HALF YEAR RESULTS 2026

DOMINO'S PIZZA GROUP PLC

26 weeks ended 28 June 2026

04.08.2026

DELIVERING RESULTS, BUILDING CONFIDENCE

"FOCUS ON CORE" DELIVERED STRONG H1 RESULTS

- LFL growth in both Pizza and Chicken
- Market share gains across all markets
- Profit and Cash flow growth

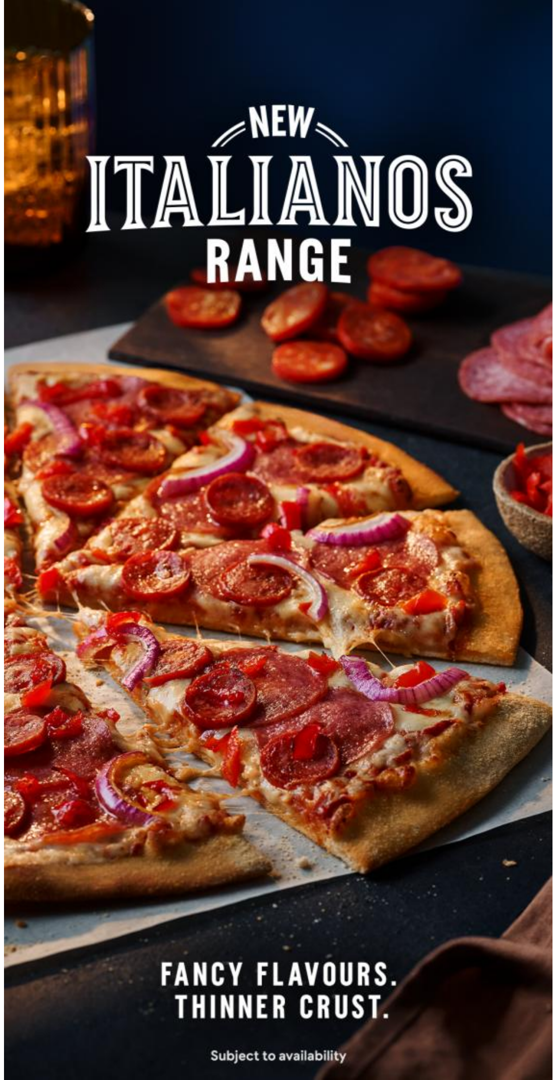
LEVERAGE OUR CORE SKILL SETS

- Innovation – Launch of CHICK'N'DIP and Italianos
- Class leading delivery – 25-minute promise achieved in peak World Cup games
- Class leading supply chain - Opening of SCC5

FOCUSSED ORGANIC GROWTH STRATEGY

- MORE Customers, MORE Often, MORE Efficiently
- Four key levers to growth: CHICK'N'DIP, Loyalty, Aggregators, Supply Chain Productivity
- Drives growth beyond 2026

STRONG H1 AND CLEAR PLANS FOR GROWTH



FINANCE UPDATE

Andrew Andrea
CFO

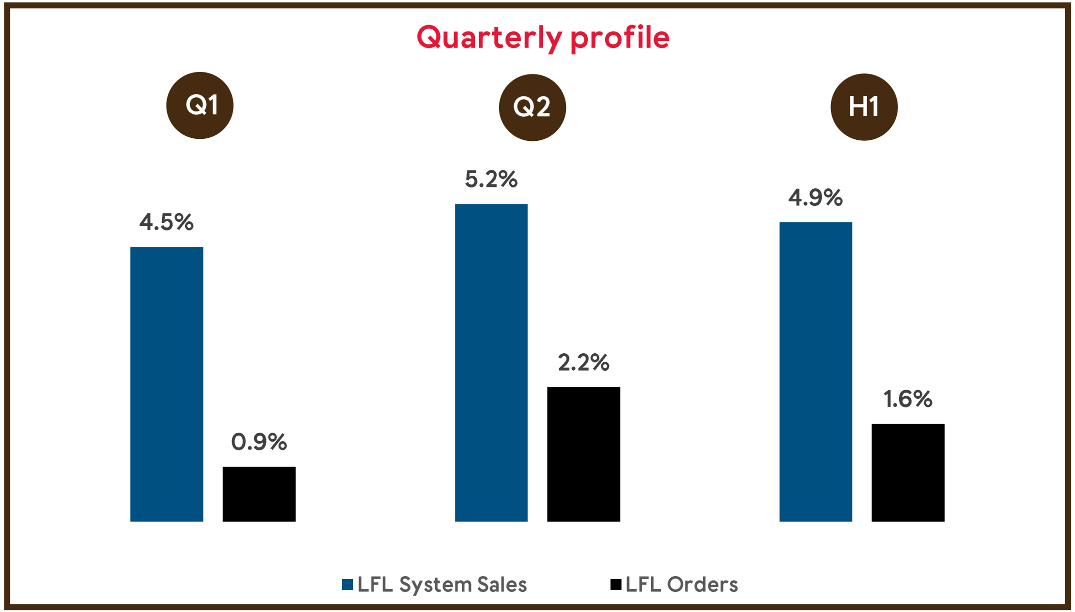
H1 26 FINANCIAL HIGHLIGHTS

SYSTEM SALES £825.3m +6.1%	TOTAL ORDERS 36.1M +2.9%	LFL SALES[1] +4.9%	DPG REVENUE £353.6m +6.7%
UNDERLYING[2] EBITDA £66.2m +3.6%	UNDERLYING[2] EPS 8.8p +4.8%	UNDERLYING FCF[1] £50.2m +74.9%	INTERIM DIVIDEND 3.7p +2.8%

STRONG SALES DRIVING EARNINGS AND CASH FLOW GROWTH

1. Excluding splits
2. See "earnings analysis" for more detail on non-underlying

SYSTEM SALES AND ORDER COUNT TRENDS



- LFL sales and order growth in pizza value and order across H1
- Chicken growth contributing to Q2 performance reflecting February launch
- Q2 momentum supported by World Cup

TRADING MOMENTUM THROUGH PERIOD, CORE PIZZA IN GROWTH

SYSTEM AND DPG SALES PERFORMANCE

£m	HY26	HY25	% change
UK system sales	781.7	738.7	+5.8%
Ireland system sales	43.6	39.1	+11.5%
Total system sales	825.3	777.8	+6.1%
Supply chain revenue	215.5	210.3	+2.5%
Royalty, rental & other revenue	42.6	40.4	+5.4%
Corporate stores revenue	52.5	38.2	+37.4%
NAF & eCommerce	43.0	42.6	+0.9%
Total DPG reported revenue	353.6	331.5	+6.7%

- System sales +6.1% with LFL sales growth of 4.9% and LFL orders up 1.6%
- Supply chain revenue up due to higher volumes
- Royalty revenue up due to system sales growth
- Corporate stores reflecting Victa acquisition and improved underlying sales

DPG SALES GROWTH DRIVEN BY SYSTEM SALES PERFORMANCE

EARNINGS ANALYSIS

Underlying, £m	HY26	HY25	% change
Group EBITDA	66.2	63.9	+3.6%
Depreciation & Amortisation	(11.8)	(10.8)	(9.3%)
Net finance costs	(10.3)	(9.4)	(9.6%)
Profit before tax	44.1	43.7	0.9%
Taxation	(10.4)	(10.7)	+2.8%
Underlying profit after tax	33.7	33.0	+2.1%
Non-underlying items	(2.9)	(3.1)	n/a
Statutory profit after tax[1]	30.8	29.9	3.0%
Underlying basic EPS (p)	8.8p	8.4p	+4.8%
Statutory basic EPS (p)	8.0p	7.6p	+5.3%

- Group EBITDA growth driven by higher SCC profit, royalties and corporate store income
- D&A: SCC automation; larger corporate store estate; IT investment
- Net finance costs increased due to higher cost of new facility
- Non-underlying items: amortisation of reacquired rights
- Effective tax rate 23.6% (HY25: 24.5%)
- Underlying EPS up 4.8%
  - Underlying profit up 2.1%
  - Average shares count down c.2.6% reflecting the benefit of the share buyback programme
- Cost outlook: All key lines hedged in 2026 and some into 2027

SALES DRIVEN EARNINGS GROWTH; EPS UP 5%

1. Statutory profit after tax includes £0.2m of profit attributable to a minority interest

CASH FLOW AND DEBT

£m	HY26	HY25
Group EBITDA	66.2	63.9
IFRS 16 – net lease payments	(4.2)	(3.9)
Working capital	3.2	(12.1)
Net interest	(8.7)	(8.1)
Tax	(9.4)	(11.9)
Other	3.1	0.8
Underlying free cash flow	**50.2**	**28.7**
Non-underlying cash	(2.3)	(3.0)
Free cash flow	**47.9**	**25.7**

- Working capital inflow driven through trading
- Tax lower due to refunds in HY26 (agreement on UK/RoI transfer pricing arrangements)
- Non-underlying cash relates to activities disclosed in the prior year

Debt facilities:

- RCF - £300m to 2030
  - With extension and accordion options
- USPP - £300m
  - £200m matures in July 2027
  - Refinancing planned for Q4 2026

STRONG CASH GENERATION; STRONG BALANCE SHEET

INVESTING FOR GROWTH – 2026 CAPEX SPEND

SUPPLY CHAIN
C.£24M

Avonmouth SCC open

NEW STORE CAPEX
C.£3M

Shorecal & Victa store growth

ECOMM DEVELOPMENT
C.£8M

Investment and innovation

FY26 CAPEX C.£35M REFLECTING COMPLETION AND LAUNCH OF SCC5

CAPITAL ALLOCATION FRAMEWORK

CAPITAL ALLOCATION PRIORITIES

Invest in core business

Progressive dividend

Pay down debt

Return surplus capital

POLICY

- Support sustainable growth
- Rigorous growth capex discipline – 20% ROC hurdle rate

- Sustainable and progressive policy

- 1.5x – 2.5x leverage
  - 2.3x leverage at H1 2026
- Aim to be towards the lower end of range
- Focus on organic growth opportunities

CLEAR ALLOCATION FRAMEWORK; FOCUS ON DEBT REDUCTION

STRATEGIC UPDATE

Nicola Frampton
CEO

ORGANIC GROWTH STRATEGY

	MORE CUSTOMERS	MORE OFTEN	MORE FOR LESS
Additional Growth initiatives	CHICK'N'DIP	CHICK'N'DIP	Supply Chain Productivity
	Aggregator Growth	Loyalty	
Growth from Leveraging our foundations	Core innovation	Core innovation	Operational Efficiencies
	Digital Innovation	Digital Innovation	

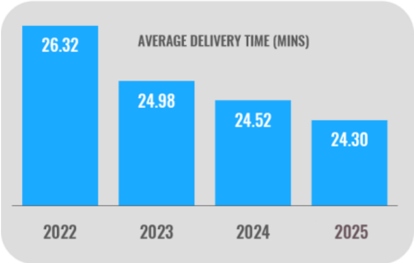
DELIVERING MORE FOR ALL

BUSINESS WITH STRONG FOUNDATIONS

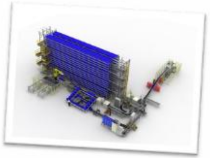
>1,400 STORES ACROSS UK & ROI

DELIVERED HOT & FRESH IN
25MINS
ON AVERAGE

DELIVERY TIME



WORLD CLASS SUPPLY CHAIN



WORLD CLASS FRANCHISEES

UNMATCHED POSITION OF STRENGTH

LEVERAGING OUR FOUNDATIONS

PRODUCT - INNOVATION

+25% REORDER RATE

IMAGE – BRAND STRENGTH

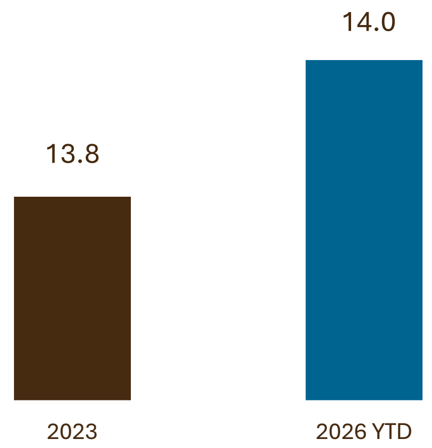
+21.5% orders vs prior year (9-11pm)

c.45k order uplift vs prior year

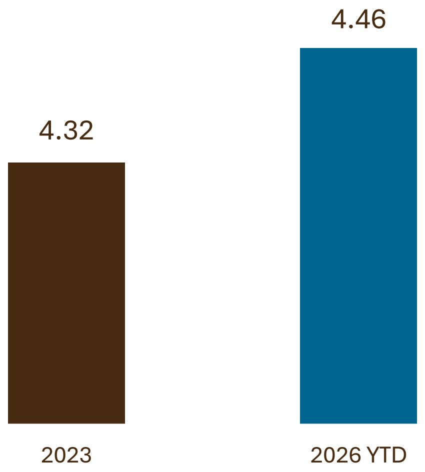
CORE STRENGTHS DELIVERING GROWTH

DOMINO'S STRATEGY IS ALREADY DELIVERING

STRONG CUSTOMER BASE



INCREASING FREQUENCY



MORE CUSTOMERS & FREQUENCY


Domino's®
CHICK
'N' DIP

SIGNIFICANT GROWTH OPPORTUNITY

£3bn Market

4.2% share of a growing market

>1,400 immediate customer distribution points

No additional capex required

Hot Food Fast Deliver in 25-minutes

MORE OCCASIONS MORE MARKETS

BUILDING OUR POSITION IN THE CHICKEN MARKET

82% Satisfaction amongst 18-24 year olds

80% Satisfaction when eating with friends

Increasing average order value £36 VS £26

87% also buying pizza

INCREASING FREQUENCY – DRIVING ONE MORE TIME

LOYALTY

ONE MORE TIME

Already delivering MORE

2.2M customers signed up

MORE Frequency

Drives orders across low, medium and high frequency customers.

Aiming for MORE

Learnings from Pilot Full Rollout by end of 2026
Improved functionality and capability

LONG-TERM FREQUENCY ENGINE FOR CORE BUSINESS

MOVING TO A FULL SCHEME UNLOCKS FURTHER GROWTH

Q4 2026

FULL SCHEME LAUNCH

Live to the full customer base – including new and reactivating customers – with a dedicated Rewards tab in the App

2027

NATIONAL ADVERTISING

We'll nationally advertise the loyalty proposition above-the-line to build broad awareness

NATIONAL ROLLOUT MAXIMISES GROWTH OPPORTUNITY

AGGREGATORS

DRIVING INCREMENTAL REACH

ROUTE TO MARKET

- Significant market and growing fast
- Use our Network
- Aggregator value: £2.7bn
- Growth: 6.5% CAGR ‘22 to ‘26

DIFFERENT CUSTOMER

- Higher Income
- Younger
- Less Price sensitive

ACCESSING MORE CUSTOMERS

STRENGTHENING OUR POSITION IN THE AGGREGATOR MARKET

DIFFERENTIATOR IN AGGREGATORS

- Market leading brand
- 1,400 stores
- Our customer journey
- Hot food fast
- Our own drivers
  – 25min delivery

POSITIVE PROGRESS

- Forming strong partnerships
- Aggregator share in line with internal share of pizza
- Retain non-champion customers
- Grow customer base

BUILT ON DOMINO'S STRENGTHS

SUPPY CHAIN PRODUCTIVITY

DOMINO'S OUTSTANDING SUPPLY CHAIN

4200
Deliveries per week

100%
Food Availability

99.95%
Accuracy

CAPACITY, RESILIENCE, EFFICIENCY

RELENTLESS FOCUS ON PRODUCTIVITY

14 productivity projects delivered across 2024 to 2028 with 7 due to be completed in 2026

- Production Automation
- Quality Assurance
- Dough Picking Automation
- Warehouse Automation

Additional projects under consideration

DELIVERING MARGIN IMPROVEMENT IN H2 2026 INTO 2027/28

SUMMARY

ORGANIC GROWTH STRATEGY

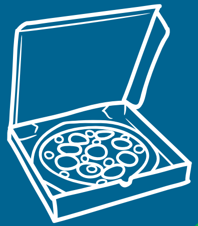
	MORE CUSTOMERS	MORE OFTEN	MORE FOR LESS
Additional Growth initiatives	CHICK'N'DIP		Supply Chain Productivity
	Aggregator Growth	Loyalty	
Growth from Leveraging our foundations	Core innovation		Operational Efficiencies
	Digital Innovation		

DELIVERING MORE FOR ALL

STRATEGY DELIVERING MARKET SHARE GROWTH

LEADER IN PIZZA

Pizza
QSR Takeaway



53.8%
Share
(Up 1.2ppts)

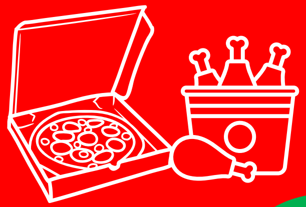
HEADROOM IN CHICKEN

Chicken
QSR Takeaway

4.2%
Share
(up 0.4ppts)

GROWTH IN QSR

QSR
Takeaway



7.7%
Share
(up 0.4ppts)

INCREASING SHARE ACROSS ALL MARKETS

OUTLOOK & SUMMARY

CURRENT TRADING

- Strong momentum in July benefitting from World Cup
- Confident of achieving full year expectations

CLEAR BRAND STRENGTH LEVERAGING CORE VALUES

- Core Marketing and Innovation strength
- Class leading supply chain

CLEAR AND FOCUSSED GROWTH STRATEGY

- Focus on "MORE" - MORE Frequency, MORE Customers, MORE "for less"
- Four key drivers – Chicken, Loyalty, Aggregators, Supply Chain Efficiency
- Future growth and strong cash generation

DELIVERING MORE FOR ALL

DELIVERING MORE FOR ALL

APPENDIX: OUTLOOK & GUIDANCE

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

APPENDIX: ANALYSIS OF UNDERLYING EBITDA

£m	HY26	HY25	% change
Supply chain centre EBITDA	62.7	62.0	+1.1%
Net royalties	23.1	21.7	+6.5%
Net overheads, property & incentives	(26.1)	(25.6)	(2.0%)
Corporate stores	5.9	4.5	+31.1%
UK and Ireland investments	0.6	1.3	(53.8%)
Underlying EBITDA	**66.2**	**63.9**	**+3.6%**
Underlying EBITDA margin % of system sales	8.0%	8.2%	

- Supply chain and Royalty EBITDA increase driven by higher sales.
- Corporate store growth driven by increased orders and full half year of Victa.
- Investments down 49.7% due to partial disposal of Full House at the back end of FY 25.