Domino’s Pizza Enterprises Limited
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26 August, 2026

DOMINO’S PIZZA ENTERPRISES LTD REPORTS FULL-YEAR FY2026 RESULTS

- Franchise partner profitability increased to its highest level in four years
- Operating reset progressed with a lower cost base and improved operating discipline
- Leadership team in place including Andrew Gregory, Group CEO & MD
- Strengthened balance sheet with strong free cash flow of $164.1m and $227.8m net debt reduction
- FY27 focus on profitable order growth while maintaining stronger unit economics

- **Underlying EBIT:** $200.1 million (+1.0% vs FY25)
- **Network Sales:** $3.87 billion (-6.8% vs FY25), including store closures
- **Same-Store Sales:** -4.1%
- **Franchise Partner Profitability:** $105.7k EBITDA rolling 12 months per store (+11.3%), highest in four years
- **Net Debt Reduction:** $227.8 million; net leverage reduced to 1.86x
- **Final Dividend:** 32.5 cents per share (unfranked), +51.2% vs pcp

Domino's Pizza Enterprises Ltd (ASX: DMP) today announced its financial results for the year ended June 2026, reflecting deliberate actions to improve franchise partner profitability, strengthen the balance sheet and position the business to rebuild profitable customer order growth.

Across FY26, Domino’s reduced reliance on broad discounting and continued to test more targeted value models, including in Western Australia, where the pilot model delivered franchisee EBITDA growth of more than 30% for five consecutive months, with carry-out sales growing versus the prior year.

In WA, Domino’s has been testing a set menu price for delivery and carry-out, with a simple low delivery fee. This offered more transparent pricing for customers without needing to find a voucher offer. The initial customer response has been positive.

Domino’s continues to offer customers compelling value compared with other meal options. Globally, order volumes remain below where the business wants them to be, and FY27 will focus on rebuilding customer frequency through clearer value, stronger execution and more relevant offers, rather than a return to broad discounting.

Average franchise partner profitability increased to $105.7k rolling 12-month EBITDA per store, +11.3%, with average store EBITDA margin improving to 7.9%[1].

The Group delivered strong free cash flow of $164.1 million, +$116.6 million on FY25. Net debt reduced by $227.8 million and net leverage[2] reduced to 1.86x, achieving the Group's target of less than 2.0x.

The leadership team is now in place, with Andrew Gregory appointed Group Chief Executive

[1] Franchisee Profitability reflects average rolling 12-month EBITDA per store as at Q3 FY26.
[2] Net debt to EBITDA (underlying)

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Officer & Managing Director, and is focused on disciplined execution across operations, franchise partner returns and capital allocation.

FY2026 Market Overview

Australia & New Zealand (Underlying EBIT -5.9%, SSS -4.7%)
Results reflected deliberate pricing resets and reduced discounting designed to improve franchise partner economics. While order volumes moderated as expected, higher ticket values, cost savings and food savings supported franchisee profitability.

Lower earnings also reflected Domino's decision to pass through lower food and packaging costs to franchise partners ahead of the full benefits of savings initiatives being realised.

Asia (Underlying EBIT +19.7%, SSS -6.7%)
Underlying EBIT increased despite lower revenue, reflecting closures of underperforming stores; mainly across Japan. Japan store rationalisation, menu optimisation, and cost discipline supported a material improvement in corporate-store EBITDA and more than offset lower volumes.

Malaysia and Singapore continued to improve from profitable bases.

Europe (Underlying EBIT +2.6%, SSS -2.2%)
Stronger performance in BENELUX offset softer trading in France and Germany in H2.

Higher ticket and pricing discipline, together with cost control, supported profitability despite lower volumes. Europe continued to demonstrate the benefits of balancing customer value with franchise partner profitability.

Global Overheads (improved 5.8%)
Tighter cost control, disciplined headcount, and lower discretionary spend in the second half reduced overheads and supported Group margin stability.

Executive Chairman Commentary
Executive Chairman Jack Cowin said: "FY2026 was a year of disciplined execution. We made deliberate decisions to strengthen franchise partner profitability, simplify the customer proposition and improve the economics of our business.

"The results show meaningful progress, but with more work to do, particularly in building customer frequency and profitable order growth. Average franchise partner profitability improved +11.3%, free cash flow increased to $164.1 million and net leverage reduced to 1.86x.

"We made a conscious trade-off: fewer low-margin orders in the short term to build a stronger, more sustainable system. We also delivered significant cost progress, with $67m of annualised savings actioned and $35.3m realised in FY26.

"The leadership team is now in place and the business is simpler. Our objective for FY27 is to rebuild profitable customer order growth while continuing to support franchise partner returns and shareholder value."

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Outlook

Group CEO & MD Andrew Gregory said: "Domino's operates in a resilient category with significant long-term opportunity. Our focus for FY27 is straightforward: restore profitable sales growth, deliver for customers, franchise partners and shareholders, and maintain disciplined capital allocation.

"We will build on the lessons from the Western Australia pricing model and apply proven initiatives more broadly across the network. We remain focused on growing customer orders through clearer value, high-quality meals and more relevant offers, without compromising profitability.

"Customers are telling us they want value that is easy to understand, food that is consistent, and offers that are relevant to how they order. That is where our focus is.

"FY26 has materially strengthened the business. The task now is to convert those stronger foundations into profitable order growth."

Dividend Increased

The Board has declared an unfranked final dividend of 32.5 cents per share, up +51.2% on the FY25 final dividend and equivalent to a payout ratio of 50% of 2H underlying NPAT. The Dividend Reinvestment Plan remains in place and is not underwritten.

This release has been authorised for release by the Board of Directors.

Investor call
Domino's will hold an investor call and Q&A at 10.00am AEST on 26 August 2026.
Register: https://dominos.zoom.us/webinar/register/WN_29HOHc4mQs2mSZcPAt6TvA

END

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