Domino's Pizza Enterprises Limited
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5/485 Kingsford Smith Drive
Hamilton QLD Australia 4007
www.dominos.com.au

26 August 2026

The Manager
Market Announcements Office
Australian Securities Exchange
39 Martin Place
SYDNEY NSW 2000

Dear Sir or Madam,

Appendix 4E and financial statements for the year ended 28 June 2026

Please find attached for immediate release to the market the following documents in respect of the year ended 28 June 2026:

(a) Appendix 4E
(b) 2026 Annual Report

For further information, please contact Nathan Scholz, Chief Communications and Investor Relations Officer, at investor.relations@dominos.com.au or on +61 419 243 517.

Authorised for lodgement by the Board.

Craig Ryan
Company Secretary

END

APPENDIX 4E

DOMINO'S PIZZA ENTERPRISES LIMITED

Current Reporting Period:	Financial Year Ended 28 June 2026
Previous Corresponding Period:	Financial Year Ended 29 June 2025

	PERCENTAGE CHANGE %	AMOUNT $ MILLION
Revenue and net profit		
Revenue from ordinary activities	Down 11.2%	to 2,046.1
Profit/(loss) from ordinary activities after tax from continuing operations	Down NM	to (134.2)
Profit/(loss) from ordinary activities after tax attributable to members	Down NM	to (134.2)

DIVIDENDS

	AMOUNT PER SECURITY (CENTS)	FRANK PERCENTAGE PER SECURITY
Dividends		
Final dividend in respect of full year ended 28 June 2026 Payable 30 November 2026	32.5	–%
Record date for determining entitlements to the final dividend: 02 September 2026		
Interim dividend in respect of half-year ended 28 December 2025	25.0	–%

The Company's dividend reinvestment plan (DRP) will apply to the FY26 dividends and will not be underwritten. Eligible shareholders who elect to participate in the DRP will be issued shares at a 1.0% discount to the average of the daily volume weighted average price for the Company's shares over the 10-trading day period commencing on 7 September 2026. The last date for receipt of election notices for the DRP is 3 September 2026.

	28 JUNE 2026	29 JUNE 2025
Net tangible assets per security		
Net tangible assets per security	**(5.04)**	(6.41)

SECTION B: COMMENTARY ON RESULTS

Brief explanation of revenue, net profit and dividends (distributions)

Details on the Group's trading performance for the year ended 28 June 2026 are provided in the Directors' Report. In addition, further details on the Group's trading performance for the year ended 28 June 2026 are provided in the year end 2026 Media Release, released on 26 August 2026, available on the ASX website and the Group's investor relations website.

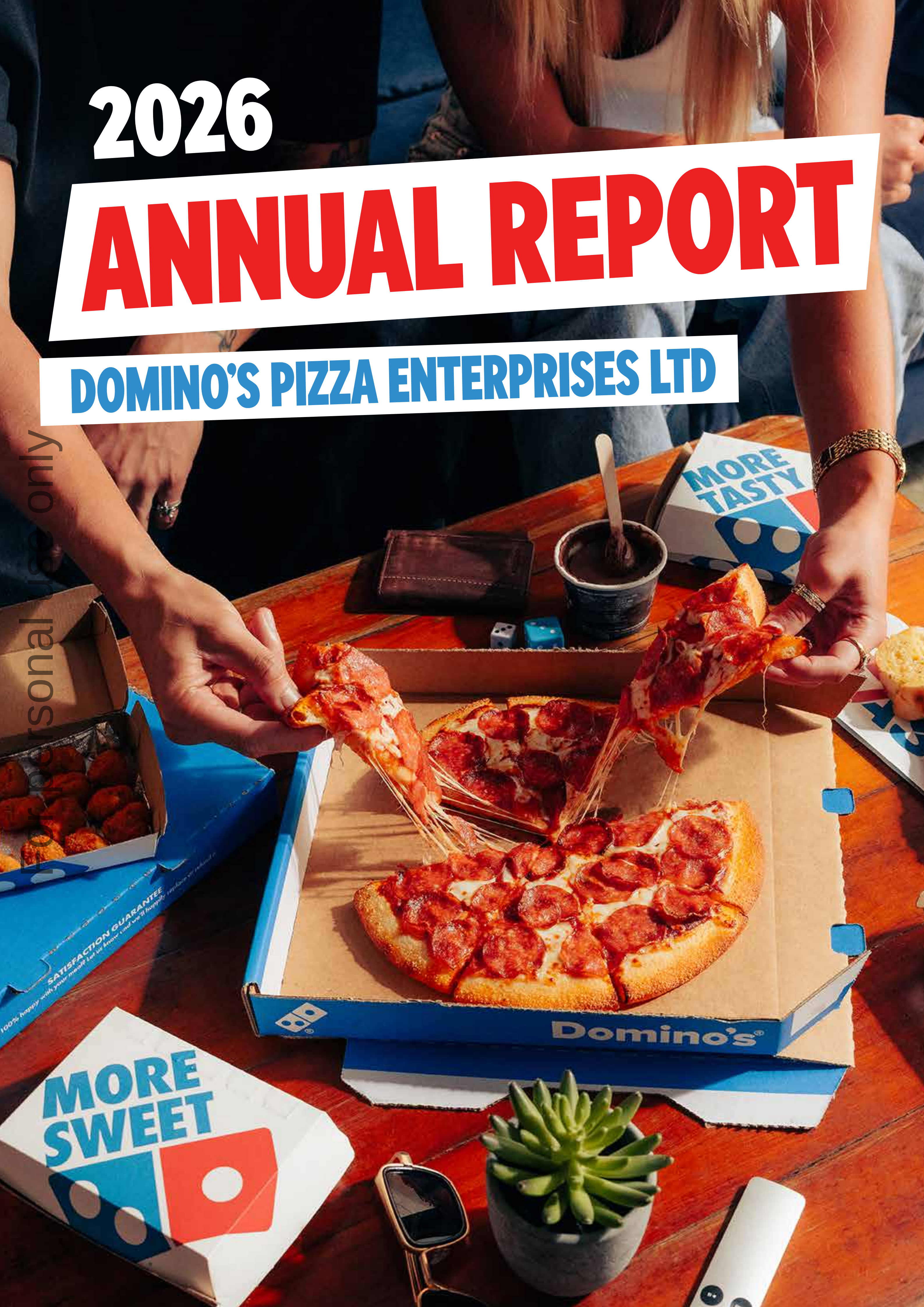
The final unfranked dividend of 32.5 cents per share was approved by the Board of Directors on 26 August 2026. In complying with accounting standards, as the dividend was not approved prior to period end, no provision has been taken up for this dividend in the full year consolidated financial statements.

ADDITIONAL INFORMATION

This report is based on accounts which have been audited. The audit report, which was unqualified, is included within the Annual Financial Report which accompanies this Appendix 4E. Additional Appendix 4E disclosure requirements can be found in the Annual Financial Report.

2026 ANNUAL REPORT

DOMINO'S PIZZA ENTERPRISES LTD



EDITORIAL

ERICA THOMPSON
CALLIE MULCAHY

DESIGN

LAURA SASSIN
NURIN NAZRIN

CONTENTS

“VALUE IS AT THE CENTRE OF OUR BUSINESS”

JACK COWIN

CHAIRMAN'S REPORT

In my report to shareholders last year I wrote that this company had begun a reset, and that its success would be measured by the ability of our franchise partners to earn a proper return. That remains the standard I hold this business to, and it is the standard against which I would ask shareholders to read this year's result.

We have made a deliberate decision to prioritise franchise partner profitability; to grow margins on our sales and reduce the reliance on discounting. Measured against what we set out to do, we delivered, but I stress we have more work to do.

Group Same Store Sales declined -4.1%, comprising Australia and New Zealand at -4.7%, Europe at -2.2% and Asia -6.7%.

Importantly, underlying net profit after tax increased 4.0% to $121.6 million, in line with the guidance provided to the market during the year. Franchisee profitability for the 12 months to the third quarter improved 11.3% on a constant currency basis, to $105,700 per store. This was the highest in four years, showing we are making meaningful progress. Our ambition remains $130,000, and importantly, we have a plan to work towards that outcome.

Our priorities are clear: grow profitable order counts through compelling customer value; reduce supplier input costs so more value flows to franchise partners; and improve store productivity through better labour and operational execution.

This is where management's attention is focused, because a more profitable franchisee is the engine of our business - supporting network growth, better customer service and, ultimately, stronger shareholder returns.

Crucially, this ambition will only be achieved through partnership. While Domino's Pizza Enterprises Ltd is accountable for reducing supplier costs, growing order counts, and driving in-store productivity, it relies on the franchisor and franchisees working hand-in-hand.

While this is our clear path forward, resetting the business for long-term sustainable growth has required us to take some necessary and, at times, difficult actions.

The Group recorded a statutory loss of $134.2 million in FY26, principally reflecting significant non-recurring items recognised following a comprehensive review of the Group's balance sheet and operations. The majority of these items were non-cash and included impairments and write-downs relating to France and Taiwan, technology assets and underperforming corporate stores. These actions reset carrying values to reflect current conditions and the Group's strategic priorities.

Up to 60 stores will permanently close across Europe, Australia, New Zealand and Asia. These closures are necessary for the health of the network that remains, and I acknowledge they are challenging for the team members and franchise partners affected.

The non-cash impairments do not affect the Group's cash generation or banking covenant calculations, or in my view the company's long-term potential.

As I've said previously to shareholders, sales are not guaranteed in any year. Our pledge to improve business efficiency actioned annualised savings of $67 million, principally through reduced headcount and lower technology and supplier input costs. This has enabled us to reinvest in our franchise partners and reduce net debt by $227.8 million, with net leverage reducing from 2.57 times to 1.86 times.

The Board has determined a final dividend of 32.5 cents per share.

Now, we need to return to growth, both in average weekly unit sales, and in average weekly order counts.

We know what we need to do. Our extended Western Australia trial is clear evidence: a revised pricing and operating model lifted average store EBITDA by more than 30% over the five months to May 2026, despite lower sales and order volumes.

The Company intends to extend this program progressively across Australia during Financial Year 2027, carefully balancing store margins and customer volumes.

I stress that changing our pricing approach does not mean Domino's is stepping away from offering our customers value. Far from it. Value is at the centre of our business and represents the combination of a high-quality product, delivered hot, fresh and safely, at an affordable price. We can and will win against competitors by offering superior value.

The Board has been renewed over the past year, with Judith Swales and Drew O'Malley joining in February and April, and Uschi Schreiber appointed Deputy Chair in July.

Andrew Gregory commenced as Group Chief Executive Officer and Managing Director on 5 August 2026. He began as a crew member at McDonald's in 1993, led that company's ANZ business for eight years, and was most recently responsible for franchising and development across 45,000 restaurants worldwide. He understands store economics from the inside. He will build on the improvements this business has delivered, notably under the leadership of Group Chief Operating Officer & Chief Financial Officer George Saoud, over the past 12 months.

To all our hard-working franchise partners, team members and support staff, the Board and I thank you, and we encourage you to build on this year's performance for an even more successful FY27.

JACK COWIN
CHAIRMAN

NEW LEADERSHIP TEAM

THIS FINANCIAL YEAR SAW A NUMBER OF NEW SENIOR APPOINTMENTS. A REFRESHED LEADERSHIP TEAM IS NOW IN PLACE, FOCUSED ON STRENGTHENING EXECUTION, FRANCHISEE PROFITABILITY, AND CULTURE.

Andrew Gregory
Chief Executive Officer - Group

- Over 30 years' of QSR experience
- Proven record across franchise, multi-market businesses
- Strong focus on operational execution, franchisee economics and disciplined growth

George Saoud
Chief Financial Officer & Chief Operating Officer - Group

- More than 30 years' leading ASX-listed and global organisations
- Experience in driving growth, turnarounds and transformations at Coles, Metcash, and Fantastic Holdings Ltd

Merrill Pereyra
Chief Executive Officer - ANZ

- Over 30 years' of QSR experience
- Proven record building franchise relationships, growing same store sales and unit economics

Dieter Haberl
Chief Executive Officer - Japan

- 25+ years as senior executive for multinational brands in Japan delivering profitable growth by building great teams
- CEO with extensive turnaround track record at Reebok, Lacoste, and Toys "R" Us

Phil Reed
Chief Executive Officer - France

- More than 20 years' experience in leadership roles in global QSR brands
- Former CEO Australia of Pizza Hut
- Former CEO and MD for Burger King in Europe and Asia

Abhishek Jain
Chief Executive Officer - New Zealand

- More than 25 years' experience in international leadership in QSR
- International experience in ANZ and Asia, with Pizza Hut Australia, Burger King Indonesia and KFC India

John BouAntoun
Chief Technology Officer - Group

- 20+ years leading technology and digital transformation across Retail and Consumer
- Former Deloitte Digital Partner driving large scale customer and omni-channel programs

Jai Rastogi
Chief Procurement Officer - Group

- More than 20 years' experience in supply chain and logistics
- Multinational leadership experience with roles including Mars, Havi, Jollibee and Thai Union

FY26 REGIONAL REVIEW

GROUP

UNDERLYING EBIT $200.1M
REVENUE $2.05B SSS -4.1%

FY26 focused on resetting the business to deliver more sustainable long-term growth. We made material progress against our priorities of cutting costs, strengthening the balance sheet, improving franchisee profitability, refining pricing and reducing reliance on discounting.

While the Company reported a statutory loss for FY26 of $134.2 million, this primarily reflected a comprehensive review of the carrying values of our assets, resulting in approximately $255.7 million of balance sheet write-downs, and other non-recurring charges. These principally related to goodwill and intangible assets following the underperformance of the France business; a partial write-down of Taiwan assets based on updated expectations for future earnings; technology projects that are no longer part of the Group's IT strategy; and assets associated with underperforming corporate stores and costs from accelerated re-franchising. The write-downs do not affect cash generation or banking covenant calculations and reflect a reset of carrying values to align with current conditions and the Group's strategic priorities.

Underlying NPAT was $121.6 million, up 4.0%, while free cash flow increased by $116.6 million to $164.1 million. We delivered $67 million of annualised cost reductions through headcount, IT and supplier savings, and reduced net leverage to 1.86 times, following a $1.05 billion refinancing with improved pricing and staggered maturities.

Franchisee profitability strengthened, with average franchisee EBITDA increasing by 11.3% on a constant currency basis to $105.7k for the rolling 12 months to Q3 FY26. This improvement was achieved despite network same-store sales declining 4.1% for the year, reflecting a deliberate shift towards more profitable, sustainable sales rather than low-margin promotional volume.

FY26 revenue and order volumes were lower, but the Group improved underlying EBIT, franchise partner profitability, free cash flow and leverage.

As part of the rebalancing of the Group's store portfolio following COVID-era expansion, up to 60 stores will be closed, across Europe, Australia, New Zealand and Asia. These actions are expected to deliver approximately $11 million of annualised EBIT benefit.

Together, these initiatives have established a stronger platform for FY27. With **Andrew Gregory** commencing as Group CEO in August 2026, the focus now shifts to rebuilding sales momentum while preserving the margin gains being achieved across the network.

ANZ

UNDERLYING EBIT $122.9 M
REVENUE $687.8M SSS -4.7%

Australia and New Zealand were at the forefront of DPE's FY26 strategic reset, shifting the focus from growth-at-any-cost to prioritising long-term franchisee profitability.

Results in ANZ reflected deliberate pricing resets and reduced reliance on low-margin promotional activity, designed to improve franchise partner economics. While order volumes and same-store sales moderated, higher ticket values, food savings and cost discipline supported a healthier operating base.

While sales moderated following these changes, (same store sales were -4.7% year-on-year) early results indicate the actions taken are contributing to a healthier, more sustainable network.

Western Australia piloted the new operating model, where a combination of simplified pricing, operational improvements and the removal of loss-leading promotional activity lifted average store EBITDA by approximately 30% over the five months to May. This was achieved even as spend on advertising, weekly unit sales and order volumes declined. Importantly, Western Australia made progress in recovering these sales and order counts as the trial progressed; outperforming the rest of Australia as it ended FY26, with carry-out sales higher, and delivery sales still recovering, but outperforming the rest of the country.

New Zealand also saw franchisee EBITDA increase 22.1% to the end of the third quarter of FY26, despite lower volumes.

Building on these results, the WA blueprint will be progressively rolled out across the remainder of Australia during FY27.

The appointments of **Merrill Pereyra** as ANZ CEO and **Abhishek Jain** as NZ CEO during the period further advanced the business transformation, with both leaders focused on embedding a more disciplined operating model centred on franchisee success.

To help offset sales pressure in FY26, the business tightened labour and overhead costs, reduced support headcount, optimised inventory and warehouse structures, and will close 29 underperforming stores across ANZ.

With consumer spending still constrained, the business also continued to work closely with franchise partners to strengthen profitability through lower supplier input costs and greater operational efficiency.

Alongside the shift from blanket discounting to targeted, margin-accretive promotions, marketing innovation also proved effective in driving demand.

The relaunched **Mix 'n' Match Box** generated more than $4 million in influenced sales by broadening the value proposition, despite being an existing product, while the **Pistachio Papi Lava Cake** collaboration reinforced the brand's ability to engage customers beyond price alone.

The opportunity ahead is to build on these stronger franchisee economics and disciplined execution to reignite profitable sales and deliver sustainable, long-term growth.

ASIA

UNDERLYING EBIT $34.7 M
REVENUE $629.6M SSS -6.7%

Asia delivered a significant improvement in underlying EBIT in FY26, despite lower revenue and same-store sales.

This reflected store optimisation, disciplined cost control and stronger store economics, while sharpening value propositions by market.

In **Japan**, the promotional reset was central to rebuilding network health. Under new Japan CEO **Dieter Haberl** the business began the shift away from heavy discounting.

The business removed its least-profitable coupons and introduced a more disciplined pricing and coupon framework, helping lift basket values, improve food costs and restore corporate stores to positive full-year EBITDA. Franchise stores also showed encouraging signs of recovery.

While work is ongoing to restore brand confidence, a renewed commitment to customer satisfaction drove strong Christmas and New Year trading, with further occasion-led success for events such as the World Baseball Classic and Golden Week. The launch of the new 'You know you love it' campaign in late June, centred on an improved pizza offering and a clearer value proposition, is also helping reposition Domino's Japan for the next phase of the turnaround.

Across Malaysia, Singapore, and Cambodia, the operating environment remained difficult in FY26. Geopolitical tensions and associated supply-chain disruption contributed to higher fuel, transportation and input costs across parts of the region.

Malaysia remained resilient, supported by a strong pipeline of local product innovation and the launch of the new 'Unbox Your Cravings' brand platform, while promotional activity became more occasion-led and channel-specific. Reduced aggregator discount depth, removal of weaker offers and pricing changes to protect delivery economics supported stable sales, higher ticket and improved contribution margin.

Singapore also moved to sharpen its pricing approach during the period, however, the market faced significant headwinds as changing consumer behaviour, increased outbound travel and ongoing cost pressures weighed on F&B demand.

While sales and orders declined, average ticket, contribution margin and food costs improved, leaving the market with a more sustainable base from which to rebuild demand. More work is underway to build brand relevance and relieve near-term order pressure.

Cambodia delivered a strong performance in FY26. A disciplined focus on value-led promotions and stronger pricing architecture supported both growth and margin improvement. This approach proved particularly effective against a backdrop of geopolitical uncertainty, enabling the business to strengthen its connection with local communities and capture changing consumer demand.

While the Group recognised a partial non-cash impairment for **Taiwan**, reflecting performance below original acquisition assumptions, the market remained EBITDA positive in FY26 and continued to strengthen its operating foundations. The business improved its value architecture and digital conversion, while occasion-led innovation, community engagement and strong food safety performance supported customer and brand outcomes. Consumer confidence remained subdued, and competitive carryout discounting continued to pressure demand, but the market enters FY27 with a clearer value proposition and opportunities to improve customer experience and market share.

EUROPE

UNDERLYING EBIT $74.9 M
REVENUE $728.7M SSS -2.2%

FY26 was about strengthening the foundations for growth in Europe through improved capability, sharper pricing and brand relevance.

Europe delivered improved underlying EBIT despite lower same-store sales, with stronger Benelux performance offsetting softer trading in France. Higher ticket, pricing discipline and cost control supported profitability, while markets continued to refine value propositions to balance customer demand with franchise partner profitability.

The Netherlands showed a clear example of this approach, with the "Elke Dag Deal" moving from €5.99 to €6.99 following testing. Voucher orders softened, but unit economics improved.

Menu innovation and high-profile partnerships also helped drive sales and strengthen brand relevance throughout the region, particularly among younger consumers.

In the Netherlands, the award-winning Bankzitters campaign resulted in a weekly sales record in May, while in Belgium, a collaboration with YouTube influencer Acid further helped connect the brand with new audiences. In France, major football moments demonstrated strong potential to drive digital pizza delivery occasions.

Overall awareness of the Benelux Honour the Craving messaging increased from 36% to 49%, while Germany's ISS NICH NORMAL ("That's not normal") platform continued to reinforce brand differentiation with locally relevant, trend-led innovation (including a limited-edition pizza-flavoured gin that sold out in less than two minutes).

Belgium also applied a disciplined test-and-learn approach, reinstating Delivery Days and refining second-pizza mechanics after replacement promotions failed to recover demand. Early pickup gains were encouraging, although later order softness required further testing and selective reversions.

Operational improvement was also a primary focus in FY26. Enhancements in food safety, delivery performance, franchisee engagement and compliance have raised execution standards and improved consistency. The onboarding of experienced, motivated franchise partners has further added greater capability and expansion capacity to the network.

In France, trading remained below expectations, resulting in a non-cash impairment reflecting historical underperformance and revised expectations for the market's recovery. Operationally, the market began shifting from discount-led individual pizza offers toward higher-value customer occasions, including family, group and event-based bundles. This supported an increase in Average Ticket, although further work is required under the leadership of new CEO **Phil Reed**, to restore transaction momentum and improve returns.

Germany delivered strong first-half performance, supported by the national "2nd Pizza 50% Off" platform and aggregator strength. In the second half, higher delivery fees and minimum order values weighed on demand, reinforcing the need to rebuild value perception through sharper pricing architecture and more occasion-led activity.

Together, these actions are improving the quality and resilience of the business, positioning us for sustainable future growth.

OUR SOCIAL AND ECONOMIC LANDSCAPE

The 2025-26 financial year saw changing consumer, competitor and socio-economic conditions in the markets in which we operate. This evolving context has resulted in necessary changes to the way that we manage risks and opportunities across our business. Further detail about our framework to identify, assess and manage risk has been provided within our *FY26 Corporate Governance Statement*.

DPE's material risks are outlined below, along with an overview of our management strategies to mitigate risk exposure and key initiatives to capitalise on opportunities.

NETWORK GROWTH

We recognise the importance of network growth for our investors and franchisees, and are committed to achieving this sustainably across our store footprint. If we do not deliver growth targets, we face possible loss of market share, challenges to our relationship with the Domino's master franchisor, loss of investor confidence and may be more vulnerable to competitor movements. In FY26 we have focused on revising our understanding of the critical drivers for growth, and identifying strategies that will position us to return to profitable growth into the future, off a foundation of strong unit economics and franchise partner profitability.

NETWORK HEALTH

The health of our Franchise and Corporate store network is critical to the success of our business. DPE's financial performance may be adversely impacted if profitable unit economics are not maintained and balanced against growth. This enables us to leverage a strong footprint to support future growth ambitions. We are further enhancing the health of our network by continuing to monitor our store footprint and tailoring our investment approach across markets to deliver greatest returns, while preserving resilience in our footprint. DPE's management and Board members receive regular updates on franchisee and store profitability, as well as tracking the average cost of goods, measured against menu and promotional pricing, to help our network maintain sustainable margins.

FRANCHISE PARTNERSHIP

We work hand-in-hand with our franchise partners to deliver quality experiences to our customers. This partnership is essential to our joint success. If DPE was not able to maintain a positive and collaborative relationship with our franchise partners, provide pathways to progression, or support franchise partners in meeting our high standards of quality and service, it may result in limited growth opportunities, reduced customer satisfaction and ultimately a less profitable partnership. To mitigate this risk, DPE has established extensive training and support initiatives to empower our franchise partners and support them to run profitable, safe and high-quality businesses. Domino's encourages team members to grow and prosper by taking on management responsibilities within a store before becoming a franchise partner. This allows our franchise partners to have a strong understanding of our business and the purpose and values of our company. For newcomers to our brand who join externally, we undertake rigorous recruitment to support the selection of high-quality talent. We also have long-standing Franchise Advisory Councils established, which consist of senior and respected members of our Franchise community. These councils play an important role in fostering engagement and supporting franchisee prosperity.

In addition, our right to operate Domino's Pizza stores and grant franchises across our network is conferred by separate Master Franchise Agreements (MFAs). These MFAs may be terminated in certain circumstances, such as breach by DPE, insolvency and failure to achieve key targets. If an MFA in respect of a territory is terminated, DPE will lose the right to operate Domino's Pizza stores in that territory, fundamentally impacting our business. We address this risk by maintaining a close working relationship with our Master Franchisor, and by actively monitoring compliance with obligations and operational standards.

CUSTOMER. BRAND AND REPUTATION

We understand that serving our customers is at the core of what we do, and that maintaining a strong brand and reputation is essential to continuing to reach existing and new customers. If DPE was unable to identify and meet evolving customer preferences, or was subject to unforeseen events which impacted how our customers perceive our business, there could be material impacts on our profitability and brand. We proactively manage this risk through engagement with our core customer groups and consumer research programs, our commitment to enhancing our product offering, and extensive processes to maintain our high-quality standards. We also broaden our impact through supporting people and organisations close to our operations and the communities in which we operate, including Partners Foundation which provides support for DPE team members who are facing personal challenges.

PEOPLE AND CULTURE

In order to provide joyful experiences, we need the right team, with the right skills, and the right mindset. If DPE were unable to attract and retain a high-quality workforce, this would adversely impact the products we offer, the quality we provide and the profitability we deliver. Given our international footprint, we understand the importance of using locally relevant approaches to attract people to the Domino's family. To address this, we have established a range of workforce initiatives across our markets to suit local requirements, including reward and recognition programs, talent management and succession strategies, and a focus on team culture – including the famous Domino's Rally! More details on initiatives supporting our workforce are outlined in our ***Sustainability Highlights*** section outlined on the following pages, along with key workforce metrics.

INFORMATION TECHNOLOGY AND DIGITAL INNOVATION

The way we engage with our customers through digital platforms continues to evolve at a rapid pace. We understand that an inability to provide a competitive digital experience, and capitalise on potential upsides from our approach to managing sector disruptors and aggregator partners, may result in a loss of competitive advantage and market share. We continue to strengthen governance over technology investment, with greater focus on prioritisation, commercial returns, customer outcomes and alignment with the Group's enterprise technology strategy. Investment is directed towards initiatives that reduce customer friction, improve digital conversion and support efficient core business processes.

BUSINESS RESILIENCE AND CYBERSECURITY

Keeping our doors open, when safe to do so, is a key priority to our business. Any events that could impact the availability of our stores, and our online platforms, is a key risk to our business. We manage this through resilience planning and redundancy strategies across our supply and store footprint. Additionally, we have established cybersecurity and disaster recovery controls to maintain the availability, confidentiality and integrity of our critical information and systems, and continue to drive improvements through targeted programs. By focusing on the resilience and security of our network, we ensure that our products can continue to be ordered, made and delivered to our customers.

We recognise the significant responsibility of securing our staff and customer's data. Any breach of personal and private information could expose us to regulatory penalties, and the loss of consumer trust. The ever-evolving external threat environment means that our cybersecurity and data protection initiatives are continually evolving to match, including monitoring of our security infrastructure, vulnerability management, incident response protocols and completion of scenario exercises to strengthen decision making.

FOOD, HEALTH AND SAFETY

The safety of our people and our customers is a core priority for our business. We recognise the significant responsibility we hold in providing food to our communities. We are also deeply committed to sending our employees home safely every day. DPE aims to address these risks through comprehensive food safety and quality practices including product testing and robust withdrawal procedures, workplace health and safety practices (both in-store and on-delivery), rigorous audit programs, customer complaint responses and supplier selection protocols. We are pleased to report that there were no work-related fatalities in FY26. Despite this positive outcome, we remain committed to driving positive safety practices in all our markets. This includes an ongoing focus on incident management and root cause analysis to identify actionable improvements and strengthen the effectiveness of our safety programs. We are committed to improving safety outcomes across our operations and recognise this as an enduring area of responsibility. Given the significance of this risk to our business and communities, we have provided additional detail on key measures and metrics supporting our food safety, food quality and people safety audit programs in our ***Sustainability Highlights*** outlined over subsequent pages.

STORE OPERATIONS

Operational excellence is a critical pathway to delivering improved profitability, including delivering efficient store processes and market-leading service experiences. An inability to deliver this level of service may result in reduced customer experiences, increased labour and increased production costs. We mitigate this through strong operational controls, consistent store processes, extensive training and support offerings, and careful development and rollout of new products.

SUPPLY CHAIN OPTIMISATION

We view our close partnerships with our suppliers and partners as a source of shared profitability and a great area of opportunity for our business. We seek to deepen our supplier relationships through joint-innovation and product excellence. An inability to leverage value from our supplier relationships could result in increased product costs, less efficient supply processes and greater disruption risks. We operate under a principle of continuous improvement, and have identified initiatives we expect will return benefits over future years. Additionally, we have maintained our long-term relationships with suppliers, continue to conduct supplier due diligence and seek to continually improve our contract management processes to enable the regular and timely procurement of raw materials.

ECONOMIC CONDITIONS AND FINANCIAL MANAGEMENT

The Group operates across markets exposed to changes in consumer confidence, inflation, labour costs, interest rates, foreign exchange rates and geopolitical conditions. In response, DPE maintains agile financial management strategies capable of responding to changing economic conditions across the markets in which we operate. For customers, DPE has a range of pricing strategies that balance the need to deliver sustainable unit economics for our franchisee partners, while delivering fantastic value to our customers. We are proud of our ability to learn from what works and adapt when it doesn't.

Additionally, our global footprint and debt facilities result in exposure to currency fluctuations and interest rate movements, which could directly impact the group's profitability. The Group manages foreign currency exposures through natural hedging where appropriate and manages interest-rate exposure in accordance with its treasury risk management framework. We have a strong focus on responsible capital management strategies and maintain diverse funding sources to increase our resilience to external headwinds.

CORPORATE GOVERNANCE AND COMPLIANCE

Our status as an ASX listed company comes with joint responsibility to our consumers and our shareholders. We seek to meet this responsibility through a strong commitment to Corporate Governance and our compliance obligations across our global footprint. If DPE were to fail to identify and respond to changing regulatory requirements, there is a risk that our business processes and practices may become non-compliant. We manage this through internal governance processes which enable the identification and response to changing regulatory conditions, as well as monitoring over our existing practices. This is overseen by our published governance structures. In FY26 we have further strengthened our governance posture through targeted recruitment of key executive roles within our management team, to bring in diverse experience, and drive the next chapter of DPE's performance. Further details regarding our adherence to corporate governance principles are outlined in our *FY26 Corporate Governance Statement.*

CLIMATE CHANGE

Climate-related risks and opportunities remain important considerations for the long-term sustainability of our business. These include the physical impacts of climate change on our operations, supply chain and people, as well as transition-related risks and opportunities associated with the evolving low-carbon economy. As part of our broader approach to climate-related risk management, we continue to enhance our understanding of potential impacts, strengthen climate-related data and reporting capabilities, and monitor greenhouse gas emissions across our operations. In FY26, our reporting focus remains on Scope 1 and Scope 2 emissions in line with regulatory requirements, supported by ongoing improvements to data collection processes, systems and controls.

Detailed information on the Group's climate-related risks and opportunities, greenhouse gas emissions metrics, methodologies and climate-related disclosures is provided in the Group's Climate Report, prepared in accordance with AASB S2 (pages 154 - 172).

SUSTAINABILITY HIGHLIGHTS

SUSTAINABILITY IN OUR BUSINESS

At Domino's, we are committed to operating responsibly and with integrity. We recognise the importance of meeting our obligations to manage the environmental, social and governance (ESG) impacts of our business in a way that supports long-term value creation. We aim to build a business and brand that our customers, team members, franchisees and shareholders can stand behind today, and into the future.

We recognise that our operations impact the environment and society in the markets in which we operate. Our focus, which is integrated into our ESG approach, is to take care of our people and deliver fast, high-quality and affordable food to our customers as we investigate ways to reduce our ESG impacts. We focus on the areas that are most material for our business and where we can achieve the greatest impact.

We also recognise that our impact extends beyond our immediate business and into the community and supply chains that we operate. We recognise our role in identifying and remediating risks to Modern Slavery in our supply chain, and produce a separate Modern Slavery Statement on an annual basis outlining our activities in this space.

STAKEHOLDER ENGAGEMENT

We firmly believe in delivering joy – one pizza at a time – and that begins with understanding what joy means to each of our stakeholders. Whether it's through great food, meaningful partnerships, or responsible business practices. To accomplish this, we drive proactive engagement with our stakeholders through a variety of channels mentioned below.

Insights from these interactions inform decision-making across the Group, including the identification and prioritisation of material topics through our double materiality assessment (DMA). The table below outlines key stakeholder groups, how we engage with them, and the topics most relevant to each group.

MAIN STAKEHOLDERS	DEFINITION	OUR ENGAGEMENT (examples)	Key topics raised (examples)
Team members	Employees who work in our stores, offices, commissaries and other controlled entities.	Employee engagement surveys, internal communications, path to excellence (training) and engagement activities.	Workplace health and safety, engagement, culture and wellbeing, career development.
Franchise partners	The franchised store owners in our networks.	Franchisee engagement surveys, internal communications and engagement activities.	Store profitability, operational efficiency and support.
Customers	People who buy our pizzas and/or other products through takeaway or delivery options.	Customer surveys, social media posts and campaigns, online post order feedback and direct engagement.	Product quality, value and pricing, delivery experience, customer experience and brand perception.
Business partners	Our suppliers or other types of business partners.	Responsible Sourcing Policy, Modern Slavery reporting, engagement with our top suppliers about our environmental strategy.	Responsible sourcing, compliance, supply chain transparency.
Shareholders	The owners of our company.	Results announcements, AGM, investor meetings.	Financial performance and returns, business strategy, governance.
Not-for-profit organisations and other groups	Environmental experts and scientists, animal welfare organisations, universities and other educational institutions.	Engagements with external environmental, civil society and animal welfare professionals.	Responsible sourcing, industry practices, environmental and social impacts.
Regulators/ Government representatives	This includes, and is not limited to the following, the ASX, the Australian Securities and Investments Commission (ASIC), the Fair Work Ombudsman and the Australian Taxation Office.	Panel discussions, responses to requests for information or insights, and participating in groups that promote improved trade relations between markets where Domino's operates.	Compliance with laws and regulations, disclosure requirements.

OUR PEOPLE

ESG Materiality Assessment

Last year, DPE completed a double materiality assessment (DMA), which considers risks and opportunities, both in terms of impact on our business, as well as our impact on the communities and environment in which we operate. This is a key requirement of the European Sustainability Reporting Standards (ESRS) and has broadened how we approach the identification of ESG risks. This process highlighted seven material topics:

- **Franchisee engagement and prosperity:** supporting our franchise partners to run successful businesses and become stewards of the Domino's brand and values, through genuine engagement and supportive systems and policies.
- **Workplace health and safety:** protecting and promoting the safety of our employees, franchise partners and contractors by cultivating a strong safety culture supported by risk management, systems and processes, and leadership throughout all levels of the organisation.
- **Equal treatment and opportunities for all:** ensuring that individuals in our workforce, regardless of their characteristics such as gender, race, age, or other protected attributes, receive fair and unbiased treatment in all aspects of employment. This includes recruitment, hiring, promotions, training, and compensation.
- **Food safety and quality:** ensuring our food safety and quality standards are met and that every team member in every country understands the importance of safe food storage, preparation and handling requirements.
- **Carbon footprint:** measuring, disclosing and reducing the environmental impact of our activities, both from owned or controlled sources, purchased energy and throughout our supply chain. Our environmental impact includes our carbon footprint, land use change, water and biodiversity impact.
- **Responsible sourcing and ecological impacts:** sourcing our products in a socially responsible and environmentally sustainable way and working with our suppliers to make sure that the workers involved in making the products we source are safe and treated fairly.
- **Sustainable packaging:** reducing packaging waste and environmental impact through resource-efficient design, increased recyclability, reduced use of virgin materials and consideration of reuse opportunities.

Our DMA had a high degree of overlap with our existing enterprise risks, with some of these – Franchisee engagement and prosperity and Carbon footprint – explained in the previous section. The remaining topics are detailed below.

With the introduction of mandatory climate-related disclosures in Australia from FY26, the Group is reporting in accordance with AASB S2, with further detail provided in the Climate Report within this Annual Report. The Group's near-term focus remains on carbon footprint measurement and climate-related risks and opportunities, supported by ongoing enhancements to data systems and climate scenario analysis.

In parallel, the Group continues to consider initiatives across all material sustainability topics identified through its DMA, supporting a phased approach to reporting ahead of ESRS adoption from FY28.

WORKPLACE HEALTH & SAFETY

We are deeply committed to the health and safety of our team members. This commitment focuses on employee wellbeing and reducing workplace accidents and injuries. We aim to instil a culture of vigilance and responsibility, promoting proactive hazard identification and risk mitigation, with road safety being a top priority. From a business perspective, safety enhances overall productivity by preventing work stoppages due to accidents, reduces workers compensation and insurance costs and can increase staff attraction. Ultimately, safety training for staff is imperative and investing in this training not only saves lives and reduces accidents, but also protects our reputation and bottom line, making it an essential part of business practice. Our safety audit program is an additional measure used to support people safety. Refer to the store inspections table included in the food safety and quality section for further details.

We are taking a number of actions to support our goal, including:

- Introducing new driver & rider safety videos for Australia.
- Development of a Path to Excellence lock-out to prevent untrained staff from completing deliveries as outlined below.
- Reporting global incident numbers on a monthly basis.
- Embedding refresher training in ANZ, Netherlands, Belgium and Germany to continue the learning culture and raise the standards of safe work practices across the network.

Delivery Safety

We have developed a lockout function that disables a delivery expert's ability to take deliveries until they have completed the required safe delivery training. This will see an increase in the level of training across the network. The lockout will be enabled in all markets that use our learning management system, Path to Excellence.

In FY27, we will continue the drive to reduce the hazards that are encountered during deliveries. This ongoing focus will involve educating teams about potential hazards – including types of hazards they are likely to encounter, how to identify them, anticipate them and avoid creating additional hazards through their behaviour. We recognise the importance of the push and pull factors that can lead to unsafe deliveries, identifying root causes and contributing factors. With monthly reporting the business can examine trends from month to month. We also plan to explore administrative measures to incentivise safe delivery practices.

SUSTAINABILITY HIGHLIGHTS CONTINUED

OUR WORKPLACE PROMOTES DIVERSITY. INCLUSION AND EQUAL OPPORTUNITY

Gender equality and equal pay for work of equal value

We support a diverse and inclusive workplace across all markets and are committed to creating equal opportunities for our team members. We remain focused on improving gender representation and achieving our 40:40:20 vision of 40% women, 40% men and 20% any gender across the Board, Global Leadership Team and market leadership by 2030. The Board and Global Leadership Team review talent pipelines, succession plans and leadership development initiatives to identify opportunities to improve gender balance.

In FY26, we continued our commitment to gender pay equity through ongoing analysis, transparency and targeted initiatives. As part of our annual reporting to the Workplace Gender Equality Agency (WGEA), our 2025–26 WGEA submission reported a median base salary gender pay gap of 10.0% and a median total remuneration gap of 3.1%. The base salary gap reflects differences in the composition of our workforce, including age and role mix. We continue to monitor these outcomes and implement actions supporting gender balance and pay equity.

Measures against violence and harassment in the workplace

We are committed to maintaining a safe, respectful and inclusive workplace. We continue to prevent and respond to violence, harassment and discrimination while supporting the mental and emotional wellbeing of our people.

We provide multiple support channels, including whistleblower hotlines, harassment support, dedicated HR representatives and Employee Assistance Programs (EAPs). Market-specific initiatives include the Care Team in the Netherlands, which offers confidential support, and the Domino's Partners Foundation in ANZ, Germany and Japan, which assists team members facing personal or financial hardship. In FY26, ANZ introduced a new EAP provider, improving access to timely and comprehensive wellbeing support. We also monitor compliance with local requirements, including workplace conduct and sexual harassment policies.

Training programs help team members and Franchise Partners understand workplace expectations and manage challenges in customer-facing environments. These programs include onboarding, workplace conduct training and leadership development covering bullying, harassment and customer interactions. We are continuing to strengthen store training on workplace violence and harassment and formalising reporting processes to ensure concerns can be raised safely and confidentially.

Diversity & inclusion

Our multinational workforce serves diverse customers, making diversity a key strength of our business. We celebrate cultural events that reflect the communities we operate in including celebrations of Diwali, Chinese New Year and Christmas in Malaysia, and Khmer New Year activities in Cambodia that strengthened engagement and team connection.

In Germany, a dedicated diversity team promotes inclusion through events, support and consultation. In Singapore, Domino's partnered with the Children-At-Risk Empowerment Association (CARE) to provide students with a collaborative pizza-making experience.

The Board and Global Leadership Team continue to review talent, succession and leadership development programs to identify opportunities to strengthen diversity and inclusion. Across our global network, we remain committed to investing in the wellbeing of our people and fostering a workplace where everyone feels safe, respected and valued.

Employee Composition Table

Corporate employee composition	ANZ	Asia	Europe	Total
Number of employees	**1,538**	**9,114**	**1,681**	**12,333**
Non-employees	6	436	7	449
Permanent employees				
Male	711	1,046	621	2,378
Female	248	664	205	1,117
Other	1	–	–	1
Temporary employees				
Male	1	37	38	76
Female	6	11	21	38
Other	–	–	–	–
Non-guaranteed hours employees				
Male	374	5,411	682	6,467
Female	194	1,945	114	2,253
Other	3	–	–	3
Full time employees				
Male	213	1,083	393	1,689
Female	125	675	153	953
Other	–	–	–	–
Part time employees				
Male	873	5,411	952	7,236
Female	323	1,945	183	2,451
Other	4	–	–	4
Age of employees				
< 30 years old	1,249	6,718	1,090	9,057
30 - 50 years old	257	2,067	496	2,820
> 50 years old	32	329	95	456

Leadership Diversity

Domino's leadership team	ANZ	Asia	Europe	Global LT	Board of directors
Domino's leadership team female	2	8	13	1	2
Domino's leadership team male	8	10	23	11	4
Domino's leadership team other	–	–	–	–	–
Total	**10**	**18**	**36**	**12**	**6**
Female %	**20%**	**44%**	**36%**	**8%**	**33%**

SUSTAINABILITY HIGHLIGHTS CONTINUED

OUR FOOD

FOOD SAFETY AND QUALITY

Maintaining high standards of food safety and hygiene is a core commitment for DPE. This commitment is embedded across all our stores through a robust food safety programme.

Store Inspections

To drive high standards and continuous improvement across our stores, DPE has established a series of store inspection programs, this includes the following inspection types:

1. **Operations and Service Assessment (OSA)** – Focusing on brand image and customer service (also referred to as the STAR audit).
2. **Food Safety Evaluation (FSE)** – Focusing on food safety and store cleanliness.
3. **Safety Plus** – Non-food safety areas.
   - Our stores are subject to multiple food safety evaluation (FSE) audits each year. These consist of a minimum of:
     - Four internal DPE Audits per year for every store operating in Netherlands, Belgium, Japan, Taiwan & Germany.
     - Three internal DPE Audits per year for every store in Australia and New Zealand.
     - One audit completed by DPI, the Master Franchisor of the Domino's global network, which examines a sample of stores in each market to provide an additional layer of independent oversight.
- We also aim to complete four operational evaluation audits per year, with the exception of Germany (two audits) and ANZ (three audits) over each store.
- Safety Plus inspections continue to be rolled out across markets with just Belgium, Netherlands, France and Singapore to go.

FY26 Store Inspections

Store Inspections	ANZ	Asia	Europe	Total
Internal Inspections				
Number of Safety Plus store inspections(1)	2,945	2,373	1,563	6,881
Number of STAR store inspections	2,842	4,879	3,690	11,411
Number of DPE FSE store inspections	2,805	4,730	4,098	11,633
External Inspections				
Expected Number of DPI FSE Store Inspections (final samples in progress as at date of reporting)	150	324	560	1,034
Completed Number of DPI FSE Store Inspections	146	321	306	773
Total Number of Store Inspections	**8,738**	**12,303**	**9,657**	**30,698**
Internal Inspection Averages				
Average Safety Plus store inspections per store	3	2	4	3
Average STAR store inspections per store	3	4	3	3
Average DPE FSE Store inspections per store	3	4	3	4
Average inspections per store per year	10	10	8	9
External inspections				
DPI - % receiving a critical violation	17%	7%	5%	8%

(1) Safety Plus audits are currently in effect in Australia, New Zealand, Japan, Taiwan, Malaysia and Germany.

Data is provided as per the international central reporting tool (PWR), DPI store inspections reflect completed inspections relevant to the FY26 period – additional audits will be attributed to this period as final samples are completed. To demonstrate this difference – expected audits have also been provided to provide an indication of total market coverage. Completed audits are used to generate general % of stores with a critical violation to avoid misrepresenting results.

Every Domino's Pizza store is required to appoint a Food Safety Supervisor who has successfully completed recognised Food Safety Supervisor courses and is available during all operating hours. We take these food and safety standards seriously. In cases where stores do not meet the agreed-upon benchmarks, necessary corrective actions are required. Failing to follow these actions could potentially result in the store's closure or even termination of the franchise partner's contract.

Reductions in audits this year are being piloted with the aim of using the additional time given back to conduct more training & coaching classes. The objective is to see if more training and awareness can help uplift store performance and positively impact audit scores. The Operations Compliance Managers from each market continue to meet regularly and share ideas and knowledge about what works in their market.

Suppliers and supply chain compliance

Supplier relationships are also vital in maintaining our quality standards, and we hold each supplier to a high standard. To achieve the title of an approved supplier, compliance with food safety certification criteria is mandatory. This includes obtaining various certifications, depending on the risk level of the supplied ingredients. These certifications are as follows:

- High-risk ingredient suppliers:[1] Global Food Safety Initiative (GFSI) certifications
- Medium-risk ingredient suppliers: Global Market Programme certification (Intermediate-level)/ISO 22000 Certification, or Equivalent
- Low-risk ingredient suppliers: Hazard analysis and critical control points (HACCP) certification

Our objective for FY27 is to achieve 100% certified suppliers according to the risk-based approach above – building on our current position, with 98% of suppliers already certified. Suppliers that do not achieve the level of certification required will be audited by third parties to ensure compliance with global quality and food safety standards. Certified suppliers are also periodically audited, based on our internal risk assessment, with the focus on high-risk suppliers. We value long-term supplier relationships and seek to work collaboratively with suppliers to address audit findings and implement corrective actions. Where remediation efforts are unsuccessful, the relationship may be discontinued.

Before receiving final approval, our suppliers must first complete a detailed product specification process covering supplier and facility information, food safety and quality management systems (including certification status and HACCP controls) and product quality requirements. Product quality is then assessed and approved by our Innovation and Quality Assurance teams through laboratory and production testing.

An Internal Audit Program operates across all markets to ensure food safety standards are consistently applied throughout our value chain. The program includes inspections of critical suppliers and products to verify compliance with our Global Quality Policy.

The Quality Policy also requires all our internal Supply Chain Centres (commissaries in France and Benelux) and third-party warehouses to be GFSI certified, with audits carried out annually by Domino's Quality Assurance (QA) team. Our European markets, Taiwan, Malaysia and Singapore, are already compliant with these requirements and we aim to continue roll-out to all markets globally.

Product withdrawal and recall

To maintain high food quality standards, Domino's has rigorous processes in place to quickly identify and address any concerns. Our unwavering commitment to product safety and quality is enhanced by comprehensive traceability and product recall systems across all the markets that we serve.

Food product withdrawals	ANZ	Asia	Europe	Total
Number of voluntary withdrawals	–	3	4	7
Quantity (kg) of food product withdrawn from stores	–	6,693	13,758	20,451
Number of confirmed foodborne illness outbreaks	–	–	–	–

Food product recalls	ANZ	Asia	Europe	Group
Number of recalls	–	–	–	–
Quantity (kg) of food product recalled from stores	–	–	–	–

As shown in the table above, there were 7 food withdrawals (3 voluntary for prevention and 4 initiated by suppliers) and 0 food recalls in FY26, totalling 20,451kg. The majority of the withdrawals, 8,430kg, were due to voluntary food safety prevention measures on dough. 5,423kg were initiated by suppliers due to detection of a foreign object in a raw material and an issue in the recipe, and 6,598kg was due to products failing to meet our required quality specifications.

At DPE, each market maintains a dedicated food safety crisis team comprising representatives from key business functions. To test the effectiveness of our response procedures, the Quality Assurance team conducts an annual mock product withdrawal or recall exercise. This helps ensure food safety protocols remain current, effective and consistently applied.

In our relentless pursuit of high food quality standards, every new product undergoes rigorous testing. These assessments verify that each product complies with our strict microbiological standards and meets our shelf-life requirements, ensuring both food safety and customer wellbeing.

1 High-risk ingredients include dairy products such as cheese and protein-based foods such as fish, meat, chicken and seafood; medium risk ingredients include seeds, spice mixes and oil; low-risk ingredient include flour.

SUSTAINABILITY HIGHLIGHTS CONTINUED

Product Quality Programme

The implementation of our Quality Control Programme was a key focus in FY26 to enhance product compliance. This programme is now fully implemented in our European markets, Australia, Malaysia, Singapore and Taiwan.

The controls are based on the specifications and expectations of stores and customers with specific pre-bake and post-bake checks. We measure and score metrics like weight, size, sauce viscosity, colour and taste. The 'Top 15 products' – the core or business-critical products – are checked once a month or once a quarter depending on the market. They include dough, mozzarella cheese, tomato sauce, pepperoni, meats (chicken sides, ham, bacon) and any other core product according to the market. The aim of this programme is to achieve 0% failed food quality compliance for each product. In case of failed result, the supplier is informed so that they can take corrective action to fix the issue.

In the event of non-conformity from stores or customers related to product quality, the team can also organise specific tests to check whether it is an isolated case in one store or whether the supplier needs to take actions.

Overall, the goal is to extend the Product Quality Programme to all markets to ensure we have the same focus and evaluation per product category. Implementation is planned in Japan and Cambodia in FY27.

OUR ENVIRONMENT

RESPONSIBLE SOURCING AND ECOLOGICAL IMPACTS

Responsible sourcing and the management of ecological impacts remain important considerations across our value chain. Through our policies, standards and supplier engagement activities, we seek to promote responsible business practices while supporting respect for human rights, and sustainable sourcing outcomes. We continue to work with business partners across our global network to strengthen supply chain transparency and improve our understanding of environmental and social risks and opportunities associated with the products and materials we procure.

Animal welfare

Animal welfare is an important consideration within our responsible sourcing approach. As a food company, we recognise the importance of working with suppliers to support animal welfare outcomes across our supply chain. Our commitments focus on key ingredients and products where welfare considerations are most relevant, including:

- Better Chicken Commitment
- Pork Commitment
- Cage-Free Eggs Commitment
- Domino's Dairy Initiative

While progress has been made across some of our animal welfare commitments, we recognise that some of our original targets and implementation timeframes will not be fully achieved. This reflects a range of factors, including the availability of suitable suppliers, differing levels of industry maturity across our markets, evolving supply chain conditions and broader structural challenges within the agricultural sector.

As we continue to review our ESG priorities, we are reassessing these commitments to determine the most effective and practical actions that can drive meaningful improvements in animal welfare outcomes across our supply chain.

SUSTAINABLE PACKAGING

As a designed-to-be-delivered product, our packaging touches the lives and homes of our customers. This year we have focused our efforts on delivering targeted packaging enhancements, including revisions to carton sizes to reduce material volumes, as well as continuing our partnerships in key markets with large local recyclers.

Specifically, to align with local regulations and meet our sustainability goals we are working towards eliminating single-use plastics and reducing plastic packaging. Over the last few years in the ANZ and EU markets, we have shifted from plastic to paper straws and in select EU markets we have transitioned from using plastic cups for dipping sauces to paper sachets. In FY26 we focused our efforts over incoming packaging regulation which reinforces the need to focus on recyclable, minimally wasteful and labelled packaging, with recycled content targets and reuse or refill options.

Ultimately our efforts to meet both our internal expectations and regulatory direction leads to more sustainable packaging across our value chain. We continue to seek improvement opportunities across all our goals, with a clear focus on solutions that not only reduce our environmental impact but also support franchisee profitability through smarter, cost effective and more sustainable packaging choices.

LOOKING AHEAD

As we reflect on FY26, we recognise the progress made in strengthening our sustainability and climate-related reporting capabilities. This year marked an important milestone with the commencement of reporting under ASRS, enhancing our understanding of climate-related risks and opportunities and further embedding climate considerations into our governance, risk management and reporting processes.

Looking ahead, we will continue to evolve our approach to sustainability reporting and climate-related risk assessment as our capabilities, data and understanding mature over time. We will also continue preparing for compliance with the CSRD in Europe from FY28.

While sustainability expectations and regulatory requirements continue to evolve, we remain committed to transparent reporting and ongoing improvement in areas that are material to our business and stakeholders. Through continued collaboration with our people, franchise partners, suppliers and other stakeholders, we will seek to strengthen our understanding of sustainability-related risks and opportunities and support the long-term resilience of the Group.

Reporting frameworks

This report has been prepared referencing internationally recognised reporting frameworks, namely the Global Reporting Initiative and the Sustainability Accounting Standards Board. Refer to our website for reference tables for these reporting frameworks.

OUR PURPOSE

WE DELIVER JOY. ONE PIZZA AT A TIME.

Because we're not just delivering food. We're delivering moments of comfort, connection and joy.

OUR MISSION

WE LEAD IN DELIVERING GENEROUS, CRAVEABLE FOOD EVERY TIME.

Generous. Craveable. Every time.
That's what we stand for.
That's how we win.

OUR VALUES

WE DELIVER JOY. ONE PIZZA AT A TIME.

CRUSH CONVENTION

HELP PEOPLE
Be safe, grow & prosper

INVEST
To create devotion

BE GENEROUS
and provide joyful experiences

Do the **RIGHT THING**
because it's the right thing to do

AUSTRALIA & NEW Z

MIX 'N' M

IN 2026, THE LUNCH BOX EVOLVED INTO THE MIX 'N' MATCH BOX, GIVING CUSTOMERS EVEN MORE WAYS TO ENJOY DOMINO'S.

Embracing the trend towards personalised meals, the **Mix 'n' Match Box** lets you create your own combination of pizza and sides. The new campaign repositioned the offer beyond lunch, celebrating every occasion – from Snack Time and We-Time to Dinner Time and Game Time – and inviting customers to *Mix it. Match it. Make it yours.*

Expanding its meal appeal resulted in strong uptake, driving weekly redemptions from around 2,200 to more than 12,800 within the first eight weeks of the relaunch. The **Mix 'n' Match Box** has continued to resonate with customers, reflecting the growing preference for variety and flexibility, and reinforcing its role as a key offering on the Domino's menu.


EALAND
ATCH BOX

DOMINO'S SPOTLIGHT

NAME: TABATHA-LEE PALCZEWSKI
LOCATION: GOLD COAST, AUSTRALIA
POSITION: FRANCHISEE

Tabatha-Lee Palczewski will never forget the first customer she served when she became a Domino's franchisee: her mum.

This special moment on opening day of **Domino's Merrimac** in 2025 was just the beginning of a milestone year for the former store manager.

With a decade of hands-on experience, and the support of the Women in Domino's Grant, Tabatha-Lee has turned a long-held ambition of becoming a franchisee into a reality.

Together with her partner, Baylee Palczewski, she quickly established Domino's Merrimac as a top-performing store, consistently achieving outstanding results in customer satisfaction (90+ NPS), product quality (4.8 PQ) and operational excellence.

Twelve months in and she is just getting started – with her sights now set on becoming a multi-unit franchisee.

She hopes her journey will encourage others to embrace the opportunities and possibilities that the brand offers.

"Domino's inspires me to grow every day. There's always room for improvement in every aspect - you just need the right mindset."

"DOMINO'S INSPIRES ME TO GROW EVERY DAY."

DESSERT DELIGHTS

ICONIC PARTNERSHIPS AND EMERGING FLAVOUR TRENDS REALLY HIT THE SWEET SPOT THIS YEAR.

In a QSR-first, Domino's teamed up with Pistachio Papi to give our classic Chocolate Lava Cake an indulgent twist, infusing it with Pistachio Papi's signature velvety spread to create the **Pistachio Papi Lava Cake**.

The campaign generated strong social engagement, highlighting demand for premium dessert experiences, as well as the Lava Cake's potential for future flavour innovations.

HOT HONEY

THE SWEET-AND-SPICY SAUCE THAT CREATED QUITE THE BUZZ!

Originally a limited-time release, Hot Honey quickly became a signature flavour that inspired a range of new products on the ANZ menu.

It began with the **Aussie Hot Honey** and **Hot Manuka Honey (NZ)** pizzas, which paired crispy pepperoni with the chilli-infused honey. This was followed by the **BBQ Hot Honey Chicken Pizza**, before expanding into the chicken sides range with the launch of **Hot Honey Saucy Chicken Wings** and **Hot Honey Saucy Tenders**.

The 'swicy' success story continued with the introduction of **Hot Honey Stuffed Breads**, further showcasing the flavour's versatility.

Hot Honey's ongoing appeal has seen it become a permanent menu fixture, with customers able to add the sweet heat as an optional topping or simply enjoy the classic **Hot Honey Pepperoni** that started it all.

PARTNERS FOUNDATION

PARTNERS WEEK

Domino's ANZ united for a Hawaiian-themed fundraising week in September 2025 to support the brand's charitable trust, the Partners Foundation.

From unexpected medical bills to emergency accommodation, Partners has helped employees and their families through some of life's toughest moments for almost 30 years.

Run entirely by volunteers and funded by the generosity of the Domino's network, 100% of donations go towards supporting those in need.

During **Partners Week**, teams rallied behind the cause through special auctions and the Hawaiian Dough Raiser, where $1 from every Hawaiian pizza sold was donated to the Foundation. Team members also wore their loudest and proudest Hawaiian shirts in-store, helping shine a spotlight on Partners and contributing to an incredible $124,607 raised!

MALAYSIA, SINGAPORE & CAMBODIA

GOLDEN FIESTA

Pineapple-crusted edges took the pineapple-on-pizza debate to a whole new level this year with the **Golden Fiesta Range**.

Released for the Ramadan-Raya season, the collection combined sweet, tangy and savoury flavours across **Chargrilled Chicken**, **Tuna** and **Prawn** varieties. Each pizza was layered with island seafood sauce, finished with a tropical barbecue drizzle, and crowned with slices of caramelised pineapple on the crust. The festive menu also included **Strawberry Cheese Tarts**, rounding out the offering with a fruity finale.

UNBOX YOUR CRAVINGS

CRAVINGS DON'T WAIT! THAT'S THE THINKING BEHIND DOMINO'S MALAYSIA AND SINGAPORE'S NEW "UNBOX YOUR CRAVINGS" BRAND PLATFORM.

Introduced in May, the update was brought to life with a fresh new look, bold packaging and a stronger focus on enjoying everyday moments of indulgence.

The rollout was led by **Thick Crunch™ Pizza**, inspired by Detroit-style pizza. Featuring a crispy rectangular base, airy dough and caramelised cheddar edges, the range included **Aloha Salsa Chicken** and **Cheesy Beef Pepperoni**, offering customers the fun and flavour of a distinctive new pizza style.

DELIVERING SUPPORT

Despite a challenging year marked by geopolitical tensions and border conflict, **Domino's Cambodia** stayed focused on delivering value for customers and supporting affected communities. By upholding its **Everyday Value** pricing strategy, the team continued to provide affordable and accessible meals during periods of unrest, while also extending assistance through food donations to displaced families in Siem Reap.

DOMINO'S SINGAPORE TURNS 17

Domino's Singapore paid tribute to both customers and community to celebrate 17 years' of operations in May. Alongside an anniversary special of a large pizza, soup and two cans of drink for just $17, a portion of the proceeds was donated to charity partner MINDS, which supports persons with intellectual disabilities, and their caregivers.

LA CARBONARA

Another pasta-inspired menu creation was served in November, this time transforming the classic Italian Carbonara into three pizza varieties. The range paired creamy carbonara sauce and mozzarella on a garlic-brushed crust with a choice of **Cheesy Beef**, **Chicken** or **3 Meats** toppings, bringing the rich, indulgent flavours of carbonara to a more shareable format.

AC & CHEESY PIZZAS

A CLASSIC COMFORT FOOD REIMAGINED, MAC & CHEESY PIZZAS COMBINED CREAMY MACARONI AND CHEESE WITH DOMINO'S SIGNATURE PIZZA CRUST AND MELTED MOZZARELLA.

Available in **Original**, **Mushroom** and **Spicy Beef** varieties, the launch resonated strongly with younger customers and families, reinforcing Domino's focus on menu innovation and memorable eating experiences.

The **Ultimate Sausage Crust** provided an additional indulgent option - with savoury sausages baked into the crust of every slice!

CHEESE VOLCANO

The Cheese Volcano erupted into an even bigger experience in 2026, expanding across more than 20 pizza flavours. Two years after its debut, the concept is far from dormant, with the molten cheese centre designed for dipping still a strong crowd-favourite.

DOMINO'S SPOTLIGHT

NAME: MOGAN A/L ANNAMALAI
LOCATION: PERAK, MALAYSIA
POSITION: FRANCHISEE

For Domino's Malaysia Franchisee Mogan, it's not only about delivering great pizza: it's about turning meals into memories.

"When we get it right, we don't just win a customer - we create a connection that lasts forever."

Starting out as a Store Manager in 2011, Mogan is testament to the brand's 'grow from within' philosophy.

After progressing through key leadership roles, including District Manager, Head of Operations Malaysia and Head of Development, that journey culminated this year in becoming a Franchisee.

He now owns and operates three stores, combining his operational expertise with a passion for developing people and creating great customer experiences.

"Domino's has given me the tools, systems and freedom to evolve from an operator into a business owner. It is a brand that truly encourages you to dream big."

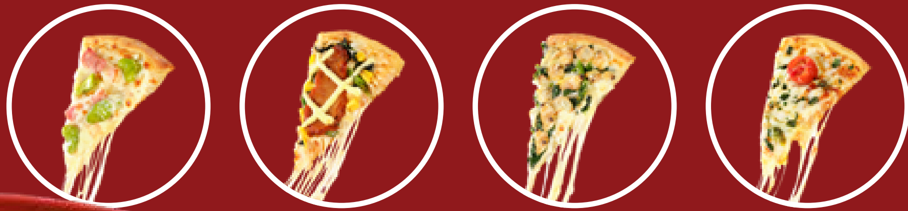
> **"DOMINO'S HAS GIVEN ME THE TOOLS, SYSTEMS AND FREEDOM TO EVOLVE FROM AN OPERATOR INTO A BUSINESS OWNER. IT IS A BRAND THAT TRULY ENCOURAGES YOU TO DREAM BIG."**

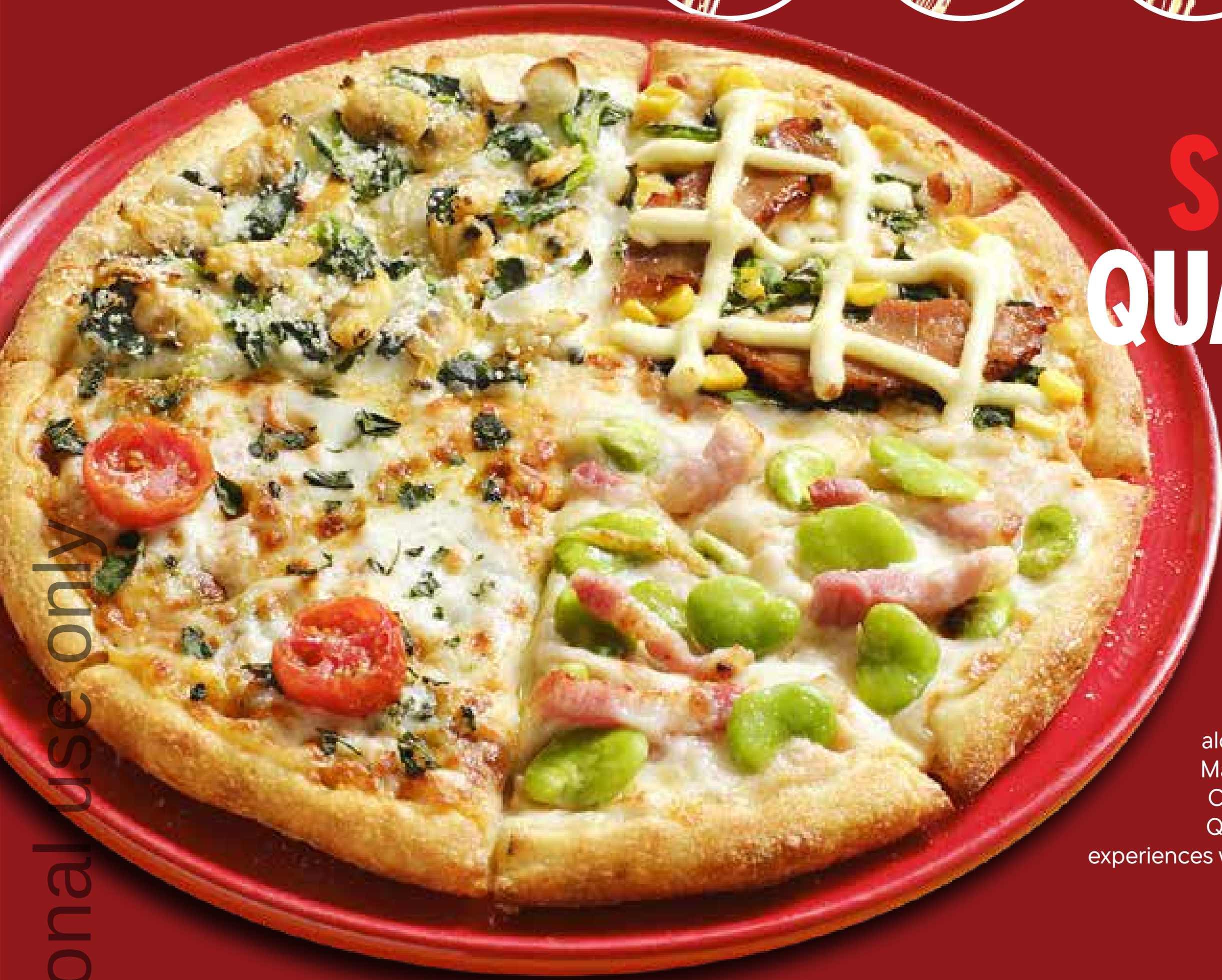
JAPAN

CHAR-GRILLED BEEF & SHRIMP

Created for the festive season, the **Premium Half & Half Char-Grilled Beef & Shrimp Pizza** offered “the luxury of not having to choose” between two delicious toppings.

One half featured smoky char-grilled beef with spinach and mushrooms, while the other showcased large, juicy shrimp paired with zesty lemon mayonnaise. It proved to be an ideal centrepiece for sharing during the Christmas and New Year period, driving a higher average ticket than the previous year’s holiday promotion.





SPRING QUATTRO

A four-flavour pizza that brought together fresh spring ingredients and Domino's crowd-pleasers in one seasonal creation. Showcasing regional specialties such as Manila clams, rapeseed blossoms, pancetta, fava beans, and Suruga Bay sakura shrimp sauce alongside menu classics like Margherita and Char-Grilled Chicken Teriyaki, the Spring Quattro balanced new taste experiences with comforting favourites.

NEW BRAND CAMPAIGN

IN LATE JUNE, DOMINO'S JAPAN UNVEILED ITS NEW BRAND MESSAGE: "YOU KNOW YOU LOVE IT!"

40th anniversary
自信のある商品
だからこそできるお約束

40 YEARS OF DOMINO'S JAPAN

When **Ernest M. Higa** opened Japan's first Domino's store in Ebisu, Tokyo, on September 30, 1985, there was no local word for Pepperoni. Despite this, Domino's Japan would go on to become one of the brand's most influential markets, pioneering innovations that shaped the pizza experience both locally and across the globe. From unique menu creations like the **Quattro Pizza**, **Cheese Volcano** and **Pizza Rice Bowls**, to new delivery methods, Japan has built a reputation for expanding the pizza possibilities. For its 40th anniversary, Domino's Japan revived its original 30-minute delivery guarantee for one-week-only, offering customers a ¥700 discount coupon if their order arrived after 30 minutes.

SHAKE SUCCESS

SHAKES AGAIN PROVED TO BE THE COOL CHOICE FOR SUMMER. WITH MANY STORES SELLING OUT OF THE TWO MOST POPULAR SEASONAL FLAVOURS SMOOTH PEACH AND REFRESHING LEMON AFTER THEY WERE FEATURED ON A NATIONAL JAPANESE TELEVISION PROGRAM.

"EVERY DECISION HAS THE POTENTIAL TO SHAPE THE BUSINESS. THAT'S WHAT MAKES THE ROLE SO STIMULATING."

DOMINO'S SPOTLIGHT

NAME: RIKIYA SUGIURA
LOCATION: NAGOYA. JAPAN
POSITION: FRANCHISEE

Just like a perfect pizza requires the right balance of ingredients, Rikiya Sugiura-san believes the right combination of people, decisions and execution forms the strongest base for success.

Since becoming a franchisee, Sugiura-san has embraced the entrepreneurial spirit at the heart of Domino's, taking ownership of every aspect of his journey.

From developing talent and strengthening store operations to managing costs, investments and community engagement, no two days are the same.

It's both the challenge and the reward of being able to directly influence outcomes and create value that keeps him motivated.

This passion for continuous improvement has translated into impressive results, with profits already exceeding his original goals, and a clear vision for continued growth ahead.

TAIWAN

MAGIC 3-LAYER BOX

Christmas saw the launch of the **Magic 3-Layer Box**, a clever all-in-one pack that stacked pizzas, sides and desserts into a single shareable feast.

MAGIC MEAL MOMENTS

DOMINO'S TAIWAN HELPED MAKE SHARED MEALS EVEN MORE SPECIAL WITH A SERIES OF LIMITED-EDITION PRODUCTS INSPIRED BY THE COUNTRY'S FAVOURITE CELEBRATIONS.

Created with festive gatherings in mind, the **Magic 3-Layer Box** (see opposite) even included an interactive dice game, bringing extra fun to the table.

For Lunar New Year, Domino's took its popular Volcano range in a more indulgent direction. A limited-edition **Lobster Volcano**, created in partnership with a luxury hotel and presented in an elegant gift box, offered a premium dining centrepiece, while the **Surf & Turf Salted Egg Volcano** added another flavourful option for families and friends to enjoy together.

BIG BRAND HIT

DOMINO'S TAIWAN AGAIN STEPPED UP TO THE PLATE TO HELP CELEBRATE THE NATION'S FAVOURITE SPORT DURING THE 2026 WORLD BASEBALL CLASSIC (WBC).

Among the highlights were limited-edition "Lucky Six" pizza boxes (a custom six-baseball Domino's logo) and **WBC Quattro Pizza**, inviting customers to "devour the competition" with four toppings inspired by rival teams: Aussie BBQ Double Sausage, Czech Butter Roasted Chicken, Japanese Takoyaki, and Korean Kimchi Pork.

Team Taiwan flags flew at all 175 stores, while a giant flag featuring thousands of supporter signatures was also taken to the Tokyo Dome and proudly displayed during the tournament.

The campaign attracted significant media coverage and helped give fans of all ages the opportunity to rally behind Taiwan on the world stage.

TOP TEAM AWARDS

Creating meaningful customer connections and fostering a great workplace culture earned Domino's Taiwan major industry recognition this year.

Among the accolades were multiple Grand Prix, Gold, and Bronze honours across the **Digital Singularity Awards, 4A Creative Awards, Click Awards**, and **Times Awards**, including **Best Advertiser of the Year**, for the "Roll a Six" campaign that turned the nation's passion for baseball into a highly engaging brand experience.

In addition to these marketing successes, Team Taiwan also received the **Happy Workplace Gold Award**, recognising its commitment to employee wellbeing, a positive workplace culture, and talent development.

"BUILDING A TEAM WITH STRONG EXECUTION ABILITY AND PASSION IS THE KEY"

FRANCHISEE SPOTLIGHT

NAME: WANG TUNG-TSAI
LOCATION: TAICHUNG CITY, TAIWAN
POSITION: FRANCHISEE

Wang Tung-Tsai is known for bringing out the best in his people. He's equally passionate about helping others do the same, regularly sharing best practices and advice with his fellow franchisees, believing that every opportunity for improvement strengthens the entire network.

While Wang has been recognised with multiple company awards and competitions, the real proof of his leadership is in his stores' results.

In 2025, his teams outperformed the market average across key measures including customer satisfaction, product quality and delivery times.

He says a commitment to talent development, combined with Domino's proven operational systems, helps create long-term growth and success.

"I've learned that building a team with strong execution ability and passion is the key... because it means being able to consistently deliver fast, high-quality products and services to customers."

GERMANY

FLAVOUR FIESTA

Turning global food trends into unmistakably Domino's creations continued to drive menu innovation this year.

The Fiesta Mexicana range, headlined by the **Mexican Pulled Chicken Pizza** and complemented by the **Mexican Pulled Chicken Wrap** and **Mexican Pulled Chicken Pizza Rolls**, offered customers multiple options inspired by the vibrant flavours of modern Mexican cuisine.

ELSEWHERE, THE PHILLY CHEESESTEAK PIZZA REIMAGINED AN AMERICAN CLASSIC FOR GERMAN CUSTOMERS, WHILE THE NACHO BEEF PIZZA, DEVELOPED IN COLLABORATION WITH DORITOS, BROUGHT TOGETHER TWO FAMILIAR BRANDS FOR ONE FUN (AND EXTRA CRUNCHY) NEW MENU EXPERIENCE.

KÄSESPÄTZLE PIZZA

BEEF ROSTI PIZZA

Closer to home, the **Käsespätzle Pizza** blended a much-loved German comfort food with our passion for pizza, while we also brought back the hearty **Beef Rosti Pizza** during the cooler months.

This variety of launches showcased Domino's ability to reinvent familiar flavours in unexpected ways, bringing its *ISS NICH NORMAL* ("That's not normal") brand promise to life.

PIZZA COCKTAIL

SHAKING UP EXPECTATIONS, DOMINO'S PARTNERED WITH PREMIUM GERMAN CRAFT DISTILLERY **SIEGFRIED** TO CREATE TWO LIMITED-EDITION GINS INSPIRED BY OUR NEW YORK STYLE SALAMI AND CAPRESE PIZZAS.

Distilling the flavours of tomato, basil, fennel and salami into craft spirits, the quirky collaboration gave customers a completely new way to experience Domino's. But you had to be quick! Only 123 bottles were made of each, and they sold out in less than two minutes – proof that bold ideas and the right partnerships can have a big impact.

ICON LEAGUE

DOMINO'S GERMANY STEPPED INTO THE DIGITAL-FIRST SPORTS ARENA THIS YEAR AS THE OFFICIAL JERSEY SPONSOR OF ICON LEAGUE TEAM. THE PACK.

The Icon League is a fast-paced, five-a-side competition that blends traditional football (soccer) with digital entertainment. With around 80 million views per season and a highly engaged fan base, the Icon League offers a unique opportunity to connect with sports enthusiasts.

The partnership also builds on Domino's successful sponsorship of the German national basketball teams, with creative content, fan experiences and social activations helping engage pizza lovers both on and off the court.

"ANYONE WHO TAKES THE INITIATIVE GETS THE CHANCE TO GROW AND MAKE A DIFFERENCE."

DOMINO'S SPOTLIGHT

NAME: ALAN MARTIN
LOCATION: BERLIN, GERMANY
POSITION: SHIFT MANAGER

Alan Martin quite literally wrote the recipe for success.

The Shift Manager from **Domino's Frankfurter Tor** was awarded the top prize in the **2025 Domino's Azubi Pizza Contest** with his winning creation **Piccante Passione**.

The annual Azubi competition gives team members across Germany the opportunity to showcase their talents by developing original pizza recipes while gaining valuable insights into the product development process. The winning pizza earns a place on the official Domino's Germany menu, with its creator receiving a share of the sales.

After almost four years at Domino's, Alan says he was inspired by a brand culture that encourages people to turn bold ideas into reality.

FRANCE

CROUSTY PIZZA

INSPIRED BY FRANCE'S VIRAL CROUSTY STREET FOOD PHENOMENON - A CRISPY CHICKEN AND RICE DISH THAT CAPTURED THE ATTENTION OF MILLIONS THROUGH SOCIAL MEDIA - DOMINO'S CREATED ITS OWN TAKE ON THE TREND BY PAIRING OUR SIGNATURE PIZZA DOUGH WITH THE IRRESISTIBLE CRUNCH AND INDULGENCE THAT MADE CROUSTY A SENSATION.

Derived from the French word croustillant ("crispy" or "crunchy"), **Crousty Pizza** brings together French crème fraîche, mozzarella, crispy chicken, crunchy fried onions, parsley and Heinz® Sweet & Spicy Sauce for a bold, flavour-packed experience.

Powered by a social-first, influencer-led campaign and a collaboration with Heinz®, the launch generated record-breaking engagement across our social platforms – earning 3 million organic media views and pushing the Crousty Pizza into Domino's Top 5 best-selling pizzas.

SLIZZAS

Responding to growing demand for convenient, portable meal options, **Slizzas** bring everything pizza lovers crave to a new snackable format. Featuring thin, rectangular pizza dough generously topped with premium ingredients and melted mozzarella, **Slizzas** are available in a handy on-the-go box as a single serving or a mix of three, making them ideal for quick breaks or sharing.

With flavours ranging from the viral Crousty-inspired creation to classics such as Pepperoni, Veggie, and 3 Fromages (Cheese), Slizzas offer consumers greater choice and flexibility while creating new occasions to enjoy pizza.

NUTELLA® BREAD

COMBINING DOMINO'S SIGNATURE DOUGH WITH THE WORLD'S MOST RECOGNISABLE HAZELNUT SPREAD MADE FOR A UNIQUELY INDULGENT TREAT THIS YEAR.

Featuring golden pizza dough sticks generously topped with Nutella®, the collaboration builds on our historic chocolate bread offering and expands our growing range of delicious desserts, including **Oreo Rolls**, **Hot Cookimino's**, and **Mini Beignets Choco-Noisette** (choc-hazelnut filled doughnuts).

SOLO LEVELING

TAPPING INTO THE POPULARITY OF ANIME AND KOREAN POP CULTURE. DOMINO'S FRANCE PARTNERED WITH CRUNCHYROLL TO BRING THE HIT SERIES SOLO LEVELING TO LIFE THROUGH A LIMITED-TIME MENU EXPERIENCE.

Headlining the campaign was a new **Bulgogi Pizza**, inspired by the bold flavours of Korean barbecue and topped with bulgogi sauce, mozzarella, flame-grilled beef, peppers and mushrooms.

Fans could order the exclusive Menu Solo, pairing the Bulgogi Pizza with sides, dessert and a drink, while collecting limited-edition Solo Leveling character pins with every purchase.

The campaign unlocked a new level of menu excitement - delivering Domino's France's strongest customer acquisition results of the year.

"IT'S ABOUT GOING THE EXTRA MILE"

DOMINO'S SPOTLIGHT

NAME: JESSY DORIE
LOCATION: REZÉ, FRANCE
POSITION: STORE MANAGER

For Jessy Dorie, the pizza business runs in the family.

His parents, Carole and Fabrice, are both award-winning Domino's franchisees, with more than 30 years with the brand.

Jessy, 24, is now proudly continuing that legacy.

Joining Domino's as a part-time delivery driver at 16, Jessy worked his way through every level of the business before taking over the store management in January 2025. His leadership, energy and commitment to training his team quickly earned him recognition as **Domino's 2025 Rookie Manager of the Year**.

Jessy credits the brand's core values for shaping his approach: "It's about eagerness, teamwork, product quality, customer satisfaction and going the extra mile," he says.

That mindset was on full display during heavy snowfall last year. Jessy and his team found a way to safely keep delivering using a personal quad bike, turning an unexpected challenge into a rewarding moment.

"Customers were pleasantly surprised!"

BENELUX

BELGIUM NETHERLANDS LUXEMBOURG

ACID'S INFERNO PIZZA

Domino's Belgium unleashed its spiciest creation yet with the limited-edition **Acid's Inferno Pizza**. Developed in partnership with Flemish content creator Acid, the pizza pushed flavour boundaries with a combination of tomato sauce, mozzarella, pepperoni, spinach, onion, jalapeños, and a fiery Sriracha swirl.

Launched in Flanders as **Acid's Inferno Pizza** and in Wallonia as the **Inferno Pizza**, the collaboration tapped into the growing popularity of spicy foods while also connecting with new audiences through authentic creator branding.

HEMA ROOKWORST PIZZA

TOGETHER WITH DUTCH RETAILER HEMA, DOMINO'S NETHERLANDS CREATED A LIMITED-EDITION PIZZA THAT CELEBRATED LOCAL FOOD CULTURE WITH A MODERN TWIST.

The **HEMA Rookworst Pizza** started with a classic Domino's pizza base with tomato sauce and mozzarella, then added generous slices of HEMA's iconic rookworst (smoked sausage) and HEMA's famous hotdog sauce. Traditionally enjoyed during the colder months, rookworst's reinvention as a pizza topping offered a fun and contemporary take on a Dutch favourite.

KRUIDNOTEN THICKSHAKE

A festive tradition in a cup!
To celebrate the Dutch Sinterklaas season, Domino's Netherlands created a **Kruidnoten Thickshake**. Kruidnoten are crunchy, coin-shaped cookies flavoured with speculaas spice, traditionally eaten during November and December. The shake gave a beloved seasonal treat a creamy and refreshing new format.

BANKZITTERS ARE BACK

FOLLOWING LAST YEAR'S HIT COLLABORATION, DOMINO'S NETHERLANDS REUNITED WITH YOUTUBE STARS BANKZITTERS TO LAUNCH FIVE NEW MEAL BOXES INSPIRED BY EACH CREATOR.

Inside every box was a mini-pizza personally designed by a **Bankzitter**, a side, and a collectible. From spicy creations to wild combinations - like the **Chicks 'n Waffles Pizza** with syrup - the campaign reflected the humour and creativity Bankzitters' fans know and love.

It follows the award-winning 2025 Bankzitters campaign, which delivered record sales and secured Gold in the Digital Campaign category at the **Dutch Interactive Awards**, highlighting the power of creator partnerships to drive menu innovation and customer engagement.

CRAVE RAVE

For one-night-only, the **Domino's Bos en Lommer** store in the Netherlands was transformed into the first-ever Crave Rave: an exclusive, underground party where pizza met nightlife. Ordering a Domino's My Box gave customers the chance to unlock tickets via a promotional code. Inside, guests enjoyed DJ sets, fresh pizza, and the signature 'Crave Alarm', sending hot slices onto the dance floor every 15 minutes. Part of the Amsterdam Dance Event, the Crave Rave turned the Benelux brand message 'Honour the Craving' into a memorable live experience.

DOMINO'S PIZZA ENTERPRISES

BOARD OF DI

JACK COWIN AM **Chairman**

Jack is a seasoned entrepreneur and investor with more than five decades of experience leading high-growth food and retail businesses. He is the founder and Executive Chairman of Competitive Foods Australia Pty Ltd (CFAL Group), which owns the master franchise of the Burger King brand in Australia (operating as Hungry Jack's), as well as several food manufacturing facilities. He serves on the boards of v2 Foods and Apache Industrial Services (USA), and has previously held directorships with Fairfax Media, Ten Network Holdings, and BridgeClimb Sydney. He has chaired Domino's Pizza Enterprises Ltd since 2014 and was appointed Executive Chairman in July 2025. He resumed Chairman responsibilities from August 2026.

JUDITH SWALES **Non-Executive Director / Member of the Audit and Risk Committee – Nomination, Culture and Remuneration Committee**

Judith has extensive board and executive leadership experience across consumer-facing organisations in the retail, sales, marketing and manufacturing sectors. She currently serves as Non-Executive Chair of Super Retail Group Limited (ASX:SUL). Judith's previous executive roles include Chief Executive Officer, Global Markets at Fonterra, Managing Director of Heinz Australia, and Chief Executive Officer and Managing Director of Goodyear Dunlop Australia and New Zealand. Earlier in her career, Judith held senior retail leadership roles in the United Kingdom, including with WH Smith, before relocating to Australia in 2001 as Managing Director of Angus & Robertson. She has also served as a non-executive director of Virgin Australia, DuluxGroup and Foster's. Judith holds a Bachelor of Science (Honours) in Microbiology and Virology from the University of Warwick and is a Graduate of the Australian Institute of Company Directors. Judith was appointed to the Board of Domino's Pizza Enterprises Limited in February 2026.

DREW O'MALLEY **Non-Executive Director / Member of the Nomination, Culture and Remuneration Committee**

Drew has more than 25 years' international experience in the quick service restaurant and multi-brand retail sectors across Europe, Australia and the United States. He served as Chief Executive Officer of Collins Foods Limited from July 2020 to July 2024, having previously held the role of Chief Operating Officer. Prior to joining Collins Foods, Drew held a number of senior executive roles with AmRest, including Chief Operating Officer, Chief Digital Officer and Division President, Central Europe, with responsibility for multi-country operations across Starbucks, Pizza Hut and KFC. Drew holds a Master of Business Administration from the University of Michigan and a Bachelor of Arts in Government (International Relations) from Georgetown University. He was appointed to the Board of Domino's Pizza Enterprises Limited in April 2026.

LTD

RECTORS 2026

USCHI SCHREIBER AM

Deputy Chair and Non-Executive Director / Chair of the Nomination, Culture and Remuneration Committee – Member of the Audit and Risk Committee

Ms Schreiber is an experienced company director and former global executive with expertise in governance, strategy, organisational transformation, culture and large-scale operational leadership. Her executive career includes serving as Global Vice Chair – Markets at EY and Director-General of Queensland Health. She also holds a number of board and advisory appointments in the health and human services sectors, including with APM. Ms Schreiber has been a Non-Executive Director of Domino's Pizza Enterprises Limited since 2018 and was appointed Deputy Chair in July, 2026.

TONY PEAKE OAM

Non-Executive Director / Chair of the Audit and Risk Committee – Member of the Nomination, Culture and Remuneration Committee

Tony has more than 30 years of board-level experience spanning public, private, and not-for-profit sectors. A former Senior Partner at PwC, Tony held key leadership roles including Audit and Consulting Partner, Chief Operating Officer, and Executive Director. He has advised major companies including Kmart, Target, Officeworks, Nike, CSL, and Sara Lee, and led cross-border financial due diligence for Tesco and Samsung Retail. He currently serves as a Non-Executive Director of PeopleIN (ASX: PPE), SIS Australia Holdings, Bakers Delight, Greater Western Water Corporation, The Australian Ballet, Swimming Australia, Scanlon Capital, Brencorp Properties and is Chair of Museum of Australian Photography. Tony is a Fellow of Chartered Accountants ANZ and the Australian Institute of Company Directors. He was appointed to the Board of Domino's Pizza Enterprises Limited in 2021.

PETER WEST

Non-Executive Director / Member of the Audit and Risk Committee – Nomination, Culture and Remuneration Committee

Peter brings more than 20 years' of senior leadership experience across complex, multi-market consumer goods businesses. He is currently an Operating Partner at private equity firm BGH Capital and was recently appointed Chairman of Village Roadshow.

Prior to this, Peter served as Regional Managing Director of Coca-Cola Europacific Partners for Australia, the Pacific and South-East Asia, leading a business of 20,000 employees across 48 production sites and generating more than A$9 billion in annual revenue. His earlier executive roles include General Manager of Arnott's ANZ, General Manager of Mars Chocolate Australia, Regional President of Mars Chocolate Continental Europe, and Managing Director of Lion Dairy & Drinks. Peter holds a Bachelor of Business from Monash University. Peter joined the Board of Domino's Pizza Enterprises Limited in 2025.

GROUP HIGHLIGHTS

Continuing Operations	FY25 UNDERLYING $ MIL	FY26 UNDERLYING $ MIL	+/(-) CHANGE %	FY26 STATUTORY $ MIL
Network Sales	**4,152.7**	**3,868.5**	**-6.8%**	**3,868.5**
Revenue	2,303.7	2,046.1	-11.2%	2,046.1
EBITDA	**346.7**	**325.4**	**-6.1%**	**53.6**
Depreciation and Amortisation	(148.5)	(125.3)	-15.6%	(169.5)
EBIT	**198.1**	**200.1**	**1.0%**	**(115.9)**
EBIT Margin	8.6%	9.8%		-5.7%
Interest	(28.1)	(23.3)	-17.1%	(23.3)
NPBT	170.0	176.8	3.9%	(139.3)
Tax Expense	(53.1)	(55.2)	4.0%	5.1
NPAT	**116.9**	**121.6**	**4.0%**	**(134.2)**

PERFORMANCE INDICATORS

EPS (Basic)	126.3 cps	128.5 cps	1.8%	-141.8 cps
Total dividend per share	77.0	57.5	-25.3%	57.5
Same Store Sales %	-0.2%	-4.1%		

DIRECTORS' REPORT

DIRECTORS' REPORT

The directors of Domino's Pizza Enterprises Limited ("DPE Limited", or the "Company") submit herewith the annual financial report of the Company and its controlled entities ("the Group") for the financial year ended 28 June 2026. In accordance with the *Corporations Act 2001*, the Directors' present their report as follows:

INFORMATION ABOUT THE DIRECTORS

The names and particulars of the directors of the Company during or since the end of the financial year are:

NAME	POSITION	
Jack Cowin	Non-Executive Director Executive Chair Non-Executive Chair	Appointed 20 March 2014 From 02 July 2025 to 05 August 2026 From 05 August 2026
Ursula Schreiber	Independent Non-Executive Director Deputy Chair	Appointed 30 November 2018 Appointed 30 July 2026
Tony Peake	Independent Non-Executive Director	Appointed 14 May 2021
Peter West	Non-independent Non-Executive Director	Appointed 21 March 2025
Judith Swales	Independent Non-Executive Director	Appointed 24 February 2026
Drew O'Malley	Independent Non-Executive Director	Appointed 2 April 2026
Grant Bourke	Independent Non-Executive Director	Appointed 24 August 2001 Retired 24 February 2026
Lynda O'Grady	Independent Non-Executive Director	Appointed 16 April 2015 Retired 18 September 2025
Andrew Gregory	Group Chief Executive Officer/Managing Director	Appointed 5 August 2026

DIRECTORSHIPS OF OTHER LISTED COMPANIES

Tony Peake was appointed a director of PeopleIn Limited on 07 June 2024. Judith Swales was appointed a director of Super Retail Group Limited on 1 November 2021 and Non-Executive Chair on 24 October 2024. Lynda O'Grady was appointed a director of Wagners Holding Company Limited on 08 November 2017 and resigned effective 22 August 2024. She was also appointed a director of Rubicon Water Limited which was admitted to the Official List of the ASX on 31 August 2021. There were no other directorships of other listed companies held by directors in the 3 years immediately before the end of the financial year.

DIRECTORS' SHAREHOLDINGS

The following table sets out each director's relevant interest in shares, debentures, and rights or options in shares or debentures of the Company as at the date of this report.

	DOMINO'S PIZZA ENTERPRISES LIMITED		
DIRECTORS	FULLY PAID ORDINARY SHARES NUMBER	SHARE OPTIONS NUMBER	CONVERTIBLE NOTES NUMBER
Jack Cowin	24,736,214	–	–
Ursula Schreiber	4,600	–	–
Tony Peake	10,000	–	–
Peter West	–	–	–
Judith Swales	–	–	–
Drew O'Malley	2,631	–	–
Andrew Gregory	6,108	–	–

REMUNERATION OF DIRECTORS AND SENIOR MANAGEMENT

Information about the remuneration of directors and senior management is set out in the Remuneration Report of this Directors' Report on pages 60 to 78.

SHARE OPTIONS GRANTED TO DIRECTORS AND SENIOR MANAGEMENT

During and since the end of the financial year, an aggregate 108,644 share options were granted to the following directors and senior management of the Company as part of their remuneration.

DIRECTORS & SENIOR MANAGEMENT	NUMBER OF OPTIONS GRANTED	ISSUING ENTITY	NUMBER OF ORDINARY SHARES UNDER OPTION
George Saoud	108,644	DPE Limited	108,644

COMPANY SECRETARY

Craig Ryan:

General Counsel & Company Secretary

Craig is a solicitor of the Supreme Court of Queensland, Australian Capital Territory and New South Wales and a Solicitor of the High Court of Australia with over 27 years' experience. Craig joined the Company as General Counsel on 8 August 2006 and was appointed to the position of Company Secretary on 18 September 2006. Craig holds a Bachelor of Arts and a Bachelor of Laws from the University of Queensland and a Masters of Laws from the University of New South Wales. Craig is also a Chartered Secretary with the Governance Institute Australia.

PRINCIPAL ACTIVITIES

The Group's principal activities in the course of the financial year were the operation of retail food outlets and the operation of franchise services. During the financial year there were no significant changes in the nature of those activities.

REVIEW OF OPERATIONS

The activities and financial performance of the Group and each of its operating segments for the financial year are set out on pages 8 to 9.

EXPLANATION OF STATUTORY PROFIT TO UNDERLYING PROFIT

Statutory profit after tax for continuing operations is prepared in accordance with the *Corporations Act 2001* and Australian Accounting Standards, which comply with IFRS Accounting Standards.

Statutory loss after tax for continuing operations of $134.2 million includes expenditures of $255.7 million after tax treated as significant items. Excluding these items, the Underlying Profit after tax from continuing operations was $121.6 million, 4.0% increase on the prior corresponding period.

Underlying profit after tax from continuing operations is reported to give information to shareholders that provides a greater understanding of the performance of the Group's operations. DPE believes Underlying Profit after tax from continuing operations is useful as it removes significant items thereby facilitating a more representative comparison of financial performance between financial periods. Underlying Profit is a non-IFRS measure which is not subject to audit or review.

The below provides a reconciliation of Statutory Profit from continuing operations to Underlying Profit from continuing operations including earnings before interest and tax from continuing operations (EBIT), and earnings before interest, tax, depreciation and amortisation (EBITDA):

	FOR THE YEAR ENDED 28 JUNE 2026						
				UNDERLYING			
	STATUTORY $'000	SIGNIFICANT ITEMS $'000	UNDERLYING $'000	ANZ $'000	EUROPE $'000	ASIA $'000	UNALLOCATED $'000
Revenue	**2,046,063**	**–**	**2,046,063**	**687,813**	**728,655**	**629,595**	**–**
EBITDA	**53,561**	**271,813**	**325,374**	**161,303**	**107,604**	**84,485**	**(28,018)**
Depreciation & amortisation	**(169,509)**	**44,241**	**(125,268)**	**(38,444)**	**(32,661)**	**(49,782)**	**(4,381)**
EBIT	**(115,948)**	**316,054**	**200,106**	**122,859**	**74,943**	**34,703**	**(32,399)**
Net finance costs	**(23,308)**	**–**	**(23,308)**				
Net profit/(loss) before tax	**(139,256)**	**316,054**	**176,798**				
Income tax expense	**5,097**	**(60,321)**	**(55,224)**				
Net Profit/(loss) after tax	**(134,159)**	**255,733**	**121,574**				

	YEAR ENDED 29 JUNE 2025						
				UNDERLYING			
	STATUTORY $'000	SIGNIFICANT ITEMS $'000	UNDERLYING $'000	ANZ $'000	EUROPE $'000	ASIA $'000	UNALLOCATED $'000
Revenue	2,303,744	–	2,303,744	775,709	764,698	763,537	–
EBITDA	184,404	162,280	346,684	172,374	109,722	90,038	(25,450)
Depreciation & amortisation	(148,535)	–	(148,535)	(41,769)	(36,764)	(61,086)	(8,916)
EBIT	35,869	162,280	198,149	130,605	72,958	28,952	(34,366)
Net finance costs	(28,101)	–	(28,101)				
Net profit/(loss) before tax	7,768	162,280	170,048				
Income tax expense	(11,472)	(41,639)	(53,111)				
Net Profit/(loss) after tax	(3,704)	120,641	116,937				

SIGNIFICANT ITEMS

Significant items in the current and comparative periods include employee termination costs, impairment and write downs of assets, external legal costs, change in the carrying amounts of liabilities as well as change in fair value of contingent consideration.

Statutory loss before tax from continuing operations was $139.3 million, this included the following significant costs excluded from underlying profit after tax as outlined below

CURRENT PERIOD SIGNIFICANT ITEMS

- Impairment of goodwill and indefinite-life intangible assets of $135.6m, comprising $87.2m in relation to the France CGU and $48.3m in relation to the Taiwan CGU, reflecting lower expected future operating performance relative to previous expectations. The associated release of deferred tax liabilities of $15.2m has been recognised within income tax expense.
- A portfolio review of technology assets was undertaken following changes to the Group's enterprise technology strategy. This resulted in $43.6m of accelerated amortisation relating to technology projects that are no longer expected to support the Group's future technology requirements.
- Impairments, write-downs and other costs of $69.0m associated with underperforming stores, store closures and stores identified for re-franchising. These amounts have been included within Impairments and write-downs associated with stores and Impairments of intangible assets, land and buildings and write-down of inventory in the segment note.
- Other impairments, provisions and carrying value adjustments of $30.0m, primarily relating to inventory, franchisee loans and other asset carrying values. These amounts have been included within Impairments and write-downs associated with stores, Impairments of intangible assets, land and buildings and write-down of inventory, Costs associated with streamlining operations and one-off marketing contributions in the segment note.
- As part of the Group's ongoing focus on simplifying operations and aligning its cost base with strategic priorities, costs of $23.3m were recognised during the period. These included $13.4m of employee redundancy and termination costs, predominantly in ANZ and Europe, together with other costs and provisions directly associated with these activities.
- Costs associated with prior store closure programs and the closure of underperforming stores of $9.4m.
- Legal and professional costs of $9.7m relating to discrete legal proceedings, disputes or regulatory matters and divestment-related transaction costs.
- A $2.6 million loss was recognised on the disposal of Impressu Print Group. The divestment was undertaken to simplify the Group's operations and focus management attention and capital on core, higher-return activities.
- Deployment of a new ERP Finance & Supply System to leverage global scale and enhance operational efficiency of $2.8m.

PRIOR PERIOD SIGNIFICANT ITEMS

- Streamlining operations costs of $16.5m, including employee termination costs and transition costs to a shared services centre model.
- Impairments, write-downs and other associated costs relating to store closure costs of $118.4m.
- Impairments and write-downs of intangible assets, land and buildings and write down of inventories of $15.6m.
- Costs associated with finance and supply system deployment of $6.5m.
- External costs of $5.3m in relation to litigation matters.

CHANGES IN STATE OF AFFAIRS

There have been no significant changes in the state of affairs of the Group that occurred during the financial year.

SUBSEQUENT EVENTS

There has not been any matter or circumstance occurring subsequent to the end of the financial year that has significantly affected, or may significantly affect, the operations of the Group, the results of those operations, or the state of affairs of the Group in future financial years other than the matters disclosed in note 29.

ENVIRONMENTAL REGULATIONS

For FY26, the Group is subject to mandatory climate-related financial disclosure requirements under AASB S2 *Climate-related Disclosures*. The Group has incorporated climate-related disclosures within this Annual Report and continues to develop its sustainability reporting practices in line with evolving regulatory requirements. From FY28, the Group's European operations are expected to be subject to reporting obligations under the European Sustainability Reporting Standards (ESRS).

To the best of the directors' knowledge, the Group complies with its obligations under applicable environmental laws and regulations and holds all licences required to undertake its business activities.

CORPORATE GOVERNANCE

A copy of Domino's Pizza Enterprises full 2026 Corporate Governance Statement, which provides detailed information about governance, and a copy of Domino's Pizza Enterprises' Appendix 4G which sets out the Group's compliance with the recommendations in the third edition of the ASX Corporate Governance Council's Principles and Recommendations (ASX Principles) is available on the corporate governance section of the Group's website at **https://www.dominospizzaenterprises.com/corporate-governance**.

DIVIDENDS

In respect of the financial year ended 28 June 2026, an unfranked interim dividend of 25 cents per share was paid to the holders of fully paid ordinary shares on 30 April 2026. On the 26 August 2026, the Company declared an unfranked final dividend for FY26 of 32.5 cents per share. The dividend will have a record date of 2 September 2026 and a payment date of 30 November 2026. The Dividend Reinvestment Plan will operate for eligible shareholders residing in Australia or New Zealand for the FY26 final dividend.

SHARES UNDER OPTION OR ISSUED ON EXERCISE OF OPTIONS

Details of unissued shares or interests under option as at the date of this report are:

ISSUING ENTITY	SERIES	NO. OF SHARES UNDER OPTION	CLASS OF SHARES	EXERCISE PRICE OF OPTIONS	EXPIRY DATE OF OPTIONS
DPE Limited	36	1,581	Ordinary	Nil	20 Aug 29
DPE Limited	37	488	Ordinary	Nil	18 Aug 30
DPE Limited	40	1,420	Ordinary	Nil	07 Jun 31
DPE Limited	43	3,253	Ordinary	Nil	31 Oct 31
DPE Limited	45	4,973	Ordinary	Nil	23 Aug 32
DPE Limited	46	782	Ordinary	Nil	21 Nov 32
DPE Limited	49	2,413	Ordinary	Nil	23 Aug 33
DPE Limited	50	4,883	Ordinary	Nil	08 Sep 33
DPE Limited	52	19,473	Ordinary	Nil	22 Jan 29
DPE Limited	53	15,124	Ordinary	Nil	22 Jan 29
DPE Limited	54	36,747	Ordinary	Nil	22 Jan 29
DPE Limited	56	4,243	Ordinary	Nil	21 Aug 29
DPE Limited	59	42,897	Ordinary	Nil	30 Jun 32
DPE Limited	60	55,127	Ordinary	Nil	30 Jun 32
DPE Limited	61	7,866	Ordinary	Nil	27 Aug 35
DPE Limited	63	31,400	Ordinary	Nil	30 Apr 34
DPE Limited	64	27,508	Ordinary	Nil	30 Apr 34
DPE Limited	65	382,603	Ordinary	Nil	30 Jun 33
DPE Limited	66	5,591	Ordinary	Nil	30 Jun 33

DIRECTORS' REPORT

CONTINUED

The holders of these options do not have the right, by virtue of the option, to participate in any share issue or interest issue of the Company or of any other body corporate or registered scheme. Details of shares or interests issued during or since the end of the financial year as a result of exercise of an option are:

ISSUING ENTITY	SERIES	NO. OF SHARES UNDER OPTION	CLASS OF SHARES	GRANT DATE FAIR VALUE	AMOUNT UNPAID ON SHARES
DPE Limited	43	304	Ordinary	135.75	$nil
DPE Limited	62	3,525	Ordinary	17.37	$nil

INDEMNIFICATION OF OFFICERS AND AUDITORS

The Company has entered into deeds of indemnity, insurance and access with each director. To the extent permitted by law and subject to the restrictions in s.199A of the *Corporations Act 2001*, the Company must continuously indemnify each director against liability (including liability for costs and expenses) for an act or omission in the capacity of director. However, this does not apply in respect of any of the following:

- a liability to the Company or a related body corporate;
- a liability to some other person that arises from conduct involving a lack of good faith;
- a liability for costs and expenses incurred by the director in defending civil or criminal proceedings in which judgement is given against the officer or in which the officer is not acquitted; or
- a liability for costs and expenses incurred by the director regarding an unsuccessful application for relief under the *Corporations Act 2001* in connection with the proceedings referred to above.

The Company has also agreed to provide the directors with access to Board documents circulated during the directors' term in office.

During the financial year, the Company paid a premium in respect of a contract insuring the directors of the Company, the Company Secretary and all senior management of the Company and of any related body corporate against a liability incurred as such a director, secretary or senior management to the extent permitted by the *Corporations Act 2001*.

The Company has not otherwise, during or since the financial year, indemnified or agreed to indemnify an officer or auditor of the Company or of any related body corporate against a liability incurred as such an officer or auditor. The directors have not included details of the nature of the liabilities covered or the amount of the premium paid in respect of the directors' and officers' liability and legal expenses insurance contract as such disclosure is prohibited under the terms of the contract.

THE BOARD AND COMMITTEES

The Board

The Board is responsible for guiding and monitoring DPE on behalf of shareholders. While at all times the Board retains full responsibility, in discharging its stewardship it makes use of committees. Specialist committees are able to focus on a particular responsibility and provide informed feedback to the Board. The Board seeks to identify the expectations of shareholders, as well as other regulatory obligations. In addition, the Board is also responsible for identifying areas of significant business risk and ensuring arrangements are in place to adequately manage those risks.

The Board has established committees to assist in the execution of its responsibilities. Each committee reports to the Board and makes recommendations to the full Board for its consideration as appropriate. Details of each of these committees are discussed below:

Nomination, Culture and Remuneration Committee

The purpose of the committee is to review, evaluate and make recommendations to the Board in relation to the selection, appointment and remuneration practices of the Company.

Audit and Risk Committee

This committee supports the Board by maintaining oversight of the Group's internal control systems, compliance with applicable laws and regulations, and application of accounting policies and procedures designed to maintain integrity in external financial disclosure and reporting.

Finance Committee

This committee supported the Board in exercising effective oversight of financial matters and was responsible for monitoring, review and making recommendations regarding financial matters. On 16 October 2025, the Finance Committee was dissolved with the full Board resuming the duties and responsibilities of that committee.

Independent Board Committee

Following the appointment of Jack Cowin as Executive Chair, an Independent Board Committee (IBC) was established. On 5 August 2026, when Andrew Gregory commenced as Managing Director and Jack Cowin resumed the role as non-executive Chair, the IBC was dissolved.

Refer to the FY26 Corporate Governance Statement for further details.

DIRECTORS' MEETINGS

The following table sets out the number of directors' meetings (including meetings of committees of directors) held during the financial year and the number of meetings attended by each director (while they were a director or committee member). During the financial year, thirteen (13) Board meetings, five (5) Nomination, Culture and Remuneration Committee meetings, four (4) Audit and Risk Committee meetings, one (1) Finance Committee meeting and four (4) IBC meetings were held.

	BOARD OF DIRECTORS		NOMINATION, CULTURE & REMUNERATION COMMITTEE		AUDIT & RISK COMMITTEE		FINANCE COMMITTEE[1]		INDEPENDENT BOARD COMMITTEE	
	HELD	ATTENDED	HELD	ATTENDED	HELD	ATTENDED	HELD	ATTENDED	HELD	ATTENDED
Jack Cowin	13	13	–	–	–	–	–	–	–	–
Ursula Schreiber	13	13	5	5	4	4	1	1	4	4
Tony Peake	13	13	5	5	4	4	1	1	4	4
Peter West	13	13	2	2	2	2	1	1	4	4
Judith Swales[2]	5	5	1	1	1	1	–	–	1	1
Drew O'Malley[3]	4	4	–	–	–	–	–	–	1	1
Grant Bourke[4]	9	9	4	3	3	3	1	1	3	3
Lynda O'Grady[5]	3	3	2	2	1	1	–	–	2	2

(1) The Finance Committee was discontinued during the FY26 reporting period.
(2) Judith Swales was appointed as a director on 24 February 2026.
(3) Drew O'Malley was appointed as a director on 2 April 2026.
(4) Grant Bourke retired as a director on 24 February 2026.
(5) Lynda O'Grady retired as a director on 18 September 2025.

NON-AUDIT SERVICES

The directors are of the opinion that the services as disclosed in note 33 to the financial statements do not compromise the external auditor's independence, based on the advice received from the Audit and Risk Committee, for the following reasons:

- all non-audit services have been reviewed and approved to ensure that they do not impact the integrity and objectivity of the auditor; and
- none of the services undermine the general principles relating to auditor independence as set out in Code of Conduct *APES 110 Code of Ethics for Professional Accountants* issued by the Accounting Professional & Ethical Standards Board, including reviewing or auditing the auditor's own work, acting in a management or decision-making capacity for the Company, acting as advocate for the Company or jointly sharing economic risks and rewards.

Details of amounts paid or payable to the auditor for non-audit services provided during the year by the auditor are outlined in note 33 to the financial statements. The directors are satisfied that the provision of non-audit services, during the year, by the auditor (or by another person or firm on the auditor's behalf) is compatible with the general standard of independence of auditors imposed by the *Corporations Act 2001*.

John BouAntoun, Chief Technology Officer, was formerly a partner of Deloitte Touche Tohmatsu, the Company's current external auditor. During his tenure as a partner, Deloitte Touche Tohmatsu provided external audit services to the Company; however, John was not involved in the provision of those audit services. The Company has considered this former relationship in the context of the applicable auditor independence requirements, and Deloitte Touche Tohmatsu has confirmed that the relationship does not affect its independence as auditor of the Company.

AUDITOR'S INDEPENDENCE DECLARATION

The auditor's independence declaration is included on page 82 of the Annual Report.

ROUNDING OF AMOUNTS

The Company is a company of the kind referred to in ASIC Corporations Legislative Instrument 2016/191 (Rounding in Financial/Directors' Report), dated 24 March 2016, and in accordance with that Corporations Instrument amounts in the financial report are rounded off to the nearest thousand dollars, unless otherwise indicated.

LETTER FROM THE CHAIR OF THE NOMINATION, CULTURE AND REMUNERATION COMMITTEE

Dear Shareholders,

FY26 was a year of significant transition for Domino's Pizza Enterprises.

During the year, the Board led the Company through a change in executive leadership while continuing to focus on restoring performance and rebuilding long-term shareholder value. These circumstances required the Board to make a number of important remuneration decisions, guided by one overriding principle: pay should follow delivery.

That principle is reflected throughout this report.

No Executive Key Management Personnel earned a formulaic Short-Term Incentive (STI) for FY26, and no FY23 Long-Term Incentive (LTI) awards vested. While these outcomes are disappointing, they demonstrate that our remuneration framework is operating as intended. Executives are rewarded only when agreed performance outcomes are achieved. Where they are not, incentives are not paid.

During the year, the Board also oversaw an extended leadership transition. Following the departure of our former Group Chief Executive Officer, Jack Cowin assumed the role of Executive Chair on an interim basis while the Board conducted a comprehensive search for a new Group Chief Executive Officer. At the same time, George Saoud accepted significantly expanded responsibilities, serving as both Group Chief Operating Officer and Chief Financial Officer while helping lead the business through a period of considerable change.

After careful consideration, the Board exercised its discretion to provide George with a one-off discretionary award in recognition of these exceptional additional responsibilities. This award was not a reward for FY26 business performance, nor was it a substitute for the STI framework, under which no award was earned. Rather, it recognised the substantial increase in accountability and leadership required during an extended period of transition. The Board considered this to be an exceptional circumstance warranting separate recognition. The Board was conscious that recognising these exceptional additional responsibilities should not weaken the fundamental principle that incentive remuneration is earned through performance.

One of the Board's most important responsibilities is to ensure that executive remuneration remains aligned with the long-term interests of shareholders. During FY26 we therefore undertook a comprehensive review of our executive remuneration framework. The outcome is a simpler, more transparent and more accountable framework that strengthens the connection between executive reward, operational performance and sustainable shareholder value. The framework is designed to reinforce the same priorities that underpin the Company's strategy: improve franchisee profitability, returning the business to profitable growth and delivering sustainable value for shareholders.

The revised FY27 framework is designed to reinforce the Company's strategic priorities of profitable growth, executive accountability and disciplined execution, with greater emphasis on strengthening the link between individual performance, business outcomes and shareholder returns, while preserving appropriate Board discretion to respond to exceptional circumstances where required.

The Board recognises that remuneration remains an area of significant interest to shareholders. Our objective is to provide a report that is transparent, understandable and clearly explains not only the remuneration outcomes for FY26, but also the judgement exercised by the Board in reaching those decisions.

As we enter FY27, we do so with a new Group Chief Executive Officer, a strengthened executive leadership team and a refreshed remuneration framework that we believe appropriately supports the next phase of Domino's strategy. We remain focused on restoring sustainable growth, delivering improved returns for shareholders and maintaining the highest standards of governance.

On behalf of the Board, I thank our shareholders for their continued support.

Yours sincerely,

Uschi Schreiber

Uschi Schreiber AM
Chair, Nomination, Culture and Remuneration Committee

REMUNERATION REPORT

This Remuneration Report (Audited), which forms part of the Directors' Report, sets out information about the remuneration of Domino's Key Management Personnel (KMP) for the financial year ended 28 June 2026.

Please refer to the Glossary section on page 173 for definitions of the terms used throughout this report.

CONTENTS

1 KEY MANAGEMENT PERSONNEL (KMP)

Our Remuneration Report covers the remuneration of the Key Management Personnel consisting of Non-Executive Directors, the Managing Director and Chief Executive Officer, and employees who have authority and accountability for planning, directing and controlling the activities of the consolidated entity (as defined by AASB 124 Related Party Disclosures). All figures in the Remuneration Report are presented in Australian dollars.

NAME	POSITION	TERM AS KMP
Non-Executive Directors		
Ursula Schreiber	Independent Non-Executive Director	Full year
Tony Peake	Independent Non-Executive Director	Full year
Peter West	Non-Independent Non-Executive Director	Full year
Judith Swales	Independent Non-Executive Director	Appointed 24 February 2026
Drew O'Malley	Independent Non-Executive Director	Appointed 2 April 2026
Former Non-Executive Directors		
Grant Bourke	Independent Non-Executive Director	Ceased 24 February 2026
Lynda O'Grady	Independent Non-Executive Director	Ceased 18 September 2025
Executive KMP		
Jack Cowin	Interim Executive Chair(1) Term as KMP	Appointed 2 July 2025
Andrew Gregory	Group Chief Executive Officer/Managing Director	Appointed 5 August 2026
George Saoud	Group Chief Operating Officer and Chief Financial Officer (Group COO and CFO)(2)	Appointed 2 July 2025
Former Executive KMP		
Mark van Dyck	Group Chief Executive Officer/ Managing Director (Group CEO)(3)	Ceased 2 July 2025
Richard Coney	Group Chief Financial Officer (Group CFO)	Ceased 29 August 2025
Josh Kilimnik	Chief Executive Officer Asia (CEO Asia)	Ceased 30 March 2026

(1) Jack Cowin assumed the role of Interim Executive Chair on 2 July 2025 following the resignation of Mark van Dyck as Group Chief Executive Officer/ Managing Director. Following the commencement of the new Group CEO, Andrew Gregory, on 5 August 2026, Jack Cowin resumed his position as Non-Executive Chair.

(2) George Saoud joined on 2 July 2025 as Group Chief Financial Officer and undertook a transition period with outgoing Group CFO Richard Coney. George was appointed to Group Chief Operating Officer and Chief Financial Officer effective 26 November 2025.

(3) Mark van Dyck resigned as a Director and ceased to be a KMP effective 2 July 2025. He ceased employment on 23 December 2025 following a transitional handover period.

2 FY26 REMUNERATION OUTCOMES AT A GLANCE

- No Executive KMP earned a formulaic Short-Term Incentive.
- The Board approved one exceptional, one-off discretionary award to George Saoud, in recognition of expanded responsibilities assumed during the leadership transition.
- The FY23 Long-Term Incentive did not vest.

	TOTAL FIXED REMUNERATION(1) $	BOARD DISCRETIONARY AWARD(2) $	TOTAL STI AWARD(3) $	STI AWARDED AS A % OF TARGET %	TOTAL LTI VESTED $	LTI VESTED AS A % OF TARGET %
Executive KMP						
Jack Cowin	313,947	–	–	–	–	–
George Saoud	1,008,053	1,000,000	–	–	–	–
Former Executive KMP						
Mark van Dyck	–	–	–	–	–	–
Richard Coney	232,486	–	–	–	–	0%
Josh Kilimnik	826,027	–	–	–	–	0%

(1) Total Fixed Remuneration (TFR) reflects salaries, Fringe Benefits Tax (FBT) charges (related to employee benefits), and superannuation.
(2) The Board approved a Board Discretionary Award of $1,000,000 for George Saoud, delivered 50% in cash and 50% in deferred equity (ZEPOs) escrowed for 12 months, in recognition of the additional scope and accountability he assumed following Mark van Dyck's departure in addition to his Chief Financial Officer and Chief Operating Officer responsibilities. This Award was made independently of the FY26 scorecard and is not a formulaic STI outcome.
(3) No formulaic STI was earned by any KMP in FY26.

3 OVERVIEW OF LEADERSHIP TRANSITION

FY26 was a year of substantial change in DPE's executive leadership. The Board's remuneration decisions through this period were guided by two objectives: maintaining continuity of leadership while a permanent Group CEO was found and ensuring that anyone who assumed expanded responsibility during that search was recognised fairly and transparently. This section summarises the changes to DPE's Executive KMP during FY26, the rationale behind the Board's key remuneration decisions, and the treatment applied on each individual's appointment or cessation. Full quantitative details are set out in the statutory tables.

NAME	CHANGE	EFFECTIVE DATE	REASON
Mark van Dyck	Ceased as Director; Ceased as Group CEO	2 July 2025 (Director) 23 December 2025 (Group CEO)	Resignation
Jack Cowin	Appointed Interim Executive Chair; Resumed Non-Executive Chair	2 July 2025 5 August 2026	To lead transition pending permanent Group CEO appointment
George Saoud	Appointed Group Chief Financial Officer; Group Chief Operating Officer added	2 July 2025 (Group CFO) 26 November 2025 (Group COO added)	New appointment; expanded scope
Richard Coney	Retired as Group Chief Financial Officer	29 August 2025	Retirement after 30 years' service
Josh Kilimnik	Redundant as CEO Asia	30 March 2026	Role redundant
Andrew Gregory	Appointed Group Chief Executive Officer	5 August 2026	New appointment, following global search

Mark van Dyck's Resignation

Mark van Dyck resigned as a Director on 2 July 2025 and as Group Chief Executive Officer on 23 December 2025. Mark ceased to be a Director and a KMP on 2 July 2025, when he stepped back from the Group CEO role and day-to-day leadership passed to George Saoud and Jack Cowin. His employment ended on 23 December 2025, following a transitional handover period during which he held no KMP responsibilities and received no incentive entitlements. Mark received fixed remuneration only under the terms of his contract and this is disclosed as a termination benefit in the executive statutory table comparative. In accordance with the Domino's Share and Option Plan, Mark's Restricted Share Grant in lieu of a FY25 short-term incentive was forfeited, and his FY25 Long-Term Incentive award lapsed on cessation of employment. The Board did not exercise discretion in relation to either award.

Jack Cowin Appointed as Executive Chair

Following Mark's notice of departure, Non-Executive Chair Jack Cowin was appointed Executive Chair on an interim basis to lead the transition until a new Group CEO was appointed. Jack continued to receive only his standard Chair fee and received no additional remuneration for these expanded responsibilities.

George Saoud - Role and Remuneration Changes

The below table summarises George's role and remuneration during FY26.

Appointed Group Chief Financial Officer	FR $850,000; STI opportunity 100% of FR; LTI opportunity 80% of TFR
Sign-on award (STI entitlements forgone on resignation from previous employer)	$425,000 in performance rights granted 3 November 2025, vesting in three equal tranches: 1 Sept 2026 / 1 Sept 2027 / 1 Sept 2028
Appointed Group Chief Operating Officer (in addition to CFO)	FR increased $850,000 → $1,000,000 (+17.6%); STI opportunity unchanged at 100% of TFR; LTI opportunity increased 80% → 120% of TFR
Board Discretionary Award	$1,000,000: 50% cash / 50% deferred equity, 12-month escrow

George Saoud joined DPE as Group Chief Financial Officer on 2 July 2025, working alongside outgoing Group Chief Financial Officer Richard Coney during a transition period. On joining, George was granted a one-off sign-on award of $425,000 in performance rights on 3 November 2025, vesting in three equal annual tranches on 1 September 2026, 1 September 2027 and 1 September 2028, subject to continued employment. This award was made in recognition of short-term incentive entitlements forgone by George on his resignation from his previous employer.

Effective 26 November 2025, George Saoud's role was expanded to Group Chief Operating Officer, in addition to his existing Chief Financial Officer responsibilities, taking on accountability for Technology and Procurement and Supply Chain. The Board considered that a role of this scope warranted remuneration benchmarked against equivalent combined COO/CFO roles in comparable ASX 200 organisations. On that basis, the Board increased George's Fixed Remuneration from $850,000 to $1,000,000 (17.6%) and increased his Long-Term Incentive opportunity from 80% to 120% of FR. His Short-Term Incentive opportunity was not changed by the role expansion and remains 100% of FR.

Following Mark van Dyck's departure on 2 July 2025, George was the most senior executive within the Group for close to a full financial year, leading its day-to-day operations and working closely with Jack Cowin, in his capacity as Interim Executive Chair, to set strategic direction. The Board considered this combination of scope and duration assumed in addition to George's substantive Group Chief Operating Officer and Chief Financial Officer responsibilities to be an exceptional circumstance that fell outside the scope contemplated by his existing remuneration arrangements. For that reason, the Board exercised its discretion to make a one-off Board Discretionary Award of $1,000,000 to George. The Award sits outside DPE's Short-Term Incentive framework: it was not assessed against the FY26 scorecard, and no formulaic STI was earned by any KMP in FY26, including George. The Board determined the amount by reference to the scope of the additional responsibilities assumed by George and the period over which he fulfilled those responsibilities. It was delivered 50% in cash and 50% in deferred equity, subject to a 12-month escrow, so that a meaningful portion of the Award remains tied to shareholder interests. Future short-term incentives for George will be assessed in the ordinary course under DPE's Executive Remuneration Framework.

DECISION: The Board approved a one-off Board Discretionary Award of $1,000,000 to George Saoud.

WHY: George led the Group's day-to-day operations as its most senior executive for close to a full financial year following Mark van Dyck's departure, in addition to his substantive Group Chief Operating Officer and Chief Financial Officer responsibilities.

OUTCOME: The Award recognises exceptional, one-off circumstances. It is not a substitute for STI and does not change how George Saoud's future incentives will be assessed.

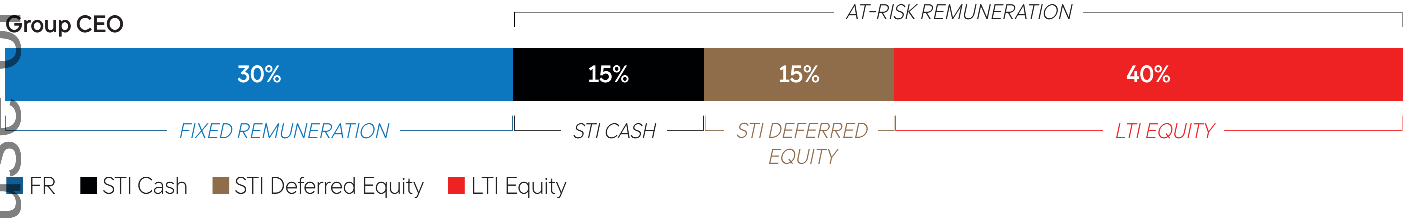
Appointment of Andrew Gregory as Group CEO

Following a global search, the Board appointed Andrew Gregory as Group Chief Executive Officer. Andrew Gregory joined DPE on 5 August 2026, bringing more than 30 years' experience in global QSR businesses, most recently as SVP Global Franchising Officer at McDonald's and previously as Managing Director and CEO of McDonald's Australia.

Andrew's remuneration is benchmarked against ASX 200 CEOs of comparable market capitalisation. Consistent with the Board's 'Pay Follows Delivery' principle, the remuneration package supports long-term value creation, operational execution and alignment with shareholder outcomes. His Fixed Remuneration has been set conservatively relative to market, while his Total Target Remuneration, only achievable if performance conditions are met in full, is calibrated to reward stretch performance against Board-approved targets. This structure means Andrew's realised pay will track DPE's actual performance: fixed pay is deliberately conservative, and upside is only available through delivery.

Andrew's Fixed Remuneration is $1,450,000, applying from his commencement date. His Short-Term Incentive opportunity is 100% of FR, with 50% of any STI earned intended to be delivered as zero exercise price options (ZEPOs), subject to a 12-month escrow from the date of grant. His Long-Term Incentive opportunity is 131% of Fixed Remuneration. As the ZEPO component of his STI and his LTI award both involve the issue of equity securities to a Director, both form part of the shareholder approval described below.

Together, this reflects a target pay mix of 70% 'at-risk' remuneration: 30% Short-Term Incentive and 40% Long-Term Incentive of Total Target Remuneration.



No equity securities have been issued to Andrew as at the date of this report. As Andrew is a Director, any issue of equity securities to him requires prior shareholder approval under ASX Listing Rule 10.14. The Board will put a single combined resolution to shareholders at the Annual General Meeting, seeking approval to issue Andrew:

- a one-off award of options over shares to the value of $400,000, granted at the same time as his first Long-Term Incentive award, to compensate for long service and annual leave entitlements forfeited on leaving his prior employer;
- the deferred equity (ZEPO) component of his Short-Term Incentive; and
- his Long-Term Incentive award.

No securities will be issued to Andrew under any of these arrangements unless and until shareholder approval is obtained at the Annual General Meeting. If approval is not obtained, the Board will consider whether to proceed on different terms.

The $400,000 sign-on award will be granted as options with a nil exercise price, calculated using the 10-trading-day volume weighted average price of DPE shares around Andrew's commencement date. Exercise is conditional on Andrew remaining in continued employment for at least 12 months from the date of grant, with neither party having given notice of termination during that period. A one-year escrow applies to shares received on exercise. The Board assessed and confirmed that this award does not exceed the value of the entitlements forfeited, and it does not form part of Andrew's ongoing remuneration.

Subject to shareholder approval, the Board's current intention is for Andrew's Long-Term Incentive opportunity to be 131% of TFR, assessed over a three-year performance period, with a further two-year escrow applying to any rights exercised following vesting. These terms are proposed only and do not represent a grant that has been made. Full details of any equity actually granted to Andrew will be set out in DPE's 2027 Remuneration Report.

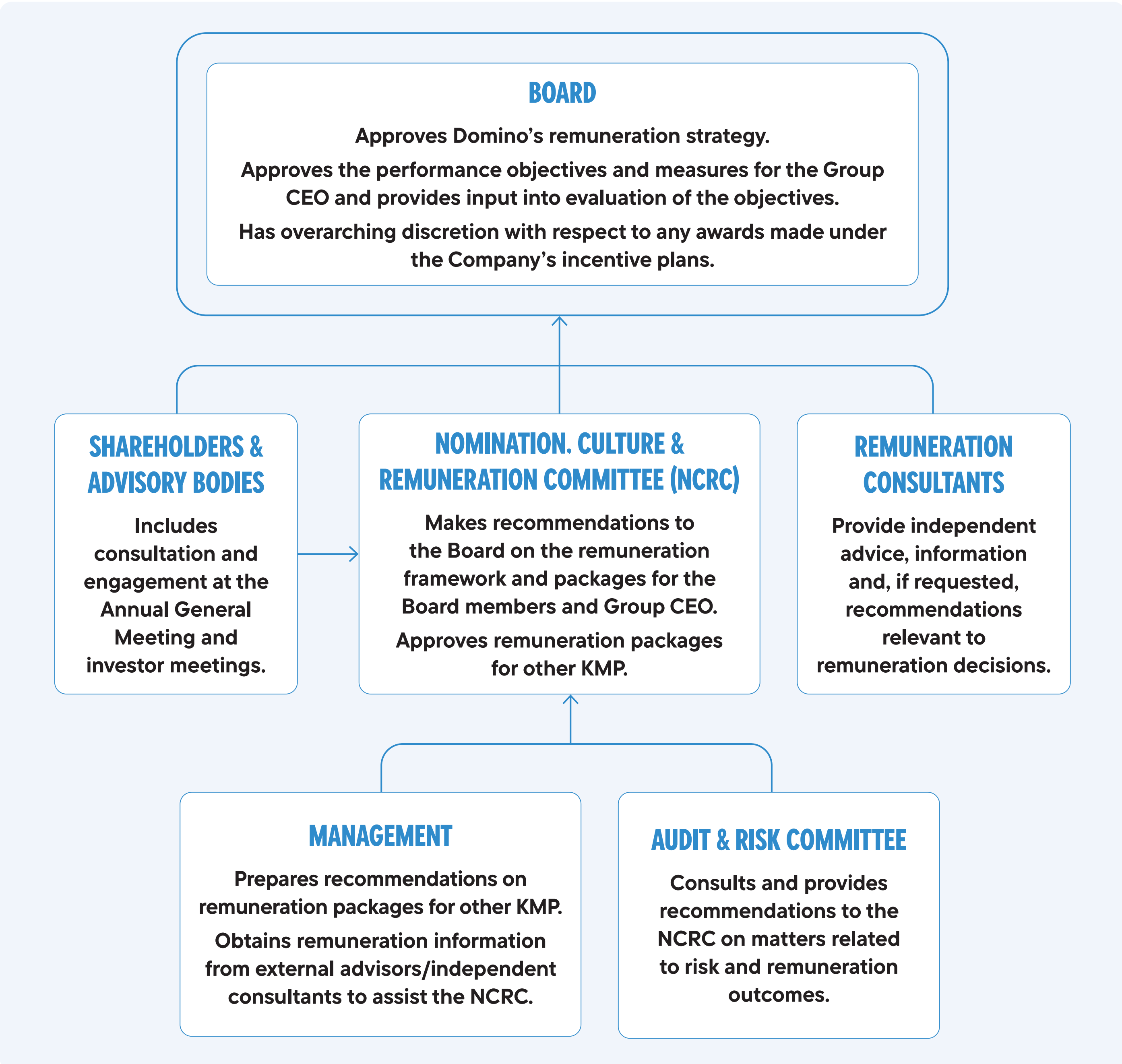
KMP Departures

Richard Coney retired as Group Chief Financial Officer on 29 August 2025 after 30 years with DPE, having completed a transition period with incoming Group CFO George Saoud. Richard was not eligible for a short-term incentive for FY26 given the timing of his retirement. As a result of his retirement, the deferred component of his FY25 STI award was paid as 100% cash, rather than the original 55% cash / 45% deferred STI allocation disclosed in the prior year. Richard's unvested LTI awards for FY23, FY24 and FY25 lapsed once he ceased employment in accordance with Domino's Share and Option Plan (ESOP). Under the ESOP, a departing participant may request the Board to exercise its discretion to allow unvested awards to vest on cessation of employment; no such request was made by Richard, and accordingly no discretion was applied in relation to the unvested LTI awards. Full details of the treatment of Richard's remuneration and equity on departure are set out in the statutory tables and accompanying notes. Richard was subsequently engaged on a contractor arrangement on commercial terms to provide ad-hoc consulting services to DPE as required.

Josh Kilimnik's role as CEO Asia was made redundant as part of a decision to decentralise regional leadership to local market CEOs and remove the vacant CEO Europe role. Josh continued to provide transitional support during his notice period, with his employment ceasing on 30 March 2026. Josh did not meet the performance hurdles applicable to the FY26 Short-Term Incentive, and accordingly no STI was paid for FY26. Josh's FY25 STI, comprising 50% cash and 50% deferred into equity, was paid and granted respectively during FY26, consistent with the Group's normal STI payment cycle. Josh's unvested Long-Term Incentive awards for FY23, FY24 and FY25, and the remaining tranche of his Special Incentive Award, lapsed on cessation of employment in accordance with the ESOP; no request was made to the Board to exercise its discretion to allow these awards to vest. All accrued leave, statutory entitlements and his final payments were paid as at the date of cessation. Full details are set out in the statutory tables and accompanying notes.

4 REMUNERATION GOVERNANCE

DPE's remuneration governance structure shows the flow of oversight from shareholders through the Board and the Nomination, Culture and Remuneration Committee to management, supported by independent advice from the Audit and Risk Committee and external remuneration consultants.



COMPONENT	APPROACH
Board discretion	Our Board retains the discretion to alter the treatment of awards to ensure there is an appropriate alignment between executive pay outcomes and Company performance.
Malus and clawback	Our Board has the ability to apply malus and/or clawback, lapse awards and forfeit shares subject to a trading restriction in certain circumstances, including fraud, gross misconduct and material reputational damage to the Company.
Change of control	Our Board retains the discretion to determine the treatment of awards in the event of a change of control. A change in control occurs when any shareholder (either alone or together with its associates) having a relevant interest in less than 50% of the issued shares in the Company acquires a relevant interest in 50% or more of the shares on issue at any time.
Use of independent consultants	During the year, an independent remuneration consultant was engaged by the NCRC to provide advice and guidance in relation to market practice and Domino's remuneration matters. No remuneration recommendation was sought from or provided by the remuneration consultant.

5 EXECUTIVE REMUNERATION FRAMEWORK

The Company's remuneration philosophy is designed to reward sustainable long-term performance, align executive outcomes with shareholder interests, reinforce accountability and support the attraction and retention of high-quality executives. The Executive remuneration framework ensures executive remuneration is aligned to our values and purpose. The structure is designed to strike an appropriate balance between fixed and variable pay, rewarding capability and experience while providing recognition for driving and delivering Company goals.

OUR PURPOSE

WE DELIVER JOY.
ONE PIZZA AT A TIME.

OUR MISSION

WE LEAD IN DELIVERING GENEROUS.
CRAVEABLE FOOD EVERY TIME.

LEAD BY OUR VALUES

- Crush convention
- Be generous and provide joyful experiences
- Invest to create devotion
- Do the right thing because it's the right thing to do
- Help people be safe, grow and prosper

OUR REMUNERATION STRUCTURE CONSISTS OF

- Local market competitive fixed remuneration
- Financially focused short-term incentives (STI)
- Shareholder aligned long-term incentives (LTI)

**GUIDED BY
OUR EXECUTIVE REMUNERATION PRINCIPLES**

- Attract, motivate and retain highly skilled executives across diverse geographies
- Reward capability and experience and provide recognition for contributions to the Company's objectives
- Achieve an appropriate balance between fixed and variable remuneration
- Align to shareholder interests through equity components

Supported by appropriate reward governance mechanisms and Board oversight

REMUNERATION REPORT

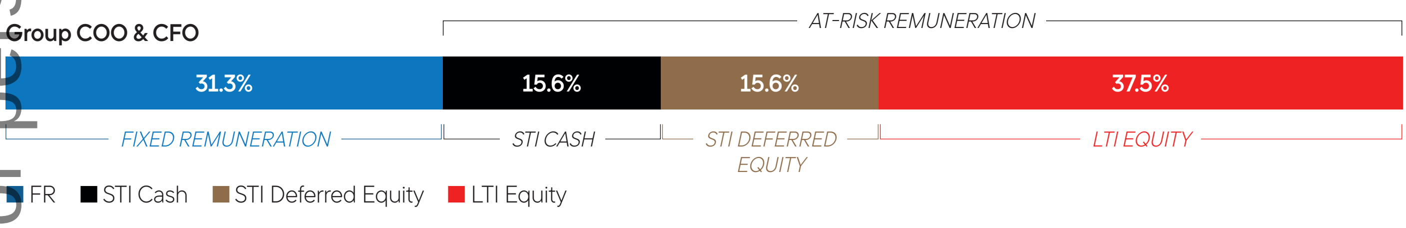
CONTINUED

Remuneration is designed to reflect individual duties, accountabilities and levels of performance, and to be market competitive in the relevant location to attract, retain and motivate our people.

ELEMENT OF REWARD	PURPOSE	LINK TO PERFORMANCE
TOTAL FIXED REMUNERATION (TFR) Base salary calculated on a total cost basis plus FBT charges (related to employee benefits) and employer contributions to superannuation or pension equivalents.	• Set at a level to attract and retain high quality, experienced people. • Benchmarked against ASX listed companies, with similar revenue and market capitalisation, and Quick Service Restaurant (QSR) comparators overseas and within Australia.	• Considers performance in role, experience, accountability, and Domino's performance based on market capitalisation and revenue.
SHORT-TERM INCENTIVE (STI) Annual incentive based on Domino's performance delivered as cash and/or rights.	• Designed to achieve Board approved targets in support of the Group's strategy.	• Rewards for the achievement of Key Performance Indicators (KPIs) set by the Board. KPIs are reflective of Group performance targets aligned to Domino's business strategy.
LONG-TERM INCENTIVE (LTI) Three-year incentive linked to Group performance delivered through Performance Rights.	• Reward executives for sustainable long-term performance and growth aligned to shareholder value creation	• Awards only vest on achievement of predetermined absolute Total Shareholder Return (TSR) over the term of the performance period.

REMUNERATION MIX

George Saoud is currently DPE's only Executive KMP, and his remuneration mix is therefore the clearest illustration of how the Board links pay to performance at an executive level. The remuneration mix at maximum opportunity is reviewed annually to ensure it remains competitive and promotes alignment to our shareholders' interests. The diagram below shows the emphasis placed on 'at-risk' remuneration: 69% of George's Total Target Remuneration is variable and linked to performance, split across cash and deferred STI and LTI equity, reinforcing the Board's commitment to a strong link between pay, performance and shareholder value.



TOTAL REMUNERATION BENCHMARKING

The Nomination, Culture and Remuneration Committee (NCRC) undertakes annual benchmarking of the Group CEO and Executives total remuneration to ensure it is appropriate to attract the right people for Domino's and in consideration of geographical variations, internal relativities and ASX market expectations. The benchmarking data is a combination of ASX listed remuneration data from similar sized companies (using revenue and market capitalisation), and data from QSR comparator groups overseas and within Australia. This data feeds into a hybrid data set from which fixed remuneration, STI, LTI and total remuneration packages are determined.

FY26 SHORT-TERM INCENTIVE

STI is 'at risk' and is awarded only on the achievement of annual targets set by the Board. The table below outlines the key design features of the FY26 Executive STI plan applicable to KMP. Consistent with the Board's Pay Follows Delivery principle, no formulaic STI was earned by any Executive KMP for FY26, reflecting the framework operating as designed: reward is only delivered where performance is delivered.

DESIGN FEATURE	APPROACH
STI OPPORTUNITY	The target STI opportunity for Executive KMP is set as a percentage of Fixed Remuneration (FR), with a stretch opportunity of 150% of target.
PERFORMANCE MEASURES & ASSESSMENT	STI outcomes are assessed against a scorecard of our strategic priorities and focus on the financial performance across our operating markets. The relevant performance criteria and weightings for FY26 are outlined below. • Group EBIT: 50% • KPI Scorecard Measures: 50%
DEFERRAL	For Executive KMP located in Australia, 50% of the STI outcome is deferred in share rights for 12 months. In recognition of local market practices and legal/tax implications, Executives outside Australia do not participate in STI deferral. The number of rights granted to participants is equal to the deferral opportunity divided by the volume weighted average price (VWAP) of a share over ten trading days.
CESSATION OF EMPLOYMENT	Where employment ceases as a "good leaver" (i.e. for reasons including redundancy, retirement, death or total permanent disability, or as otherwise agreed), rights will continue to be held on the same terms at the discretion of the Board. If a participant ceases for any other reason, rights will immediately lapse. The Board retains discretion to determine a different treatment of rights on cessation of employment.

FY26 LONG-TERM INCENTIVE

The NCRC considers this equity performance-linked remuneration structure appropriately rewards our executive team for contributing to shareholder outcomes over the longer term.

DESIGN FEATURE	APPROACH
LTI OPPORTUNITY	The LTI opportunity awarded is outlined below. ROLE — FY26 MAXIMUM LTI (% OF FR) Group COO & CFO — 120%
PERFORMANCE PERIOD	Three-year performance period
PERFORMANCE MEASURES & ASSESSMENT	The measure below has been chosen based on relevance to our business strategy and direct alignment to shareholder return. A single measure of positive Absolute Total Shareholder Return has been applied to the FY26 award as a one-off, interim measure, reflecting the Board's focus on rebuilding shareholder returns following a period of underperformance. This is not intended to be an ongoing design feature; for FY27, the Board proposes to move to a revised two-measure LTI framework, further detail on which is provided under FY27 Executive Incentive Framework. Vesting of the LTI is subject to: • Absolute Positive TSR gateway: 100% of performance rights will vest if a positive TSR gateway is achieved (greater than 0% in absolute terms). No rights vest below this gateway; there is no scale of vesting between 0% and the gateway.
INSTRUMENT	Each performance right is an entitlement to receive one share (or a cash payment of equivalent value at the Board's discretion). A participant will be allocated a number of shares calculated by reference to their LTI opportunity divided by the VWAP of a share over ten trading days.
CESSATION OF EMPLOYMENT	Where employment ceases for a "good leaver" reason, all vested and unvested performance rights will continue on the same terms. For unvested performance rights, the number of performance rights that vest will be pro-rated to reflect the period of time that has elapsed from the grant date to the date of cessation. If a participant ceases for any other reason, performance rights will immediately lapse, and any shares held subject to a trading restriction will immediately be forfeited. The Board retains discretion to determine a different treatment of rights on cessation of employment.

6 FY26 PERFORMANCE AND REMUNERATION OUTCOMES

LINK BETWEEN PAY AND PERFORMANCE

The table below sets out summary information about the Group's earnings and movements in shareholder wealth for the five years to 28 June 2026.

	28 JUNE 2026 $'000	29 JUNE 2025 $'000	30 JUNE 2024 $'000	02 JULY 2023 $'000	03 JULY 2022[(1)] $'000
Group underlying EBIT (millions)	200.1	198.1	207.7	262.9	293.7
Basic earnings per share (cents) from continuing operations[(2)]	128.5	126.3	133.8	139.4	190.6
Annual total shareholder return (%)	(13)%	(45)%	(20)%	(31)%	(41)%
Total annual dividend per share (cents)	57.5	77.0	105.9	110.0	156.5

(1) Results for the year ending 03 July 2022 have been restated to reflect continuing operations, with Denmark Market's operations being classified as a discontinued operation.
(2) Performance is measured on underlying earnings per share.

FY26 STI OUTCOMES

OUTCOME: No formulaic Short-Term Incentive was awarded to any Executive KMP in FY26.

WHY: Group EBIT and KPI scorecard targets were not achieved, this reflects our pay follows delivery principle.

No formulaic Short-Term Incentive was earned by any KMP in FY26, reflecting performance below the Group EBIT and KPI scorecard targets set for the year.

KEY PERFORMANCE INDICATOR	WEIGHTING	AT TARGET	FY26 RESULT
Group EBIT Target	50%	Achieve budget	Below budget
KPI Scorecard Measures	50%	Achieve target	Below target

	TOTAL STI AWARD $	CASH COMPONENT $	DEFERRED COMPONENT $	STI AWARDED AS % OF TARGET STI $
Jack Cowin	–	–	–	–
George Saoud	–	–	–	0%
Mark van Dyck	–	–	–	0%
Richard Coney	–	–	–	0%
Josh Kilimnik	–	–	–	0%

FY26 Board Discretionary Award

As set out in the Chair's letter and in 'George Saoud - Role and Remuneration Changes' the Board separately approved a Board Discretionary Award to George Saoud in recognition of the additional scope and accountability he assumed during FY26. This Award was made independently of the FY26 scorecard and is shown separately below.

RELEVANT EXECUTIVE KMP	BOARD DISCRETIONARY AWARD $	CASH COMPONENT $	DEFERRED EQUITY COMPONENT $
George Saoud	1,000,000	500,000	500,000

FY26 LTI VESTING OUTCOMES

OUTCOME: The FY23 Long-Term Incentive award did not vest. 100% of the award lapsed. No value was delivered to participants.

WHY: None of the three FY23 LTI performance hurdles, Group EPS growth, Organic New Store Openings, and Total Shareholder Return, were met.

The Performance Rights granted under our FY23 LTI plan were eligible to vest during FY26. The following performance measures were applied for each Executive KMP:

PERFORMANCE MEASURE	RESULT	PROPORTION VESTING	CAN BE EXERCISED UNTIL
Group EPS percentage growth over the relevant performance period	< 8% EPS growth	0%	N/A
Organic New Store Openings	< 5% store growth	0%	N/A
Total Shareholder Return	Negative	0%	N/A

FY26 REALISED REMUNERATION

Executive KMP remuneration outcomes are aligned to short and long-term performance outcomes.

	TOTAL FIXED REMUNERATION[1] $	CASH STI[2] $	DEFERRED STI[3] $	LTI VESTED[4] $	OTHER[6] $	TOTAL $
Executive KMP						
Jack Cowin	313,947	–	–	–	–	313,947
George Saoud	1,008,053	–	–	–	1,000,000	2,008,053
Former Executive KMP						
Richard Coney	232,486	92,750[5]	–	–	–	325,236
Josh Kilimnik	826,027	59,836	59,836	–	–	945,699

(1) Total Fixed Remuneration reflects salaries, FBT charges (related to employee benefits), and superannuation.
(2) The value paid in cash during the year ended 28 June 2026 which is in relation to the performance targets achieved for FY25.
(3) The value of deferred STI is determined based on the number of rights granted during the year ended 28 June 2026, for performance targets achieved for FY25, multiplied by the share price at the date of grant.
(4) LTI vested is determined based on the amount vested during the year, valued on the intrinsic value being the share price at the first exercise date less the exercise price, then multiplied by the number of options vested.
(5) Richard Coney retired effective 29 August 2025. As a result, the deferred component of his FY25 STI award was paid as 100% cash, rather than the original 55% cash / 45% deferred STI allocation disclosed in the prior year.
(6) The other category includes the Board Discretionary Award granted to George Saoud during FY26.

EXECUTIVE SERVICE AGREEMENTS

The table below sets out the contract terms for the Executive KMP.

	TERM OF CONTRACT	CONTRACT COMMENCEMENT	NOTICE OF TERMINATION – BY COMPANY	NOTICE OF TERMINATION – BY EXECUTIVE
Executive KMP				
Andrew Gregory	Ongoing	5 August 2026	6 months	6 months
George Saoud	Ongoing	2 July 2025	6 months	6 months
Former Executive KMP				
Mark van Dyck[1]	Ongoing	06 November 2024	6 months	6 months
Richard Coney[2]	Ongoing	16 May 2005	6 months	6 months
Josh Kilimnik[3]	Ongoing	06 December 2021	6 months	6 months

(1) Mark van Dyck resigned as a Director effective 2 July 2025 and resigned as Group Chief Executive Officer with effect on 23 December 2025.
(2) Richard Coney retired effective 29 August 2025 and he ceased to be a KMP.
(3) Josh Kilimnik ceased effective 30 March 2026 and he ceased to be a KMP.

7 FY27 EXECUTIVE INCENTIVE FRAMEWORK

The Board redesigned DPE's executive incentive framework for FY27 to strengthen two things: the link between incentive funding and the profit measure that matters most to shareholders, and the simplicity with which shareholders can trace pay to performance.

FY27 Executive Short Term Incentive Plan (ESTIP)

In the revised Executive Short Term Incentive Plan (ESTIP), Group NPAT replaces Group EBIT as the primary financial measure, reflecting the Group's profit after financing costs and tax, the measure closest to shareholder value. The Group NPAT result determines the size of the incentive pool, ensuring every Executive's outcome starts from the same Group-wide test and that the pool is directly aligned to the value DPE creates for shareholders. A minimum Group NPAT of 90% of target must be achieved before the ESTIP pool opens; if this minimum is not met, no ESTIP payment is made to any participant. Once open, the pool funds progressively to a maximum of 150% of target, so total incentive funding rises in direct proportion to Group profit delivered.

Market CEOs and Group Function Executives are assessed against three KPIs relevant to what they control with a weighting of 40% on a financial KPI and 30%/30% on the other two KPIs. Market CEOs are assessed on Market EBIT, franchisee profitability (or proxy), and same store sales growth; Function Executives are assessed on Group NPAT and function-specific priorities. This gives every Executive clear line of sight between their own performance and their reward, while keeping the leadership team focused on shared priorities. A multiplier of up to 2x rewards Market CEOs and eligible direct reports when Market EBIT exceeds agreed stretch target. The multiplier can only increase an outcome within a pool that has already opened and has no effect unless the Group NPAT threshold has first been met.

The Board has expanded the Safety modifier referenced in the 2025 Remuneration Report to a Safety, Conduct and Reputation Modifier. Significant safety events, significant breaches of DPE's Code of Conduct or policies, or conduct causing material harm to customers, franchisees, team members or DPE's reputation can reduce an STI outcome. This reflects the Board's view that how results are achieved matters as much as the results themselves. Beyond this modifier, the Board retains overall discretion to adjust ESTIP outcomes downward where the formulaic result does not appropriately reflect overall performance.

FY27 Long Term Incentive Plan (LTIP)

In the 2025 Annual Report, DPE noted that Loan Shares were being considered for KMP as a long-term incentive vehicle. Following a thorough review of the structure, mechanics and complexity, the Board has decided not to proceed with Loan Shares at this time. Performance Rights will continue as the LTI vehicle for FY27, a well-established structure clearly understood by investors and KMP, supporting a simple and transparent LTI.

The FY26 LTI award was assessed against a single measure of positive Absolute Total Shareholder Return, reflecting the business's focus on rebuilding shareholder returns following a period of underperformance, as set out earlier in this report. For FY27, it has been proposed the LTI moves to a two-measure framework, and assessed over a three-year period, with vesting scaled between threshold and maximum performance.

The FY27 LTI award for KMP and eligible participants, including the terms of Andrew Gregory's proposed award described earlier in this report, is planned to be issued following the November 2026 Annual General Meeting, subject to shareholder approval of the resolution relating to the Managing Director's grant. Full details of the measures, weightings and vesting scale will be set out in DPE's 2027 Remuneration Report once finalised.

8 NON-EXECUTIVE DIRECTOR FEES

Non-executive directors are remunerated by way of cash fees and superannuation. The level of directors' fees reflects their time commitment and responsibilities in accordance with market standards. Non-executive directors did not receive any performance-based remuneration or equity-based remuneration and are not entitled to any termination payments on ceasing to be a director.

The maximum aggregate non-executive directors' fee pool as approved by shareholders is $1,800,000 per annum. The fees have not increased since 2021. Details of the fees associated for the non-executive director roles are set out in the following table and include superannuation.

BOARD & COMMITTEE	CHAIR FEES ($)	MEMBER FEES ($)
Board	313,947	150,000
Audit and Risk Committee	30,000	15,000
Nomination, Culture and Remuneration Committee	30,000	15,000
Finance Committee[(1)]	0	0
Independent Board Committee[(2)]	30,000	15,000

(1) On 16 October 2025, the Finance Committee was dissolved with the full Board resuming duties and responsibilities of that committee.
(2) On 5 August 2026, when Andrew Gregory commenced as Managing Director and Jack Cowin resumed his role as non-executive Chair, the IBC was dissolved.

9 STATUTORY TABLES – EXECUTIVE KMP

The table below sets out the remuneration of Domino's executives and the amounts represent payments relating to the period individuals were KMP.

		SHORT-TERM BENEFITS			LONG-TERM BENEFITS	POST-EMPLOYMENT BENEFITS		SHARE-BASED PAYMENTS			
		BASE SALARY $	**CASH INCENTIVE $**	**OTHER[1] $**	**LONG SERVICE LEAVE $**	**SUPER-ANNUATION $**	**TERMINATION BENEFITS $[2]**	**DEFERRED COMPONENT[3] $**	**OPTIONS & RIGHTS[4] $**	**TOTAL $**	**PERFORMANCE RELATED %**
EXECUTIVE DIRECTOR											
Jack Cowin[5]	**2026**	**283,947**	**–**	**–**	**–**	**30,000**	**–**	**–**	**–**	**313,947**	**0.0%**
EXECUTIVE OFFICERS											
George Saoud	**2026**	**1,008,053**	**–**	**500,000**	**–**	**–**	**–**	**500,000**	**432,415**	**2,440,468**	**17.7%**
FORMER EXECUTIVE DIRECTOR											
Mark van Dyck[6]	2025	1,088,547	–	23,250	–	22,449	784,712	–	–	1,918,958	0.0%
FORMER EXECUTIVE OFFICERS											
Richard Coney[7]	**2026**	**224,986**	**–**	**–**	**304,386**	**7,500**	**197,500**	**–**	**–**	**734,372**	**0.0%**
	2025	777,717	92,750[9]	86,385	13,210	29,357	–	–	–	999,419	17.9%
Josh Kilimnik[8]	**2026**	**796,027**	**–**	**–**	**99,904**	**30,000**	**122,880**	**–**	**(95,022)[10]**	**953,789**	**10.0%**
	2025	768,722	59,836	123,000	–	29,357	–	59,836	246,493	1,287,244	28.4%
Total	**2026**	**2,313,013**	**–**	**500,000**	**404,290**	**67,500**	**320,380**	**500,000**	**337,393**	**4,442,576**	**9.7%**
	2025	2,634,986	152,586	232,635	13,210	81,163	784,712	59,836	246,493	4,205,621	10.9%

(1) Amounts relate to allowances including but not limited to housing, schooling, the remaining accrual of Richard Coney's one-off special performance payment and the cash component of George Saoud's discretionary award.

(2) Prior year terminations benefits for Mark van Dyck reflect remuneration entitlements for the transitional arrangements up to his date of cessation.

(3) Amounts relate to deferred STI entitlements and the deferred component of George Saoud's discretionary award.

(4) Amounts relate to FY26 LTI costs.

(5) On 2 July 2025, Jack Cowin was appointed Executive Chair on an interim basis to lead the transition until a new Group CEO was appointed. Refer to the Non-Executive Director Statutory Table for his FY25 Directors fees.

(6) Mark van Dyck resigned as a Director effective 2 July 2025 and as Group Chief Executive Officer effective 23 December 2025.

(7) Richard Coney retired from the role of Group Chief Financial Officer effective 29 August 2025.

(8) Josh Kilimnik ceased in the role of Chief Executive Officer Asia effective 30 March 2026.

(9) Richard Coney retired effective 29 August 2025. As a result, the deferred component of his FY25 STI award was paid as 100% cash, rather than the original 55% / 45% deferred STI allocation disclosed in the prior year.

(10) Amounts relate to the forfeited portion of Josh Kilimnik's special retention arrangement granted in FY24.

NON-EXECUTIVE DIRECTOR REMUNERATION FOR FY26

The table below sets out the remuneration of Domino's non-executive directors, amounts represent payments relating to the period individuals were KMP.

		SHORT-TERM BENEFITS – FEES $	POST-EMPLOYMENT BENEFITS - SUPERANNUATION $	TOTAL $
NON-EXECUTIVE DIRECTORS				
Jack Cowin[(1)]	2025	284,015	29,357	313,372
Ursula Schreiber	**2026**	**186,521**	**22,383**	**208,904**
	2025	174,888	20,112	195,000
Tony Peake	**2026**	**198,935**	**23,872**	**222,807**
	2025	174,888	20,112	195,000
Peter West	**2026**	**160,766**	**19,292**	**180,058**
	2025	36,737	4,228	40,965
Judith Swales[(2)]	**2026**	**66,750**	**-**	**66,750**
Drew O'Malley[(3)]	**2026**	**35,130**	**4,216**	**39,346**
FORMER NON-EXECUTIVE DIRECTORS				
Lynda O'Grady[(4)]	**2026**	**36,470**	**4,376**	**40,846**
	2025	161,435	18,565	180,000
Grant Bourke[(5)]	**2026**	**113,553**	**15,485**	**129,038**
	2025	160,200	19,800	180,000
Total	**2026**	**798,125**	**89,624**	**887,749**
	2025	992,163	112,174	1,104,337

(1) On 2 July 2025, Jack Cowin was appointed Executive Chair on an interim basis to lead the transition until a new Group CEO was appointed. Refer to the Executive KMP Statutory Table for his FY26 Directors fees.
(2) Judith Swales was appointed as an Independent Non-Executive Director effective 24 February 2026.
(3) Drew O'Malley was appointed as an Independent Non-Executive Director effective 2 April 2026.
(4) Lynda O'Grady retired from the Board on 18 September 2025.
(5) Grant Bourke retired from the Board on 24 February 2026.

EXECUTIVE SHARE AND OPTION PLAN (ESOP) MOVEMENTS

Equity-based remuneration on-foot during the financial year are outlined in the table below.

NAME	GRANT TYPE	GRANT DATE	FAIR VALUE AT GRANT ($)	BALANCE AT START OF YEAR (NO.)	GRANTED DURING THE YEAR (NO.)	FORFEITED (NO.)	VESTED (NO.)	EXERCISED (NO.)	BALANCE AT END OF THE YEAR (NO.)
Mark van Dyck[1]	Series 57	20/11/2024	30.40	24,940	–	(24,940)	–	–	–
	Series 58	10/01/2025	23.42	49,881	–	(49,881)	–	–	–
Richard Coney[2]	Series 36	20/08/2019	42.41	1,581	–	–	–	–	1,581
	Series 37	18/08/2020	81.37	312	–	–	–	–	312
	Series 43	1/10/2021	135.75	953	–	–	–	–	953
	Series 45	23/08/2022	67.51	703	–	–	–	–	703
	Series 48	20/12/2022	58.97	8,750	–	(8,750)	–	–	–
	Series 49	23/08/2023	51.20	567	–	–	–	–	567
	Series 53	22/01/2024	51.26	11,252	–	(11,252)	–	–	–
	Series 56	21/08/2024	32.15	1,177	–	–	–	–	1,177
	Series 58	10/01/2025	23.42	18,152	–	(18,152)	–	–	–
Josh Kilimnik[3]	Series 43	1/10/2021	135.75	1,011	–	–	–	–	1,011
	Series 45	23/08/2022	67.51	1,049	–	–	–	–	1,049
	Series 48	20/12/2022	58.97	9,496	–	(9,496)	–	–	–
	Series 49	23/08/2023	51.20	1,846	–	–	–	–	1,846
	Series 52	1/12/2023	51.26	11,705	–	(3,901)	–	–	7,804
	Series 53	22/01/2024	51.26	11,392	–	(11,392)	–	–	–
	Series 56	21/08/2024	32.15	1,518	–	–	–	–	1,518
	Series 59	15/01/2025	23.42	19,065	–	(19,065)	–	–	–
	Series 61	27/08/2025	16.03	–	3,733	–	–	–	3,733
George Saoud	Series 64	03/11/2025	15.45	–	27,508	–	–	–	27,508
	Series 65	09/02/2026	15.53	–	81,136	–	–	–	81,136

(1) Mark van Dyck resigned as a Director effective 2 July 2025 and resigned as Group Chief Executive Officer with effect on 23 December 2025. The balance held at the end of the financial year represents the balance held at the date of resignation.

(2) Richard Coney retired from the role of Group Chief Financial Officer effective 29 August 2025 and ceased to be a KMP on that date. Therefore, the balance held at the end of the financial year represents the balance held at the date of resignation.

(3) Josh Kilimnik ceased in the role of Chief Executive Officer Asia effective 30 March 2026 and he ceased to be a KMP on that date. Therefore, the balance held at the end of the financial year represents the balance held at the date of resignation.

FULLY PAID ORDINARY SHARES OF DOMINO'S PIZZA ENTERPRISES LIMITED

The number of Company shares held by KMP during the financial year, including their personally related parties, are set out below.

	BALANCE AT BEGINNING OF FINANCIAL YEAR NO.	GRANTED AS COMPENSATION NO.	RECEIVED ON EXERCISE OF OPTIONS NO.	NET OTHER CHANGE NO.	BALANCE AT THE END OF THE FINANCIAL YEAR NO.
Jack Cowin	24,231,214			505,000	24,736,214
Grant Bourke(1)	1,628,344				1,628,344
Lynda O'Grady(2)	3,746				3,746
Ursula Schreiber	4,600				4,600
Tony Peake	5,000			5,000	10,000
Peter West	–				–
Judith Swales	–				–
Drew O'Malley	–			2,631	2,631
George Saoud	–			8,500	8,500
Mark van Dyck(3)	25,468				25,468
Richard Coney(4)	719				719
Josh Kilimnik(5)	12,925				12,925

(1) Grant Bourke resigned from the Board effective 24 February 2026 and ceased to be a KMP. Therefore, the balance of securities held at the end of the financial year represents the balance held at the date of resignation.
(2) Lynda O'Grady resigned from the Board effective 18 September 2025 and ceased to be a KMP. Therefore, the balance of securities held at the end of the financial year represents the balance held at the date of resignation.
(3) Mark van Dyck resigned as a Director effective 2 July 2025 and as Group Chief Executive Officer effective 23 December 2025. Therefore, the balance of securities held at the end of the financial year represents the balance held at the date of resignation.
(4) Richard Coney resigned from the role of Group Chief Financial Officer effective 29 August 2025 and ceased to be a KMP. Therefore, the balance of securities held at the end of the financial year represents the balance held at the date of resignation.
(5) Josh Kilimnik ceased in the role of Chief Executive Officer Asia effective 30 March 2026 and he ceased to be a KMP. Therefore, the balance of securities held at the end of the financial year represents the balance held at the date of resignation.

TRANSACTIONS WITH KEY MANAGEMENT PERSONNEL OF DOMINO'S PIZZA ENTERPRISES LIMITED

Comgroup Supplies Pty Ltd and Comgroup NZ Limited (T/A Franklin Foods) are entities associated with Jack Cowin, which supply food products to the Group on commercial arm's length terms. The entities were selected as the preferred suppliers after competitive tender processes in which Mr Cowin had no involvement.

During the year the Group made purchases and had outstanding balances as at 28 June 2026 as follows:

ENTITY	PURCHASES (EXCLUDING GST) ($)	OUTSTANDING BALANCE ($)
ComGroup Supplies Pty Ltd and ComGroup NZ Limited (T/A Franklin Foods)	21,859,031	3,776,810

In addition, the Group received sponsorship contributions at the Company's annual franchising rally to the value of $110,000 from ComGroup Supplies Pty Ltd (excluding GST). The Group did not recognise any bad or doubtful debts associated with the above purchases and sponsorship contributions.

The Group and Competitive Foods Australia Pty Ltd (CFAL), an entity associated with Jack Cowin, acquire television media services from unrelated third party service providers under a joint venture arrangement and receive volume pricing benefits. The Group does not receive or provide any other benefits to CFAL under the joint venture.

Signed in accordance with a resolution of the directors made pursuant to s.298(2) of the *Corporations Act 2001*.

On behalf of the directors

Jack Cowin
Non-Executive Chair

26 August 2026

FINANCIAL REPORT 2026

CONTENTS

DIRECTORS' DECLARATION

The directors declare that:

(a) in the directors' opinion, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable;

(b) in the directors' opinion, the attached financial statements are in compliance with IFRS Accounting Standards, as stated in the basis of preparation note to the financial statements;

(c) in the directors' opinion, the attached financial statements and notes thereto are in accordance with the *Corporations Act 2001*, including compliance with accounting standards and giving a true and fair view of the financial position and performance of the Group;

(d) the directors have been given the declarations required by s.295A of the *Corporations Act 2001*; and

(e) in the directors' opinion, the attached consolidated entity disclosure statement is true and correct.

Signed in accordance with a resolution of the directors made pursuant to s.295(5) of the *Corporations Act 2001*.

On behalf of the directors

Jack Cowin
Non-Executive Chair

AUDITOR'S INDEPENDENCE DECLARATION

Deloitte Touche Tohmatsu
ABN 74 490 121 060
Level 23, Riverside Centre
123 Eagle Street
Brisbane, QLD, 4000
Australia

Phone: +61 7 3308 7000
www.deloitte.com.au

26 August 2026

The Directors
Domino's Pizza Enterprises Limited
Level 5, KSD1
485 Kingsford Smith Drive
HAMILTON QLD 4007

Dear Directors

Auditor's Independence Declaration to Domino's Pizza Enterprises Limited

In accordance with section 307C of the *Corporations Act 2001*, I am pleased to provide the following declaration of independence to the Directors of Domino's Pizza Enterprises Limited.

As lead audit partner for the audit of the financial report and review of the sustainability report of Domino's Pizza Enterprises Limited for the year ended 28 June 2026, I declare that to the best of my knowledge and belief, there have been no contraventions of:

- The auditor independence requirements of the *Corporations Act 2001* in relation to the audit of the financial report and review of the sustainability report; and
- Any applicable code of professional conduct in relation to the audit or review.

Yours faithfully

Deloitte Touche Tohmatsu

DELOITTE TOUCHE TOHMATSU

Jacques Strydom

Jacques Strydom
Partner
Chartered Accountants

Deloitte.

Deloitte Touche Tohmatsu
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Independent Auditor's Report to the Members of Domino's Pizza Enterprises Limited

Report on the audit of the financial report

Opinion

We have audited the financial report of Domino's Pizza Enterprises Limited (the "Entity") and its subsidiaries (the "Group") which comprises the consolidated statement of financial position as at 28 June 2026, the consolidated statement of profit or loss, the consolidated statement of comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended, and notes to the financial statements, including material accounting policy information and other explanatory information, the consolidated entity disclosure statement and the directors' declaration.

In our opinion, the accompanying financial report of the Group is in accordance with the *Corporations Act 2001*, including:

- Giving a true and fair view of the Group's financial position as at 28 June 2026 and of its financial performance for the year then ended; and
- Complying with Australian Accounting Standards and the *Corporations Regulations 2001*.

Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Report section of our report. We are independent of the Group in accordance with the auditor independence requirements of the *Corporations Act 2001* and the ethical requirements of the APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* issued by the Accounting Professional & Ethical Standards Board Limited (the Code) that are relevant to audits of the financial report of public interest entities in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We confirm that the independence declaration required by the *Corporations Act 2001*, which has been given to the directors of the Entity, would be in the same terms if given to the directors at the time of this auditor's report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial report for the current period. These matters were addressed in the context of our audit of the financial report as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

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Key audit matter	How the scope of our audit responded to the key audit matter

Recoverability of the carrying value of goodwill and indefinite life intangible assets
 	
As at 28 June 2026, the carrying amount of the Group's goodwill and indefinite-life intangible assets was $873 million. During the year ended 28 June 2026, the Group recognised impairment charges of $135.5 million in respect of goodwill and indefinite-life intangible assets allocated to the France and Taiwan cash-generating units ("CGUs"), as disclosed in Note 7 to the financial statements.
 	
We identified the recoverability of goodwill and indefinite-life intangible assets relating to the France and Taiwan CGUs as a key audit matter. Determining the recoverable amounts involved significant judgement, particularly in relation to the assumptions used to estimate future cash flows, including forecast revenue growth rates and the discount rates applied.
 	
Further information on the Group's impairment assessment, including the key assumptions, judgements and estimates applied in determining the recoverable amounts of the France and Taiwan CGUs, is included in Note 12 to the financial statements.
	Our procedures, performed in conjunction with our internal valuation specialists, included, but were not limited to:
	• Obtaining an understanding of the process and key controls associated with management's impairment assessment of goodwill and indefinite life intangible assets;
	• Evaluating the appropriateness of the methodology applied by management in calculating the recoverable amounts of the CGUs;
	• Assessing the discount rates applied by comparing them to our independent estimates, and considering whether the asset-specific risks of each CGU were reasonably reflected;
	• Challenging the assumptions used in management's medium-term cash flow forecasts by:
	  ◦ assessing revenue growth rates with reference to historical performance and third-party industry forecasts;
	  ◦ evaluating the basis for, and consistency of, capital expenditure forecasts with approved business plans; and
	  ◦ reviewing management's historical forecasting accuracy to assess the reliability of forecasts, by comparing actual results against prior forecasts and budgets.
	• Comparing the long-term growth rates used to project cash flows to available industry forecasts;
	• Assessing the mechanical accuracy and integrity of the cash flow models used to calculate the recoverable amounts of the CGUs;
	• Performing sensitivity analysis on the recoverable amounts of the CGUs in relation to assumed growth rates during the forecast period, terminal growth rates, and discount rates.
	
	We also assessed the appropriateness of the related disclosures in Note 12 and Note 7 to the financial statements.

Other information

The directors are responsible for the other information. The other information comprises the information included in the Group's annual report for the year ended 28 June 2026 but does not include the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the other information and we do not express any form of assurance conclusion thereon. The other information includes the sustainability report upon which we have performed a review of specified sustainability disclosures and issued a separate auditor's review report.

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In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the directors for the financial report

The directors are responsible:

- For the preparation of the financial report in accordance with the *Corporations Act 2001*, including giving a true and fair view of the financial position and performance of the Group in accordance with Australian Accounting Standards; and
- For such internal control as the directors determine is necessary to enable the preparation of the financial report in accordance with the *Corporations Act 2001*, including giving a true and fair view of the financial position and performance of the Group, and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the ability of the Group to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

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- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group as a basis for forming an opinion on the Group financial report. We are responsible for the direction, supervision and review of the audit work performed for the purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the directors, we determine those matters that were of most significance in the audit of the financial report of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on the Remuneration Report

Opinion on the Remuneration Report

We have audited the Remuneration Report included in pages 60 to 78 of the Directors' Report for the year ended 28 June 2026.

In our opinion, the Remuneration Report of Domino's Pizza Enterprises Limited, for the year ended 28 June 2026, complies with section 300A of the *Corporations Act 2001*.

Responsibilities

The directors of the Entity are responsible for the preparation and presentation of the Remuneration Report in accordance with section 300A of the *Corporations Act 2001*. Our responsibility is to express an opinion on the Remuneration Report, based on our audit conducted in accordance with Australian Auditing Standards.

Deloitte Touche Tohmatsu

DELOITTE TOUCHE TOHMATSU

Jacques Strydom

Jacques Strydom
Partner
Chartered Accountants

Brisbane, 26 August 2026

CONSOLIDATED STATEMENT OF PROFIT OR LOSS

FOR THE YEAR ENDED 28 JUNE 2026

	NOTE	2026 $'000	2025 $'000
Continuing operations			
Revenue	2	**2,046,063**	2,303,744
Other gains and losses	3	**8,365**	17,809
Finance income	4	**7,384**	7,328
Food, equipment and packaging expenses		**(873,168)**	(991,873)
Employee benefits expense	6	**(344,324)**	(386,897)
Plant and equipment costs	6	**(22,384)**	(24,702)
Depreciation and amortisation expense	6	**(169,509)**	(148,535)
Occupancy expenses		**(7,341)**	(6,583)
Finance costs	5	**(30,692)**	(35,429)
Marketing expenses		**(177,361)**	(228,672)
Royalties expense		**(104,080)**	(111,652)
Store related expenses		**(35,091)**	(40,360)
Communication expenses		**(40,952)**	(54,380)
Impairments and write-downs associated with stores and operations	7	**(228,575)**	(125,535)
Integration and legal settlement expenses		**(43,184)**	(36,745)
Other expenses		**(124,407)**	(129,750)
Profit/(loss) before tax		**(139,256)**	7,768
Income tax benefit/(expense)	9	**5,097**	(11,472)
Profit/(loss) for the period from operations		**(134,159)**	(3,704)
Profit/(loss) is attributable to:			
Owners of the parent		**(134,159)**	(3,704)
Total profit/(loss) for the period		**(134,159)**	(3,704)

		Cents	Cents
Earnings/(loss) per share from continuing operations			
Basic (cents per share)	19	**(141.8)**	(4.0)
Diluted (cents per share)	19	**(141.8)**	(4.0)
Earnings/(loss) per share			
Basic (cents per share)	19	**(141.8)**	(4.0)
Diluted (cents per share)	19	**(141.8)**	(4.0)

The above Statement should be read in conjunction with the accompanying notes.

CONSOLIDATED STATEMENT OF OTHER COMPREHENSIVE INCOME

FOR THE YEAR ENDED 28 JUNE 2026

	2026 $'000	2025 $'000
Profit/(loss) for the period	**(134,159)**	(3,704)
Other comprehensive income **Items that may be reclassified subsequently to profit or loss**		
Gain/(loss) on net investment hedge taken to equity	**30,400**	(37,191)
Exchange differences arising on translation of foreign operations	**(56,104)**	82,028
Gain/(loss) on cash flow hedges	**1,765**	286
Income tax relating to components of other comprehensive income	**(9,736)**	11,121
Other comprehensive gain/(loss) for the period, net of tax	**(33,675)**	56,244
Total comprehensive income for the period	**(167,834)**	52,540
Items not to be reclassified to profit or loss		
Remeasurement of defined benefit obligation	**(969)**	348
Income tax relating to components of other comprehensive income	**326**	(120)
Net other comprehensive income not to be reclassified to profit or loss in subsequent periods for the period	**(643)**	228
Other comprehensive income/(loss) for the year, net of tax	**(34,318)**	56,472
Total comprehensive income/(loss) for the year	**(168,477)**	52,768
Total comprehensive income/(loss) for the period is attributable to: Owners of the parent	**(168,477)**	52,768

The above Statement should be read in conjunction with the accompanying notes.

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

AS AT 28 JUNE 2026

	NOTE	2026 $'000	2025 $'000
Assets			
Current assets			
Cash and cash equivalents	8	**131,028**	153,499
Trade and other receivables	13	**120,189**	155,854
Other financial assets	22	**31,869**	35,616
Inventories	16	**36,809**	46,539
Current tax assets	9	**2,006**	24,575
Other assets	13	**42,406**	51,193
Investment in lease assets	11	**67,320**	79,146
Total current assets		**431,627**	546,422
Non-current assets			
Other financial assets	22	**53,450**	95,228
Investment in joint venture		**1,373**	1,635
Property, plant and equipment	10	**150,844**	217,914
Deferred tax assets	9	**45,455**	21,224
Goodwill	12	**432,126**	580,807
Intangible assets	12	**503,078**	687,356
Right-of-use assets	11	**174,382**	208,653
Investment in lease assets	11	**245,826**	310,543
Total non-current assets		**1,606,534**	2,123,360
Total assets		**2,038,161**	2,669,782
Liabilities			
Current liabilities			
Trade and other payables	14	**275,424**	317,891
Contract liabilities	2	**6,302**	9,336
Lease liabilities	11	**128,451**	153,031
Borrowings	21	**6,084**	12,439
Other financial liabilities	23	**8,714**	16,373
Provisions	15	**26,941**	35,512
Current tax liabilities	9	**11,601**	3,423
Total current liabilities		**463,517**	548,005
Non-current liabilities			
Borrowings	21	**613,169**	855,146
Contract liabilities	2	**13,001**	10,121
Lease liabilities	11	**373,910**	461,974
Provisions	15	**10,808**	14,066
Deferred tax liabilities	9	**106,506**	117,383
Total non-current liabilities		**1,117,394**	1,458,690
Total liabilities		**1,580,911**	2,006,695
Net assets		**457,250**	663,087
Equity			
Issued capital	17	**622,015**	617,166
Reserves	17	**(110,106)**	(77,529)
Retained earnings	17	**(54,659)**	123,450
Total equity		**457,250**	663,087

This statement should be read in accompaniment with the notes to the financial statements.

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED 28 JUNE 2026

	ISSUED CAPITAL $'000	HEDGING RESERVE $'000	FOREIGN CURRENCY TRANSLATION RESERVE $'000	OTHER RESERVE $'000	RETAINED EARNINGS $'000	TOTAL $'000
Balance at 01 July 2024	518,699	237	(13,574)	(120,123)	224,309	609,548
(Loss)/Profit for the period	–	–	–	–	(3,704)	(3,704)
Other comprehensive income	–	(25,784)	82,028	228	–	56,472
Total comprehensive income for the period	–	(25,784)	82,028	228	(3,704)	52,768
Share options trust	–	–	–	(502)	–	(502)
Share issue costs	(18)	–	–	–	–	(18)
Employee share scheme	546	–	–	–	–	546
Recognition of share-based payments	–	–	–	(39)	–	(39)
Issue of shares under dividend reinvestment plan	97,126	–	–	–	–	97,126
Recognition of share-based payments	813	–	–	–	–	813
Dividends provided for or paid	–	–	–	–	(97,155)	(97,155)
Balance at 29 June 2025	617,166	(25,547)	68,454	(120,436)	123,450	663,087

	ISSUED CAPITAL $'000	HEDGING RESERVE $'000	FOREIGN CURRENCY TRANSLATION RESERVE $'000	OTHER RESERVE $'000	RETAINED EARNINGS $'000	TOTAL $'000
Balance at 29 June 2025	**617,166**	**(25,547)**	**68,454**	**(120,436)**	**123,450**	**663,087**
(Loss)/Profit for the period	–	–	–	–	(134,159)	(134,159)
Other comprehensive income	–	22,429	(56,104)	(643)	–	(34,318)
Total comprehensive income for the period	–	22,429	(56,104)	(643)	(134,159)	(168,477)
Share options trust	–	–	–	(296)	–	(296)
Employee share scheme	73	–	–	–	–	73
Issue of shares under dividend reinvestment plan	4,776	–	–	–	–	4,776
Recognition of share-based payments	–	–	–	2,037	–	2,037
Dividends provided for or paid	–	–	–	–	(43,950)	(43,950)
Balance at 28 June 2026	**622,015**	**(3,118)**	**12,350**	**(119,338)**	**(54,659)**	**457,250**

The above Statement should be read in conjunction with the accompanying notes.

CONSOLIDATED STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 28 JUNE 2026

	NOTE	2026 $'000	2025 $'000
Cash flows from operating activities			
Receipts from customers		**2,279,977**	2,543,179
Payments to suppliers and employees		**(2,032,651)**	(2,306,089)
Interest received		**13,505**	14,194
Interest and other finance costs		**(28,699)**	(33,740)
Income taxes refunded/(paid)		**(5,423)**	(50,368)
Net cash generated from operating activities	8	**226,709**	167,176
Cash flows from investing activities			
Payments for intangible assets		**(21,059)**	(47,008)
Payments for property, plant and equipment		**(13,832)**	(28,773)
Acquisition of stores net of cash		**(3,700)**	(10,766)
Net cash inflow/(outflow) on investment in joint ventures		**–**	(203)
Proceeds from franchisee loans		**9,249**	6,327
Proceeds from sale of non-current assets		**23,670**	26,032
Proceeds for sale of subsidiary		**12,990**	–
Net cash generated from (used in) investing activities		**7,318**	(54,391)
Cash flows from financing activities			
Proceeds from borrowings		**519,274**	305,517
Repayment of borrowings		**(667,226)**	(294,175)
Receipts from subleases		**79,381**	83,295
Proceeds from issues of equity securities		**73**	67,641
Dividends paid		**(39,184)**	(68,165)
Payments for establishment of borrowings		**(3,635)**	(84)
Share issue costs		**–**	(18)
Lease principal payments		**(136,374)**	(148,662)
Net cash used in financing activities		**(247,691)**	(54,651)
Net increase/(decrease) in cash and cash equivalents held		**(13,664)**	58,134
Cash and cash equivalents at the beginning of the period		**153,499**	87,651
Effects of exchange rate changes on the balance of cash held in foreign currencies		**(8,807)**	7,714
Cash and cash equivalents at the end of the period	8	**131,028**	153,499

The above Statement should be read in conjunction with the accompanying notes.

NOTES TO THE FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS

BASIS OF PREPARATION

Domino's Pizza Enterprises Limited (Domino's) is a for-profit public company limited by shares incorporated and domiciled in Australia whose shares are publicly traded on the Australian Securities Exchange and trading under the symbol 'DMP'. The nature of the operations and principal activities of Domino's and its subsidiaries (the Group) are described in the segment information.

The consolidated general purpose financial report of the Group for the period ended 28 June 2026 comprised a 52-week period, the comparative year ended 29 June 2025 also comprised a 52-week period. The financial report was authorised for issue in accordance with a resolution of the directors on 26 August 2026. The directors have the power to amend and reissue the financial report.

The financial report is a general purpose financial report which:

- has been prepared on a going concern basis in accordance with the requirements of the Corporations Act 2001, Australian Accounting Standards and other authoritative pronouncements of the Australian Accounting Standards Board (AASB) and also complies with IFRS Accounting Standards as issued by the International Accounting Standards Board (IASB);
- has been prepared on a historical cost basis, except for certain financial instruments which have been measured at fair value (refer to note 24) and equity-settled share-based payments (refer to note 20). The carrying values of recognised assets and liabilities that are the hedged items in fair value hedge relationships, which are otherwise carried at amortised costs, are adjusted to record changes in the fair values attributable to the risks that are being hedged;
- is presented in Australian dollars with all values rounded to the nearest thousand dollars ($'000) unless otherwise stated which is in accordance with ASIC Corporations (Rounding in Financial/Directors' Reports) Instrument 2016/191;
- adopts all new and amended Accounting Standards and Interpretations issued by the AASB that are relevant to the Group and effective for reporting periods beginning on or before 30 June 2025 as listed in note 34; and
- does not early adopt Accounting Standards and Interpretations that have been issued or amended but are not yet effective.

GOING CONCERN

The financial statements have been prepared on the basis that the Group will continue as a going concern. The Group has a net current liability position of $31.9 million at 28 June 2026 (29 June 2025: net current liability position $1.6 million).

As at 28 June 2026, the Group had unrestricted cash and cash equivalents of $131.0 million. The Group's capital structure is sustainable with sufficient liquidity, including undrawn committed facilities of $331.7 million. The Directors have concluded that there are reasonable grounds to believe that the going concern basis is appropriate, and that assets are likely to be realised, and liabilities are likely to be discharged, at the amounts recognised in the financial statements in the ordinary course of business.

BASIS OF CONSOLIDATION

The consolidated financial statements comprise the financial statements of the Group. A list of controlled entities (subsidiaries) at year-end is contained in note 25.

Subsidiaries are entities over which the Group has control. The Group controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power to direct the activities of the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group using the acquisition method of accounting. They are deconsolidated from the date that control ceases.

The financial statements of subsidiaries are prepared for the same reporting period as the parent company, using consistent accounting policies. Adjustments are made to bring into line any dissimilar accounting policies that may exist.

In preparing the consolidated financial statements all inter-company balances and transactions, income and expenses and profits and losses resulting from intra-Group transactions have been eliminated.

FOREIGN CURRENCY

The functional currency of Domino's Pizza Enterprises Limited is Australian dollars ('$'), the functional currencies of overseas subsidiaries are listed in note 25. As at the reporting date, the assets and liabilities of overseas subsidiaries are translated into Australian dollars at the rate of exchange ruling at the balance sheet date and the income statements are translated at the average exchange rates for the year. The exchange differences arising on the retranslation of overseas subsidiaries are taken directly to a separate component of equity.

Transactions in foreign currencies are initially recorded in the functional currency at the exchange rates ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated at the rate of exchange ruling at the balance sheet date. Non-monetary items carried at fair value that are denominated in foreign currencies are retranslated at the rates prevailing on the date when the fair value was determined. Non-monetary items that are measured in terms of historical cost in a foreign currency are not retranslated. Exchange differences arising from the application of these procedures are taken to the income statement, with the exception of differences on foreign currency borrowings that provide a hedge against a net investment in a foreign entity, which are taken directly to equity until the disposal of the net investment and are then recognised in the income statement. Tax charges and credits attributable to exchange differences on those borrowings are also recognised in equity.

GOODS AND SERVICES TAX

Revenues, expenses and assets are recognised net of the amount of goods and services tax ("GST"), except:

(i) where the amount of GST incurred is not recoverable from the taxation authority, it is recognised as part of the cost of acquisition of an asset or as part of an item of expense; or

(ii) for receivables and payables which are recognised inclusive of GST.

The net amount of GST recoverable from, or payable to, the taxation authority is included as part of receivables or payables.

Cash flows are included in the cash flow statement on a gross basis. The GST component of cash flows arising from investing and financing activities which is recoverable from, or payable to, the taxation authority is classified within operating cash flows.

COMPARATIVE INFORMATION

Comparative amounts have, where necessary and immaterial, been reclassified or adjusted so as to be consistent with current year disclosures.

OTHER ACCOUNTING POLICIES

Significant and other accounting policies that summarise the measurement basis used and are relevant to the understanding of the financial statements are provided throughout the notes to the financial statements.

KEY JUDGEMENTS AND ESTIMATES

In applying the Group's accounting policies, the directors are required to make estimates, judgements and assumptions that affect amounts reported in this Financial Report. The estimates, judgements and assumptions are based on historical experience, adjusted for current market conditions and other factors that are believed to be reasonable under the circumstances and are reviewed on a regular basis. Actual results may differ from these estimates.

The estimates and judgements which involve a higher degree of complexity or that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next period are included in the following notes:

NOTE	KEY JUDGEMENTS & ESTIMATES
Note 1	Significant items
Note 12	Franchise Network Assets
Note 12	Useful Lives of Other Intangible Assets
Note 12	Recoverable Amount of Cash Generating Units
Note 28	Legal and Regulatory Matters

Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period; or in the period and future periods if the revision affects both current and future periods.

KEY NUMBERS

Key numbers provides a breakdown of individual line items in the financial statements that the directors consider most relevant and summarises the accounting policies, judgements and estimates relevant to understanding these items.

1 SEGMENT INFORMATION

RECOGNITION AND MEASUREMENT

The consolidated entity has identified its operating segments on the basis of internal reports about components of the consolidated entity that are regularly reviewed by the chief operating decision maker in order to allocate resources to the segment and assess its performance.

Information reported to the consolidated entity's Chief Executive for the purpose of resource allocation and assessment of performance is specifically focused on the geographical location the consolidated entity operates in. The Chief Executive primarily uses underlying EBIT to assess the performance of the operating segments. The Chief Executive also receives information about the segments' revenue and assets on a monthly basis.

Information about segment revenue is disclosed in note 2.

The consolidated entity's reportable segments under AASB 8 are therefore as follows:

- Australia / New Zealand ("ANZ")
- Europe
- Asia

UNDERSTANDING THE SEGMENT RESULT

Information regarding these segments is presented below. The accounting policies of the reportable segments are the same as the consolidated entity's accounting policies. The following is an analysis of the revenue and results by reportable operating segment for the year under review:

	YEAR ENDED 28 JUNE 2026				
	ANZ $'000	EUROPE $'000	ASIA $'000	UNALLOCATED $'000(i)	TOTAL $'000
Continuing operations					
Revenue(ii)	**687,813**	**728,655**	**629,595**	**–**	**2,046,063**
Underlying EBIT	**122,859**	**74,943**	**34,703**	**(32,399)**	**200,106**
Significant items(iii)					**(316,054)**
Net finance costs					**(23,308)**
Net loss before tax					**(139,256)**

	YEAR ENDED 29 JUNE 2025				
	ANZ $'000	EUROPE $'000	ASIA $'000	UNALLOCATED $'000(i)	TOTAL $'000
Continuing operations					
Revenue(ii)	775,509	764,698	763,537	-	2,303,744
Underlying EBIT	130,605	72,958	28,952	(34,366)	198,149
Significant items(iii)				–	(162,280)
Net finance costs				–	(28,101)
Net profit before tax					**7,768**

(i) The Unallocated segment represents corporate costs associated with the management and oversight of global functions which are shared by all jurisdictions in which the Group operates.

(ii) Revenue reported above represents revenue generated from external customers and franchisees. There were no inter-segment sales during the period (2025: Nil). The Group provides services to and derives revenue from a number of customers. The Group does not derive more than 10% of the total consolidated revenue from any one customer.

1 SEGMENT INFORMATION (CONTINUED)

(iii) The Group's underlying results differ from the statutory results. The exclusion of certain items permits a more relevant analysis of the Group's underlying performance on a comparative basis. Judgement is required to determine that items are suitably classified as significant items and the values assigned are appropriate. Significant items refer to those that are material in nature or amount, including irregular costs, significant impairments of assets, together with fair value movements and other costs associated with acquisitions or disposals. These items have been considered by management to meet the definition of significant items as defined by our accounting policy and are therefore shown separately within the financial statements. These items include:

	2026 $'000	2025 $'000
France Impairment[1]	**87,245**	–
Taiwan Impairment[1]	**48,266**	–
Accelerated Amortisation	**43,563**	–
Impairments, write-downs, net proceeds associated with stores	**52,760**	118,379
Impairments of intangible assets, land and buildings and write down of inventory	**41,860**	15,559
Costs associated with streamlining operations	**23,347**	16,503
External costs related to legal proceedings and divestment[2]	**9,719**	5,347
Costs associated with finance and supply system	**2,831**	6,492
One-off marketing contributions	**3,808**	–
Loss on disposal of Impressu Print Group Pty Ltd (Print Business)	**2,655**	–
	316,054	162,280

(1) Refer to Note 12 – Impairment of non-financial assets for further information regarding the France and Taiwan CGU impairment assessments
(2) Refer to Note 28 – Contingent liabilities for further information regarding certain legal regulatory matters.

Included within the current period are significant items of $316.1 million, of which $97.3 million has been recognised in ANZ, $130.0 million in Europe, and $88.8 million in Asia.

Other notable items include the following:

Costs associated with streamlining operations

As part of the Group's ongoing focus on simplifying operations, further opportunities were identified to streamline operations and align the Group's cost base with its strategic priorities. Costs recognised during the period primarily relate to redundancies, termination benefits and other employee-related costs, together with other costs and balance sheet adjustments associated with these activities. These costs are included within Integration and legal settlement expenses in the Consolidated Statement of Profit or Loss.

Impairments and write-downs associated with stores

The Group continued to progress initiatives to optimise its store network, including the closure of underperforming stores and the re-franchising of selected stores. Amounts recognised during the period include impairments and write-downs of property, plant and equipment, goodwill and right-of-use assets, impairments of franchisee loans, onerous contract obligations and other costs associated with stores, net proceeds associated with store closures and re-franchising activities. These costs are included within Impairments and write-downs associated with stores and operations in the Consolidated Statement of Profit or Loss.

Accelerated Amortisation

As part of a portfolio review of technology assets to align with the Group's current enterprise strategy for IT, the Group identified technology projects that are no longer expected to support future technology requirements. This resulted in accelerated amortisation of $43.6 million during the period.

Finance and supply system deployment

The Group continues to progress the implementation of a new finance and supply chain SaaS system to support standardised processes across all regions and leverage the Group's global scale. Costs incurred during the period relate to project resourcing and implementation activities.

SEGMENT ASSETS AND LIABILITIES FROM CONTINUING OPERATIONS

The amounts provided to the chief operating decision-makers in respect of total assets and liabilities are measured in a manner consistent with that of the financial statements.

2026	ASSETS $'000	LIABILITIES $'000
Continuing operations		
Australia/New Zealand	**470,488**	**(664,063)**
Europe	**628,954**	**(307,095)**
Asia	**932,895**	**(606,843)**
Total segment assets/(liabilities)	**2,032,337**	**(1,578,001)**
Unallocated	**5,824**	**(2,910)**
Consolidated assets/(liabilities)	**2,038,161**	**(1,580,911)**

2025	ASSETS $'000	LIABILITIES $'000
Continuing operations		
Australia/New Zealand	606,209	(827,023)
Europe	857,900	(348,961)
Asia	1,186,699	(826,482)
Total segment assets/(liabilities)	2,650,808	(2,002,466)
Unallocated	18,974	(4,229)
Consolidated assets/(liabilities)	2,669,782	(2,006,695)

OTHER SEGMENT INFORMATION

The non-current assets by geographical location are detailed below.

	ADDITIONS TO NON-CURRENT ASSETS		NON-CURRENT ASSETS	
	2026 $'000	2025 $'000	2026 $'000	2025 $'000
Australia/New Zealand	**43,224**	46,946	**818,707**	923,485
Europe	**7,519**	14,387	**210,818**	365,931
Asia	**45,661**	21,916	**571,185**	814,970
Unallocated	**3,369**	10,724	**5,824**	18,974
	99,773	93,973	**1,606,534**	2,123,360

2 REVENUE

	YEAR ENDED 28 JUNE 2026			
	ANZ $'000	EUROPE $'000	ASIA $'000	TOTAL $'000
Revenue type				
Revenue from sale of goods	**473,089**	**525,132**	**540,762**	**1,538,983**
Revenue from franchise and rendering of services	**211,809**	**203,252**	**85,898**	**500,959**
Interest income	**2,915**	**271**	**2,935**	**6,121**
Total	**687,813**	**728,655**	**629,595**	**2,046,063**
Timing of revenue recognition				
At a point in time	**480,479**	**525,085**	**546,904**	**1,552,468**
Over time	**207,334**	**203,570**	**82,691**	**493,595**
Total	**687,813**	**728,655**	**629,595**	**2,046,063**

	YEAR ENDED 29 JUNE 2025			
	ANZ $'000	EUROPE $'000	ASIA $'000	TOTAL $'000
Revenue type				
Revenue from sale of goods	530,119	553,266	651,068	1,734,453
Revenue from rendering of services	242,232	211,134	109,059	562,425
Interest income	3,158	298	3,410	6,866
Total	775,509	764,698	763,537	2,303,744
Timing of revenue recognition				
At a point in time	546,434	555,771	660,715	1,762,920
Over time	229,075	208,927	102,822	540,824
Total	775,509	764,698	763,537	2,303,744

RECOGNITION AND MEASUREMENT

Revenue is recognised when or as the performance obligation under the relevant customer contract is completed. Performance obligations may be completed at a point in time or over time.

SALE OF GOODS

The revenue from the sale of food and beverages is recognised when the performance obligation has been satisfied. The performance obligation is assessed to be satisfied when control of the goods is passed to the customer (at a point in time).

FRANCHISE REVENUE

Initial fees are recognised as revenue on a straight-line basis over the term of the respective franchise agreement. This is on the basis that the Group has determined that the services provided in exchange for the initial fees are highly interrelated with the franchise right and are not individually distinct from the ongoing services provided to the franchisees.

Revenue associated with continuing sales-based royalties and marketing fund royalties is recognised when the related franchisee sale occurs. The Group considers there to be one performance obligation, being the franchise right.

SERVICE REVENUE

The Group provides services to franchisees and other third parties which are carried out in accordance with the contract. Service revenue is recognised on satisfaction of the performance obligation which is when the services are rendered.

CONTRACT LIABILITIES

The Group has recognised the following deferred franchise fees:

	2026 $'000	2025 $'000
Contract liabilities		
Within one year	**6,302**	9,336
More than one year	**13,001**	10,121
Total	**19,303**	19,457

Contract liabilities at the beginning of the period was $19.5 million (2025: $27.2 million). The Group recognised $13.6 million (2025: $9.8 million) of revenue related to contract liabilities.

Contract liabilities consist of mainly deferred franchise fees. The Group's franchise agreements typically require certain one-off fees. These fees include initial fees paid upon executing a franchise agreement, renewal of the franchise right and fees paid in the event the franchise agreement is transferred to another franchisee (collectively termed initial fees). The Group has determined that the initial fees are highly interrelated with the franchise right and are not individually distinct from the ongoing services provided to the franchisees. As a result, initial fees are recognised as revenue over the term of each respective franchise agreement; which generally ranges from a 2 to 10 year period. Revenue from these initial franchise fees are recognised over time on a straight-line basis which is determined with reference to the franchisee's right to use and access and benefit from the intellectual property.

The Group has applied the sales-based royalty exemption which permits exclusion of variable consideration in the form of sales-based royalties from the disclosure of remaining performance obligations.

3 OTHER GAINS AND LOSSES

	2026 $'000	2025 $'000
Net gain on disposal of property, plant & equipment, goodwill and other non-current assets	**8,734**	14,996
Net gain on disposal of leases	**(1,117)**	221
Other	**748**	2,592
Total other gains and losses	**8,365**	17,809

4 FINANCE INCOME

	2026 $'000	2025 $'000
Finance income	**7,384**	7,328
Total finance income	**7,384**	7,328

5 FINANCE COSTS

	2026 $'000	2025 $'000
Interest on commercial bills and loans	**16,881**	21,747
Amortisation of borrowing costs	**1,993**	1,689
Interest expense on lease liabilities	**11,818**	11,993
Total finance costs	**30,692**	35,429

6 EXPENSES

RECOGNITION AND MEASUREMENT

PROFIT/(LOSS) FOR THE YEAR FROM CONTINUING OPERATIONS

Profit/(loss) for the year from continuing operations was arrived at after charging (crediting):

	NOTE	2026 $'000	2025 $'000
Remuneration, bonuses and on-costs		**324,009**	365,198
Defined contribution plans		**17,277**	19,213
Retirement benefit plans	30	**929**	1,166
Share based payments expense		**2,109**	1,320
Employee benefits expense		**344,324**	386,897
Equipment operating costs		**19,347**	21,265
Expense relating to lease of low value assets		**3,037**	3,437
Plant and equipment costs		**22,384**	24,702
Depreciation of property, plant and equipment	10	**38,927**	46,599
Depreciation of right-of-use assets	11	**49,121**	58,101
Amortisation of intangible assets	12	**37,898**	43,835
Accelerated amortisation of intangible assets	12	**43,563**	–
Depreciation and amortisation expense		**169,509**	148,535

7 IMPAIRMENTS AND WRITE-DOWNS ASSOCIATED WITH STORES AND OPERATIONS

	2026 $'000	2025 $'000
Impairment of property plant and equipment	**18,095**	45,046
Impairment of goodwill associated with corporate stores	**18,783**	4,437
Impairment of other intangible assets associated with corporate stores	**15,893**	9,482
Impairment of right of use assets associated with corporate stores	**11,030**	15,983
Impairment of franchisee loans	**10,821**	16,117
Onerous contract provisions and make good provisions	**11,062**	30,878
Write down of inventory	**7,380**	3,592
Impairment of other intangible assets associated with France and Taiwan CGUs	**63,229**	–
Impairment of Goodwill associated with France and Taiwan CGUs	**72,282**	–
	228,575	125,535

8 CASH AND CASH EQUIVALENTS

	2026 $'000	2025 $'000
Cash and cash equivalents	**131,028**	153,499
	131,028	153,499

RECOGNITION AND MEASUREMENT

Cash and cash equivalents comprise cash on hand, in banks and demand deposits, net of outstanding bank overdrafts. Cash and cash equivalents at the end of the reporting period as shown in the statement of cash flows can be reconciled to the related items in the statement of financial position as follows:

RECONCILIATION OF PROFIT/(LOSS) FOR THE PERIOD TO NET CASH FLOWS FROM OPERATING ACTIVITIES

	2026 $'000	2025 $'000
Profit/(loss) for the period from continuing operations	**(134,159)**	(3,704)
Loss on disposal of subsidiary	**2,642**	-
Profit on sale of non-current assets	**(10,352)**	(20,315)
Equity settled share-based payments	**2,109**	1,320
Depreciation and amortisation	**169,509**	148,535
Asset impairments, write-downs and fair value adjustments	**217,513**	74,785
Share of joint venture entities net (profit)/loss	**143**	253
Amortisation of loan establishment costs	**1,993**	1,689
Other	**(16,753)**	27,414
	232,645	229,977
Movement in working capital		
(Increase)/decrease in assets:		
Trade and other receivables	**21,790**	(12,199)
Inventory	**2,769**	7,943
Other current assets	**5,492**	7,505
Increase/(decrease) in liabilities:		
Trade and other payables	**(20,674)**	(30,143)
Provisions	**(7,216)**	(933)
Current tax assets and liabilities	**30,379**	(19,254)
Deferred tax balances	**(38,476)**	(15,720)
Net cash generated from operating activities	**226,709**	167,176

8 CASH AND CASH EQUIVALENTS (CONTINUED)

NET DEBT RECONCILIATION

This section sets out an analysis of net debt and the movements in net debt for each of the periods presented.

	2026 $'000	2025 $'000
Cash and cash equivalents	**131,028**	153,499
Borrowings – repayable within one year	**(6,084)**	(12,439)
Borrowings – repayable after one year	**(616,948)**	(857,395)
Net debt	**(492,004)**	(716,335)
Cash and cash equivalents	**131,028**	153,499
Gross debt – fixed interest rates	**(350,153)**	(445,758)
Gross debt – variable interest rates	**(272,879)**	(424,076)
Net debt	**(492,004)**	(716,335)

	CASH $'000	LEASE LIABILITIES DUE WITHIN 1 YEAR $'000	LEASE LIABILITIES DUE AFTER 1 YEAR $'000	BORROWINGS DUE WITHIN 1 YEAR $'000	BORROWINGS DUE AFTER 1 YEAR $'000	TOTAL $'000
Balances as at 01 July 2024	87,651	(149,763)	(532,108)	(916)	(765,359)	(1,360,495)
Cash flows	58,134	–	148,662	(10,204)	(1,138)	195,454
Net lease liability addition/disposals(i)	–	8,372	(37,172)	–	–	(28,800)
Foreign exchange adjustments	7,714	(11,640)	(41,356)	(1,319)	(90,898)	(137,499)
Balances as at 29 June 2025	153,499	(153,031)	(461,974)	(12,439)	(857,395)	(1,331,340)

	CASH $'000	LEASE LIABILITIES DUE WITHIN 1 YEAR $'000	LEASE LIABILITIES DUE AFTER 1 YEAR $'000	BORROWINGS DUE WITHIN 1 YEAR $'000	BORROWINGS DUE AFTER 1 YEAR $'000	TOTAL $'000
Balances as at 29 June 2025	**153,499**	**(153,031)**	**(461,974)**	**(12,439)**	**(857,395)**	**(1,331,340)**
Cash flows	**(13,664)**	**–**	**136,374**	**5,291**	**142,661**	**270,662**
Lease liabilities additions(i)	**–**	**13,357**	**(82,189)**	**–**	**–**	**(68,832)**
Foreign exchange adjustments	**(8,807)**	**11,223**	**33,879**	**1,064**	**97,786**	**135,145**
Balances as at 28 June 2026	**131,028**	**(128,451)**	**(373,910)**	**(6,084)**	**(616,948)**	**(994,365)**

(i) Amount includes interest expense for the period.

9 TAX

INCOME TAX RECOGNISED IN THE PROFIT OR LOSS

	2026 $'000	2025 $'000
Tax expense comprises:		
Current tax expense in respect of the current year	**33,615**	24,017
Adjustments recognised in the current year in relation to the current tax of prior years	**5,598**	3,251
	39,213	27,268
Deferred tax expense/(income) relating to the origination and reversal of temporary differences	**(43,789)**	(15,833)
Deferred tax expense/(income) relating to the change in tax rate in other jurisdictions	**(521)**	37
Total tax expense/(benefit)	**(5,097)**	11,472
Income tax expense/(benefit) is attributable to:		
Profit/(loss) from continuing operations	**(5,097)**	11,472

RECONCILIATION OF INCOME TAX EXPENSE TO PRIMA FACIE TAX RATE:

	2026 $'000	2025 $'000
Profit/(loss) before tax from continuing operations	**(139,256)**	7,768
Income tax expense/(benefit) calculated at 30%	**(41,777)**	2,330
(Non-assessable)/non-deductible amounts	**30,275**	10,391
Effect of tax concessions (research and development and other allowances)	**-**	(179)
Adjustments recognised in the current year in relation to the current tax of prior year	**5,899**	2,805
Previously unrecognised tax losses and credits used to reduce deferred tax expense	**(8,690)**	(797)
Effect of different tax rates of subsidiaries operating in other jurisdictions	**9,717**	(3,115)
Effect of change in tax rate in other jurisdictions	**(521)**	37
Income tax expense/(benefit) recognised in profit or loss	**(5,097)**	11,472

The tax rate used for the 2026 and 2025 reconciliation above is the corporate tax rate of 30% payable by Australian corporate entities on taxable profits under Australian tax law.

INCOME TAX RECOGNISED IN EQUITY

	2026 $'000	2025 $'000
Arising on income and expenses in other comprehensive income:		
(Gain)/Loss on hedges taken to equity	**(9,736)**	11,121
Share option trust	**(296)**	(502)
	(10,032)	10,619

9 TAX (CONTINUED)

CURRENT TAX ASSETS AND LIABILITIES

	2026 $'000	2025 $'000
Current tax assets		
Income tax refund receivable	2,006	24,575
	2,006	24,575
Current tax liabilities		
Income tax payable	(11,601)	(3,423)
	(11,601)	(3,423)

DEFERRED TAX BALANCES

2026	OPENING BALANCE $'000	ACQUISITIONS $'000	CHARGED TO P&L $'000	CHARGED TO EQUITY $'000	EXCHANGE DIFFERENCE $'000	CLOSING BALANCE $'000
Temporary differences						
Property, plant & equipment	13,281	690	18,572	–	(452)	32,091
Intangible assets	(156,376)	(33)	21,492	–	9,764	(125,153)
Provision for employee entitlements	8,073	(433)	1,337	–	(612)	8,365
Doubtful debts	7,059	(8)	194	–	(1,038)	6,207
Other financial liabilities/assets	10,076	(14)	2,835	(489)	(1,592)	10,816
Borrowings	7,748	–	1,629	(9,247)	(5,239)	(5,109)
Options reserve	195	–	–	(296)	483	380
Unearned income	4,653	–	(1,742)	–	(105)	2,806
Other	9,015	(1)	(254)	–	(348)	8,412
	(96,276)	201	44,063	(10,032)	861	(61,183)
Unused tax losses and credits						
Tax losses	117	–	247	–	(232)	132
	(96,159)	201	44,310	(10,032)	629	(61,051)
Deferred tax asset						45,455
Deferred tax liability						(106,506)
						(61,051)

2025	OPENING BALANCE $'000	CHARGED TO P&L $'000	CHARGED TO EQUITY $'000	EXCHANGE DIFFERENCE $'000	CLOSING BALANCE $'000
Temporary differences					
Property, plant & equipment	5,573	8,069	–	(361)	13,281
Intangible assets	(141,554)	(1,318)	–	(13,504)	(156,376)
Provision for employee entitlements	7,706	(104)	–	471	8,073
Doubtful debts	3,229	3,365	–	465	7,059
Other financial liabilities/assets	6,297	3,187	(36)	628	11,240
Borrowings	(2,689)	(524)	11,157	(197)	6,584
Options reserve	583	114	(502)	–	195
Unearned income	7,030	(2,459)	–	82	4,653
Other	1,866	6,664	–	485	9,015
	(111,959)	16,994	10,619	(11,930)	(96,276)
Unused tax losses and credits					
Tax losses	1,314	(1,198)	–	1	117
	(110,645)	15,796	10,619	(11,929)	(96,159)
Deferred tax asset					21,224
Deferred tax liability					(117,383)
					(96,159)

RECOGNITION AND MEASUREMENT

Income tax expense represents the sum of the tax currently payable and deferred tax.

Deferred tax assets are not recognised if it is not probable that the temporary differences will reverse in the foreseeable future and taxable profit will not be available to utilise the temporary differences.

PILLAR TWO TOP UP TAX

The Group has applied the temporary exception issued by the AASB in June 2023 from the accounting requirements for deferred taxes. Accordingly, the Group neither recognises nor discloses information about deferred tax assets and liabilities related to Pillar Two income taxes.

In June 2023, the government of Australia, where the parent company is incorporated, enacted the Pillar Two income taxes legislation effective from 1 January 2024. Under the legislation, the parent company is required to pay, in Australia, top-up tax on profits of its subsidiaries that are taxed at an effective tax rate of less than 15 per cent. The Group has performed an analysis on its ability to satisfy Safe Harbour Tests for its relevant jurisdictions for the 2026 income year. Based on the analysis performed, each of the jurisdictions satisfies one of the available Safe Harbour Tests such that it is not anticipated that any of the Group entities will be required to pay top up tax for the 2026 income year.

OFFSETTING DEFERRED TAX BALANCES

Deferred tax assets and deferred tax liabilities are offset only if a legally enforceable right exists to set off current tax assets against current tax liabilities and the deferred tax assets and liabilities relate to the same taxable entity and the same taxation authority.

UNRECOGNISED TAXABLE TEMPORARY DIFFERENCES ASSOCIATED WITH INVESTMENTS AND INTERESTS

At the end of the financial year, a deferred tax liability of $162.2 million (2025: $155.8 million) was not recognised in relation to investments in subsidiaries as the parent Company is able to control the timing of the reversal of the temporary differences and it is not probable that the temporary difference will reverse in the foreseeable future.

A deferred tax asset of $8.5 million was not recognised in relation to tax losses as it is not probable that the temporary difference will reverse in the foreseeable future.

10 PROPERTY, PLANT AND EQUIPMENT

	PLANT & EQUIPMENT AT COST $'000	FREEHOLD LAND & BUILDINGS $'000	TOTAL $'000
Year ended 28 June 2026			
Cost	**367,091**	**13,733**	**380,824**
Accumulated depreciation	**(229,380)**	**(600)**	**(229,980)**
Net carrying amount	**137,711**	**13,133**	**150,844**
Movement			
Opening net book amount	**204,418**	**13,496**	**217,914**
Additions	**13,832**	**–**	**13,832**
Acquisitions of Domino's Pizza stores and other businesses[i]	**6,361**	**–**	**6,361**
Disposals and write-offs	**(15,873)**	**(6)**	**(15,879)**
Impairment loss[ii]	**(18,106)**	**–**	**(18,106)**
Depreciation charge	**(38,927)**	**–**	**(38,927)**
Other including foreign exchange movements	**(13,994)**	**(357)**	**(14,351)**
Net carrying amount at the end of the year	**137,711**	**13,133**	**150,844**

(i) During the year ended 28 June 2026 the Group acquired 12 Domino's Pizza branded stores in ANZ, 5 in Europe and 49 in Asia.

(ii) During the year ended 28 June 2026, the Group recognised impairment charges of $18.1m relating to its store optimisation programme. These charges primarily reflect the closure of underperforming stores and a reassessment of the carrying values of corporate stores identified for re-franchising, based on the Group's latest estimates of expected recovery on disposal.

	PLANT & EQUIPMENT AT COST $'000	FREEHOLD LAND & BUILDINGS $'000	TOTAL $'000
Year ended 29 June 2025			
Cost or fair value	435,266	14,103	449,369
Accumulated depreciation	(230,848)	(607)	(231,455)
Net carrying amount	204,418	13,496	217,914
Movement			
Opening net book amount	260,454	16,697	277,151
Additions	28,773	–	28,773
Acquisitions of Domino's Pizza stores and other businesses	4,896	–	4,896
Disposals and write-offs	(22,421)	(1,236)	(23,657)
Impairment loss	(41,137)	(3,909)	(45,046)
Depreciation charge	(46,566)	(33)	(46,599)
Other including foreign exchange movements	20,419	1,977	22,396
Net carrying amount at the end of the year	204,418	13,496	217,914

There was no depreciation during the period that was capitalised as part of the cost of other assets.

RECOGNITION AND MEASUREMENT

The carrying value of property, plant and equipment is stated at cost less accumulated depreciation and impairment. Cost includes expenditure that is directly attributable to the acquisition of an item.

DEPRECIATION AND AMORTISATION

Items of property, plant and equipment are depreciated on a straight-line basis over their useful lives. The estimated useful life of plant and equipment is between 1 and 10 years and equipment under finance lease is between 3 and 10 years.

The estimated useful lives, residual values and depreciation method are reviewed at the end of each annual reporting period, with the effect of any changes recognised on a prospective basis. Assets held under finance leases are depreciated over their expected useful lives on the same basis as owned assets or, where shorter, the term of the relevant lease.

11 LEASES

GROUP AS A LESSEE

Set out below are the carrying amounts of the right-of-use assets recognised and movements during the year:

	PROPERTIES $'000	EQUIPMENT $'000	TOTAL $'000
As at 29 June 2025	**191,628**	**17,025**	**208,653**
Net additions(i)	**47,431**	**(1,886)**	**45,545**
Impairment loss	**(11,036)**	**–**	**(11,036)**
Depreciation expense	**(47,846)**	**(1,275)**	**(49,121)**
Other including foreign exchange movement	**(17,829)**	**(1,830)**	**(19,659)**
As at 28 June 2026	**162,348**	**12,034**	**174,382**
As at 01 July 2024	230,444	20,223	250,667
Net additions(i)	4,225	3,253	7,478
Impairment loss(ii)	(15,983)	–	(15,983)
Depreciation expense	(49,435)	(8,666)	(58,101)
Other including foreign exchange movement	22,377	2,215	24,592
As at 29 June 2025	191,628	17,025	208,653

(i) Additions include net movement between right-of-use assets and investment in lease assets which arises due to the Company's occupied-operated properties becoming franchised.

(ii) During the year ended 28 June 2026, the Group recognised impairment charges of $11.0m relating to its store optimisation programme. These charges primarily reflect the closure of underperforming stores and a reassessment of the carrying values of corporate stores identified for re-franchising, based on the Group's latest estimates of expected recovery on disposal.

The Group has lease contracts for various properties and equipment; including trucks and car equipment which is utilised in its operations. Leases of properties generally have lease terms of between 2 and 21 years, while operating equipment generally have lease terms between 1 and 7 years. The Group's obligations under its leases are secured by the lessor's title to the lease assets. The lease contracts include extension and termination options, which are further discussed below.

For these properties, a right of use asset and associated liability is recognised. Leased trucks and cars are primarily Group branded vehicles utilised by Domino's branded stores. The financial liability is measured at the net present value of future payments under the lease, including optional renewal periods, where the Group has assessed that the probability of exercising the renewal is reasonably certain.

The right of use asset has been measured, at either:

(a) the value of lease liability adjusted for any prepaid or accrued lease payments; or

(b) present value of commitment lease payment since commencement of the lease term (this approach resulted in an adjustment to opening retained earnings).

The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be determined, the Group's incremental borrowing rate is used, being the rate that the Group would have to pay to borrow the funds necessary to obtain an asset of similar value in a similar economic environment with similar terms and conditions.

The right of use assets are depreciated on a straight-line basis over the lease term; which is inclusive of extension option periods where the Group is reasonably certain the lease term will be extended.

11 LEASES (CONTINUED)

The Group also has certain leases of equipment with lease terms of 12 months or less and leases of office equipment with low value. The Group applies the 'short-term lease' and 'lease of low value assets' recognition exemptions for these leases. The costs associated with the lease exemption is disclosed in Note 6.

At the end of each reporting period, the Group reviews the carrying amount of its right-of-use assets to determine whether there is any indication that those assets have suffered an impairment loss.

Set out below are the carrying amounts of lease liabilities and the movements during the period:

	2026 $'000	2025 $'000
Opening Balance	**(615,005)**	(681,871)
Additions	**(68,832)**	(28,800)
Accretion of interest	**(11,818)**	(11,993)
Payments	**148,192**	160,655
Other including foreign exchange movement	**45,102**	(52,996)
Closing Balance	**(502,361)**	(615,005)
Current	**(128,451)**	(153,031)
Non-current	**(373,910)**	(461,974)
Total lease liabilities	**(502,361)**	(615,005)

The average effective interest rate is approximately 2.16% (2025: 1.87%) per annum.

The Group has not recognised any variable payments in its finance lease arrangements.

The maturity analysis of lease liabilities is disclosed in note 24.

The amounts recognised in the profit or loss for the year are disclosed in note 4 and note 5.

The future cash outflows relating to leases that have not yet commenced are disclosed in note 27.

GROUP AS A LESSOR

Set out below are the carrying amounts of investment in lease assets and the movements during the period:

	2026 $'000	2025 $'000
Opening Balance	**389,689**	422,343
Net additions	**28,162**	22,705
Accretion of interest	**7,384**	7,328
Receipts	**(86,765)**	(90,623)
Other including foreign exchange movement	**(25,324)**	27,936
Closing Balance	**313,146**	389,689
Current	**67,320**	79,146
Non-current	**245,826**	310,543
Total investment in lease assets	**313,146**	389,689

Future minimum rentals receivable as at the end of the year are as follows:

	2026 $'000	2025 $'000
Year 1	**80,100**	88,951
Year 2	**71,067**	82,419
Year 3	**58,365**	71,269
Year 4	**44,726**	57,452
Year 5	**32,011**	42,788
Onwards	**51,335**	77,160
Undiscounted lease payments	**337,604**	420,039
Less: unearned finance income	**(24,458)**	(30,350)
Net investment in leases	**313,146**	389,689

The Group has a portfolio of long-term (greater than one year) 'back-to-back' property leases which secure competitive store locations on behalf of franchisees. Cash flows under these arrangements substantially offset each other.

These leases generally have terms of between 2 and 21 years. Leases include a clause to enable upward revision of the rental charge on an annual basis according to prevailing market conditions.

For back-to-back leases, a financial asset and financial liability is recognised, representing the present value of future cash flows receivable on the subleases and payable on the head lease respectively. Both categories of financial instruments generate interest income and expense, which materially offset within the income statement.

The financial assets recognised in relation to back-to-back leases have been recognised as "Investment in lease assets" in the Statement of Financial Position. The receipts from these back-to-back leases are included in "Receipts from subleases" in the Statement of Cash Flows within the financing activities.

EXTENSION AND TERMINATION OPTIONS

Extension and termination options are included in a number of property and equipment lease agreements across the Group. These options provide operational flexibility in managing the lease portfolio.

The Group applies criteria to assess whether the exercise of extension options within lease contracts is reasonably certain, including consideration of tenure at existing location, the remaining useful life of the store, plant and equipment, remaining term of sub-franchise agreements (where applicable) and alignment to the assumptions used in the Group's short to mid-term planning process. Future cash outflows in respect of leases may differ from leases liabilities recognised due to future decisions that may be taken by the Group that will determine whether the options are exercised in respect of the use of leased assets. There is no exposure to these potential additional payments in excess of the recognised lease liabilities until these decisions have been taken by the Group.

The majority of the Group's property leases have option periods or are able to be extended beyond the initial lease term which is at the Group's (lessee) discretion. Lease option periods are typically for fixed terms of between 1 to 10 years.

12 GOODWILL AND OTHER INTANGIBLES

	GOODWILL	
	2026 $'000	2025 $'000
Movement		
Opening Balance	**580,807**	534,459
Acquisitions of Domino's Pizza stores	**12,911**	5,825
Impairment charge	**(91,067)**	(4,437)
Disposals and write offs	**(16,505)**	(7,188)
Other including foreign exchange movement	**(54,020)**	52,148
Net carrying amount at the end of the year	**432,126**	580,807

RECOGNITION AND MEASUREMENT

GOODWILL

Goodwill acquired in a business combination is initially measured at cost. Cost is measured as the cost of the business combination minus the net fair value of the acquired and identifiable assets, liabilities and contingent liabilities. Following initial recognition, Goodwill is measured at cost less any accumulated impairment losses.

From time-to-time, the Group acquires stores from our Franchisee Partners. Goodwill from these acquisitions represents the excess of the cost of a business acquired over the net of the amounts assigned to assets acquired, including identifiable assets, and liabilities assumed. Goodwill is not amortised and has been assigned to cash generating units for the purposes of impairment testing. When the Group disposes of stores previously acquired, the Group includes goodwill in the carrying amount of the store disposal based on the proportion of the relative fair value retained.

	FINITE LIFE		INDEFINITE LIFE	
	CAPITALISED DEVELOPMENT $'000	LICENSES & OTHER $'000	FRANCHISE NETWORK ASSETS $'000	OTHER INTANGIBLE ASSETS TOTAL $'000
Year ended 28 June 2026				
Cost	**251,704**	**50,784**	**504,141**	**806,629**
Accumulated amortisation and impairment	**(198,354)**	**(41,968)**	**(63,229)**	**(303,551)**
Net carrying amount	**53,350**	**8,816**	**440,912**	**503,078**
Movement				
Net Carrying Amount at the beginning of the year	**128,433**	**14,375**	**544,548**	**687,356**
Additions	**21,059**	**–**	**–**	**21,059**
Impairment charge	**(15,893)**	**–**	**(63,229)**	**(79,122)**
Accelerated amortisation	**(43,563)**	**–**	**–**	**(43,563)**
Amortisation for the year	**(34,299)**	**(3,599)**	**–**	**(37,898)**
Disposals and write offs	**(330)**	**(303)**	**–**	**(633)**
Other including foreign exchange movement	**(2,057)**	**(1,657)**	**(40,407)**	**(44,121)**
Net carrying amount at the end of the year	**53,350**	**8,816**	**440,912**	**503,078**

	FINITE LIFE		INDEFINITE LIFE	
	CAPITALISED DEVELOPMENT $'000	LICENSES & OTHER $'000	FRANCHISE NETWORK ASSETS $'000	OTHER INTANGIBLE ASSETS TOTAL $'000
Year ended 29 June 2025				
Cost	364,730	58,291	544,548	967,569
Accumulated amortisation and impairment	(236,297)	(43,916)	–	(280,213)
Net carrying amount	128,433	14,375	544,548	687,356
Movement				
Opening net carrying amount	120,256	23,336	488,474	632,066
Additions	46,605	403	–	47,008
Impairment charge	(9,482)	–	–	(9,482)
Amortisation for the year	(38,596)	(5,239)	–	(43,835)
Disposals and write offs	(31)	(37)	–	(68)
Other including foreign exchange movement	9,681	(4,088)	56,074	61,667
Net carrying amount at the end of the year	128,433	14,375	544,548	687,356

RECOGNITION AND MEASUREMENT

INTANGIBLE ASSETS

Intangible assets acquired separately are measured on initial recognition at cost. The cost of intangible assets acquired in a business combination is their fair value at the date of acquisition.

Following initial recognition, intangible assets are carried at cost less amortisation and any impairment losses. Intangible assets with finite lives are amortised on a straight-line basis over their useful lives and tested for impairment whenever there is an indication that they may be impaired. Amortisation is recognised on a straight-line basis over their estimated useful lives. The estimated useful life and amortisation method are reviewed at the end of each reporting period, with the effect of any changes in estimates being accounted for on a prospective basis.

Expenditure on research activities is recognised as an expense in the period in which it is incurred.

An internally-generated intangible asset arising from development (or from the development phase of an internal project) is recognised if, and only if, all of the following have been demonstrated:

- the technical feasibility of completing the intangible asset so that it will be available for use or sale;
- the intention to complete the intangible asset and use or sell it;
- the ability to use or sell the intangible asset;
- how the intangible asset will generate probable future economic benefits;
- the availability of adequate technical, financial and other resources to complete the development and to use or sell the intangible asset; and
- the ability to measure reliably the expenditure attributable to the intangible asset during its development.

The amount initially recognised for internally-generated intangible assets is the sum of the expenditure incurred from the date when the intangible asset first meets the recognition criteria listed above. Where no internally-generated intangible asset can be recognised, development expenditure is recognised in profit or loss in the period in which it is incurred.

The following useful lives are used in the calculation of amortisation:

- Capitalised development intangibles 1.5 – 5 years
- Licenses and other 1.5 – 5 years

12 GOODWILL AND OTHER INTANGIBLES (CONTINUED)

Intangible assets with indefinite lives or not yet available for use are tested for impairment. Assets with an assumed indefinite useful life are reviewed at each reporting period to determine whether this assumption continues to be appropriate. If not, it is changed to a finite life intangible asset and amortised over its remaining useful life.

ESTIMATES AND JUDGEMENTS – OTHER INTANGIBLES

FRANCHISE NETWORK ASSETS

Franchise Network Assets ('FNAs') are treated as indefinite life intangible assets. This judgement is based on the sufficiency of available evidence supporting the ability of the Group to renew the underlying agreements beyond their initial terms without incurring significant cost.

USEFUL LIVES OF OTHER INTANGIBLES

Management uses their judgement to assess the useful lives of capitalised development intangibles and licenses. This is based on the estimated life of the asset and future economic benefits of the asset. The majority of these assets have a life of between 1.5 - 5 years.

ALLOCATION OF GOODWILL AND INDEFINITE LIFE INTANGIBLE ASSETS TO CGUS

Goodwill and indefinite life intangible assets have been allocated for impairment testing purposes to the following CGUs or group of CGUs:

- Australia and New Zealand markets
- Europe market, which comprises:
  - The Netherlands (NL)
  - France (FR)
  - Belgium (BE)
  - Germany (DE)
- Asia market, which comprises:
  - Japan (JP)
  - Taiwan (TW)
  - Malaysia, Singapore, Cambodia (MSK)

The carrying amount of goodwill and other indefinite life intangible assets is allocated to the following CGUs or group of CGUs:

	GOODWILL, NET OF IMPAIRMENT		GOODWILL IMPAIRMENT(i)	
	2026 $'000	2025 $'000	2026 $'000	2025 $'000
ANZ	**67,047**	92,783	**(11,154)**	(774)
FR	**–**	40,230	**(36,898)**	–
BE	**1,049**	1,135	**–**	–
NL	**11,776**	13,187	**–**	(747)
DE	**88,442**	95,556	**(145)**	(1,790)
JP	**191,571**	221,728	**(7,486)**	(1,126)
TW	**–**	41,203	**(35,384)**	–
MSK	**72,241**	74,985	**–**	–
Total	**432,126**	580,807	**(91,067)**	(4,437)

(i) Impairment of goodwill, disposals and write offs recognised during the financial year relate to the closure of corporate stores and impairment of France and Taiwan CGU Goodwill and Indefinite life intangible assets.

	INDEFINITE LIFE INTANGIBLE ASSETS		INDEFINITE LIFE INTANGIBLE ASSETS IMPAIRMENT	
	2026 $'000	2025 $'000	2026 $'000	2025 $'000
ANZ	**226**	226	**–**	–
FR	**–**	54,501	**(50,347)**	–
DE	**191,631**	207,449	**–**	–
JP	**31,191**	36,763	**–**	–
TW	**37,378**	58,527	**(12,882)**	–
MSK	**180,486**	187,082	**–**	–
Total	**440,912**	544,548	**(63,229)**	–

ESTIMATES AND JUDGEMENTS IN DETERMINING THE RECOVERABLE AMOUNT OF THE CASH GENERATING UNITS

Key assumptions used in determining the recoverable amount of assets include future cash flows, long-term growth rates and discount rates.

In assessing the recoverable amount, estimated cash flows are based on the Group's most recent Board-approved budget together with management's expectations of future performance over the forecast period.

Long term growth rates are based on past experience, expectations of external market operating conditions, and other assumptions which take account of the specific features of each business unit.

The recoverable amount has been determined using a value in use (VIU) or fair value less cost of disposal (FVLCOD) discounted cash flow model. In assessing recoverable amount, the estimated future cash flows are discounted to their present value using a post-tax discount rate that reflects the current market assessments of the time value of money and risk specific to the asset. Post-tax discount rates used vary depending on country of operation.

The rates used in determining the recoverable amount are set out below:

	DISCOUNT RATE (POST TAX) 2026	NOMINAL TERMINAL GROWTH RATES 2026
ANZ	8.25%	2.20%
FR	8.00%	2.00%
BE	8.00%	2.00%
NL	8.25%	2.00%
DE	7.75%	2.00%
JP	7.25%	1.70%
TW	9.50%	2.00%
MSK	8.50% - 14.80%	2.00%

IMPAIRMENT

The Group tests intangible assets and goodwill for impairment:

- at least annually for indefinite life intangibles and not yet ready for use and goodwill; and
- where there is an indication that the asset may be impaired, which is assessed at least each reporting period; or
- where there is an indication that previously recognised impairment, on assets other than goodwill, may have changed.

If the asset does not generate independent cash inflows and its value in use cannot be estimated to be close to its fair value, the asset is tested for impairment as part of the cash generating unit (CGU) to which it belongs.

Assets are impaired if their carrying value exceeds their recoverable amount. The recoverable amount of an asset or CGU is determined as the higher of its fair value less costs of disposal (FVLCOD) or value in use (VIU). An impairment loss recognised for goodwill is not reversed in subsequent periods. The recoverable amounts of the France and Taiwan cash-generating units (CGUs) have been determined based on fair value less costs of disposal using discounted cash flow models.

12 GOODWILL AND OTHER INTANGIBLES (CONTINUED)

The recoverable amounts of the France and Taiwan cash-generating units (CGUs) have been determined based on fair value less costs of disposal using discounted cash flow models.

A pre-tax impairment loss of $87.2 million has been recognised in respect of the France CGU. The impairment loss has been allocated to goodwill of $36.9 million and indefinite-life intangible assets of $50.3 million, resulting in both assets being fully impaired. The impairment primarily reflects delays in the timing and realisation of performance improvement initiatives and the associated recovery in operating performance compared with the assumptions included in the prior year impairment assessment. Following recognition of the impairment loss, the carrying amount of the France CGU is $8.6 million, comprising primarily property, plant and equipment.

A pre-tax impairment loss of $48.3 million has been recognised in respect of the Taiwan CGU. The impairment loss has been allocated to goodwill of $35.4 million, resulting in goodwill being fully impaired, with the remaining $12.9 million allocated to indefinite-life intangible assets. The impairment primarily reflects lower sales growth expectations and delays in the anticipated improvement in operating performance compared with the assumptions included in the prior year impairment assessment. Following recognition of the impairment loss, the carrying amount of the Taiwan CGU is $30.5 million, comprising primarily indefinite-life intangible assets, property, plant and equipment and working capital.

Following recognition of the impairment losses, the carrying amounts of the France and Taiwan CGUs approximate their respective recoverable amounts.

The recoverable amount of the France CGU is most sensitive to changes in the discount rate and terminal growth rate, with a combined 0.5% increase in the discount rate and 0.5% decrease in the terminal growth rate would result in a full impairment of the remaining carrying value.

The recoverable amount of the Taiwan CGU is sensitive to changes in the discount rate, same-store sales growth and network growth. Changes in these assumptions could result in a further impairment charge or impairment reversal.

Impairment losses recognised against goodwill are not subsequently reversed.

The judgements and estimates used in assessing impairment are best estimates based on current and forecast market conditions and are subject to change in the event of shifting economic and operational conditions. Actual cash flows may therefore differ from forecasts.

IMPAIRMENT CALCULATIONS

In assessing VIU, the estimated future cash flows are discounted to their present value using a post-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset or CGU. In determining FVLCOD, a discounted cash flow model is used based on a methodology consistent with that applied by the Group in determining the value of potential acquisition targets, maximising the use of market observed inputs. These calculations, classified as Level 3 on the fair value hierarchy, are compared to valuation multiples or other fair value indicators where available to ensure reasonableness.

INPUTS TO IMPAIRMENT CALCULATIONS

For VIU calculations, cash flow projections are based on corporate plans and business forecasts.

On determining FVLCOD, the valuation model incorporates the cash flows projected over the duration of the current corporate plan period. These projections are discounted using a risk adjusted discount rate commensurate with a typical market participant's assessment of the risk associated with the projected cash flows.

For both the VIU and FVLCOD models, cash flows beyond the corporate plan period are extrapolated using estimated growth rates, which are based on Group estimates, taking into consideration historical performance as well as expected long-term operating conditions. Growth rates do not exceed the consensus forecasts of the long-term average rate for the industry in which the CGU operates.

Discount rates used in both calculations are based on the weighted average cost of capital determined by prevailing or benchmarked market inputs, risk adjusted where necessary. Other assumptions are determined with reference to external sources of information and use consistent, reasonable estimates for variables such as terminal cash flow multiples. Increases in discount rates or changes in other key assumptions, such as operating conditions or financial performance, may cause the recoverable amounts to reduce.

For the Taiwan CGU and MSK group of CGUs, FVLCOD models with 10-year projections have been applied to capture the longer investment and store development cycles in these markets and to allow sufficient time for the benefits of planned strategic initiatives and network optimisation to be realised.

13 TRADE. OTHER RECEIVABLES AND OTHER ASSETS

	2026 $'000	2025 $'000
Trade receivables	**155,799**	193,534
Allowance for expected credit loss	**(36,038)**	(38,607)
Other receivables	**428**	927
Total trade and other receivables	**120,189**	155,854

	2026 $'000	2025 $'000
Prepayments	**22,704**	26,116
Other – current	**19,605**	24,193
Work in progress – store builds	**97**	884
Total other assets	**42,406**	51,193

	2026 $'000	2025 $'000
Movement in allowance for expected credit loss		
Balance at the beginning of the year	**38,607**	20,372
Provision for expected credit loss	**23,332**	24,747
Amounts written off as uncollectible	**(5,182)**	(2,730)
Amounts recovered during the year	**(16,398)**	(6,616)
Effect of foreign currency	**(4,321)**	2,834
Balance at the end of the year	**36,038**	38,607

Included in the Group's trade receivables balance are debtors with a carrying amount of $24.1 million (FY25: $9.5 million), which are past due at the reporting date.

14 TRADE AND OTHER PAYABLES

	2026 $'000	2025 $'000
Current		
Trade payables	**180,281**	198,440
Other creditors and accruals	**88,221**	112,313
Goods and services tax (GST)/Value added tax (VAT) payable	**6,922**	7,138
Total trade and other payables	**275,424**	317,891

RECOGNITION AND MEASUREMENT

These amounts represent liabilities for goods and services provided to the Group prior to the balance sheet date which are unpaid. Trade and other payables are presented as current liabilities unless payment is not due within 12 months from the reporting date.

15 PROVISIONS

	NOTE	2026 $'000	2025 $'000
Employee benefits		**15,888**	20,486
Defined benefit plan	30	**6,207**	6,940
Make good		**8,631**	17,276
Other provisions		**7,023**	4,876
Total provisions		**37,749**	49,578
Current		**26,941**	35,512
Non-current		**10,808**	14,066
Total provisions		**37,749**	49,578

Movements in each class of provision during the financial year are set out below:

	MAKE GOOD $'000	OTHER $'000
Balance at 01 July 2024	9,427	7,572
Recognised in profit or loss	12,718	6,374
Movements resulting from remeasurement	600	(1,286)
Reductions arising from payments	(5,469)	(7,784)
Balance at 29 June 2025	**17,276**	**4,876**
Recognised in profit or loss	**2,704**	**8,358**
Movements resulting from remeasurement	**(9,576)**	**(2,877)**
Reductions arising from payments	**(341)**	**(2,578)**
Net foreign currency exchange difference	**(1,432)**	**(756)**
Balance at 28 June 2026	**8,631**	**7,023**

RECOGNITION AND MEASUREMENT

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that the Group will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

EMPLOYEE BENEFITS

The provision for employee benefits represents annual leave, long service leave entitlements and incentives accrued by employees.

WAGES AND SALARIES

Liabilities for wages and salaries including non-monetary benefits expected to be settled within 12 months of the reporting date are recognised in provisions and other payables in respect of employees' services up to the balance sheet date. They are measured at the amounts expected to be paid when the liabilities are settled.

ANNUAL AND LONG SERVICE LEAVE

The liability for annual leave and long service leave is recognised in the provision for employee benefits. It is measured as the present value of expected future payments for the services provided by employees up to the reporting date. Expected future payments are discounted using market yields at the balance sheet date on terms to maturity and currencies that match as closely as possible to the estimated future cash outflows.

MAKE GOOD OBLIGATIONS

The Group is required to restore the leased premises of certain stores and buildings to their original condition when the premises are vacated. However, as leases are traditionally renewed or the make good obligation is waived, the Group recognises a provision for the leased premises where make good costs will result in a probable outflow of funds. Each reporting period a review of leased sites is conducted to determine the present value of the estimated expenditure required to return the leased premise to its original condition.

The make good provision has been considered and assessed to take into account planned store closures.

OTHER PROVISIONS

Other provisions relate to provision raised in relation to onerous contracts as a result of the Group's closure of Corporate stores. Refer to note 7.

16 INVENTORY

	2026 $'000	2025 $'000
Raw materials	**8,967**	10,150
Finished goods	**27,842**	36,389
Total inventory	**36,809**	46,539

There are no inventories (2025: $nil) expected to be recovered after more than 12 months. Expenses relating to inventories are recorded under Food, equipment and packaging expenses. During the year, there has been a write-down of corporate store inventory to net realisable value of $7.4 million (FY25: $3.6 million) which was recognised in closure costs associated with corporate stores and operations. Refer to note 7.

RECOGNITION AND MEASUREMENT

Inventories are valued at the lower of cost and net realisable value. Costs, including an appropriate portion of fixed and variable overhead expenses, are assigned to inventories by the method most appropriate to each particular class of inventory, with the majority being valued on a first in first out basis. Net realisable value is the estimated selling price in the ordinary course of business less estimated costs to sell.

CAPITAL

Capital provides information about the capital management practices of the Group.

17 EQUITY

ISSUED CAPITAL

	2026 $'000	2025 $'000
94,746,866 fully paid ordinary shares (29 June 2025: 94,448,286)	**622,015**	617,166

Changes to the Corporations Law abolished the authorised capital and par value concept in relation to share capital from 1 July 1998. Therefore, the Company does not have a limited amount of authorised capital and issued shares do not have a par value.

FULLY PAID ORDINARY SHARES

	2026		2025	
	NUMBER OF SHARES '000	SHARE CAPITAL $'000	NUMBER OF SHARES '000	SHARE CAPITAL $'000
Balance at beginning of financial period	**94,448**	**617,166**	90,931	518,699
Shares issued:				
Issue of shares under executive share option plan	**–**	**–**	19	546
Issue of employee shares	**4**	**73**	25	813
Issue of shares under Dividend Reinvestment Plan	**295**	**4,776**	3,473	97,126
Share issue transaction costs	**–**	**–**	–	(18)
Balance at end of financial year	**94,747**	**622,015**	94,448	617,166

Fully paid ordinary shares carry one vote per share and carry the right to dividends.

OPTIONS

The Company has an Executive Share and Option Plan ("ESOP") to assist in the recruitment, reward and retention of its executives. The Company will not apply for quotation of the options on the ASX.

Subject to any adjustment in the event of a bonus issue, rights issue or reconstruction of capital, each option is convertible into one ordinary share. Refer to note 20.

TERMS AND CONDITIONS OF THE ESOP

The Company must not issue any shares or grant any option under this plan if, immediately after the issue or grant, the sum of the total number of unissued shares over which options, rights or other options (which remain outstanding) have been granted under this plan and any other Group employee incentive scheme would exceed 7.5% of the total number of shares on issue on a fully diluted basis at the time of the proposed issue or grant.

Fully diluted basis means the number of shares which would be on issue if all those securities of the Company which are capable of being converted into shares, were converted into shares. If the number of shares into which the securities are capable of being converted cannot be calculated at the relevant time, those shares will be disregarded.

During the year 3,829 options were exercised (2025: 18,726). A total of $72,588 was received as consideration for 3,829 fully paid ordinary shares of Domino's Pizza Enterprises Limited on exercise of the options in the current financial year (2025: $545,657).

DIVIDEND REINVESTMENT PLAN

On listing, the Board adopted but did not commence operation of a Dividend Reinvestment Plan ("DRP"). The DRP provides shareholders the choice of reinvesting some or all of their dividends in shares rather than receiving those dividends in cash.

On 22 August 2023, the Board resolved to reactivate the DRP and amend the terms of the DRP. Eligible Shareholders with registered addresses in Australia and New Zealand can elect to participate in the DRP and reinvest all or part of their cash dividends in additional shares in the capital of the Company.

The DRP applied to the FY25 final dividend and FY26 interim dividend and will apply for the FY26 final dividend for Eligible Shareholders that elected to participate.

The Company entered into an underwriting agreement with Morgan Stanley to fully underwrite the FY24 final dividend and FY25 interim dividend.

Shares allocated under the DRP rank equally with existing shares. Shares were/will be issued under the DRP at a price equal to the average of the daily volume weighted average market price of the Company's shares (rounded to the nearest cent) traded on the ASX during a period of ten trading days commencing on the second business day following the relevant record date, discounted by an amount determined by the Board.

RESERVES

	2026 $'000	2025 $'000
Foreign currency translation	**12,350**	68,454
Hedging	**(3,118)**	(25,547)
Other	**(119,338)**	(120,436)
Balance at the end of the year	**(110,106)**	(77,529)

FOREIGN CURRENCY TRANSLATION RESERVE	2026 $'000	2025 $'000
Balance at the beginning of the year	**68,454**	(13,574)
Translation of foreign operations	**(56,104)**	82,028
Balance at the end of the year	**12,350**	68,454

HEDGING RESERVE	2026 $'000	2025 $'000
Balance at the beginning of the year	**(25,547)**	237
Net investment hedge	**30,400**	(37,191)
Cash flow hedge	**1,765**	286
Income tax related to gain/(loss) on hedging items	**(9,736)**	11,121
Balance at the end of the year	**(3,118)**	(25,547)

OTHER RESERVES	2026 $'000	2025 $'000
Balance at the beginning of the year	**(120,436)**	(120,123)
Share-based payment	**2,037**	(39)
Share option trust	**(296)**	(502)
Remeasurement of defined benefit plans	**(643)**	228
Balance at the end of the year	**(119,338)**	(120,436)

RETAINED EARNINGS	NOTE	2026 $'000	2025 $'000
Balance at the beginning of the year		**123,450**	224,309
Net profit/(loss) attributable to members of the Company		**(134,159)**	(3,704)
Payment of dividends	18	**(43,950)**	(97,155)
Balance at the end of the year		**(54,659)**	123,450

18 DIVIDENDS

	2026		2025	
	CENTS PER SHARE	TOTAL $'000	CENTS PER SHARE	TOTAL $'000
Recognised amounts				
Fully paid ordinary shares				
Interim dividend for half-year ended(i)	**25.0**	**23,651**	55.5	51,326
Dividend for full year ended(ii)	**21.5**	**20,299**	50.4	45,829
	46.5	**43,950**	105.9	97,155
Unrecognised amounts				
Fully paid ordinary shares				
Dividend for full year ended(iii)	**32.5**	**30,793**	21.5	20,306

(i) The interim dividend for half year ended was unfranked (2025: unfranked)
(ii) The dividend for full year ended was unfranked (2025: unfranked)
(iii) The declared dividend was unfranked (2025: unfranked)

On the 26 August 2026, the Company declared an unfranked final dividend for FY26 of 32.5 cents per share. The dividend will have a record date of 2 September 2026 and a payment date of 30 November 2026. The Dividend Reinvestment Plan will operate for eligible shareholders residing in Australia or New Zealand for the FY26 final dividend.

FRANKED DIVIDENDS

	2026 $'000	2025 $'000
Franking credits available for subsequent financial years based on a tax rate of 30%	**–**	–

The above amounts are calculated from the balance of the franking account as at the end of the reporting period, adjusted for franking credits and debits that will arise from the settlement of liabilities for income tax and dividends after the end of the year.

19 EARNINGS/(LOSS) PER SHARE

BASIC EARNINGS/(LOSS) PER SHARE

Basic earnings/(loss) per share is calculated as net profit/(loss) attributable to members of the parent, adjusted to exclude any costs of servicing equity (other than dividends), divided by the weighted average number of ordinary shares, adjusted for any bonus element.

	2026 CENTS	2025 CENTS
Earnings/(loss) per share from continuing operations attributable to shareholders	**(141.8)**	(4.0)
Earnings/(loss) per share from operations attributable to shareholders	**(141.8)**	(4.0)

DILUTED EARNINGS/(LOSS) PER SHARE

Diluted earnings/(loss) per share is calculated as net profit/(loss) attributable to members of the parent, adjusted for:

- costs of servicing equity (other than dividends);
- the after-tax effect of dividends and interest associated with dilutive potential ordinary shares that have been recognised as expenses; and
- other non-discretionary changes in revenues or expenses during the year that would result from the dilution of potential ordinary shares;

divided by the weighted average number of ordinary shares and dilutive potential ordinary shares, adjusted for any bonus element.

The diluted earnings/(loss) per share calculation takes into account all options issued under the ESOP, as in accordance with AASB 133 Earnings per Share, the average market price of ordinary shares during the period exceeds the exercise price of the options or warrants.

	2026 CENTS	2025 CENTS
Earnings/(loss) per share from continuing operations attributable to shareholders	**(141.8)**	(4.0)
Earnings/(loss) per share from operations attributable to shareholders	**(141.8)**	(4.0)

EARNINGS/(LOSS) USED IN CALCULATING EARNINGS/(LOSS) PER SHARE

	2026 $'000	2025 $'000
Profit/(loss) from continuing operations attributable to shareholders	**(134,159)**	(3,704)
Profit/(loss) attributable to the ordinary equity shareholders of the Company used in calculating basic and diluted earnings/(loss) per share	**(134,159)**	(3,704)

WEIGHTED AVERAGE NUMBER OF SHARES USED AS DENOMINATOR

	2026 NO.'000	2025 NO.'000
Weighted average number of ordinary shares used as the denominator in calculating basic earnings/(loss) per share	**94,586**	92,593
Adjustments for calculation of diluted earnings/(loss) per share:		
Options on issue	**523**	84
Weighted average number of ordinary and potential ordinary shares used as the denominator in calculating diluted earnings/(loss) per share	**95,109**	92,677

20 SHARE-BASED PAYMENTS

RECOGNITION AND MEASUREMENT

Equity-settled share-based payments to employees and others providing similar services are measured at the fair value of the equity instrument at the grant date. The fair value is measured by use of a Black Scholes model. The expected life used in the model has been adjusted, based on management's best estimate, for the effects of non-transferability, exercise restrictions, and behavioural considerations.

The fair value determined at the grant date of the equity-settled share-based payments is expensed on a straight-line basis over the vesting period, based on the Group's estimate of equity instruments that will eventually vest. At each reporting period, the Group revises its estimate of the number of equity instruments expected to vest. The impact of the revision of the original estimates, if any, is recognised in profit or loss over the remaining vesting period, with corresponding adjustment to the equity-settled employee benefits reserve.

Equity-settled share-based payment transactions with other parties are measured at the fair value of the goods and services received, except where the fair value cannot be estimated reliably, in which case they are measured at the fair value of the equity instruments granted, measured at the date the entity obtains the goods or the counterparty renders the service.

EQUITY-SETTLED SHARE-BASED BENEFITS

The Company has one share plan and one share and option plan available for employees and directors and executives of the Company: the Domino's Pizza Exempt Employee Share Plan ("Plan") and the Domino's Pizza Executive Share and Option Plan (ESOP). Both plans were approved by a resolution of the Board of Directors on 11 April 2005. Fully paid ordinary shares issued under these plans rank equally with all other existing fully paid ordinary shares, in respect of voting and dividend rights and future bonus and rights issues.

EXECUTIVE SHARE AND OPTION PLAN

The Company established the ESOP to assist in the recruitment, reward, retention and motivation of directors and executives of the Company ("the participants").

In accordance with the provisions of the scheme, executives within the Company, to be determined by the Board, are granted options to purchase parcels of shares at various exercise prices. Each option confers an entitlement to subscribe for and be issued one share, credited as fully paid, at the exercise price.

Options issued under the ESOP may not be transferred unless the Board determines otherwise. The Company has no obligation to apply for quotation of the options on the ASX. However, the Company must apply to the ASX for official quotation of shares issued on the exercise of the options.

The Company must not issue any shares or grant any option under this plan if, immediately after the issue or grant, the sum of the total number of unissued shares over which options, rights or other options (which remain outstanding) have been granted under this plan and any other Group employee incentive scheme would exceed 7.5% of the total number of shares on issue on a fully diluted basis at the time of the proposed issue or grant.

Fully diluted basis means the number of shares which would be on issue if all those securities of the Company which are capable of being converted into shares, were converted into shares. If the number of shares into which the securities are capable of being converted cannot be calculated at the relevant time, those shares will be disregarded.

The following share-based payment arrangements were in existence during the current and comparative reporting period:

OPTIONS GRANTED UNDER THE INCENTIVE PLANS

Set out below are summaries of the performance options and rights granted in respect of the 2026 and 2025 financial years under the incentive plans:

2026 OPTION SERIES	ISSUE & GRANT DATE	EXPIRY DATE	BALANCE AT START OF THE YEAR NO.	GRANTED DURING & IN RESPECT OF THE YEAR NO.	EXERCISED DURING THE YEAR NO.	LAPSED/FORFEITED DURING THE YEAR NO.	BALANCE AT END OF THE YEAR NO.	EXERCISABLE AT END OF THE YEAR NO.
(36)	20 Aug 19	20 Aug 29	1,581	–	–	–	1,581	1,581
(37)	18 Aug 20	18 Aug 30	488	–	–	–	488	488
(40)	7 Jun 21	7 Jun 31	1,420	–	–	–	1,420	1,420
(43)	1 Oct 21	31 Oct 31	3,557	–	(304)	–	3,253	3,253
(45)	23 Aug 22	23 Aug 32	4,973	–	–	–	4,973	4,973
(46)	21 Nov 22	21 Nov 32	782	–	–	–	782	782
(47)	20 Dec 22	30 Jun 30	54,265	–	–	(54,265)	–	–
(48)	20 Dec 22	30 Jun 30	71,140	–	–	(71,140)	–	–
(49)	23 Aug 23	23 Aug 33	2,413	–	–	–	2,413	2,413
(50)	9 Aug 23	9 Aug 33	4,883	–	–	–	4,883	4,883
(51)	11 Dec 23	31 Aug 31	62,426	–	–	(62,426)	–	–
(52)	1 Dec 23	22 Jan 29	23,374	–	–	(3,901)	19,473	19,473
(53)	22 Jan 24	22 Jan 29	54,427	–	–	(39,303)	15,124	–
(54)	22 Jan 24	22 Jan 29	59,727	–	–	(22,980)	36,747	–
(56)	21 Aug 24	21 Aug 29	4,243	–	–	–	4,243	4,243
(58)	10 Jan 25	30 Jun 32	68,033	–	–	(68,033)	–	–
(59)	15 Jan 25	30 Jun 32	91,601	–	–	(48,704)	42,897	–
(60)	24 Jan 25	30 Jun 32	84,544	–	–	(29,417)	55,127	–
(61)	27 Aug 25	27 Aug 35	–	7,866	–	–	7,866	7,866
(62)	1 Jul 25	30 Apr 34	–	10,576	(3,525)	(7,051)	–	–
(63)	1 Sep 25	30 Apr 34	–	31,400	–	–	31,400	15,700
(64)	3 Nov 25	30 Apr 34	–	27,508	–	–	27,508	–
(65)	9 Feb 26	30 Jun 33	–	394,414	–	(11,811)	382,603	–
(66)	7 Apr 26	30 Jun 33	–	5,591	–	–	5,591	–
TOTAL			593,877	477,355	(3,829)	(419,031)	648,372	67,075

20 SHARE-BASED PAYMENTS (CONTINUED)

2025 OPTION SERIES	ISSUE & GRANT DATE	EXPIRY DATE	BALANCE AT START OF THE YEAR NO.	GRANTED DURING & IN RESPECT OF THE YEAR NO.	EXERCISED DURING THE YEAR NO.	LAPSED/FORFEITED DURING THE YEAR NO.	BALANCE AT END OF THE YEAR NO.	EXERCISABLE AT END OF THE YEAR NO.
(36)	20 Aug 19	20 Aug 29	1,581	–	–	–	1,581	1,581
(37)	18 Aug 20	18 Aug 30	996	–	(508)	–	488	488
(39)	25 Nov 20	1 Sep 24	33,341	–	–	(33,341)	–	–
(40)	7 Jun 21	7 Jun 31	1,420	–	–	–	1,420	1,420
(41)	28 May 21	28 May 31	2,966	–	(2,966)	–	–	–
(42)	3 Nov 21	31 Aug 25	95,975	–	–	(95,975)	–	–
(43)	1 Oct 21	31 Oct 31	7,441	–	(3,884)	–	3,557	3,557
(44)	19 May 22	31 Aug 25	315,825	–	–	(315,825)	–	–
(45)	23 Aug 22	23 Aug 32	12,491	–	(7,518)	–	4,973	4,973
(46)	21 Nov 22	21 Nov 32	782	–	–	–	782	782
(47)	20 Dec 22	30 Jun 30	54,265	–	–	–	54,265	–
(48)	20 Dec 22	30 Jun 30	81,096	–	–	(9,956)	71,140	–
(49)	23 Aug 23	23 Aug 33	3,416	–	(1,003)	–	2,413	2,413
(50)	8 Sep 23	8 Sep 33	4,883	–	–	–	4,883	4,883
(51)	11 Dec 23	31 Aug 31	62,426	–	–	–	62,426	–
(52)	1 Dec 23	22 Jan 29	23,374	–	–	–	23,374	23,374
(53)	22 Jan 24	22 Jan 29	71,671	–	–	(17,244)	54,427	–
(54)	22 Jan 24	22 Jan 29	65,278	–	–	(5,551)	59,727	–
(55)	16 May 24	30 Apr 31	17,916	–	–	(17,916)	–	–
(56)	21 Aug 24	21 Aug 29	–	7,090	(2,847)	–	4,243	4,243
(58)	10 Jan 25	30 Jun 32	–	68,033	–	–	68,033	–
(59)	15 Jan 25	30 Jun 32	–	91,601	–	–	91,601	–
(60)	24 Jan 25	30 Jun 32	–	85,714	–	(1,170)	84,544	–
TOTAL			**857,143**	**252,438**	**(18,726)**	**(496,978)**	**593,877**	**47,714**

The weighted average exercise price at the date of the exercise of options during the 2026 financial year was $18.96. (2025: $29.14).

The weighted average remaining contractual life of options outstanding at the end of the 2026 financial year was 6.4 years (2025: 5.7 years)

FAIR VALUE OF SHARE OPTIONS GRANTED IN THE YEAR

The weighted average fair value of the options granted during the 2026 year is $15.50 (2025: $23.67).

Series 61, 62, 63, 64, 65 and 66 are zero exercise price options, therefore the options share price at date of grant approximates the options fair value.

SHARE OPTIONS EXERCISED DURING THE YEAR

The following share options granted under the ESOP were exercised during the year:

2026 OPTION SERIES	NUMBER EXERCISED	EXERCISE DATE	SHARE PRICE AT EXERCISE DATE ($)
(43) Issued 01 October 2021	304	28 August 2025	$15.10
(62) Issued 1 July 2025	3,525	02 March 2026	$19.29

2025 OPTION SERIES	NUMBER EXERCISED	EXERCISE DATE	SHARE PRICE AT EXERCISE DATE ($)
(37) Issued 18 August 2020	508	03 March 2025	$27.58
(41) Issued 28 May 2021	2,966	03 March 2025	$27.58
(43) Issued 01 October 2021	2,957	22 November 2024	$29.97
(43) Issued 01 October 2021	927	03 March 2025	$27.58
(45) Issued 23 August 2022	6,411	22 November 2024	$29.97
(45) Issued 23 August 2022	1,107	03 March 2025	$27.58
(49) Issued 23 August 2023	1,003	03 March 2025	$27.58
(56) Issued 21 August 2024	2,847	22 November 2024	$29.97

FINANCIAL MANAGEMENT

Financial management provides information about the debt management practices of the Group as well as the Group's exposure to various financial risks, how these affect the Group's financial position and performance and what the Group does to manage these risks.

21 BORROWINGS

	2026 $'000	2025 $'000
Uncommitted		
Bank loans[i]	**6,084**	12,439
Total uncommitted borrowings	**6,084**	12,439
Committed		
Bank loans[i]	**616,948**	857,395
Capitalised borrowing costs	**(3,779)**	(2,249)
Total committed borrowings	**613,169**	855,146
Current	**6,084**	12,439
Non-current	**613,169**	855,146
Total borrowings	**619,253**	867,585

(i) The Group's borrowings are unsecured.

21 BORROWINGS (CONTINUED)

SUMMARY OF BORROWING ARRANGEMENTS:

The unused facilities available on the Group's bank overdraft are $5.5 million (FY25: $5.8 million). For further information in respect of the Group's borrowings, refer to note 24.

COVENANTS

The bank loans are subject to various financial covenants which are tested semi-annually on or around 30 June and 31 December each year. These are generally in the form of debt service cover ratios and net leverage ratios. The Group has complied with all covenants for the respective periods.

22 FINANCIAL ASSETS

Generally, the Group does not acquire financial assets for the purpose of selling in the short-term. When the Group enters into derivative contracts, these transactions are designed to reduce exposures relating to assets and liabilities, firm commitments or anticipated transactions.

DERIVATIVE FINANCIAL INSTRUMENTS

The Group enters into derivative financial instruments to manage its exposure to interest rate and foreign exchange rate risks.

NON-CASH FINANCING AND INVESTING ACTIVITIES

Included in the movement of other financial assets are non-cash transactions of $3.8 million (2025: $16.4 million) for loans to Franchisees.

IMPAIRMENT OF FINANCIAL ASSETS

A forward looking ECL review is required for: debt instruments measured at amortised cost or held at fair value through other comprehensive income, loan commitments and financial guarantees not measured at fair value through profit or loss; lease receivables and trade receivables that give rise to an unconditional right to consideration.

As permitted by AASB 9, the Group applies the 'simplified approach' to trade receivable balances and the 'general approach' to all other financial assets (refer to note 13). The general approach incorporates a review for any significant increase in counterparty credit risk since inception. The ECL reviews include assumptions about the risk of default and expected loss rates.

FINANCIAL ASSETS	2026 $'000	2025 $'000
Current		
Loans to franchisees	**27,081**	33,592
Foreign exchange forward contracts	**1,790**	–
Interest rate swaps	**2,998**	2,024
Total current financial assets	**31,869**	35,616
Non-current		
Loans to franchisees	**40,014**	62,992
Allowance for doubtful loans	**(11,737)**	(1,090)
Interest rate swaps	**1,858**	2,638
Other	**2,179**	730
Long-term store rental security deposits	**21,136**	29,958
Total non-current financial assets	**53,450**	95,228
Current	**31,869**	35,616
Non-current	**53,450**	95,228
Total financial assets	**85,319**	130,844

IMPAIRMENT

Before providing any new loans to franchisees, the Group reviews the potential franchisee's credit quality, which is determined by reviewing a business plan and the projected future cash flows for that store, to ensure the franchisee is able to meet its interest repayments on the loan. On average, the interest charged was 8.45% (2025: 8.0%) in Australia and New Zealand, the average interest charged in France is 6.0% (2025: 6.0%), in the Netherlands is 6.5% (2025: 6.5%), in Germany is 5.0% (2025: 5.0%) and the average interest charged in Japan is 5.0% (2025: 5.0%).

The Group applies the 'general approach' to measuring expected credit losses on franchisee loans. A lifetime expected credit loss allowance is recognised where there has been a significant increase in credit risk since initial recognition. Where there has not been a significant increase in credit risk, a 12-month expected credit loss allowance is recognised.

The assessment incorporates forward-looking information and assumptions regarding the probability of default, expected recoveries and resulting loss rates.

	2026 $'000	2025 $'000
Franchisee loans	**67,095**	96,584
Allowance for doubtful loans	**(11,737)**	(1,090)
	55,358	95,494

	2026 $'000	2025 $'000
Movement in loss allowance		
Balance at the beginning of the year	**1,090**	1,664
Net remeasurement of loss allowance	**11,229**	(598)
Amounts written off as uncollectible	**(449)**	(177)
Effect of foreign currency	**(133)**	201
Balance at the end of the year	**11,737**	1,090

23 FINANCIAL LIABILITIES

ESTIMATES AND JUDGEMENTS

FINANCIAL LIABILITIES	2026 $'000	2025 $'000
Current		
Foreign exchange contracts	**970**	1,760
Security deposits	**7,203**	13,144
Other	**541**	1,469
Total current financial liabilities	**8,714**	16,373
Non-current		
Total non-current financial liabilities	**–**	–
Current	**8,714**	16,373
Non-current	**–**	–
Total financial liabilities	**8,714**	16,373

FAIR VALUE OF DERIVATIVES AND OTHER FINANCIAL INSTRUMENTS

As described in note 24, management uses their judgement in selecting an appropriate valuation technique for financial instruments not quoted in an active market. Valuation techniques commonly used by market practitioners are applied. For derivative financial instruments, assumptions are made based on quoted market rates adjusted for specific features of the instrument. Other financial instruments are valued using a discounted cash flow analysis based on assumptions supported, where possible, by observable market prices or rates. Details of assumptions are provided in note 24.

24 FINANCIAL RISK MANAGEMENT

CAPITAL RISK MANAGEMENT

The Group manages its capital to ensure that it will be able to continue as a going concern, while maximising the return to stakeholders through optimisation of the debt and equity balances.

The capital structure of the Group consists of net debt, which includes borrowings, cash and cash equivalents and equity attributable to equity holders of the parent, comprising issued capital, reserves, retained earnings and non-controlling interest.

The Group operates globally, primarily through subsidiary companies established in the markets in which the Group trades, these companies are not subject to externally imposed capital requirements.

Operating cash flows are used to maintain and expand the Group's assets, as well as to make routine outflows of tax, dividends and repayment of maturing debt. The Group policy is to control borrowing centrally; using a variety of capital market issues and borrowing facilities, to meet anticipated funding requirements.

The Group's management and board of directors review the capital structure formally on an annual basis. The board of directors consider the cost of capital and associated risk. Based on recommendations from management and the board of directors, the Group will balance its overall capital structure through payment of dividends, new share issues and issue or redemption of debt.

GEARING RATIO

The gearing ratio at the end of the reporting period was as follows:

	2026 $'000	2025 $'000
Debt[i]	**623,031**	869,835
Cash and cash equivalent	**(131,028)**	(153,499)
Net debt	**492,003**	716,336
Equity[ii]	**457,250**	663,087
Net debt to equity ratio	**107.6%**	108.0%

(i) Debt is defined as long-term and short-term borrowings, as detailed in note 21.
(ii) Equity includes all capital and reserves that are managed as capital.

The categories of financial assets and liabilities are outlined below:

			2026		2025	
FINANCIAL ASSETS	CLASSIFICATION	NOTE	INTEREST RATE %[i]	$'000	INTEREST RATE %[i]	$'000
Trade and other receivables	Amortised cost	13	**–**	**120,189**	–	155,854
Loans receivable	Amortised cost	22	**6.34**	**55,358**	5.87	95,494
Other financial assets	Amortised cost	22	**–**	**2,179**	–	730
Deposits	Amortised cost	22	**–**	**21,136**	–	29,958
Investment in lease assets	Amortised cost	11	**2.11**	**313,146**	1.80	389,689
Interest rate swaps	Derivative financial instrument	22	**–**	**4,856**	–	4,662
Forward exchange contracts	Derivative financial instrument	22	**–**	**1,790**	–	–

FINANCIAL LIABILITIES	CLASSIFICATION	NOTE	2026 INTEREST RATE %(i)	2026 $'000	2025 INTEREST RATE %(i)	2025 $'000
Trade and other payables	Amortised cost	14	**–**	**275,424**	–	317,891
Other financial liabilities	Amortised cost	23	**–**	**7,744**	–	14,613
Bank loans	Amortised cost	21	**2.35**	**626,811**	2.66	869,834
Lease liabilities	Amortised cost	11	**2.17**	**502,361**	1.87	615,005
Foreign Exchange Contract	Derivative financial instrument	23	**–**	**970**	–	1,760

(i) Interest rates represent the weighted average effective interest rate.

FINANCIAL RISK MANAGEMENT

Group treasury co-ordinates access to financial markets, monitors and manages the financial risks relating to the operations of the Group in line with its policies. These risks include;

- Liquidity risk
- Market risk, including foreign currency, interest rate and commodity price risk; and
- Credit risk

The Group seeks to manage and minimise its exposure to these financial risks by using derivative financial instruments to hedge the risk, governed by the approved Group policies, which provides written principles on foreign exchange risk, interest rate risk, credit risk and the use of derivatives and investment of excess liquidity. Compliance with policies and exposure limits are reviewed by the board of directors. The Group does not enter into or trade financial instruments, including derivative instruments, for speculative purposes.

LIQUIDITY RISK

NATURE OF THE RISK

The Group manages liquidity risk by maintaining adequate reserves, banking facilities and reserve borrowing facilities, continuously monitoring forecast and actual cash flows, and matching the maturity profiles of financial assets and liabilities. Ultimate responsibility for liquidity risk management rests with the board of directors, which has established an appropriate liquidity management framework for the management of the Group's short, medium and long-term funding and liquidity management requirements.

24 FINANCIAL RISK MANAGEMENT (CONTINUED)

FINANCING FACILITIES

	2026 $'000	2025 $'000
Unsecured bank overdraft, reviewed annually and payable at call:		
Amount used	–	–
Amount unused	5,457	5,781
	5,457	5,781
Committed commercial bill facility:		
Amount used	616,948	857,395
Amount unused[(i)]	331,734	285,743
	948,682	1,143,138
Uncommitted facilities, at call:		
Amount used	6,084	12,439
Amount unused	4,717	265
	10,801	12,704
Total used facilities		
Floating rate borrowings	272,879	424,076
Fixed rate borrowings	350,153	445,758
	623,032	869,834

(i) During FY26, the Group refinanced its existing multi-currency debt facilities. As part of the refinancing, the Group repaid $258.1 million of AUD, EUR and JPY-denominated borrowings. Total committed facilities have decreased by $217.2 million, from $1.14 billion to $0.93 billion.

The refinanced facilities provide a staggered maturity profile, extending the Group's weighted-average debt tenor to 4.5 years, with the first facility maturity falling on 1 August 2028. In conjunction with the refinancing, the Group negotiated improved pricing, resulting in lower interest margins across the renewed facilities.

Borrowings continue to be subject to variable interest rates. The Group has retained its existing interest rate swap contracts to manage exposure to interest rate volatility.

Transaction costs of $3.6 million were incurred in establishing the refinanced facilities. These costs were capitalised against the relevant borrowings and are being amortised over the term of the facilities.

MATURITY OF FINANCIAL ASSETS AND LIABILITIES

The following tables analyse the Group's financial assets and liabilities, including net and gross settled financial instruments, into relevant maturity periods based on the remaining period at the reporting date to the contractual maturity date. The amounts disclosed in the table are contractual undiscounted cash flows and hence will not necessarily reconcile with the amounts disclosed in the balance sheet.

Expected future interest payments on loans and borrowings exclude accruals already recognised in trade and other payables.

For foreign exchange derivatives and cross-currency interest rate swaps, the amounts disclosed are the gross contractual cash flows to be paid.

For interest rate swaps, the cash flows are the net amounts to be paid at each quarter, excluding accruals included in trade and other payables, and have been estimated using forward interest rates applicable at the reporting date.

	LESS THAN 1 YEAR $'000	1–5 YEARS $'000	MORE THAN 5 YEARS $'000
28 June 2026			
Financial assets			
Trade and other receivables	**120,189**	**–**	**–**
Interest rate swap	**2,998**	**1,858**	**–**
Loans receivable	**27,081**	**28,277**	**–**
Cash and cash equivalents	**131,028**	**–**	**–**
Other financial assets	**–**	**2,179**	**–**
Investment in lease assets	**80,100**	**206,169**	**51,335**
Deposits	**–**	**21,136**	**–**
Forward exchange contracts	**1,790**	**–**	**–**
Financial liabilities			
Trade and other payables	**(275,424)**	**–**	**–**
Foreign exchange contracts	**(970)**	**–**	**–**
Bank loans	**(6,084)**	**(620,727)**	**–**
Lease liabilities	**(135,561)**	**(319,368)**	**(91,423)**
Other financial liabilities	**(7,744)**	**–**	**–**
29 June 2025			
Financial assets			
Trade and other receivables	155,854	–	–
Interest rate swap	2,024	2,638	–
Loans receivable	33,592	61,902	–
Cash and cash equivalents	153,499	–	–
Other financial assets	–	730	–
Investment in lease assets	88,951	253,928	77,160
Deposits	–	29,958	–
Financial liabilities			
Trade and other payables	(317,891)	–	–
Foreign exchange contracts	(1,760)	–	–
Bank loans	(12,439)	(857,395)	–
Lease liability	(154,396)	(385,278)	(120,901)
Other financial liabilities	(14,609)	–	–

24 FINANCIAL RISK MANAGEMENT (CONTINUED)

The following table details the Group's liquidity analysis for its derivative financial instruments. The table has been drawn up based on the undiscounted contractual net cash inflows and outflows on derivative instruments that settle on a net basis, and the undiscounted gross inflows and outflows on those derivatives that require gross settlement. When the amount payable or receivable is not fixed, the amount disclosed has been determined by reference to the projected interest rates as illustrated by the yield curves at the end of the reporting period.

2026	LESS THAN 1 MONTH $'000	1–3 MONTHS $'000	3 MONTHS TO 1 YEAR $'000	1–5 YEARS $'000
Net Settled				
Interest rate swaps	**–**	**–**	**2,998**	**1,858**
Gross Settled				
Forward foreign exchange contracts – Inflow	**4,319**	**21,345**	**45,492**	**–**
Forward foreign exchange contracts – Outflow	**(4,026)**	**(20,528)**	**(44,841)**	**–**
	293	**817**	**651**	**–**

2025	LESS THAN 1 MONTH $'000	1–3 MONTHS $'000	3 MONTHS TO 1 YEAR $'000	1–5 YEARS $'000
Net Settled				
Interest rate swaps	–	(419)	2,443	2,638
Gross Settled				
Forward foreign exchange contracts – Inflow	10,932	26,196	72,954	–
Forward foreign exchange contracts – Outflow	(10,777)	(25,992)	(75,073)	–
	155	204	(2,119)	–

MARKET RISK

NATURE OF FOREIGN CURRENCY RISK

The Group enters into a variety of derivative and non-derivative financial instruments to manage its exposure to interest rate and foreign currency risk, including;

- Interest rate swaps to mitigate risk of rising interest rates
- Cross currency interest rate swaps to mitigate rising interest rates and foreign exchange fluctuations
- Debt to manage currency risk
- Forward foreign exchange contracts to hedge the exchange rate risk of purchases

EXPOSURE

Set out below is the Group's exposure to foreign currencies prior to hedging, with exposure to the Polish zloty determined to be insignificant.

	ASSETS		LIABILITIES	
	2026 $'000	2025 $'000	2026 $'000	2025 $'000
New Zealand Dollar	**17,354**	23,414	**(12,670)**	(18,190)
Euro	**88,083**	107,513	**(81,834)**	(107,735)
Japanese Yen	**86,053**	115,651	**(343,831)**	(522,436)
Taiwan Dollar	**12,931**	14,610	**(12,590)**	(15,870)
Malaysian Ringgit	**15,847**	20,738	**(19,975)**	(21,017)
Singapore Dollar	**5,332**	7,346	**(4,539)**	(6,921)
United States Dollar	**1,057**	358	**(2,595)**	(2,167)

SENSITIVITY TO FOREIGN EXCHANGE MOVEMENTS

The sensitivity analysis below shows the impact that a reasonable possible change in foreign exchange rates over a financial year would have on profit after tax and equity, based solely on the Group's foreign exchange rate exposure existing at the balance sheet date. The Group has used the observed range of actual historical rates for the preceding five-year period, with a heavier weighting placed on recently observed market data, in determining reasonable possible exchange movements to be used for the current year's sensitivity analysis. Past movements are not necessarily indicative of future movements.

The following exchange rates have been used in performing the sensitivity analysis:

	EURO	JPY	NZD	TWD	MYR	SGD	USD
Actual 2026	**0.61**	**111.38**	**1.22**	**21.95**	**2.83**	**0.89**	**0.69**
+ 10%	**0.67**	**122.52**	**1.34**	**24.15**	**3.11**	**0.98**	**0.76**
– 10%	**0.55**	**100.24**	**1.10**	**19.76**	**2.54**	**0.80**	**0.62**
Actual 2025	0.56	94.5	1.08	18.85	2.77	0.83	0.65
+ 10%	0.62	103.95	1.19	20.74	3.04	0.92	0.72
– 10%	0.50	85.05	0.97	16.97	2.49	0.75	0.59

The Group's exposure to changes in market interest rates relates primarily to the Group's debt obligations that have floating interest rates.

The impact on profit and equity is estimated by relating the hypothetical changes in the NZ Dollar, Japanese Yen, Euro, New Taiwan Dollar, Malaysian Ringgit, Singapore Dollar and United States Dollar exchange rate to the balance of financial instruments at the reporting date. Foreign currency risks, as defined by AASB 7 Financial Instruments: disclosure, arise on account of the financial instruments being denominated in a currency that is not the functional currency in which the financial instruments are measured.

Differences from the translation of the financial statements into the Group's presentation currency are not taken into consideration in the sensitivity analysis. The results of the foreign exchange rate sensitivity analysis are driven by three main factors, as outlined below:

- The impact of applying the above foreign exchange movements to financial instruments that are not in hedge relationships will be recognised directly in profit or loss;
- To the extent that the foreign currency denominated derivatives on balance sheet form part of an effective cash flow hedge relationship, any fair value movements caused by applying the above sensitivity movements will be deferred in equity and will not affect profit or loss; and
- Movements in financial instruments forming part of an effective fair value hedge relationship will be recognised in profit or loss. However, as a corresponding entry will be recognised for the hedged item, the net effect on profit or loss will be nil.

The below table details the impact of the Group's other equity had there been a movement in the NZ dollar, Japanese Yen, Euro, Malaysian Ringgit, Singapore Dollar and United States Dollar with all other variables held constant. The impact of a change in FX rates on the Group's profit/(loss) would have an insignificant impact to the Group.

	TOTAL IMPACT	
	2026 $'000	**2025 $'000**
Other equity		
If there was a 10% increase in exchange rates with all other variables held constant	**26,855**	33,766
If there was a 10% decrease in exchange rates with all other variables held constant	**(32,823)**	(41,269)

FOREIGN CURRENCY RISK MANAGEMENT

The hedging function of the Group is to address foreign currency risk and is managed centrally. The Group requires all subsidiaries to hedge foreign exchange exposures for firm commitments relating to sale or purchases or when highly probable forecast transactions have been identified. Before hedging, the subsidiaries are also required to take into account their competitive position. The hedging instrument must be in the same currency as the hedged item.

The objective of the Group's policy on foreign exchange hedging is to protect the Group from adverse currency fluctuations.

24 FINANCIAL RISK MANAGEMENT (CONTINUED)

NATURE OF INTEREST RATE RISK

INTEREST RATE RISK MANAGEMENT

The risk is managed by the Group by maintaining an appropriate mix between fixed and floating rate borrowings, and by the use of interest rate swaps. Hedging activities are evaluated regularly to align with interest rate views and defined risk appetite, ensuring the most cost-effective hedging strategies are applied.

From a Group perspective, any internal contracts are eliminated as part of the consolidation process, leaving only external contracts.

SENSITIVITY TO INTEREST RATE MOVEMENTS

The following sensitivity analysis shows the impact that a reasonable possible change in interest rates would have on Group profit after tax and equity. The impact is determined by assessing the effect that such a reasonable possible change in interest rates would have had on the interest income/(expense) and the impact on financial instrument fair values. This sensitivity is based on reasonable possible changes over a financial year, determined using observed historical interest rate movements of the preceding five-year period, with a heavier weighting given to more recent market data.

If interest rates had moved by 100 basis points and with all other variables held constant, profit before tax and equity would be affected as follows:

	IMPACT ON PROFIT/(LOSS) BEFORE TAX	
	2026 $'000	2025 $'000
Interest rates – increase by 100 basis points	**(4,723)**	(5,483)
Interest rates – decrease by 100 basis points	**4,869**	5,442

EXPOSURE

As at the balance sheet date, the Group had financial assets and liabilities with exposure to interest rate risk. Interest on financial instruments classified as floating rate, is repriced at intervals of less than one year. Interest on financial instruments, classified as fixed rate, is fixed until maturity of the instrument. The classification between fixed and floating interest takes into account applicable hedge instruments. Other financial instruments of the Group that are not included in the following table are non-interest bearing and are therefore not subject to interest rate risk.

FAIR VALUE OF FINANCIAL INSTRUMENTS

The carrying amounts and estimated fair values of all Group's financial instruments recognised in the financial statements are materially the same.

The methods and assumptions used to estimate the fair value of financial instruments are as follows:

OTHER FINANCIAL ASSETS/LIABILITIES

Loans and other receivables that have fixed or determinable payments that are not quoted in an active market are classified as 'Other financial Assets'. Loans are measured at amortised cost using the effective interest method less impairment. Interest income is recognised by applying the effective interest rate.

DERIVATIVES

The Group enters into derivative financial instruments with various counterparties, principally financial institutions with investment grade credit ratings. Foreign exchange forward contracts, interest rate swap contracts and cross-currency interest rate swaps are all valued using forward pricing techniques. This includes the use of market observable inputs, such as foreign exchange spot and forward rates, yield curves of the respective currencies, interest rate curves and forward rate curves of the underlying commodity. Accordingly, these derivatives are classified as Level 2.

INTEREST BEARING LOANS AND BORROWINGS

Quoted market prices or dealer quotes for similar instruments are used to value long-term (greater than one year) debt instruments.

VALUATION OF FINANCIAL INSTRUMENTS

For all fair value measurements and disclosures, the Group uses the following to categorise the method used:

- Level 1: the fair value is calculated using quoted prices in active markets.
- Level 2: the fair value is estimated using inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly (as prices) or indirectly (derived from prices).
- Level 3: the fair value is estimated using inputs for the asset or liability that are not based on observable market data.

The following table presents the Group's assets and liabilities measured and recognised at fair value at the reporting date.

28 June 2026	LEVEL 1 $'000	LEVEL 2 $'000	LEVEL 3 $'000	TOTAL $'000
Recurring fair value measurements				
Financial assets				
Foreign exchange contracts	–	1,790	–	1,790
Interest rate swaps	–	4,856	–	4,856
Total financial assets	**–**	**6,646**	**–**	**6,646**
Financial liabilities				
Foreign exchange contracts	–	970	–	970
Total financial liabilities	**–**	**970**	**–**	**970**

29 June 2025	LEVEL 1 $'000	LEVEL 2 $'000	LEVEL 3 $'000	TOTAL $'000
Recurring fair value measurements				
Financial assets				
Interest rate swaps	–	4,662	–	4,662
Total financial assets	**–**	**4,662**	**–**	**4,662**
Financial liabilities				
Foreign exchange contracts	–	1,760	–	1,760
Total financial liabilities	**–**	**1,760**	**–**	**1,760**

There have been no transfers between Level 1 and Level 2.

VALUATION TECHNIQUES USED TO DERIVE LEVEL 2 AND 3 FAIR VALUES

The fair values of the financial assets and financial liabilities included in the level 2 and 3 categories above have been determined in accordance with generally accepted pricing models based on a discounted cash flow analysis, with the most significant inputs being the discount rate that reflects the credit risk of counterparties and long-term revenue and profit growth rates.

The level 2 financial instruments have been valued using the discounted cash flow technique. Future cash flows are estimated based on forward interest rates (from observable yield curves at the end of the reporting period) and contract interest rates, discounted at a rate that reflects the credit risk of various counterparties.

24 FINANCIAL RISK MANAGEMENT (CONTINUED)

Specific valuation techniques used to value level 3 financial instruments include:

HEDGING

The Group holds the following hedging instruments:

FORWARD EXCHANGE CONTRACTS

Contracts denominated in US dollar to hedge highly probable sale and purchase transactions (cash flow hedges).

INTEREST RATE SWAPS

To optimise the Group's exposure to fixed and floating interest rates arising from borrowings. These hedges incorporate cash hedges, which fix future interest payments, and fair value hedges, which reduce the Group's exposure to changes in the value of its assets and liabilities arising from interest rate movements

CROSS-CURRENCY INTEREST RATE SWAPS

To either reduce the Group's exposure to exchange rate variability in its interest repayments of foreign currency denominated debt (cash flow hedges) or to hedge against movements in the fair value of those liabilities due to exchange and interest rate movements (fair value hedges). The borrowing margin on the Group's cross-currency interest rate swap has been treated as a cost of hedging and deferred into equity. These costs are then amortised to the profit and loss as a finance cost over the remaining life of the borrowing.

CASH FLOW HEDGES

The effective portion of changes in the fair value of derivatives and other qualifying hedging instruments that are designated and qualify as cash flow hedges is recognised in other comprehensive income and accumulated under the heading of cash flow hedging reserve, limited to the cumulative change in fair value of the hedged item from inception of the hedge. The gain or loss relating to the ineffective portion is recognised immediately in the profit or loss.

The Group discontinues hedge accounting only when the hedging relationship (or a part thereof) ceases to meet the qualifying criteria. This includes instances when the hedging instrument expires or is sold, terminated or exercised. The discontinuation is accounted for prospectively. Any gain or loss recognised in other comprehensive income and accumulated in equity at that time remains in equity and is recognised when the forecast transaction is ultimately recognised in profit or loss. When a forecast transaction is no longer expected to occur the gain or loss accumulated in equity is recognised immediately in profit or loss.

The Group uses cash flow hedges to mitigate the risk of variability of future cash flows attributable to foreign currency fluctuations over the hedging period associated with foreign currency borrowings and ongoing business activities, predominantly where there are highly probable purchases or settlement commitments in foreign currencies. The Group also uses cash flow hedges to hedge variability in cash flows due to interest rates associated with borrowings.

At 28 June 2026 the Group have interest rate swap agreements in place with a notional amount of ¥11 billion whereby the Group receives a variable rate of interest of TIBOR +0% and pay interest at a rate equal to 0.526% on the notional amount. The swap is being used to hedge the exposure to changes in the fair value of its fixed rate secured loans.

At 28 June 2026 the Group have interest rate swap agreements in place with a notional amount of ¥10 billion whereby the Group receives a variable rate of interest of TIBOR + 0% and pays interest at a rate equal to 0.17% on the notional amount. The swap is being used to hedge the exposure to changes in the fair value of its fixed rate secured loans.

Under interest rate swap contracts, the Group agrees to exchange the difference between fixed and floating rate interest amounts calculated on agreed notional principal amounts. Such contracts enable the Group to mitigate the risk of changing interest rates on the fair value of issued fixed rate debt held and the cash flow exposures on the issued variable rate debt held. The fair value of interest rate swaps at the reporting date is determined by discounting the future cash flows using the curves at the reporting date and the credit risk inherent in the contract, and is disclosed below. The average interest rate is based on the outstanding balances at the end of the financial year.

As the critical terms of the interest rate swap contracts and their corresponding hedged items are the same, the Group performs a qualitative assessment of effectiveness and it is expected that the value of the interest rate swap contracts and the value of the corresponding hedged items will systematically change in opposite direction in response to movements in the underlying interest rates. The main source of hedge ineffectiveness in these hedge relationships is the effect of the counterparty and the Group's own credit risk on the fair value of the interest rate swap contracts, which is not reflected in the fair value of the hedged item attributable to the change in interest rates. No other sources of ineffectiveness emerged from these hedging relationships.

The impact of the hedging instruments on the statement of financial position as at 28 June 2026 is, as follows:

	2026		2025	
	AUD $'000	JPY ¥'000	AUD $'000	JPY ¥'000
Interest Rate Swap				
Notional Amount(1)	**89,783**	**10,000,000**	105,820	10,000,000
Notional Amount(2)	**98,761**	**11,000,000**	116,402	11,000,000
Change in intrinsic value of outstanding hedging instrument since 30 June 2025 (AUD)	**(1,437)**	**–**	(1,243)	–
Change in value of hedged item used to determine hedge effectiveness (AUD)	**4,856**	**–**	4,662	–

(1) Interest rate swap has an expiration date of 24 August 2028

(2) Interest rate swap has an expiration date of 25 November 2027

The line item in the statement of financial position which is impacted by the hedging instrument is current financial liabilities.

Amounts recognised in equity are transferred to income statement when the hedged transaction affects profit or loss, such as when hedged income or expenses are recognised or when a forecast sale occurs or the asset is consumed. When the hedged item is the cost of a non-financial asset or liability, the amounts taken to equity are transferred to the initial carrying amount of the non-financial asset or liability.

If the forecast transaction is no longer expected to occur, amounts previously recognised in equity are transferred to the income statement. If the hedging instrument expires or is sold, terminated or exercised without replacement or roll over, or if its designation as a hedge is revoked, amounts previously recognised in equity remain in equity until the forecast transaction occurs.

HEDGES OF NET INVESTMENT IN FOREIGN OPERATIONS

Hedges of net investments in foreign operations are accounted for similarly to cash flow hedges. Any gain or loss on the hedging instrument relating to the effective portion of the hedge is recognised in Other Comprehensive Income and accumulated under the heading of foreign currency transaction reserve. The gain or loss relating to the ineffective portion is recognised immediately in profit or loss.

Gains and losses on the hedging instrument relating to the effective portion of the hedge accumulated in the foreign currency translation reserve are reclassified to profit or loss on the disposal or partial disposal of the foreign operations.

Included in borrowings at 28 June 2026 is borrowings of $298.5 million, which has been designated as hedge of the net investments in the Group's European subsidiaries and $41.5 million, which has been designated as a hedge of the net investments in the Group's Taiwanese subsidiaries. The Taiwanese hedge relationship remained effective throughout the financial year and, accordingly, there was no impact on profit or loss from the cessation of hedge accounting. Following the reduction in the carrying value of the underlying net investment at year end, hedge accounting will no longer be applied to the relevant portion of the loan. Subsequent foreign exchange movements on this portion of the loan will therefore be recognised in profit or loss. These borrowings are being used to hedge the Group's exposure to the foreign exchange risk on these investments.

There are economic relationships between the hedged items and the hedging instruments as the net investment creates a transaction risk that will match the foreign exchange risk on the Euro and Taiwanese dollar borrowings. The Group has established a hedge ratio of 1:1 as the underlying risk of the hedging instruments are identical to the hedged risk component. The hedge ineffectiveness will arise when the amount of the subsidiary become lower than the amount of the fixed rate borrowing.

24 FINANCIAL RISK MANAGEMENT (CONTINUED)

The impact of the hedging instruments on the statement of financial position is, as follows:

	2026 $'000	2025 $'000
Hedge of Net Investment in Foreign Operations		
Notional amount (EURO)	**197,487**	180,867
Carrying amount (AUD)	**325,939**	323,149
Change in intrinsic value of outstanding hedging instrument since 30 June 2024 (AUD)	**23,582**	(31,241)
Change in value of hedged item used to determine hedge effectiveness (AUD)	**(23,582)**	31,241
Notional amount (TWD)	**910,000**	910,000
Carrying amount (AUD)	**41,458**	48,276
Change in intrinsic value of outstanding hedging instrument since 30 June 2024 (AUD)	**6,818**	(5,950)
Change in value of hedged item used to determine hedge effectiveness (AUD)	**(6,818)**	5,950

HEDGING RESERVES

The Group's hedging reserves are disclosed in note 17.

CREDIT RISK

NATURE OF CREDIT RISK

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument or customer contract that will result in a financial loss to the Group. The Group is exposed to credit risk from its operating activities (primarily from customer receivables and from its financing activities, including deposits with financial institutions, foreign exchange transactions and other financial instruments).

CREDIT RISK MANAGEMENT: RECEIVABLES & LOANS

Customer credit risk is managed by each division subject to established policies, procedures and controls relating to customer credit risk management. The Group trades with recognised well-established franchisees. Depending on the division, credit terms for receivables are generally up to 30 days from date of invoice. Loan payments are received weekly in advance. The Group's exposure to bad debts is not significant and default rates have historically been very low on both receivables and loans.

Franchisees and customers who trade on credit terms are subject to credit verification procedures, including an assessment of financial position, past experience and industry reputation. In addition, receivable balances are monitored on an ongoing basis with the result that the Group's exposure to bad debts is not significant. In the event that a loan defaults, the Group seeks to purchase and operate the store as a corporate store.

The credit quality of trade receivables and loans has been assessed as high based on information on counterparty and historical counter party default. The carrying value of the Group's trade, other receivables and loans are denominated in Australian dollars, NZ dollars, Japanese Yen, Euro, New Taiwan Dollar, Malaysian Ringgit, Singaporean Dollar and the United States Dollar.

EXPOSURE

The Group's maximum credit exposure to current receivables, finance advances and loans are shown below:

	2026 $'000	2025 $'000
ANZ	**62,522**	76,713
Europe	**51,220**	75,440
Japan	**59,679**	87,255
Taiwan	**9,228**	8,687
Malaysia	**4,242**	3,852
Singapore	**334**	451
Cambodia	**59**	40
Total	**187,284**	252,438

CREDIT RISK MANAGEMENT: FINANCIAL INSTRUMENTS AND CASH DEPOSITS

Credit risk from balances with banks and financial institutions is managed by the Group in accordance with the Board-approved policy. Investments of surplus funds are made only with approved counterparties.

The carrying amount of financial assets represents the maximum credit exposure. There is also exposure to credit risk when the Group provides a guarantee to another party. Details of contingent liabilities are disclosed in note 28. There are no significant concentrations of credit risk within the Group.

OFFSETTING FINANCIAL INSTRUMENTS

The Group presents its derivative assets and liabilities on a gross basis. Derivative financial instruments entered into by the Group are subject to enforceable master netting arrangements, such as International Swaps and Derivatives Association (ISDA) master netting agreements. In certain circumstances, for example, when a credit event such as a default occurs, all outstanding transactions under ISDA agreements are terminated, the termination value is assessed and only a single net amount is payable in settlement of all transactions.

The amounts set out in note 22 and 23 represent the derivative financial assets and liabilities of the Group, that are subject to the above arrangements and are presented on a gross basis.

GROUP STRUCTURE

Group structure explains aspects of the Group structure and how changes have affected the financial position and performance of the Group.

25 SUBSIDIARIES

Details of the Company's subsidiaries at 28 June 2026 are as follows:

NAME OF ENTITY	PLACE OF INCORPORATION & OPERATION	FUNCTIONAL CURRENCY	PROPORTION OF OWNERSHIP & VOTING POWER HELD	
			2026 %	2025 %
Hot Cell Pty Ltd[i]	Australia	AUD	**100**	100
Silvio's Dial-a-Pizza Pty Ltd[i]	Australia	AUD	**100**	100
Impressu Print Group Pty Ltd[i][ii]	Australia	AUD	**–**	100
Catering S & S Holdings Pty Ltd[i]	Australia	AUD	**100**	100
Domino's Pizza Enterprises Ltd Employee Share Trust	Australia	AUD	**100**	100
Construction, Supply & Service Pty Ltd[i]	Australia	AUD	**100**	100
Ride Sports ANZ Pty Ltd[i]	Australia	AUD	**100**	100
Domino's Pizza New Zealand Limited	New Zealand	NZD	**100**	100
DPH NZ Holdings Limited	New Zealand	NZD	**100**	100
Domino's Pizza Japan, Inc.	Japan	JPY	**100**	100
Domino's Pizza Europe B.V.	The Netherlands	EUR	**100**	100
Domino's Pizza Netherlands B.V.	The Netherlands	EUR	**100**	100
DOPI Vastgoed B.V.	The Netherlands	EUR	**100**	100
Domino's Pizza Geo B.V.	The Netherlands	EUR	**50**	50
N4N B.V.	The Netherlands	EUR	**50**	50
Domino's Pizza Belgium S.P.R.L	Belgium	EUR	**100**	100
Daytona Holdco Limited (UK)	UK	EUR	**100**	100
Ausmark ApS[ii]	Denmark	DKK	**–**	100
Daytona Germany GmbH	Germany	EUR	**100**	100
Domino's Pizza Deutschland GmbH	Germany	EUR	**100**	100
DPEU Holdings S.A.S.	France	EUR	**100**	100
Domino's Pizza France S.A.S.	France	EUR	**100**	100
HVM Pizza S.A.R.L.	France	EUR	**100**	100
Fra-Ma-Pizz S.A.S.	France	EUR	**100**	100
Pizza Centre France S.A.S.	France	EUR	**100**	100
DPE Global Support Centre Poland sp.zo.o	Poland	PLN	**100**	100
DPE Shared Services Sdn Bhd	Malaysia	MYR	**100**	100
Groupe AVB S.A.S.	France	EUR	**100**	100
PizzaVest Co., Ltd	Taiwan	TWD	**100**	100
Dommal Food Services Sdn Bhd	Malaysia	MYR	**100**	100
Domino's Pizza Singapore Pte Ltd	Singapore	SGD	**100**	100
D. Pizza Co., Ltd	Cambodia	USD	**100**	100

(i) This entity is a member of the tax-consolidated group where Domino's Pizza Enterprises Limited is the head entity within the tax-consolidated group.

(ii) Entities have been liquidated or sold in the period.

26 PARENT ENTITY INFORMATION

PARENT ENTITIES

The parent entity and the ultimate parent entity in the Consolidated entity is Domino's Pizza Enterprises Limited.

FINANCIAL POSITION

	2026 $'000	2025 $'000
Assets		
Current assets	**178,829**	220,470
Non-current assets	**786,745**	902,454
Total assets	**965,574**	1,122,924
Liabilities		
Current liabilities	**168,009**	242,990
Non-current liabilities	**477,870**	554,386
Total liabilities	**645,879**	797,376
Equity		
Issued capital	**622,015**	617,166
Retained earnings	**(225,024)**	(212,640)
Reserves		
Equity-settled share-based benefits	**(80,017)**	(81,778)
Cashflow hedge reserve	**2,720**	2,800
Total equity	**319,695**	325,548
FINANCIAL PERFORMANCE		
(Loss)/Profit for the year	**31,567**	(7,287)
Other comprehensive income	**1,681**	(1,511)
Total comprehensive income	**33,248**	(8,798)

TAX CONSOLIDATED GROUP

The Company and all its wholly-owned Australian resident entities are part of a tax consolidated group under Australian taxation law. Domino's Pizza Enterprises Limited is the head entity in the tax-consolidated group. Tax expense/income, deferred tax liabilities and deferred tax assets arising from temporary differences of the members of the tax-consolidated group are recognised in the separate financial statements of the members of the tax-consolidated group using the 'separate taxpayer within group approach' by reference to the carrying amounts in the separate financial statements of each entity and the tax values applying under tax consolidation. Current tax liabilities and assets and deferred tax assets arising from unused tax losses and relevant tax credits of the members of the tax-consolidated group are recognised by the Company (as head entity in the tax-consolidated group).

The entities in the tax-consolidated group have not entered into a tax sharing agreement or tax funding agreement. Income tax liabilities payable to the tax authorities in respect of the tax-consolidated group are recognised in the financial statements of the parent entity.

A tax-consolidated group was formed with effect from 1 July 2003 and is therefore taxed as a single entity from that date. The head entity within the tax-consolidated group is Domino's Pizza Enterprises Limited. The members of the tax-consolidated group are identified at note 25.

CONTINGENT LIABILITIES OF THE PARENT ENTITY

Guarantees are provided to third party financial institutions in relation to franchisee loans. The amount disclosed as a contingent liability represents the amounts guaranteed in respect of franchisees that would not, without the guarantee, have been granted the loans. The directors believe that if the guarantees are ever called on, the Company will be able to recover the amounts paid upon disposal of the stores. Refer to note 28 for further information regarding the contingent liabilities of the parent entity.

26 PARENT ENTITY INFORMATION (CONTINUED)

UNRECOGNISED ITEMS

Unrecognised items provides information about items that are not recognised in the financial statements but could potentially have a significant impact on the Group's financial position and performance.

27 COMMITMENTS

The Group does not have any lease contracts that have not yet commenced as at 28 June 2026.

CAPITAL EXPENDITURE COMMITMENTS

	2026 $'000	2025 $'000
Plant and equipment	**665**	342
Total	**665**	342

28 CONTINGENT LIABILITIES

RECOGNITION AND MEASUREMENT

	2026 $'000	2025 $'000
Guarantees – franchisee loans and leases	**6,321**	5,872
Total	**6,321**	5,872

Included above are guarantees provided to third party financial institutions in relation to franchisee loans. This is a contingent liability representing the amounts guaranteed in respect of franchisees that would not, without the guarantee, have been granted the loans. The directors believe that if the guarantees are ever called on, the Company will be able to recover the amounts paid upon disposal of the stores. Included in the above are contingent liabilities of the parent entity of $4.1 million.

ESTIMATES AND JUDGEMENTS

LEGAL AND REGULATORY MATTERS

The Group operates in a number of jurisdictions with different regulatory and legal requirements. Given this complexity, management is at times required to exercise judgement in evaluating compliance with relevant laws and regulations.

SPEED RABBIT PIZZA

There are various separate French legal proceedings by a competitor, Speed Rabbit Pizza (SRP) against subsidiary, Domino's Pizza France (DPF) (the main claim) and seven SRP franchisees against DPF and the relevant DPF franchisees (the local claims). The allegations are that DPF and its franchisees breached French laws governing payment time limitations and lending, thereby giving DPF and its franchisees an unfair competitive advantage. SRP claimed significant damages for impediment of the development of its franchise network, lost royalty income from SRP franchisees and harm to SRP's image. DPF and its franchisees have denied liability and are vigorously defending the claims. On 07 July 2014, the Court at first instance handed down its decision in the main claim, as well as in five of the local claims. All of the claims of SRP and the relevant SRP franchisees were dismissed. SRP filed an appeal to these decisions in the Court of Appeal, which dismissed SRP's appeal in the main claim on 25 October 2017 and the appeal of SRP and/or SRP franchisees in five local claims on 12 December 2018. SRP then filed an appeal from the decision in the main claim and in two local claims to the Cour de Cassation i.e. France's highest court.

Main Claim

In the main claim, the Cour de Cassation handed down its judgement on 15 January 2020 which found errors of law in the Court of Appeal decision and set aside parts of the Court of Appeal's decision. On 20 December 2020, SRP filed an appeal before the referring Court of Appeal and on 22 January 2021 provided DPF with a brief of evidence including new claims for compensation of €236 million. The referring appeal was heard on 05 January 2022. On 18 May 2022, the Court of Appeal issued a decision making no findings on the allegations and appointing an independent expert whose mission is to provide a report to inform the Court on the allegations. Six meetings with the expert took place on 12 July 2022, 11 May 2023, 09 October 2023, 12 December 2023, 24 June 2024 and 17 July 2025. The expert handed down an expert's Note n°1 on 27 March 2024 and an expert's Note n°2 on 20 December 2024, as well as two notes on 24 November 2025 and 16 January 2026 about the "adjustments to the economic model". SRP subsequently revised its claim to €279 million including interest to 31 December 2024. On 12 December 2025, SRP filed a claim to replace the expert, delaying the provisional calendar set up by the Court. On 8 July 2026, the Court dismissed SRP's request to replace the expert. A revised timetable has not yet been issued.

Local Claims

In two local claims, the Cour de Cassation issued judgements on 07 July 2020 and 30 September 2020, finding errors of law and cancelling the Court of Appeal decisions. SRP initiated the referring appeals of these two local cases before the Court of Appeal of Paris in April 2022 and filed its briefs in June 2022. On 23 November 2022, the Court of Appeal appointed an independent expert whose mission is to provide a report to inform the Court on the allegations. The expert issued preliminary reports in October 2024 and final reports in February 2025 and June 2025, respectively concluding in €1K damages in one case, and €17K in the other one. On 21 January 2026, the Court of Appeal of Paris rejected a claim of SRP to interpret and extend the mission of the expert in one of the two local claims. The two claims are ongoing before the Court of Appeal. In both claims, SRP is seeking €0.3 million of judicial costs and the SRP franchisees are claiming €3 million of damages in one case and €2.3 million in the second one. The pleadings before the referring Appeal Court of Paris will take place on 16 September 2026 for one claim, and there is no pleading date yet for the other one.

A third local claim was heard by the Commercial Court of Nanterre at first instance on 15 January 2021. On 12 April 2021, the First President of the Court of Appeal of Versailles handed down a decision transferring the case to the Commercial Court of Versailles, on the request of the President of the Commercial Court of Nanterre. The case was heard by the Commercial Court of Versailles on 09 December 2022. On 03 February 2023, the Court issued a decision ordering DPF to disclose documents and appointing an independent expert whose mission is to provide a report to inform the Court on the allegations. The first meeting took place on 19 June 2023 with the expert, who handed down four notes. She handed down an expert note n°2 on 30 June 2025 and her final report on 30 September 2025, assessing the damage suffered by SRP franchisees to a total of €1.6 million. The proceedings before the Commercial Court of Versailles are ongoing with SRP seeking €0.5 million of procedural costs and SRP franchisees seeking €8.3 million of damages. No final determination on liability or damages has yet been made by the Court.

Fresh Dough Litigation

Separate proceedings, initiated by SRP and a former Pizza Sprint franchisee concerns the use of the term "fresh dough". The allegation is that DPF engaged in misleading unfair practices because its pizza dough would not meet the requirements of a fresh product under French law and €8.4 million in damages were sought. On 20 January 2023, the Court at first instance awarded €39.5K in damages to SRP for the use of the term "fresh dough" between 2014 and June 2018, and dismissed the remaining claim. On 19 April 2023, SRP and the Pizza Sprint franchisee subsequently appealed the decision seeking respectively €27 million and €250 million in damages. On 5 September 2025, the Court of appeal dismissed SRP's claims for damages based on an unfair competitive advantage arising from alleged misleading commercial practices The Court also found that SRP and the former Pizza Sprint franchisee has infringed DPF's trade secret and condemned them to pay damages and procedural costs to DPF. SRP paid €0.1 million to DPF pursuant the decision. SRP appealed the judgment to the Cour de Cassation on 18 November 2025.

The proceedings remain ongoing and no provision has been recognised as at 28 June 2026.

CLASS ACTION

On 24 June 2019, Riley Gall, as the lead applicant, commenced a representative proceeding (class action) against the Company in the Federal Court of Australia on behalf of an alleged group comprising some Australian franchisee employees who were employed as delivery drivers or in-store workers between 24 June 2013 and 23 January 2018.

The statement of claim alleges that the Company misled its franchisees who, in reliance on the Company's representations and conduct, paid their delivery drivers and in-store workers in accordance with a number of industrial instruments rather than under the Fast Food Industry Award 2010 (Award).

The Company rejects the allegations; it has defended the action vigorously and denies having any liability. Two separate meditations occurred in June and October 2022 respectively, without resolution of the proceeding. The trial of Gall's claim was held before Justice Murphy in Melbourne over 12 days in November 2022.

28 CONTINGENT LIABILITIES (CONTINUED)

On 22 July 2026, the Federal Court delivered judgment in the proceeding. The Court held that a coverage clause in a 2005 enterprise agreement was invalid and, as a result, found that the Company's historical representations about the application of the certified agreements constituted misleading and deceptive conduct. The Court found that this conduct caused Gall to suffer loss in the form of an underpayment, and assessed Gall's loss at approximately $11,869.33 (plus interest); however, Gall's separate claim for loss of opportunity failed. The Court also found that, to the extent the Company's conduct were characterised as representations of opinion rather than fact, Gall failed to establish that the Company did not have reasonable grounds for those opinions.

Importantly, the Court's findings on causation and loss were made only in respect of Gall's individual claim; the statement of claim did not quantify any loss by Gall or the alleged group, and the expert evidence at trial concerned only the quantum of Gall's claim and no other group members. As a result, the Company's potential wider exposure to other alleged group members remains highly uncertain and unquantifiable, and at this stage of the proceeding it is not possible for the Company to determine with accuracy or reliability any potential quantum arising from the alleged damages claimed by group members. This will depend on a separate hearing and determination addressing group membership, the number of group members, each member's individual claim of causation and loss, and the exhaustion of all available appeal avenues, and will be dealt with by the Court at a later hearing if Gall is ultimately successful at trial and on any final appeal. Not all of the 35 Common Questions were decided in the judgment, and the identification of the franchise stores alleged to be subject to the Award, and the employees of those stores, has not been determined.

On 3 August 2026, Justice Murphy amended the judgment to clarify the basis for assessing the lead applicant's Underpayment Loss, and made final orders declaring the Company contravened s 18 of the Australian Consumer Law (ACL). Judgment was entered for $11,869.33 plus interest, with common question answers binding non-opt-out group members, individual loss issues reserved, costs payable by the respondent on a lump-sum basis, security for costs released and a further case management hearing to be listed within six weeks.

On 17 August 2026, consent orders were made which: (a) provided an extension of time to file and serve any notice of appeal and application for leave to 30 October 2026; (b) stayed the final orders (other than with respect to payment of the Underpayment Loss, calculation of interest and the release of security for costs) and the remainder of the proceeding, including determination of group member claims, pending the Company's appeal or further order; and (c) specified that if no notice of appeal or application for leave to appeal is filed and served by 30 October 2026 (or any later date agreed or ordered), the stay is vacated automatically.

The Company has undertaken to pay post-judgment interest from 1 December 2026 on the applicant's costs under the final orders.

The Company is carefully reviewing the Court's reasons for judgment to assess its position, including any grounds of appeal that may be available, and the matter remains before the courts. No provision has been recognised at 28 June 2026 in respect of the claim.

SHAREHOLDER CLASS ACTION

On 5 September 2024, Ramjay Pty Ltd as trustee for Labpoint Pty Ltd Superannuation Fund commenced a shareholder class action against the Company in the Federal Court of Australia. The proceeding has been filed by Echo Law on behalf of the applicant and persons who entered into a contract to acquire an interest in ordinary shares in the Company or long exposure to the Company's shares by entering into equity swap confirmations in respect of the Company's shares during the period between 18 August 2021 and 3 November 2021 (inclusive). The applicant's proceeding is being supported by litigation funder LCM Funding Pty Ltd.

The proceeding includes allegations that the Company breached its continuous disclosure obligations under the ASX Listing Rules and *Corporations Act 2001* (Cth) and engaged in misleading or deceptive conduct in contravention of the *Corporations Act 2001* (Cth), *Australian Securities and Investments Commission Act 2001* (Cth) and Australian Consumer Law with respect to certain statements the Company is alleged to have made about its performance in the Japan market during the period specified above. The Company filed its defence in the proceeding on 14 February 2025.

The Company denies any liability and will defend the proceeding. Based on the information currently available to the Company, it is not possible for the Company to estimate with any accuracy or reliability the potential quantum (if any) of the shareholder class action. No provision has been recognised at 28 June 2026 in respect of the claim.

GENERAL CONTINGENCIES

As a global business, from time to time DPE is also subject to various claims and litigation from third parties during the ordinary course of its business. The directors of DPE have considered such matters which are or may be subject to claims or litigation at 28 June 2026 and unless specific provisions have been made are of the opinion that no material contingent liability for such claims of litigation exist.

29 SUBSEQUENT EVENTS

OTHER EVENTS

On 26 August 2026 the directors declared a final dividend for the financial year ended 28 June 2026 as set out in note 18.

On 3 August 2026, judgement was handed down in relation to the Gall class action. Refer to note 28 for further details.

Other than the above, there has been no further matters or circumstances occurring subsequent to the end of the financial year that has significantly affected the operations of the Group, the results of those operations, or the state of affairs.

OTHER INFORMATION

30 RETIREMENT BENEFIT PLANS

RECOGNITION AND MEASUREMENT

Payments to defined contribution retirement benefit plans are recognised as an expense when employees have rendered service entitling them to the contributions.

For defined benefit retirement benefit plans, the cost of providing benefits is determined using the projected unit credit method, with actuarial valuations being carried out at the end of each annual reporting period. Re-measurement, comprising actuarial gains and losses, the effect of the changes to the asset ceiling (if applicable) and the return on plan assets (excluding interest), is reflected immediately in the statement of financial position with a charge or credit recognised in other comprehensive income in the period in which they occur. Re-measurement recognised in other comprehensive income is reflected immediately in retained earnings and will not be reclassified to profit or loss. Past service cost is recognised in profit or loss in the period of a plan amendment. Net interest is calculated by applying the discount rate at the beginning of the period to the net defined benefit liability or asset.

Defined benefit costs are categorised as follows:

- Service cost (including current service cost, past service cost, as well as gains and losses on curtailments and settlements);
- Net interest expense or income; and
- Re-measurement

The Group presents the first two components of defined benefit costs in profit or loss in the line item employee benefits expense. Curtailment gains and losses are accounted for as past service costs.

The retirement benefit obligation recognised in the consolidated statement of financial position represents the actual deficit or surplus in the Group's defined benefit plans. Any surplus resulting from this calculation is limited to the present value of any economic benefits available.

30 RETIREMENT BENEFIT PLANS (CONTINUED)

ESTIMATES AND JUDGEMENTS

DISCOUNT RATE USED TO DETERMINE THE CARRYING AMOUNT OF THE GROUP'S DEFINED BENEFIT OBLIGATION

The Group's defined benefit obligation is discounted at a rate set by reference to market yields at the end of the reporting period on high quality corporate bonds. Significant judgement is required when setting the criteria for bonds to be included in the population from which the yield curve is derived. The most significant criteria considered for the selection of bonds include the issue size of the corporate bonds, quality of the bonds and the identification of outliers which are excluded.

DEFINED BENEFIT PLANS

The Group operates an unfunded retirement benefit plans where a lump-sum amount is paid out to eligible full-time employees of Domino's Pizza Japan and Domino's Pizza Taiwan with more than three years of service as of retirement.

The lump-sum amount is calculated as monthly salary as of retirement multiplied by a multiple. The multiple is based on years of service up to a maximum of 41 years and whether retirement is voluntary or involuntary.

The plan typically exposes the Group to actuarial risks such as: interest rate risk, retention risk and salary risk which impacts the plan as follows:

- Interest rate risk: A decrease in the bond interest rate will increase the plan liability by reducing the discount rate;
- Retention risk: The present value of the defined benefit plan liability is calculated by reference to the expected length of service of full-time staff. As such, an increase in the length of service above the expected length will increase the plan's liability; and
- Salary risk: The present value of the defined benefit plan liability is calculated by reference to the future salaries of plan participants. As such, an increase in the salary of the plan participants will increase the plan's liability.

The most recent actuarial valuation of the plan assets and the present value of the defined benefit obligation were carried out at 28 June 2026 by Mr. K. Taniguchi, Certified Pension Actuary in Japan and by Actuarial Consulting Co., Ltd at 31 December 2024 in Taiwan.

The principal assumptions used for the purposes of the actuarial valuations were as follows:

	2026	2025
Discount rate	**3.21%**	1.59%
Expected rate of salary increase	**1.76%**	1.60%
Number of employees	**436**	537
Average service years	**7.42 yrs**	6.73 yrs
Expected service years	**6.62 yrs**	6.64 yrs

Amounts recognised in other comprehensive income in respect of these defined benefit plans are as follows:

	2026 $'000	2025 $'000
Service cost:		
Current service cost	**830**	1,082
Net interest expense	**99**	84
Components of defined benefit costs recognised in profit or loss	**929**	1,166
Remeasurement of the net defined benefit liability:		
Actuarial (gain) recognised in the period	**969**	(348)
Components of defined benefit costs recognised in other comprehensive income	**969**	(348)
Total	**1,898**	818

Of the expense for the year, an amount of $0.9 million has been included in profit or loss as administration expenses. (2025: $1.2 million).

Movements in the present value of the defined benefit obligation in the current year were as follows:

	2026 $'000	2025 $'000
Opening defined benefit obligation	**6,940**	6,541
Current service cost	**830**	1,082
Net interest expense	**99**	84
Remeasurements (gains)/losses:		
Actuarial (gains) arising from changes in financial assumptions	**969**	(348)
Benefits paid	**(1,509)**	(1,235)
Exchange differences of foreign plans	**(1,122)**	816
Closing defined benefit obligation	**6,207**	6,940

The Group expects to make a contribution of $0.7 million (2025: $1.1 million) to the defined benefit plans during the next financial year.

31 KEY MANAGEMENT PERSONNEL COMPENSATION

	2026 $	2025 $
Short-term employee benefits	**3,611,138**	5,632,160
Other long-term employee benefits	**404,290**	216,809
Post-employment benefits	**157,124**	262,344
Termination benefits	**320,380**	2,430,849
Equity settled share-based payments	**907,763**	599,106
Total	**5,400,695**	9,141,268

The remuneration of directors and key executives is determined by the Nomination, Culture and Remuneration Committee having regard to the performance of individuals and market trends.

32 RELATED PARTY TRANSACTIONS

EQUITY INTEREST IN SUBSIDIARIES

Details of the percentage of ordinary shares held in subsidiaries are disclosed in note 25 to the financial statements.

EQUITY INTERESTS IN OTHER RELATED PARTIES

There are no equity interests in other related parties.

TRANSACTIONS WITH KEY MANAGEMENT PERSONNEL

KEY MANAGEMENT PERSONNEL COMPENSATION

Details of key management personnel compensation are disclosed in note 31 to the financial statements.

LOANS TO KEY MANAGEMENT PERSONNEL

There were no loans outstanding at any time during the financial year to key management personnel or to their related parties.

All executive share options issued to the directors and key management personnel were made in accordance with the provisions of the ESOP. Each share option converts on exercise to one ordinary share of Domino's Pizza Enterprises Limited. No amounts are paid or payable by the recipient on receipt of the option.

Further details of the ESOP are contained in note 20 to the financial statements.

TRANSACTIONS WITH KEY MANAGEMENT PERSONNEL OF DOMINO'S PIZZA ENTERPRISES LIMITED

Comgroup Supplies Pty Ltd, Comgroup NZ Limited T/A Franklin Foods and Shore Mariner Ltd are entities associated with Mr Jack Cowin, supplies food products to the Group on commercial arm's length terms. The entities were selected as preferred suppliers after competitive tender processes in which Mr Cowin had no involvement.

During the year the Group made purchases and had outstanding balances as at 28 June 2026 as follows:

ENTITY	PURCHASES (EXCLUDING GST) 2026	PURCHASES (EXCLUDING GST) 2025	OUTSTANDING BALANCE 2026	OUTSTANDING BALANCE 2025
ComGroup Supplies Pty Ltd and ComGroup NZ Limited (T/A Franklin Foods)	**$21,859,031**	$24,662,516	**$3,776,810**	$3,737,706
Shore Mariner Ltd	**–**	$90,904	**–**	–

In addition, the Group received sponsorship contributions for the Company's annual franchising rally to the value of $110,000 (2025: $50,000) from ComGroup Supplies Pty Ltd (excluding GST). The Group did not recognise any bad or doubtful debts associated with the above purchases and sponsorship contributions.

The Group and Competitive Foods Australia Pty Ltd (CFAL), an entity associated with Mr Jack Cowin, acquire television media services from unrelated third party service providers under a joint venture arrangement and receive volume pricing benefits. The Group does not receive or provide any other benefits to CFAL under the joint venture.

During the financial year, key management personnel and their related parties purchased goods, which were domestic or trivial in nature, from the Company on the same terms and conditions available to employees and customers.

TRANSACTIONS WITH OTHER RELATED PARTIES

Other related parties include:

- associates;
- directors of related parties and their director-related entities; and
- other related parties.

TRANSACTIONS WITHIN THE GROUP

The Group includes the ultimate parent entity of the Group and its controlled entities.

The wholly-owned Australian entities within the Group are taxed as a single entity effective from 1 July 2003. The entities in the tax-consolidated group have not entered into a tax sharing agreement or tax funding agreement. Income tax liabilities payable to the taxation authorities in respect of the tax-consolidated group are recognised in the financial statements of the parent entity. Refer to note 25 to the financial statements for members of the tax-consolidated group.

The Company provided accounting, marketing, legal and administration services to entities in the wholly-owned group during the financial year. The Company also paid costs on behalf of entities in the wholly-owned group and subsequently on-charged these amounts to them.

During the financial year, services were provided between entities in the group in accordance with the relevant Service Agreements. All transactions were at arm's length.

33 REMUNERATION OF AUDITORS

The auditor of Domino's Pizza Enterprises Limited is Deloitte Touche Tohmatsu.

GROUP AUDITOR(i)	2026 $	2025 $
Audit and review of financial reports		
Audit of the parent company	**783,500**	800,000
Audit of subsidiaries and other entities	**1,226,637**	1,091,176
Audit or review of climate reports		
Group	**120,000**	–
Total audit and review of financial reports	**2,130,137**	1,891,176
Other services		
Other advisory services(ii)	**62,419**	18,756
Total services provided by Deloitte Touche Tohmatsu	**2,192,556**	1,909,932

(i) All amounts were paid to Deloitte Touche Tohmatsu by the Company and its subsidiaries. Fees are billed in local currencies and converted into AUD at average rates. The auditor of the parent entity is Deloitte Touche Tohmatsu Australia.

(ii) Other advisory services relate principally to whistleblower services and accounting and taxation services provided in relation to a deregistration of the Danish entity.

34 OTHER ITEMS

NEW ACCOUNTING STANDARDS AND INTERPRETATIONS

During the reporting period, there were no new or revised Standards and Interpretations issued by the Australian Accounting Standards Board (AASB) that are relevant to the Group's operation and effective for an accounting period that begins on or after 30 June 2025.

NEW STANDARDS AND INTERPRETATIONS NOT YET ADOPTED

At the date of authorisation of the financial statements, the Group has not applied the following new and revised Australian Accounting Standards, Interpretations and amendments that have been issued but are not yet effective and are relevant to the Group.

AASB 2024-2 Amendments to Australian Accounting Standards - Classification and Measurement of Financial Instruments.

Effective for annual reporting periods beginning on or after 1 January 2026.

This Standard amends requirements related to settling financial liabilities using an electronic payment system; and assessing contractual cash flow characteristics of financial assets with environmental, social and corporate governance (ESG) and similar features.

The amendments are not expected to have a material impact to the Group.

AASB 18 Presentation and Disclosure in Financial Statements

Effective for annual reporting periods beginning on or after 1 January 2027.

This Standard will not change the recognition and measurement of items in the financial statements, but will affect presentation and disclosure in the financial statements, including introducing new categories and subtotals in the statement of profit or loss, requiring the disclosure of management defined performance measures, and changing the grouping of information in the financial statements.

The Group is currently assessing the impact of adopting AASB 18.

AASB 2014-10 Amendments to Australian Accounting Standards – Sale or Contribution of Assets between an Investor and its Associate or Joint Venture

Effective for annual reporting periods beginning on or after 1 January 2028.

This amendment limits the recognition of gain or loss arising from the loss of control of a subsidiary that does not contain a business in a transaction with an associate or joint venture to the extent of the unrelated investors' interest in that associate or joint venture. Similar limitations apply to remeasurements of retained interests in former subsidiaries.

The amendments are not expected to have a material impact on the Group.

CONSOLIDATED ENTITY DISCLOSURE STATEMENT

AS AT 28 JUNE 2026

Set out below is a list of entities that are consolidated in this set of Consolidated financial statements at the end of the financial year.

		BODY CORPORATES		TAX RESIDENCY	
Entity Name	**ENTITY TYPE**	**PLACE FORMED OR INCORPORATED**	**% OF SHARE CAPITAL HELD**	**AUSTRALIAN RESIDENT OR FOREIGN RESIDENT**	**FOREIGN JURISDICTION(S) OF FOREIGN RESIDENTS**
Domino's Pizza Enterprises Limited	Body corporate	Australia	N/A	Australia(i)	N/A
Catering S&S Holdings Pty Ltd	Body corporate	Australia	100%	Australia(i)	N/A
Silvios Dial a Pizza Pty Ltd	Body corporate	Australia	100%	Australia(i)	N/A
Hot Cell Pty Ltd	Body corporate	Australia	100%	Australia(i)	N/A
Construction, Supply & Service Pty Ltd	Body corporate	Australia	100%	Australia(i)	N/A
Ride Sports ANZ Pty Ltd	Body corporate	Australia	100%	Australia(i)	N/A
Domino's Pizza Enterprises Ltd Employee Share Trust	Trust	N/A	N/A	Australia	N/A
Domino's Pizza New Zealand Limited	Body corporate	New Zealand	100%	Foreign	New Zealand
DPH NZ Holdings Limited	Body corporate	New Zealand	100%	Foreign	New Zealand
DPE Global Support Centre Poland sp.zo.o	Body corporate	Poland	100%	Foreign	Poland
DPE Shared Services Sdn. Bhd.	Body corporate	Malaysia	100%	Foreign	Malaysia
Domino's Pizza Japan, Inc	Body corporate	Japan	100%	Foreign	Japan
Dommal Food Services Sdn Bhd	Body corporate	Malaysia	100%	Foreign	Malaysia
Domino's Pizza Singapore Pte Ltd	Body corporate	Singapore	100%	Foreign	Singapore
D. Pizza Co., Ltd	Body corporate	Cambodia	100%	Foreign	Cambodia
PizzaVest Company Limited	Body corporate	Taiwan	100%	Foreign	Taiwan
Daytona Holdco Limited (UK)	Body corporate	United Kingdom	100%	Foreign	United Kingdom
Daytona Germany GmbH	Body corporate	Germany	100%	Foreign	Germany
Domino's Pizza Deutschland GmbH	Body corporate	Germany	100%	Foreign	Germany
DPEU Holdings S.A.S	Body corporate	France	100%	Foreign	France
Domino's Pizza France S.A.S	Body corporate	France	100%	Foreign	France
Pizza Center France S.A.S	Body corporate	France	100%	Foreign	France
Fra-Ma Pizz S.A.S	Body corporate	France	100%	Foreign	France
HVM Pizza SARL	Body corporate	France	100%	Foreign	France
Groupe AVB S.A.S	Body corporate	France	100%	Foreign	France
Domino's Pizza Europe B.V	Body corporate	The Netherlands	100%	Foreign	The Netherlands
Domino's Pizza Netherlands B.V	Body corporate	The Netherlands	100%	Foreign	The Netherlands
Domino's Pizza Geo B.V	Body corporate	The Netherlands	50%	Foreign	The Netherlands
N4N B.V	Body corporate	The Netherlands	50%	Foreign	The Netherlands
DOPI Vastgoed B.V	Body corporate	The Netherlands	100%	Foreign	The Netherlands
Domino's Pizza Belgium S.P.R.L	Body corporate	Belgium	100%	Foreign	Belgium

(i) This entity is part of a tax-consolidated group under Australian taxation law, for which Domino's Pizza Enterprises Limited is the head entity.

ADDITIONAL SECURITIES EXCHANGE INFORMATION

NUMBER OF HOLDERS OF EQUITY SECURITIES AS AT 05 AUGUST 2026

ORDINARY SHARE CAPITAL

- 94,746,866 fully paid ordinary shares are held by 23,974 individual shareholders.
- All issued ordinary shares carry one vote per share, however partly paid shares do not carry the rights to dividends.

OPTIONS

- 648,372 options are held by 50 individual option holders.
- Options do not carry a right to vote.

Distribution of holders of equity securities

	NO. OF SHAREHOLDERS	% OF SHAREHOLDERS	NO. OF SHARES HELD	% OF ISSUED SHARES	NO. OF OPTION HOLDERS	% OF ISSUED OPTIONS
100,001 and over	23	.10%	78,329,772	82.67%	1	16.76%
10,001 – 100,000	179	.75%	4,025,700	4.25%	15	60.93%
5,001 – 10,000	281	1.17%	1,986,342	2.10%	13	13.55%
1,001 – 5,000	2,811	11.73%	5,916,883	6.24%	15	8.43%
1 – 1000	20,680	86.25%	4,488,169	4.74%	6	.33%
	23,974	**100.00%**	**94,746,866**	**100.00%**	**50**	**100.00%**

SUBSTANTIAL SHAREHOLDERS

	FULLY PAID		PARTLY PAID	
Ordinary shareholders	**NO. HELD**	**PERCENTAGE**	**NO. HELD**	**PERCENTAGE**
SOMAD HOLDINGS PTY LTD	24,736,214	26.11%	–	-%
FIL INVESTMENT MANAGEMENT (AUSTRALIA) LIMITED	8,421,632	8.89%	–	-%
AUSBIL INVESTMENT MANAGEMENT LIMITED	8,031,474	8.48%	–	-%
CAPITAL RESEARCH GLOBAL INVESTORS	7,781,254	8.21%	–	-%
	48,970,574	**51.69%**	**–**	**-%**

ADDITIONAL SECURITIES EXCHANGE INFORMATION

NUMBER OF HOLDERS OF EQUITY SECURITIES AS AT 05 AUGUST 2026

TWENTY LARGEST HOLDERS OF QUOTED EQUITY SECURITIES

	FULLY PAID		PARTLY PAID	
ORDINARY SHAREHOLDERS	NUMBER	PERCENTAGE	NUMBER	PERCENTAGE
SOMAD HOLDINGS PTY LTD	23,915,790	25.24%	–	-%
HSBC CUSTODY NOMINEES (AUSTRALIA) LIMITED	20,772,556	21.92%	–	-%
CITICORP NOMINEES PTY LIMITED	13,735,907	14.50%	–	-%
J P MORGAN NOMINEES AUSTRALIA PTY LIMITED	9,880,658	10.43%	–	-%
BNP PARIBAS NOMS PTY LTD	3,370,952	3.56%	–	-%
UBS NOMINEES PTY LTD	1,000,211	1.06%	–	-%
BNP PARIBAS NOMINEES PTY LTD	948,946	1.00%	–	-%
BNP PARIBAS NOMINEES PTY LTD	690,677	.73%	–	-%
MR GRANT BRYCE BOURKE & MRS SANDRA EILEEN BOURKE	598,516	.63%	–	-%
MRS ESME FRANCESCA MEIJ	450,000	.47%	–	-%
PAYNE MEDIA PTY LTD	420,000	.44%	–	-%
ANKLA PTY LTD	378,350	.40%	–	-%
BNP PARIBAS NOMINEES PTY LTD	364,246	.38%	–	-%
BNP PARIBAS NOMINEES PTY LTD	323,210	.34%	–	-%
CITICORP NOMINEES PTY LIMITED	266,190	.28%	–	-%
MR TIMOTHY JAMES BURKE	251,554	.27%	–	-%
SANDHURST TRUSTEES LTD	192,385	.20%	–	-%
CITICORP NOMINEES PTY LIMITED	157,735	.17%	–	-%
MR EDWARD LIN & MRS LINDA LIN	157,000	.17%	–	-%
NETWEALTH INVESTMENTS LIMITED	135,986	.14%	–	-%
	78,010,869	**82.33%**	**–**	**-%**

UNMARKETABLE PARCELS

There were 3,666 members holding less than a marketable parcel of shares in the Company.

CLIMATE REPORT

TABLE OF CONTENTS

BASIS OF PREPARATION

This report represents a complete set of climate-related financial disclosures for Domino's Pizza Enterprises Limited (DPE) and its subsidiaries (collectively, "the Group") for the year ended 28 June 2026. The Group's climate-related disclosures have been prepared in accordance with AASB S2 Climate-related Disclosures, which is the mandatory Australian Sustainability Reporting Standard (ASRS) that has been issued by the Australian Accounting Standards Board (AASB). As this is the first year in which the Group has applied AASB S2, transitional relief has been applied; therefore, comparative information and Scope 3 emissions are not disclosed in this report.

This report has been prepared for the same consolidated reporting entity and reporting period as the Group's Consolidated Financial Statements (please refer to the "Basis of Preparation" in the financial statements) and has incorporated climate-related information of the parent company and all of its global subsidiaries.

This report was authorised for issue in accordance with a resolution of the directors on 26 August 2026.

REPORTING BOUNDARY

The climate-related financial disclosures include the activities undertaken by the Group for the financial year ended 28 June 2026, consistent with the financial statements.

GLOSSARY

Definitions of climate-related terms, acronyms and abbreviations used throughout this report are provided in the glossary on page 174.

JUDGEMENTS. ASSUMPTIONS AND UNCERTAINTIES

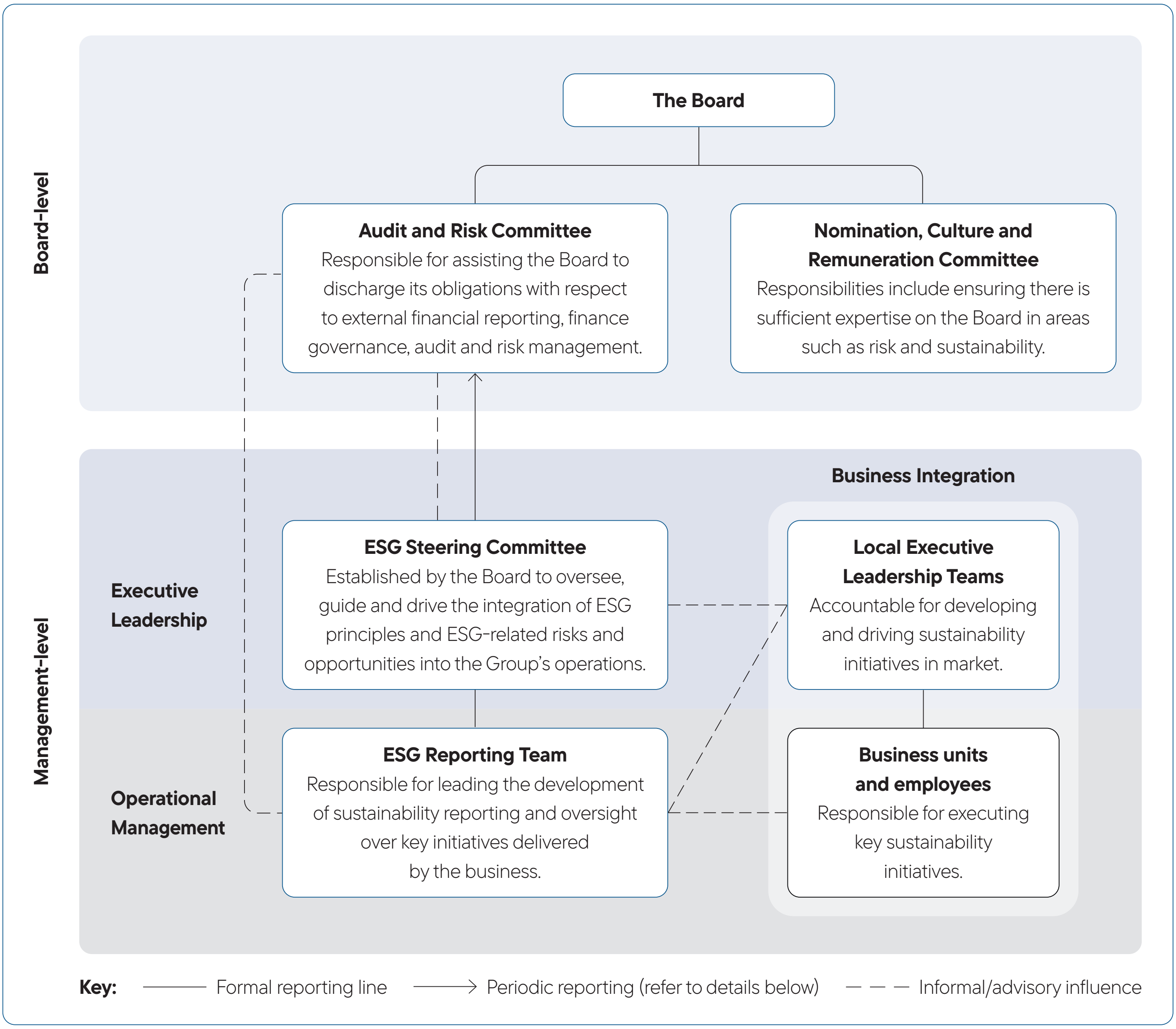
The preparation of this statement involved the application of judgements and the use of assumptions subject to uncertainties, which are detailed in the table below:

TOPIC	JUDGEMENTS & UNCERTAINTIES	SECTION
Risk and opportunity assessments	Identification of material climate related risks and opportunities that could reasonably be expected to affect the Group's prospects.	2.2
Quantitative assessment of anticipated financial effects of material risks	Determination of assumptions applied within models. Selection of appropriate and credible climate related data sources. Future management actions.	2.3
Scenario analysis	Selection of climate scenarios. Determination of assumptions applied within climate scenarios. Selection of appropriate and credible climate related data sources.	2.4
Emissions measurement	Application of methodologies and estimation techniques for calculating greenhouse gas (GHG) emissions.	4.1

1. GOVERNANCE

1.1 THE GROUP'S CLIMATE GOVERNANCE STRUCTURE

The diagram below illustrates the framework of the Group's climate-related governance and highlights the relationship between its board structure, executive committees and supporting governance levels:



1.2 BOARD OVERSIGHT

The Board of Directors (the Board) has ultimate responsibility for setting and overseeing the Group's strategy, business plans, annual budgets and risk management approach. As part of this remit, the Board drives continuous improvement across governance and emerging risks and opportunities.

Climate-related risks and opportunities are an emerging area of focus for DPE. As our risk management capabilities continue to mature, climate considerations are now reflected in the Group's Risk Appetite Statement, with identified risks and opportunities escalated to the relevant governance body in line with the established appetite.

The Board retains overall responsibility for Domino's risk management framework and as such exercises oversight of climate-related risks and opportunities through annual reporting, approval of climate-related disclosures, and consideration of climate-related matters and decisions escalated through the Group's governance structure.

Integration of climate-related risks and opportunities into our strategic planning and oversight of major transactions remains at an early stage, reflecting the current maturity of our capabilities in risk identification, data and governance. As our understanding of climate-related financial impacts evolves, we recognise the importance of embedding these considerations into strategic decision-making. We remain committed to maturing our climate-related risk and opportunity management processes and will continue to evaluate the relevance of these factors in shaping long-term value creation.

The Board has established Committees to support it in discharging its responsibilities and receives recommendations from those Committees.

Audit and Risk Committee

Oversight of climate-related matters is the responsibility of the Audit and Risk Committee (ARC). Under its charter, the ARC assists the Board in overseeing and reviewing emerging and strategic risks, including climate-related risks and opportunities, risk management and internal controls over climate-related reporting. The ARC meets at least quarterly and is responsible for overseeing the Group's risk management and internal controls systems.

As part of its mandate, the Committee plays a critical role in assessing risk exposure and appetite. To support this assessment, a committee approved risk matrix is leveraged that considers likelihood and impact. The Committee maintains quarterly oversight of the Group's material risk categories and business responses, including changes in risk profile and position against acceptable risk thresholds. Sustainability-related risks and opportunities are captured within the governance and compliance risk category, with any material changes in the risk profile escalated through this category. The Committee is also responsible for review of the Group's public disclosures and reporting on climate-related issues including GHG emissions.

Nomination, Culture and Remuneration Committee

The Nomination, Culture and Remuneration Committee (NCRC) assist the Board with overseeing matters in relation to the selection, appointment and remuneration practices of the Group. A central responsibility includes determining the criteria for Board membership, which leverages the board skills matrix to enable appropriate representation of skills and capabilities within the Board. This matrix includes an assessment area in relation to decarbonisation strategy and sustainability, which outlines the necessary experience for effective governance and oversight of matters relating to climate change. In FY26 the Board completed a self-assessment against the skills matrix, which confirmed it possesses an appropriate mix of climate-related knowledge, skills and experience to support oversight of climate-related risks and opportunities. To support ongoing capability development, one Director completed targeted climate-related training during FY26 to supplement existing knowledge. Further, where required, the Committees may request or invite external consultants to attend to provide additional knowledge and expertise. In FY26, the board did not utilise additional external advice to supplement existing management reporting.

Reflective of the current strategic focus on establishing strong foundational climate-related monitoring and reporting, as well as the established risk appetite of the business, climate-related performance metrics are not currently embedded within executive or broader employee remuneration frameworks. As our climate strategy matures and we enhance our capabilities in measuring and managing climate-related risks and opportunities, we will continue to assess the appropriateness of linking remuneration outcomes to climate performance.

More information about the Board and its Committees can be found in the Director's Report.

1.3 MANAGEMENT'S ROLE

Management's role in assessing and monitoring climate-related risks and opportunities is embedded into the executive-level environmental, social and governance (ESG) Steering Committee, which is comprised of senior management that have knowledge and influence in ESG, including climate-related initiatives. The Committee has responsibility to oversee, guide and drive the integration of environmental, social and governance principles into the core of the Group's operations, culture, decision-making processes and value chain. The Committee meets at least quarterly to discuss relevant matters. A summary of committee activity is provided to the ARC annually to facilitate board-level oversight.

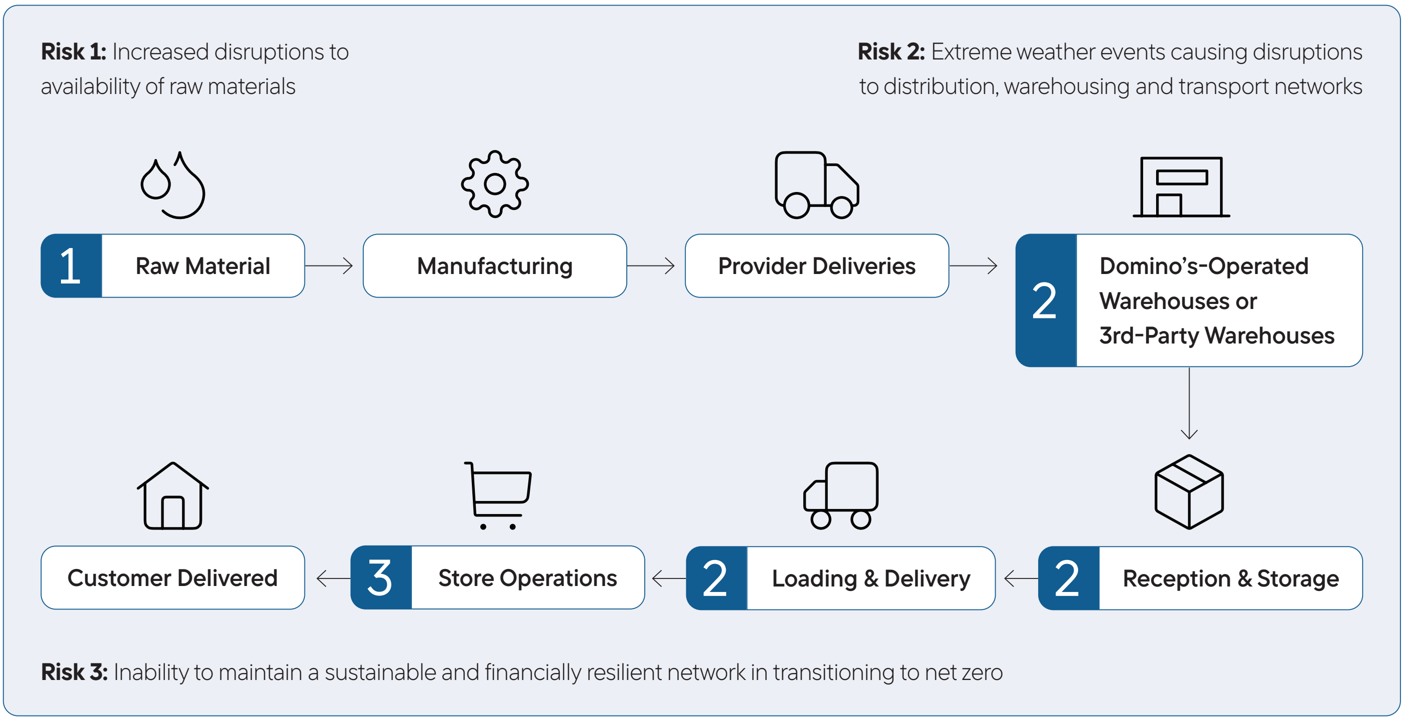
To support its mandate, the ESG Steering Committee receives operational support from the ESG reporting team, which coordinates the implementation of ESG reporting across the business, including reporting on matters endorsed by the Committee to the ARC and the Board. The Committee is also involved in the development and endorsement of key decisions, including ESG targets and alignment with current strategic objectives.

2. STRATEGY

2.1 BUSINESS MODEL AND VALUE CHAIN

Domino's strategic priorities centre on reinforcing the core proposition of pizza delivery for sharing, simplifying the business to unlock value and efficiency, driving same-store sales growth, and selectively extending reach through new occasions, products and stores. These priorities are underpinned by DPE's integrated supply chain model, which leverages scale and centralised sourcing to enhance cost efficiency, product consistency and operational alignment across the network. Each priority relies on resilient supply chains, efficient store operations, and strong franchisee economics – areas where climate impacts such as extreme weather, agricultural volatility, energy costs and regulatory change may influence performance and long-term growth.

Below is a high-level overview of the DPE value chain, with the material climate-related risks mapped to the relevant stages.



2.2 CLIMATE-RELATED RISKS AND OPPORTUNITIES

DPE takes a considered approach in identifying and assessing climate-related risks and opportunities that could reasonably be expected to affect the Group's prospects. This process combines qualitative, and where available, quantitative insights to understand potential impacts on DPE's business model.

Our assessment draws upon DPE's existing risk management framework and climate scenario analysis which is tailored to our business and context.

To support this assessment, DPE considers the potential impacts of climate-related risks and opportunities across three distinct time horizons.

Short Term	1 – 3 years
Medium Term	3 – 10 years
Long Term	10 – 25 years

These time horizons align with the Group's operational and strategic planning cycles, including consideration of useful lives of property, plant and equipment, store lease terms and sub-franchise agreements, as well as expected timing of key regulatory and policy developments.

In undertaking our assessment of climate-related risks, DPE identified several risks that, while relevant to the business, are not reasonably expected to affect the Group's prospects, and as such have not been reported below. These additional risks will continue to be monitored for changes in exposure or operating context, and if deemed significant included in future reporting cycles.

Climate-related opportunities were also considered across our operations and value chain. While a number of potential opportunities were identified, none are currently assessed as material to the business based on our present strategic priorities and operating context. DPE will continue to monitor these opportunities as our strategy evolves and as market, regulatory and technological developments progress.

Below is a summary of the climate-related risks that are reasonably expected to have an impact on our business over the short, medium and long term, including their potential impact on our business model and value chain, as well as current and anticipated mitigation actions and strategic responses that are being explored to address them. The Group does not currently have transition plans in place.

Physical risk (Chronic)	**Increased disruptions to availability of raw materials**
Risk Description	Increasing climate variability disrupting the availability of key ingredients and packaging materials, resulting in higher procurement costs, supply shortages and reduced supply reliability.
Time Horizon	Long term
Current and anticipated impacts on business model and value chain	Long term shifts in temperature, rainfall patterns and water availability, alongside more frequent droughts, heat stress and extreme weather are expected to occur. This can reduce crop yields, damage production areas and increase supply variability for wheat, tomatoes, dairy, protein and other ingredients. These impacts can disrupt ingredient availability, increase input costs and create greater volatility across DPE's supply chain. These disruptions may elevate procurement costs, increase reliance on diversified sourcing, and reduce predictability of supply.
Current and anticipated mitigation measures / business response	**Current** • Multi-region sourcing strategies for key agricultural inputs, including wheat, tomatoes and dairy, to reduce geographic dependency. • Long-term storage capability for core commodities. • Menu and product mix flexibility, allowing DPE to adjust offerings if ingredients become constrained. • Long-term supplier contracts with flexibility clauses supporting alternative sourcing and cost stabilisation. • Ongoing monitoring of commodity pricing, yield trends and climate forecasts, integrated into procurement planning and decision making. **Anticipated** Given this risk is not considered material in the short to medium term, the following anticipated measures are intended to ensure existing mitigation activities remain effective. If required, the following key measures can be scaled to provide greater coverage against evolving climate conditions. • Continuously assess opportunities for multi-region sourcing of ingredients with supply concentrated in specific geographic regions. • Review inventory buffers for climate-sensitive ingredients in DPE and third-party warehouses.

Physical risk (Acute)	**Extreme weather events causing disruptions to distribution, warehousing and transport networks**
Risk Description	Increasing extreme weather events disrupting distribution centres, warehousing and transport routes, resulting in supply delays, higher logistics costs and reduced inventory reliability.
Time Horizon	Long term
Current and anticipated impacts on business model and value chain	Increasing frequency and severity of extreme weather events, including cyclones, flooding, storms, bushfires and heat-related transport disruptions, may impact DPE and 3rd party distribution centres, freight routes and inbound supply chains. These events can damage or temporarily close distribution centres, delay imports and disrupt the movements of ingredients, packaging and equipment. Resulting supply chain disruptions may delay store replenishment, increase logistics and rerouting costs, elevate spoilage risk and increase insurance costs. This risk affects all markets, however, historical events indicate relatively high exposure in Australia, New Zealand and Europe due to increased incidents of extreme weather events in these regions. While markets such as Japan are also exposed to these hazards, established infrastructure and preparedness measures reduce the overall impact of such disruptions.

Physical risk (Acute)	Extreme weather events causing disruptions to distribution, warehousing and transport networks (continued)
Current and anticipated mitigation measures / business response	**Current** • Warehouses maintain contingency of key inventory to provide resilience during short-term supply disruption. • Secondary suppliers and alternative transport routes support business continuity during periods of elevated weather risk. • Distribution networks are diversified across regions to reduce reliance on single sites or transport corridors. • Seasonal planning supports resilience to flooding, cyclones, bushfires and other weather-related disruptions. • Crisis management and escalation protocols are in place to support rapid response to weather-related disruption. **Anticipated** Given this risk is not considered material in the short to medium term, the following anticipated measures are intended to ensure existing mitigation activities remain effective. If required, the following key measures can be scaled to provide greater coverage against evolving climate conditions. • Review inventory buffers for high-exposure markets as extreme weather frequency increases. • Investigate secondary transport routes and backup logistics for high-risk corridors.

Transition risk	Inability to maintain a sustainable and financially resilient franchise network in transitioning to net zero
Risk Description	Increasing costs associated with externally imposed decarbonisation requirements – driven by country-level net zero targets and subsequent regulations, – may place pressure on franchisee profitability. This may constrain network growth, reduce the franchise pipeline and weaken partnerships, with flow on impacts to network scale, revenue generation and overall profitability.
Time Horizon	Long term
Current and anticipated impacts on business model and value chain	Additional cost and compliance pressures on franchise partners and store operations may contribute to reduced franchise network profitability, driven by higher operating and capital expenditure associated with electrification initiatives as well as rising electricity prices, including costs related to refrigeration, HVAC (heating, ventilation and air conditioning), vehicles and store upgrades. Collectively, these factors may reduce overall network profitability and in turn impact DPE revenue streams, margins and capital allocation priorities. While not currently assessed as an immediate vulnerability, pressures arising from transition initiatives may contribute to a more constrained franchise network over time, limiting store expansion and growth, and placing downward pressure on Group profitability.
Current and anticipated mitigation measures / business response	**Current** • The Group works closely with Franchise Partners to support performance and provides business consultant support/advice to empower franchise partners to manage profitability and disruption pressures. • A measured approach to testing potential sustainability measures is deployed including leveraging corporate stores and volunteer franchise partners to trial new sustainability initiatives and build a strong financial case for broader network adoption. • There are pilot programs in key regions for renewable energy adoption and supplier partnerships including bulk procurement arrangements to reduce costs. • Focus on operational efficiency and cost reduction to help offset rising variable and fixed costs. **Anticipated** Given this risk is not considered material in the short to medium term, the following anticipated measures are intended to ensure existing mitigation activities remain effective. It is anticipated that if effective, these measures will remain sufficient to manage risk exposure over the long term. • Monitor developments in renewable energy initiatives and assess the feasibility of transitioning as they become commercially viable.

2.3 OVERVIEW OF CURRENT AND ANTICIPATED FINANCIAL EFFECTS

DPE has undertaken an assessment of the current and anticipated financial implications of climate-related risks, detailed in the table below. Through this assessment, DPE has not identified any significant risk of material adjustment to the carrying amounts of assets and liabilities in the next annual reporting period.

Quantitative modelling was undertaken during the current period based on a range of assumptions and currently available information. While this modelling informed the assessment of climate-related risks and opportunities, at this stage, the anticipated financial effects are presented on a qualitative basis. The breadth of DPE's markets and value chain introduces complexity in quantifying climate-related impacts, such that the level of measurement uncertainty involved in estimating the effects would not be useful. Development of processes, climate related data management and specialist capability would be required to enable more comprehensive quantitative assessment.

Accordingly, our focus in this reporting period has been on providing meaningful qualitative insights until such point that the level of measurement uncertainty has been reduced, and the results of quantifications can be expected to reasonably inform investors and key stakeholder groups.

The anticipated financial effects of DPE's climate-related risks on the Group's financial position, financial performance and cash flows over the short, medium and long term – taking into account DPE's strategic responses and mitigation measures – are outlined in the table below. These assessments reflect the underlying exposure of relevant assets and business activities identified through DPE's climate-risk assessment process, including the vulnerability considerations incorporated into the risk-scoring methodology.

Physical risk	Increased disruptions to availability of raw materials
Current financial effects	During the reporting period, the climate-related impacts DPE experienced to its financial position, financial performance or cash flows as a result of increased disruptions to the availability of raw materials were not deemed material.
Anticipated financial effects	**Short to medium term (1–10 years)** Climate-related impacts on agricultural production may contribute to periodic fluctuations in the availability and pricing of key ingredients, including wheat, tomatoes and dairy, which could result in increased procurement, freight and storage costs. Ongoing changes in climate conditions may also contribute to supply interruptions, requiring adjustments to sourcing arrangements or increased supplier diversification. DPE's diversified supplier base, established procurement arrangements and ability to source alternative products help to reduce exposure to these impacts. Sustained increases in raw material costs may also place upward pressure on menu prices, which could affect sales volumes and profit margins where customers are sensitive to price increases. Based on the Group's current modelling, any financial effects arising from this risk are not expected to be material over the short to medium term. **Long term (10–25 years)** Over the long term, climate-related impacts on agricultural production may result in more significant and persistent changes in the availability, quality and cost of key ingredients across the Group's supply chain. These impacts could require substantial adjustments to sourcing strategies, supplier networks and product reformulations. These changes may affect the Group's financial position through higher procurement costs, supply-chain adaptation and greater exposure to commodity price volatility, with corresponding impacts on financial performance and cash flows. Long term impacts may also include shifts in global trade flows and supply reliability, potentially affecting inventory strategies and procurement planning. If ingredient availability diminishes to the point that core products require substantial reformulation or substitution with alternative inputs, this may alter product characteristics in ways that affect customer preferences and demand or require menu price adjustments, which could contribute to changes in sales volumes and revenue mix. At present, the Group is unable to reasonably quantify the magnitude of the potential financial effects associated with this risk over the long term due to the significant level of measurement uncertainty involved.

Physical risk	Increased disruptions to availability of raw materials (continued)
Areas of Measurement Uncertainty	The estimated magnitude of financial effects is subject to significant measurement uncertainty. Measurement uncertainty increases over time horizons, with the long-term horizon subject to the greatest uncertainty, limiting the usefulness of this information. The key sources of uncertainty identified during the current modelling relate to future commodity price volatility and management response assumptions, specifically the extent to which increased costs could be passed through to franchise partners and/or customers and the subsequent impact on consumer demand.
Line items potentially impacted in the Financial Statements	Financial Performance: Revenue, Food, equipment and packaging expenses. Financial position: Inventory. Cashflow: Operating cashflows, Investing cashflows.

Physical risk	Extreme weather causing disruptions to distribution, warehousing and transport networks
Current financial effects	During the reporting period there were isolated instances where extreme weather such as cyclones, floods and severe snow resulted in temporary disruptions to distribution, warehousing and transport networks. When considered across the Group for the full FY26 reporting period the financial impacts of this risk were not deemed material.
Anticipated financial effects	**Short to medium term (1-10 years)** Extreme weather events may result in temporary disruptions across transport and distribution networks, including interruptions to road and rail freight, delays in inbound supply chains and temporary warehouse outages. These disruptions could increase logistics costs through rerouting, expedited freight, additional warehousing requirements and higher spoilage rates where temperature-controlled products are delayed. DPE maintains minimum inventory levels across its distribution network and has contingency arrangements in place to support continuity of supply during temporary disruptions. While more frequent extreme weather events may increase volatility in transport, warehousing and insurance costs over time, the Group's current distribution model and mitigation measures are expected to limit financial exposure. Based on current modelling, any financial effects arising from this risk are not expected to be material over the short to medium term. **Long term (10–25 years)** In the long term, structural changes in climate patterns may increase exposure to acute disruptions across key transport corridors, ports and distribution hubs. This may require additional investment in supply chain resilience, alternative transport arrangements and inventory management strategies to maintain continuity of supply. Potential financial effects may arise through higher logistics and warehousing costs, increased spoilage, and higher insurance premiums, both directly for DPE-owned warehouses and indirectly through increased stockholding and operating costs passed on by third-party warehouse providers. More frequent disruptions may also affect product availability, operational efficiency and supply chain reliability across the network. At present, the Group is unable to reasonably quantify the magnitude of the potential financial effects associated with this risk over the long term due to the significant level of measurement uncertainty involved.
Areas of measurement uncertainty	The estimated magnitude of financial effects is subject to significant measurement uncertainty. Measurement uncertainty increases over time horizons, with the long-term horizon subject to the greatest uncertainty, limiting the usefulness of this information. The primary sources of uncertainty identified during the financial modelling relate to the projected frequency and severity of extreme weather events and the assumptions used to estimate the extent to which associated distribution disruptions result in-store operational disruption.
Line items potentially impacted in the Financial Statements	Financial Performance: Revenue, Food, equipment and packaging, Other expenses. Financial position: Inventory, Property, plant and equipment. Cashflow: Operating cashflows, investing cashflows.

Transition risk	Inability to maintain a sustainable and financially resilient franchise network in transitioning to net zero
Current financial effects	During the reporting period, the climate-related impacts DPE experienced to its financial position, financial performance or cash flows as a result this risk were not deemed material.
Anticipated financial effects	**Short to medium term (1–10 years)** In the short to medium term, this risk has been assessed as low. DPE may incur incremental operating expenses associated with developing transition guidance, supporting franchisee engagement and implementing lower-carbon initiatives across the network. Additional costs may also arise where limited financial support is provided to franchise partners to facilitate transition-related capital expenditure. The Group's franchise model, combined with the gradual evolution of transition-related requirements and technologies, is expected to provide franchisees with time to adapt to changing market conditions. Based on the Group's current modelling, any financial effects arising from this risk are not expected to be material over the short to medium term. **Long term (10–25 years)** Over the long term, the financial resilience of the franchise network may be affected if franchisees are unable to adapt to changing market, regulatory and customer expectations associated with the transition to a lower-carbon economy. This could result in increased operating costs, reduced profitability for some franchisees and additional capital investment requirements across the network. This may result in sustained pressure on earnings where the network is unable to operate competitively in a low-carbon economy, including ongoing impacts to royalty revenue and sale of goods to franchisees. The Group may also experience increased demand for financial support to facilitate transition-related investments, while reduced franchisee profitability could contribute to slower network growth and elevated credit risk associated with franchisee loans. At present, the Group is unable to reasonably quantify the magnitude of the potential financial effects associated with this risk over the long term due to the significant level of measurement uncertainty involved.
Areas of Measurement Uncertainty	The estimated magnitude of financial effects is subject to significant measurement uncertainty. Measurement uncertainty increases over time horizons, with the long-term horizon subject to the greatest uncertainty, limiting the usefulness of this information. The key sources of uncertainty identified during the financial modelling relate to assumptions regarding future operating and capital transition-related costs incurred by stores, as well as management's future decisions regarding the extent of discretionary support provided to franchise partners.
Line items potentially impacted in the Financial Statements	Financial Performance: Revenue, Royalties expense, Impairments and write-downs associated with stores and operations. Financial position: Other financial assets. Cashflow: Operating cashflows, Investing cashflows.

2.4 CLIMATE SCENARIO ANALYSIS

Scenario analysis was leveraged to explore a range of plausible future events and assess the resilience of our business model in the face of climate-related risks and opportunities. This analysis informs management of risk exposure, however, requires recognition of inherent limitations due to reliance on assumptions that may or may not eventuate. The scenarios presented are not predictions of likely outcomes, instead they are an explanatory tool used to understand vulnerabilities, identify opportunities and inform strategic decision making.

In FY26, the Group has conducted climate-related scenario analysis to stress test our business strategy, the implications on the level of risk exposure and the scale of the opportunities under different climate outcomes across the three-time horizons used to assess climate-related risks and opportunities.

Our current scenario modelling has been conducted primarily on a qualitative basis, and considers high, medium and low warming scenarios. The scale and diversity of DPE's value chain presents challenges to conducting quantitative assessment that could provide meaningful insight.

Scenario	Low Warming	Medium Warming	High Warming
Scenario narratives	This scenario represents a world where early decisive global action is taken to limit global warming from early 2020s, gradually becoming more stringent.	This scenario represents a world where policy measures are delayed until late 2020s / early 2030s meaning increased costs, e.g. higher carbon prices.	This scenario represents a world where policy action is rolled back to 2015 levels, resulting in increasing fossil fuel use and run-away warming.
Scenario temperature alignment	~1.5 – 2.0°C	~2.1 – 3.5°C	~3.0°C – 3.5°C
Impact on climate-related risks and opportunities	Low physical risks, high transition risks	Moderate to high physical risks, high transition risks	High physical risks, low transition risks
Rationale for selection	The selected low-warming scenario (SSP1-2.6) reflects a pathway consistent with limiting warming to below 2°C. While a 1.5°C pathway (e.g. SSP1-1.9) represents the most ambitious Paris-aligned outcome, it is considered less likely under current global policy settings. Accordingly, SSP1-2.6 has been applied as a plausible and externally supported low-warming scenario for assessing the Group's climate resilience.	This scenario captures the risks of delayed action and a more abrupt and costly transition later, giving a balanced view between the two extremes.	This scenario aligns with the *Corporations Act 2001* requirement to assess a 'high emissions' scenario. This scenario represents a world where no significant new climate policies are adopted. This is essential for stress testing physical risks under continued warming, particularly for long-term investments or assets vulnerable to extreme weather events.
Key data sources	IPCC: SSP1-2.6 NGFS: Low Demand	IPCC: SSP2-4.5 NGFS: Delayed transition	IPCC: SSP5-8.5 NGFS: Current policies
Scenario characteristics	• Slower increase in extreme heat days • Lower frequency and intensity of severe storms • More stable rainfall patterns • Stricter climate policy and regulation • Greater investment and development of low carbon solutions	• Sharp increase in extreme heat events • Higher intensity rainfall and flooding episodes • More frequent severe storms • Some increase in climate polices	• Extreme heat becomes common and prolonged • Frequent and severe flooding and storm events • Persistent drought conditions in some regions • Lack of climate regulation • Minimal uptake of low carbon solutions

Scope of operations	The group has undertaken physical climate risk modelling to assess hazard exposure for key property locations, selected for their potential to disrupt the value chain and the degree of management control or reliance on high-value facilities. Given the significant volume of supply that moves through warehousing facilities, these sites were prioritised over corporate store locations, where physical risk impacts are more geographically dispersed. Five warehouse locations were selected across the Group. This included a combination of DPE operated and third-party owned warehouses located in Australia, Japan, the Netherlands and France. These locations were chosen to provide representative coverage across the Group's key operating regions and supply chain configurations. The selection methodology was designed to capture a range of climate zones, hazard profiles and operational dependencies. Collectively, these selected sites support approximately 40% of network stores and include distribution centres servicing the Group's largest markets. On this basis, the sample is considered representative of the Group's broader exposure to physical climate risks, capturing both the geographic diversity of operations and the concentration of critical supply chain infrastructure. Transition risk and opportunity scenario analysis considered DPE operations, supply chain activities, distribution and logistics, franchise store operations and development pipeline, using scenario pathways, supplemented with sector-level research and insights to assess directional impacts under transition pathways.

2.5 CLIMATE RESILIENCE

The climate-related risks have been categorised by the scenario under which each risk is likely to cause the most significant impact to our business. The respective time horizon through which these impacts could emerge is also outlined.

			Time Horizon		
Scenario	**Climate risk**	**Impact Type**	**Short**	**Medium**	**Long**
High warming	Increased disruptions to availability of raw materials	Physical risk			✓
High warming	Extreme weather causing disruptions to distribution, warehousing and transport networks	Physical risk			✓
Medium warming	Inability to maintain a sustainable and financially resilient franchise network in transitioning to net zero	Transition risk			✓

Overall, the Group considers its current strategy and business model to be reasonably resilient to the climate-related risks assessed across the high, medium and low warming scenarios, recognising that ongoing adaptation will be required over time as climate impacts and transition requirements evolve. The scenario analysis indicates that the most material exposures are expected to emerge progressively over the medium to long term.

DPE's adaptive capacity is supported by established governance arrangements and a franchise-led operating model that enables practical and scalable responses as conditions change. This includes ongoing engagement across the network to identify emerging impacts, test and refine responses, and support phased implementation of initiatives where required. As the Group's climate-related capability matures, this approach is expected to help prioritise actions, manage trade-offs and maintain operational continuity and franchisee economics.

This assessment is subject to inherent uncertainty, including the trajectory of climate policy and regulation across jurisdictions, future energy prices, technology costs and availability, and the geographic concentration of extreme weather events, specifically, extreme precipitation, heatwaves, typhoons, bushfires, cyclones and extreme snowfall.

As at the reporting date, and based on the scenario analysis performed, the Group has not identified any need for material changes to its strategy or business model. Climate-related considerations will continue to be monitored through the Group's enterprise risk management framework and governance structures, with management and the Board reviewing emerging risks and opportunities and incorporating learnings into strategic and operational decision-making.

3. RISK MANAGEMENT

The Group's identification and management of climate-related risks and opportunities is performed in accordance with our enterprise risk management framework (ERMF). Climate risks are integrated within the ERMF to allow for a consistent and proportionate approach. At a stage where material opportunities are identified they will also be reported through these existing identification, assessment, prioritisation and monitoring mechanisms. As outlined in the Risk Management Framework diagram below, the underpinning framework elements ultimately support the achievement of strategic and business objectives. This framework is aligned with ISO 31000:2018 Risk Management Guidelines and the Group's Risk Management Policy.

3.1 RISK PROCESS

Identification

DPE identified climate-related risks and opportunities through a structured process that combines internal analysis, external benchmarking and targeted stakeholder engagement. The initial assessment began with an understanding of the generic climate-related risks and opportunities outlined by the Taskforce on Climate-related Financial Disclosures (TCFD), which provided a baseline set of themes relevant across sectors. Internally, DPE considers how climate-related factors could affect the Group strategy, operations and value chain, including reviewing existing enterprise risks that have a climate linkage. External analysis is then undertaken to assess climate-related risks and opportunities disclosed by peer companies in Australia and internationally. This process produces an initial long list of potential climate-related risks and opportunities. Targeted interviews with internal stakeholders across functions and regions are then used to validate relevance, refine the list and identify those risks and opportunities most pertinent to DPE's operating model. These shortlisted items then progress to detailed assessment, supported by climate scenario analysis and scored using methodologies aligned, where possible, to DPE's ERMF.

Assessment

For each identified climate-related risk and opportunity, DPE assesses the likelihood and impact in line with our Board approved risk matrix. For climate-related risks specifically, we also assess vulnerability, which reflects a combination of our adaptive capacity, sensitivity and exposure across the value chain. For climate-related opportunities scoring considers both the size of the opportunity and DPE's ability to execute. Each risk is evaluated on an inherent basis (before considering mitigation activities) and then on a residual basis (after applying existing risk treatments or controls). This approach ensures that climate-related risks and opportunities are assessed consistently within DPE's broader ERMF while recognising the distinct characteristics of climate-related impacts.

Prioritisation

Once a risk has been identified and assessed for materiality, it is prioritised in line with DPE's ERMF. Prioritisation applies the residual risk rating against risk appetite set by the Board. The risk appetite is documented within the Risk Appetite Statement and defines the level of risk DPE is willing to accept.

Climate-related opportunities are prioritised using criteria that reflect their potential to create enterprise value. This includes the scale of potential impact, DPE's ability to execute, and the degree of alignment with strategic objectives.

Prioritisation outcomes for both risks and opportunities are reviewed and endorsed by the ESG Steering Committee and the Board, ensuring governance oversight and integration into DPE's broader ERMF.

Monitoring

Within DPE's ERMF, detailed review and refresh of risks occur annually, with more frequent reporting on treatment progress, changes in risk exposure, new or emerging risks and key risk indicators. As climate risk is an emerging area, an identification process was undertaken in FY26 to establish DPE's climate-related risks and opportunities and integrate risks with ongoing reporting. Consistent with DPE's Risk Management Policy, detailed review of climate-related risks and opportunities will continue to be reviewed annually by both the ESG Steering Committee and the Audit and Risk Committee.

4. METRICS AND TARGETS

4.1 GREENHOUSE GASES: 2026 RESULT

Operational GHG emissions

In FY26, the Group's total absolute gross GHG emissions were 57,346 metric tonnes of carbon dioxide (mt CO2e). GHG emissions were measured in accordance with the GHG Protocol.

For all its GHG emissions, the Group applies an operational control approach to define its organisational boundary for the purposes of calculating its GHG emissions. The Group has applied the operational control approach as it enables a clear distinction between emissions from company owned locations and franchise stores.

GHG Emissions (metric tonnes of CO2e)	Unit	2026
Scope 1 emissions	mt CO2e	22,292
Scope 2 emissions (location based)	mt CO2e	35,054
Scope 1 + 2 emissions (location-based)	**mt CO2e**	**57,346**

Scope 1 GHG emissions refer to the direct GHG emissions that occur from sources owned or controlled by the Group. Scope 1 direct emissions primarily stem from corporate store gas usage and delivery to customers.

Scope 2 GHG emissions refer to indirect GHG emissions from the generation of electricity acquired and consumed by the Group. The Group's Scope 2 GHG emissions are measured using the location-based method, which reflects the average emission factors of the electricity grids on which the Group consumes electricity.

Internal Carbon Pricing

The Group does not currently use an internal carbon price to inform investment or operational decision-making.

Calculation Standard

For the calculation of GHG emissions, the Group follows the guidelines and methodologies contained in the GHG Protocol: Corporate Standard Reporting Standard (2004). The Group follows the directives of the GHG Protocol in its selection of the emissions factors adopted in the calculation of the inventory, whilst the Global Warming Potential (GWP) values considered were taken from the Sixth Assessment Report (AR6) published by the IPCC, where available.

As this is the first year of reporting under AASB S2, no comparative GHG emissions have been provided and as such, there have been no changes in the measurement approach in the current period.

The following table outlines the methodologies, emission factors, data sources, key assumptions, and associated data quality and uncertainty considerations used to calculate the Group's Scope 1 and Scope 2 GHG emissions. A glossary of climate-related terms and abbreviations has been included at the back of this Annual Report.

Scope	Emission category	Activity	Data Source	GWP and EF Source	Methodology	Assumptions	Data quality and uncertainty
Scope 1	Stationery Emissions	Natural gas and LPG consumption in corporate stores, support offices and DPE-operated warehouses.	Invoices, smart meters, service providers or third-party energy management companies.	ADEME, BEIS, CO2 Emissiefactoren, NGA Factors, UGA	Quantity of gas consumed multiplied by the associated emission factor.	Actual data is obtained where possible. Any remaining data is estimated based on historical trends, or for locations with no historical data, proxy locations with similar sales are used to estimate usage.	Data quality is high due to the availability of primary consumption data, resulting in low measurement uncertainty.
Scope 1	Fugitive Emissions	Refrigerant leakage from air-conditioning, refrigeration equipment and refrigerated trucks.	The equipment type and number per store/support office/ warehouse, relevant refrigerant type and associated charge.	BEIS, CO2 Emissiefactoren, GHG Protocol, UNEP	GHG Protocol Screening Method: • Operating emissions are calculated for a standard set of store equipment per market by applying an annual leakage rate.	Our methodology assumes that all stores have the same equipment, refrigerant type and charge. Where data was not available for the refrigerant type or charge, proxy markets have been used. Default annual leakage rates per the IPCC have been utilised.	Moderate data quality due to partial availability of equipment-level data and reliance on default leakage rates for some equipment. This methodology inherently results in some data measurement uncertainty.
Scope 1	Mobile Emissions	Fuel consumption from corporate store delivery to customers and transport of goods from DPE -operated warehouses to stores.	GPS data, fuel usage or mileage data.	ADEME, BEIS, CO2 Emissiefactoren, GLEC	**Corporate store delivery:** Distance based method **Warehouse transport:** Distance based and fuel-based method	**Corporate store delivery:** Averages are used per market for the split of delivery vehicle types and the round-trip delivery distance. **Warehouse transport:** Actual data is obtained for the period where possible, remaining data is extrapolated.	**Corporate store delivery:** Moderate data quality due to the use of estimates, leading to some data uncertainty. **Warehouse transport:** Data quality is high due to the availability of primary consumption data, resulting in low measurement uncertainty.
Scope 2	Purchased Electricity and Heating	Electricity consumption in corporate stores, support offices and DPE-operated warehouses	Invoices, smart meters, service providers or third-party energy management companies.	ADEME, CO2 Emissiefactoren, IEA, MfE, NGA Factors, UBA	Location-based method	Actual data is obtained where possible. Any remaining data is estimated based on historical trends, or for locations with no historical data, proxy locations with similar sales are used to estimate usage.	Data quality is high due to the availability of primary consumption data, resulting in low measurement uncertainty.

4.2 VULNERABILITY METRICS

The following table provides information on the assets identified as vulnerable to climate-related risks. These metrics provide an indication of the proportion of the Group's assets that may be exposed to identified climate-related risks and should be read in conjunction with the discussion of current and anticipated financial effects presented above. The metrics do not represent estimated financial impacts, but rather the underlying vulnerability of assets considered in the assessment of climate-related risks and opportunities.

Physical Risks

Asset Class	$'000	% of total assets vulnerable	Explanation
Inventories	36,809		Inventories across all markets are potentially vulnerable to climate-related physical risks.
Property, Plant & Equipment	9,684		The property, plant and equipment classified as vulnerable to climate-related physical risks consist of DPE operated warehouses located in the Netherlands and France.
Total assets	**2,038,161**	**2.3%**	2.3% of the Group's assets are vulnerable to the impacts from climate-related physical risks.

Transition Risks

Asset Class	$'000	% of total assets vulnerable	Explanation
Other financial assets (current and non-current)	55,358		Other financial assets classified as vulnerable to climate-related transition risks comprise the portion of the asset balance attributable to franchisee loans.
Total assets	**2,038,161**	**2.7%**	2.7% of the Group's assets are vulnerable to the impacts from climate-related transition risks.

Capital Deployment

Climate-related risks and opportunities and associated mitigation measures are managed as part of business-as-usual activities and are resourced through existing budgets across the Group.

4.3 CLIMATE-RELATED TARGETS

DPE set SBTi-validated science-based targets in FY23 at a time when ESG was a key strategic focus for the business. Since then, changes in our operating environment and a reset of our corporate strategy – centred on enhancing franchisee profitability and delivering stronger returns to investors – have required us to reassess those commitments. Our latest progress review confirmed that the SBTi targets are unlikely to be achievable under current conditions and maintaining them would not reflect the operational realities of our markets.

As a result, we have withdrawn from the SBTi framework and have not established quantitative or qualitative targets for this reporting period. Instead, this reporting period has prioritised efforts to meet mandatory climate reporting requirements and enable development of a decarbonisation pathway that is grounded in data maturity, operational feasibility and commercial priorities. Through our enhanced identification of climate-related risks and opportunities this year, we now have a clearer view of where climate impacts intersect with our strategy and value chain. This work will inform the development of more meaningful, operationally relevant metrics and targets that support long-term value creation and can be re-aligned to external frameworks when appropriate. We believe this approach enables targeted action, and more effective prioritisation of effort and resources to align with material climate risks and opportunities.

DIRECTOR'S DECLARATION FOR THE CLIMATE REPORT

The Directors declare that in their opinion, the Group has taken reasonable steps to ensure that the substantive provisions of the Group's sustainability report as set out on pages 154 to 169 are in accordance with the *Corporations Act 2001*, including:

(a) complying with applicable sustainability standards being the Australian Sustainability Reporting Standard AASB S2 Climate-related Disclosures; and

(b) the climate statement disclosures as required under s296D of the *Corporations Act 2001*

Signed in accordance with a resolution of the Directors in accordance with s296A(7) of the *Corporations Act 2001*.

Jack Cowin
Non-Executive Chair

26 August 2026

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Independent Auditor's Review Report to the Members of Domino's Pizza Enterprises Limited

Review Conclusion

We have conducted a review of the following specified Sustainability Disclosures in the Sustainability Report of Domino's Pizza Enterprises Limited (the "Company") and its subsidiaries (the "Group") for the year ended 28 June 2026 as required by Australian Standard on Sustainability Assurance ASSA 5010 *Timeline for Audits and Reviews of Information in Sustainability Reports under the Corporations Act 2001* ("ASSA 5010") issued by the Auditing and Assurance Standards Board ("AUASB"):

Sustainability Disclosures	Reporting requirement of Australian Sustainability Reporting Standard AASB S2 *Climate-related Disclosures* ("AASB S2") (including related general disclosures required by Appendix D)	Location in the Sustainability Report
Governance	Paragraph 6	Section 1 Governance on pages 155 and 156.
Strategy (risk and opportunities)	Subparagraphs 9(a), 10(a) and 10(b)	"Climate related risks" and "risk description" included in the tables in Section 2.2 on pages 158 and 159.
Scope 1 and 2 emissions	Subparagraphs 29(a)(i)(1) to (2) and 29(a)(ii) to (v)	Scope 1 and Scope 2 emissions on page 166.

The requirements of AASB S2 identified in the table above form the criteria relevant to the specified Sustainability Disclosures and apply under Division 1 of Part 2M.3 of the *Corporations Act 2001* (the "Act").

We have not become aware of any matter in the course of our review that makes us believe that the Sustainability Disclosures specified in the table above do not comply with Division 1 of Part 2M.3 of the *Corporations Act 2001*.

Basis for Conclusion

Our review has been conducted in accordance with Australian Standard on Sustainability Assurance ASSA 5000 *General Requirements for Sustainability Assurance Engagements* ("ASSA 5000") issued by the AUASB. Our review includes obtaining limited assurance about whether the specified Sustainability Disclosures are free from material misstatement.

In applying the relevant criteria, we note that subsection 296C(1) of the Act includes a requirement to comply with AASB S2.

Our conclusion is based on the procedures we have performed and the evidence we have obtained in accordance with ASSA 5000. The procedures in a review vary in nature and timing from, and are less in extent than for, an audit. Consequently, the level of assurance obtained in a review is substantially lower than the assurance that would have been obtained had an audit been performed. See the '*Summary of the Work Performed'* section of our report below.

Our responsibilities under ASSA 5000 are further described in the '*Auditor's Responsibilities'* section of this report.

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We are independent of the Group in accordance with the applicable ethical requirements of APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* issued by the Accounting Professional & Ethical Standards Board Limited (November 2018 incorporating all amendments to June 2024 (the "Code"), together with the ethical requirements in the Act, that are relevant to our review of the specified Sustainability Disclosures and public interest entities in Australia. We have also fulfilled our other ethical responsibilities in accordance with these requirements and the Code.

We confirm that the independence declaration required by the Act, which has been given to the directors of the Company, would be in the same terms if given to the directors as at the time of this auditor's report.

Our firm applies Australian Standard on Quality Management ASQM 1 *Quality Management for Firms that Perform Audits or Reviews of Financial Reports and Other Financial Information, or Other Assurance or Related Services Engagements*, which requires the firm to design, implement and operate a system of quality management, including policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Other information

The directors of the Group are responsible for the other information. The other information comprises the information included in the Group's annual report for the year ended 28 June 2026 but does not include the specified Sustainability Disclosures and our auditor's report thereon.

Our conclusion on the specified Sustainability Disclosures does not cover the other information and we do not express any form of assurance conclusion thereon. The other information includes the financial report and Remuneration Report upon which we have performed an audit and issued a separate auditor's report.

In connection with our review of the specified Sustainability Disclosures, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the specified Sustainability Disclosures, or our knowledge obtained when conducting the review, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities for the Specified Sustainability Disclosures

The Directors of the Group are responsible for:

a) The preparation of the specified Sustainability Disclosures in accordance with the Act; and
b) Designing, implementing and maintaining such internal control necessary to enable the preparation of the specified Sustainability Disclosures, in accordance with the Act that are free from material misstatement, whether due to fraud or error.

Inherent Limitations in Preparing the Specified Sustainability Disclosures

Greenhouse gas emissions quantification is subject to significant measurement uncertainty, which arises because of incomplete scientific knowledge used to determine emissions factors and the values needed to combine emissions of different gases. The comparability of sustainability information between entities and over time may be affected by inconsistencies in the methods to estimate or measure those emissions, due to different, but acceptable, methods applied.

The specified Sustainability Disclosures include judgements and assumptions about future events and circumstances. Actual outcomes may differ from those described and, accordingly, the disclosures are subject to a higher level of inherent uncertainty.

Auditor's Responsibilities

Our objectives are to plan and perform the review to obtain limited assurance about whether the specified Sustainability Disclosures are free from material misstatement, whether due to fraud or error, and to issue a

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review report that includes our conclusion. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence decisions of users taken on the basis of the specified Sustainability Disclosures.

As part of a review in accordance with ASSA 5000, we exercise professional judgement and maintain professional scepticism throughout the engagement. We also:

- Perform risk assessment procedures, including obtaining an understanding of internal control relevant to the engagement, to identify and assess the risks of material misstatements, whether due to fraud or error, at the disclosure level but not for the purpose of providing a conclusion on the effectiveness of the entity's internal control.
- Design and perform procedures responsive to assessed risks of material misstatement at the disclosure level. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Summary of the Work Performed

A review is a limited assurance engagement and involves performing procedures to obtain evidence about the specified Sustainability Disclosures. The nature, timing and extent of procedures selected depend on professional judgement, including the assessed risks of material misstatement at the disclosure level, whether due to fraud or error. In conducting our review, we:

- Performed inquiries, walkthroughs, and inspection of documentation to understand the processes, systems, methodologies and personnel involved in preparing the specified Sustainability Disclosures.
- Inspected internal information (e.g. meeting minutes, terms of reference, committee charters and internal policies, risk register and risk matrix) supporting the Governance disclosures.
- Assessed the appropriateness of management's determined reporting boundary.
- Assessed the completeness and accuracy of disclosed climate-related risks and opportunities based on management's process and judgements to identify material information for disclosure.
- Performed analytical procedures and/or tested on a sample basis Scope 1 and 2 emissions data and emission factors and assessed management's estimation methods against the relevant requirements of AASB S2 and the GHG Protocol.
- Reconciled the specified Sustainability disclosures in the Sustainability Report to the underlying outcome of procedures performed.
- Evaluated the disclosure and overall presentation of the specified Sustainability Disclosures against the relevant requirements of AASB S2.

Deloitte Touche Tohmatsu

DELOITTE TOUCHE TOHMATSU

Jacques Strydom

Jacques Strydom
Partner
Chartered Accountants

Brisbane, 26 August 2026

GLOSSARY

ASIC means the Australian Securities & Investments Commission.

ASX means Australian Securities Exchange Limited (ABN 98 008 624 691).

Australian Store Network means the network of Corporate Stores and Franchised Stores located in Australia.

Board or **Board of Directors** or Directors means the Board of Directors of the Company.

CAGR means Compound Annual Growth Rate.

Capital Reduction means the selective reduction of capital described in Section 11.4 of the prospectus.

Company or **Consolidated entity** means Domino's Pizza Enterprises Limited (ACN 010 489 326).

Corporate Store means a Domino's Pizza store owned and operated by the Company.

Corporate Store Network means the network of Corporate Stores.

Corporations Act means the Corporations Act 2001 (Cth).

Directors means the Directors of the Company from time to time.

Director and Executive Share and Option Plan or ESOP means the Domino's Pizza Director and Executive Share and Option Plan summarised in note 20 to the financial statements.

Domino's means the Domino's Pizza brand and network, owned by Domino's Pizza, Inc.

Domino's Pizza means the Company and each of its subsidiaries.

Domino's Pizza Stores means Corporate Stores and Franchised Stores.

DPE Limited means Domino's Pizza Enterprises Limited (ACN 010 489 326)

Earnings Per Share or **EPS** means NPAT divided by the total number of Shares on issue.

EBIT means earnings before interest expense and tax.

EBITDA means earnings before interest expense, tax, depreciation and amortisation.

Franchised Store means a pizza store owned and operated by a Franchisee and Franchise Network means the network of Franchised Stores.

Franchisees means persons and entities who hold a franchise from the Company to operate a pizza store under the terms of a sub-franchise agreement.

Listing Rules means the Listing Rules of the ASX.

Network or **Domino's Pizza Network** or **Network Stores** means the network of Corporate Stores and Franchised Stores.

Network Sales means the total sales generated by the Network.

New Zealand Network means the network of Corporate Stores and Franchised Stores located in New Zealand.

NPAT means net profit after tax.

Related Bodies Corporate has the meaning given to it by section 50 of the Corporations Act.

Registry means MUFG Corporate Markets (AU) Ltd.

Same Store Sales Growth means comparable growth in sales across Domino's stores that were in operation for at least 24 months prior to the date of the reporting period. Non-Domino's stores that have been acquired (e.g. Joey's, Pizza Sprint and Hallo) are included in the Same Store Sales Growth calculation upon conversion to Domino's for at least 12 months.

Share means any fully paid ordinary share in the capital of the Company.

Underlying EBITDA and **Underlying NPAT** excludes significant costs.

VWAP means Volume Weighted Average Price. The average price at which a security trades over a period, weighted by volume, used to set the size of certain equity grants.

ZEPO means Zero Exercise Price Option. A right to acquire a DPE share at no cost, subject to vesting and/or escrow conditions.

GLOSSARY – CLIMATE REPORT

This glossary provides definitions for key sustainability and climate related terms used throughout this report.

ADEME – Agence de la Transition Écologique is the French Agency for Ecological Transition. It is a public institution dedicated to implementing government policies on the environment, energy, and sustainable development.

ASRS – Australian Sustainability Reporting Standards.

BEIS – UK Department for Business, Energy & Industrial Strategy.

CO2 – Carbon dioxide.

DCCEEW - Australian Department of Climate Change, Energy, the Environment and Water.

ESG – Environmental, social and governance.

GHG – Greenhouse gases are the gaseous constituents of the atmosphere that absorb and emit radiation through a series of reactions, thereby causing the greenhouse effect.

GHG Protocol – The GHG Protocol is the most widely used greenhouse gas accounting standard, which was developed through a partnership between the World Resources Institute and the World Business Council for Sustainable Development.

GLEC – Global Logistics Emissions Council.

GWP – Global warming potential.

IEA – The International Energy Agency is an autonomous intergovernmental organisation based in Paris that works to ensure reliable, affordable and clean energy for its 29 member countries and beyond.

IPCC – The Intergovernmental Panel on Climate Change is an intergovernmental body of the United Nations. Its job is to "provide governments at all levels with scientific information that they can use to develop climate policies".

MfE – The Ministry for the Environment is the public service department of New Zealand charged with advising the New Zealand Government on policies and issues affecting the environment, in addition to the relevant environmental laws and standards.

NGA Factors – The National Greenhouse Accounts Factors are a set of standardised emissions factors provided by DCCEEW to help businesses estimate their greenhouse gas emissions.

NGFS – The Network for Greening the Financial System is a network of central banks and financial supervisors that aims to accelerate the scaling up of green finance and develop recommendations for central banks' role for climate change.

SBTi – Science Based Targets Initiative.

SSP – Shared Socioeconomic Pathways are climate change scenarios of projected socioeconomic global changes up to 2100 as defined in the IPCC Sixth Assessment Report on climate change in 2021.

TCFD – The Task Force on Climate-related Financial Disclosures.

UBA – German Federal Environment Agency.

UNEP – United Nations Environment Programme.

CORPORATE DIRECTORY

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