



Domino's Pizza Enterprises Limited  
ACN: 010 489 326  
1/485 Kingsford Smith Drive  
Hamilton QLD Australia 4007  
[www.dominos.com.au](http://www.dominos.com.au)

19 December 2025

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

Dear Sir or Madam,

**Sustainability Report for the 2025 Financial Year**

Please find attached for immediate release the Sustainability Report for the Company for the year ended 29 June 2025.

For further information, contact Nathan Scholz, Chief Communications and Investor Relations Officer, at [investor.relations@dominos.com.au](mailto:investor.relations@dominos.com.au).

Authorised for release by the Company Secretary.

**Craig Ryan**  
**Company Secretary**

**ENDS**



Domino's



DOMINO'S PIZZA ENTERPRISES LTD

# SUSTAINABILITY REPORT FY25



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# EXECUTIVE CHAIR MESSAGE

## Dear stakeholders,

In this, our fifth Domino's Pizza Enterprises Limited (DPE or Domino's) Sustainability Report we are proud to share with you the incredible work of our team members in our ongoing journey towards a more sustainable and responsible future.

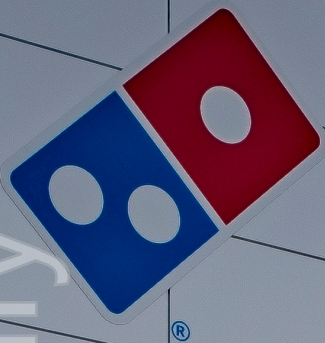
The global environment continues to present significant challenges. Our business, franchise partners and our suppliers are navigating increasingly complex environmental and social issues, and with this comes a shared responsibility to act responsibly and contribute to meaningful change. Sustainability is embedded in our mission, values, and strategy, forming an integral part of how we operate. As we expand our data collection—both quantitative and qualitative—we are unlocking greater opportunities to leverage insights that enhance business performance. The connection between sustainability and economic value creation is becoming increasingly important in today's dynamic geopolitical landscape. In FY25, Dominos for Good—our environmental, social, and governance (ESG) approach—continued to provide direction under which we align all company-wide ESG initiatives with our core values.

We also achieved a number of important sustainability milestones during the year. These include:

- Finalisation of our **double materiality assessment** (DMA) to identify the topics most material to DPE.
- Implementation of a **People Safety quarterly audit** on stores in Australia, New Zealand, Germany and Taiwan with remaining markets prioritising operational safety measures.
- Transitioned from the prior Operational Evaluation Report (OER) store audits to **STAR audits** to better align to international standards and Domino's Pizza Inc., (DPI) expectations.
- Release of our **Global Packaging Strategy** aimed at reducing carbon footprint of our pizza boxes.
- Domino's Pizza Germany became a member of the **TransGourmet Green Network** with a focus on low-emission delivery.







In FY25, we further strengthened our ESG data collection processes to support the upcoming mandatory reporting under the Australian Sustainability Reporting Standards (ASRS) and the Corporate Sustainability Reporting Directive (CSRD). Our FY25 Sustainability Report continues to align with the Global Reporting Initiative (GRI) and the Sustainability Accounting Standards Board (SASB) frameworks. These efforts not only position us to meet ASRS and CSRD regulatory requirements but also enable us to leverage data-driven insights to enhance business performance.

Finally, we would like to thank all our team members, franchise partners, customers, business partners, shareholders and all our other stakeholders for their continued support over the past year. Together, we are building a brighter future for us all.

Sincerely,

A handwritten signature in black ink, appearing to read "Jack Cowin".

**Jack Cowin**  
**Executive Chair**

# This Is What We Stand For

## OUR COMPANY

### A GLANCE AT FY25

We are an Australian-headquartered company of pizza people with a global presence. In FY25, we owned and operated the master franchise for Domino's in Australia, New Zealand, Belgium, France, the Netherlands, Japan, Germany, Luxembourg, Cambodia, Taiwan, Malaysia and Singapore.

The Domino's brand is owned by DPI, a publicly listed company in the United States of America (US). We are the largest Domino's master franchisee outside of the US.

### FY25 facts



Total number of stores  
**3,529**

Corporate stores  
**726**

Franchised stores  
**2,803**

## 12 markets

More than 100,000 team members across our combined corporate franchised networks



OUR MISSION

**WE LEAD IN DELIVERING  
GENEROUS, CRAVEABLE  
FOOD EVERY TIME.**

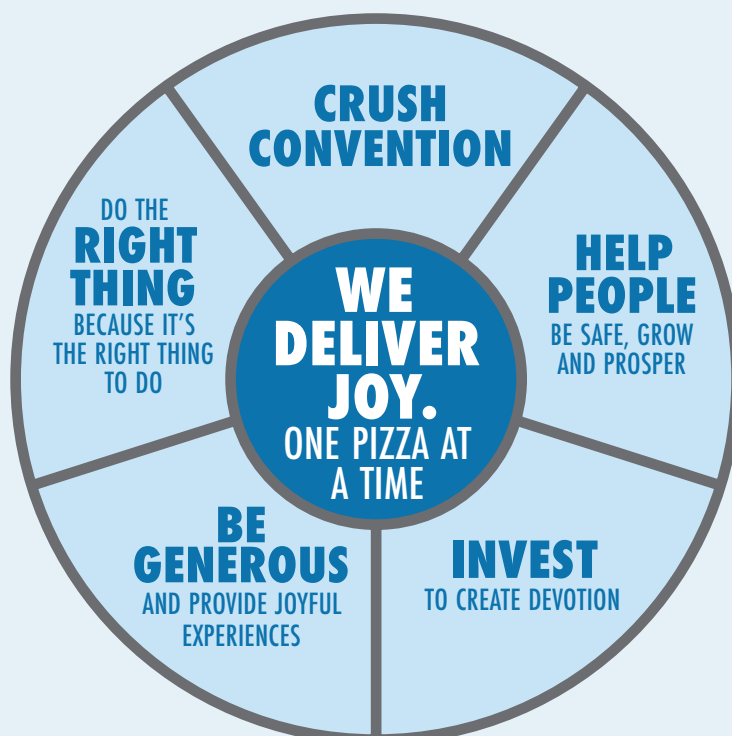
Generous. Craveable. Every time.  
*That's what we stand for.  
That's how we win*

OUR 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 VALUES



# OUR BUSINESS MODEL

## DPE is a pizza business managed by pizza people

In FY25, DPE has focused on evolving our business model to ensure long-term, sustainable growth across our global network. Central to this transformation is a stronger customer proposition—moving away from discounted marketing toward sharpened pricing strategies. By focusing on yield and value, the brand aims to support sustainable same-store sales growth (SSSg), with customer engagement driven by quality and consistency rather than short-term promotions.

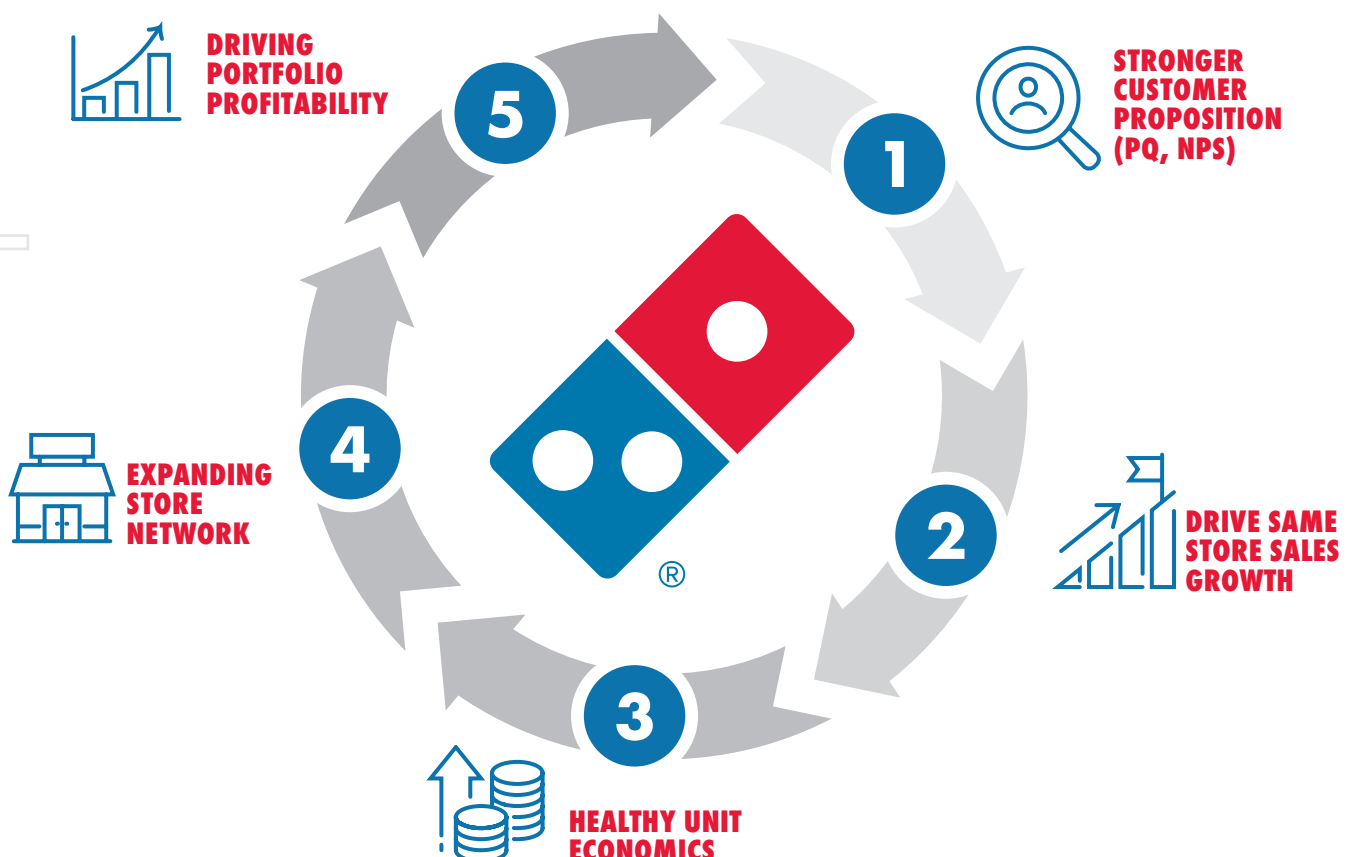
To further drive SSSg, Domino's is executing targeted market actions following a strategic review. Improved cost efficiencies enable higher working media investment, allowing the brand to reach customers more effectively while maintaining financial discipline. These efforts build momentum in underpenetrated markets and reinforce Domino's presence where growth potential remains strong.

Improving unit economics is another cornerstone of the strategic reset. Domino's is simplifying operations and enhancing execution, while sharing savings from

marketing and IT taskforces with franchisees. This ensures spending is aligned with high-value activities and non-essential costs are reduced. The result is a more agile, efficient business that empowers franchisees to succeed.

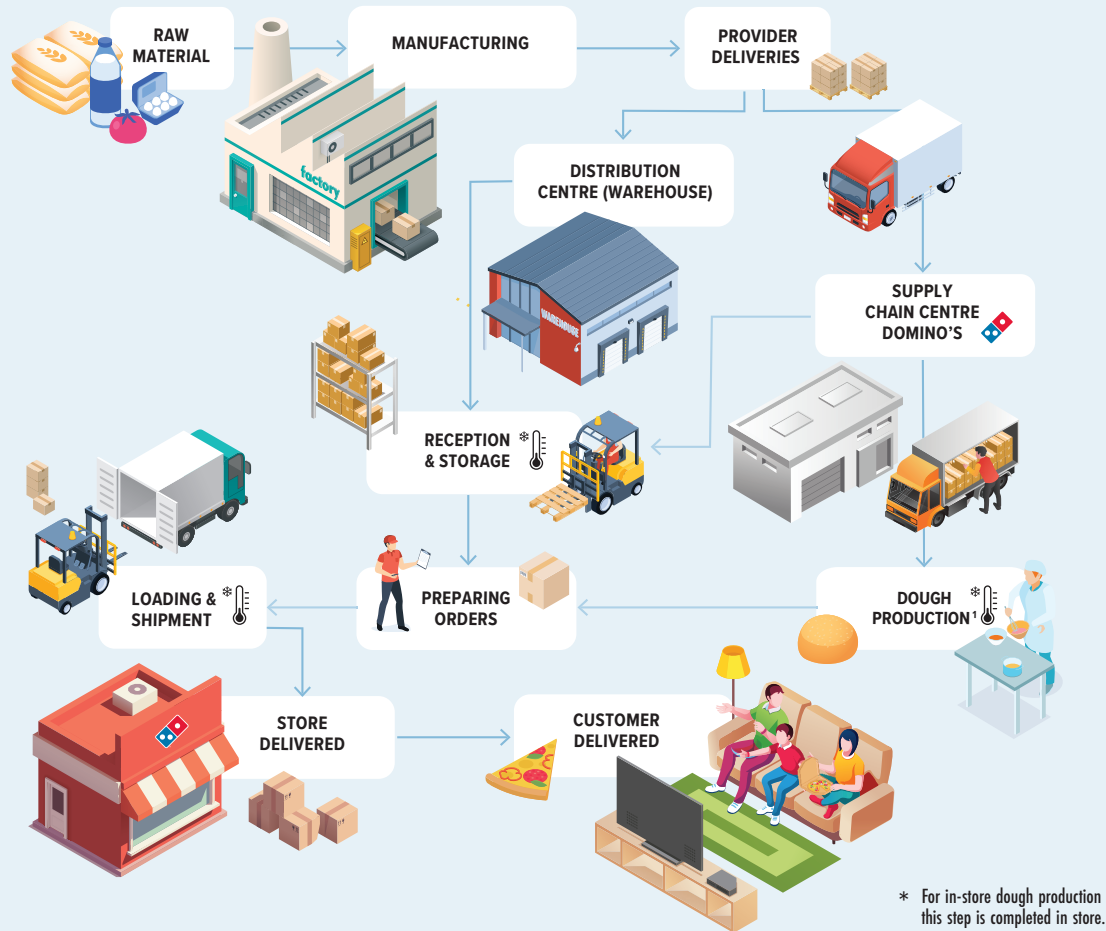
Healthy unit economics are key to reigniting store network expansion. By strengthening franchisee returns, Domino's is laying the groundwork for renewed growth in store count, particularly in markets where the brand's footprint remains modest. This expansion builds a resilient network that delivers consistent value to customers and partners.

Finally, Domino's is enhancing portfolio profitability through focused execution of its "Recipe for Growth." This includes reinforcing the core offering, simplifying operations for efficiency, driving marketing effectiveness, and selectively extending the brand proposition. Together, these initiatives form a cohesive strategy that balances innovation with operational excellence—ensuring Domino's remains a leader in sustainable, profitable growth.



# OUR SUPPLY CHAIN

It has been another big year for our supply chains, which are responsible for timely and efficient deliveries from origin to stores. DPE engages with many suppliers including both food and packaging partners to deliver high quality products to customers as well as many non-food suppliers spanning across the globe.



## Risk Management

Risk management is a key consideration in all DPE's activities, and we are on a journey to mature our risk management capability in line with the Australian Securities Exchange (ASX) Corporate Governance Principles. Our risk management framework helps to ensure that risks are properly identified and analysed based on the likelihood of their occurrence and potential consequences should they emerge.

DPE's risk management processes ensure that we continuously assess sustainability-related threats, such as supply chain disruptions and unsafe working practices, and create an environment in which leaders take a disciplined and focused approach to managing risk.

As Domino's continues to evolve in response to shifting social and economic conditions, we have adapted the way we identify and manage risks and opportunities across our business. Details on our key social, economic, and sustainability risks can be found in the FY25 Annual Report. At the same time, our sustainability journey presents valuable opportunities—such as deeper collaboration with suppliers to enhance product specifications and drive supply chain efficiencies. These efforts not only support our ESG goals but also contribute to cost savings and stronger unit economics across our network.



# STAKEHOLDER ENGAGEMENT

We firmly believe in delivering joy—one pizza at a time—and that begins with understanding what this means to each of our stakeholders. Whether it's through great food, meaningful partnerships, or responsible business practices, our purpose guides us to create value that resonates across every part of our business and stakeholder community. To accomplish this, we drive proactive engagement with our stakeholders through a variety of channels mentioned below.

The following overview defines our key stakeholders and the specific methods we use to engage meaningfully with them.

MAIN STAKEHOLDERS	DEFINITION	OUR ENGAGEMENT (examples)
Team members	Employees who work in our stores, offices, commissaries and other controlled entities	Employee engagement surveys, internal communications, paths to excellence and engagement activities
Franchise partners	The franchised store owners in our networks	Annual rallies, franchisee engagement surveys, internal communications and engagement activities
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
Business partners	Our suppliers or other types of business partners	Responsible Sourcing Policy, Modern Slavery questionnaire, engagement with our top suppliers about our environmental strategy
Shareholders	The owners of our company	Results announcements, AGM, investor meetings
Communities	The communities where we operate our stores, offices and commissaries	Local fundraisers and charity programmes
Not-for-profit organisations and other groups	Environmental experts and scientists, animal welfare organisations, universities and other educational institutions	Consultations with external environmental, civil society and animal welfare professionals
Government representatives/industry groups	Official government representatives in the markets where we operate and industry groups including but not limited to the following, Australia/Taiwan Business Council, Serving Europe, Koninklijke Horeca Nederland (KHN), FoodService, Syndicat National de l'Alimentation et de la Restauration Rapide (SNARR)	Engaging with government officials directly or through industry associations, such as submissions to government reviews of the QSR industry, or aspects of our business such as modern slavery
Regulators	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.	Frequent engagement with regulators through panel discussions, responses to requests for information or insights, and participating in groups that promote improved trade relations between markets where Domino's operates

In addition to the above-mentioned stakeholders, we maintain ongoing interactions with additional for-profit entities and specialised organisations to maintain awareness of current industry trends and contextual changes likely to impact our business.

# CORPORATE GOVERNANCE

The success of our ESG approach depends on its seamless integration into the heart of our business and culture. This integration involves all facets of our operations, from our Board of Directors to our franchise partners and our dedicated team and store members. Our ESG initiatives are not confined solely to one department: each of us in the organisation shares responsibility for ensuring their success. A key component of this mission is establishing a robust governance framework that enables us to translate our ambitions into concrete actions.

## THE BOARD AND BOARD COMMITTEES

During FY25, the Domino's Board consisted of a Non-Executive Chair and five non-executive Directors, four of whom are independent. This corporate governance system is oriented towards the goal of sustainable success and aims to create long-term value for our shareholders. During the development of this report, DPE governance arrangements have changed, with the appointment of our Executive Chairman, as an interim measure while a Group CEO is recruited, and the resignation of one independent non-executive director.

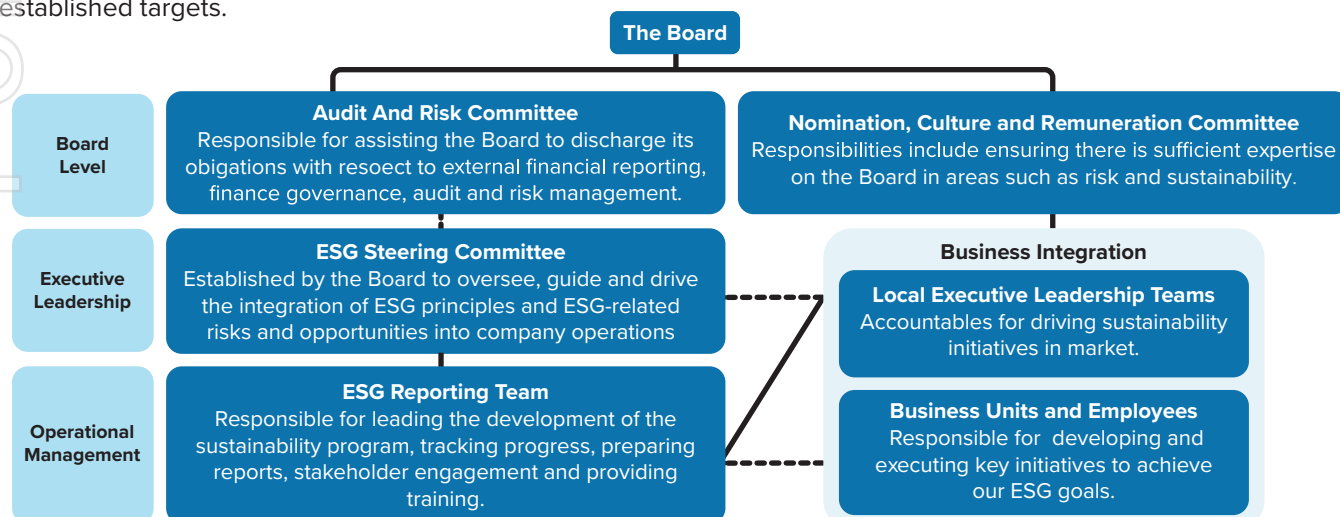
The Board has established four primary committees to assist in the execution of its responsibilities: the Nomination, Culture and Remuneration Committee, Audit and Risk Committee, Finance Committee and an Independent Board Committee. Each committee reports to the Board and makes recommendations to the full Board for its consideration as appropriate. Each Board committee has designated responsibilities, which are specified in their respective charters and published on our corporate website [here](#). Details of each of these committees are discussed in more detail in the Annual Report and our Corporate Governance statement.

# ESG MANAGEMENT

The shift in strategy in FY25 has driven changes across the business, with a central focus on improving franchise profitability. As part of this, a reprioritisation was initiated to refocus the business on improving unit economics and network profitability. As a result, ESG initiatives have been decentralised from a single team to in-market delivery.

We continue to recognise sustainability as a core responsibility. To ensure consistency and accountability, we have retained our ESG Steering Committee as a principal driver for these initiatives across all functions. The committee comprises senior executives with recognised competence and influence in the ESG space, including representation from people, supply chain, procurement, finance and legal functions. This governing body meets each quarter and provides counsel to the Board of Directors regarding the progress of our ESG approach.

To support its mandate, the ESG Steering Committee receives operational support from the ESG reporting team, which provides data, analysis and implementation coordination across the business. The Committee also engages with local management to drive execution of initiatives and is accountable for monitoring performance against established targets.



# DOMINO'S FOR GOOD

At Domino's, our commitment is to do the right thing, because it is the right thing to do. Using our business as a force for good is in our DNA. We want to be proud of the company we are and the food we serve, today, tomorrow and for many years to come.

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 substantially reduce our corporate footprint. We focus on the issues that are most material for our business and where we can achieve the greatest impact. This is our Domino's for Good strategy.

Because Domino's for Good is about more than 'just pizza' we want to differentiate ourselves from our competitors and inspire change that extends beyond our company, our supply chain and our customer base. We aspire to be the company that people admire, parents want their children to work for, suppliers want to work with, and shareholders want to invest in.





## ESG MATERIALITY ASSESSMENT

During FY25 we finalised our 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.
- **Food safety and quality:** ensuring our food safety and quality standards are world-class 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.
- **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.
- **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:** Environmentally friendly and resource-efficient packaging solutions designed to minimize environmental impact. It aims to reduce waste, use eco-friendly materials, and promote recycling and reuse.

Given the upcoming Australian Reporting which is currently limited to climate-related disclosures and which DPE is required to report under from FY26, our near-term focus will be on carbon footprint. To prepare, DPE has initiated the identification of climate-related risks and opportunities material to our business and is investigating the use of climate scenario analysis to inform this work. We have also implemented new ESG software to streamline data collection and calculation of CO2 emissions. In parallel, we will continue to drive initiatives and advance processes within our remaining material topics in preparation for ESRS reporting which DPE European entities are subject to from FY28.



## OUR PEOPLE

Domino's places great value on diversity, inclusion and engagement. We have more than 100,000 team members across 12 geographical markets in Asia Pacific (APAC) and Europe, encompassing both our corporate and franchised network. Our aim is to attract, retain and engage with all our team members to provide them with a unique, rewarding and joyful Domino's experience that reflects our purpose and values. We know from experience the importance of growing talent and great leaders from within our business. Our pizza makers and delivery experts have the opportunity to progress and build their careers at Domino's, supported by easily accessible, world-class training, including our online training tool, Path to Excellence (P2E). Our flexible work arrangements enable team members to work for Domino's while at school or university. Above all, our key focus remains the safety, health and wellbeing of every team member, ensuring they have a secure work environment and return home safely every day.



# FRANCHISE ENGAGEMENT AND PROSPERITY

Our franchise partners are partners in our future success and custodians of the Domino's brand. 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. Whether franchise partners develop within Domino's or join from an external role, we use standardised screening and onboarding procedures, which include a franchise partner training programme for all candidates.

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. Through regular collaboration, we work together to identify initiatives with the greatest potential impact and address any challenges that arise, ensuring our strategies are informed by real-world experiences and aligned with franchisee success.

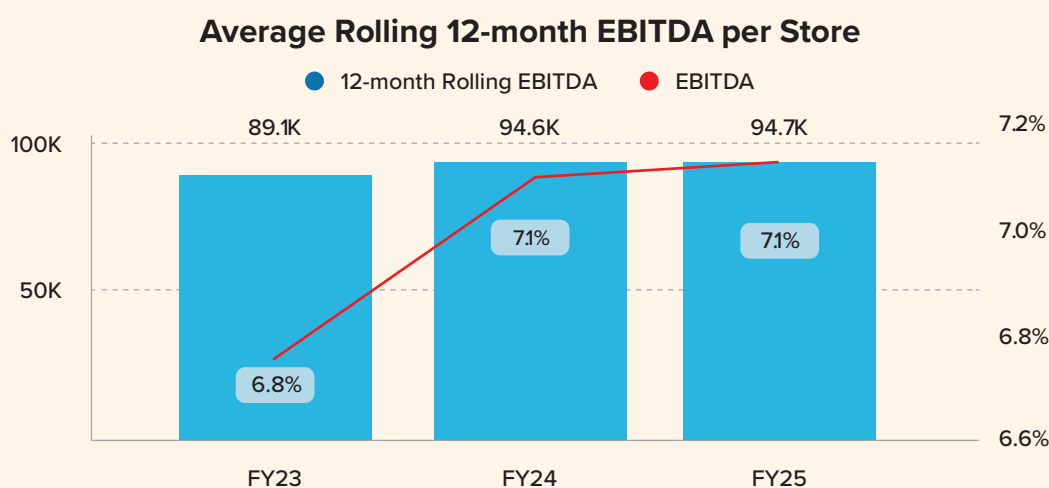
## FRANCHISEE PROFITABILITY

Franchisee profitability is fundamental to our current and future success. DPE's management and Board members receive regular updates on franchisee profitability. Domino's also tracks the average cost of goods daily, measured against menu and promotional pricing, to help franchisees maintain margins. At the individual store level, Domino's provides financial support (such as rental assistance) when local trading conditions require it. At the market level, Domino's may offer targeted incentives from time to time, which may be linked to specific operational or network improvement goals. These may include incentives to improve customer satisfaction scores or reduce average delivery times.





In FY25 average group franchised store profitability remained steady at *AUD 94,700\**, reflecting resilience across diverse market conditions. While this provides a stable foundation, further progress is needed to reach our group franchise partner profitability target of AUD 130,000 per store – a level we believe will support renewed store expansion by existing franchise partners and store managers. To help close this gap, franchise partners are either required (by local regulations) or encouraged to submit monthly profit and loss statements to better understand store-level performance and identify opportunities for improvement. Our focus remains on growing sales and reducing costs through targeted initiatives such as menu and labour optimisation as well as operational execution to strengthen unit economics and support sustainable growth.



\* Franchise partner profitability includes P&L submissions for 81% of stores for the FY25 12-month rolling period, excluding Taiwan.

## WORKPLACE HEALTH AND SAFETY

We are deeply committed to the health and safety of our team members. Most importantly, our commitment to safety 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 an organisation's reputation and bottom line, making it an essential part of business practice.

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

- Education of the Operation's Leaders within all markets around the features of a Safety Culture and what steps to take to implement this.
- Implementation of a People Safety quarterly audit on stores in Australia, New Zealand, Taiwan and Germany, with remaining markets prioritising operational safety measures.
- Implementation of Global Safety Forums to align markets on baseline reporting standards.
- Completion of in-person driver training for new and existing drivers in Singapore, Malaysia and Japan with an external provider of competency-based training standards.
- Introduction of ongoing mandatory compliance and refresher training (in ANZ) to drive a learning culture and raise the standards of safe work practices across the network.

## DELIVERY SAFETY

Regrettably, two work-related fatalities occurred in FY25. In both cases, delivery riders were involved in motor-scooter incidents while completing delivery duties. One of these was in the Netherlands and the other Japan. Following the fatality in the Netherlands we improved our processes to ensure that after such incidents, full root cause analyses are conducted. This was implemented and applied for the Japan incident and as a result we are recommending markets assess the need for improved safety measures aimed at continuing to reduce the opportunities for these incidents to occur. For example, reflective markings of delivery fleets, high-visibility vests and GPS mounts.

In FY26, we will continue the drive to reduce the hazards that are encountered during deliveries. This ongoing initiative 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 intend to examine the push and pull factors that can lead to unsafe deliveries, identifying root causes and contributing factors. We also plan to explore administrative measures to prevent hazardous team behaviour and incentivise safe delivery practices.

Throughout the business we will be looking to instil a mindset of: what am I about to do, what could go wrong and what am I going to do to prevent it?

## OUR WORKPLACE PROMOTES DIVERSITY, INCLUSION AND EQUAL OPPORTUNITY



## GENDER EQUALITY AND EQUAL PAY FOR WORK OF EQUAL VALUE

We support a diverse and inclusive work environment in all countries we operate in and strive to create equal opportunities for all our team members. As in previous years, we remain committed to achieving and maintaining gender equality in all our markets. We are a member of the 30% Club in Australia, which has the primary objective of campaigning for 30% women on ASX 200 Boards. We are committed to a 40:40:20 Vision to have 40% women, 40% men and 20% of any gender on the Board, Global Leadership Team and regional/market leadership by 2030. The Board and Global Leadership Team are committed to improving gender representation, and we regularly review talent across our business to understand how we can improve our results and take effective action.



In FY25, we continued to demonstrate our commitment to gender pay equity emphasising its importance to a fair and inclusive workplace. As part of our compliance with the Workplace Gender Equality Act in Australia, we report annually to the Workplace Gender Equality Agency (WGEA). Our 2024–25 submission shows continued strength in this area: the median base salary gender pay gap remained at 0%, continuing the progress achieved in FY24. The median total remuneration gap increased slightly, from 1.8% in FY24 to 3.1% in FY25. We continue to drive progress through ongoing analysis, transparency, and targeted initiatives to support gender balance and broader equity goals.



## MAINTAINING A SAFE WORKPLACE

At DPE we are committed to fostering a workplace culture grounded in safety, respect, and inclusion. Across all markets, we continue to take meaningful action to prevent and respond to violence, harassment, and discrimination, while promoting the mental and emotional wellbeing of our people. We recognise that a strong, inclusive culture is essential to the long-term success of our business and the wellbeing of every individual within it.

Across the Group we have several mechanisms in place to support teams including, whistleblower hotlines, harassment support, dedicated HR representatives, Employee Assistance Programs (EAP) and the Domino's Partners Foundation. Some examples of market specific programs include the Care team in the Netherlands, which provides a safe and confidential channel for raising concerns and seeking assistance. In ANZ, Germany and Japan, the Domino's Partners Foundation provides support to team members experiencing personal or financial hardship. In addition, we ensure compliance with any local level requirements, such as in Taiwan, where we display all policies on sexual harassment and conduct in the workplace, ensuring transparency and team member awareness.



We implement a range of training and development programs to ensure team members—including Franchise Partners—are well-informed about workplace expectations and equipped to manage challenges that may arise in customer-facing roles. These programs typically include onboarding for new partners, training on appropriate workplace conduct, and leadership development modules that address topics such as bullying, harassment and managing customer interactions.

Across DPE, we are strengthening our store network training to address workplace violence and harassment in both customer and team member interactions. In addition, we are formalising and distributing clear, accessible procedures for reporting concerns safely and confidentially, ensuring that all team members know how to seek help when needed.

## DIVERSITY & INCLUSION

With a truly multinational workforce serving diverse customers, we recognise that diversity is both a strength and a necessity for building the strongest teams. We regularly celebrate the cultural richness of our team members and their communities. For example, in Malaysia, this commitment to inclusivity is demonstrated through the celebration of important cultural events such as Diwali, Chinese New Year, and Christmas, reflecting the rich diversity of the team. In Cambodia, we celebrated Khmer New Year with a series of team-building activities that fostered joyful delivery, strengthened relationships, and enhanced team spirit — a vibrant example of how cultural recognition can bring people together.

In Germany, a diversity team with representatives from different functions promotes and provides support on diversity topics including planning events and providing consultation for team members.

The Board and Global Leadership Team regularly review talent pipelines, succession plans, and leadership development programs to understand where improvements in diversity and inclusivity can be made.

Across our global network, we remain committed to strengthening our practices and investing in the wellbeing of our people. Our focus on safety, equality, and inclusion continues to guide our actions, ensuring that DPE is a workplace where every individual feels safe, respected, and valued.





## EMPLOYEE COMPOSITION TABLE

CORPORATE EMPLOYEE COMPOSITION	GLOBAL TOTAL	AUSTRALIA	NEW ZEALAND	NETHERLANDS	BELUX	FRANCE	GERMANY	JAPAN	TAIWAN	SINGAPORE	MALAYSIA	MALAYSIA GSC	CAMBODIA
<b>Number of employees</b>	<b>12,733</b>	<b>1,462</b>	<b>29</b>	<b>822</b>	<b>18</b>	<b>313</b>	<b>699</b>	<b>4,986</b>	<b>448</b>	<b>697</b>	<b>2,940</b>	<b>177</b>	<b>142</b>
Non-employees	1,080	-	-	211	115	-	-	26	-	-	687	41	-
<b>Permanent employees</b>													
Male	2,302	570	22	137	9	221	253	349	43	157	419	67	55
Female	1,193	218	7	52	9	67	96	115	50	57	412	72	38
Diverse	1	1	-	-	-	-	-	-	-	-	-	-	-
<b>Temporary employees</b>													
Male	336	4	-	24	-	16	5	13	250	-	-	24	-
Female	153	9	-	12	-	9	4	4	105	-	1	9	-
Diverse	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Non-guaranteed hours employees</b>													
Male	6,320	421	-	485	-	-	293	3,260	-	335	1,496	2	28
Female	2,427	238	-	112	-	-	48	1,245	-	148	612	3	21
Diverse	1	1	-	-	-	-	-	-	-	-	-	-	-
<b>Full time employees</b>													
Male	1,771	267	6	145	9	141	89	349	43	157	419	91	55
Female	1,070	150	4	39	9	56	58	115	50	57	413	81	38
Diverse	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Part time employees</b>													
Male	7,177	728	16	502	-	96	451	3,273	250	335	1,496	2	28
Female	2,713	315	3	136	-	20	101	1,249	105	148	612	3	21
Diverse	2	2	-	-	-	-	-	-	-	-	-	-	-
<b>Age of employees</b>													
< 30 years old	9,435	1,131	21	646	9	143	446	4,167	216	386	2,082	70	118
30 - 50 years old	2,891	282	8	144	8	142	217	683	218	247	816	103	23
> 50 years old	407	49	-	32	1	28	36	136	14	64	42	4	1

## LEADERSHIP DIVERSITY

DOMINO'S LEADERSHIP TEAM-FY25	AUSTRALIA & NEW ZEALAND	NETHERLANDS	BELUX	FRANCE	GERMANY	JAPAN	TAIWAN	SINGAPORE	MALAYSIA	MALAYSIA GSC	CAMBODIA	GLOBAL LT	BOARD OF DIRECTORS
Domino's leadership team female	3	3	2	3	6	1	6	0	2	1	0	2	2
Domino's leadership team male	8	7	2	4	5	4	2	1	5	0	1	9	5
<b>Total</b>	<b>11</b>	<b>10</b>	<b>4</b>	<b>7</b>	<b>11</b>	<b>5</b>	<b>8</b>	<b>1</b>	<b>7</b>	<b>1</b>	<b>1</b>	<b>11</b>	<b>7</b>
<b>Female %</b>	27%	30%	50%	43%	55%	20%	75%	0%	29%	100%	0%	18%	29%



## OUR FOOD

People care about the food they enjoy – especially when it's part of a celebration or a moment shared. Our customers tell us they value our food because it is a treat, an indulgence that they use to celebrate milestones and connect with friends.

We want to ensure that our food remains an indulgence, and we also believe that rich flavours do not have to be at the expense of the health or sustainability of our customers, communities and markets.

Together with our suppliers and business partners, we are working hard to implement more sustainable production methods, eliminate human rights abuses and improve animal welfare standards in our value chain.

## 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:

- Our stores are subject to multiple food safety evaluation (FSE) audits each year. These consist of a minimum of:
  - o four internal DPE Audits per year for every store operating in each country; and
  - o 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, over each store. As a part of our commitment to improvement, in January 2025, DPE transitioned from the prior Operational Evaluation Report (OER) audits to STAR audits to better align to international standards and DPI expectations.
- SafetyPlus inspections were introduced in some markets during FY24 and have continued to be rolled out across additional markets in FY25. This rollout will be applied globally over the next few years.



STORE INSPECTION	AU	NZ	JP	TW	MY	SG	KH	FR	DE	BE	NL	LUX
AVERAGE NUMBER OF STORES	728	154	906	184	268	44	14	448	389	113	370	2

#### INTERNAL INSPECTIONS:

Number of Safety Plus store Inspections	2,875	607	N/A	547	N/A	N/A	N/A	N/A	758	N/A	N/A	N/A
Number of STAR store Inspections	1,311	288	1,400	365	528	87	30	761	755	211	722	4
Number of DPE FSE store Inspections	2,859	601	3,459	730	1,051	168	50	1,321	1,522	468	1,388	10

#### EXTERNAL INSPECTIONS:

Number of DPI FSE store Inspections	142	68	713	46	173	38	10	441	291	216	799	4
<b>Total number of store inspections</b>	<b>7,187</b>	<b>1,564</b>	<b>5,572</b>	<b>1,688</b>	<b>1,752</b>	<b>293</b>	<b>90</b>	<b>2,523</b>	<b>3,326</b>	<b>895</b>	<b>2,909</b>	<b>18</b>

#### INTERNAL INSPECTIONS:

Average Safety Plus store inspections per store	4	4	N/A	3	N/A	N/A	N/A	N/A	2	N/A	N/A	N/A
Average STAR store inspections per store (i)	2	2	2	2	2	2	2	2	2	2	2	2
Average DPE FSE store inspections per store	4	4	4	4	4	4	4	3	4	4	4	4
<b>Average store inspections per store per year</b>	<b>10</b>	<b>10</b>	<b>5</b>	<b>9</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>5</b>	<b>8</b>	<b>6</b>	<b>6</b>	<b>6</b>

#### EXTERNAL INSPECTIONS:

DPI - % receiving a critical violation	30%	12%	13%	0%	20%	18%	30%	10%	11%	5%	4%	0%
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(i) In January 2025, STAR inspections replaced OER inspections.

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.

Last year, all markets were brought together under one food safety approach and auditing systems were standardised. As a result, this year, DPE has been better able to identify and implement management strategies for any identified gaps across our markets, as well as share lessons learnt to continually improve our food safety culture. The Operations Compliance Managers from each market continue to meet regularly and share ideas and knowledge about what works in their market to reduce critical violations.



## SUPPLIERS & 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: 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.

*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.*

Our objective for FY26 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 audited according to our internal risk analysis, with the focus on high-risk suppliers. We take this commitment seriously as we also highly value long term supplier relationships. When one of these suppliers fails an audit, we first work with them to remediate the situation, should this remediation not lead to required outcomes only then will we end the collaboration.

Before receiving final approval, our suppliers must first complete the full specification, which includes information on the supplier, the plant and the quality and food safety management system (certification, HACCP flow chart and control measures, foreign body management, etc.) as well as the product quality (physical, chemical and microbiological criterion, ingredients, origins, nutrition information, etc.). The product quality is approved by our innovation team through testing (lab samples and first production).

An Internal Audit Program operates across all markets to ensure that food safety standards are consistently applied throughout our value chain. The program focuses on conducting internal inspections to verify that our most critical suppliers—both in terms of food safety and the brand's core products—remain fully compliant 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. We are already doing this in Europe, Taiwan, Malaysia and Singapore, with the aim to continue roll-out to all markets globally.





## PRODUCT WITHDRAWAL & 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	Global	Australia	New Zealand	Japan	Taiwan	Malaysia	Singapore	Cambodia	France	Germany	Belgium	Netherlands	Luxembourg
Number of voluntary withdrawals	9	2	-	1	1	-	-	-	3	2	-	-	-
Quantity (kg) of food product withdrawn from stores	74,188	46,828	-	171	198	-	-	-	25,000	1,991	-	-	-
Number of confirmed foodborne illness outbreak	-	-	-	-	-	-	-	-	-	-	-	-	-

Food product withdrawals	Global	Australia	New Zealand	Japan	Taiwan	Malaysia	Singapore	Cambodia	France	Germany	Benelux
Number of recalls	2	-	-	-	1	-	-	-	-	1	1
Quantity (kg) of food product withdrawn from store	3,649	-	-	-	198	-	-	-	-	1,693	1,956

As shown in the table above, there were 9 food withdrawals and 2 food recalls in FY25, totalling 77,837 kg.

The majority of the withdrawals, 48,901 kg, were due to products failing to meet our required quality or safety specifications. 25,000 kg were due to detection of a foreign object and an additional 287 kg was withdrawn due to incorrect labelling or allergen issues. There were also 2 recalls from authorities affecting 3,649 kg of product. One due to a foreign body contamination and the other due to issues in the manufacturing plant.

At DPE, each of our markets has dedicated food safety crisis teams with representatives on standby from various business departments. Each year, a simulated recall is conducted by the Quality Assurance team to assess the adherence to procedures. This annual exercise ensures that all protocols are not only in place but that they are also diligently followed.

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.

## PRODUCT QUALITY PROGRAMME

In Europe and ANZ, the Product Quality Programme is fully implemented in all our markets to ensure product compliance. 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 at least once a month in Europe and once a quarter in ANZ. 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 Malaysia, Singapore, Cambodia, Taiwan and Japan by end of FY26.

Today's companies are increasingly expected to play a leading role in tackling climate change. Domino's is committed to being part of the industry-wide transition to a low-carbon economy. In 2021, we committed to science-based targets (SBTi) to achieve net-zero emissions across our value chain by 2050.

We want to ensure that the meals our customers eat are not only high quality and affordable, but that they do not harm our planet. Minimising our impact on global warming is not only better for the planet but also a smart business investment. Ultimately, we want to deliver joy to everyone – from the farmers who grow the ingredients, to our franchise partners who make and deliver our meals, and the customers who enjoy our pizzas.

### CARBON FOOTPRINT

In FY25, we completed our fifth global footprint measurement. The footprint, calculated according to the Greenhouse Gas (GHG) Protocol, includes our impact on climate, water, land use and biodiversity. As our journey is still in its early stages, we have continuously refined our methodologies over recent years. Initially, we adopted a conservative approach due to limited and sometimes unreliable data, as well as the need to identify the most appropriate emission factors.

Each year, we have expanded and improved our dataset, while benefiting from scientific advancements that make emission factors more reliable. Our measurement tools have now reached a level of refinement that allows us to apply less conservative estimates. Leveraging this improved accuracy, we recalculated our FY24 emissions, which has resulted in a significant downward revision of our reported CO<sub>2</sub> footprint for last year.

### OPERATIONAL GHG EMISSIONS

In FY25, the Group's total absolute gross GHG emissions were 1.5 million tonnes of carbon dioxide (MtCO<sub>2</sub>e). This included 0.02 MtCO<sub>2</sub>e Scope 1 and 0.04 MtCO<sub>2</sub>e Scope 2 (location-based). For FY25, the Group has also measured market-based Scope 2 GHG emissions which were 0.04 MtCO<sub>2</sub>e. GHG emissions were measured in accordance with the Greenhouse Gas 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 believes that the use of the operational control approach is the most appropriate method as it enables a clear distinction between emissions from company owned locations and franchise stores.

Operational GHG emissions rose by 35% in FY25, primarily due to enhanced data collection processes - most notably in relation to non-food purchased goods.

GHG Emissions metric tonnes of CO <sub>2</sub> e (mtCO <sub>2</sub> e)			
	UNIT	2024	2025
SCOPE 1 EMISSIONS	mt CO <sub>2</sub> e	35,320	23,288
SCOPE 2 EMISSIONS (LOCATION BASED)	mt CO <sub>2</sub> e	41,588	43,778
<b>SCOPE 1 + 2 EMISSIONS</b>	<b>mt CO<sub>2</sub>e</b>	<b>76,838</b>	<b>67,066</b>
SCOPE 3 EMISSIONS	mt CO <sub>2</sub> e	1,036,148	1,435,099
<b>TOTAL EMISSIONS</b>	<b>mt CO<sub>2</sub>e</b>	<b>1,112,986</b>	<b>1,502,165</b>

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.

## VALUE CHAIN GHG EMISSIONS

The Group's Scope 3 GHG emissions inventory considers 15 categories established by the GHG Protocol. The categories are reviewed whenever there is a significant event or a significant change in circumstances that affects the Group's value chain. The Group's Scope 3 emissions for FY25 were 1.44 MtCO<sub>2</sub>e.

In the upstream categories, the emissions associated with the suppliers of raw-materials, products and services are calculated, as well as their transportation, with the conclusion that they accounted for 80% of the Scope 3 emissions. The downstream categories accounted for around 20% of the Group's Scope 3 emissions, relating principally to franchise store emissions.

### CASE STUDY: TRANSGOURMET GREEN NETWORK IN GERMANY

In FY25 Domino's Pizza Germany in partnership with our third-party logistics provider – TransGourmet – became a member of the TransGourmet Green network – an initiative to promote sustainability along the entire value chain, from the farm to processor, through logistics, and ultimately to the customer.

As part of this, in March 2025, we participated in the launch of emission-free deliveries in the greater Cologne area, utilising fully electric trucks and in April 2025, low-emission BioGas trucks were introduced in the Hamburg area.

We also participated in a hedge planting campaign in the "Altes Land" region near Hamburg together with Heckenretter eV and TransGourmet. This involved planting ten different species of native wild shrubs to create a bee-friendly hedge as a habitat for mason bees, other pollinator insects and birds. Over their lifetime, the 70 planted shrubs and trees are expected to remove 6.2 tonnes of CO<sub>2</sub> from the atmosphere.

## TARGETS

In June 2023, Domino's set science-based targets, which were reviewed and approved by the Science Based Targets initiative (SBTi). These include both near-term (FY31) and long-term targets (FY50) as shown below. As part of our reprioritisation, we are reassessing our committed targets to ensure reporting in this space is transparent and in line with operational and strategic priorities. We will communicate any updates in our next report.

### 2030 NEAR TERM TARGET

- Reducing absolute scope 1 and 2 GHG emissions by 46.2% By FY31 from FY21 baseline
- Reducing scope 3 GHG emissions by 55% per pizza sold (intensity) by FY31 from FY21 baseline
- \*FLAG Target: Reduce absolute Scope 3 FLAG GHG emissions by 33.3% by FY31 from FY21 baseline
- \*FLAG Target: Zero deforestation across our primary deforestation-linked commodities with a target date of 31 December 2025

### 2050 LONG TERM TARGET

- Overall net-zero target by FY50
- Reduce absolute scope 1, 2 and 3 GHG emissions by 90% by FY50 from our FY21 baseline
- \*FLAG target: Reduce scope 3 FLAG GHG emissions by 80% by FY50 from our FY21 baseline.

*\*FLAG targets relate to reductions in emissions from activities in the forest, land and agriculture sectors.*



# RESPONSIBLE SOURCING AND ECOLOGICAL IMPACTS

Our policies and statements support us and business partners to consistently demonstrate and promote ethical, transparent and responsible behaviour. They also set out due diligence processes for human rights and provide information on grievance processes.

After rolling out our Responsible Sourcing Policy in 2023, it is currently signed by over 85% of our food and packaging business partners globally. We are continuing our efforts to get it signed by all our food and packaging suppliers and all our non-food business partners.

Additionally, in response to increasing attention from business, consumers and regulatory demands, we are prioritising supply chain transparency. To continue making progress on our targets and comply with current legislation in FY25 we continued collecting, verifying and validating information about our business partners, the associated supply chains and delivered products in compliance with these laws and beyond. We are prioritising supply chain transparency data based on the urgency of legislation, supplier size, countries of origin with inherent risks and raw materials linked with ESG risks.

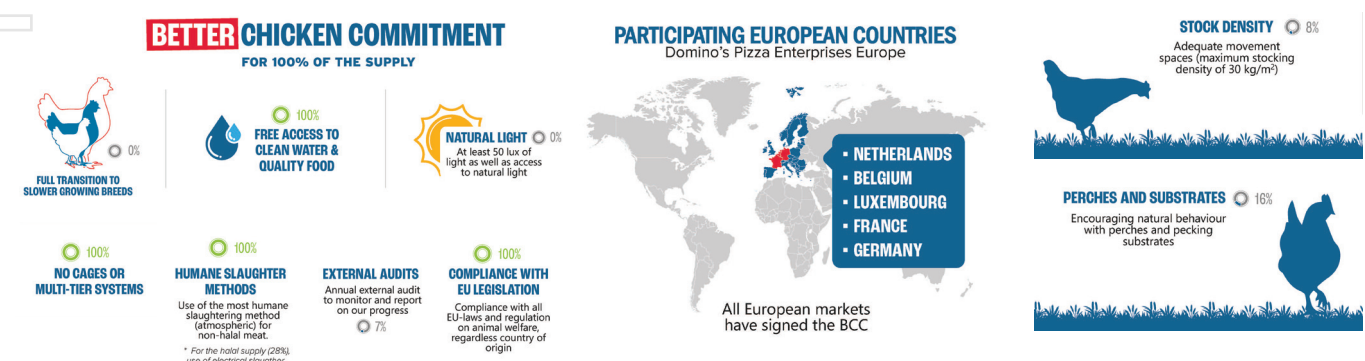
## ANIMAL WELFARE

At DPE we recognise animal welfare as a key ethical consideration in our business practices and continue to explore opportunities to embed this in the way we do business across all markets. As a part of our review over ESG priorities we will also consider the effectiveness of these programs and opportunities to better target our investment. Over FY25 we worked closely with our business partners to ensure responsible sourcing and have identified important areas to help reduce our carbon footprint, protect human rights and reinforce animal welfare practices. Some examples are outlined below:

### BETTER CHICKEN COMMITMENT

In Europe, we have adopted the European Better Chicken Commitment, the leading global standard for chicken welfare. As part of this commitment, we have partnered with the non-profit organisation, Compassion in World Farming (CIWF) to agree on a set of targets that we were committed to achieving by 2026. While we have made substantial progress in several areas, we must honestly acknowledge that we will not achieve full implementation of all criteria by 2026. The reasons are complex – from the availability of suitable suppliers to structural challenges within the poultry industry.

We are also a part of the Better Chicken Commitment in ANZ and are proud that 100% of the chickens supplied to Domino's in Australia and New Zealand have access to clean water and quality feed, with none confined in cages or multi-tiered systems. We acknowledge that there is still more to be done and will continue to collaborate with our business partners to support ongoing improvements.



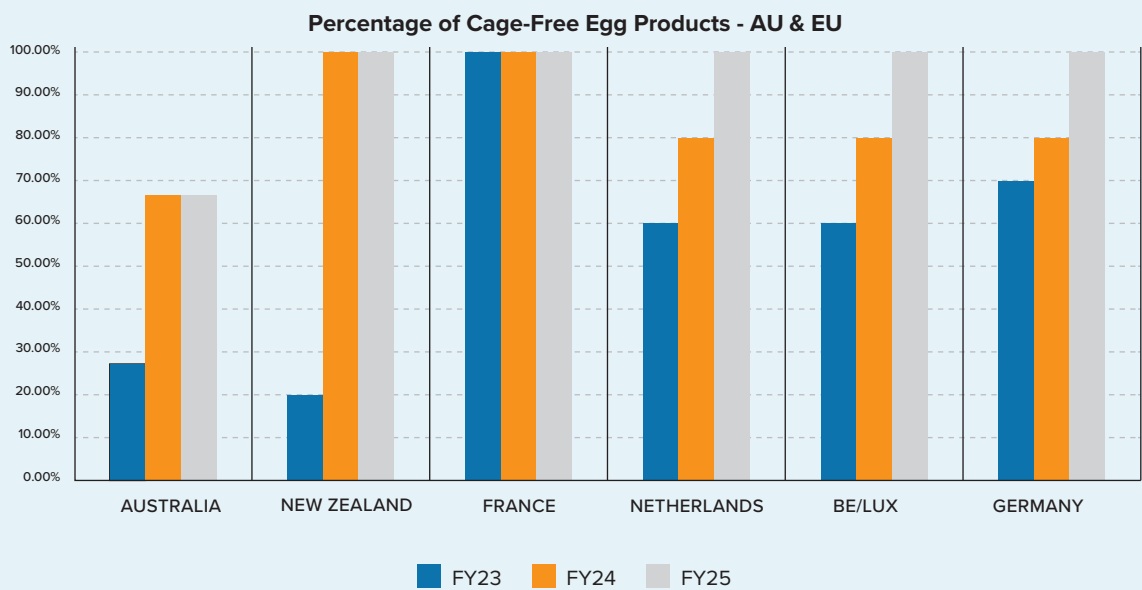
PORK COMMITMENT

Similar to last year, progress on the pork commitment in Europe was slower than anticipated due to the challenges our business partners faced in meeting the new standards. The lack of widespread animal welfare commitments for pork within the industry has made implementation more difficult as there is less industry and peer pressure to drive impactful change. In the meantime, we remain committed to our efforts and will continue to work with our business partners to take incremental steps towards achieving better conditions for animals across our supply chain.

CAGE-FREE EGGS COMMITMENT

DPE has also made a commitment to stop purchasing eggs from caged hens and, where possible, to remove eggs from recipes in the European and ANZ markets by 2025. This commitment is driven by several key benefits including ethical considerations, allergen removal and vegan-friendly options.

As shown in the figure below, we made significant progress on this goal in our European markets in FY25. We are currently evaluating other markets in our network, such as Taiwan and Malaysia, to see how we can improve in these regions. Due to different levels of maturity in the industry and supplier networks across our markets, we recognise that finding the right solutions for all egg products will take time, but it is an ongoing priority for us and our business partners.



2025	AU	NZ	FR	NL	BELUX	DE
NUMBERS OF PRODUCTS CONTAINING EGGS	6	3	12	17	19	19

DOMINO'S DAIRY INITIATIVE

The Domino's Dairy Initiative was established in 2023. Since then, we have collaborated with our largest dairy supplier to develop KPIs and metrics to monitor performance against our three pillars – Farmers, communities and customers; Animal welfare practices; and Environmental aspects. The intention of this is to help us drive impactful change across all our global dairy suppliers and enable us to compare their performance within a unified framework.

# SUSTAINABLE PACKAGING

As a designed-to-be-delivered product, our packaging touches the lives and homes of our customers. This year we have internally released a new global packaging strategy and rolled out market specific targets to ensure consideration of local contexts and operating requirements. The key focus is to reduce the carbon footprint of our packaging – specifically pizza boxes, through the following strategies:

- Update materials of consumer-facing packaging to be reusable, recyclable or compostable.
- Update packaging to include labelling for clear recycling and sorting instructions for customers.
- Reduce virgin plastic content for packaging.

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. 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 by improving unit economic through smarter, more sustainable packaging choices.

## CONCLUSION AND FORWARD-LOOKING OUTLOOK

As we reflect on our FY25 achievements, we recognise both the progress we have made and the work still ahead. Across our global network, our teams, franchise partners and business partners have contributed meaningfully to strengthening our culture, our governance and our sustainability performance. We remain committed to embedding responsible practices across every part of our value chain, ensuring that the joy we deliver to customers is matched by positive outcomes for our people, communities and the environment.

Looking ahead to FY26 and beyond, we will continue to enhance the quality and robustness of our sustainability data, strengthen governance structures, and deepen engagement with our stakeholders. Our near-term work is guided by the upcoming requirements of the Australian Sustainability Reporting Standards and the Corporate Sustainability Reporting Directive in Europe. These regulatory changes present an important opportunity to accelerate our work, sharpen our focus on climate risk and transition planning, and further integrate sustainability into strategic and operational decision-making over time.

While the journey ahead is not without challenges, we remain committed to transparent reporting, responsible growth and continuous improvement. Together with our people, franchise partners, customers, suppliers and shareholders, we will continue to build a resilient, sustainable and future-ready business that delivers value for all.





# SUPPLEMENTARY INFORMATION

## ABOUT THIS REPORT

### SCOPE AND BOUNDARY OF THIS REPORT

This is the fifth annual Sustainability Report published by DPE. The report covers our direct operations in the 12 markets (with an additional presence in Poland for support office staff) where we have offices, corporate stores and other active direct operations in the period from 1 July 2024 to 29 June 2025. The Board and the ESG Steering Committee have reviewed this report and approved its release. Unless otherwise stated, DPE's reporting boundary for the Sustainability Report is consistent with the reporting boundary of its year-end financial report. The reporting boundary includes the entities over which the reporting organisation exercises control or significant influence. A list of controlled entities (subsidiaries) at year-end is included in the year-end financial report and, unless otherwise stated, the boundary of the sustainability reporting covers the entities included in the list.

### DISCLAIMER AND IMPORTANT INFORMATION

- DPE cautions that the information in this presentation contains forward-looking statements that may be subject to significant uncertainties outside of Domino's control.
- DPE does not undertake any obligation to provide recipients of this report with further information to either update this report or correct any inaccuracies.
- While due care has been taken in preparing these statements, no representation or warranty is made or given as to the accuracy, reliability or completeness of forecasts or the assumptions on which they are based.
- Actual future events may vary from these forecasts, and you are advised not to place undue reliance on any forward-looking statement.
- Certain figures in the tables and charts in this report have been rounded to one decimal place. Percentages (%) and variances have been calculated on actual figures.



This report has been prepared referencing internationally recognised reporting frameworks, namely the Global Reporting Initiative and the Sustainability Accounting Standards Board.

We calculated our FY21 baseline corporate footprint, as well as our FY22, FY23 and FY24 corporate footprint updates, with the help of environmental sustainability consultancy Quantis. Our FY25 and restated FY24 footprint was calculated through our new ESG software. The assessment covers the entire value chain, including both upstream and downstream activities.

Overall, the quality of the data used to calculate the carbon footprint has improved compared to previous years – particularly for scope 1 and 2 emissions and scope 3, category 1 – driven by an increased proportion of primary data collected by the company. While estimations and extrapolations remain necessary across all scopes, especially within scope 3, we continue to refine and strengthen our methodologies.

## CONTACT INFORMATION

For further information, please contact Nathan Scholz, Group Chief Communications and Investor Relations Officer, via [investor.relations@dominos.com](mailto:investor.relations@dominos.com).



# ACRONYMS AND KEY DEFINITIONS

**ANZ** – Australia and New Zealand.

**APAC** – Asia Pacific Region.

**ARC** – Audit and Risk Committee.

**ASRS** – Australian Sustainability Reporting Standards.

**ASX** – Australian Securities Exchange.

**ASX Corporate Governance Principles** – The ASX Corporate Governance Council has developed Corporate Governance Principles for Australian listed entities. Companies listed on the ASX must comply with these Corporate Governance Principles.

**CO2** – Carbon dioxide.

**CSRD** – Corporate Sustainability Reporting Directive.

**DMA** – Double materiality assessment.

**DPE** – Domino's Pizza Enterprises Limited.

**DPI** – Domino's Pizza Inc.

**ESG** – Environmental, social and governance.

**FLAG** – FLAG (forest, land and agriculture) are science-based targets that apply to a company's forest, land and agriculture-related emissions, including CO2 emissions associated with land-use change and emissions from land management.

**FSE** – Food safety evaluation.

**GFSI** – Global food safety initiative.

**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.

**HACCP** – Hazard analysis and critical control points.

**GRI** – Global Reporting Initiative.

**NCRC** – Nomination, Culture and Remuneration Committee.

**OER** – Operations evaluation report.

**P2E** – Path to excellence.

**QA** – Quality Assurance.

**QSR** – Quick Service Restaurant.

**SASB** – Sustainability Accounting Standards Board.

**SBTs** – Science-based targets.

**SBTi** – Science Based Target initiative.

**STAR Audits** – These are operational evaluation audits conducted in stores using a 0-to-5-star ranking. In FY25, these replaced the previous OER (Operational Evaluation Report) audits.



# APPENDIX 1: GRI REFERENCE TABLE

Statement of Use

Domino's Pizza Enterprises Ltd has reported the information cited in this GRI content index for the period from 1 July 2024 to 29 June 2025 with reference to the GRI Standards.

GRI 1 Used

GRI: Foundation 2021

GRI Standard	Disclosure	Location
GRI 2: General Disclosures 2021	1. The organization and its reporting practices	Our Company, p.6 - p.13 About this report, p.30
	2-3 Reporting period, frequency and contact point	About this report, p.30 - p.31
	<b>2. Activities and workers</b>	
	2-6 Activities, value chain and other business relationships	Our Company, p.6 - p.13 Our Business model p.8
	2-7 Employees	Our Company, p.6 - p.13 Employee composition table, p.20
	<b>3. Governance</b>	
	2-9 Governance structure and composition	Corporate Governance, p.11 <a href="https://www.dominospizzaenterprises.com/leadership">https://www.dominospizzaenterprises.com/leadership</a> <a href="https://www.dominospizzaenterprises.com/corporate-governance">https://www.dominospizzaenterprises.com/corporate-governance</a>
	2-10 Nomination and selection of the highest governance body	Corporate Governance, p.11 <a href="https://www.dominospizzaenterprises.com/corporate-governance">https://www.dominospizzaenterprises.com/corporate-governance</a>
	2-11 Chair of the highest governance body	Corporate Governance, p.11 <a href="https://www.dominospizzaenterprises.com/corporate-governance">https://www.dominospizzaenterprises.com/corporate-governance</a>
	2-12 Role of the highest governance body in overseeing the management of impacts	Corporate Governance, p.11 <a href="https://www.dominospizzaenterprises.com/corporate-governance">https://www.dominospizzaenterprises.com/corporate-governance</a>
	2-13 Delegation of responsibility for managing impacts	Corporate Governance, p.11
	2-14 Role of the highest governance body in sustainability reporting	Corporate Governance, p.11 About this report, p.30
	2-15 Conflicts of interest	<a href="https://www.dominospizzaenterprises.com/corporate-governance">https://www.dominospizzaenterprises.com/corporate-governance</a>
	2-16 Communication of critical concerns	<a href="https://www.dominospizzaenterprises.com/corporate-governance">https://www.dominospizzaenterprises.com/corporate-governance</a>
	2-17 Collective knowledge of the highest governance body	Corporate Governance, p.11
	2-18 Evaluation of the performance of the highest governance body	<a href="https://www.dominospizzaenterprises.com/corporate-governance">https://www.dominospizzaenterprises.com/corporate-governance</a>
	2-19 Remuneration policies	<a href="https://www.dominospizzaenterprises.com/corporate-governance">https://www.dominospizzaenterprises.com/corporate-governance</a>
	<b>4. Strategy, policies and practices</b>	
	2-22 Statement on sustainable development strategy	Executive Chair message, p.4 - p.5
	2-23 Policy commitments	Corporate Governance, p.11 Responsible Sourcing Policies and Statements, p.27  <a href="https://www.dominospizzaenterprises.com/dominos-for-good/#our-policies-and-statements">https://www.dominospizzaenterprises.com/dominos-for-good/#our-policies-and-statements</a> => Responsible Sourcing Policy => Modern Slavery Statement => Human Rights Policy Updated
		Corporate Governance, p.11 Responsible Sourcing Policies and Statements, p.27  <a href="https://www.dominospizzaenterprises.com/dominos-for-good/#our-policies-and-statements">https://www.dominospizzaenterprises.com/dominos-for-good/#our-policies-and-statements</a> => Responsible Sourcing Policy => Modern Slavery Statement => Human Rights Policy
	2-24 Embedding policy commitments	Corporate Governance, p.11 Responsible Sourcing Policies and Statements, p.27  <a href="https://www.dominospizzaenterprises.com/dominos-for-good/#our-policies-and-statements">https://www.dominospizzaenterprises.com/dominos-for-good/#our-policies-and-statements</a> => Responsible Sourcing Policy => Modern Slavery Statement => Human Rights Policy
	2-25 Processes to remediate negative impacts	Corporate Governance, p.11
	2-26 Mechanisms for seeking advice and raising concerns	Corporate Governance, p.11 <a href="https://www.dominospizzaenterprises.com/corporate-governance">https://www.dominospizzaenterprises.com/corporate-governance</a>
	2-27 Compliance with laws and regulations	During the period there were no significant instances of non-compliance with laws or regulations and no fines were paid
	<b>5. Stakeholder engagement</b>	
	2-29 Approach to stakeholder engagement	Stakeholder Engagement, p.10

Topic standards		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	ESG Materiality assessment, p.13
	3-2 List of material topics	ESG Materiality assessment, p.13
Footprint reduction		
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Environment, p.25 - p.26
GRI305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Our Environment, p.25
	305-2 Energy indirect (Scope) 2 GHG emissions	Our Environment, p.25
Workplace safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	Our People, p.16 - p.17
Equal treatment and opportunities for all		
GRI 3: Material Topics 2021	3-3 Management of material topics	Our People, p.17 - p.20
GRI405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Our People, p.20

# APPENDIX 2: SASB REFERENCE TABLE

ACCOUNTING METRIC	SASB CODE	CATEGORY	UNIT OF MEASURE	RESPONSE
Energy management				
(1) total energy consumed (2) percentage grid electricity (3) percentage renewable energy	FB-RN-130a.1	Quantitative	Gigajoules (GJ) Percentage (%)	Data for energy is not currently available due to the implementation of a new ESG system for data collection and calculation.
Water management				
(1) total water withdrawn (2) total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress	FB-RN-140a.1	Quantitative	Thousand cubic meters (m3) Percentage (%)	1) Data for water is not currently available due to the implementation of a new ESG system for data collection and calculation. 2) Total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress: we do not currently have access to this information.
Food and packaging waste management				
(1) total amount of waste (2) percentage food waste (3) percentage diverted waste	FB-RN-150a.1	Quantitative	Metric tonnes (t) Percentage (%)	To ensure we are environmentally responsible and financially efficient, we are continually working to reduce food waste in our operations. We are developing our approach to collecting data for the accounting metrics, initially for company-owned restaurants and then at the franchise level. 1) Data for waste is not currently available due to the implementation of a new ESG system for data collection and calculation. 2) Percentage of food waste: no access to data of sufficient quality as most restaurants report food waste in the 'mixed waste' category. 3) Percentage diverted: we do not currently have access to this information
(1) total weight of packaging (2) percentage made from recycled and/or renewable materials (3) percentage that is recyclable, reusable and/or compostable	FB-RN-150a.2	Quantitative	Metric tonnes (t) Percentage (%)	1) Data for packaging is not currently available due to the implementation of a new ESG system for data collection and calculation. 2) Percentage made from recycled and/or renewable materials: No information. 3) Percentage that is recyclable, reusable, and/or compostable: No information.
Food safety				
(1) percentage of restaurants inspected by a food safety oversight body (2) percentage receiving critical violations	FB-RN-250a.1	Quantitative	Percentage (%)	DPE had an average of 3,529 stores during FY25. A total of 27,817 inspections were conducted. This is an average of 8 inspections per store. Our internal store inspectors conducted 7 of these inspections per store, while external store inspectors carried out 1 inspections per store.  (2) Refer to the store inspections table on p. 22 for the % of critical violations
(1) number of recalls issued (2) total amount of food product recalled	FB-RN-250a.2	Quantitative	Number Metric tonnes (t)	There were two recalls during the reporting period totalling 3,649kg. More information on these and voluntary product withdrawals for reasons of food quality and flavour are described in the 'Food Safety & Quality' section.
Number of confirmed foodborne disease outbreaks, percentage resulting in public health authority investigation	FB-RN-250a.3	Quantitative	Number Percentage (%)	No confirmed foodborne illness outbreaks linked to Domino's restaurants were reported.
Nutritional content				
(1) Percentage of children's meal options consistent with national dietary guidelines for children (2) revenue from these options	FB-RN-260a.2	Quantitative	Percentage (%) Presentation currency	Not applicable. We do not provide meals specifically for children.
Labour practices				
Total amount of monetary losses as a result of legal proceedings associated with (1) labour law violations (2) employment discrimination	FB-RN-310a.3	Quantitative	Presentation currency	Domino's is committed to complying with all relevant employment legislation and does not tolerate discrimination. Our Code of Conduct policy further clarifies our position and informs employees of complaint mechanisms. During the reporting period, there were no legal proceedings related to labour law violations and/or employee discrimination that resulted in monetary losses.



ACCOUNTING METRIC	SASB CODE	CATEGORY	UNIT OF MEASURE	RESPONSE
Supply chain management and food sourcing				
Percentage of (1) eggs that originated from a cage-free environment (2) pork that was produced without the use of gestation crates	FB-RN-430a.2	Quantitative	Percentage (%) by number, Percentage (%) by weight	1) Percentage of eggs that originated from a cage-free environment: 52% globally 2) Percentage of pork that was produced without the use of gestation crates: 0%
Discussion of strategy to manage environmental and social risks within the supply chain, including animal welfare	FB-RN-430a.3	Discussion and Analysis	N/A	Our approach to managing ESG risks in our supply chain is described in the 'Risk Management' section on page 9 and the 'Responsible Sourcing' section on page 27.  Our approach to animal standards is described in the 'Animal Welfare' section on page 27 - 28.
Activity metrics				
Number of (1) entity-owned restaurants (2) franchise restaurants	FB-RN-000.A	Quantitative	Number	1) Number of entity-owned restaurants: 726 2) Number of franchise restaurants: 2,803
Number of employees at (1) entity-owned locations (2) franchise locations	FB-RN-000.B	Quantitative	Number	1) Number of employees at entity-owned locations: 12,733 (HC at end of fiscal year) 2) Number of employees at franchise locations: approximately 90,000