Domino's Pizza Enterprises Limited
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26 August 2026

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

Dear Sir or Madam,

Market presentation for the year ended 28 June 2026

Please find attached for immediate release to the market a market presentation in relation to the financial results of the Company for the year ended 28 June 2026.

Management will host an update on Company performance today at 10:00am.

Investors will hear from:

- Jack Cowin, Chairman
- Andrew Gregory, Group CEO & MD
- George Saoud, Group COO and CFO

Register: https://dominos.zoom.us/webinar/register/WN_29HOHc4mQs2mSZcPAt6TvA

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

Authorised for lodgement by the Board.

Craig Ryan
Company Secretary

END

Domino's Pizza Enterprises Ltd FY Results

Period Ending June 2026

26 August, 2026

Executive Summary

FY26 has delivered improved franchisee economics and a strong balance sheet, with strong cash flows. The FY27 focus is on rebuilding profitable sales growth

1 Reset Delivered

- ✓ Leadership team in place; Andrew Gregory Group CEO
- ✓ Simplified pricing through reduced voucher dependency, smarter offers, and a leaner cost base
- ✓ Stronger store economics for franchisees

2 Improved Franchisee Profitability

- ✓ Average Franchisee EBITDA up 11.3% to $105.7k[1]
- ✓ Store EBITDA margin increased from 7.1% to 7.9%

3 Strengthened Financial Position

- ✓ $67m of annualised savings actioned; $35.3m realised in FY26
- ✓ Balance sheet review completed resulting in largely non-cash write-downs
- ✓ Free cash flow up $116.6m to $164.1m
- ✓ Net leverage reduced to 1.86x from 2.57x
- ✓ Underlying NPAT $121.6m; up 4.0%; DPS up 51.2%

4 Outlook and Growth

- ✓ Targeted offers lifting ticket and contribution for franchisees
- ✓ FY27 focus on rebuilding profitable sales growth
- ✓ Core pizza, simpler menus and stronger meal value
- ✓ Digital, CRM and customer service improvements to support growth

RESET DELIVERED • FRANCHISEE RETURNS IMPROVING • FY27 - FOCUSED ON PROFITABLE SALES

1. Franchisee Profitability represents average rolling 12-month EBITDA per store as at Q3 FY26

From Reset to Profitable Sales Growth

1 HORIZON 1 ACHIEVED

Strengthen Foundations

- Reset delivered and core reinforced
- Cost-out delivering material benefits
- Strengthened Franchise profitability
- Balance sheet and cash flow strengthened
- Leadership in place
- Customer offering simplified and fortified stronger value equation

2 HORIZON 2 NEXT

Grow Profitable Same Stores Sales

- Drive long term sustainable customer order growth
- Leverage customer & data learnings on value, product and offers
- Generate sustainable franchisee profitability growth
- Returning to the positive flywheel of Domino's "Recipe for Growth"[(1)]

RESET THE CORE → GROW PROFITABLE SALES

1. Our Recipe for Growth – Appendix, slide 21

FY26 Results

FY26 Results Summary

EBIT[1]
$200.1m, +1.0%

SSS%
-4.1%
Network Sales
$3.87b, -6.8%

NPAT[1]
$121.6m, +4.0%

Franchise Profitability[2]
Q3 $105.7k, +11.3%

Dividend[3]
32.5 cps,+51.2%

Free Cash Flow[4]
$164.1m, +246.2%
Net Debt Reduction
$227.8m vs FY25

1. Underlying performance excluding Non-recurring items. For a reconciliation of statutory to underlying results, refer to slide. 24
2. Franchisee Profitability represents average rolling 12-month EBITDA per store as at Q3 FY26
3. Comparison to FY25 final dividend
4. Free Cash Flow excluding divestment proceeds

Financial Results Overview

	Current Period FY26	Last Year FY25	Change vs Last Year	Change % vs Last Year
Network Sales	$3,868.5m	$4,152.7m	($284.2m)	(6.8%)
Same Store Sales Growth[1]	(4.1%)	(0.2%)	(3.9%)	
EBIT (Underlying) [2]	$200.1m	$198.1m	$2.0m	1.0%
NPAT (Underlying) [2]	$121.6m	$116.9m	$4.7m	4.0%
NPAT (Statutory)	($134.2m)	($3.7m)	($130.5m)	(3,527.0%)
Free Cash Flow [3]	$164.1m	$47.4m	$116.6m	246.2%
Net Debt [4]	$497.0m	$724.8m	($227.8m)	(31.4%)
Net Leverage [4]/[5]	1.86x	2.57x	(0.71x)	(27.6%)
Final DPS (cps)	32.5cps	21.5cps	11.0cps	51.2%
EPS Underlying (cps)	128.5cps	126.3cps	2.2cps	1.8%
Franchised Store Average EBITDA [5]	$105.7k	$95.0k	10.7k	11.3%

1. SSS% calculated on constant currency basis
2. Underlying performance excluding non-recurring items
3. Free Cash Flow excluding divestment proceeds
4. Net Debt represents statutory cash and cash equivalents and borrowings, exclusive of AASB16
5. EBITDA calculated on a pre-AASB 16 basis and excludes non-recurring items and divestment
6. Franchisee Profitability represents average rolling 12-month EBITDA per store as at Q3 FY26

NETWORK SALES -6.8% vs. LAST YEAR

- Network sales declined 6.8%, reflecting reduction in store numbers and the deliberate promotional reset, particularly in ANZ

UNDERLYING EBIT INCREASE +1.0% vs. LAST YEAR

- Group EBIT improved through cost savings and stronger contributions from Europe and Asia with overall margin improvement across the portfolio. The growth in EBIT was achieved despite having lower profit on store sales by circa $10m from the prior year and lower order volumes
- A reduction of ~$23m in depreciation and amortisation is mainly due to the closure of stores in Japan

UNDERLYING NPAT +4.0% vs. LAST YEAR

- NPAT benefited from $4.8m of lower interest costs through stronger cashflow management together with reduced interest following the Group's refinancing

STATUTORY NPAT

- Statutory NPAT reflects balance sheet write-downs and other non-recurring items, with a net after-tax impact of $255.7m

FREE CASH FLOW INCREASED BY +$116.6M

- Benefited from better working capital management, significant reduction in capital expenditure and lower tax payments

DEBT REDUCTION

- Net debt reduction of $227.8m with $138.9m of paydowns and $88.9m relating to FX translation

FINAL DIVIDEND OF 32.5 CPS (UNFRANKED)

- DRP remains in place (not underwritten)
- Dividend equivalent to payout ratio of 50% of 2H underlying NPAT, supporting deleveraging and reinvestment

Geographic Summary

	Current Period FY26	Last Year FY25	Change vs Last Year	Change % vs Last Year
Same Store Sales Growth	**(4.1%)**	**(0.2%)**	**(3.9%)**	
ANZ	(4.7%)	(0.4%)	(4.3%)	
Europe	(2.2%)	1.6%	(3.8%)	
Asia	(6.7%)	(3.2%)	(3.5%)	
Revenue	**$2,046.1m**	**$2,303.7m**	**($257.6m)**	**(11.2%)** ▼
ANZ	$687.8m	$775.5m	($87.7m)	(11.3%) ▼
Europe	$728.7m	$764.7m	($36.0m)	(4.7%) ▼
Asia	$629.6m	$763.5m	($133.9m)	(17.5%) ▼
EBIT (Underlying)	**$200.1m**	**$198.1m**	**$2.0m**	**1.0%** ▲
ANZ	$122.9m	$130.6m	($7.7m)	(5.9%) ▼
Europe	$74.9m	$73.0m	$1.9m	2.6% ▲
Asia	$34.7m	$29.0m	$5.7m	19.7% ▲
Global	($32.4m)	($34.4m)	$2.0m	5.8% ▼
EBIT % of Revenue	**9.8%**	**8.6%**	**1.2%**	▲
ANZ	17.9%	16.8%	1.0%	▲
Europe	10.3%	9.5%	0.8%	▲
Asia	5.5%	3.8%	1.7%	▲

UNDERLYING GROUP EBIT +1.0% vs. LAST YEAR

- Group EBIT increased despite cycling $10.0m lower profit from store sales compared to FY25
- Stronger Europe, Asia and Global results offset softer ANZ trading, demonstrating portfolio resilience
- Cost-out, disciplined capital allocation and under-performing store exits supported margin expansion despite softer trading

UNDERLYING ANZ EBIT -5.9% vs. LAST YEAR

- Sales 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
- Margins improved despite DMP providing franchisee reduced costs of goods ahead of the associated benefits being realised

UNDERLYING EUROPE EBIT +2.6% vs. LAST YEAR

- Strong BENELUX performance offset softer trading in France and Germany in 2H
- Higher ticket and pricing discipline, together with cost control, supported profitability despite lower volumes

UNDERLYING ASIA EBIT +19.7% vs. LAST YEAR

- 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

GLOBAL OVERHEADS REDUCED BY 5.8% vs. LAST YEAR

- Tighter cost control, disciplined headcount and lower discretionary spend in 2H reduced overheads and supported Group margin stability

Free Cash Flow

Group Cash Flow	FY26	FY25	Change vs Last Year
Underlying EBITDA	**325.4m**	**346.7m**	**(21.3m)**
Change in working capital	9.4m	(9.8m)	19.2m
Profit on sale of non-current assets	(10.4m)	(20.3m)	9.9m
Other movements	(11.9m)	(14.6m)	2.7m
Operating cash flow before interest, tax	**312.6m**	**302.1m**	**10.5m**
Non-recurring costs	(59.1m)	(58.1m)	(1.0m)
Net interest paid	(21.3m)	(26.4m)	5.1m
Tax paid	(5.4m)	(50.4m)	44.9m
Net operating cash flow	**226.7m**	**167.2m**	**59.5m**
Capital expenditure	(38.7m)	(86.8m)	48.1m
Proceeds from sale of PP&E & intangibles [(1)]	23.7m	26.0m	(2.3m)
Loans repaid by franchisees	9.2m	6.3m	2.9m
Net cash used in investing activities	**(5.7m)**	**(54.4m)**	**48.7m**
Net lease principal payments	(56.8m)	(65.4m)	8.6m
Free cash flow before Divestment	**164.1m**	**47.4m**	**116.6m**
Divestment proceeds	13.0m	0.0m	13.0m
Free cash flow including Divestment	**177.0m**	**47.4m**	**129.6m**

FREE CASH FLOW INCREASED BY $116.6M TO $164.1M, EXCLUDING DIVESTMENTS

- Strong free cash flow reflects disciplined capital management, benefiting from lower capital expenditure, favourable tax payment timing and improved working capital
- EBITDA decreased by $21.3m, primarily due to a $10.0m reduction in profit on the sale of stores, the disposal of IPG (print business) of ~$3m and lower warehouse contribution from the reduction of volume

NET OPERATING CASH FLOW INCREASED BY $59.5M TO $226.7M

- Operating cash flow before interest and tax increased $10.5m, with favourable working capital movements
- Net operating cash flow also benefited from $44.9m lower tax payments, primarily reflecting the timing of tax payments across jurisdictions

NET CASH USED IN INVESTING ACTIVITIES REDUCED BY $48.7M TO $5.7M

- Capital expenditure reduced by $48.1m to $38.7m, reflecting a more disciplined and targeted approach to investment, including lower digital investment and store-related expenditure

NET LEASE PRINCIPAL PAYMENTS REDUCED BY $8.6M TO $56.8M

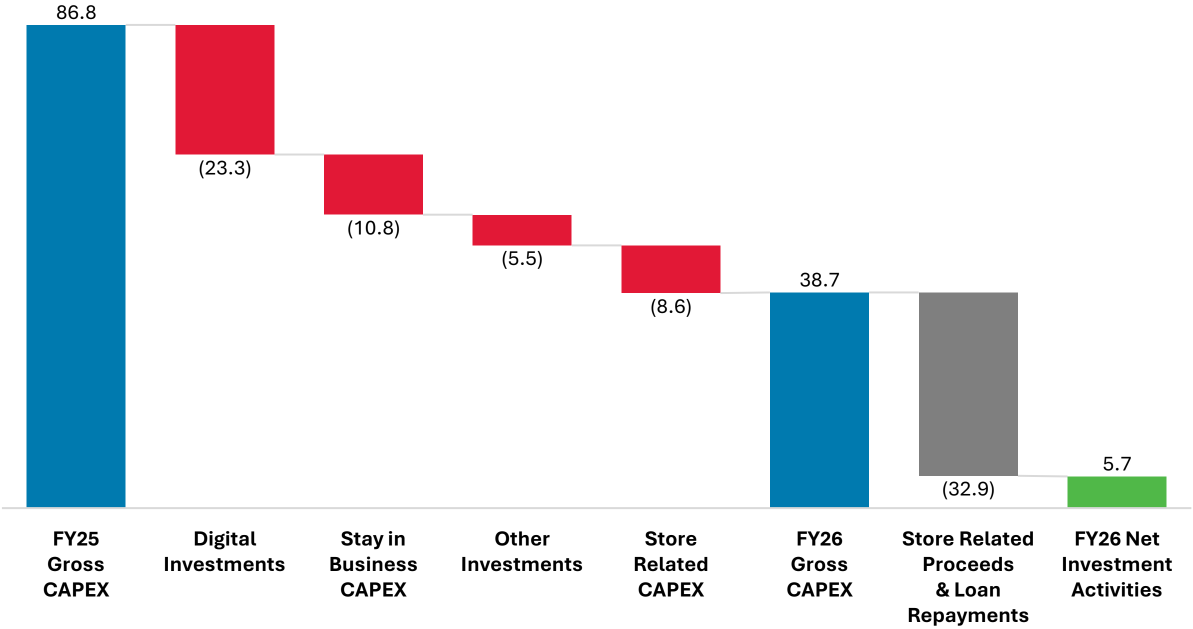
- Lease principal payments include $5.8m associated with stores closed under the Store Optimisation Program, with the cash impact expected to reduce as remaining lease obligations unwind

1. FY26 excludes $3.8m of non-cash proceeds (FY25: $16.3m)

Investing Activities

FY26 Gross CAPEX of $38.7m (FY25: $86.8m)

Gross Capex Bridge: FY25 to FY26 ($M)



- Gross Capital Expenditure reduction of $48.1m
- Proceeds from sale of stores and franchisee loan repayments of $32.9m in FY26
- FY26 Net Investment Activities

DIGITAL INVESTMENTS OF $21.5M (FY25 $44.8M)

- More disciplined digital investment, transitioning to an enterprise IT model with greater focus on cost control, prioritisation and commercial returns
- Digital investment prioritised towards reducing customer friction, strengthening CRM and personalisation
- Digital investment anticipated to be within the range of $30.0m - $45.0m going forward of which have a clear investment case and returns aligned to DMP strategic priorities
- FY27 amortisation is expected to reduce by ~$8.8m

STAY IN BUSINESS CAPEX OF $5.7M (FY25 $16.6M)

- Lower refurbishment and asset replacement requirements, reflecting a smaller store footprint and a more disciplined, returns-focused approach to maintenance investment

OTHER INVESTMENTS OF $0.9M (FY25 $6.4M)

- Continued investment in operational systems, logistics and back-of-house capabilities

STORE INVESTED CAPITAL OF $10.4M (FY25 $19.0M)

- Reflects fewer new store openings and lower cash investment in the reacquisition of franchisee stores

STORE RELATED PROCEEDS AND LOAN REPAYMENTS OF $32.9M (FY25 $32.4M)

- Flat cash inflows versus FY25 from proceeds from the sale of stores and franchisee loan repayments

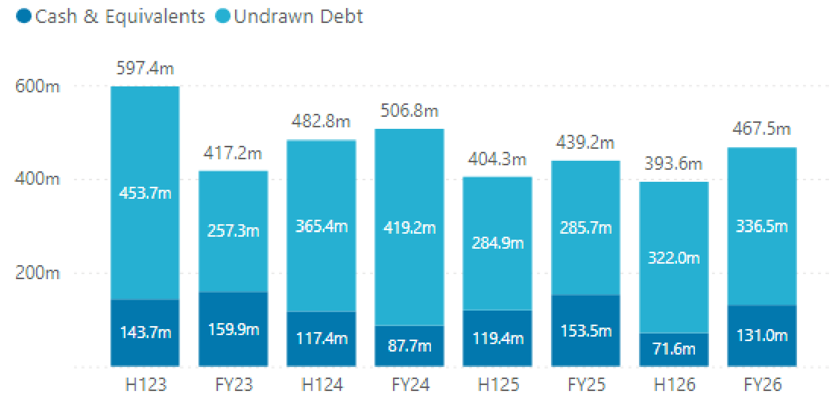
Debt & Capital Management

Improved balance sheet and leverage position

FINANCIAL RATIOS[1]

	Current Period FY26	Comparative FY25
EBITDA 12 Month Rolling	$267.3m	$281.7m
Total Debt[1]	$628.0m	$878.3m
Cash and Equivalents	$131.0m	$153.5m
Net Debt	$497.0m	$724.8m
Interest Coverage	20.6x	17.1x
Net Leverage	1.86x	2.57x
Net Leverage Covenant	<3.5x	<3.0x

TOTAL CASH AND UNDRAWN COMMITTED DEBT



1.86x
Net Leverage Ratio [1]
Reduction of 0.71x

$227.8m
Net Debt Reduction

32.5cps
Dividend
Increase of 51.2%

LEVERAGE AND DEBT

- Net debt reduction of $227.8m with $138.9m related to cash repayments and $88.9m relating to FX translation (predominantly JPY)
- Net Leverage decreased to 1.86x from 2.57x; Achieved Target of <2.0x.
- The Interest Coverage ratio is strong at 20.6x
- Successfully completed the $1.05b refinancing in December 2025, with improved pricing, staggered maturities, ~4-year weighted average tenure and a temporary 3.5x NLR covenant cap to preserve strategic flexibility

DIVIDEND

- Dividend 32.5 cps, equivalent to a payout ratio of 50% of 2H underlying NPAT; up 51.2% vs FY25 final dividend
- Dividend reflects a balanced approach to shareholder returns, continued deleveraging and reinvestment in the business
- Non-underwritten DRP remains in place

LIQUIDITY AND FLEXIBILITY

- Strong liquidity position of $467.5m (cash and undrawn committed facilities), supported by long-dated facility tenors

BALANCE SHEET WRITEDOWN

- $255.7m post-tax balance sheet write-down across France and Taiwan goodwill, IT assets, underperforming stores and other carrying value adjustments

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

Operational Update

WA Is Outperforming Australia In Financial Performance

We stopped broad discounting in September, then rebuilt orders with targeted carry-out value and a lower delivery fee.

SEP 25

RESET

Broad, high %-off withdrawn

Big Deal Week and broad web offers removed

Ticket improved. Orders fell too far.

OCT 25–JAN 26

LEARN

No broad offers

We took too much value out, too quickly.

We brought back sharper carry-out offers and started testing lower delivery fees.

FEB–JUN 26

REBALANCE

Targeted carry-out restored
Delivery fee sensitivity tested

14 FEB
Super Saturday pickup-only

7 APR
Tuesday Deals pickup-only

4–24 MAY
$6.95 pickup limited window

5 MONTHS

RECORD FRANCHISEE EBITDA

CARRY-OUT COMP SALES POSITIVE

AUGUST $5.95 DELIVERY FEE IMPLEMENTED

FY27

APPLY IN FY27

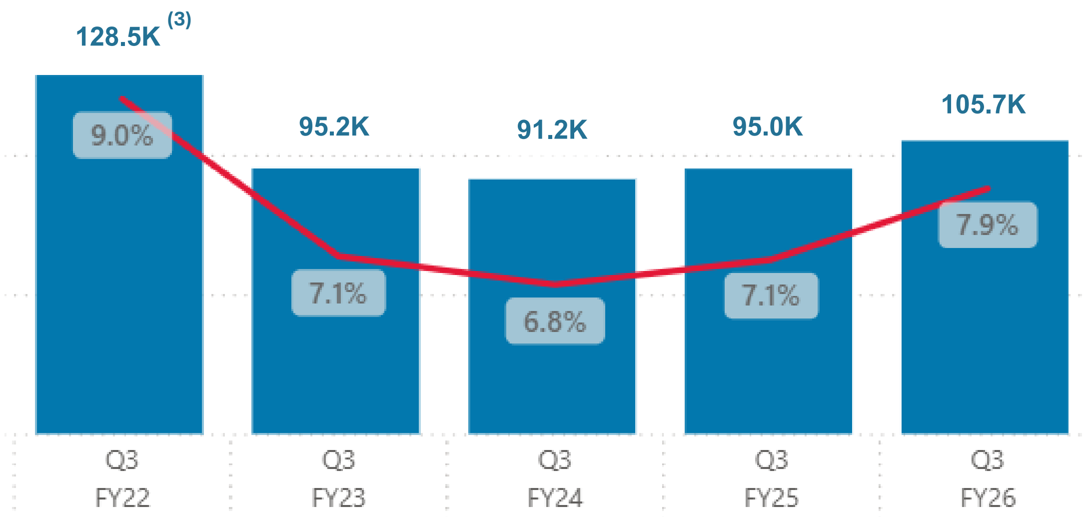
- **Same menu price**
  Pickup and delivery; builds trust and clarity
- **Delivery-fee pricing reset**
  Critical to volume
- **Everyday fair menu price**
  Reasonable delivery charge
- **Lower voucher-led discounts**
  Enable sales

WA Q4 SSS OUTPERFORMING REST OF AUSTRALIA [1] • CARRY-OUT COMP SALES POSITIVE • DELIVERY COMP SALES IMPROVING

1. Comparative SSS measured against the prior corresponding period

Strengthening Franchise Partner Economics[1]

Q3 AVERAGE ROLLING 12 MONTH EBITDA PER STORE (GLOBAL)[(2)]



FRANCHISEE PROFITABILITY IMPROVING

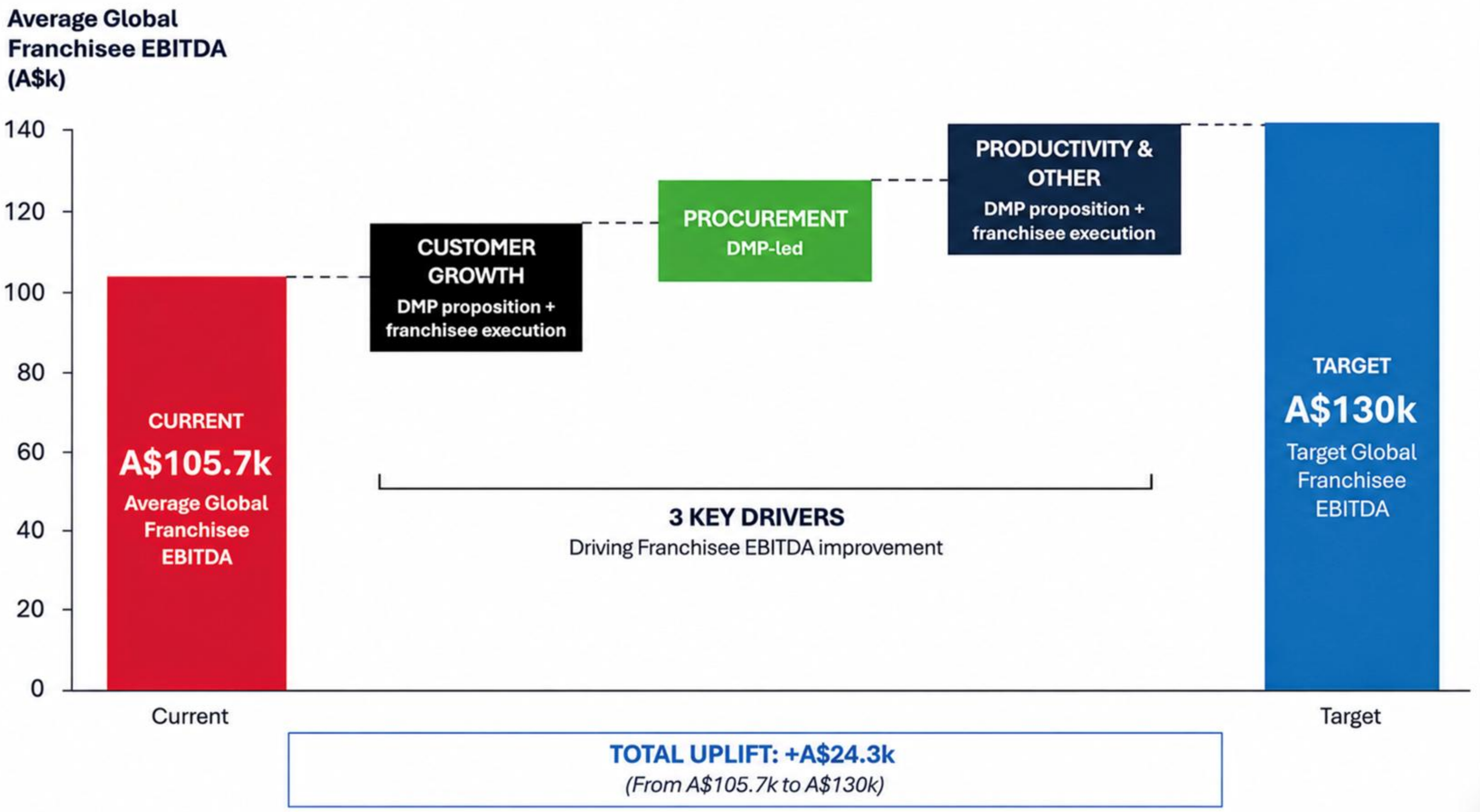
- Benefits from DMP's cost-out program are being passed through to franchise partners, including through lower food and packaging costs
- Delivering on strategy to improve franchisee profitability with franchisee EBITDA increasing from A$95.2k in FY23 to A$105.7k and store margins lifting from 7.1% to 7.9% over the same period. Targeting sustainable franchisee EBITDA
- Franchisee profitability increased year-on-year across all major markets, driven by strong performance in Australia, New Zealand and Japan and consistent, healthy growth in Netherlands and Germany

MARGIN IMPROVEMENT DRIVEN BY:

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

1. Franchisee Profitability represents average rolling 12-month EBITDA per store as at Q3 FY26, based on franchisee submissions received at that date. Q4 rolling 12-month EBITDA submission coverage was insufficient for reporting; however, preliminary submissions indicate EBITDA growth is materially consistent and aligned to Q3 FY26 per above
2. Franchise partner profitability includes P&L submissions for 75.4% of stores for the Q3 FY26 12-month rolling period, 81.5% for Q3 FY25, excluding Taiwan. Data presented in constant currency, using rolling 12 months FY26 FX rates for all periods
3. FY22 benefited from COVID-related tailwinds, including government training subsidies and other temporary support measures, resulting in a temporary uplift to franchisee profitability

Our Franchisee Roadmap to Sustainable Growth[1]



Sustainable Growth Model

- **Superior Value and Transparency for Customers –** Clearer pricing and smarter offers drive trust and frequency
- **Stronger Economics and Profitability for Franchisees –** Lower costs and stronger margins support the A$130k target
- **Higher Average Ticket Prices –** Better bundles and mix lift ticket and contribution
- **Focus on Restoring Volumes –** Targeted CRM rebuilds volume without margin dilution
- **Driving Store Productivity –** Better labour scheduling, makeline processes and electronic ordering improve store efficiency
- **Improved Issue Ownership and Resolution –** Removes recurring friction, protects repeat orders and improves store economics
- **Delivering Procurement Savings –** Supplier optimisation across food and packaging lowers input costs for franchise partners

Franchisees are faced with high inflation and minimum wage increases

Our value proposition is primed to attract customers

But further savings and efficiencies are also required

1. The initiatives are illustrative and do not imply an equal weighting of contribution to achieving the overall target

Update on Cost Savings Initiatives

$67.0m

Annualised cost savings actioned

$35.3m

of the $67.0m actioned cost savings, realised in FY26

$15 – 25m[1]

Additional cost savings identified through future opportunities

PROGRESS TO DATE

- ✓ $67m of annualised savings actioned across technology, central support, procurement, logistics, marketing and G&A
- ✓ $35.3m realised in FY26, strengthening cash flow and unit economics

BENEFITS TO DPE AND FRANCHISEES

- ✓ Around two-thirds of FY26 savings passed through to franchise partners
- ✓ Lower food and packaging costs supporting store margins
- ✓ Lower costs charged to national advertising funds increasing working media available to support sales
- ✓ DMP-retained savings supporting earnings resilience and offsetting lower volumes

FUTURE OPPORTUNITIES

- Further opportunities of $15–25m have been identified across food and packaging, G&A and technology, subject to implementation and timing
- Additional savings to be evenly distributed between franchisees and DPE

1. Additional cost savings identified with ongoing work still in progress

Outlook

Trading Update

Promotional reset supporting improved store economics

Group SSSg:

H1: -2.5%

H2: -5.7%

FY27 First 8 Weeks -5.8%

Week Ending 23 August

Healthier Store Economics

Targeted offers are lifting ticket and improving profit – but have lowered order counts

Rebuilding Profitable Volume

FY27 focus: retain margin gains while restoring frequency, orders and profitable sales growth

Trading remains below expectations but is consistent with the H2 run-rate.

Each market has plans underway to improve sales in H1 and build sales momentum. Higher-margin orders are improving unit economics; across the Group.

ANZ

- First 8 weeks sales were soft. The pending launch of new product ranges and Coca-Cola partnership expected to support stronger sales momentum into September
- More discipline on value is improving unit economics
- Restoring profitable volumes is a core focus of FY27
- Learnings from the WA pricing trial will help drive volume while maintaining a disciplined approach to value

EUROPE

- July sales were impacted by extreme heat and a softer than expected Netherlands marketing campaign with Germany's pricing initiatives anticipated to improve SSS in September
- BENELUX: "Honour the Craving" proposition demonstrates that occasion-driven offers can lift ticket and contribution; other markets are refining pricing, bundles and value perception
- Next phase is to recover transactions while preserving profitability

ASIA

- Japan delivered softer sales in July, with sales-focused initiatives being implemented and trends expected to strengthen through August into September
- H1 FY27 priority is to convert healthier unit economics into sustainable growth

ANDREW GREGORY | GROUP CEO

The Foundations are Stronger

Now we must restore profitable order growth

Build on Strengths

Restore Momentum

This is **a platform to build on**, not to rebuild

The immediate task is to **turn stronger foundations into sustainable order growth, franchise partner returns and shareholder value**

1	**A Stronger Platform to Build From**	• The FY26 reset has created a leaner operating base and stronger platform for improvement • The business is now set up so that growth converts into materially stronger returns
2	**Real Energy in The Network**	• Store visits confirm genuine operational energy and pride in Domino's • Franchise partners are engaged and want to grow
3	**Momentum requires improvement**	• Order growth remains below the long-term potential of the business • Focus on regaining order count momentum
4	**A Strong, Leading Brand**	• Market leadership across many of the markets in which we operate • Our scale allows the brand to offer customers exceptional value

NEXT: THREE PRIORITIES TO RESTORE PROFITABLE GROWTH

Key Priorities

1 GROW AVERAGE WEEKLY UNIT ORDERS

- **Scale Proven Learnings from WA –** Deploy profitable pricing and promotions tested in WA across the Australian network
- **Simplify The Range –** Improve execution consistency and customer satisfaction
- **Sharpen Marketing –** Lift marketing effectiveness and promotional ROI
- **Drive Store Execution –** Strengthen operational discipline to unlock sustainable sales growth

2 IMPROVE FRANCHISEE PROFITABILITY SUSTAINABLY

- **Continue Cost Reduction Plan –** Redirect savings to revenue initiatives – not margin dilution
- **Target $130k EBITDA/store –** Combine disciplined costs with same-store sales growth
- **Enable Partners –** Ensure franchise partners have enhanced systems and data for store execution

3 LEAD WITH URGENCY AND ACCOUNTABILITY

- **Leverage Market Teams –** Clear accountability enables faster decisions, local execution, ownership and resolution
- **Balance Speed / Tactics with Customer Focused Plans –** Drive near-term performance while strengthening long-term customer outcomes
- **Leverage Common Measure of Success –** Enable cross-market learning and accelerate adoption of best practices

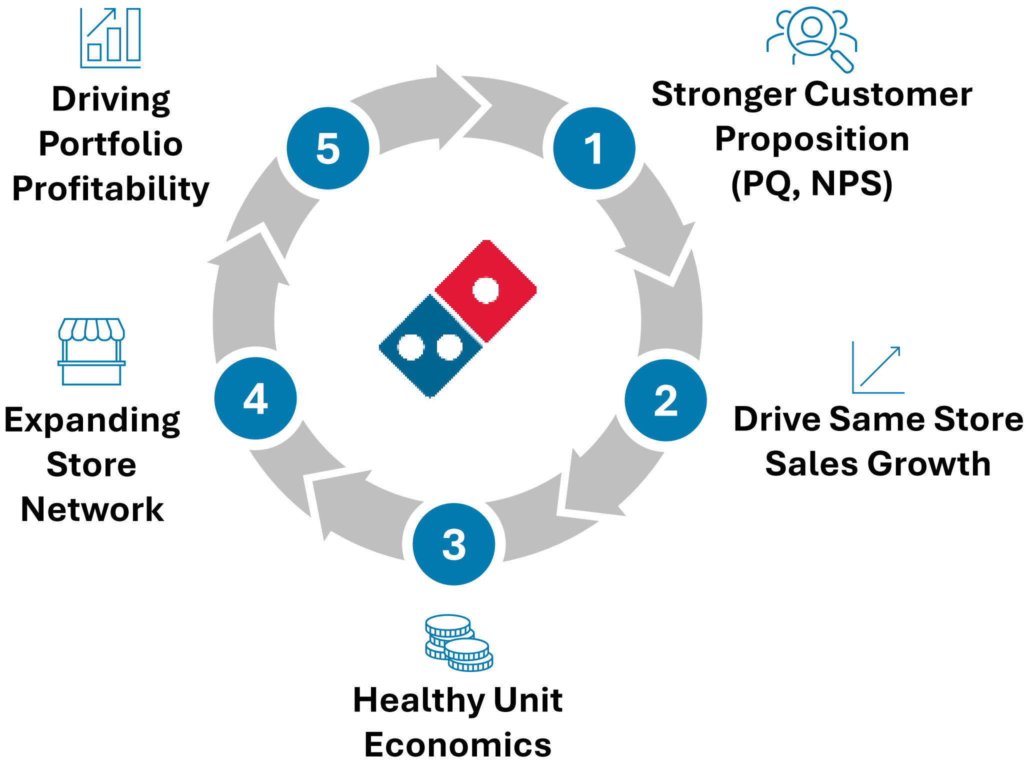
PROFITABLE GROWTH • DISCIPLINED EXECUTION • DIRECT ACCOUNTABILITY

APPENDIX

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



Network Store Count

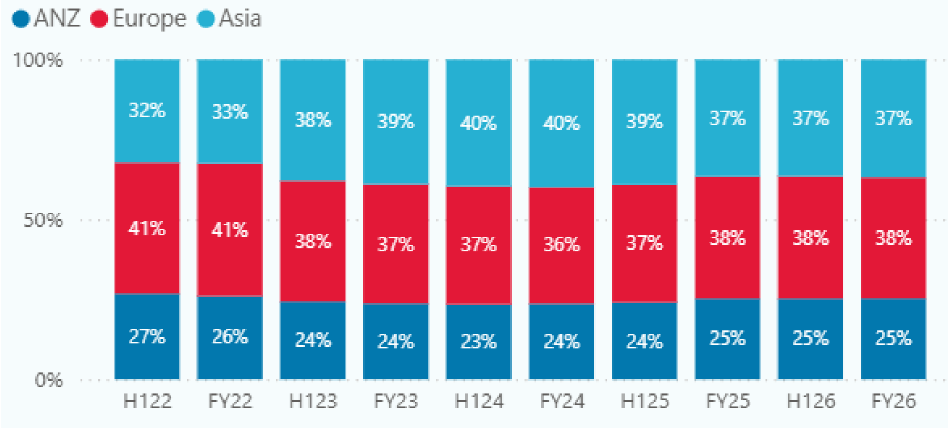
GROUP NETWORK STORE COUNT

Metric	H122	FY22	H123	FY23	H124	FY24	H125	FY25	H126	FY26
Corporate Store Count	650	613	913	883	912	863	850	726	727	**719**
Franchise Store Count	2,577	2,774	2,823	2,899	2,925	2,932	2,886	2,803	2,791	**2,731**
Network Store Count	3,227	3,387	3,736	3,782	3,837	3,795	3,736	3,529	3,518	**3,450**
New Organic Store Additions	129	294	79	205	73	116	21	46	12	**30**
Store Addition % of Network	4.4%	10.0%	2.3%	6.1%	1.9%	3.1%	0.6%	1.2%	0.3%	**0.9%**

REGIONAL STORE COUNT

Region	H122	FY22	H123	FY23	H124	FY24	H125	FY25	H126	**FY26**
ANZ										
Corporate Store Count	81	70	94	84	84	59	66	62	61	**62**
Franchise Store Count	782	813	812	813	817	839	831	829	827	**810**
Network Store Count	863	883	906	897	901	898	897	891	888	**872**
New Organic Store Additions	3	23	23	38	7	14	1	8	3	**7**
Store Addition % of Network	0.3%	2.7%	2.6%	4.3%	0.8%	1.6%	0.1%	0.9%	0.3%	**0.8%**
Europe										
Corporate Store Count	123	134	135	93	89	71	76	68	62	**56**
Franchise Store Count	1,198	1,267	1,278	1,314	1,326	1,309	1,298	1,277	1,281	**1,251**
Network Store Count	1,321	1,401	1,413	1,407	1,415	1,380	1,374	1,345	1,343	**1,307**
New Organic Store Additions	39	123	20	63	22	40	7	14	6	**15**
Store Addition % of Network	3.0%	9.6%	1.4%	4.5%	1.6%	2.8%	0.5%	1.0%	0.4%	**1.1%**
Asia										
Corporate Store Count	446	409	684	706	739	733	708	596	604	**601**
Franchise Store Count	597	694	733	772	782	784	757	697	683	**670**
Network Store Count	1,043	1,103	1,417	1,478	1,521	1,517	1,465	1,293	1,287	**1,271**
New Organic Store Additions	87	148	36	104	44	62	13	24	3	**8**
Store Addition % of Network	10.9%	18.5%	3.3%	9.4%	3.0%	4.2%	0.9%	1.6%	0.2%	**0.6%**

REGIONAL STORE COUNT AS A % OF NETWORK STORE COUNT



ANZ	863	883	906	897	901	898	897	891	888	872
Europe	1,321	1,401	1,413	1,407	1,415	1,380	1,374	1,345	1,343	1,307
Asia	1,043	1,103	1,417	1,478	1,521	1,517	1,465	1,293	1,287	1,271
Total	**3,227**	**3,387**	**3,736**	**3,782**	**3,837**	**3,795**	**3,736**	**3,529**	**3,518**	**3,450**

Balance Sheet

Group Balance Sheet	FY26	FY25	Variance
Cash & cash equivalents	$131.0m	$153.5m	($22.5m)
Trade and other receivables	$120.2m	$155.9m	($35.7m)
Inventories	$36.8m	$46.5m	($9.7m)
Current tax assets	$2.0m	$24.6m	($22.6m)
Other current assets	$141.6m	$166.0m	($24.4m)
Total Current Assets	**$431.6m**	**$546.4m**	**($114.8m)**
Property, plant & equipment	$150.8m	$217.9m	($67.1m)
Goodwill	$432.1m	$580.8m	($148.7m)
Intangible assets	$503.1m	$687.4m	($184.3m)
Other non-current assets	$520.5m	$637.3m	($116.8m)
Total Non-current Assets	**$1,606.5m**	**$2,123.4m**	**($516.9m)**
Total Assets	**$2,038.2m**	**$2,669.8m**	**($631.6m)**
Trade & other payables	$275.4m	$317.9m	($42.5m)
Current borrowings	$6.1m	$12.4m	($6.3m)
Current tax liabilities	$11.6m	$3.4m	$8.2m
Other current liabilities	$170.4m	$214.3m	($43.9m)
Total Current Liabilities	**$463.5m**	**$548.0m**	**($84.5m)**
Non-current borrowings	$613.2m	$855.1m	($241.9m)
Deferred tax liabilities	$106.5m	$117.4m	($10.9m)
Other non-current liabilities	$397.7m	$486.2m	($88.5m)
Total Non-current Liabilities	**$1,117.4m**	**$1,458.7m**	**($341.3m)**
Total Liabilities	**$1,580.9m**	**$2,006.7m**	**($425.8m)**
Net Assets	**$457.3m**	**$663.1m**	**($205.8m)**

Balance sheet reflects significant FY26 asset write-downs alongside continued debt reduction and favourable FX movements

- **Total assets decreased by $631.6m**, primarily reflecting the FY26 balance sheet review and associated impairments and write-downs, together with favourable FX translation impacts.
- **Goodwill and intangible assets decreased by $333.0m**, primarily reflecting $170.2m of impairments and write-downs, $43.6m of accelerated amortisation, FX translation and the derecognition of goodwill associated with the Impressu divestment.
- **Property, plant & equipment and other non-current assets decreased**, including $18.1m of asset impairments and write-downs, together with movements in lease-related assets and FX translation.
- **Working capital movements were favourable,** with trade and other receivables decreasing by $35.7m, primarily reflecting higher receipts in Europe and the phasing of collections.
- **Net current tax balances decreased by $30.8m**, reflecting the utilisation of prior-year tax receivables, current-year tax obligations and the phasing of tax payments across jurisdictions.
- **Net Debt[(1)] decreased by $227.8m**, driven by $138.9m of cash repayments and $88.9m of favourable FX movements.
- **Total Debt[(2)] decreased by $248.2m**, including $151.1m of cash repayments, with the remaining reduction primarily reflecting favourable FX translation.
- **Other non-current liabilities decreased by $88.5m**, primarily reflecting movements in lease liabilities and favourable FX translation.

1. Net Debt calculated as current and non-current borrowings, less cash and cash equivalents

2. Total Debt comprises current and non-current borrowings, and excludes pre-IFRS 16 finance leases.

Statutory to Underlying Reconciliation

RECONCILIATION – STATUTORY PROFIT TO UNDERLYING – FY26

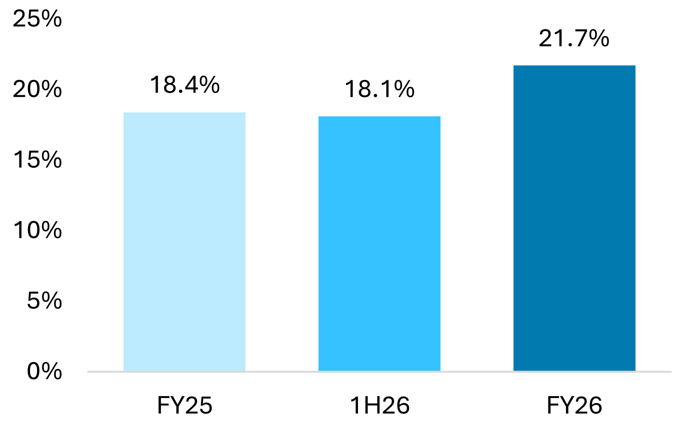
	Statutory	Non-Recurring Items	Underlying
Network Sales	**$3,868.5m**	**-**	**$3,868.5m**
Revenue	$2,046.1m	-	$2,046.1m
EBITDA	$53.6m	$271.8m	$325.4m
Dep & Amortisation	($169.5m)	$44.2m	($125.3m)
EBIT	**($116.0m)**	**$316.1m**	**$200.1m**
EBIT Margin	**(5.7%)**	**-**	**9.8%**
Interest	($23.3m)	-	($23.3m)
NPBT	**($139.3m)**	**$316.1m**	**$176.8m**
Income Tax	$5.1m	($60.3m)	($55.2m)
NPAT	**($134.2m)**	**$255.7m**	**$121.6m**

Non-Recurring Items

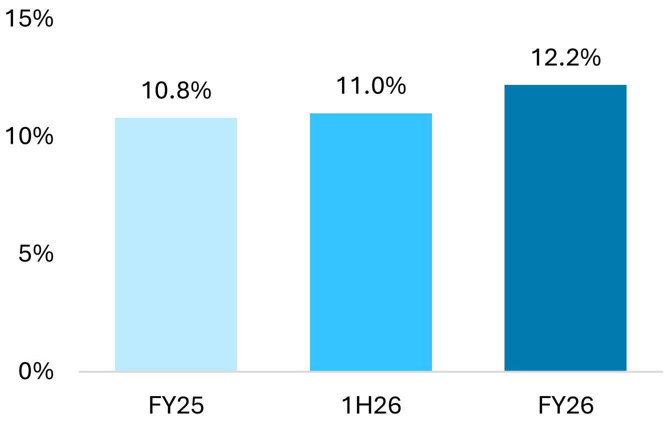
Non-recurring Items	FY26	Comments
Balance Sheet Impairments		
France and Taiwan (Goodwill & Intangible Assets)	$135.6m	Write-down of goodwill and indefinite life intangible assets, reflecting revised performance expectations and timing of recovery of the France business and partial write-down of the Taiwan operations
IT Development Costs	$43.6m	Portfolio review of technology assets to align with the current enterprise strategy for IT. This has resulted in the write-off of technology assets no longer aligned with the Group's current enterprise technology strategy
Store and Related Assets	$69.0m	Write-down of assets associated with underperforming corporate stores and stores planned to be re-franchised.
Other Balance Sheet Items	$30.0m	Primarily relates to inventory provisions, franchisee loan provisions and other balance sheet carrying value adjustments
	$278.2m	
Other Non-recurring Items		
Streamlining of Operations	**$13.4m**	Costs associated with streamlining operations and aligning the Group's cost base with its strategic priorities
Store Optimisation Programs	**$9.4m**	Costs associated with prior store closure programs and the closure of underperforming stores
Legal and Professional Fees	**$9.7m**	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	**$2.8m**	Deployment of a new Finance & Supply System to leverage global scale and enhance operational efficiency
	$37.9m	
Non-recurring Items	**$316.1m**	
Deferred tax liabilities Release	**($15.2m)**	Release of deferred tax liabilities associated with the impairment of intangible assets in France and Taiwan
Net Non-recurring Items	**$300.9m**	
Post-Tax Non-Recurring Items	**$255.7m**	

Financial Ratios[1]

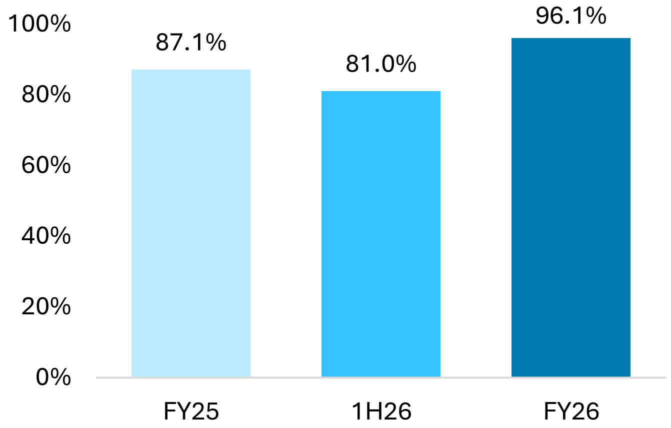
RETURN ON EQUITY



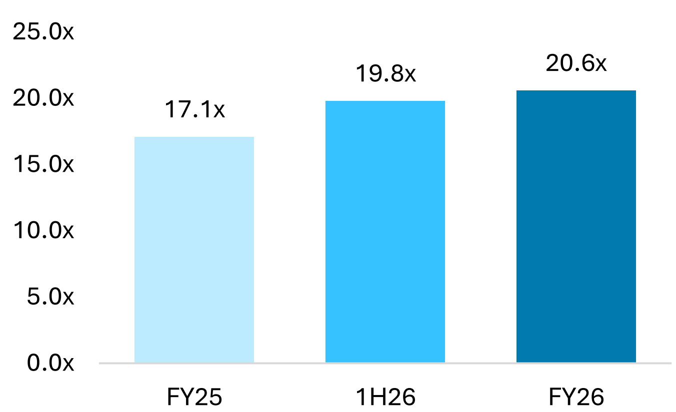
RETURN ON CAPITAL EMPLOYED



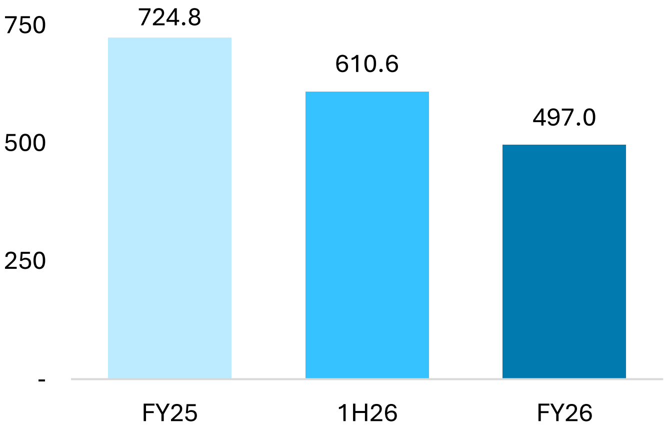
CASH CONVERSION



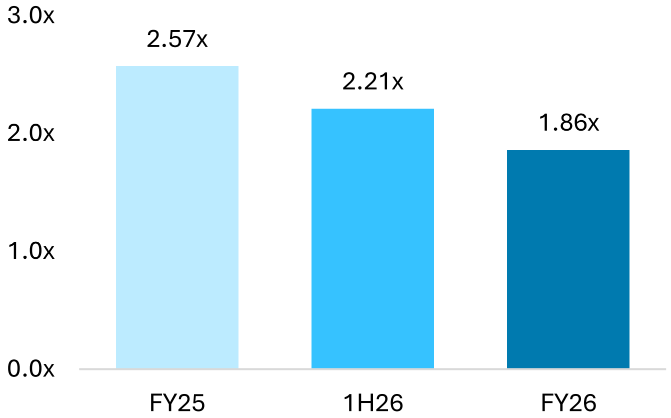
INTEREST COVERAGE



NET DEBT



NET LEVERAGE



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

Financial Ratios

Return on Equity

$m	FY25	FY26
12-month Rolling Underlying NPAT	116.9	121.6
Average Shareholder Equity	636.3	560.2
ROE	**18.4%**	**21.7%**

Return on Capital Employed

$m	FY25	FY26
12-month Rolling Underlying EBIT	198.1	200.1
Average Capital Employed(3)	1,837.0	1,646.8
ROCE	**10.8%**	**12.2%**

Cash Conversion

$m	FY25	FY26
Operating cash flow before interest & tax	302.1	312.6
Underlying EBITDA	346.7	325.4
Cash Conversion	**87.1%**	**96.1%**

Interest Coverage

$m	FY25	FY26
12-month Rolling EBITDA(1)	281.7	267.3
12-month Rolling Interest(2)	(16.5)	(12.9)
Interest Coverage (multiple)	**17.1x**	**20.6x**

Net Leverage

$m	FY25	FY26
Net Debt (4)	724.8	497.0
12-month Rolling EBITDA(1)	281.7	267.2
Net Leverage	**2.57x**	**1.86x**

Net Debt

$m	FY25	FY26
Cash & cash equivalents	**(153.5)**	**(131.0)**
Cash & cash equivalents	(153.5)	(131.0)
Current borrowings	**17.8**	**8.2**
Borrowings	12.4	6.1
Finance leases (pre AASB16)	5.4	2.1
Non-current borrowings	**860.5**	**619.8**
Borrowings	855.1	613.2
Finance leases (pre AASB16)	3.1	2.9
Capitalised borrowing costs	2.2	3.8
Net Debt	**724.8**	**497.0**

1. EBITDA on a pre-AASB 16 basis, excluding non-recurring items and divestment
2. Interest on a pre-AASB 16 basis
3. Capital Employed calculated as total assets and current liabilities, excluding lease related assets and current liabilities and borrowings
4. Net debt in this presentation includes $5.0m of historical finance lease obligations (Finance Leases – pre AASB16) required under the Group's debt covenant definition. This amount is not included in the statutory net debt measure

Financial Data summary

	FY25					FY26				
Regional Metrics	ANZ	Europe	Asia	Global	**Total**	ANZ	Europe	Asia	Global	**Total**
Network Sales	$1,449.8m	$1,732.7m	$970.2m		**$4,152.7m**	$1,361.8m	$1,706.0m	$800.6m		**$3,868.5m**
SSS %	(0.4%)	1.6%	(3.2%)		**(0.2%)**	(4.7%)	(2.2%)	(6.7%)		**(4.1%)**
Network AWUS	31.1k	24.4k	13.0k		**21.6k**	29.6k	24.6k	12.0k		**21.2k**
Corporate Store Count	62	68	596		**726**	62	56	601		**719**
Franchise Store Count	829	1,277	697		**2,803**	810	1,251	670		**2,731**
Network Store Count	891	1,345	1,293		**3,529**	872	1,307	1,271		**3,450**
New Organic Store Additions	8	14	24		**46**	7	15	8		**30**
Store Addition % of Network	0.9%	1.0%	1.6%		**1.2%**	0.8%	1.1%	0.6%		**0.9%**
Revenue	$775.5m	$764.7m	$763.5m		**$2,303.7m**	$687.8m	$728.7m	$629.6m		**$2,046.1m**
EBITDA	$172.4m	$109.7m	$90.0m	($25.5m)	**$346.7m**	$161.3m	$107.6m	$84.5m	($28.0m)	**$325.4m**
EBIT	$130.6m	$73.0m	$29.0m	($34.4m)	**$198.1m**	$122.9m	$74.9m	$34.7m	($32.4m)	**$200.1m**

Financial Data summary in Constant Currency

	FY25					FY26				
Regional Metrics	ANZ	Europe	Asia	Global	**Total**	ANZ	Europe	Asia	Global	**Total**
Network Sales	$1,439.4m	$1,776.2m	$920.4m		**$4,136.0m**	$1,361.8m	$1,706.0m	$800.6m		**$3,868.5m**
SSS %	(0.4%)	1.6%	(3.2%)		**-0.2%**	(4.7%)	(2.2%)	(6.7%)		**(4.1%)**
Network AWUS	30.9k	25.0k	12.3k		**21.5k**	29.6k	24.6k	12.0k		**21.2k**
Corporate Store Count	62	68	596		**726**	62	56	601		**719**
Franchise Store Count	829	1,277	697		**2,803**	810	1,251	670		**2,731**
Network Store Count	891	1,345	1,293		**3,529**	872	1,307	1,271		**3,450**
New Organic Store Additions	8	14	24		**46**	7	15	8		**30**
Store Addition % of Network	0.9%	1.0%	1.6%		**1.2%**	0.8%	1.1%	0.6%		**0.9%**
Revenue	$775.5m	$783.9m	$727.4m		**$2,286.8m**	$687.8m	$728.7m	$629.6m		**$2,046.1m**
EBITDA	$172.4m	$112.5m	$86.0m	($25.5m)	**$345.4m**	$161.3m	$107.6m	$84.5m	($28.0m)	**$325.4m**
EBIT	$130.6m	$74.8m	$27.7m	($34.4m)	**$198.7m**	$122.9m	$74.9m	$34.7m	($32.4m)	**$200.1m**

Historical AUD FX Conversion Rates

Currency Rate Type	FY25		FY26	
	Spot	YTD	Spot	YTD
EUR	0.5692	0.5618	0.6059	0.5814
JPY	104.7400	98.6377	111.3800	104.7433
MYR	2.7088	2.7471	2.8274	2.7709
NZD	1.1499	1.1229	1.2208	1.1592
PLN	2.4003	2.3865	2.5958	2.4681
SGD	0.8615	0.8451	0.8933	0.8708
TWD	21.0900	19.9601	21.9500	21.0657
USD	0.6707	0.6552	0.6895	0.6783

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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 4E 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. DMP 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