Domino's Pizza Enterprises Limited
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Hamilton QLD Australia 4007
www.dominos.com.au

25 February 2026

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

Dear Sir or Madam,

Market presentation for the half-year ended 28 December 2025

Please find attached for immediate release the market presentation in relation to the financial results for the Company for the half-year ended 28 December 2025.

Authorised for lodgement by the Board.

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.

Domino's Pizza Enterprises Ltd HY Results

Period Ending December 2025

25 February, 2026

1H26 Results Summary

Network Sales

$2.04b (-1.6%)

EBIT[1]

$101.5m (+1.0%)

NPAT[1]

$60.1m (+2.2%)

Free Cash Flow[2]

$70.6m (+135.4%)

Total Debt Reduction

$196.1m (vs FY25)

Dividend[3]

25.0 cps (+16.3%)

Franchise Profitability[4]

$103k (+4.5%)

1. Underlying performance excluding Non-recurring items
2. Free Cash Flow excluding divestment proceeds
3. Comparison to FY25 final dividend
4. Franchisee Profitability calculated as Average 12-months rolling EBITDA per Store

Market Leading Global QSR Platform

- #1 MARKET SHARE ACROSS 8[(1)] MARKETS WITH STRONG ABILITY TO GROW
- LARGE AND ATTRACTIVE MARKETS WITH SIGNIFICANT WHITESPACE AND GROWTH POTENTIAL IN EUROPE AND ASIA
- STRONG FRANCHISE PARTNERS, IN-STORE TEAMS AND CULTURE
- SUCCESSFUL MODEL THAT DRIVES GROWTH, PROFITABILITY AND FREE CASH FLOW
- STRONG BALANCE SHEET FOR FUTURE GROWTH

1. Number 1 market share in Australia, New Zealand, Germany, France, Netherlands, Belgium, Japan and Singapore. Number 2 market share in Taiwan, Malaysia and Cambodia

DELIVERING ON OUR PLAN

We are moving through a reset:
getting the foundations right with value equation, systems and capital allocation

1 Reset Leadership Team

- Leadership team now in place, driving plan and consistent execution in markets
- Andrew Gregory appointed Group CEO to lead next phase
- Clear accountability across markets

2 Executing the Value Equation Across Product and Pricing

- Simplified menu architecture
- Mix and ticket discipline driving unit economics
- Targeted CRM replacing blanket discounting

3 WA Trial Update

- Everyday pricing model has delivered improved ticket and margin per order
- Volumes moderated as expected
- Learnings will be applied to national pricing strategy

4 Franchisee Profitability Improvement

- Global store EBITDA +4.5% to $103k
- Improvement across all major markets
- Majority of franchisees operate multiple stores, delivering sustainable returns

5 Reduce Global Cost Base

- Cost out program of $60-$70m on-track
- $20-30m benefitting FY26 with 1/3rd benefitting DMP
- Further opportunities up to $25m being progressed, with update to be provided at FY26 results

6 Increased Cash Flow and Reduced Leverage

- **$70.6m** Free Cash Flow
- **$196.1m** debt reduction
- Net leverage **2.21x** (Jun-25 2.57x)

RESETTING PRICE AND COST DISCIPLINE FIRST; ENABLING RETURN TO SUSTAINABLE GROWTH

Group CEO & Managing Director Appointment

The Board is Pleased to Appoint Andrew Gregory as the CEO and Managing Director of Domino's Pizza Enterprises

- Appointment of Andrew Gregory as incoming Global CEO following global search
- Proven experience in large-scale franchised systems and operational execution
- Deep understanding of end-to-end economics: restaurant, franchisee, supply chain and capital
- History of balancing customer value, franchisee returns and shareholder outcomes
- Experienced in scaling networks while maintaining return thresholds and capital discipline
- Commencement no later than August 5th, 2026

Applying the Reset: Our Guiding Principles

1
NO CAPITAL OR PRICING ACTION WITHOUT ECONOMIC LINE OF SIGHT

Growth, reinvestment and incentives must clear return thresholds, while sustainably enhancing franchisee profitability

2
SIMPLIFY THE OFFER BEFORE OPTIMISING IT

Pricing architecture, core menu and execution improvements come first

3
BALANCE SHEET RESILIENCE OVER SHORT-TERM EPS

Liquidity, leverage and covenant headroom are non-negotiable

4
CENTRAL ALIGNMENT, LOCAL ACCOUNTABILITY

Group sets benchmarks, local markets deliver outcomes

5
EXECUTE CURRENT MILESTONES BEFORE SETTING NEW GROWTH TARGETS

Execution before aspiration

6
DISCIPLINED, SELECTIVE NETWORK GROWTH

Future growth will have strong unit economics

How will we measure our success

- Store Unit economics
- ROCE across all markets
- Operational metrics focused on the customer
- Network sales growth and SSSg
- EBIT margins for franchisees and DPE

Driving Shareholder Value

WE DELIVER JOY
ONE PIZZA AT A TIME

1H26 Results

Financial Results Overview

	Current Period 1H26	Last Year 1H25	Change vs Last Year	Change % vs Last Year	
Network Sales	2044.4	2077.9	-33.5	-1.6%	▼
Same Store Sales Growth[1]	-2.5%	-0.6%	-1.9%		▼
EBIT[2]	101.5	100.6	1.0	1.0%	▲
NPAT[2]	60.1	58.8	1.3	2.2%	▲
Free Cash Flow[3]	70.6	30.0	40.6	135.4%	▲
Net Debt[4][5]	610.6	724.8	-114.2	-15.8%	▼
Total Debt[4][5]	682.2	878.3	-196.1	-22.3%	▼
Net Leverage[4] [5]	2.21x	2.57x	-0.36	-14.0%	▼
DPS (cps)[4]	25.0	21.5	3.5	16.3%	▲
EPS Underlying (cps)	63.6	64.1	-0.5	-0.8%	▼
Franchisee Profitability[6]	103.0	98.6	4.4	4.5%	▲

1. SSSg% calculated on constant currency basis
2. Underlying performance excluding Non-recurring Items
3. Free Cash Flow excluding divestment proceeds
4. Comparative period is June 2025
5. Pre-AASB 16 basis. Net leverage excludes non-recurring items and divestment
6. Franchisee Profitability calculated as Average 12-months rolling EBITDA per Store

NETWORK SALES -1.6% vs. LAST YEAR

- Reduction in network sales driven by a reduction in store count and removal of aggressive discounted coupons with focus on enhancing Franchisee profitability
- Portfolio is equally balanced across regions with Europe offsetting softer performance in ANZ

UNDERLYING EBIT INCREASE +1.0% vs. LAST YEAR

- Performance across Europe and Malaysia was strong; however, lower order volumes, driven by the removal of heavily discounted coupon activity in ANZ, have moderated warehouse volumes.

UNDERLYING NPAT +2.2% vs. LAST YEAR

- NPAT includes the benefit of lower interest costs ($2.8m) due to reduction in base rates and lower debt

EFFECTIVE TAX RATE HIGHER

- Reflective of greater share of earnings in higher tax jurisdictions

FREE CASH FLOW INCREASED BY +$40.6M

- Benefited from lower capital expenditure driven by reduced digital investment and lower capex related to new store openings

DEBT REDUCTION

- $196.1m reduction in total debt from FY25 driven by strong cash flows
- Net debt reduction of $114.2m with $49.8m relating to FX translation

INTERIM DIVIDEND OF 25.0 CPS (UNFRANKED)

- DRP remains in place (not underwritten)
- Dividend equivalent to payout ratio of 39%, supporting deleveraging and reinvestment, creating a sustainable base for future growth

Geographic Summary

	Current Period 1H26	Last Year 1H25	Change vs Last Year	Change % vs Last Year
Same Store Sales Growth	**-2.5%**	**-0.6%**	**-1.9%**	
ANZ	-4.7%	0.6%	-5.3%	
Europe	1.3%	0.6%	0.7%	
Asia	-6.1%	-4.2%	-1.9%	
Revenue	**$1,101.8m**	**$1,165.4m**	**-$63.6m**	**-5.5%**
ANZ	$362.7m	$395.4m	-$32.7m	-8.3%
Europe	$396.3m	$368.0m	$28.3m	7.7%
Asia	$342.8m	$402.0m	-$59.2m	-14.7%
EBIT[1]	**$101.5m**	**$100.6m**	**$1.0m**	**1.0%**
ANZ	$61.5m	$67.7m	-$6.3m	-9.3%
Europe	$39.8m	$32.3m	$7.6m	23.2%
Asia	$18.4m	$17.0m	$1.4m	8.2%
Global	-$18.2m	-$16.4m	-$1.8m	11.0%
EBIT % of Revenue	**9.2%**	**8.6%**	**0.6%**	
ANZ	16.9%	17.1%	-0.2%	
Europe	10.0%	8.8%	1.3%	
Asia	5.4%	4.2%	1.2%	

GROUP EBIT +1.0% vs. LAST YEAR

- Demonstrates resilience of the portfolio, with stronger results in Europe and Malaysia providing meaningful offset to softer trading in ANZ, Japan and France
- Ongoing cost-out delivery, disciplined overhead spending underpinning EBIT margin stability

ANZ EBIT -9.3% vs. LAST YEAR

- Lower sales and order count reflect reduced discounting and impacted warehouse volumes
- Advanced investment in reduced franchisee food cost was provided to franchisees ahead of realising associated cost savings

EUROPE EBIT +23.2% vs. LAST YEAR

- Positive results in Benelux and Germany partially offset by underperformance in France
- Reduced discounting delivering higher ticket with modest volume trade-offs in key European markets

ASIA EBIT +8.2% vs. LAST YEAR

- Japan: focus on unit economics through reduced discounting delivered higher store profitability but lower volumes and warehouse margin, partly offset by cost reductions
- Malaysia: higher sales from new product launches together with cost reductions

GLOBAL OVERHEADS +11.0% vs. LAST YEAR

- Global overheads in the current period included higher amounts expensed for technology versus the prior corresponding period
- Gross technology costs (inclusive of capitalised spend) are significantly down on PCP driven by ongoing cost out program

1. Underlying performance excluding Non-recurring Items

Free Cash Flow

Cashflow Reporting Group	Current Period 1H26	Prior Half 1H25	Change vs Last Year
Underlying EBITDA	$171.9m	$178.1m	-$6.3m
Change in working capital	-$20.6m	-$7.9m	-$12.7m
Profit on sale of non-current assets	-$6.7m	-$8.5m	$1.8m
Other movements	-$5.4m	-$5.6m	$0.2m
Operating cash flow before interest & tax	**$139.2m**	**$156.2m**	**-$17.0m**
Non-recurring costs	-$33.0m	-$14.4m	-$18.6m
Net interest paid	-$11.4m	-$14.1m	$2.8m
Tax paid	$6.4m	-$32.3m	$38.7m
Net operating cash flow	**$101.2m**	**$95.4m**	**$5.8m**
Capital expenditure	-$22.2m	-$43.7m	$21.5m
Proceeds from sale stores	$12.1m	$6.5m	$5.6m
Loans repaid by franchisees	$7.3m	$4.5m	$2.8m
Net cash used in investing activities	**-$2.7m**	**-$32.7m**	**$30.0m**
Net lease principal payments[1]	**-$27.9m**	**-$32.7m**	**$4.8m**
Free cashflow (ex divestment)	**$70.6m**	**$30.0m**	**$40.6m**
Divestment proceeds	**$13.0m**	**–**	**$13.0m**
Free cashflow	**$83.6m**	**$30.0m**	**$53.6m**

1. 1H26 excludes $2.6m (1H25: $14.7m) of non-cash proceeds

FREE CASH FLOW (EXC. DIVESTMENTS) INCREASED BY $40.6M TO $70.6M

- Favourable free cash flow (ex divestments) driven by focused and disciplined capital management and stronger operating cash performance. Post divestment proceeds of $13.0m from Impressu Print Group (IPG), provides final free cashflow of $83.6m

NET OPERATING CASH FLOW INCREASED BY $5.8M TO $101.2M

- Net Operating cash flow benefited from favourable $38.7m tax inflow offsetting $18.6m increase in non-recurring costs (store closure and employee termination) and unfavourable working-capital movements (timing)

NET INVESTING ACTIVITIES DECREASED BY $30.0M TO $2.7M

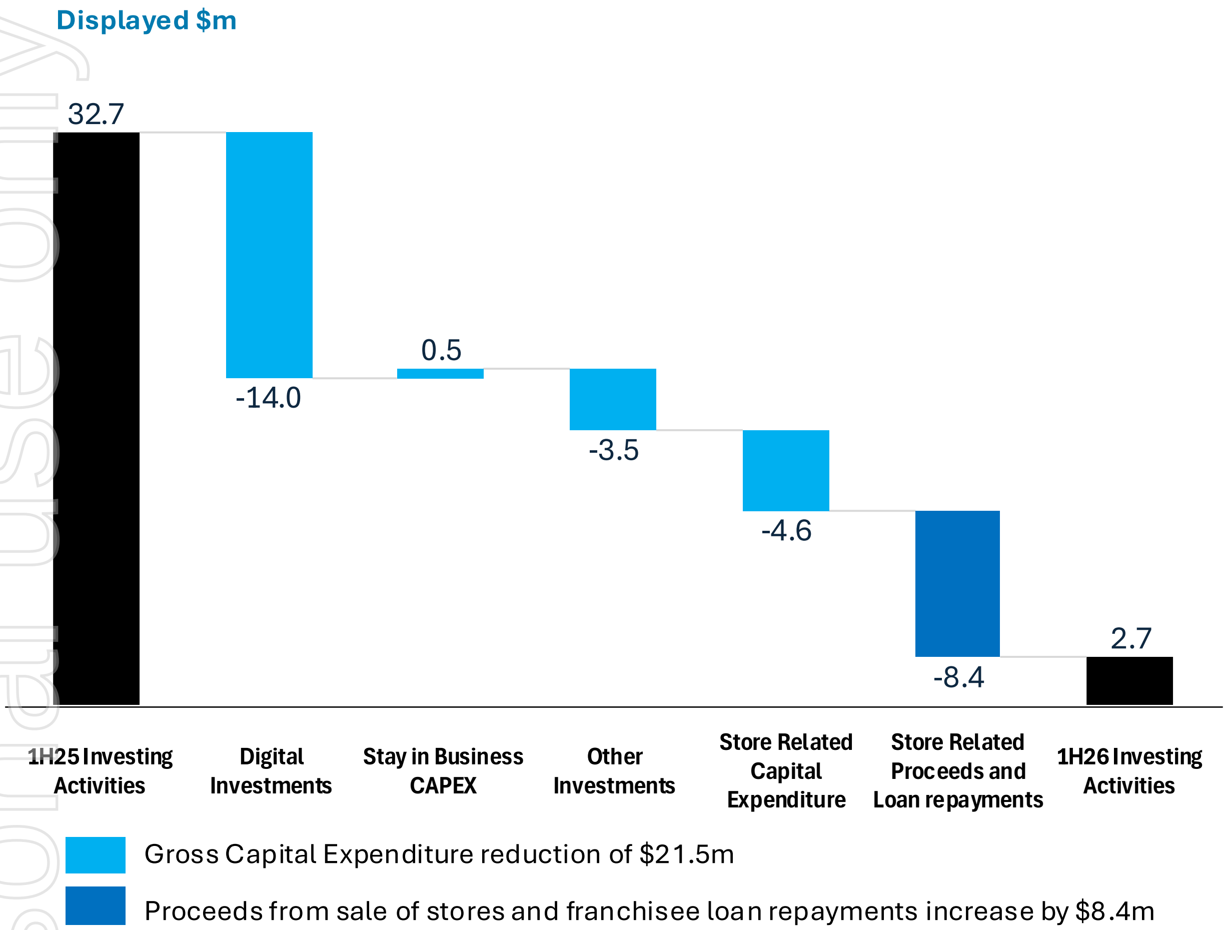
- CAPEX reduced $21.5m through tighter capital management and lower digital and store-related spend, coupled with store sale proceeds and franchisee loan repayments up by $8.4m

NET LEASE PRINCIPAL PAYMENTS DECREASED BY $4.8M

- Net Lease Principal Payments +$4.8m includes $1.6m in payments for closed stores under the Store Optimisation program

Investing Activities

1H26 Net Capex reduced by +$30.0m from 1H25 ($32.7m)



DIGITAL INVESTMENTS REDUCED BY +$14.0M (1H25 $22.8M)

- Reflects a more disciplined approach to digital investment, achieved through the rationalisation of development spend and a focus on targeted improvements to platform stability, resilience, and the customer experience

STAY IN BUSINESS CAPEX INCREASE BY -$0.4M (1H25 $4.9M)

- Store refurbishments, asset replacements, and operational upgrades

OTHER INVESTMENTS REDUCED BY +$3.5M (1H25 $6.5M)

- Continued development of operational systems, logistics, and back-of-house capabilities

STORE INVESTED CAPITAL IMPROVED BY $13.0M (1H25 -$1.5M)

- Gross CAPEX reduction of $4.6m (down from 1H25 $9.5m), reflecting fewer new store openings and lower franchisee acquisitions
- Additional cash inflows $8.4m (1H25 -$11.0m) from proceeds from the sale of stores and franchisee loan repayments

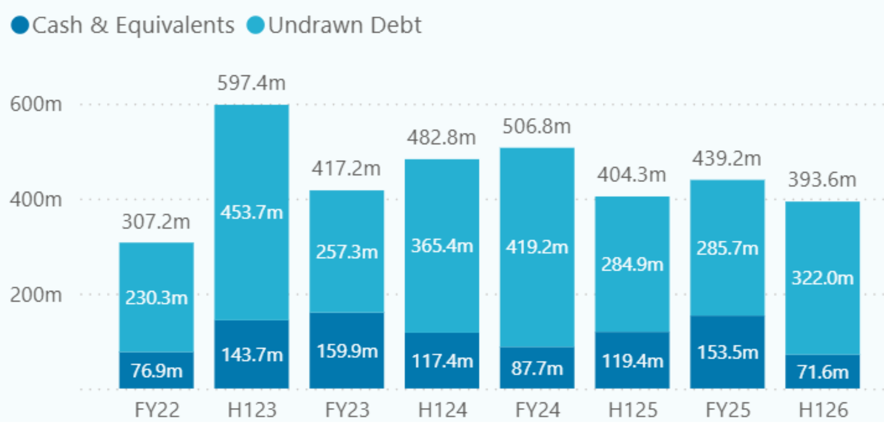
Debt & Capital Management

Completion of Group Debt Refinancing and Deleveraging

FINANCIAL RATIOS[1]

	Current Period 1H26	Comparative FY25
EBITDA 12 Month Rolling	**$275.8m**	$281.7m
Total Debt	**$682.2m**	$878.3m
Cash and Equivalents	**$71.6m**	$153.5m
Net Debt	**$610.6m**	$724.8m
Interest Coverage	**19.8x**	17.1x
Net Leverage	**2.21x**	2.57x
Net Leverage Covenant	**<3.5x**	<3.0x

TOTAL CASH AND UNDRAWN COMMITTED DEBT



(1) Presented on a pre-AASB 16 basis, EBITDA excluding non-recurring items and divestments

REFINANCING:

- Successfully completed debt refinancing of $1.05b in new facilities with terms staggering maturities, and weighted average tenure of ~4.5 years
- A temporary increase in the Net Leverage Ratio (NLR) cap to 3.5x for 24 months to support strategic flexibility and disciplined execution during the transition period.
- Achieved improved pricing versus prior facilities

LEVERAGE AND DEBT:

- Total debt reduced by $196.1m with $143.1m related to cash repayments and $53.0m related to FX translation between June 2025 and December 2025
- Net debt reduction of $114.2m with $64.4m related to cash repayments and $49.8m relating to FX translation (predominately JPY) between June 2025 and December 2025
- Net Leverage decreased to 2.21x from 2.57x; Target of <2.0x
- The Interest Coverage ratio is strong at 19.8x

DIVIDEND:

- Dividend 25.0 cps, equivalent to a payout ratio of 39% of underlying NPAT; up 16.3% vs FY25 final dividend
- Dividend supporting deleveraging and reinvestment, creating a sustainable base for future growth
- DRP maintained with underwriting removed

LIQUIDITY AND FLEXIBILITY:

- Strong liquidity position of $393.6m (cash and undrawn committed facilities), supported by long-dated facility tenors

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Strategy and Operational Update

Update on Cost Savings Initiatives

PROGRESS TO DATE

- $60m-$70m cost-out program delivering to plan, strengthening unit economics and driving improved network profitability across key markets.
- $55m in annualised savings already actioned, with further opportunities being assessed and progressed. 2/3rd of FY26 benefits continue to flow directly to franchisees through lower food costs and reduction in costs to the national advertising funds (NAF) enhancing franchisee performance with focus on lifting working media to grow sales
- $20m-$30m of identified savings are driven by OPEX efficiencies reinvested into franchise partners (mainly FY26 food savings) and reduced G&A spending across both OPEX and CAPEX

$60-70m

Annualised cost savings identified

$20-30m

Of the $60-70m identified annualised cost savings, will benefit FY26

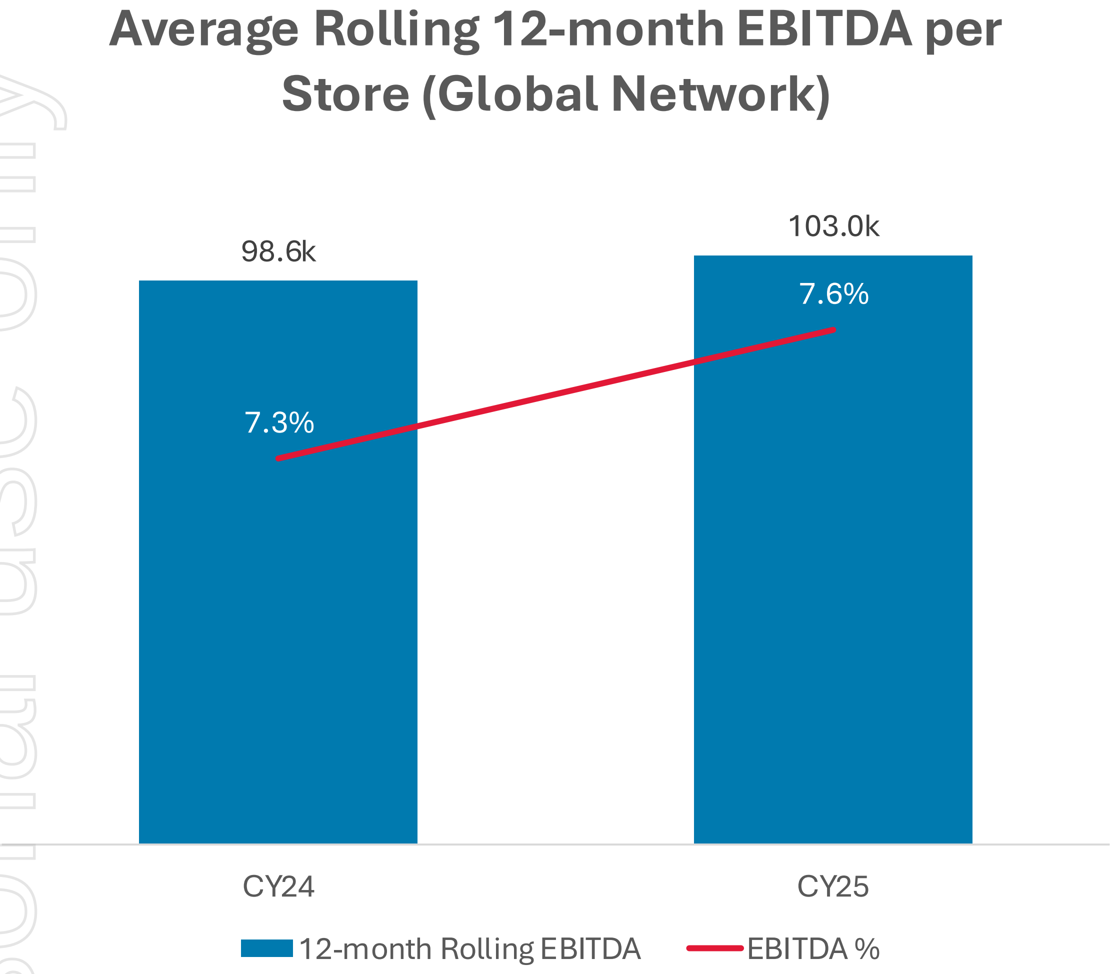
Future Opportunities

- Identified $15-25m+ of additional savings to be evenly distributed between franchisees and DPE, focused on general & administrative, IT, food and packaging opportunities
- Further details to be provided at FY26 results in August

$15-25m

Additional cost savings identified through future opportunities

Strengthening Franchise Partner Economics



FRANCHISEE PROFITABILITY IMPROVING

- Benefits of DMP cost-out program is lowering the food prices for Franchisees
- Cost out plus pricing discipline has lifted Franchisee profitability to its strongest in 3 years, with the average store earning $103k EBITDA (+4.5%) on a 12-month rolling basis across the global network
- Franchisee profitability increased year-on-year across all major markets, driven by strong performance in New Zealand and Japan and consistent, healthy growth in Australia, France and the Netherlands
- Average franchise store EBITDA margins have improved to **7.6% on a rolling 12-month basis**

MARGIN IMPROVEMENT DRIVEN BY:

- Higher average ticket and clearer everyday pricing
- Ingredient cost savings and tighter cost controls
- Operational execution and simplification

1. Franchise partner profitability includes P&L submissions for 79.3% of stores for the CY25 12-month rolling period, and 83.6% for CY24 and excludes Taiwan
2. Data presented in constant currency, using year-to-date 1H26 FX rates for all periods
3. Figures presented at the 1H25 Market Presentation – CY24 EBITDA of $96.4k reflected currency conversion and franchisee P&L submissions available at that time

Value Equation

Holistic Focus on Experience, Quality, and Product Equating to Superior Value for Customers

TRANSITION OF OPERATING MODEL

- Historically a discount-led model drove volumes not value
- High reliance on national promotions and complex bundles
- **Our target is to provide transparent pricing that delivers:**
  - ✓ Improved customer value perception and satisfaction
  - ✓ Enhances unit economics and franchisee profitability
  - ✓ Sustainable, long-term pricing model for wide application
  - ✓ Frequency growth across all cohorts

EXECUTING ON PLAN

Current Focus on Increasing Customer Counts and Sustainable Growth

- New delivery pricing is improving basket size, but needs refinement to reduce customer friction at scale
- Pricing must follow execution and product and consistency are critical – core products outperform complex or novelty driven NPD
- Improving product consistency to support everyday pricing
- New bundle and combo design underway to enhance value, not just low-price points
- Transitioning toward targeted, behaviour-based CRM initiatives and reducing reliance on broad-based discounting
- ANZ learnings informing broader group pricing discipline

Smart Offers – Protecting Margin While Rebuilding Volume

Smarter Promotions to Improve Contribution Margin and Store Unit Economics

OUR UPDATED PROMOTION FRAMEWORK

- Promotions only deployed with clear contribution margin and store-level economics
- Channel-specific pricing reflecting structurally different pick-up and delivery economics
- Mix and ticket outcomes assessed alongside volume
- Targeted CRM replaces national, blanket discounting
- **Unit economics set first, then volumes**

EXAMPLE: SATURDAY PROMOTIONS (AU)

PREVIOUSLY

- National, blanket Saturday discount
- Delivery included
- Volume-led execution
- Compressed margins, diluted contribution

SMARTER PROMOTIONS

- Selective Saturday offer, focused on carry-out
- Delivery pricing discipline maintained
- Targeted deployment via CRM
- Improved store-level contribution; controlled volume trade-offs

EARLY OUTCOMES FROM THE RESET

- Voucher dependency in Australia (ex-bundles) has **more than halved**
- Targeted offers deliver higher returns and sharper customer relevance
- Franchisee profitability has improved, demonstrating stronger unit economics
- Ongoing refinement focused on rebuilding volume without margin dilution

Outlook

Trading Update

Group SSSg:
2H26 first 8 weeks -7.2%
FY26 YTD -3.6%
WE 22 Feb 2026 0.0%

2H26 First 8 weeks SSSg% impacted by:

Severe weather conditions in Germany and the Netherlands

Chinese New Year commenced on 29 January in the prior year versus 17 February in the current year

Resetting Discount Discipline
We have withdrawn deep discount offers that drove volume but diluted store-level contribution, refocusing on margin-accretive growth

Reintroducing Profitable Volume
Targeted, data-led offers (particularly in carry-out) are being deployed at the right economic balance between ticket and customer count

ANZ

- Roll-off deep discounting and reduced advertising investment versus PCP has reset the trading base
- Deploying targeted CRM activation alongside the reintroduction of Tuesday and Saturday carry-out offers to restore profitable traffic through a seasonally softer trading period
- This move to reintroduce targeted, margin-accretive promotions is showing a significant recent return of medium and high-frequency customers
- ANZ January franchisee profitability delivered strong double-digit growth versus PCP

EUROPE

- Following positive H1 trading momentum, the Netherlands experienced a significant short-term disruption from severe snow conditions over a 9-day period, followed by a further 3 days of continued but less severe disruption
- In Germany, from 2–12 January, a significant number of stores were either closed or operating delivery-only due to severe weather, resulting in materially negative sales versus PCP
- Improved pricing discipline is supporting store-level economics

ASIA

- Promotional intensity reduced and returns discipline strengthened, moderating transactions across lower-frequency markets
- Double-digit ticket growth in Japan, driven by pricing and mix optimisation, was not sufficient to offset softer customer volumes
- The timing of Chinese Year shifted versus PCP, impacting 2H sales sequencing across parts of the region, primarily Malaysia, Taiwan and Singapore

Portfolio Summary

Actions Underway in Key Countries to Maximise Contribution and Value for the Group

	ACCELERATE	MAINTAIN / OPTIMISE		FIX & REBUILD		FUTURE
Market	Germany	**ANZ**	**Benelux**	**Japan**	**France**	**MSK/Taiwan**
Market position	1st	**1st**	**1st**	**1st**	**1st**	**1st/2nd**
Stores	399	888	506	768	438	340/179
Market population	83m	32m	29m	123m	68m	82m
Actions underway	Organic store openings (franchised & corporate) where unit economics deliver high ROCE	Improve customer proposition and franchise margins	Extend customer proposition to build on market-leading position	Rebuild from a sustainable base following network right-sizing	Improve alignment with franchise partners to grow sales and system profits	Unlock capital through sell-down of corporate store network (Malaysia)

OVERVIEW

- Strong foundation with #1 market position across most markets
- Earnings significantly weighted to ANZ, Germany and Benelux
- Japan and France represent upside potential for the Group, as we execute our sales and marketing strategies
- Release capital through the sale of corporate stores in Malaysia and non-core assets including buildings

Outlook

1 Strengthened Foundations

- Franchise partner profitability improved +4.5% to highest level in 3 years
- Strong free cash flow generation supporting sustainable growth and shareholder returns
- Net leverage ratio continuing to trend lower towards target of 2.0x, maintaining flexibility
- Reinforcing the value equation across product, experience and quality to offer superior value to customers
- Customer metrics stabilising as pricing and value changes are absorbed, providing a stronger base for future growth

2 Execution and Cost Discipline

- Clear accountability across markets to drive operational discipline and profitable growth for franchise partners and shareholders
- Leadership team now in place across key markets, enabling more consistent execution
- Ongoing simplification initiatives to improve productivity and support unit economics
- $20-30m of the $60-70m identified annualised cost savings will benefit FY26 . Identified up to $25m of additional savings focused on general & administrative, IT, food and packaging opportunities

3 Growth and Building Momentum

- Strong customer proposition through a shift toward product-led, value-led growth with focus on stabilising order counts while protecting margins
- Disciplined capital allocation and selective store growth, guided by franchisee economics
- Unit economics are improving with higher margins, lower discounting, stronger store returns
- Accelerate Germany by continuing organic store openings and delivering sustainable returns

Regional:

- Improve customer proposition in ANZ and Benelux to sustain market-leading position
- Reset in Japan and relaunch brand to rebuild from a sustainable base
- Improvement alignment with franchise partners to grow the business in France
- Unlock capital through continued franchising of corporate store network in Malaysia

Disciplined execution, growing cash flows and proven leadership driving our next phase of value creation

APPENDIX

A Stronger Leadership Team

New senior appointments:

- Group CEO – Andrew Gregory
- Group CFO & COO – George Saoud
- Japan CEO – Dieter Haberi
- Group CTO -John BouAntoun
- France CEO – Phil Reed
- Group Chief Strategy Officer – Atul Sharma
- ANZ CEO - Merrill Pereyra
- New Zealand CEO – Abhishek Jain
- Group Chief Procurement Officer – Jai Rastogi

Leadership team now in place, driving plan and consistent execution in markets

Focused on execution, franchisee profitability, and culture

Andrew Gregory
CEO – Group

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

George Saoud
CFO & COO - Group

- More than 25 years leading ASX-listed and global organizations with experience in driving growth, turnarounds and transformations at Coles, Bapcor and Metcash

Dieter Haberl
CEO – Japan

- Over 25 years' as Chief Executive in Japan in FMCG brands
- Former CEO/President for multinational and domestic brands including Adidas and Toys "R" Us

John BouAntoun
CTO - Group

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

Phil Reed
CEO - France

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

Atul Sharma
Chief Strategy Officer

- Former CEO of Hungry Jacks Australia and over 30 years in franchising company and turnaround experience
- Advisory board member of Hungry Jacks and Non-Executive Director of V2Food

Merril Pereyra
CEO – ANZ

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

Jai Rastogi
Chief Procurement Officer

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

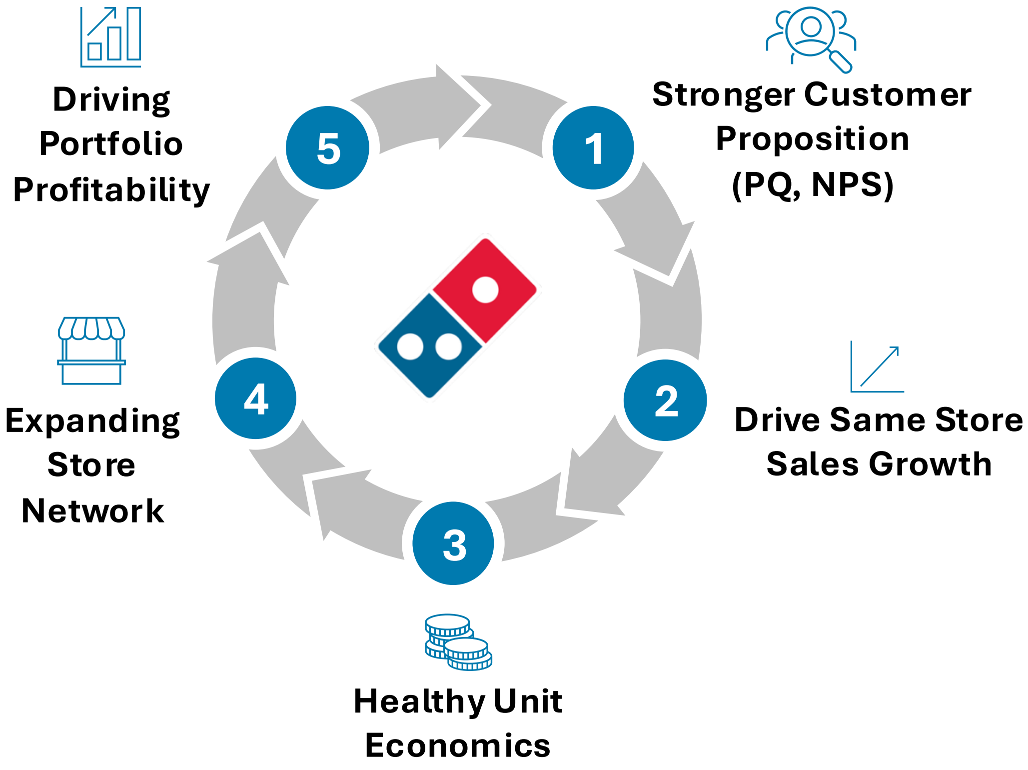
Abhishek Jain
CEO – New Zealand

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

Our Recipe for Growth

Simplifying the System

1. **Stronger Customer Proposition:** Increasing brand relevance and NPS, driven by improvements in food, value, and customer experience
2. **Drive Same Store Sales Growth:** Comparable sales growth at or above peers, supported by a sustainable model
3. **Healthy Unit Economics:** Focus on profitable sales and strengthening franchisee returns through healthy unit economics
4. **Expanding Store Network:** Return to store rollout growth and deliver our market and whitespace potential
5. **Driving Portfolio Profitability:** Expanding market share and creating capacity to reinvest for sustained growth



Our priorities

- Reinforce Core
- Simplify for Efficiency
- Drive Marketing Effectiveness
- Selectively Extend Proposition

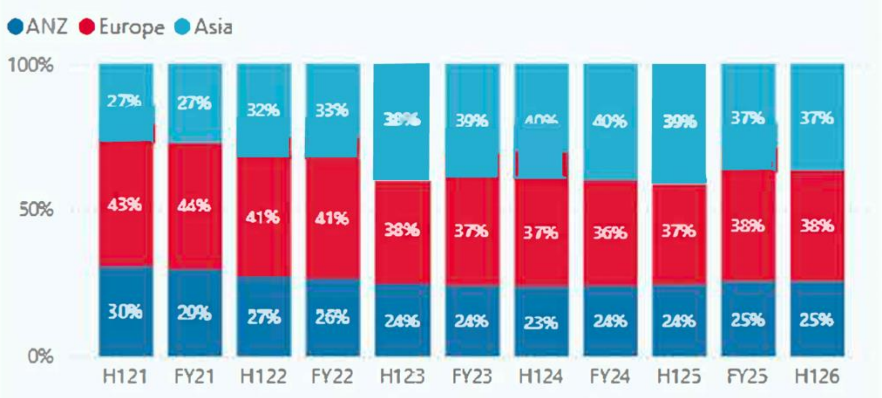
Network Store Count

GROUP NETWORK STORE COUNT

Metric	1H21	FY21	1H22	FY22	1H23	FY23	1H24	FY24	1H25	FY25	1H26
Corporate Store Count	597	605	650	613	913	883	912	863	850	726	727
Franchise Store Count	2,198	2,344	2,577	2,774	2,823	2,899	2,925	2,932	2,886	2,803	2,791
Network Store Count	2,795	2,949	3,227	3,387	3,736	3,782	3,837	3,795	3,736	3,529	3,518
New Organic Store Additions	131	285	129	294	79	205	73	116	21	46	12
Store Addition % of Network	4.9%	10.7%	4.4%	10.0%	2.3%	6.1%	1.9%	3.1%	0.6%	1.2%	0.3%

Region	1H21	FY21	1H22	FY22	1H23	FY23	1H24	FY24	1H25	FY25	1H26
ANZ											
Corporate Store Count	110	100	81	70	94	84	84	59	66	62	61
Franchise Store Count	736	763	782	813	812	813	817	839	831	829	827
Network Store Count	846	863	863	883	906	897	901	898	897	891	888
New Organic Store Additions	13	30	3	23	23	38	7	14	1	8	3
Store Addition % of Network	1.6%	3.6%	0.3%	2.7%	2.6%	4.3%	0.8%	1.6%	0.1%	0.9%	0.3%
Europe											
Corporate Store Count	102	112	123	134	135	93	89	71	76	68	62
Franchise Store Count	1,105	1,174	1,198	1,267	1,278	1,314	1,326	1,309	1,298	1,277	1,281
Network Store Count	1,207	1,286	1,321	1,401	1,413	1,407	1,415	1,380	1,374	1,345	1,343
New Organic Store Additions	50	129	39	123	20	63	22	40	7	14	6
Store Addition % of Network	4.3%	11.1%	3.0%	9.6%	1.4%	4.5%	1.6%	2.8%	0.5%	1.0%	0.4%
Asia											
Corporate Store Count	385	393	446	409	684	706	739	733	708	596	604
Franchise Store Count	357	407	597	694	733	772	782	784	757	697	683
Network Store Count	742	800	1,043	1,103	1,417	1,478	1,521	1,517	1,465	1,293	1,287
New Organic Store Additions	68	126	87	148	36	104	44	62	13	24	3
Store Addition % of Network	10.1%	18.7%	10.9%	18.5%	3.3%	9.4%	3.0%	4.2%	0.9%	1.6%	0.2%

REGIONAL STORE COUNT AS A % OF NETWORK STORE COUNT



ANZ	846	863	863	883	906	897	901	898	897	891	888
Europe	1,207	1,286	1,321	1,401	1,413	1,407	1,415	1,380	1,374	1,345	1,343
Asia	742	800	1,043	1,103	1,417	1,478	1,521	1,517	1,465	1,293	1,287
Total	2,795	2,949	3,227	3,387	3,736	3,782	3,837	3,795	3,736	3,529	3,518

Balance Sheet

Group Balance Sheet	1H26	FY25	Variance
Cash & cash equivalents	$71.6m	$153.5m	($81.9m)
Trade and other receivables	$154.1m	$155.9m	($1.8m)
Inventories	$50.2m	$46.5m	$3.7m
Current tax assets	$2.8m	$24.6m	($21.8m)
Other current assets	$171.3m	$166.0m	$5.3m
Total Current Assets	**$449.9m**	**$546.4m**	**($96.5m)**
Property, plant & equipment	$190.2m	$217.9m	($27.7m)
Goodwill	$546.4m	$580.8m	($34.4m)
Intangible assets	$659.2m	$687.4m	($28.2m)
Other non-current assets	$568.0m	$637.3m	($69.3m)
Total Non-current Assets	**$1,963.7m**	**$2,123.4m**	**($159.7m)**
Total Assets	**$2,413.6m**	**$2,669.8m**	**($256.2m)**
Trade & other payables	$302.1m	$317.9m	($15.8m)
Current borrowings	$6.4m	$12.4m	($6.0m)
Current tax liabilities	$6.5m	$3.4m	$3.1m
Other current liabilities	$173.2m	$214.3m	($41.1m)
Total Current Liabilities	**$488.2m**	**$548.0m**	**($59.8m)**
Non-current borrowings	$664.8m	$855.1m	($190.3m)
Deferred tax liabilities	$122.9m	$117.4m	$5.5m
Other non-current liabilities	$455.3m	$486.2m	($30.9m)
Total Non-current Liabilities	**$1,243.0m**	**$1,458.7m**	**($215.7m)**
Total Liabilities	**$1,731.1m**	**$2,006.7m**	**($275.6m)**
Net Assets	**$682.5m**	**$663.1m**	**$19.4m**

- Trade and other receivables were broadly in line with prior year, with regional movements reflecting strong December trading in Japan and timing of collections across the Group
- Property, plant & equipment and other non-current assets (leases) decreased primarily due to reduced capital spend and FX translation
- Goodwill and intangible asset movements primarily reflect the impact of FX translation, disciplined capital spend and derecognition of Goodwill related to Impressu divestment
- The decrease of $24.9m in net current tax (assets & liabilities) was mainly attributable to the timing of tax receipts during the year
- Net Debt[1] decreased by $114.4m between FY25 and 1H26, predominately due to cash repayments of $64.4m and favourable FX translation impacts of $49.8m
- Total Debt[2] reduced by $196.3m with $143.1m related to cash repayments and $53.0m related to FX translation between June 2025 and December 2025
- The decrease in other non-current liabilities primarily reflects movements in lease liabilities and FX translation

(1) Net Debt calculated as current and non-current borrowings, less cash and cash equivalents
(2) Total Debt calculated as current and non-current borrowings

Non-Recurring Items

Non-recurring Items	1H26	Purpose / Outcome
Streamlining of Operations	$9.3m	Restructuring costs predominantly in ANZ and Europe, including employee redundancy and termination benefits; aligns with the Group's cost base reduction in its strategic priorities
Store Optimisation Programs	$9.0m	Costs associated with prior store closure programs and closing of underperforming stores
Legal and Professional Fees	$4.5m	Legal and professional costs relating to discrete legal proceedings, disputes, or regulatory matters and divestment-related transaction costs
Loss on divestment of non-core business	$2.6m	The disposal of Impressu Print Group was undertaken to streamline the Group's operations and focus attention and capital on core, higher-return activities
Finance & Supply systems	$2.0m	Deployment of new Finance & Supply System to leverage global scale & optimise shared services capability
Total Non-recurring Items	**$27.4m**	

Statutory to Underlying Reconciliation

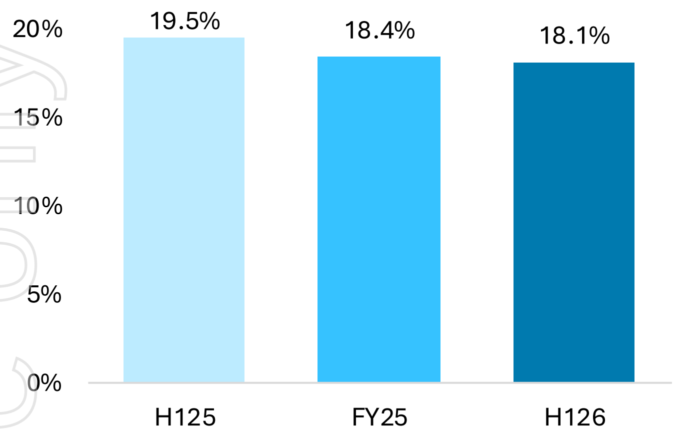
RECONCILIATION – STATUTORY PROFIT TO UNDERLYING – 1H26

	Statutory	Significant Charges	Underlying
Network Sales	**$2,044.4m**		**$2,044.4m**
Revenue	$1,101.8m		$1,101.8m
EBITDA	$144.5m	$27.4m	$171.9m
Dep & Amortisation	($70.3m)		($70.3m)
EBIT	**$74.2m**	**$27.4m**	**$101.5m**
EBIT Margin	**6.7%**		**9.2%**
Interest	($12.2m)		($12.2m)
NPBT	**$62.0m**	**$27.4m**	**$89.3m**
Income Tax	($21.0m)	($8.2m)	($29.3m)
NPAT before MI	**$40.9m**	**$19.2m**	**$60.1m**
NPAT	**$40.9m**	**$19.2m**	**$60.1m**
NPAT Margin	**3.7%**		**5.5%**

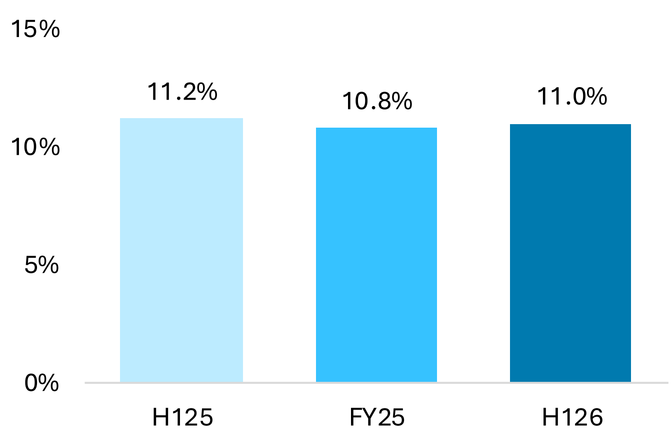
1. 1H26 Underlying Profit and Non-Recurring Items (Significant Charges)

Financial Ratios

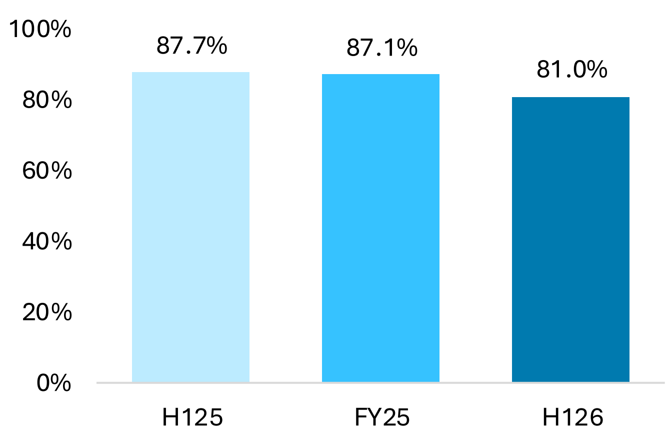
RETURN ON EQUITY



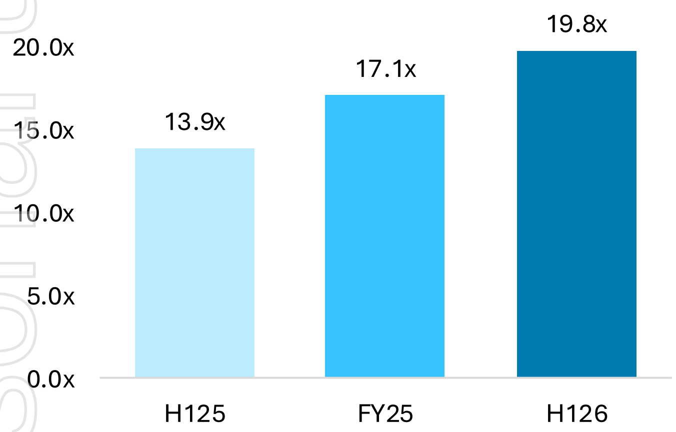
RETURN ON CAPITAL EMPLOYED



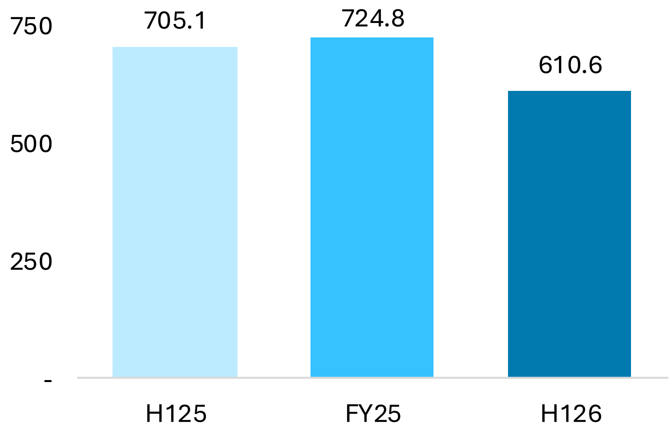
CASH CONVERSION



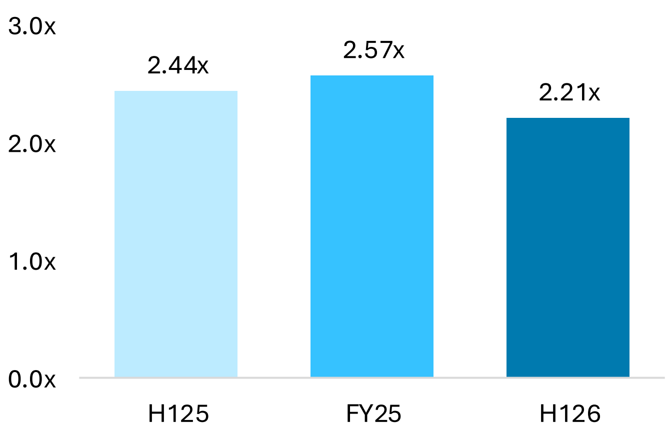
INTEREST COVERAGE



NET DEBT



NET LEVERAGE



1. The above are presented on an underlying basis, excluding non-recurring items

Financial Ratios

Return on Equity

$m	1H25	FY25	1H26
12-month Rolling Underlying NPAT	116.8	116.9	118.2
Average Shareholder Equity	697.5	636.3	654.4
ROE	**19.5%**	**18.4%**	**18.1%**

Return on Capital Employed

$m	1H25	FY25	1H26
12-month Rolling Underlying EBIT	200.4	198.1	199.1
Average Capital Employed	1,791.2	1,837.0	1,804.3
ROCE	**11.2%**	**10.8%**	**11.0%**

Cash Conversion

$m	1H25	FY25	1H26
Operating cash flow before interest & tax	156.2	302.1	139.2
Underlying EBITDA	178.1	346.7	171.9
Cash Conversion	**87.7%**	**87.1%**	**81.0%**

Interest Coverage

$m	1H25	FY25	1H26
12-month Rolling EBITDA(1)	289.3	281.7	275.8
12-month Rolling Interest(2)	-20.8	-16.5	-13.9
Interest Coverage (multiple)	**13.9x**	**17.1x**	**19.8x**

Net Leverage

$m	1H25	FY25	1H26
Net Debt	705.1	724.8	610.6
12-month Rolling EBITDA(1)	289.3	281.7	275.7
Net Leverage	**2.44x**	**2.57x**	**2.21x**

Net Debt

$m	1H25	FY25	1H26
Cash & cash equivalents	**-119.4**	**-153.5**	**-71.6**
Statutory	-119.4	-153.5	-71.6
Current borrowings	**9.5**	**17.8**	**9.1**
Statutory	4.8	12.4	6.4
exl AASB16	4.7	5.4	2.7
Non-current borrowings	**815.0**	**860.5**	**673.1**
Statutory	805.5	855.1	664.8
exl AASB16	6.5	3.1	3.7
Capitalised borrowing costs	3.1	2.2	4.7
Net Debt	**705.1**	**724.8**	**610.6**

(1) EBITDA on a pre-AASB 16 basis, excluding non-recurring items and divestment
(2) Interest on a pre-AASB 16 basis

Financial Data summary

	1H25					1H26				
Regional Metrics	ANZ	Europe	Asia	Global	**Total**	ANZ	Europe	Asia	Global	**Total**
Network Sales	$746.6m	$837.4m	$494.0m		**$2,077.9m**	$705.5m	$908.8m	$430.1m		**$2,044.4m**
Online Sales	$614.0m	$674.3m	$405.8m		**$1,694.1m**	$587.5m	$748.9m	$360.0m		**$1,696.3m**
SSS %	0.6%	0.6%	-4.2%		**-0.6%**	-4.7%	1.3%	-6.1%		**-2.5%**
Network AWUS	32.0k	23.4k	12.7k		**21.2k**	30.5k	26.0k	12.8k		**22.3k**
Corporate Store Count	66	76	708		**850**	61	62	604		**727**
Franchise Store Count	831	1,298	757		**2,886**	827	1,281	683		**2,791**
Network Store Count	897	1,374	1,465		**3,736**	888	1,343	1,287		**3,518**
New Organic Store Additions	1	7	13		**21**	3	6	3		**12**
Store Addition % of Network	0.1%	0.5%	0.9%		**0.6%**	0.3%	0.4%	0.2%		**0.3%**
Revenue	$395.4m	$368.0m	$402.0m		**$1,165.4m**	$362.7m	$396.3m	$342.8m		**$1,101.8m**
EBITDA	$88.8m	$51.5m	$50.2m	-$12.3m	**$178.1m**	$82.8m	$57.5m	$44.4m	-$12.8m	**$171.9m**
EBIT	$67.7m	$32.3m	$17.0m	-$16.4m	**$100.6m**	$61.5m	$39.8m	$18.4m	-$18.2m	**$101.5m**
NPBT					**$85.6m**					**$89.3m**
NPAT					**$58.8m**					**$60.1m**

Financial Data summary in Constant Currency

	1H25[1]					1H26				
Regional Metrics	ANZ	Europe	Asia	Global	**Total**	ANZ	Europe	Asia	Global	**Total**
Network Sales	$744.5m	$910.5m	$505.7m		**$2,160.7m**	$705.5m	$908.8m	$430.1m		**$2,044.4m**
Online Sales	$612.3m	$733.2m	$415.0m		**$1,760.5m**	$587.5m	$748.9m	$360.0m		**$1,696.3m**
SSS %	0.6%	0.6%	-4.2%		**-0.6%**	-4.7%	1.3%	-6.1%		**-2.5%**
Network AWUS	31.9k	25.4k	13.0k		**22.1k**	30.5k	26.0k	12.8k		**22.3k**
Corporate Store Count	66	76	708		**850**	61	62	604		**727**
Franchise Store Count	831	1,298	757		**2,886**	827	1,281	683		**2,791**
Network Store Count	897	1,374	1,465		**3,736**	888	1,343	1,287		**3,518**
New Organic Store Additions	1	7	13		**21**	3	6	3		**12**
Store Addition % of Network	0.1%	0.5%	0.9%		**0.6%**	0.3%	0.4%	0.2%		**0.3%**
Revenue	$395.4m	$400.2m	$412.1m		**$1,207.7m**	$362.7m	$396.3m	$342.8m		**$1,101.8m**
EBITDA	$88.8m	$56.0m	$51.4m	-$12.3m	**$183.8m**	$82.8m	$57.5m	$44.4m	-$12.8m	**$171.9m**
EBIT	$67.7m	$35.1m	$17.3m	-$16.4m	**$103.8m**	$61.5m	$39.8m	$18.4m	-$18.2m	**$101.5m**
NPBT					**$88.5m**					**$89.3m**
NPAT					**$59.8m**					**$60.1m**

(1) 1H25 actuals adjusted to 1H26 YTD exchange rates.

Historical AUD FX Conversion Rates

Currency Rate Type	1H25		FY25		1H26	
	Spot	YTD	Spot	YTD	Spot	YTD
EUR	0.5966	0.6108	0.5597	0.5960	0.5692	0.5618
JPY	97.8700	99.7185	94.5000	96.9480	104.7400	98.6377
MYR	2.7815	2.9295	2.7658	2.8529	2.7088	2.7471
NZD	1.1057	1.0997	1.0788	1.0964	1.1499	1.1229
PLN	2.5442	2.6239	2.3740	2.5421	2.4003	2.3865
SGD	0.8447	0.8772	0.8343	0.8585	0.8615	0.8451
TWD	20.3300	21.3858	18.8500	20.7974	21.0900	19.9601
USD	0.6210	0.6618	0.6543	0.6478	0.6707	0.6552

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STATUTORY PROFIT AND UNDERLYING PROFIT

- Statutory profit is prepared in accordance with the Corporations Act 2001 and Australian Accounting Standards (AASB), which comply with International Financial Reporting Standards (IFRS)
- Underlying profit is the Statutory profit contained in Appendix 4D of the Domino's Pizza Enterprises Ltd Financial Report, adjusted for significant items specific to the period. Comparisons to prior periods in financial statements are generally made on an underlying basis, rather than statutory. Where highlighted in this document, Statutory results have been adjusted for significant items (as shown in previous Market Presentations)
- Underlying Profit after tax is reported to give information to shareholders that provides a greater understanding of the performance of the Company's operations. DPE believes Underlying Profit after tax is useful as it removes significant items thereby facilitating a more representative comparison of financial performance between financial periods. Underlying Profit is a non-IFRS measure which is not subject to audit or review