FOCUS ON THE CORE

Full year results 2025

DOMINO'S PIZZA GROUP PLC

10 MARCH 2026

AGENDA

1. **Overview** – Nicola Frampton, Interim CEO
2. **Financial performance** – Richard Snow, Interim CFO
3. **Delivering our strategy** – Nicola Frampton, Interim CEO
4. **Q&A**
5. **Appendix**

I MIGHT BE...

INTERIM

BUT I AM HUGELY

INVESTED

MOMENTUM, CAPABILITY & CONFIDENCE

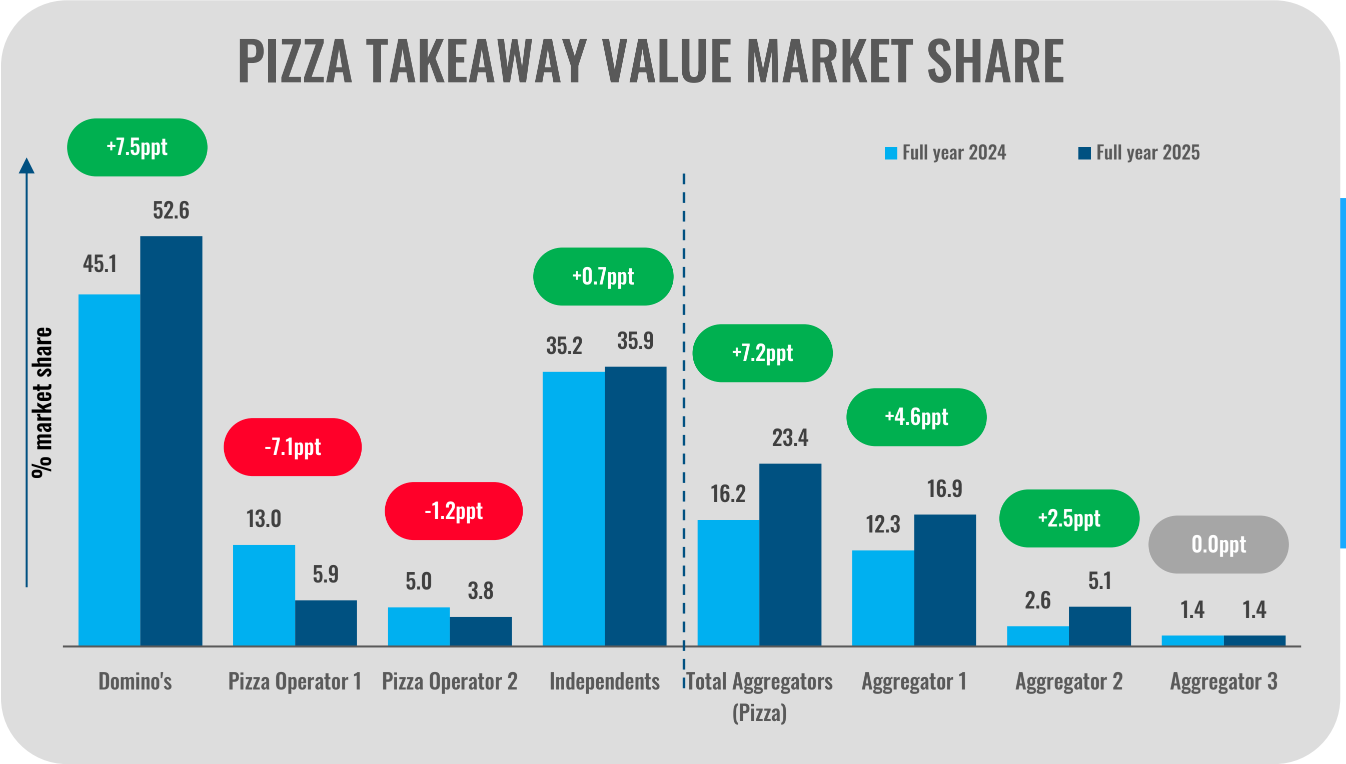
World class Domino's brand, with the #1 market share in UK&I

Loyal customer base of over 12m (of which c.8m are on our app)

Our system wide sales are 90% digital

- The Marketing Society Brand of the Year 2025
- **Most Progress award** at the 2025 Inclusion in Hospitality, Travel & Leisure Awards
- **Our Academy Manager Programme** was recognised with a **Princess Royal Training Award**
- **Silver at the Creative Moment Awards** for the *Eau de Passion* PR campaign
- **A Business Charity Partnership Award** for our longstanding partnership with TCT
- **The Customer Service Team** were awarded the **Customer Service Excellence (CSE) certification** (2026)

CONTINUED MARKET SHARE GROWTH



Domino's has continued to grow share via increased brand strength, excellent service and innovation.

Source: Worldpanel by Numerator. All data 52we to 28th December 2025 vs 52we 29th December 2024
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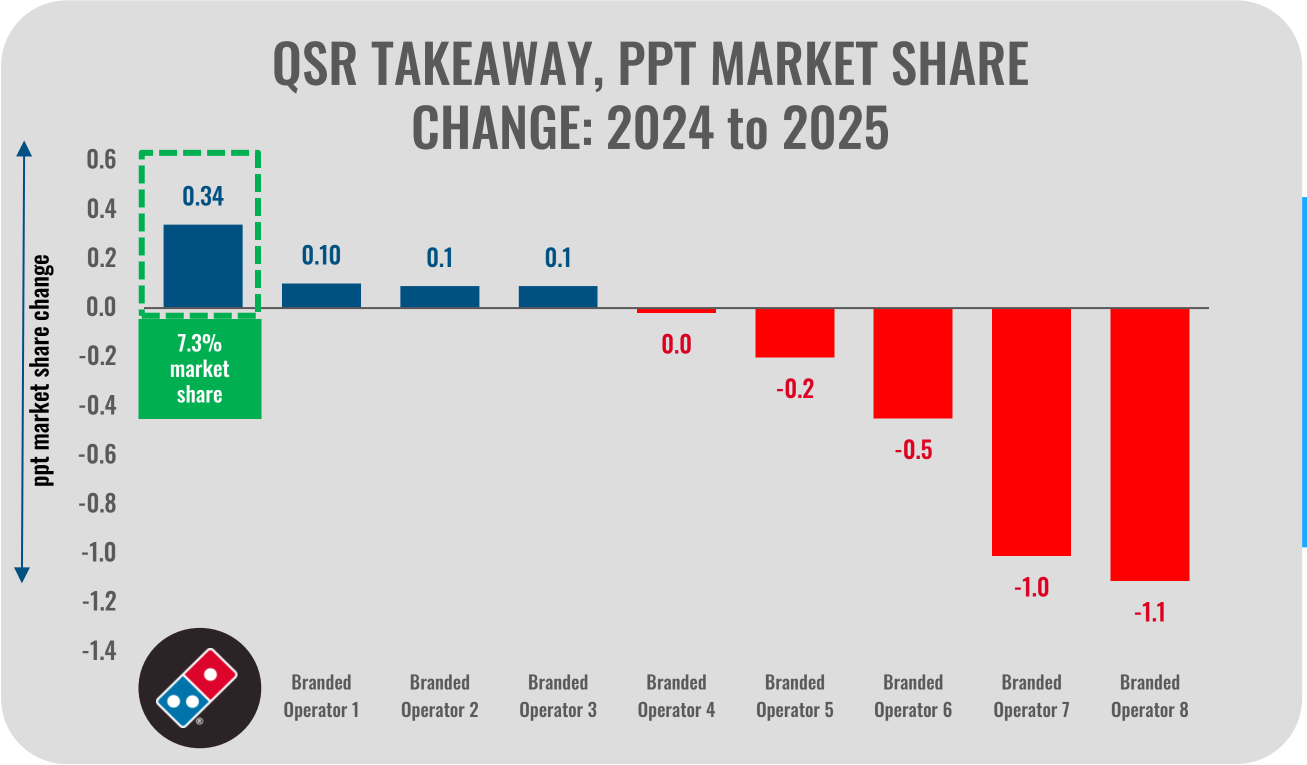
AND BROADER QSR MARKET SHARE GROWTH



Domino's has continued to take share in 2025 from total QSR takeaway market

Source: Worldpanel by Numerator. All data 52we to 28th December 2025 vs 52we 29th December 2024

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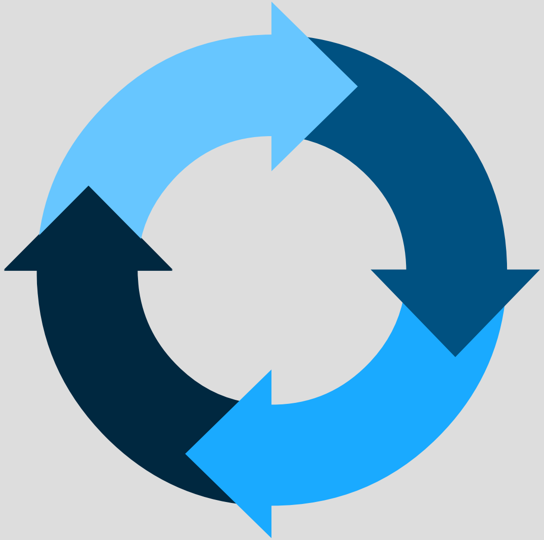
A CORE-LED GROWTH STRATEGY FOR 2026

1. Growing revenue through the core



2. Growing the addressable market
3. Digital acceleration
4. Operational efficiency & cost discipline

AGENDA

FY 25 FINANCIAL HIGHLIGHTS

SUSTAINED FREE CASH FLOW GENERATION IN A TOUGHER OPERATING ENVIRONMENT

SYSTEM SALES	TOTAL ORDERS	LFL SALES[1]	DPG REVENUE
£1595.6m	71.1M	+0.2%	£685.4m
+1.5%	*(0.9)%*		*+3.2%*

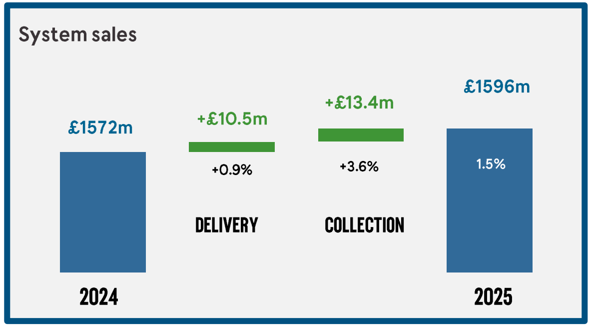
UNDERLYING[2] EBITDA	FREE CASHFLOW	UNDERLYING[2] EPS	PROPOSED FY DPS
£133.9m	£80.7m	17.6p	7.7p
(6.6)%	*(4.7)%*	*(13.7)%*	*+2.7%*

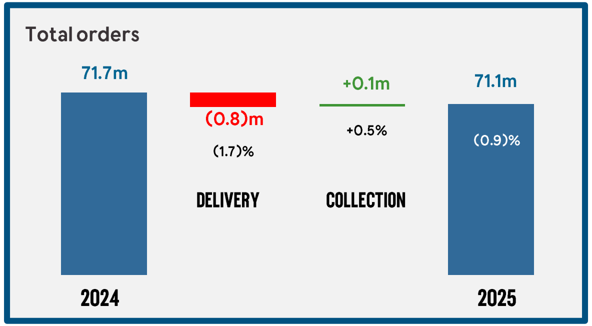
1. Excluding splits
2. See "non-underlying items" for more detail

SYSTEM SALES AND ORDER COUNT TRENDS

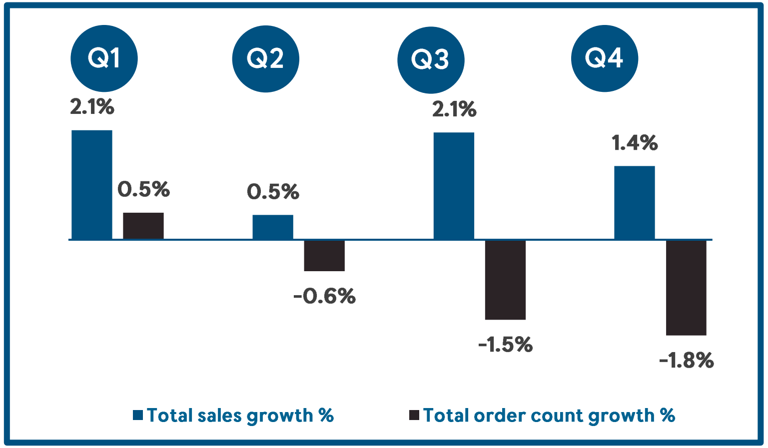
COLLECTIONS ORDER COUNT RETURNED TO GROWTH IN Q2

Delivery & collection analysis





Quarterly profile



- System sales up 1.5% with growth in both delivery and collection channels
- System sales growth primarily driven by ticket (+c.2.5%)
- Orders count decline from Q2 - reflects challenging economic environment
- Collection orders up 0.5% reflecting consistent nationwide value offers
- Positive trading momentum experienced over the Christmas period has continued into the start of 2026

SYSTEM AND DPG SALES PERFORMANCE

SYSTEM REVENUE GROWTH AND GROWTH FROM CORPORATE STORE ACQUISITIONS

£m	FY25	FY24	% change
UK system sales	1,513.3	1,492.5	+1.4%
Ireland system sales	82.3	79.0	+4.2%
Total system sales	**1,595.6**	**1,571.5**	**+1.5%**
Supply chain revenue	426.6	443.7	-3.9%
Royalty, rental & other revenue	80.1	83.3	-3.8%
Corporate stores revenue	92.9	53.2	74.6%
NAF & eCommerce	85.8	84.3	1.8%
Total DPG reported revenue	**685.4**	**664.5**	**3.1%**

- Ireland system sales driven by FY24/5 store openings
- Supply chain rev: order count decline
- Corporate stores growth reflects acquisitions of Shorecal (Mar 24) and Victa (Mar 25)
- NAF & eCommerce spending rose in line with system growth

ANALYSIS OF UNDERLYING EBITDA

£m	FY25	FY24	% change
Supply chain centre EBITDA	126.7	137.1	-7.6%
Net royalties	44.6	44.0	1.5%
Net overheads, property & incentives	(48.8)	(43.2)	13.1%
Corporate stores	10.6	6.6	59.5%
UK and Ireland investments	2.4	3.3	-28.2%
Technology platform costs	(1.5)	(4.4)	-65.9%
Underlying EBITDA	**133.9**	**143.4**	**-6.6%**
Underlying EBITDA margin % of system sales	8.4%	9.1%	

- Supply chain margin down c1%:
  - Lower volumes, product mix
  - Higher NAF support / eComm
- Net overheads:
  - investment in skills and capabilities in FY24
- Corporate stores reflect Shorecal and Victa acquisitions
- Technology platform costs lower with ERP roll-out completed in H1

INCOME STATEMENT BELOW EBITDA

Underlying, £m	FY25	FY24	% change
Group EBITDA	133.9	143.4	-6.6%
Depreciation & Amortisation	(22.7)	(18.4)	+23.4%
Net finance costs	(20.0)	(17.7)	+13.0%
Profit before tax	91.2	107.3	-15.0%
Taxation	(22.6)	(27.0)	-16.3%
Underlying profit after tax	68.6	80.3	-14.6%
Non-underlying items[1]	(9.6)	9.9	n/a
Statutory profit after tax[2]	59.0	90.2	-34.6%
Underlying basic EPS (p)	17.6	20.4	-13.7%
Statutory basis EPS (p)	15.1	22.9	-34.1%

- D&A: SCC automation; larger corporate store estate; IT investment
- Net finance costs increased due to higher average net debt in the period
- Effective tax rate 24.8% (FY25: 25.2%)
- Underlying EPS:
  - underlying profit down 14.6%
  - Average shares count down c.1.5% reflecting the benefit of the share buyback programme

1. See "non-underlying items" for more details
2. Statutory profit after tax includes £0.4m of profit attributable to a minority interest

NON-UNDERLYING ITEMS

£m	FY25	FY24
Shorecal impairment	(10.4)	-
Gains on disposals (FY25: Full House; FY24: London)	9.9	21.4
Transaction costs	(6.0)	(5.5)
Reacquired rights amortisation	(6.5)	(3.3)
Other	2.9	5.0
Non-Underlying Items pre-taxation	(10.1)	17.6

- Shorecal impairment (acquired March 24):
    - UK 2024 budget, UK economy
    - Driver employment transition in RoI
    - White space opportunity remains solid; slower execution (site identification, planning)
    - Irish VAT change beneficial to wider RoI industry
- £6m relates to transactions that ultimately did not proceed. All second brand activity has ceased
- Gain on Full House joint venture reflects the success of this long-term investment

FREE CASH FLOW

STRONG FREE CASH FLOW GENERATION DESPITE DECREASE IN UNDERLYING EBITDA

£m	FY 25	FY 24
Group EBITDA	133.9	143.4
Remove contribution from investments	(2.4)	(3.3)
IFRS 16 – net lease payments	(7.7)	(5.6)
Working capital	(6.9)	(1.6)
Dividends received	1.9	2.6
Net interest	(17.4)	(15.7)
Tax	(21.1)	(26.6)
Other	4.3	3.8
Underlying free cash flow	84.6	97.0
Non-underlying cash	(3.9)	(12.3)
Free cash flow	80.7	84.7

- IFRS 16: acquisition of Victa and completion of the SCC 5 lease
- Underlying working capital was flat
- Net interest increased due to higher average net debt in the period
- Tax lower due to one-off payment in FY24 (agreement on UK/RoI transfer pricing arrangements)

CAPITAL ALLOCATION FRAMEWORK

CAPITAL SOURCES	CAPITAL ALLOCATION PRIORITIES	POLICY	FY25 OUTCOME
Strong Free Cash Flow generation: £80.7m	Invest in core business	• Support sustainable growth • Rigorous internal capex hurdles	£24.1m capex
+	Progressive dividend	• Sustainable and progressive policy • Target c.2x cover	FY25 proposed DPS(1) 11.3p, +2.7%
Recycled capital Full House: £17.6m inflow	Accretive growth opportunities	• Disciplined approach • Target attractive relative returns	£25.6m additional investment in Victa JV
	Return surplus capital	• >£500m in dividends and buybacks since March 2021	£20m buy-back in Q4

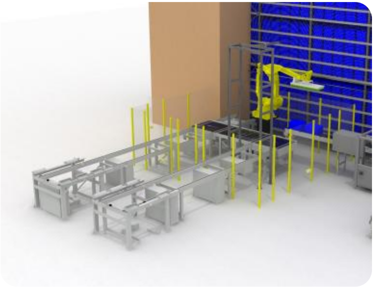
FY 25: net debt £284.6m (FY24:£265.5m) - EBITDA leverage at upper end of our 1.5x-2.5x target range at 2.3x (FY24 1.9x)

1. Final proposed dividend for FY25 7.9p per share

INVESTING TO SUPPORT OUR CORE

C.£24M CAPEX IN FY25

SUPPLY CHAIN c.£6m



Automation / maintenance. Cost efficiency against inflationary pressures

SCC5 c.£9M

5th supply chain
Opens late March 2026
DR, costs and capacity benefits

NEW STORE CAPEX c.£2M

Shorecal/Victa store growth

ECOMM DEVELOPMENT c.£7M

Investment and innovation

FY26 capex will be c.£35m reflecting completion and launch of SCC5, reducing to normal levels thereafter

OUTLOOK & GUIDANCE

Outlook – a good start to FY26

- Current trading – The positive momentum experienced across the 2025 Christmas trading period has continued into the first 10 weeks of 2026
- CHICK 'N' DIP (launched 9 Feb) – Trading has started well
- Current trading supports our expectations for an FY26 out-turn consistent with market expectations

FY26 Technical Guidance

- Depreciation and amortisation: £m mid-twenties
- Interest: c.£21m
- Underlying tax rate: c.25%
- Capital Expenditure: c.£35m
- FY26 gearing expected to end in line with FY25 with HY26 likely higher reflecting capex phasing

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STRATEGIC UPDATE

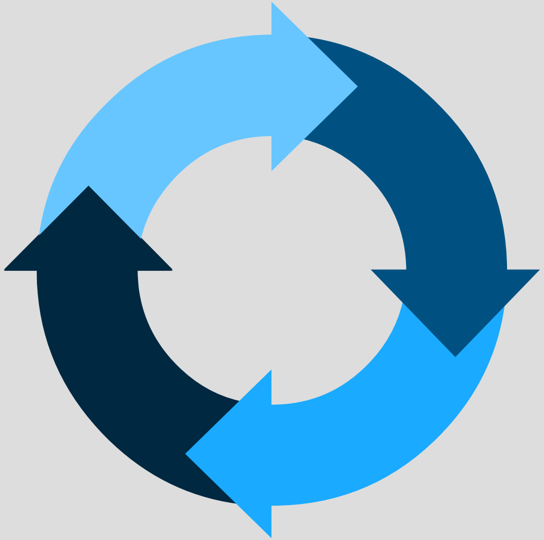
Nicola Frampton
Interim CEO

Classification: Internal

A CORE-LED GROWTH STRATEGY FOR 2026

1 Growing revenue through the core

2 Growing the addressable market



3 Digital acceleration

4 Operational efficiency & cost discipline

1

Growing revenue through the core

ONE MORE TIME

OUR WINNING FORMULA TO DRIVE 'ONE MORE TIME'

PRODUCT

+

SERVICE

+

IMAGE

PRICE

=

'GOOD VALUE FOR MONEY'

+10ppts since 2022

Source: Brand Ignite brand tracker (UK)

PRODUCT – LONG TERM PIPELINE OF INNOVATION

PROTECT & GROW BEST CUSTOMERS

Trend flavours drive excitement for high frequency customers

DRIVE FREQUENCY

Products for different occasions and seasonal offers drive frequency

MAXIMISE REVENUE

New Sides & Desserts drive additional spend

PRODUCT –HEALTH STRATEGY OFFERS CHOICE

CREATE

Develop range of products for lighter appetites

COMMUNICATE

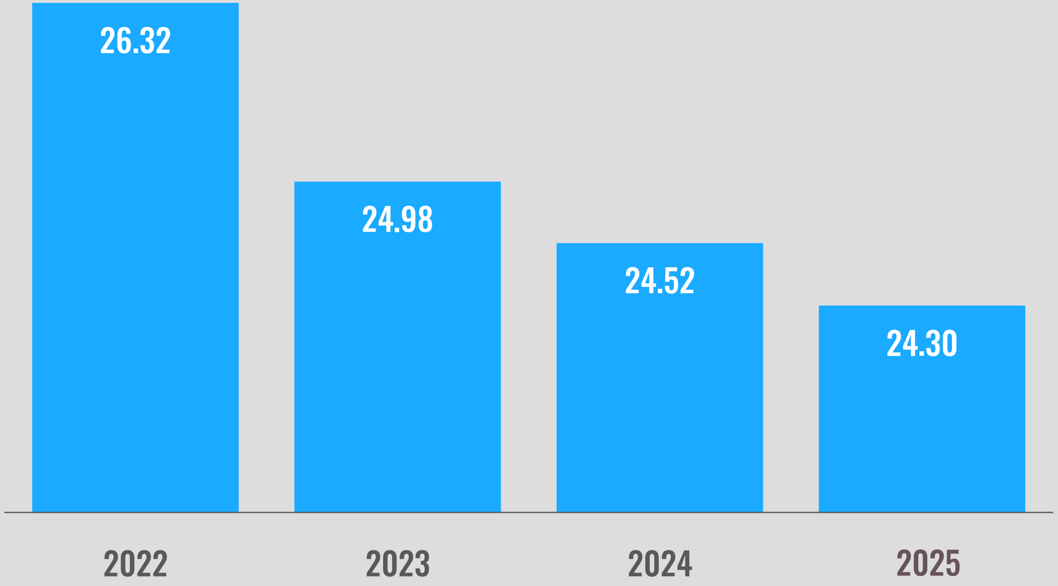
Make it easy to find without disrupting the customer journey

REFORMULATE

Gradual changes on key ingredients to improve nutritional balance

SERVICE EXCELLENCE

AVERAGE DELIVERY TIME (MINS)

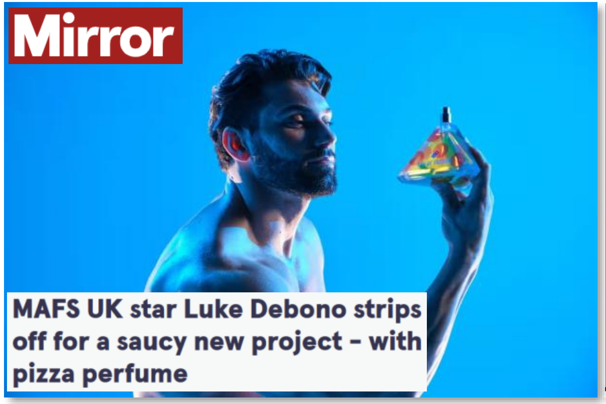


DELIVERED ON TIME

81.7%

+6.8ppt vs 2022

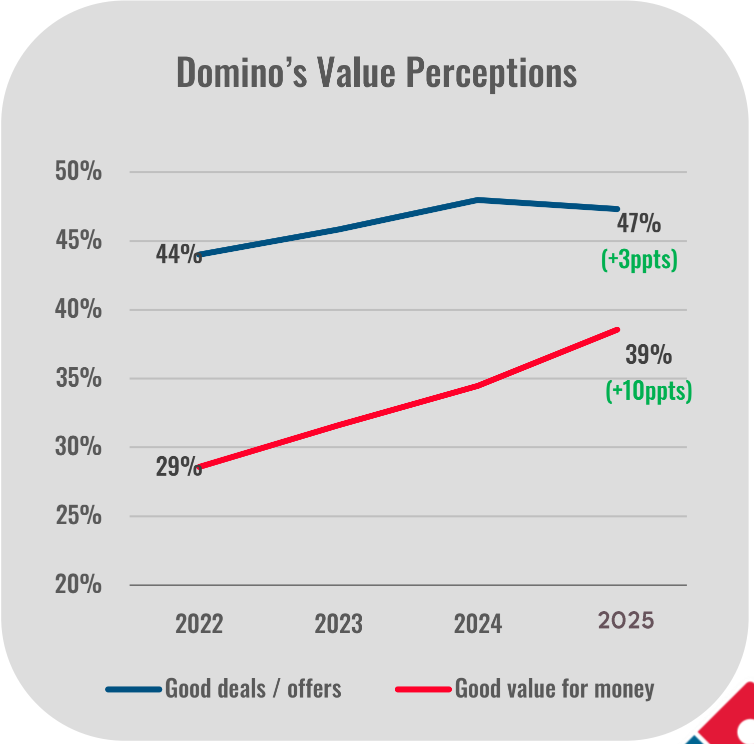
IMAGE - DRIVING BRAND FAME AND POPULATING CULTURE



+56%
YoY CONSUMER PR PIECES (2,475)

+91%
YoY UNPAID SOCIAL IMPRESSIONS (1.2bn)

CONSISTENT PRICING HELPING CUSTOMERS SHOP APP/WEB



Source: Brand Ignite brand tracker (UK)

CHICKEN

WE GOT THIS

CHICKEN DOUBLES OUR ADDRESSABLE MARKET

LEADER IN PIZZA

~£3 BN
Market Value

Pizza
QSR Takeaway

52.6%
Share

SIGNIFICANT HEADROOM IN CHICKEN

~£3 BN
Market Value

Chicken
QSR Takeaway

3.8%
Share

Source: Worldpanel by Numerator. All data 52we to 28th December 2025

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CREATING A SUSTAINABLE GROWTH OPPORTUNITY

8M …Domino's have not yet bought chicken

87% …would consider ordering

Immediate 1,400 customer distribution points

No additional capex required

Deliver in 25 minutes

Source: Chicken Consumer QuMind Survey (n = 600)

DELIVERING A WORLD OF FLAVOUR

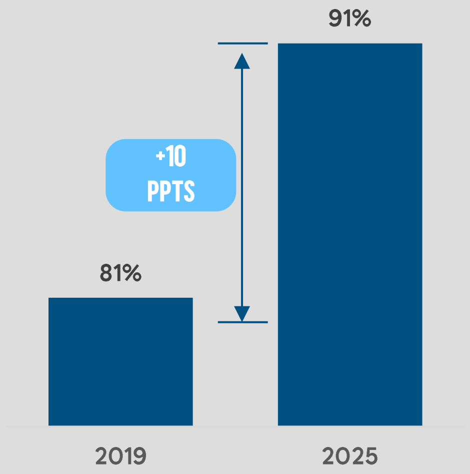
DIGITAL ACCELERATION

WE GOT THIS

ADVANCING OUR DIGITAL AND AI CAPABILITIES

WE ARE DIGITAL FIRST

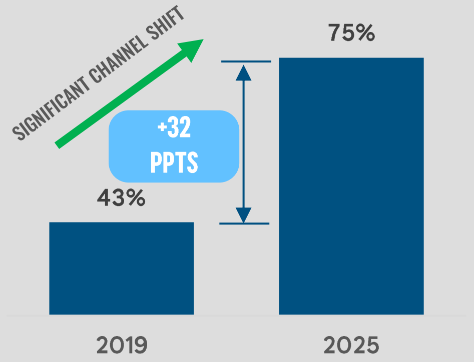
Online % Total Sales



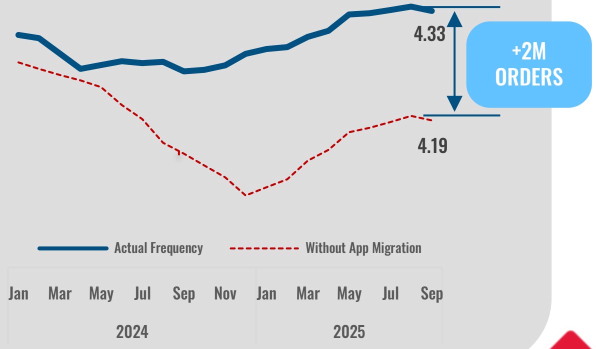
APP IS OUR KEY ORDERING PLATFORM

APP FIRST

App % Online DPG Sales



APP SUPPORTED FREQUENCY GROWTH



Source: DPG % Online Sales as % of Total Sales. UK&ROI
2019 Full Year
2025 YTD – End wk 46

Source: DPG DWH % Online Direct Sales on App as % of Total Direct Online Sales. UK&ROI
2019 Full Year
2025 YTD – End wk 46

Source: DPG DWH & Data Modelling

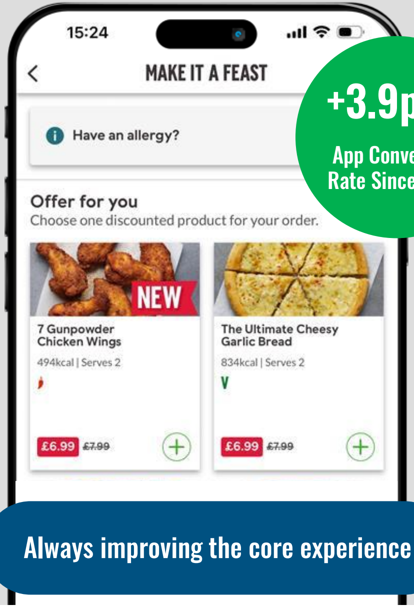
DELIVERING A BETTER CUSTOMER EXPERIENCE

PRE-SHOP

+29%
revenue ROI from media since 2022

Improvement in marketing effectiveness

SHOP



+3.9ppts
App Conversion Rate Since 2022

Always improving the core experience

POST-SHOP

LATE DELIVERY
Automated Free Pizza

Generous late delivery & service communication

Source: ROI from Ebiquity Econometric Model (UK). % increase per pound spent on total media investment in FY2025

Source: Google Analytics. App conversion rate from 2023 to 2025 wk46.

A WEALTH OF OPPORTUNITIES STILL AHEAD OF US

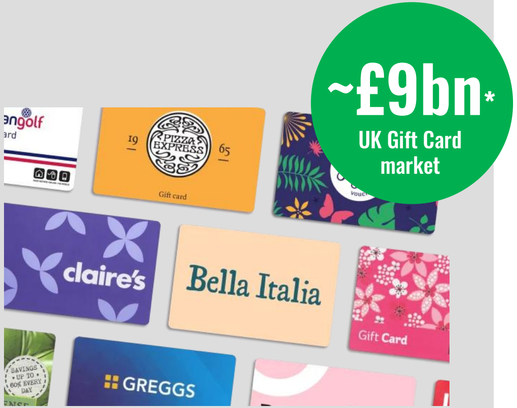
AI

In-house built deep learning neural networks for product quality

LOYALTY

Scaling our Loyalty Pilot to everyone

GIFT CARDS



Untapped Gift Card market

Source: The UK gift card market generates c.£9–10bn of retail spend annually."Gift Card & Voucher Association (GCVA) / GlobalData

4

Operational efficiency & cost discipline

OPERATIONAL EFFICIENCIES & COST DISCIPLINE

WE GOT THIS

INVESTMENT IN CAPACITY TO SUPPORT WORLD CLASS SUPPLY CHAIN

Avonmouth capacity available in late March

Required for Domino's growth in distribution

Automated chilled & frozen warehouse

Optimises radial distribution

99.9% Accuracy

99.9% Food Availability

4200 Deliveries per week

ADDITIONAL CAPACITY FOR 1000 DELIVERIES PER WEEK

RELENTLESS FOCUS ON PRODUCTIVITY & COST DISCIPLINE

14 productivity projects identified 2025 - 2028

7 approved and underway in 2025

New ERP system fully launched

LABOUR COST DISCIPLINE

Driving more efficient scheduling and tighter management of labour deployment.

OPERATIONAL EFFICIENCIES

Ongoing improvements across processes and systems to reduce waste and increase savings.

CENTRAL COST OPTIMISATION

Initial steps already taken to streamline overheads and reshape central spend

IMPROVED ASSET EFFICIENCY

Better utilisation of existing assets to generate stronger and more sustainable returns

PROGRAM OFFSETS CIRCA 280K HOURS P.A. BY 2028

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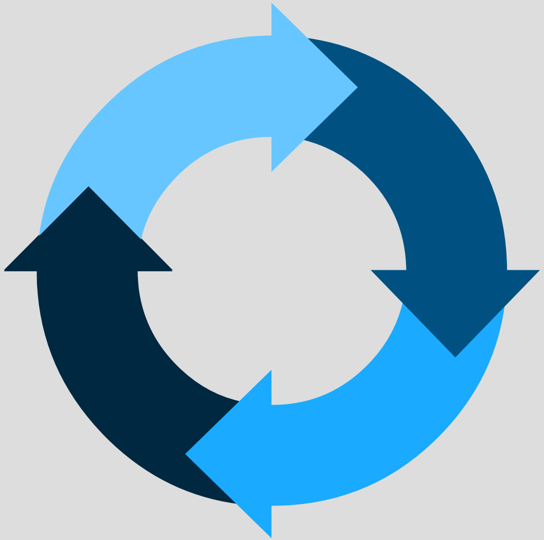

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ONE MORE TIME...

WE GOT THIS