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11 November 2026

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

Dear Sir or Madam,

2026 Annual General Meeting

Please find attached a copy of the presentation and prepared remarks for the Domino's Pizza Enterprises Limited 2026 AGM, to be held today.

Craig Ryan
Company Secretary

ENDS

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

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Chairman's Address

2026 Annual General Meeting
Jack Cowin
Chairman

The reset plan delivered

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RESET PRIORITY	DELIVERED IN FY26	
Stronger cash flow	**$164.1m**	Free cash flow up from $47.4m in FY25
Lower net debt	**$227.8m**	Reduction in net debt Leverage 1.86×
Lower cost base	**$67m**	Annualised savings actioned 2/3 shared with franchisees
Improved franchisee returns	**+11.3%**	Average store EBITDA of $105.7k[1]

A$m unless stated. Free cash flow excludes divestment proceeds. [1] Rolling 12-month franchisee EBITDA at Q3 FY26.

FY26 results and shareholder returns

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SHARE PRICE AND DIVIDEND

Share price

$15.10
FY25 Results Reported

→

$22.83
Open Today (+51.4%)

Final dividend

32.5CPS
FY26 final

+51.2%
vs FY25 final

FY26 RESULTS

- Underlying EBIT up to $200.1 million, and underlying NPAT up to $121.6 million.
- Record free cash flow of $164.1 million, and net debt down by $227.8 million.
- Unfranked final dividend of 32.5 cents per share, up 51.2% on the FY25 final.
- Encouraging, but our focus is sustainable value over the long term, where we all benefit together.

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The reset has strengthened the foundations

Our focus now is growth

Stronger foundations, leadership in place, and a clear direction for the next phase.



Slide 1 (Title)
Chairman's Address
2026 Annual General Meeting

Good afternoon and thank you for joining us today, either here in Brisbane or online.

I will focus today on the key outcomes from FY26 and the priorities for the year ahead, but first, let me say that we are seeing a positive response from our initiatives.

Same-store sales have improved as the financial year has progressed, although Group Network sales remain below last year. Australia/New Zealand and the Netherlands are positive for the month of October 2026. I see this as a turning point for the business. These are encouraging signs, but we have more work to do. Our Group CEO Andrew Gregory will explain the trading results and the work required to build on this progress. I fully endorse Andrew's approach and the direction he is taking the business.

Last year, I spoke openly about the need to reset this business. We had built a large international system with a great brand, strong market positions and significant growth potential, but we had also developed too much complexity, too much cost and an over-reliance on discounting and short-term promotions. The business needed to return to fundamentals, and FY26 was about doing exactly that.

It was a year of difficult decisions, disciplined execution and rebuilding foundations for future growth. Those decisions were not always popular and they were not always easy. We deliberately reduced our reliance on deep discounting and low-margin sales, simplified parts of the organisation, and focused heavily on franchise partner economics, cash flow and debt reduction.

Slide 2 - The reset plan delivered

Sales volumes fell as we deliberately stepped back from deep discounting and low-margin sales, but the decline was larger than we wanted in some markets. The business is stronger, and the growth plan Andrew will outline addresses the need to rebuild demand and restore profitable order growth.

A year ago, we said we wanted to build a stronger business; today, we can point to tangible evidence that we have done exactly that.

You can see that in the cash flow and balance sheet. Free cash flow rose from $47.4 million to $164.1 million, excluding divestment proceeds. Net debt came down by $227.8 million, and net leverage fell from 2.57 times to 1.86 times.

The team actioned $67 million in annualised savings, with $35.3 million realised in FY26 and two-thirds shared with franchisees.

Franchisees saw an improvement too. Average store EBITDA rose 11.3% to $105,700 over the rolling twelve months to Q3 FY26 – the highest in four years.

Slide 3 - FY26 results and shareholder returns

The Board also declared an unfranked final dividend of 32.5 cents per share, an increase of 51.2% on the FY25 final dividend. These are important outcomes.

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The market has also recognised some of this progress. When we announced this renewed focus at our Full Year results last year, our share price was $15.10. Today, it is $22.83 as of open today, a 51.4% improvement.

That is encouraging, but our focus must remain on creating sustainable value over the long term. And for that to happen, all of us must benefit together.

Franchise Partner Profitability

A franchise business only works in the long term when franchise partners are making money. If franchise partners are profitable, they invest in their stores, they invest in people, they invest in growth, and shareholders benefit as well.

Improving franchise partner profitability therefore became our number one operational priority during FY26, and the results show that strategy is working. Store margins improved, cost savings were passed back into the system, and we started to rebuild confidence across the network.

I want to take a moment to particularly thank our franchise partners globally. Running your own business is rewarding, but it also comes with challenges. We have regular, robust discussions about how we can work better and be better together. That is healthy in a franchise system.

Our franchise partners have invested in their businesses and in the Domino's brand. I thank them for their continued commitment to their teams and customers, and for working with us to make this business stronger.

The job is not finished, we still have work to do, but I believe we are now moving in the right direction.

Cost Savings and Simplification

Alongside improving franchise partner economics, we focused heavily on simplifying the organisation and removing costs that did not add sufficient value. Importantly, much of that benefit was shared with franchise partners through lower food and packaging costs and more effective marketing investment.

The objective was never cost reduction for its own sake. It was to create a stronger and more efficient business that generates better returns for customers, franchise partners and shareholders. I believe we have made meaningful progress.

Cash Flow, Debt and Shareholder Returns

The other major achievement in FY26 was strengthening our balance sheet. Record free cash flow, reduced debt, and refinancing that improved flexibility and strengthened our financial position. Today, Domino’s has a much stronger balance sheet than it had 12 months ago.

We also took the opportunity during the year to conduct a comprehensive review of the balance sheet. That review resulted in non-cash write-downs across a number of assets and investments. While those charges impacted our statutory result, they reflected a realistic assessment of asset values and leave the business better positioned for the future.

Across our markets, results were mixed, but the common theme was improved profitability and stronger unit economics. The challenge now is to build sales momentum from that stronger base.

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Leadership Transition

During the year, we also completed an important leadership transition, with Andrew Gregory appointed Group Chief Executive Officer and Managing Director. As a former senior executive at McDonald's, Andrew brings significant experience in large consumer-facing, multinational franchised businesses, along with strong operational and commercial discipline.

I'm pleased to have handed the day-to-day reins to Andrew, who leads the business and delivers our strategy, while I'm back in the non-executive Chairman's seat, leading the Board's oversight and supporting him and his team.

The foundations are stronger and the leadership team is in place. Management's task now is to convert that stronger platform into growth.

Shareholders will also vote today on Andrew's remuneration arrangements. His long-term incentive combines an option exercise-price gate, relative TSR and a return on capital employed target, aligning his incentives with sustainable shareholder returns.

Board Renewal and Governance

The Board has also continued its renewal, with Judith Swales and Drew O'Malley joining during the year and strengthening the Board's operational, consumer, international and governance experience. Directors have also agreed to build and maintain a holding in shares equivalent in value to one year's directors' fees, further strengthening the alignment between the Board and shareholders.

Slide 4 - Our focus now is growth

Looking ahead to FY27, our priorities are straightforward. First, we want to restore profitable order growth. Not growth at any cost or growth driven by excessive discounting, `but more predictable and sustainable growth, built on stronger customer demand, consistent execution and healthier store economics.

Second, we intend to continue improving franchise partner profitability. The progress made this year has been encouraging, but there are opportunities across procurement, productivity, and operational execution, which we will leverage with growing sales. Third, we will continue to operate with financial discipline, with strong cash generation and sensible capital allocation remaining central to our approach.

These priorities are connected. When customers receive a great product at a compelling everyday price, they come back more often. More consistent demand helps stores roster and execute better. Better execution strengthens franchise partner returns, and a healthier franchise system creates sustainable value for shareholders.

The opportunity in this business remains substantial. Domino's has a globally recognised brand, leading positions across many of our markets and significant long-term potential.

We have also recently renewed our long-term Master Franchise Agreements for France and Belgium with Domino's Pizza Inc., reinforcing our long-term commitment to the Domino's brand and those markets.

I have said before that the upside in this business is significant if we get the formula right, and I continue to believe that. FY26 was about strengthening the foundations. FY27 must be about building predictable, profitable growth.

Conclusion

I would like to thank our shareholders for your continued support and patience. The major structural work of the reset has been delivered, and we now move to the next phase.

I would like to thank the leadership team, and particularly George Saoud, our Group Chief Operating Officer and Chief Financial Officer, who led much of the business over the past year and played a central role in delivering the reset.

And I particularly want to thank our franchise partners, store managers and team members throughout the world. They are the people delivering for our customers, putting on a Domino's uniform every day and representing the very best of our brand.

As we pursue growth, there is one thing I will not compromise on: the safety and wellbeing of our people. The Board and Management takes this responsibility very seriously. To everyone who puts on a Domino's uniform every day, thank you.

Our foundations are stronger, our leadership team is in place, our franchise partners are in a better position, and our focus is firmly on creating long-term value. We have more to do. But we have a stronger business, a clear direction and a leadership team accountable for delivering the next phase.

I will now invite Andrew to explain how management intends to deliver this next phase: by winning more customer occasions, strengthening our core products and value, executing more consistently, and ensuring that growth produces appropriate returns for franchise partners and shareholders. He will also explain why Australia is our immediate operating priority and how shareholders should assess our progress.

Thank you.

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Group Chief Executive Officer's Address

Andrew Gregory
Group CEO & Managing Director

Why I believe in franchising, and Domino's

The ingredients for growth

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Scale



Local ownership

Ambition to grow

Customers, franchisees and DPE win together

Orders and sales must grow together

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Orders + **Sales**

More customers choosing Domino's more often

More revenue per store, without relying on price alone

Franchisee profitability

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From short-term tactical promotions to long-term platforms

FROM

Limited-time offers
Short-term sales spikes

TO

Core products.
Great everyday value.

Promotion with purpose

Fewer, larger platforms



The Growth Strategy: four commitments

No single initiative delivers sustainable growth: a focus on all four commitments together

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CUSTOMERS	**WIN MORE CUSTOMER OCCASIONS:** more customers choosing Domino's more often.
CORE	**STRENGTHEN THE CORE:** better products, great everyday value and platforms that build over time.
EXECUTION	**EXECUTE MORE CONSISTENTLY:** great quality, service and customer experience.
ECONOMICS	**IMPROVE SYSTEM ECONOMICS:** stronger franchisee economics, DPE earnings and shareholder returns.

STRONGER DEMAND. BETTER STORE ECONOMICS AND SUSTAINABLE SHAREHOLDER RETURNS

Delivering the Growth Strategy

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The same four commitments guide every market

Local teams and franchisees apply largely common solutions

Group

Creates the platform: brand, product direction, value architecture, marketing, digital, supply chain and the economic framework.

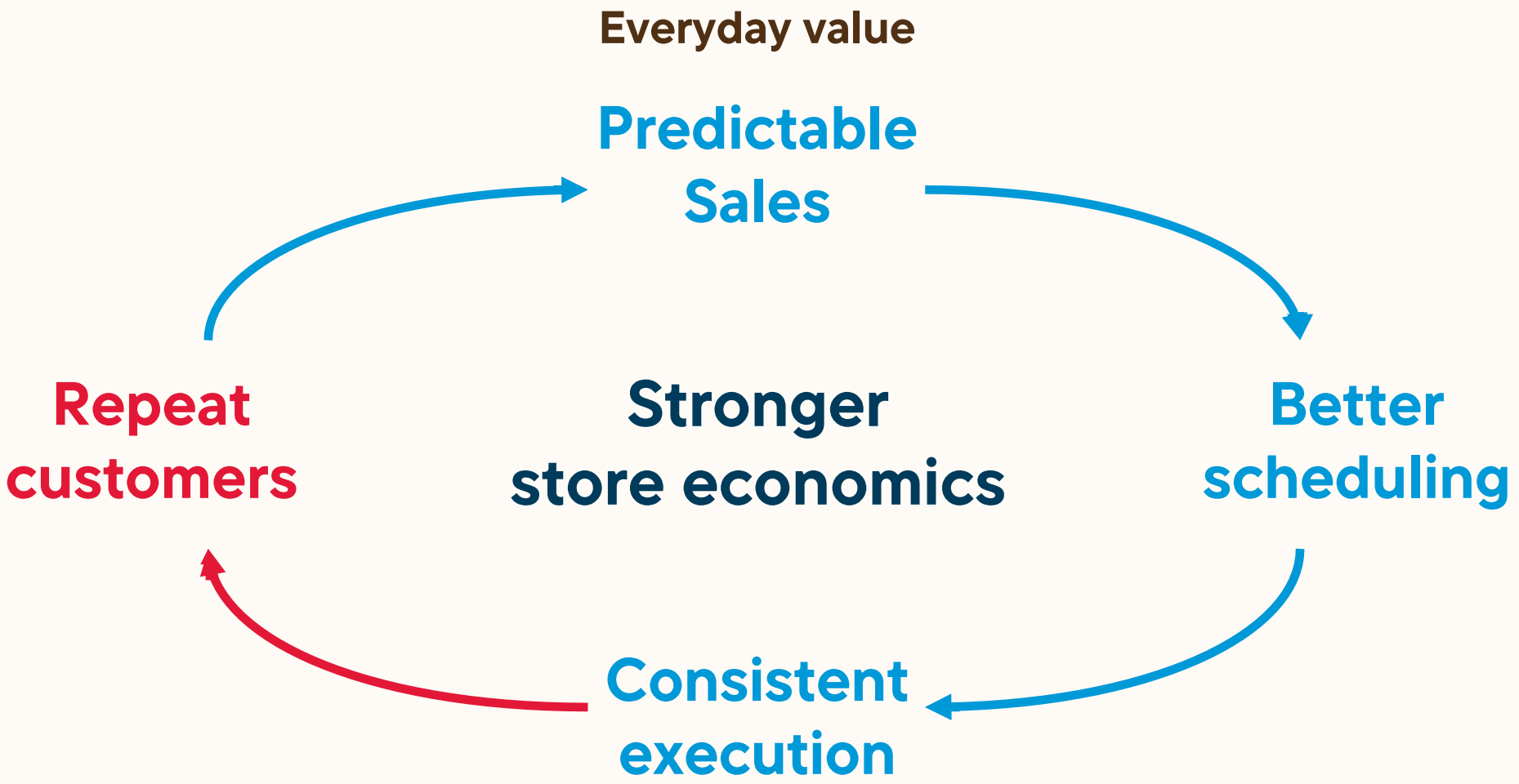
Markets

Make it locally relevant: turn the platform into a relevant go-to-market built on customer occasions, competition and store economics.

Franchisees

Bring it to life: people leadership, product, service, operational discipline and community engagement.

The virtuous cycle in our stores



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Why Australia first

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Our largest market and most important credibility driver

35%

of Group Sales

Our home market. Our first proof at scale.

Network sales FY26 – Australia and New Zealand 35% of Group Network sales

Trading update

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GROUP SAME-STORE SALES

Financial year to date

-5.8% → **-4.6%**

First 8 weeks | First 18 weeks

Quarter

-5.5% → **-2.1%**

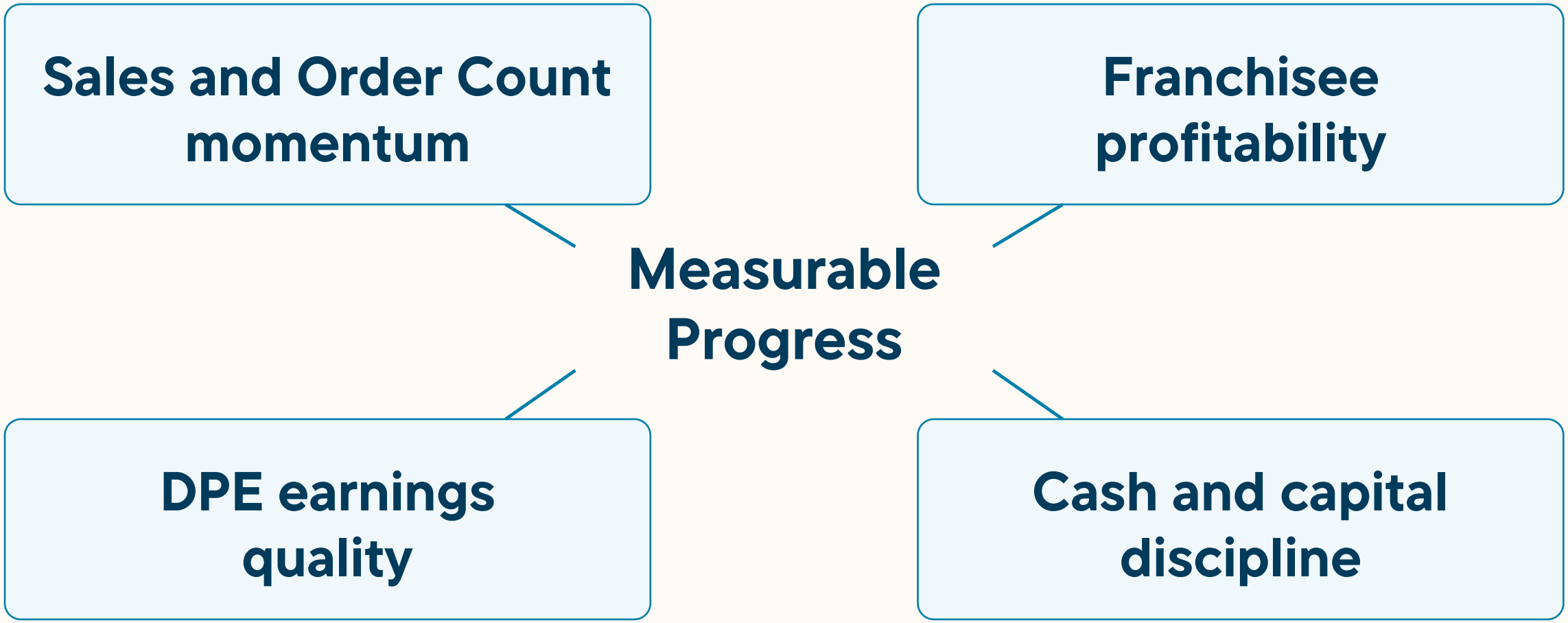
Quarter 1 | Quarter 2 to date (first 6 weeks)

WHAT IS BEHIND THE MOVEMENT

- Group Same Store Sales have improved for Financial Year to Date.
- In Q2, Australia and the Netherlands are positive on last year, while all markets are tracking ahead of Q1 in both same-store sales and orders.
- This follows improved marketing, clearer customer value, disciplined execution and new product launches.
- Still work to do to deliver sustainable, profitable growth across the Group, and that will continue through FY27.

All four measures must work together

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Creating value for shareholders

We can deliver for all stakeholders

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STAKEHOLDER	WHAT GOOD LOOKS LIKE
CUSTOMER	*"I GOT A PIZZA LAST NIGHT. IT WAS HOT AND TASTY. AND IT WAS A GREAT PRICE FROM DOMINO'S"*
FRANCHISEE	*"I CAN SEE A RETURN FROM MY HARD WORK. I WANT TO GROW AND INVEST WITH THIS BRAND."*
TEAM MEMBER	*"I LOVE WORKING HERE. IT'S BUSY AND REWARDING. AND MY FRANCHISEE IS SHOULDER TO SHOULDER BESIDE ME."*
SHAREHOLDER	*"DOMINO'S IS RUNNING THE BUSINESS WELL. AND I'M GETTING A STRONG RETURN ON MY INVESTMENT."*

WHEN ALL OF THESE ARE WORKING,
EVERYONE WINS

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The reset has strengthened the foundations

Our focus now is sustainable growth

A predictable and profitable business driving strong returns and compounding growth



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CEO & Managing Director's Address
2026 Annual General Meeting

Slide 1: Sustainable, Profitable Customer growth

Good afternoon. Thank you for your time this afternoon. I commenced this role 12 weeks ago. I will share initial observations and share how we are working to drive sustainable growth back into this business.

I've visited all our major markets. In each market I've spent time listening to our leadership teams, visiting stores, observing and understanding customers and meeting individual franchisees in their stores and franchisee leadership groups. Spending time on the ground is essential to understand the opportunities and challenges in the business.

I've started in a business with a stronger financial platform. I have confidence in this business, and I have a fundamental belief in the franchise economic model and the future of QSR.

Our immediate priority is to build on the stronger financial foundation and to build sustainable and profitable sales and order count growth. That means giving customers great value and collaborating with franchisees to deliver consistent execution and exceed our customers' expectations.

I will explain what that means in practice, and where you should look for evidence of our progress.

First, credit to Jack, George Saoud and the team. They delivered the financial reset they committed to.

My accountability is to continue the financial discipline and focus on returns and at the same time, drive sustainable profitable sales and order count growth. This will drive strong returns for both Franchisees and DPE.

Slide 2: Why I believe in franchising, and Domino's

I've spent more than 30 years working in the quick service restaurant industry and working with Franchisees at McDonald's. I've seen what this model can do.

You combine the power of a global brand and the economic scale of a large enterprise with the talent and energy of local franchisees that execute strongly and connect with their teams and the community. Domino's franchisees love this brand and care deeply about their contribution to their teams and their community.

And the positive and constructive tension that exists in our relationship with the franchisees is all I have known in my career. At its best this positive tension makes us both better; it creates accountability to drive better outcomes for our customers.

Franchisees always know their customers and their stores better than I do, and their input to our business plans will enable us to succeed.

Our business has many opportunities in how we plan and execute great customer-focused, compelling plans. It's clear our customers want Domino's to be at our best, delivering great pizza at great consistent value.

Slide 3: Orders and sales must grow together

Our priority is profitable sales growth. We want more customers choosing Domino's more often.

And what does it mean to drive Orders and Sales, what does it mean that they need to grow together?

Driving growth in Sales and Orders means over time we need to ensure our growth is balanced. Not perfectly, not every week or month but over time these key metrics need to move in the same direction, the higher direction of course.

If we increase order count at the expense of increased sales, this will result in lower margins for our franchisees, while only driving sales through price, not underpinned by order count growth, will break the value relationship with our customers. So balanced order count and sales growth is essential for our success.

This is what we mean when we talk about sustainable growth.

Slide 4: From short-term tactical promotions to long-term platforms

So how are we going to grow in a sustainable way?

From a strategic point of view, we will work on fewer activities and execute them better.

In the past, we've put too much emphasis on the next promotion or short limited time offer. That can give us a short burst of sales, but we need to build demand that lasts. Changes in our offer create significant inefficiencies through our supply chain and in our marketing efforts to create strong and lasting saliency with our customers. Constant plan changes also make our stores more difficult to run for our franchisees.

Short-term promotions will still have a role, but there will be fewer, they will be proven and tested, and they won't be the material difference in whether we are growing the business in a sustainable way. They need to offer value and meaning to our customers and create value for our franchisees beyond the promotional window.

In Australia, customers used nearly 1,500 unique vouchers and coupons over the last four months, many offering different ways to reach the same price and outcome. That makes value harder to find and more importantly harder to trust. In Japan, we recently

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significantly reduced the number of unique offers in market. Customers ordered noticeably faster, converted more often and rated their overall experience higher. That is a practical example of making value simpler for customers.

Being better at being Domino's means we will focus on our core products and establish permanent and meaningful value for our customers. This will create longer-term growth, more predictable growth for the business.

The return of Coca-Cola to Domino's Australia is a great example of the type of decision we need to do more of. In September we transitioned all our beverage offerings from Pepsi to Coca Cola products. This is a consumer led decision, and importantly it will give Domino's Australia long term benefit from offering our customers' favourite beverage. There is no increase in complexity from this change for our store teams.

The point is to do the important activities materially better and spend less time on activity that adds little lasting value.

Slide 5: The Growth Strategy: four commitments

Our Growth Strategy brings four commitments together.

We want to win more customer occasions. That means more customers choosing Domino's more often.

We want to strengthen the core. Better products, great everyday value and product platforms that build over time, rather than relying on short-term promotions.

We need to execute more consistently. That means great product quality, service and customer experience, delivered every time.

We need to improve our economics. Stronger franchise partner economics, DPE earnings and shareholder returns.

These commitments work together over time to build a stronger Domino's business for all stakeholders.

Slide 6: Delivering the Growth Strategy

We will apply a consistent Growth Strategy. In our markets, many of our challenges are consistent and therefore I believe the solutions to those challenges faced will be 70% consistent. The objective of driving sustainable profitable growth is the same in every market. We will work hard with the local teams and franchisees to understand and localise those plans to reflect their own unique consumers, competitive environment, store economics and franchisee mindset.

Our Market teams create the plans to win and franchisees execute in their stores: leading their teams, serving customers and growing their businesses.

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Slide 7: The virtuous cycle in our stores

Less complexity and more predictable growth; how does this create a long-term better business? Think about this from the franchisee point of view. A more predictable business is easier to run. Great everyday value can help make demand more predictable.

If you have a better view of demand, you can forecast and roster more accurately. That matters because labour is a significant store expense.

Better rostering helps productivity and gives the team a better chance of getting through the peak consistently and serving more customers at the highest possible level.

When execution is simpler, teams can focus on the quality of the food and the service, including getting deliveries right.

Customers get a more consistent experience, which gives them a reason to come back. That further improves the store economics.

Slide 8: Why Australia first

Why start with Australia and New Zealand? It's our home market, and it's where we need to demonstrate this approach working at scale.

Australia and New Zealand represent 35% of Group network sales and more than half of Group underlying EBIT in FY26. What we do here matters to the whole business and it is also our credibility to drive outcomes across all our markets.

There is a significant opportunity for improvement, with same-store sales negative 4.7% in FY26. We recognise there are customers we need to win back while we don't reverse the improvements we've made in store profitability.

Our job is to give customers more reason to choose Domino's, and to make that growth worthwhile for our franchise partners.

We're using customer research, store trials and external expertise to build our plans to build strong and predictable growth in this market.

Australia and New Zealand is where investors should look for evidence of progress.

Slide 9: Trading update

To our trading update: Group same-store sales were -5.8% when we reported in August, and are now -4.6% for the Financial Year to Date. Still negative, but improving.

The quarterly numbers show it more clearly: Q2 to date is -2.1%, compared with -5.5% in Q1.

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In this quarter, Australia and the Netherlands are positive on last year, and every market is tracking ahead on Q1 in both same store sales and orders.

What is driving this improvement? Improved marketing, clearer customer value, disciplined execution and consumer led, new product launches.

You can see this in the recent brand refresh in Australia – speaking directly to our customers about the food they love, supported by new permanent products including the New Yorker range, which are great value, high quality, and perfect for a sharing occasion.

That maps directly to our Growth Strategy. Winning more customer occasions, strengthening the core, consistent execution. Together they are building stronger demand, which ultimately flows through to franchise partner economics, DPE earnings and shareholder returns.

This is encouraging sequential improvement, but it is still recent progress, and we are focused on ensuring we maintain and build on this momentum.

There is still work to do to deliver sustainable, profitable growth across the Group, and that will continue through FY27.

I will update you on progress again at the half-year results in February.

Slide 10: Measurable Progress – Creating value for shareholders

So how are we going to hold ourselves accountable for our progress and how should we measure our progress? Look at the trend across reporting periods. One promotion or one quarter won't tell you the whole story.

We want to see sustained improvement in sales and order count momentum, including Group and ANZ same-store sales.

We also need that improvement to flow through to franchisee profitability, alongside DPE's profitability and the quality of our earnings.

As we invest behind growth, we will stay disciplined on cash and capital and protect the balance sheet.

These measures need to work together. A better customer response will make the stores stronger, and growth will create value for DPE and our shareholders.

We will provide further update on our progress at our half year results in February.

Slide 11: We can deliver for all stakeholders

This is the test of the strategy: does it work for our stakeholders at Domino's?

Customer: a great product at a great price.

Franchise partner: confidence to invest because they can see the benefit of their hard work.

Team member: a rewarding, busy place to work, with their franchisee working shoulder to shoulder serving customers.

Shareholder: a well-managed business earning a strong return on their investment.

When all these measures are working, our stakeholders will win.

Slide 12: The reset has strengthened the foundations – Our focus now is growth

As we deliver sustainable growth, there is something I will not compromise on: the safety of our people. Our team members in all our markets deserve to be safe and well prepared for their roles, whether they work for franchisees or work in our corporate stores or offices.

Let me leave you with this. Jack and the team have strengthened the foundations of the business.

Our focus now is sustainable profitable growth, increasing order count and sales together.

We will engage and lead our franchisees to execute our plans, safely, at the highest possible level.

Australia is where you should first look for evidence of our progress.

I want us to build a more predictable and more profitable business. Thank you.

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