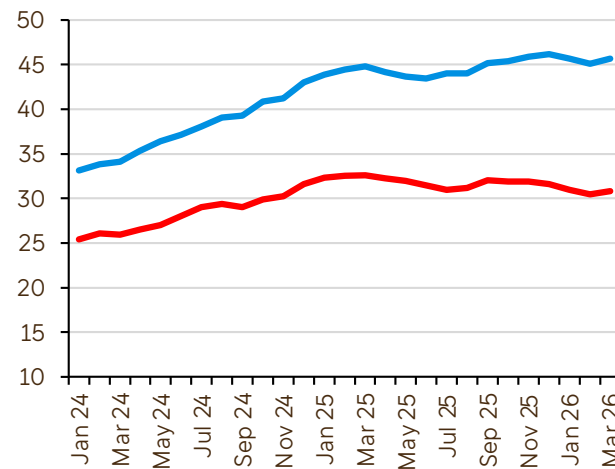


Customer Satisfaction

Net Promoter Score (NPS) continues to improve year-on-year, reflecting growing brand strength and the Group's customer-led approach to operational excellence.

DP's 12 month average NPS, as at March 2026 has increased to 46 for regular customers (from 34 as at March 2024) and 31 for new customers (from 26 as at March 2024)

NPS (12 month average)

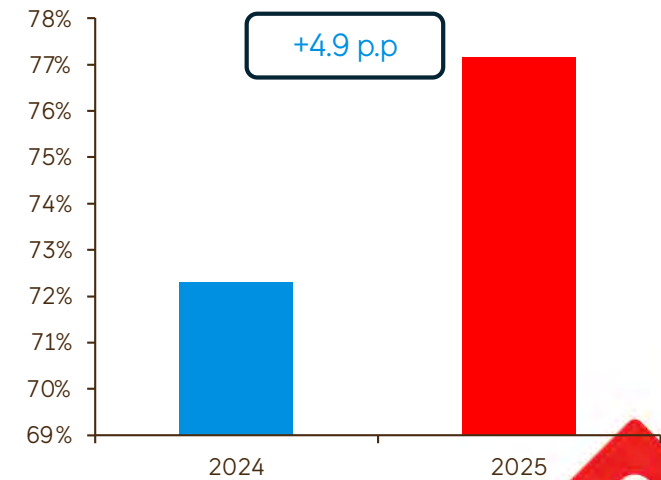


— New Customers — Regular Customers

Digital Ordering

Digital ordering penetration continues to grow, with 77% of sales now placed online, while the Domino's mobile app remains the fastest-growing sales channel, delivering year-on-year growth of 29%

Digital Net Sales



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



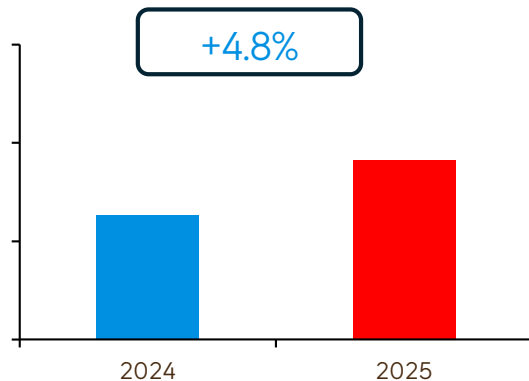
STORE ECONOMICS

INCREASING AVERAGE TICKET WHILE MAINTAINING ORDER FREQUENCY

Ticket Value in PLN

Ticket value continues to increase, supported by:

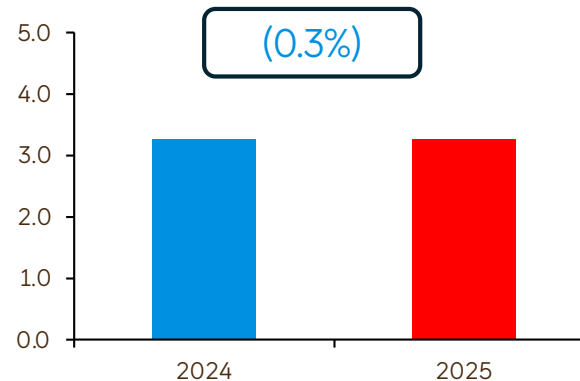
- successful new menu offerings
- growing online penetration
- disciplined pricing initiatives



Order frequency*

Order frequency remained at strong industry-leading levels, supported by:

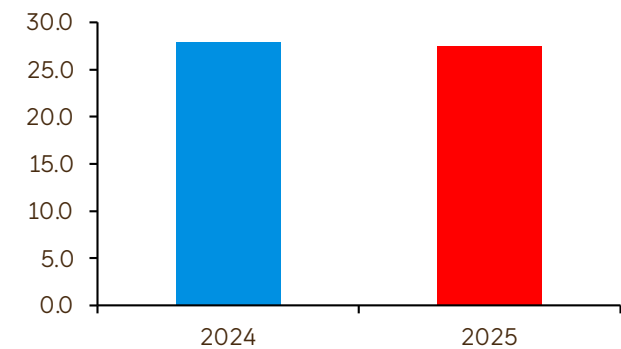
- consistent product quality
- service execution
- growing customer trust in the brand



Delivery times

Fast, reliable and consistent delivery remains a key competitive advantage for the Group.

- average delivery times maintained at 27 minutes, consistent with 2024.
- Deliveries are completed by Domino's uniformed team members using branded e-bikes and scooters, supporting strong service standards and hotter product delivery through proprietary heat bag technology

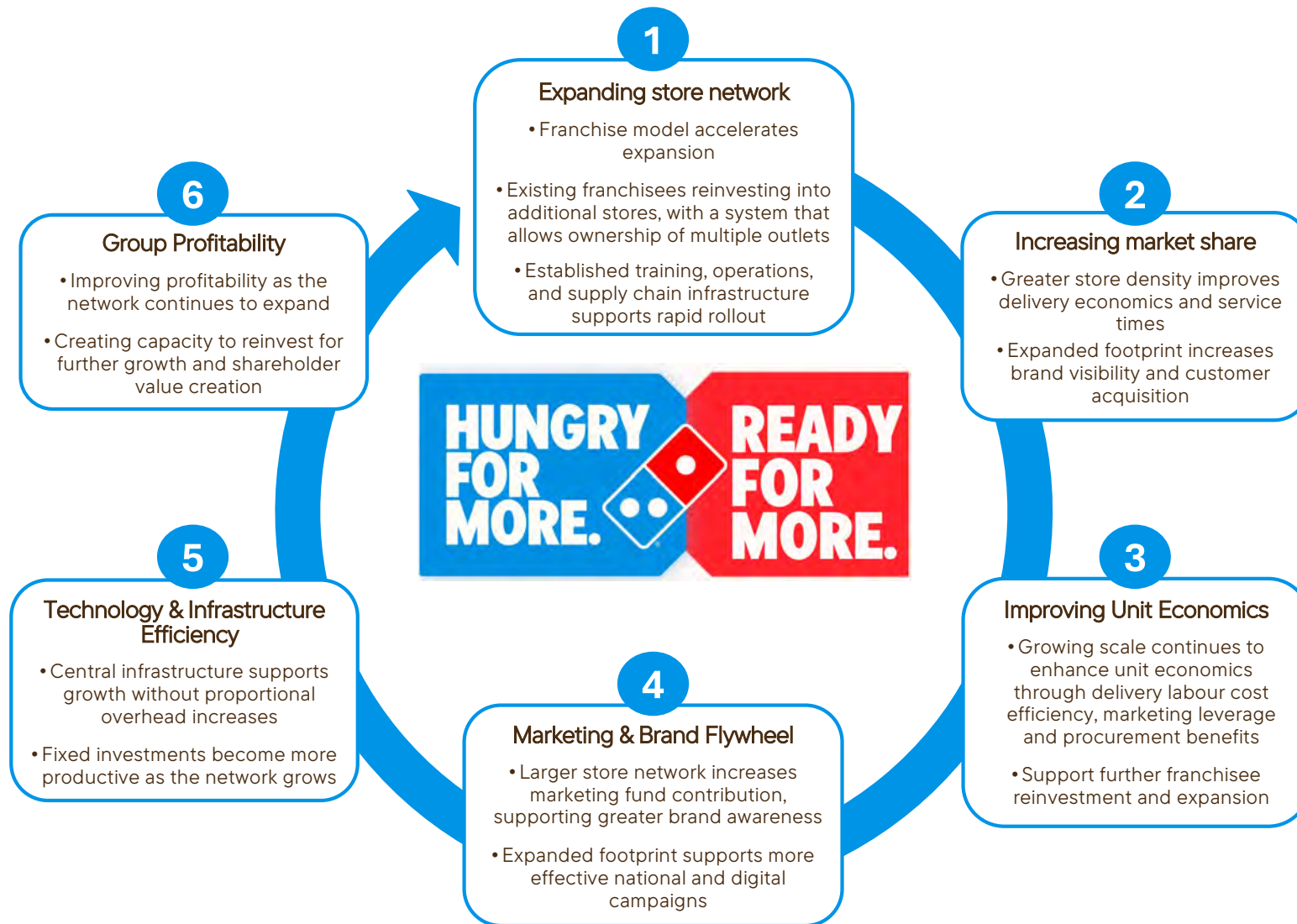


*Frequency presents average number of orders per customer in a given period



BUILT TO SCALE

SCALE BENEFITS EVERYONE SIMULTANEOUSLY — CUSTOMERS, FRANCHISEES, AND SHAREHOLDERS



COMMISSARY

CONSOLIDATION OF OUR COMMISSARIES INTO A SINGLE FACILITY COMPLETED IN FEBRUARY 2026

Total investment: GBP 0.9m

Expected payback period: ca. 4.5 years

Scope of works:

- Automated tray washing machine
- Flour silo and automated dosing system
- New mixer, new divider
- New freezer (200sqm) and cooler (700sqm)
- Blast chiller technology
- New rack system
- Process flow ready for further automation

Immediate benefits:

- Reduced staffing overheads
- Higher labour productivity
- Savings in rent, utilities and maintenance

Longer-term benefits:

- improved utilisation
- enhanced labour efficiency as volumes increase
- the capacity to service up to 300 stores, with scope for further expansion over time





Transition to a franchise-led structure



PIZZERIA 105

Conversion update

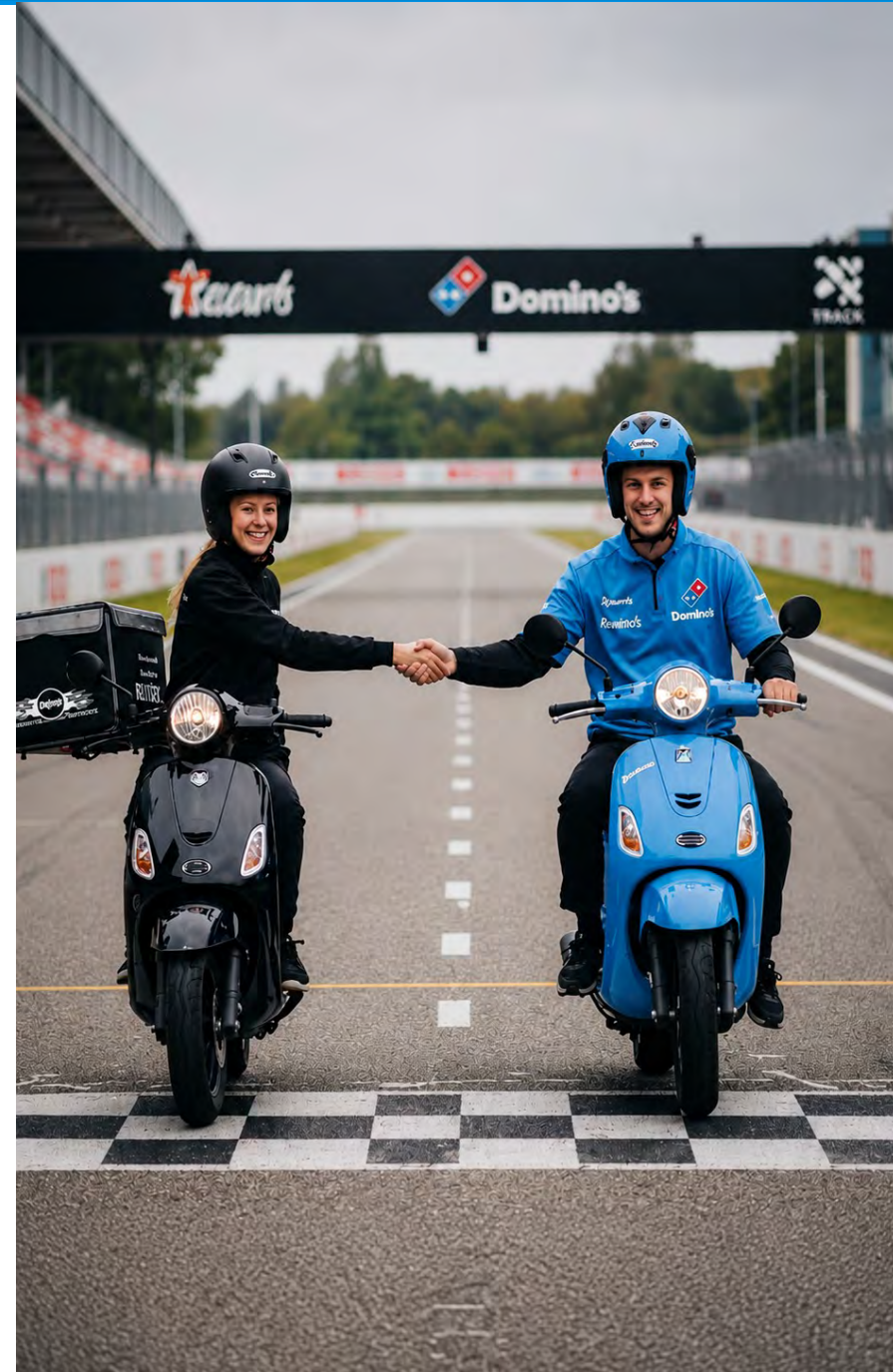
- 17 Pizzeria 105 stores converted to Domino's
 - 4 pilot stores in Q3 2025
 - 9 additional stores in Q4 2025
 - 4 further conversions completed in Q1 2026
- While converted stores continue to demonstrate strong sales growth and operating performance, franchisee conversion activity has progressed more cautiously than originally expected as operators evaluate transition complexity, store economics and execution requirements

Pilot stores

- Pilot stores continue to deliver strong sales and customer growth after ~8 months
 - ~29.6% average sales growth vs prior Pizzeria 105 performance
- Pilot performance remains consistent with the successful high-volume model the Group introduced in 2022
 - ~77% growth in system sales (2022–2024)
 - ~45% growth in store order volumes (2022–2024)
- Early learnings from the pilot program continue to reinforce management's confidence in the long-term conversion opportunity, while also providing valuable operational insights that are being incorporated into the next phase of the rollout strategy.

Next steps

- The Group is prioritising stronger operational performance and unit economics across converted stores before accelerating rollout
- The conversion framework is being refined to reduce operational complexity during the transition period, enhance transition support, improve unit economics and support stronger franchisee adoption



FRANCHISE PARTNERS

35% OF GROUP STORES NOW FRANCHISED

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

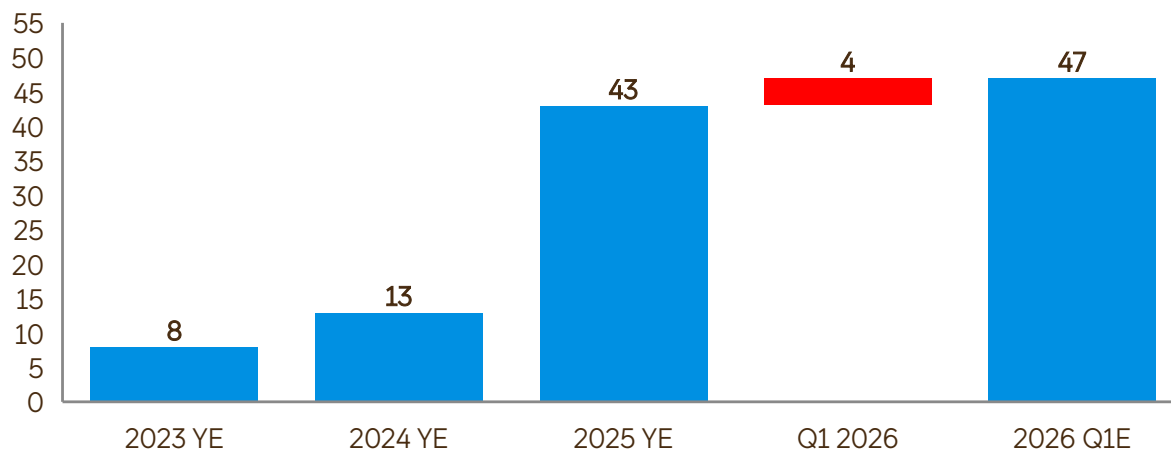
Leaner corporate structure – fewer company-owned stores directly reduces overheads and head office staffing needs

More stable earnings through consistent franchise profit streams versus more variable corporate owned store-level earnings

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

Domino's Franchise Store network development



- 17 corporate stores were sold to ten franchise partners in 2025
- 13 converted Pizzeria 105 stores joined in 2025, with an additional 4 in Q1 2026





FY2025 Financials



GROUP INCOME STATEMENT

ADJUSTED EBITDA POSITIVELY IMPACTED BY REVENUE GROWTH

Group Income Statement

Currency: GBp/m			
	2025	2024	% change
		<i>Restated</i>	
System Sales	61.4	55.2	11.3%
Revenue	1 61.7	53.6	15.0%
Cost of goods sold	(20.3)	(16.3)	24.2%
Materials and energy	(2.6)	(2.5)	3.6%
External services	(11.2)	(8.5)	31.0%
Payroll and social charges	(21.0)	(21.1)	-0.6%
Other operating costs	(0.4)	(0.3)	14.9%
Group adjusted EBITDA*	2 6.2	4.8	29.2%
Store pre-opening expenses	(0.2)	(0.2)	1.1%
Other non-cash and non-recurring items	(0.2)	(0.3)	-12.7%
Depreciation and amortisation	(5.5)	(4.7)	17.0%
Impairment and impairment reversal	(4.0)	0.3	n/a
Share based payments	(0.4)	(0.4)	-3.5%
Financial operations	(0.6)	(0.2)	219.2%
Loss before taxation	(4.6)	(0.6)	
Taxation	0.3	0.0	
Loss for the period	3 (4.3)	(0.5)	
Loss per share	(0.46 p)	(0.06 p)	

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

1. Strong revenue growth (+15.0%)

- System Sales increase by 11.3% driven by continued network expansion and improvements in LFL performance
- Poland is a key driver of growth with System Sales increasing by 8.3% YoY and LFL system sales increasing by 2.0% YoY in local currency
- Revenue increased by 15.0% in 2025 compared to 2024, driven by network expansion and changes in the revenue mix, including a higher contribution from royalties, franchise-related income and revenue recognized from the sale of corporate stores to franchisees

2. Group adjusted EBITDA post-IFRS16 improved by 29.2%

- Operating costs increase (+13.6%) is below revenue growth (+15.0%)
- Ongoing efficiency initiatives, including fleet electrification, commissary upgrades and supply chain optimisation, supported margin improvement and helped mitigate cost inflation
- Group adjusted EBITDA pre-IFRS16 improved by 129% from £1.1m in 2024 to £2.6m in 2025

3. FY 2025 loss was £3.8m higher vs 2024 impacted mainly by:

- Increased impairment charges recognized primarily due to the change in the level at which cash-generating units are identified
- Increased depreciation and amortization charges mainly related to the Pizzeria 105 acquisition
- Increased financial operations driven by lower finance income in 2025 following the one-off recognition of expected VAT refund income in 2024 amounted to £0.3m



HEALTHY BALANCE SHEET

NET ASSETS OF THE GROUP OF £30.3 MILLION

Group Balance Sheet

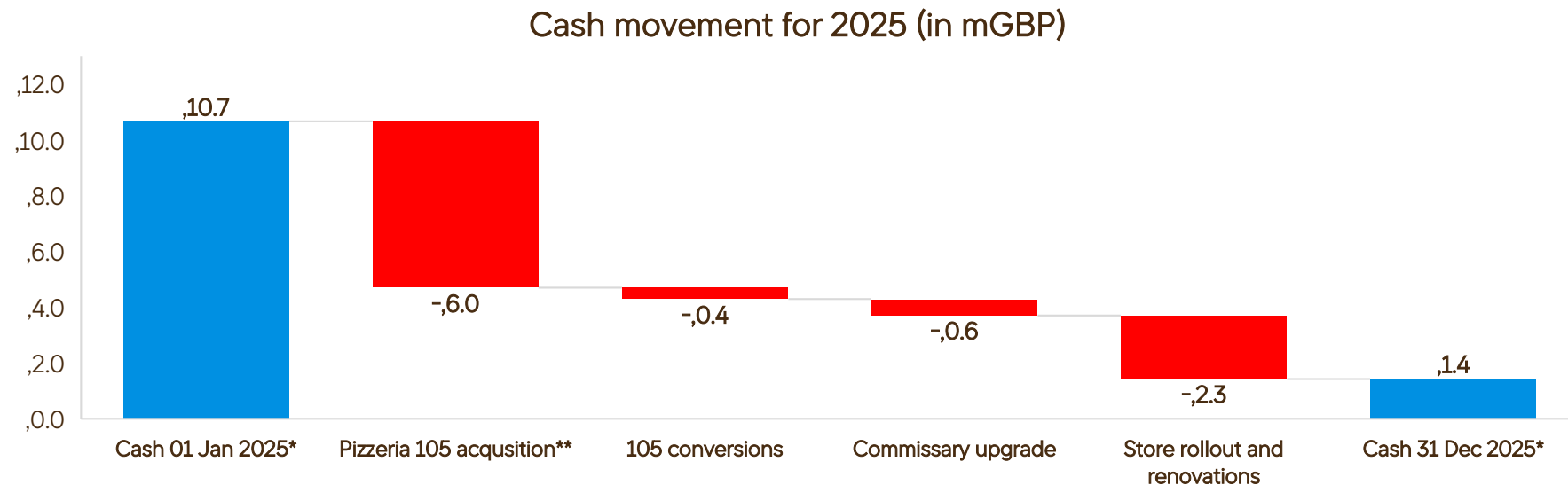
Currency: GBPm		31 Dec 2025	31 Dec 2024	% change
			<i>Restated</i>	
Non-current assets		43.8	32.0	36.9%
Goodwill and intangible assets	1	23.4	14.9	57.0%
Trade and other receivables	2	5.5	1.6	253.5%
Other non-current assets		14.9	15.6	-4.2%
Current assets		5.8	15.4	-62.6%
Inventories		1.4	1.2	13.0%
Trade and other receivables		3.0	3.5	-16.1%
Cash and cash equivalents	3	1.4	10.7	-86.5%
Total assets		49.6	47.4	4.6%
Current liabilities		(12.3)	(10.2)	20.7%
Trade and other payables	4	(8.8)	(6.8)	28.1%
Lease liabilities	5	(3.4)	(3.2)	5.8%
Provisions		(0.2)	(0.2)	5.3%
Non-current liabilities		(7.0)	(5.8)	20.5%
Lease liabilities	5	(5.3)	(5.1)	3.0%
Deferred tax liability		(1.5)	(0.5)	174.0%
Provisions		(0.3)	(0.2)	71.1%
Total liabilities		(19.3)	(16.0)	20.7%
Total equity		30.3	31.4	-3.6%

1. **Goodwill and intangible assets** increased by 57.0% compared to 2024 mainly due to the acquisition of Pizzeria 105 completed in March 2025
2. **Trade and other receivables (non-current)** increase is mainly attributable to sale of stores to sub-franchisees and the related increase in loans granted
3. **Cash and cash equivalents** decrease is mainly due to Pizzeria 105 acquisition, store rollout and Pizzeria 105 conversion costs as well as cash outflows for several different strategic and operational projects
4. **Trade and other payables** increase is in line with increased level of purchases
5. **Lease liabilities (current and non-current)** increase is mainly related to the signing of lease contract prolongations and new lease agreements, as well as annual indexation of payments for store rent agreements



CASH POSITION

INVESTMENT IN "PIZZERIA 105" THE MAIN DRIVER OF CASH POSITION CHANGE



* Cash balances exclude restricted cash relating to bank guarantees provided under lease agreements.

** Including acquisition costs

- In November 2025, DP Polska S.A. entered into new new financing arrangements with BNP Paribas Bank Polska S.A., which includes (i) a five-year non-revolving loan facility of up to PLN 5 million, (ii) a one-year overdraft facility of up to PLN 7 million, and (iii) a one-year revolving framework agreement of PLN 3 million
- No financing was drawn as at 31 December 2025, with the facilities first utilised in 2026



OUTLOOK FOR FY2026

1

Profitable Growth

- EBITDA growth to meet market expectations
- System sales growth in 2026 is anticipated to continue growing at double-digit
- Continued LFL sales growth
- Expansion of store network with double-digit increase projected
- Medium-term objective of exceeding 200 stores by end of 2027

2

Franchise Transformation & Network Expansion

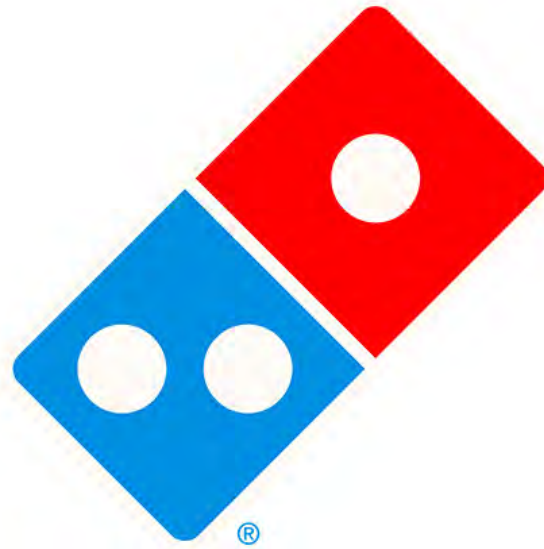
- Transition to a franchise-led operating model
- Objective of over half the Domino's system franchised by end of 2027
- Continued sale of corporate-owned stores
- New store openings across corporate and franchised formats
- Improving and accelerating the Pizzeria 105 conversion programme to drive stronger store performance and increased franchisee uptake

3

Operational Efficiency & Margin Improvement

- Reducing G&A costs as we shift to a franchisee led model
- Leveraging operational efficiencies and scale benefits from the March 2026 production consolidation
- Improving operating margins through food and packaging opportunities
- Shifting more sales online through continued growth in mobile app engagement





APPENDICES

MANAGEMENT TEAM & BOARD

EXPERIENCED BOARD WITH STRONG DOMINO'S HERITAGE

EXECUTIVE DIRECTORS

Nils Gornall - CEO

Appointed August 2022

- 30 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 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

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

Jeremy Dobb - NED

Appointed January 2022

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

David Telford - NED

Appointed March 2026

- Domino's Pizza Group Director of Group Finance since 2019
- Brings over a decade of financial leadership experience, including senior finance roles at Deloitte and Dixons Carphone

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

Jakub Chechelski - NED

Appointed January 2021

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

Stoffel Thijs - NED

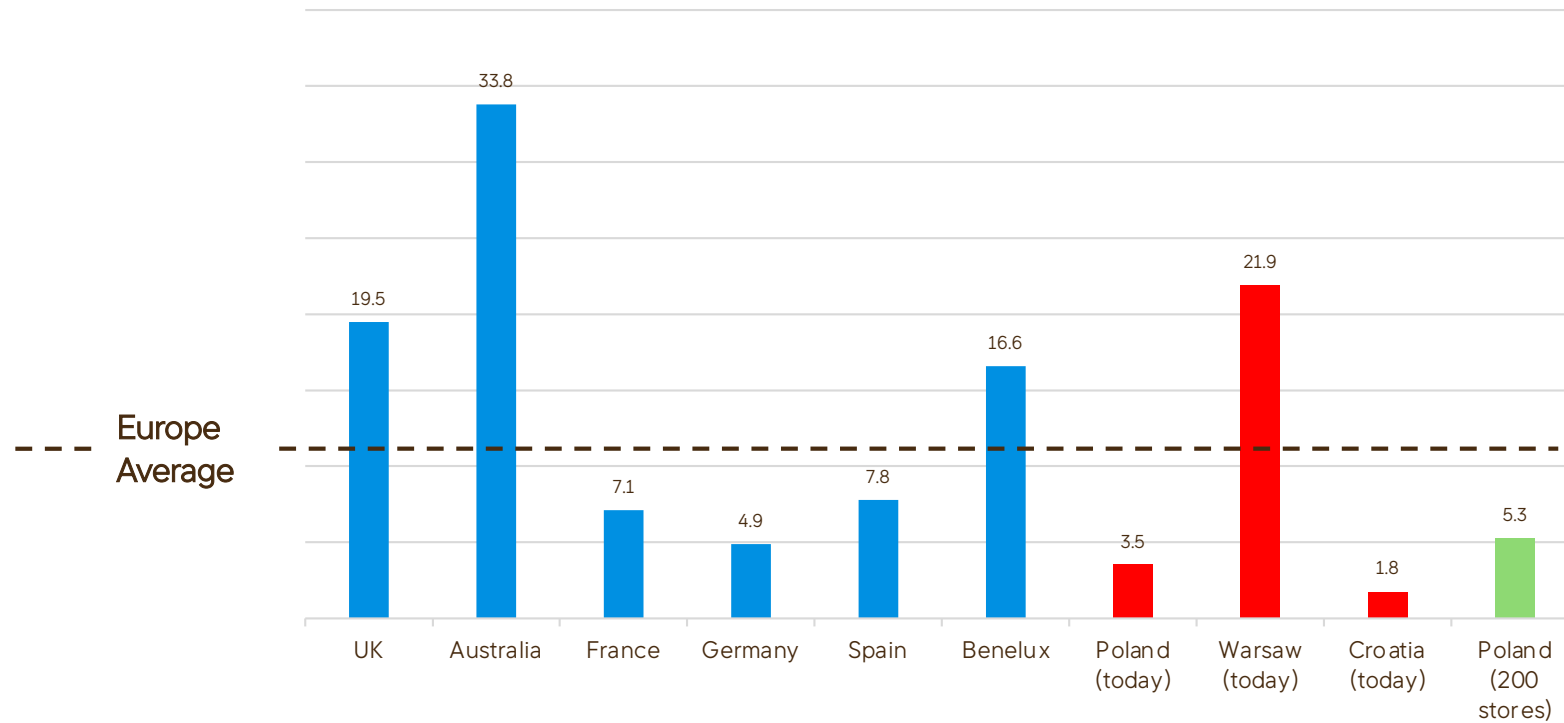
Appointed January 2024

- 29 years with Domino's
- Ex-CEO of Domino's Pizza in Germany and France
- Ex-executive of Domino's UK, Ireland and the Netherlands



STORE NETWORK

Domino's Pizza stores per million population



Source: Public information available for Domino's operators



OUR CORE MARKET – POLAND

ESTABLISHED BRAND WITH POTENTIAL TO SCALE

- Store footprint as at April 2026: 135 Domino's locations - 35% are franchise-operated.
- Domino's is the third-largest pizzeria chain in Poland by store count
- Total system sales for 2025 increased by 8.3% compared with 2024, with order counts increasing by 3.3%
- Q1 2026 LFL system sales increased 8.9%, while LFL order growth continued into 2026, rising 3.9% year-on-year
- Average pizza delivery times were marginally quicker, averaging 27.6 minutes in 2025 versus 27.9 minutes in 2024

POLAND

POPULATION: 38.1 million

CURRENT STORE COUNT: 135 stores

POTENTIAL STORE COUNT: 500+



CROATIA

STRENGTHENING BRAND PRESENCE IN AN EMERGING QSR PIZZA MARKET

- Store footprint as at April 2026: 7 locations, including 1 franchised store
- Total System Sales for 2025 up 8.5% compared to 2024, with order counts decreasing by 3.6% over the same period
- Order counts in the 2025 period declined as the Group continued to navigate inflationary pressures and adjust pizza prices. In 2025, Croatia recorded the third-highest inflation rate in the euro area
- Q1 2026 LFL system sales increased 9.5%, while LFL order growth returned to positive territory, rising 2.0% year-on-year
- Average pizza delivery time in 2025 was 25.3 minutes, consistent with our usual performance

CROATIA

POPULATION: 4 million

CURRENT STORE COUNT: 7 stores

POTENTIAL STORE COUNT: 50+



THANK YOU

