



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

10 December 2024

The Manager

Market Announcements Office

Australian Securities Exchange

4<sup>th</sup> Floor, 20 Bridge Street

SYDNEY NSW 2000

Dear Sir

**Sustainability Report for the 2024 Financial Year**

Please find attached for immediate release the Sustainability Report for the Company for the year ended 30 June 2024.

For further information, contact Nathan Scholz, Group Chief Communications and Investor Relations Officer at [investor.relations@dominos.com.au](mailto:investor.relations@dominos.com.au) or on +61-419-243-517.

Authorised for lodgement by the Board.

**Craig Ryan**

**Company Secretary**

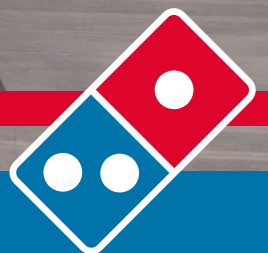
**END**

DOMINO'S PIZZA ENTERPRISES LTD

# SUSTAINABILITY REPORT FY24



Our Pizza BRINGS  
People closer



SPECIAL THANKS TO



**John Harney**  
Group Chief Partnerships Officer



**Callie Abrahams**  
ESG Reporting Manager



**Ralph Bender**  
ESG Reporting Manager



**Mirjam Roodhardt**  
Sustainability Coordinator



**Mahia Lai**  
Global Manager of  
Responsible Partnerships



**Sandrine Hemour**  
Group Sustainable  
Operations Manager

INDEX

|   |    |
|---|----|
| CHAIRMAN & CEO MESSAGE  | 4  |
| GROUP CHIEF PARTNERSHIPS OFFICER MESSAGE                          | 6  |
| FY24 KEY HIGHLIGHTS   | 8  |
| OUR COMPANY   | 10 |
| Mission, Purpose and Values                                       | 12 |
| Our Business Model  | 14 |
| Our Supply Chain  | 16 |
| Stakeholder Engagement  | 18 |
| Corporate Governance  | 19 |
| ESG Management  | 20 |
| ESG Materiality Assessment  | 22 |
| Domino’s for Good   | 23 |
| OUR PEOPLE  | 24 |
| Our Workplace Promotes Diversity, Inclusion and Equal Opportunity | 26 |
| Attracting and Retaining Talent                                   | 29 |
| Cost of Living / Inflation DPE Employees                          | 32 |
| Workplace Health and Safety                                       | 33 |
| Q&A - Kerri Hayman: Focus on the Women in Domino’s initiative     | 34 |
| Franchisee Prosperity   | 36 |
| OUR FOOD  | 38 |
| Food Safety   | 40 |
| Food Quality  | 43 |
| Responsible Food  | 45 |
| Q&A - Chua Chee Yam: Focus On ‘Back of House – BOH’ Project       | 48 |
| Food Nutrition and Innovation                                     | 50 |
| OUR CUSTOMERS   | 52 |
| Customer Experience and Engagement                                | 54 |
| Data Security and Privacy   | 57 |
| Q&A - Martin Steenks: focus on ESG in Japan                       | 60 |
| OUR ENVIRONMENT   | 62 |
| Corporate Footprint Measurement                                   | 64 |
| Climate Roadmap and Science-Based Targets                         | 68 |
| Centres of Expertise  | 69 |
| Q&A - Andreas Haferkorn: Focus on Supply Chain in Germany         | 70 |
| OUR COMMUNITY   | 76 |
| Domino’s Charities  | 78 |
| Domino’s Partners Foundation                                      | 78 |
| Domino’s for Good Day and Fundraisers                             | 81 |
| Q&A - Wu Ming-Jung: Focus on Community Giving                     | 84 |
| LOOKING AHEAD   | 86 |
| SUPPLEMENTARY INFORMATION   | 88 |
| Appendix 1: GRI Reference Table                                   | 92 |
| Appendix 2: SASB Reference Table                                  | 94 |





Mark van Dyck

Jack Cowin

# CHAIRMAN & CEO MESSAGE

## Dear stakeholders,

Sustainability at Domino's Pizza Enterprises Ltd (DPE) continued to be one of our key focus areas during the F24 financial year.

In this, our fourth 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.

We live in challenging times globally. As a business, we, as well as our customers, are facing increasingly complex environmental and social challenges, and we all have an obligation to act responsibly and contribute to positive change. Sustainability is not just a department within our company; it is at the core of our mission, values and an integral part of our business strategy.

Domino's for Good, our environmental, social and governance (ESG) approach, is how we bring together all of our company-wide ESG initiatives to ensure that the entire business operates in line with our values.

In FY24, we remained strongly committed to our goal of net-zero emissions by 2050, continuing to follow the Science Based Targets initiative (SBTi) and its Forest, Land and Agriculture (FLAG) guidance.

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

- Taking further steps to ensure responsible business conduct with our **Responsible Sourcing Policy**, now signed by over 85% of our global food and packaging business partners. To reinforce this, we published several new key policies and statements.

- Further improving the **traceability of our supply chain** and capacity to address our ESG risks through partnering with ImpactBuying B.V.
- Continuing our roll-out of **in-store dough production**, with 100% of Japan, Malaysia and Singapore stores converted during FY24, completing the transition for all APAC stores. This initiative has reduced carbon emissions and cost per product for our stores.
- Continued roll-out of our Global Learning Programme - **Path to Excellence**. During FY24, the Netherlands, Germany and Japan all gained access and the remaining markets are expected to follow in the next 12 months.
- Onboarding **additional ESG resources** in FY24 to help drive sustainability projects and ensure we are on track for mandatory reporting in FY26.
- Initiation of **ESG reporting software** selection to support our journey towards mandatory reporting and continuous improvement of our metrics on our material ESG topics.

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

Thank you for being part of our mission to create a better slice for everyone.

Sincerely,

**Jack Cowin**  
Chairman

**Mark van Dyck**  
Group CEO and Managing Director



# GROUP CHIEF PARTNERSHIPS OFFICER MESSAGE

Dear stakeholders,

As we transition to our new Chief Sustainability Officer, I am honoured to share with you our FY24 Sustainability Report, which updates you on the progress we have made over the past year as we strive to make a positive impact on our planet, people and communities. While we are saddened by Marika Stegmeijer's departure from DPE, we are immensely proud of the work she accomplished, and look forward to welcoming her successor later in FY25.

FY24 saw several short-term challenges, including inflationary pressures, geopolitical tensions, and business restructures. These factors have impacted our progress, and as a result, during FY25 we will reassess the implications for our targets and commitments as we move closer towards mandatory reporting. We remain committed to transparency and will provide updates on our progress in future reports.

In the past year, DPE has made investments in both ESG technology solutions and resources. This included partnering with ImpactBuying B.V. to implement a Group-wide tool that will provide full visibility across our entire supply chain and partnerships. We have also invested in reporting software to meet increased requirements in Europe and Australia, which will be implemented in FY25 to support mandatory reporting from FY26. We have onboarded additional resources this year, including an ESG Reporting Manager and Group Sustainable Operations Manager. With the addition of these new roles, we are better placed to drive initiatives across the business and work with our leaders to deliver on various ESG projects, while working towards meeting our mandatory reporting requirements.

One thing that has not changed in FY24 is our goal, which is to provide high-quality, affordable meals that do not harm the planet or compromise our customers' taste preferences. We are committed to delivering 'food without regret' by focusing on sustainable product innovation and developing a group philosophy on food. Ultimately, we aim to achieve a better slice for everyone, from the farmers who grow our ingredients, to our franchise partners who make and deliver our meals, to our customers who enjoy our pizzas.

In our FY24 Sustainability Report, we continue to adhere to the Global Reporting Initiative (GRI) and Sustainability Accounting Standards Board (SASB) reporting frameworks. These steps not only enable us to meet upcoming reporting requirements but also empower us to enhance our business based on data, with a constant drive to deliver a better slice for everyone.

We are Domino's Pizza Enterprises Ltd, and this is our sustainability story for the 2024 financial year.

Kind regards,

**John Harney**  
Group Chief Partnerships Officer





# FY24 KEY HIGHLIGHTS

LET'S KEEP IT SHORT

## SEVEN MARKETS

WITH NO ARTIFICIAL COLOURS  
AND THREE MARKETS WITH NO  
ARTIFICIAL FLAVOURS.



**1,127**

FRANCHISE PARTNERS

ACROSS OUR MARKETS

*The Women in Domino's  
Initiative was launched.*

SEVEN FEMALE STORE OR  
REGIONAL MANAGERS across ANZ  
were awarded

**\$50,000\***

to contribute towards their first  
Domino's store.

Customers can now  
benefit from an improved  
ordering experience with  
the launch of a

*Simplified Address  
Search.*

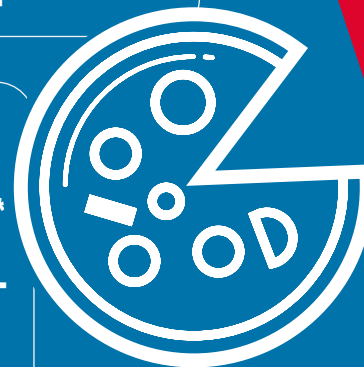
This will support a faster  
and more convenient  
address search experience  
for our users.

*Our responsible sourcing  
policy was signed by*

**85%**

of food and  
packaging suppliers.

*Approximately*  
**\$1.1 MILLION\***  
raised across DPE-  
related charities  
from Round  
Up, workplace  
giving, donations  
and campaigns.



Animal-based proteins  
and dairy accounted for

**37%**

*OF OUR TOTAL GHG  
EMISSIONS*

CARBON FOOTPRINT FY24:

**1.29 million**  
metric tonnes of  
**CO<sub>2</sub> equivalent**

*Domino's For Good Day*

expanded to all markets in FY24, and thanks  
to the generosity of our customers and  
franchise partners, we raised more than

**\$592,000\***

to support the communities in which  
we operate.



**100%**

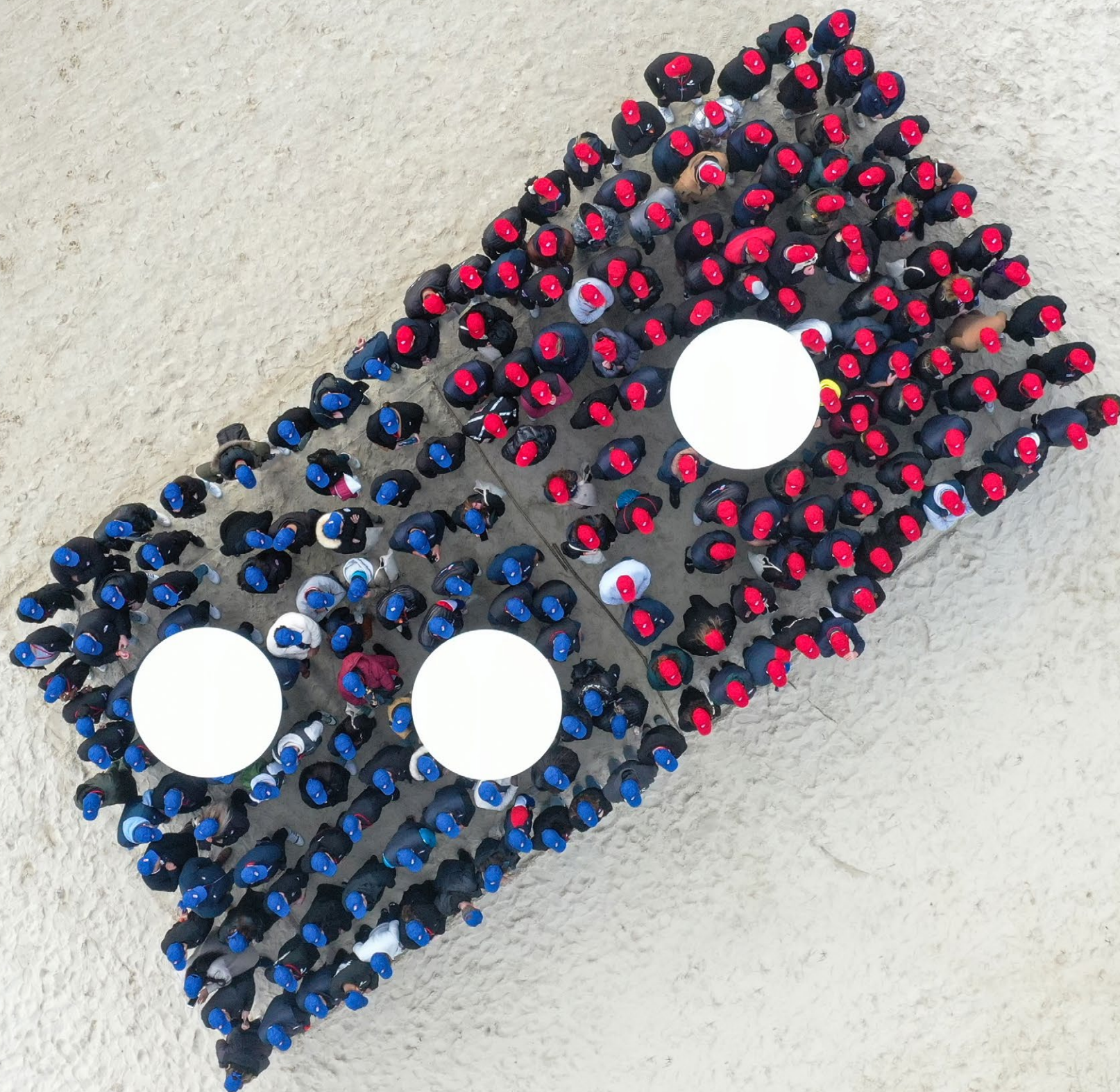
*OF OUR STORES IN JAPAN,  
MALAYSIA AND SINGAPORE*

now make dough in-store,  
reducing food deliveries and  
associated CO<sub>2</sub> emissions.

We now have  
company-related  
charities in six  
of our markets,  
with Domino's  
Foundation in  
the Netherlands  
as the most  
recent addition in  
February 2024.

\* Australian dollars





# THIS IS WHAT WE STAND FOR OUR COMPANY

## A GLANCE AT FY24

We are an Australian-headquartered company of pizza people with a global presence. In FY24, 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 Domino's Pizza Inc., (DPI) a publicly listed company in the United States of America (US). We are the largest Domino's master franchisee outside of the US.

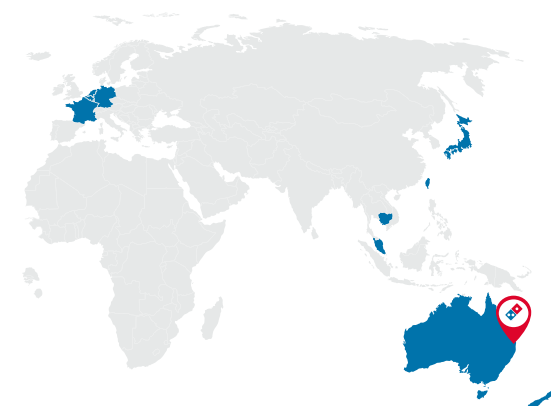
### FY24 facts



**Domino's Pizza Enterprises Ltd**  
Headquarters, Brisbane, Australia  
Publicly traded on the Australian  
Securities Exchange as DMP

## 3,795 STORES

863 corporate stores and  
2,932 franchised stores



## 12 MARKETS

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

## 46 million UNIQUE CUSTOMERS

represent nearly 11% of our markets'  
total population.

Direct operations in Australia,  
Belgium, Cambodia, France, Japan,  
Germany, Luxembourg, Malaysia,  
Taiwan, New Zealand, Singapore  
and the Netherlands.



## MISSION, PURPOSE AND VALUES

### COMPANY MISSION

Our mission is to become the dominant, sustainable delivery Quick Service Restaurant (QSR) in every market by 2030. It is a mission that carries through to all our operations, including our supply chain. That is why we work closely with our partners to achieve our environmental and sustainability goals.

### OUR PURPOSE

We live in a world where the hard-wired human need for social connection – seemingly better enabled than ever before – is breaking down. People crave belonging, while they assert their right to be different.

We smash the prevailing wisdom that says you cannot have quality, speed and low price – all together. This puts the world's most delicious and versatile bonding food within reach of every person.

We are a pizza company that uses technology and insights to break down barriers and better serve our customers. We have achieved industry firsts in drone delivery, app ordering and store simulation for optimum design.

By continually improving and innovating our product and processes, we give our customers a world-class ordering experience that satisfies their individual food preferences, every time.

### OUR VALUES

We achieve our purpose through five core values that are shared by our support office team members, franchise partners, store managers and other team members. Our company values are to:



#### BE GENEROUS AND PROVIDE JOYFUL EXPERIENCES

For many years, Domino's has lived by the motto: 'Sell more pizza, have more fun'. Fun is what makes coming to work at Domino's so enjoyable. But it's the fun we share with our customers that makes our work truly worthwhile. Let's share our spirit of optimism, empathy and generosity with every customer and team member.



#### CRUSH CONVENTION

We have big ambitions as a business and we'll only achieve them if we innovate. Conventional wisdom says you can't be fast, provide high quality and offer great value. We aim to deliver all three again, and again, and again. When we do, we're unbeatable. It requires extraordinary thinking, technology and people.



#### INVEST TO CREATE DEVOTION

A satisfied customer may come back again, but a devoted customer is a customer for life. To achieve this, we need to be obsessed with providing a brilliant Domino's experience. We must invest in ideas that help us better understand our customers and delight the most demanding people.



#### HELP PEOPLE GROW AND PROSPER

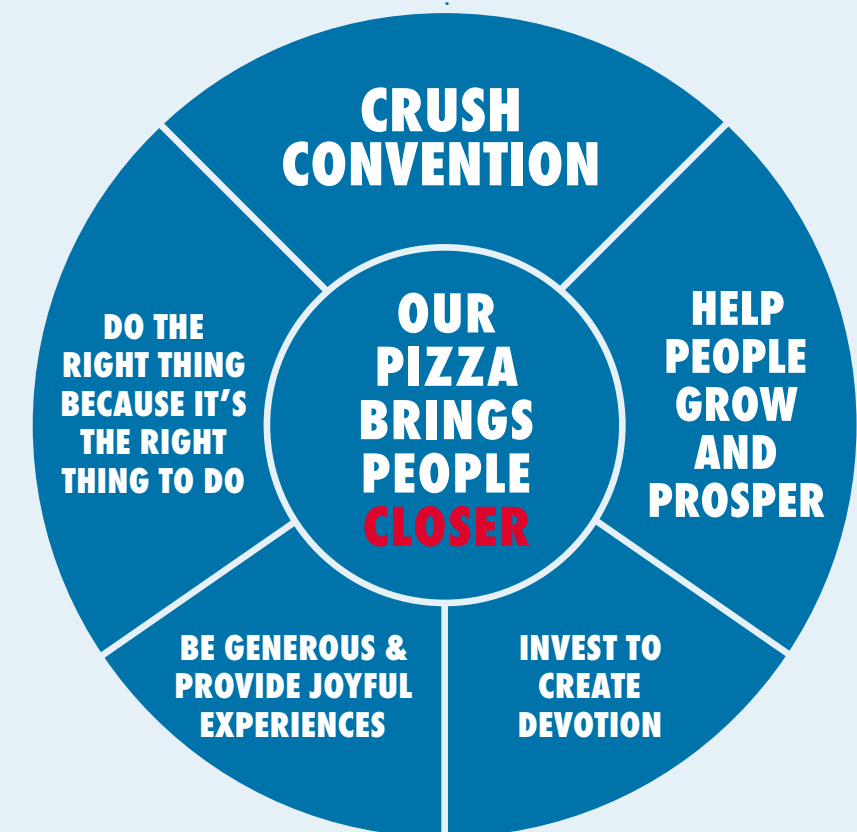
We want to make people better off – our team members, our franchise partners, our investors and the communities we call home. Many of the senior leaders in this business began on the front line and we want that tradition to continue. We want to help our people grow and prosper... all the way to the top!



#### DO THE RIGHT THING BECAUSE IT'S THE RIGHT THING TO DO

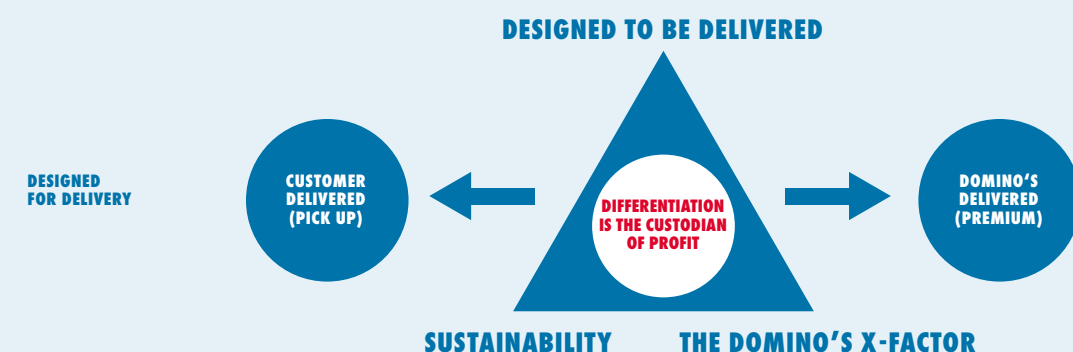
Working at Domino's comes with a big responsibility – to care for our team and the communities that depend on us. We hold ourselves to a high standard of integrity and recognise how valuable, yet fragile, trust can be. At the end of the day... we want to do the right thing, because it's the right thing to do.

## OUR PURPOSE & VALUES



## OUR MISSION WE ARE THE DOMINANT SUSTAINABLE DELIVERY QSR IN EVERY MARKET BY 2030

## INSPIRED PRODUCTS & SERVICES



THAT ARE HIGH QUALITY AND DELIVERED QUICKLY FOR AN AFFORDABLE PRICE

VALUE = (PRODUCT + SERVICE + IMAGE) / PRICE

PRODUCT QUALITY: 4.5

DELIVERY: 18 MINS

NET PROMOTER SCORE 45

FOR ALL MEAL OCCASIONS

BREAKFAST

SNACKING AM/PM

LUNCH

DINNER

LATE NIGHT

DRINKS

ACHIEVED THROUGH

PEOPLE POWERED PIZZA



# OUR BUSINESS MODEL

DPE is a pizza business managed by pizza people. Our business model is straightforward: strong unit economics allow Domino's and our franchise partners to open more stores closer to customers. This strategic positioning creates an additional local base of takeaway customers and enables a quicker, more consistent delivery experience.

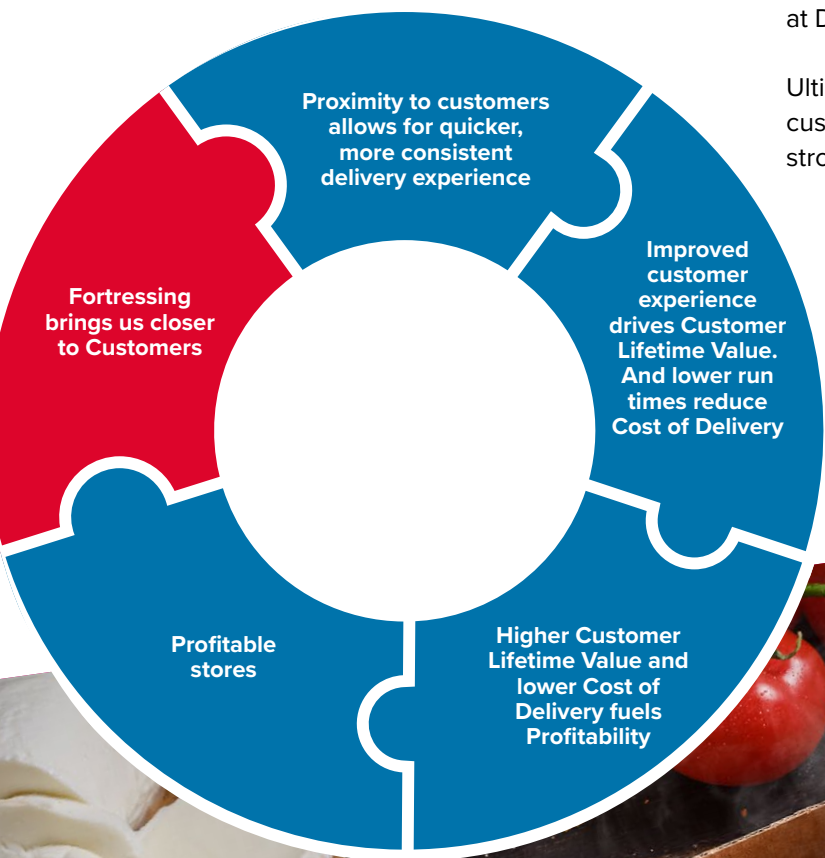
Delivery customers account for more than half of Domino's sales, and we know they are more likely to reorder from us after a positive experience. Shortening the distance between the store and our customers provides this experience by bringing them a hotter, fresher meal. Moreover, it costs franchise partners less to reach customers when they are nearby, allowing them to reinvest in better service or a more affordable meal.

As well as being guided by DPE's purpose and values, management also applies the principles of 'High Volume Mentality' (HVM), which has been a cornerstone of our business since the company was founded. HVM motivates our team to confront and overcome the physical and mental barriers that may hinder sales growth.

Increasing our sales, while keeping fixed and semi-fixed costs relatively low, enables us to improve unit economics and franchisee profitability, and we can pass on the benefits of increased efficiency to our customers. The result is a focus on value: high-quality meals that use cheese, vegetables, wheat, meat and other ingredients responsibly sourced from world-class partners, delivered safely and quickly, at an affordable price. This is exemplified by Domino's 'Crush Convention' value. Every Domino's team member knows that customers do not have to choose between speed, quality and affordability – at Domino's, customers get the best of all worlds.

Ultimately, a lower cost base combined with loyal customers who engage more frequently drives strong unit economics.

This flywheel effect consistently benefits DPE and our franchise partners. Indeed, it represents the best of Domino's values, including our commitment to helping our people grow and prosper.



## A TRUSTED SUPPLY CHAIN KEEP US RESILIENT

Domino's revenue is fuelled by higher, more profitable food sales, which boost royalties throughout our system. Our robust supply chain ensures competitive pricing, sustainability, resilience and strong relationships with trusted, ethical suppliers. This makes Domino's the best hub for our franchise partners to source their ingredients and other supplies.

We see our suppliers as business partners. Adhering to our value of 'investing to create devotion', these solid partnerships are key to keeping our business resilient.

## DIGITAL DELIVERY DRIVES OUR FUTURE

Domino's customers are increasingly ordering online for home delivery. Through our strong technology platform OneDigital, we provide our customers with

a seamless ordering experience, which also allows us to understand our customers' preferences. We use OneDigital in multiple markets to develop and apply technology at a group level, applying the efficiencies of scale tailored to local preferences. This includes innovations such as delivery guarantees and the ability for customers to choose how they want their meals delivered.

## CONVENIENCE IS OUR ADVANTAGE

While pizza remains our core business, our customers also enjoy our other complementary offerings such as garlic bread, chicken dishes, salads and desserts. These offerings are prepared in Domino's kitchens, designed for delivery and add convenience to our customers' experience. They give our stores a competitive edge over other businesses that retrofit their offerings to include delivery.

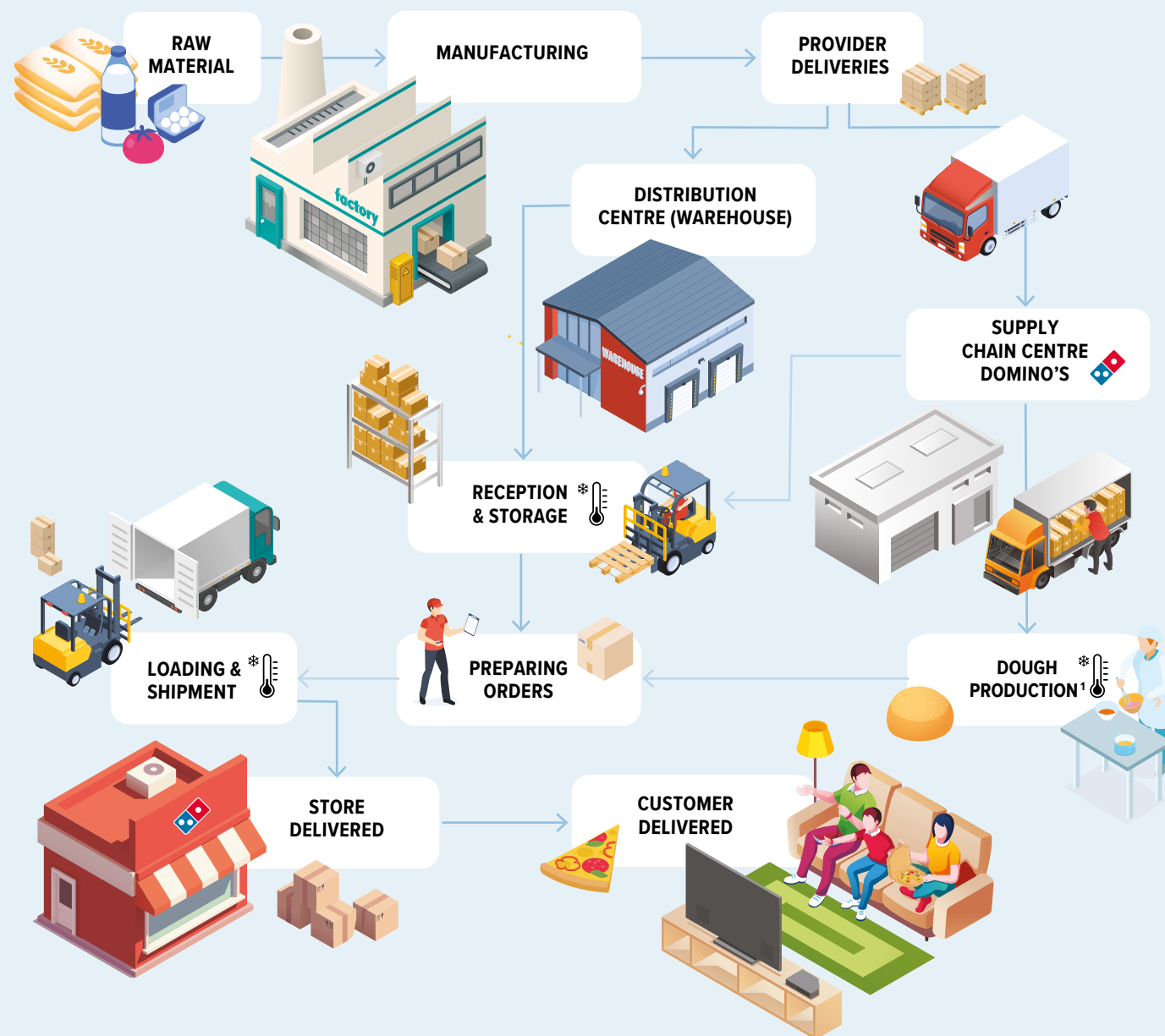




## OUR SUPPLY CHAIN

It has been another big year for our supply chains, which are responsible for timely and efficient deliveries from origin to stores. We have placed a strong emphasis on transport efficiency, notably reducing the frequency of stock deliveries by one per week in our stores in Germany, Japan and Malaysia. This change has improved store operations and reduced our carbon footprint. We have also successfully transitioned our Asia Pacific (APAC) markets to in-store dough production,

significantly impacting our supply chains and transport efficiency. Instead of transporting ready-made dough balls, we are saving space and transport weight by now transporting the individual ingredients without the water (as it is now added to the recipe in stores when the dough is made). This change has saved energy and fuel in every delivery. While there are many benefits to in-store dough production, the advantages to our supply chains remain paramount.



1 For in-store dough production this step is completed in store.

## “WE HAVE SUCCESSFULLY TRANSITIONED OUR APAC MARKETS TO IN-STORE DOUGH PRODUCTION”

In addition, a key focus for FY24 was to increase transparency across our entire supply chain to better identify and address ESG risks. This year, we partnered with ImpactBuying B.V., a platform designed to collect, verify and validate information about our business partners, their associated supply chains and the products they deliver, to help us make progress on our ESG targets and assist with compliance with current regulatory legislation. This platform helps to assess ESG risks within our supply chain through data collection and various questionnaires on key ESG topics. Although the roll-out of this platform has begun, the collection of information from business partners will be gradual, based on the urgency of legislation, the size of the supplier, the importance of the product/service, the risks associated with different countries of origin and /or the ESG risks of different raw materials/ services. This partnership represents a key milestone in our responsible sourcing journey and will provide us with greater transparency across all areas of our supply chain.

### 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. To further advance our risk function, during FY24 we undertook recruitment for our first Risk and Treasury Reporting Manager, with the appointment commencing July 2024.

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 has continued to evolve and adapt to constantly changing social and economic challenges, these developments have exposed our business to higher levels of risk. These include risks related to supply chain resilience and increased operating costs due to growing inflationary pressures on wages and input costs. ESG compliance risks have also risen due to increasing regulatory and disclosure requirements. These include the EU Corporate Sustainability Reporting Directive (CSRD) and the Australian Sustainability Reporting Standards (ASRS), to which DPE will be subject from FY26. Conversely, we recognise that our commitment to ESG also provides opportunities to our business, including brand recognition and customer loyalty as we progress in our sustainability journey. Adopting sustainable practices may also present the opportunity to optimise our operations, providing long-term savings while contributing towards our ESG goals.

Further information on our key social, economic and sustainability risks are detailed in the FY24 Annual Report and throughout this report.



STAKEHOLDER ENGAGEMENT

We firmly believe in creating a ‘better slice’ for everyone, and that starts with understanding what a better slice means for each of our stakeholders. To accomplish this, we proactively connect with our stakeholders through various platforms and organisational levels. 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   | 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                    | Official representatives in the markets where we operate  | Engaging with government officials directly or through industry associations, such as feedback submissions to government reviews of the QSR industry, or aspects of our business such as modern slavery   |
| Regulators/industry groups                    | This includes the Australian Securities Exchange (ASX), the Australian Securities and Investments Commission (ASIC), the Fair Work Ombudsman, the Australian Taxation Office and trade organisations, the Australia/ Taiwan Business Council, Serving Europe, Koninklijke Horeca Nederland (KHN), FoodService, Syndicat National de l'Alimentation et de la Restauration Rapide (SNARR) | Frequent engagement with regulators and industry groups 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 address a wide variety of subjects that advance and refine our ESG approach.

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 the ESG 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.

ESG GOVERNANCE FRAMEWORK

The Domino's Board consists of our Group CEO and Managing Director 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.

Board of Directors

Our Board of Directors is responsible for providing guidance and oversight on behalf of our shareholders, our people, our customers and other main stakeholders. The Board identifies regulatory obligations and areas of significant business risk, ensuring robust mechanisms are in place to adequately manage those risks, including risks related to ESG matters. The Board is also responsible for reviewing and approving reported information.

The Board is led by a non-executive chairman. Our directors are a highly engaged group who bring a diverse and broad range of qualifications, experiences and skills to Domino's, providing an effective mix of viewpoints and knowledge. The Board and management strongly support the principles of good corporate governance and believe that robust governance practices provide the foundations for effective decision-making and accountability, which lead to long-term sustainability.

Board committees

The Board of Directors is assisted by specialised committees tasked with ensuring more effective monitoring of ESG matters and contributing to the decision-making process. The Nomination, Culture and Remuneration Committee (NCRC) and the Audit and Risk Committee (ARC) are comprised solely of independent non-executive directors.

The ARC is responsible for monitoring the culture and effectiveness of our risk and compliance activities, and internal controls and systems. It is also responsible for overseeing the accuracy and reliability of financial information, the appropriate application of accounting policies and whistleblowing matters. The ARC's responsibilities also include monitoring compliance with our Code of Conduct and due diligence approach, including how we identify, assess, manage and mitigate ESG risks across our value chain.

Each Board committee has designated responsibilities, which are specified in their respective charters and published on our corporate website [here](#). The committees regularly report on their activities to the Board. We have policies in place to ensure that conflicts of interest are prevented and mitigated, and we report on these in our annual report.

Further information on our Board of Directors and other corporate bodies can be found in our Corporate Governance Statement, published on our corporate website [here](#).

Nomination and selection process

The NCRC is responsible for making recommendations to the Board on selection and succession planning for the Managing Director/ Chief Executive Officer and other senior executives, as well as Board succession more generally. The NCRC also reviews the composition of the Board to ensure that it has the right balance of skills, knowledge, independence and diversity. The NCRC has oversight of culture and diversity more broadly and can make recommendations to the Board concerning the company's organisational design, values and development to ensure alignment with strategic objectives. Additionally, the NCRC reviews annual employee engagement surveys, talent and succession planning and other related matters. The NCRC reviews the succession plans on an annual basis, placing particular emphasis on diversity and inclusion.

### ESG Steering Committee

In FY22, we established our ESG Steering Committee, which meets every quarter. This governing body assumes the pivotal role of supervising the execution of our ESG strategy throughout our operations, oversees compliance with sustainability-related regulations and frameworks and provides counsel to the Board of Directors regarding the progress of our ESG approach. It ensures that this strategy aligns with our broader business objectives, through which Domino's can flourish and meet the needs of all its stakeholders. We are committed to providing

structured and transparent reporting on the progress we make in meeting our ESG goals.

The ESG Steering Committee is chaired by our Group CEO and Managing Director and made up of seven senior executives with recognised competence and influence on our ESG-related work across our business. These members actively update their knowledge on ESG-related matters, including through direct engagement with recognised external experts.

## ESG MANAGEMENT

At senior management level, the Chief Sustainability Officer shapes and implements our Domino's for Good ESG strategy across our markets, assesses and manages impacts, and aligns our risks and material topics. The role reports to our Group Chief Partnerships Officer and is a driving member of our ESG Steering Committee, providing regular updates.

In the early years of our ESG journey, our Global ESG Working Group was instrumental in setting up and embedding our ESG goals and initiatives in all markets. As a result of a business-wide restructure, these responsibilities have since shifted to a dedicated Global ESG team.



Additionally, our global Centres of Expertise (CoEs) help to execute our environmental strategy and lead key initiatives to achieve our ESG global goals. They drive innovation and coordinate our activities across Sustainable Stores and Operations, Responsible Sourcing and Sustainable

Product Innovation within DPE. The CoEs consist of experts in operations, product development, procurement and ESG. The heads of each CoE report quarterly to the ESG Steering Committee. For more details on each of the CoEs, please refer to the 'Our environment' section.

### ENDING MODERN SLAVERY IN AUSTRALIA AND NEW ZEALAND

Raising ethical standards across our supplier network in Australia and New Zealand (ANZ) continues to be a key priority for DPE. In FY24, we drove progress in this area by partnering with ImpactBuying B.V. The information and data obtained through this platform from all our business partners is crucial to identifying, assessing and mitigating modern slavery risks within our supply chain and ensuring compliance with modern slavery legislation. As we continue to roll out ImpactBuying B.V. in FY25, we are committed to ensuring a high level of visibility and compliance with human rights due diligence in all markets, not just where legislation requires it.

### Supplier due diligence survey

In FY24, we worked with ImpactBuying B.V. to design a comprehensive due diligence survey focused on human rights. The survey complies with the requirements of the Australian Modern Slavery Act and the German Supply Chain Due Diligence Act (LkSG). It also features general human rights questions that all business partners will have to complete as part of their onboarding process. Due to its recent implementation, we have not finished compiling the FY24 survey responses at the time of writing this report. However, we look forward to publishing our FY24 modern slavery statement later in 2024, where we will share further insights into our findings.



### Anti-bribery and anti-corruption

DPE and its subsidiaries are committed to preventing bribery and corruption, which is reflected in our Responsible Sourcing Policy. We operate within the laws of each jurisdiction in which we do business, in a way that complies with our Responsible Sourcing Policy and the expectations of shareholders. We also expect the same standards from our business partners and their commitment to our Responsible Sourcing Policy. Our Anti-Bribery and Corruption Policy also sets out various standards for our Board of Directors and all our employees.

The ARC receives periodic reports containing summary information relating to concerns raised under the Anti-Bribery and Corruption Policy. There were no incidents reported in FY24.

### OUR COMMITMENT TO RESPONSIBLE BUSINESS CONDUCT

Our commitment to ensuring fair and ethical standards throughout our value chain and day-to-day operations is closely aligned with our

core values. These standards and requirements are the foundation of the relationships with our partners we choose to work with. Our Responsible Sourcing Policy, published in 2023, underpins these standards and ensures that DPE's entire value chain is always committed to responsible business conduct. We strive to continuously improve these standards to make a positive contribution to the people, communities, animals and environment impacted by our business.

Our Responsible Sourcing Policy has replaced our Business Partner Code of Conduct, but it is more specific as it incorporates our ESG strategy commitments and the following principles:

- 1 Social responsibility
- 2 Business integrity and compliance
- 3 Environment and sustainability

Each principle is supported by specific policies and statements that are communicated and embedded throughout our business. More information about our Responsible Sourcing Policy can be found in our 'Centre of Expertise: Responsible sourcing' section.



# ESG MATERIALITY ASSESSMENT

In 2019, we conducted our first ESG materiality assessment to better understand our stakeholders' views on topics that we consider most important to us, and identify areas where DPE has an impact on people, the economy and the environment. The assessment was based on an extensive review of our industry and peers; investor consultation through a survey and interviews; engagement with Domino's leadership; and an assessment of community expectations, including a thorough media analysis. This assessment resulted in a list of 20 topics. Of these, five topics were identified as being especially important: 1) Food safety and quality, 2) Customer privacy and data security, 3) Workplace safety, 4) Customer experience and engagement, and 5) Ethics and trust.

In 2021, we reviewed the results of the 2019 assessment by conducting a global ESG customer survey, an independent third-party ESG materiality assessment gap analysis and a peer benchmark. These results were reviewed and approved by members of our Global Leadership Team, resulting in a list of ten material topics divided into three categories, ranging from immediate (fundamental) importance to longer-term (emerging) importance (see Appendix for the full list of definitions):

| FUNDAMENTAL                        | KEY                                | EMERGING                        |
|------------------------------------|------------------------------------|---------------------------------|
| Food safety and quality            | Responsible sourcing               | Talent attraction and retention |
| Workplace safety                   | Customer experience and engagement | Food nutrition and innovation   |
| Customer privacy and data security | Footprint reduction                |                                 |
|                                    | Franchisee prosperity              |                                 |
|                                    | Community prosperity               |                                 |

Since 2021, we have used the materiality assessment and the outcome of our corporate footprint baseline measurement, which is the measurement of our annual CO<sub>2</sub> emissions, as our starting point to determine our ESG strategy.

In preparation for our mandatory CSRD reporting, we conducted a double materiality assessment (DMA) in the final quarter of FY24. During FY25, we aim to implement ESG reporting software that will build on the results of the DMA. The reporting on the DPE material topics will be supported by new software, adjusted processes and procedures, and will give stakeholders a more robust view of DPE's material sustainability topics and achievements.



# 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 main 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.

We developed a framework to help us structure our approach, focus on what is important, and deliver on our purpose and growth strategy.

## ESG FRAMEWORK

Our ESG Domino's for Good Framework includes our five pillars, 2030 vision, material topics and main KPIs.



We believe in a better slice for everyone

Be on a pathway to reduce our emissions, including our value chain partners' emissions, in line with global efforts to limit global warming to 1.5 degrees Celsius by 2050 as part of our commitment to our science-based targets

Provide food without regret – all our food is high quality yet affordable, ethically and sustainably sourced, delivered fast, but still considered an indulgence.

Be the safest delivery company in the world – prioritise the safety and wellbeing of our employees by applying the highest safety standards in our operations.

Provide a pathway for our team members, whether in a part-time role or as a career, with lifelong learning and opportunities.

We believe in our people

Workplace safety  
Franchisee prosperity  
Talent attraction & retention

We are serious about our food

Food safety & quality  
Responsible sourcing  
Food nutrition & innovation

We cherish our customers

Customer experience & engagement  
Customer data privacy & security

We are mindful of the environment

Footprint reduction

We take care of our communities

Community prosperity





## *We Believe in* **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 app-based 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.



## OUR WORKPLACE PROMOTES DIVERSITY, INCLUSION AND EQUAL OPPORTUNITY

We support a diverse and inclusive work environment in all 12 markets 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 and we are committed to a 40:40:20 Vision. Our target is 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. We recognise that diversity is a competitive advantage and regularly celebrate the diversity of our team members.

We also comply with the Workplace Gender Equality Act in Australia and report our performance annually. The 2024 Workplace Gender Equality Agency report submitted by DPE revealed significant progress in addressing our gender pay disparities. The median gender pay gap for base salary has decreased from 13.6% in FY23 to 0% in FY24. In addition, the median gender pay gap for total remuneration showed a remarkable reduction from 20% in FY23 to just 1.8%.

We take our commitment to diversity and equal opportunity very seriously. While we have seen some improvements in some areas, there is still much to be done to enhance these results.





Corporate employee composition

| MARKET                                 | GLOBAL<br>TOTAL | AUSTRALIA | NEW<br>ZEALAND | NETHER-<br>LANDS | BELUX | FRANCE | GERMANY | JAPAN | TAIWAN | SINGAPORE | MALAYSIA | CAMBODIA |
|--|-----------------|-----------|----------------|------------------|-------|--------|---------|-------|--------|-----------|----------|----------|
|  |                 |           |                |                  |       |        |         |       |        |           |          |          |
| Number of employees                    | 16,583          | 1,690     | 82             | 991              | 18    | 560    | 700     | 7,784 | 448    | 717       | 3,488    | 105      |
| Non-employees                          | 867             | 6         | -              | -                | -     | -      | 2       | -     | -      | -         | 859      | -        |
| Permanent employees                    |                 |           |                |                  |       |        |         |       |        |           |          |          |
| Male                                   | 2,803           | 750       | 9              | 153              | 8     | 448    | 244     | 430   | 42     | 199       | 483      | 37       |
| Female                                 | 1,243           | 252       | 4              | 56               | 8     | 112    | 92      | 152   | 53     | 62        | 435      | 17       |
| Diverse                                | 2               | 2         | -              | -                | -     | -      | -       | -     | -      | -         | -        | -        |
| Temporary employees                    |                 |           |                |                  |       |        |         |       |        |           |          |          |
| Male                                   | 48              | 7         | -              | 37               | -     | -      | 3       | -     | -      | -         | 1        | -        |
| Female                                 | 35              | 14        | -              | 16               | 2     | -      | 3       | -     | -      | -         | -        | -        |
| Diverse                                | -               | -         | -              | -                | -     | -      | -       | -     | -      | -         | -        | -        |
| Non-guaran-<br>teed hours<br>employees |                 |           |                |                  |       |        |         |       |        |           |          |          |
| Male                                   | 8,830           | 434       | 58             | 578              | -     | -      | 315     | 5,009 | 250    | 337       | 1,825    | 24       |
| Female                                 | 3,621           | 230       | 11             | 151              | -     | -      | 43      | 2,193 | 103    | 119       | 744      | 27       |
| Diverse                                | 1               | 1         | -              | -                | -     | -      | -       | -     | -      | -         | -        | -        |
| Full time employees                    |                 |           |                |                  |       |        |         |       |        |           |          |          |
| Male                                   | 1,947           | 303       | 9              | 171              | 8     | 174    | 90      | 430   | 42     | 199       | 484      | 37       |
| Female                                 | 1,069           | 173       | 4              | 47               | 9     | 67     | 50      | 152   | 53     | 62        | 435      | 17       |
| Diverse                                | 1               | 1         | -              | -                | -     | -      | -       | -     | -      | -         | -        | -        |
| Part time employees                    |                 |           |                |                  |       |        |         |       |        |           |          |          |
| Male                                   | 9,734           | 888       | 58             | 597              | -     | 274    | 472     | 5,009 | 250    | 337       | 1,825    | 24       |
| Female                                 | 3,830           | 323       | 11             | 176              | 1     | 45     | 88      | 2,193 | 103    | 119       | 744      | 27       |
| Diverse                                | 2               | 2         | -              | -                | -     | -      | -       | -     | -      | -         | -        | -        |
| Age of employees                       |                 |           |                |                  |       |        |         |       |        |           |          |          |
| < 30 years old                         | 12,858          | 1,320     | 74             | 790              | 9     | 335    | 439     | 6,600 | 224    | 393       | 2,590    | 84       |
| 30 - 50 years old                      | 3,242           | 327       | 8              | 162              | 8     | 187    | 230     | 1,011 | 173    | 257       | 858      | 21       |
| > 50 years old                         | 483             | 43        | -              | 39               | 1     | 38     | 31      | 173   | 51     | 67        | 40       | -        |

Headcount has been recorded as at the end of the reporting period (30 June 2024). In most markets – with the exception of Taiwan and Malaysia – there has been a reduction in headcount due to a large scale business restructure, discussed in more detail below.

Domino’s leadership team - FY24

| MARKET                          | AUSTRALIA &<br>NEW ZEALAND | NETHER-<br>LANDS | BELUX | FRANCE | GERMANY | JAPAN | TAIWAN | MALAYSIA | SINGAPORE | CAMBODIA | GLOBAL<br>LT | BOARD OF<br>DIRECTORS |
|---------------------------------|----------------------------|------------------|-------|--------|---------|-------|--------|----------|-----------|----------|--------------|-----------------------|
|                                 |                            |                  |       |        |         |       |        |          |           |          |              |                       |
| Domino’s leadership team female | 3                          | 3                | 2     | 3      | 3       | 2     | 7      | 2        | 0         | N/A      | 2            | 2                     |
| Domino’s leadership team male   | 6                          | 6                | 2     | 5      | 6       | 6     | 1      | 3        | 1         |          | 8            | 4                     |
| Total                           | 9                          | 9                | 4     | 8      | 9       | 8     | 8      | 5        | 1         |          | 10           | 6                     |
| Female %                        | 33%                        | 33%              | 50%   | 38%    | 33%     | 25%   | 88%    | 40%      | 0%        |          | 20%          | 33%                   |

ATTRACTING AND RETAINING TALENT

Our goal is to attract and retain the best talent for our support offices, corporate stores and franchise partners. We know that ‘Our Pizza brings us closer together’ and that the process of making, baking and delivering pizza can bring joy to our team members and customers. We continue to invest in a variety of tools to help us attract new talent and retain team members. The following sections describe the initiatives across our markets to support these goals.

ATTRACTING TALENT

We have different ways of attracting talent, including personal referrals and word of mouth, advertising and online tools. In a fiercely competitive global labour market, we need to make sure that our value proposition delivers the best experience to attract the best talent to our team. Each of our markets has developed local strategies to attract talent. For example, in Australia we hold career events with local institutions such as the Queensland University of Technology and the University of Queensland. We also use online recruitment portals such as Domino’s Jobs and several external portals. In many of our markets, word of mouth is the best way to attract talent, as our team members can vouch for the great work environment and development opportunities that are available in our stores and support offices. We also create an inclusive

environment where everyone is welcome, regardless of their background, and we celebrate this diversity in a variety of ways.

RETAINING TALENT

We work together with our leaders, corporate store managers and franchise partners to create the best environment for our team members to thrive. Retaining talent is a key priority, particularly given the many opportunities available in such a competitive market. In addition to providing world-class learning and development opportunities, we focus on cultivating the right culture and supporting the communities in which we operate.






Employee engagement







We try to create a fun and rewarding workplace for our team members. Our leaders, corporate store managers and franchise partners run a variety of events and activities to keep our team members engaged. We often celebrate success through a variety of activities including product launches, such as the Red Bull launch party (AU), NAIDOC Week (AU), International Women’s Day and other fun activities. Employee engagement goes beyond simply creating a fun environment. We need to ensure that we provide an inclusive workplace, competitive remuneration and benefits, and opportunities for our team members to learn and grow.





Employee engagement

| MARKET                            | AUSTRALIA   |      |         |         | NEW ZEALAND   |      |         |         | NETHERLANDS   |      |         |         | BELGIUM  |         | FRANCE  |      |         |         |
|-----------------------------------|---|------|---------|---------|---|------|---------|---------|---|------|---------|---------|--|---------|---|------|---------|---------|
|                                   |  |      |         |         |  |      |         |         |  |      |         |         |  |         |  |      |         |         |
| FY                                | 2022  | 2023 | H1 2024 | H2 2024 | 2022  | 2023 | H1 2024 | H2 2024 | 2022  | 2023 | H1 2024 | H2 2024 | H1 2024  | H2 2024 | 2022  | 2023 | H1 2024 | H2 2024 |
| Employee satisfaction rate (ESat) | 75%   | 69%  | 54%     | 69%     | 75%   | 57%  | 70%     | 70%     | 73%   | 69%  | 71%     | 66%     | 59%  | 68%     | 67%   | 65%  | 57%     | 70%     |
| Difference                        |   | -6%  | -15%    | +15%    |   | -18% | +13%    | 0%      |   | -4%  | +2%     | -5%     |  | +9%     |   | -2%  | -8%     | +13%    |
| Response rate                     | 86%   | 75%  | 73%     | 72%     | 90%   | 70%  | 83%     | 83%     | 62%   | 62%  | 63%     | 49%     | 73%  | 88%     | 73%   | 81%  | 44%     | 91%     |
| Difference                        |   | -11% | -2%     | -1%     |   | -20% | +13%    | 0%      |   | 0%   | +1%     | -14%    |  | +15%    |   | +8%  | -37%    | +47%    |
| ESat benchmark                    | 74%   |      |         |         |   |      |         |         |   |      |         |         |  |         |   |      |         |         |

| MARKET                            | GERMANY   |      |         |         | JAPAN   |      |         |         | TAIWAN  |         | MALAYSIA   |         | SINGAPORE   |         | CAMBODIA  |         |
|-----------------------------------|---|------|---------|---------|---|------|---------|---------|---|---------|--|---------|---|---------|---|---------|
|                                   |  |      |         |         |  |      |         |         |  |         |  |         |  |         |  |         |
| FY                                | 2022  | 2023 | H1 2024 | H2 2024 | 2022  | 2023 | H1 2024 | H2 2024 | H1 2024   | H2 2024 | H1 2024  | H2 2024 | H1 2024   | H2 2024 | H1 2024   | H2 2024 |
| Employee satisfaction rate (ESat) | 87%   | 81%  | 67%     | 63%     | 60%   | 63%  | 57%     | 55%     | 60%   | 64%     | 64%  | 74%     | 70%   | 67%     | N/A   |         |
| Difference                        |   | -6%  | -14%    | -4%     |   | +3%  | -6%     | -2%     |   | +4%     |  | +10%    |   | -3%     |   |         |
| Response rate                     | 84%   | 83%  | 88%     | 48%     | 82%   | 91%  | 95%     | 92%     | 95%   | 90%     | 61%  | 90%     | 89%   | 86%     | N/A   |         |
| Difference                        |   | -1%  | +5%     | -40%    |   | +9%  | +4%     | -3%     |   | -5%     |  | +29%    |   | -3%     |   |         |
| ESat benchmark                    | 74%   |      |         |         |   |      |         |         |   |         |  |         |   |         |   |         |

We conduct comprehensive employee engagement surveys across our support offices, corporate stores and numerous franchise partners to gauge the satisfaction and wellbeing of our team members. These surveys are vital for gaining insight into our employees’ experiences and sentiments within the company. We anticipated a global decline in engagement due to a large-scale business restructure, which was implemented at different times throughout the fiscal year. The table above shows the employee satisfaction rate (ESat) from FY22 to FY24. It should be noted that we have included scores for both the first and second half of FY24 to illustrate the impact of the timing of the restructuring by market. While some markets have experienced expected declines, others have seen notable increases in engagement levels.

For example, Australia, which underwent its restructure early in FY24, has already shown a notable increase in engagement results. This positive trend bodes well for other regions as they complete their transitions. We hope to see similar improvements in other markets as they adapt to the changes.

We take all feedback from our team members very seriously and are committed to addressing as many concerns as possible to boost overall engagement. The high response rates to our surveys are especially encouraging and reflect our employees’ recognition and appreciation of the value we place on their voices and feedback. This level of participation underscores our commitment to fostering an inclusive and responsive work environment.

In FY24, the introduction of new survey technology enabled us to connect more effectively with a larger proportion of our team members. This advancement has facilitated continuous engagement, allowing us to address concerns promptly and significantly strengthen our relationships with employees across all regions. We are excited about the potential of these innovations to support our ongoing efforts in enhancing employee satisfaction and engagement on a global scale.

We have also created a Culture Champions Group with nominated Culture Champions from across the business. This group focuses on key areas of feedback from the engagement survey, including wellbeing, belonging and recognition.

CASE STUDY

BADMINTON CHAMPIONSHIP

In Malaysia, badminton is one of the most popular and engaging activities for Domino’s colleagues. After a pause during the pandemic, the games resumed in 2022. Once a week, between 6 PM and 8 PM, Dominoids meet up to have fun and exercise together. In late 2023, we held a friendly internal competition where the support office and operations competed against each other. From time to time, we also organise team-building and bonding sessions with all Dominoids who are members of the badminton club. There are currently about 26 Domino’s colleagues in the club.



Employee rights and compensation

We ensure that our labour standards are fair and equitable and comply with local laws, standards and regulations in the markets in which we operate. Young people are a significant part of our workforce, and it is our priority to comply with local and international laws and regulations regarding forced labour, child labour and children’s rights. Moreover, we firmly believe that competitively and fairly remunerated employees are more engaged and motivated and able to deliver better customer service, leading to higher customer satisfaction and stronger profits for franchise partners.

Remuneration policies

Domino’s reviews the remuneration for its support office and corporate store employees at least once a year and adheres to all local laws regarding remuneration and rewards. The Board also has the responsibility to review the remuneration for the Managing Director/Group CEO and other executives to ensure that they are appropriately remunerated. As Domino’s operates in 12 markets with varying local legal requirements, there is not a single remuneration policy that covers all team members. Instead, remuneration is reviewed locally for each market.

Working together for flexibility

Domino’s works hard to provide its people with secure employment that is flexible to meet individual needs. For example, employees are often drawn to casual, store-based roles because of the flexibility



they offer around their studies. We enable them to manage their personal needs outside of the workplace by allowing them to have input on work schedules.

Domino's is committed to providing continuous employment. We work within the relevant legislative frameworks for business restructuring and staffing requirements. Should a store close, we arrange for people to be redeployed to other stores wherever possible.

#### Continuous learning opportunities

To ensure consistent training across our team, we introduced the Path to Excellence (P2E) Training Platform. Designed for all Domino's store team members, it offers a world of personal growth and professional development. With nine levels ranging from New Employee Orientation to Franchise Partner, P2E covers essential skills and knowledge

in Food Safety and Operations. Each level includes various classes, eLearning modules, on-the-job training activities and learning assignments.

Our commitment to knowledge does not stop there. We are exploring options for ongoing learning, such as the roll-out of annual refresher courses in ANZ. These courses cover five key topics: 1) Safe delivery, 2) Food safety, 3) Allergen safety, 4) Dough safety and 5) Safety + audit incident reporting. This supports our team in having the knowledge and information they need to deliver safe and exceptional customer service. P2E was launched in FY22 and was fully rolled out in ANZ in FY23. Our global roll-out plan continues to progress with Japan, the Netherlands and Germany all utilising the platform in FY24. Over the next 12 months, we plan to have all our markets on the P2E Platform, meaning over 100,000 users will have access to learning and development.

## COST OF LIVING / INFLATION DPE EMPLOYEES

Inflation continues to rise in all our markets as both customers and our people face ongoing cost of living challenges. Domino's reviews inflation and cost of living metrics across all markets when determining annual wage increases to ensure our people are appropriately rewarded. We promote and engage in initiatives and benefits that enable

employees to save money on their spending through discounts and special offers. We also recognise the importance of our employee's financial wellbeing and the benefits of providing education to support better financial literacy and decision-making.

#### CASE STUDY



#### PIZZA PALOOZA IN AUSTRALIA

Domino's Australia hosted an inaugural event called the 'Pizza Palooza' to showcase the various benefits available to employees to raise awareness of discounts and money-saving services. Various providers were invited for employees to engage with and learn more about their offerings, such as private health insurance, wellness support, salary packaging, superannuation and novated car leasing (exclusively for electric vehicles). The event also highlighted other services that support employees with financial coaching and mental health issues, including our employee assistance programme and Partners Foundation – a trust set up to provide financial assistance and counselling services to Domino's employees in times of need.



## WORKPLACE HEALTH AND SAFETY

We are deeply committed to the health and safety of our team members. Safety training for staff is important for several reasons. 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. Ultimately, investing in safety 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:

- Implementation of Global Safety Forums to align markets on baseline reporting standards.
- Completion of in-person driver training in Singapore with an external provider of competency-based training standards.
- Introduction of ongoing mandatory compliance and refresher training to drive a learning culture and raise the standards of safe work practices across the network.

#### DELIVERY SAFETY

There were no work-related fatalities in FY24. However, we are committed to continually improving the safety of every delivery – regardless of how this delivery is made.

FY25 will see a drive to reduce the hazards that are encountered during deliveries. This ongoing initiative will involve educating teams about potential hazards – starting by educating them about the types of hazards they are likely to encounter, how to identify them, how to anticipate them and how to avoid creating additional hazards through their behaviour. We will examine the push and pull factors that can lead to unsafe deliveries, identifying root causes and contributing factors. This campaign will also 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?







KERRI HAYMAN – CHIEF EXECUTIVE OFFICER, ANZ

## FOCUS ON THE WOMEN IN DOMINO'S INITIATIVE

### INTRODUCTION

As part of Domino's commitment to creating a diverse and inclusive franchise system, DPE started the Women in Domino's initiative to support and empower aspiring female Franchise Partners. DPE offered \$50,000 grants to seven female store or regional managers from Australia and New Zealand to be used as contributions towards the purchase price or establishment costs of their first Domino's store. They also received a 12-month mentorship provided by experienced Franchise Partners and Domino's business leaders to support them on their journey to owning and operating their first store in the Domino's franchise system.

Two of the seven women have gone on to open new stores, already smashing sales records and currently outperforming their regional averages. A fantastic result! Kerri Hayman explains more about the initiative.



### Can you tell us about the Women in Domino's initiative and where it all began?

When I was a franchise partner in the US, I noticed a growing interest from young female managers wanting to know about becoming franchisees. This led me to start the Women in Domino's Facebook page, which quickly grew to 2,000 members. It became clear that many young women needed guidance and mentorship to become franchise partners. They often lacked confidence and didn't know where to find information. I felt we needed more female franchisees and mentors. In Australia, 80% of our team is under 25, and they need clear pathways and role models to follow.

### What challenges did you face in guiding these young women?

The main challenge was that they often didn't know where to find the necessary information or lacked the confidence to pursue franchise opportunities. I believe that having more visible female mentors can make a

**“THE IDEA IS THAT IF YOU CAN SEE IT, YOU CAN BE IT. WE NEED TO PROVIDE YOUNG WOMEN WITH THE TOOLS AND SUPPORT THEY NEED TO SUCCEED”**



significant difference. The idea is that if you can see it, you can be it. We need to provide young women with the tools and support they need to succeed.

### How does Domino's support the tenure and development of long-term team members?

Domino's has a unique culture with many team members staying for 10-15 years, which is unusual for the age group of our team members. We focus on creating opportunities for our internal team and developing franchise partners to run successful businesses. This inspires the next generation of managers and owners.

### What does the future hold for the Women in Domino's initiative?

The future of the Women in Domino's initiative is very promising. We plan to expand our mentorship programmes and provide more resources and training specifically tailored for women aspiring to become franchise partners. Our goal is to increase

the number of female franchisees significantly and ensure they have the support they need to succeed. By fostering a strong network of female leaders, we hope to inspire more women to take on leadership roles within Domino's and beyond.

### What are your key areas of focus for the next 12 months?

Our strategies for the future focus on people, profit and product. For people, we want to create a sustainable path for our team members and franchise partners. This means focusing on career paths, investing in great training and providing opportunities for team members to grow. For profit, we continue to focus on increasing franchise partner profitability so they can create meaningful wealth for their families and be able to grow the next generation of Dominoids. Finally, for our products, it's simple: we'll continue our blinding obsession with ensuring the quality at store level.





## FRANCHISEE PROSPERITY

Our franchise partners are partners in our future success and custodians of the Domino's brand. Domino's prefers to provide a pathway for 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.

### FRANCHISEE PROFITABILITY

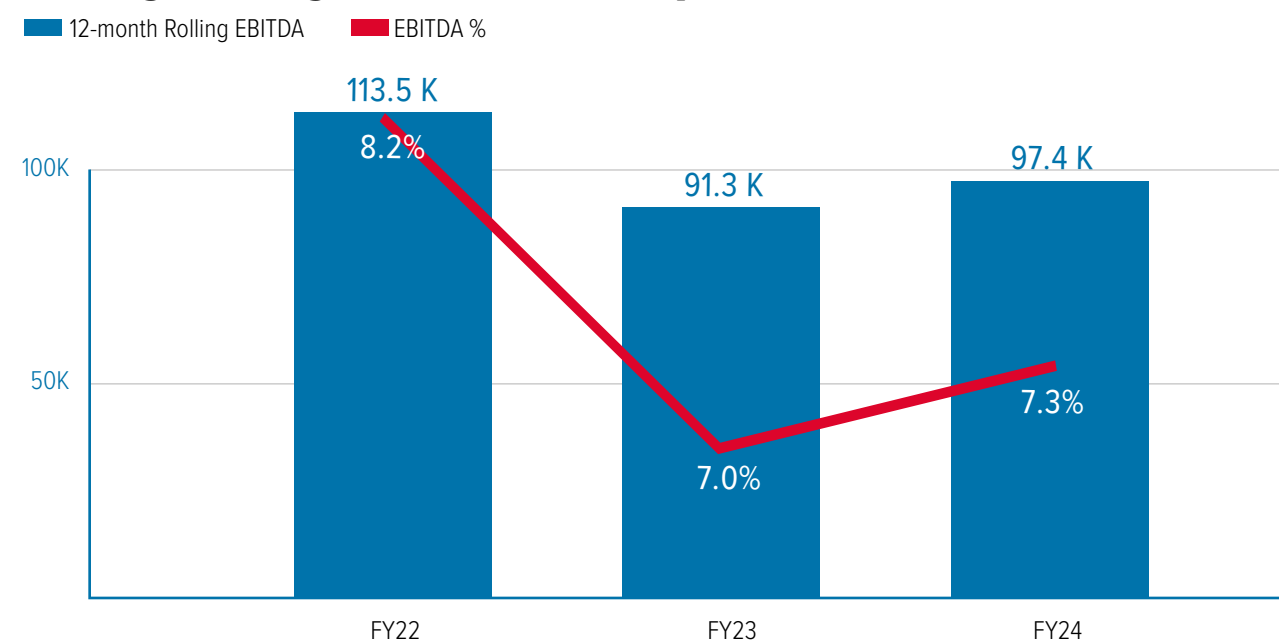
Franchisee profitability is crucial to our current and future success. DPE's management and Board members receive regular updates on franchisee profitability. Depending on local regulations, franchise partners are either required or encouraged to submit monthly profit and loss statements. Domino's also tracks the average cost of goods measured against menu and promotional prices on a daily basis. At the individual store level, Domino's provides financial support (such as rental assistance) when local trading conditions require it – for example, where foot traffic is reduced due to shopping centre renovations. 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 for improved customer satisfaction scores or reduced average delivery times.

Last year, we announced a wide-ranging strategic review to deliver cost savings, improved efficiency and a foundation for future growth. This year, we can confirm that the benefits have flowed through to better profitability for stores, improved returns for franchise partners and more value for customers.

Average group franchised store profitability in FY24 improved by 6.7% to AUD 97,400, driven by growing same store sales and a reduction in store operating costs. While this is encouraging, there is still more work to be done to achieve our group franchise partner profitability target of AUD 130,000 per store, which we believe will re-accelerate store expansion by existing franchise partners and store managers. To achieve this, we aim to grow sales and reduce costs through inspired product and menu development, pricing for everyday value and the introduction of an aggregator strategy to attract profitable new customers.

### Average Rolling 12-month EBITDA per store



### CASE STUDY

#### DOMINO'S FOR GOOD GLOBAL AWARD/ DENNIS VAN DALFSEN

This year the global Domino's for Good Award was presented for the third time. This award is presented to franchise partners, stores and team members who demonstrate a high level of commitment to the values of Domino's for Good and live by them every day in their stores and their communities.

This year, the award went to Dennis van Dalfsen in the Netherlands. If anyone stands for 'doing the right thing because it's the right thing to do', it is Dennis van Dalfsen. In his work for Domino's, Dennis is always committed to coaching colleagues to get the best out of themselves. As well as focusing on our people, Dennis also works on our waste streams, switching to as many electric vehicles and sustainable stores as possible, ensuring a clean environment around our stores and a sustainable support office.

Dennis has been involved with Domino's for Good from day one, setting up a group of ambassadors in the Netherlands and, together with the other global ambassadors, shaping the direction of Domino's for Good within DPE.

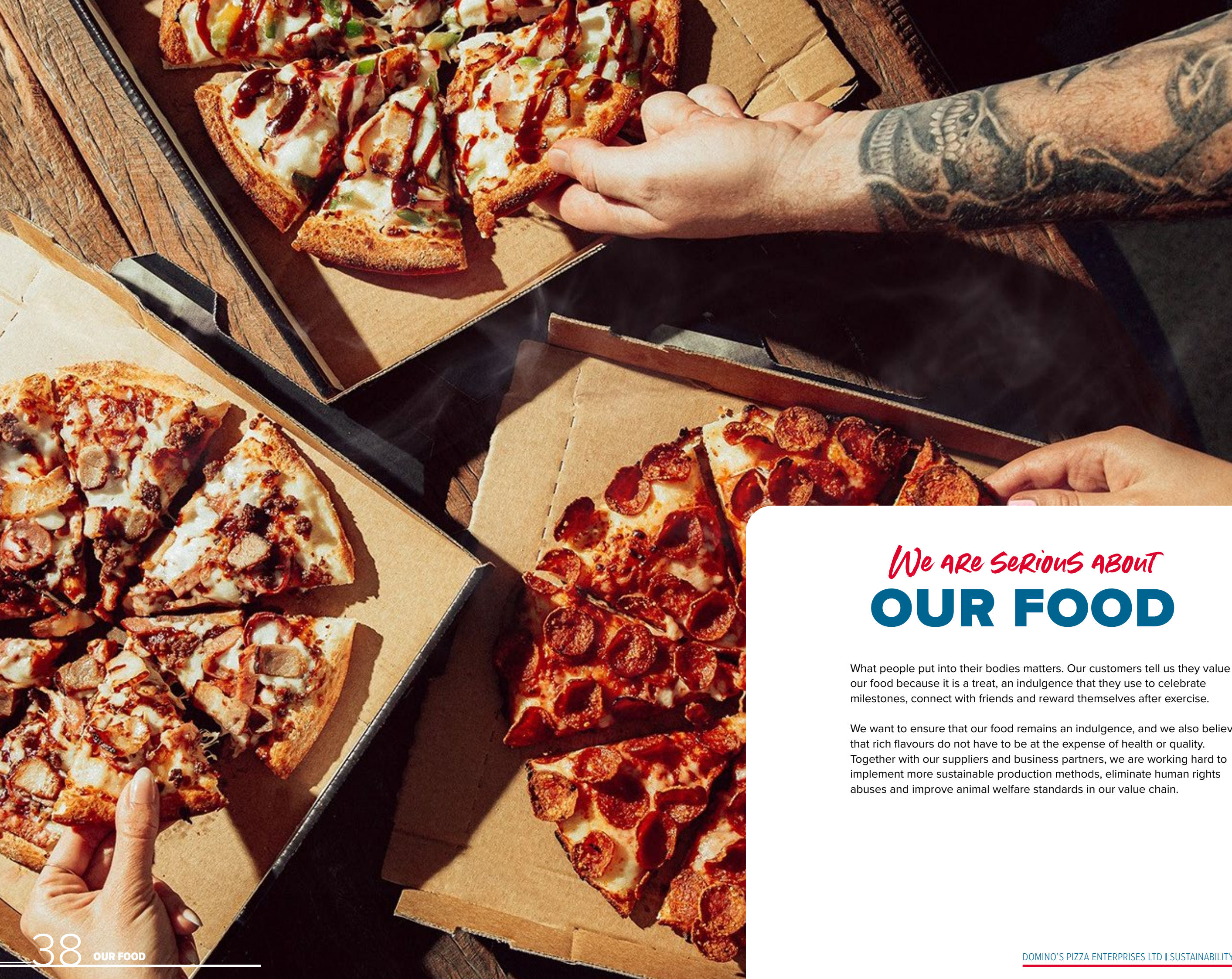
In addition to his daily work, Dennis is also involved in the JINC foundation, which aims to create a society where your background does not determine

your future. For example, he coaches young people to get the best possible start in their working lives, gives job interview training and organises an annual day for schoolchildren at our head office where they learn to develop and pitch business plans.

Dennis' motto is to strive for a better world, with each other and for each other. He does this with irresistible energy that brings out the best in the people around him. But he does it in typical Dennis fashion: down-to-earth and in a way that makes it usable and applicable to everyone at Domino's.







## *We ARE SERIOUS ABOUT* **OUR FOOD**

What people put into their bodies matters. Our customers tell us they value our food because it is a treat, an indulgence that they use to celebrate milestones, connect with friends and reward themselves after exercise.

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 health or quality. 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

Maintaining high standards of food safety and hygiene is a top priority for DPE, and our commitment to food safety is upheld across all our stores through a robust food safety programme.

STORE INSPECTIONS

As part of our continuous improvement process, the following inspection types are completed:

- We aim for our stores to undergo at least four food safety evaluation (FSE) audits each year. These consist of a minimum of
  - four internal DPE Audits and,
  - for a sample of stores in each market, one audit mandated by DPI, the Master Franchisor of the Domino's global network.

- We also aim to complete four operations evaluation report (OER) audits per year, often conducted in conjunction with the FSE audit.
- SafetyPlus inspections were introduced in some markets during FY24 and will be rolled out globally over the next few years.

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.

Store inspections

|  | GLOBAL<br>TOTAL | AUSTRALIA<br>NEW<br>ZEALAND | NETHER-<br>LANDS | BELGIUM | LUXEM-<br>BOURG | FRANCE | GERMANY | JAPAN | TAIWAN | MALAYSIA | SINGAPORE | CAMBODIA |  |
|--|-----------------|-----------------------------|------------------|---------|-----------------|--------|---------|-------|--------|----------|-----------|----------|--|
|  |                 |                             |                  |         |                 |        |         |       |        |          |           |          |  |
| Average number of stores                           | 3,752           | 888                         | 367              | 114     | 1               | 475    | 401     | 1,003 | 189    | 262      | 42        | 9        |  |
| Number of Safety Plus store inspections            | 3,160           | 1,754                       | -                | -       | -               | 1,220  | -       | -     | 186    | -        | -         | -        |  |
| Number of OER store inspections                    | 12,426          | 3,211                       | 1,392            | 289     | 4               | 964    | 1,565   | 3,273 | 764    | 797      | 126       | 41       |  |
| Number of DPE FSE store inspections                | 10,869          | 3,304                       | 233              | 90      | 1               | 964    | 1,564   | 3,273 | 624    | 664      | 126       | 26       |  |
| Number of DPI FSE store inspections                | 4,160           | 957                         | 306              | 133     | -               | 595    | 458     | 1,125 | 183    | 345      | 49        | 9        |  |
| Total number of store inspections                  | 30,615          | 9,226                       | 1,931            | 512     | 5               | 3,743  | 3,587   | 7,671 | 1,757  | 1,806    | 301       | 76       |  |
| Number of Safety Plus critical violations          | 527             | 192                         | -                | -       | -               | 335    | -       | -     | -      | -        | -         | -        |  |
| Number of OER critical violations                  | 1,853           | 533                         | 447              | 58      | -               | 165    | 259     | 158   | 56     | 147      | 28        | 2        |  |
| Number of DPE FSE critical violations              | 1,164           | 412                         | 37               | 19      | -               | 165    | 201     | 124   | 40     | 137      | 27        | 2        |  |
| Number of DPI FSE critical violations              | 601             | 249                         | 16               | 29      | -               | 96     | 22      | 76    | 7      | 100      | 4         | 2        |  |
| Total number of critical violations                | 4,145           | 1,386                       | 500              | 106     | -               | 761    | 482     | 358   | 103    | 384      | 59        | 6        |  |
| Number of stores which had a critical violation    | 1,845           | 680                         | 339              | 49      | -               | 96     | 287     | 149   | 72     | 140      | 29        | 4        |  |
| Average Safety Plus store inspections per store    | 1               | 2                           | -                | -       | -               | 3      | -       | -     | 1      | -        | -         | -        |  |
| Average OER store inspections per store            | 3               | 4                           | 4                | 3       | 3               | 2      | 4       | 3     | 4      | 3        | 3         | 5        |  |
| Average DPE FSE store inspections per store        | 3               | 4                           | 1                | 1       | 1               | 2      | 4       | 3     | 3      | 3        | 3         | 3        |  |
| Average DPI FSE store inspections per store        | 1               | 1                           | 1                | 1       | -               | 1      | 1       | 1     | 1      | 1        | 1         | 1        |  |
| Average store inspections per store per year       | 8               | 10                          | 5                | 5       | 4               | 8      | 9       | 8     | 9      | 7        | 7         | 8        |  |
| Average number of internal food safety supervisors | 45              | 8                           | 3                | 3       | 1               | 6      | 6       | 8     | 3      | 4        | 2         | 1        |  |

\* Examples of critical violations include: store equipment in significant disrepair, multiple store surfaces in condition of uncleanness, refrigeration temperatures above accepted level, sub-standard quality of dough.



This year, all markets were brought together under one food safety CoE and the auditing systems were standardised. As a result, we can now identify gaps in each market more easily and use the experience and knowledge from other markets to close these gaps. We can test ideas and concepts more easily and use the knowledge we gather across markets to build our food safety culture. The Operations Compliance Managers from each market meet regularly and share ideas and knowledge about what works in their market to reduce critical violations, which will remain a key focus for FY25.

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:<sup>1</sup> Global Food Safety Initiative (GFSI) certification
- 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

Our objective for the end of 2024 is to achieve 100% supplier certification. Suppliers that do not

achieve this certification will be audited by third parties to ensure compliance with global food safety standards. We take this commitment seriously and, when one of these suppliers fails the third-party audit, we work with them to remediate the situation.

Before receiving final approval, our suppliers must first complete the full specification, which includes information on the supplier, the plant and the 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).

Our Internal Audit Programme has been implemented in the ANZ and Asia markets to ensure that food safety regulations are applied throughout our value chain. Europe will start implementation by FY25. The goal of the programme is to manage internal inspections to ensure that the most critical suppliers (for food safety as well as the brand's core products) are 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 and Malaysia, and will roll this out in all markets globally in FY25.

<sup>1</sup> 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 ingredients include flour.





## Product withdrawal & recall

|   | GLOBAL TOTAL | AUSTRALIA | NEW ZEALAND | NETHERLANDS | BELGIUM | LUXEMBOURG | FRANCE | GERMANY | JAPAN | TAIWAN | MALAYSIA | SINGAPORE | CAMBODIA |
|---|--------------|-----------|-------------|-------------|---------|------------|--------|---------|-------|--------|----------|-----------|----------|
|   |              |           |             |             |         |            |        |         |       |        |          |           |          |
| Number of voluntary withdrawals                     | 21           | -         | 1           | 2           | 2       | 2          | 1      | 5       | 2     | 2      | 1        | 1         | 2        |
| Quantity (kg) of food product withdrawn from stores | 21,629       | -         | 34          | 705         | 214     | 2          | 222    | 836     | 9,327 | 7,218  | 800      | 1,187     | 1,084    |
| Number of confirmed foodborne illness outbreaks     | -            | -         | -           | -           | -       | -          | -      | -       | -     | -      | -        | -         | -        |

\* All the withdrawals were initiated voluntarily by Domino's to guarantee the safety of our products to our customers

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.

As shown in the table above, there were 21 food withdrawals in FY24, totalling 21,629 kg, due to quality issues. Importantly, all detected defective products were identified before reaching customers, either at customs, in our warehouses or in stores. The majority of the withdrawals, 17,631 kg, were due to products failing to meet our required quality specifications. In particular, in Taiwan and Japan we acted proactively to withdraw supply of a product that was outside of local legislative requirements, before it cleared local customs. An additional 2,580 kg was

withdrawn due to the detection of a foreign object. Incorrect labelling affected 256 kg and 1,162 kg was contaminated with allergens.

At DPE, each of our markets has dedicated recall teams with representatives on standby from various business departments. Each year, a simulated recall is conducted by the Quality Assurance team to meticulously 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 ensure that each product meets our strict microbiological criteria and meets our expectations for shelf life, all in the name of food safety and customer wellbeing.

## FOOD QUALITY

In Europe, 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. All products are tested according to an internal sampling plan. The top 15 products – the core or business-critical products – are checked at least once a month. They include mozzarella, tomato sauce, pepperoni, meats (chicken sides, ham, bacon) and dough (which is checked daily). The aim of this programme is to achieve 100% food quality compliance for each product. In the event of non-conformity related to product quality, the team organises specific tests to check whether it is an isolated case in one store or whether the supplier needs to take action.

In ANZ, we conduct Fresh Food Evaluations in-store, which take place four times per year (approximately every three months). The core products and ingredients are assessed against the supplier's specification for the product. We measure and score things like weight, size, sauce viscosity, colour and taste. In case of non-compliant products, the supplier is informed so they can take corrective action.

In our Asian markets, quality testing is carried out at the store level by our Quality Assurance teams. Overall, the aim is to extend the Product Quality Programme to all markets to ensure we have the same focus and evaluation per product category.



1.

In-store Food Evaluations take place **four times per year**

2.

**Core ingredients are assessed** on their weight, size, texture, colour and taste

3.

If a product does not comply, the supplier is informed so they can **take corrective action**



## CASE STUDY

### ANZ: ADDRESSING CUSTOMER ALLERGEN CONCERNS IN FY24

In FY24, we tackled a growing concern in Australia and New Zealand regarding practices around allergen management. Here is how we tackled it.

#### Internal and external reviews

- We conducted an internal review of our allergen management practices.
- An external provider independently reviewed our allergen management.
- A cross-functional working group was established to monitor findings and implement action items.

#### Domino's allergen management technical review

- The external consultant's review confirmed our compliance with legislative and Food Standards Australia New Zealand requirements.
- The consultant identified 19 areas of allergen management where no changes were necessary.
- Operational recommendations were provided to enhance our allergen management practices further.

#### Actions taken

Based on the Domino's allergen management technical review and consultations with the QA, OER, Operations, IT, Digital, Marketing, Safety, and Legal teams, we implemented the following actions:

##### 1 Website updates

- The QA department updates and reviews allergen information on our website after every promotion and change.

##### 2 Training enhancements

- Training modules were reviewed and updated.
- Food Safety and Allergen training is mandatory.
- Annual refresher training on allergens is conducted by the Training team.
- The Communications team regularly sends reminders about food safety and allergen practices to the network.
- The QA Team and Vocal team monitor and assess trends or emerging issues and take immediate action.

##### 3 Operational improvements

- A new allergen button was added to cooking instructions in Pulse to assist staff with allergen-related requests.
- New food-safe, identifiable cut blade stickers were distributed to all stores to prevent cross-contact for gluten-free and vegan orders.
- Gluten-free and plant-based ingredients are stored in separate, labelled containers to avoid cross-contact.

##### 4 Enhanced audits and industry collaboration

- OER increased allergen audit questions on the Food Safety Evaluations.
- The QA team joined a QSR Allergen working group to establish standardised industry communication practices.

##### 5 Customer communication

- Website disclaimers and T&Cs regarding allergens were updated to meet requirements.
- Allergen information on the website was expanded to assist customers with allergen concerns.



## RESPONSIBLE FOOD

As part of our ongoing improvement process, we have strengthened our focus on responsible sourcing and, in FY23, developed a new Responsible Sourcing Policy, which replaced our Business Code of Conduct in FY24.

We work 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. We are moving in these directions based on our science-based targets, which include the latest SBTi FLAG guidance, as approved by the SBTi.

#### ANIMAL WELFARE

##### Better Chicken Commitment

We are committed to maintaining high animal welfare standards. 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 to agree on a set of targets that we are committed to achieving by 2026.

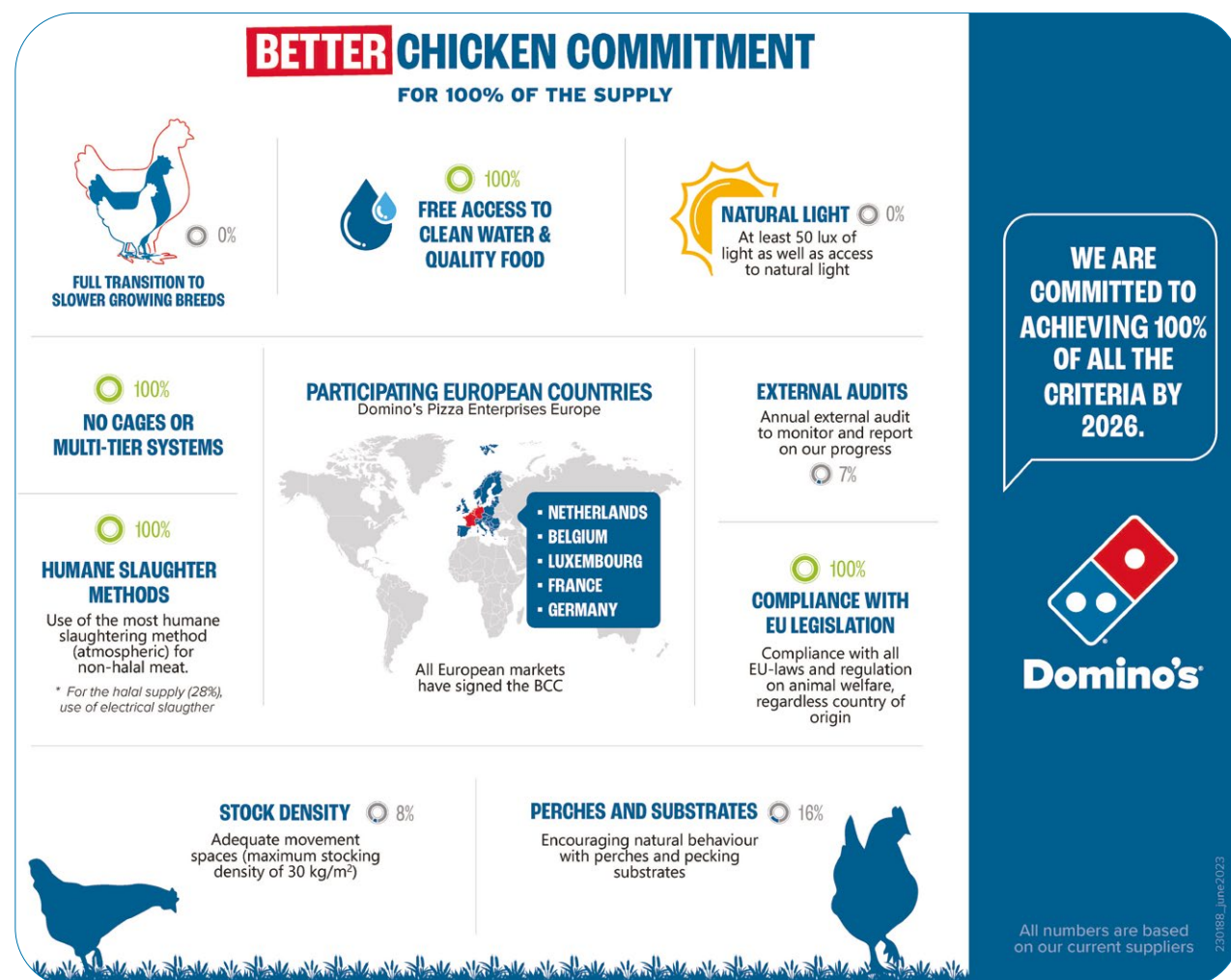
In 2021, Domino's ANZ partnered with Compassion in World Farming and signed up to the Better Chicken Commitment (BCC), a first for the QSR industry in the region. The BCC works to significantly improve the conditions in which broiler chickens are raised and slaughtered.

Domino's ANZ continues to be a part of the Society for the Prevention of Cruelty to Animals (SPCA) Better Chicken Commitment working group, which enables us to work with our business partners, animal welfare groups and other retail companies to achieve our goals. The SPCA is New Zealand's oldest animal welfare charity.

We are currently developing a company-specific roadmap that will enable our team members to engage in clear discussions with our business partners about incremental targets. This roadmap will support us to meet the requirements of the Better Chicken Commitment.







We are proud that 100% of the chickens supplied to Domino's in Australia and New Zealand have free access to clean water and quality feed, with none confined in cages or multi-tier systems. We acknowledge, however, that more can be done to improve broiler welfare standards within our supply chain. Therefore, it is our priority to collaborate with and support our business partners and farmers through ongoing improvements to animal welfare.

Domino's is committed to achieving its 2026 targets, ensuring that all our chicken meets the Better Chicken Commitment standards for all 2,300+ stores across Australia, New Zealand and Europe.

In Europe, we have made significant progress, as highlighted in the infographic above, and will continue to take steps to address areas where further improvement is needed.

#### Pork Commitment

Progress on Domino's Pork Commitment in Europe in FY24 was slower than anticipated due to the challenges our business partners faced in meeting the new standards. The lack of widespread animal

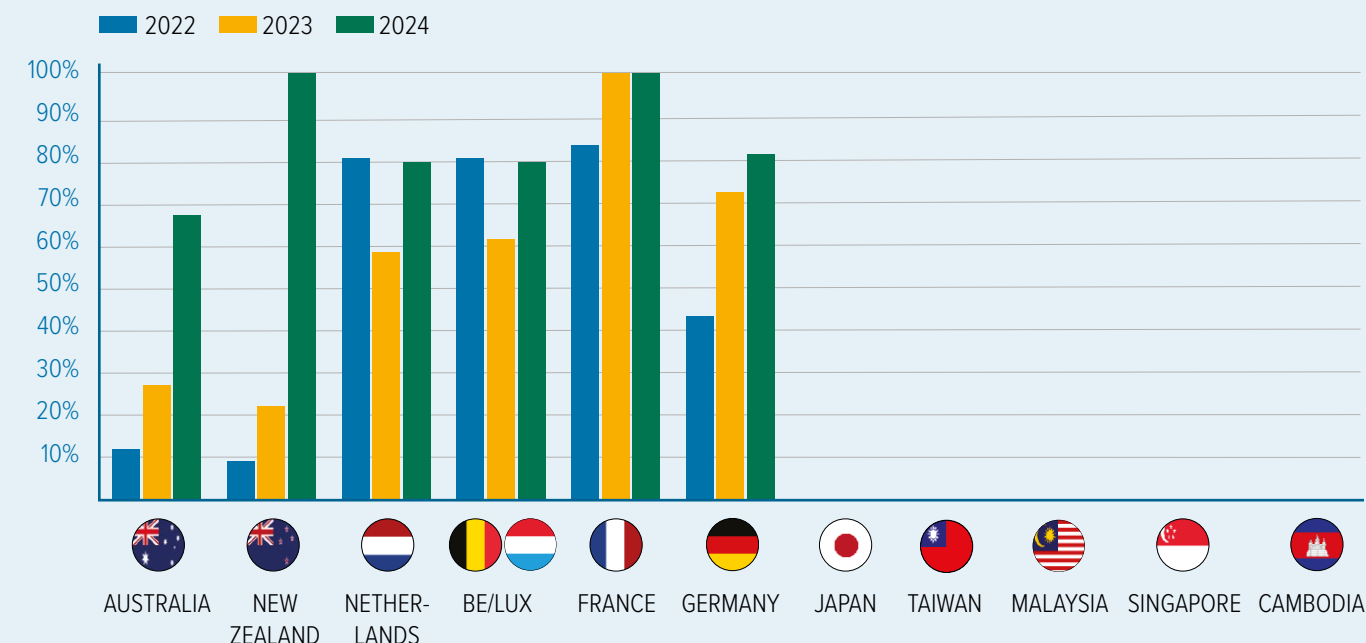
welfare commitments for pork within the industry has made implementation more difficult, as there is less industry and peer pressure to drive impactful change. However, based on the progress we have observed in the chicken industry, we are optimistic that the pork industry will soon follow suit, which should accelerate our progress. 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 egg 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 the end of 2025. Our decision to make this commitment was driven by several key benefits:

- Ethical considerations:** This aligns with our commitment to animal welfare by reducing the demand for eggs, supporting more humane farming practices.
- Allergen removal:** Removing eggs makes products more inclusive by eliminating a common allergen, benefiting customers with egg allergies.

### Percentage of cage-free egg products



**3 Vegan-friendly options:** These offer products that appeal to vegan consumers or those avoiding animal products for health or ethical reasons.

As shown in the figure above, we made significant progress on this goal in all European and ANZ markets in FY24. 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.

#### Domino's Dairy Initiative

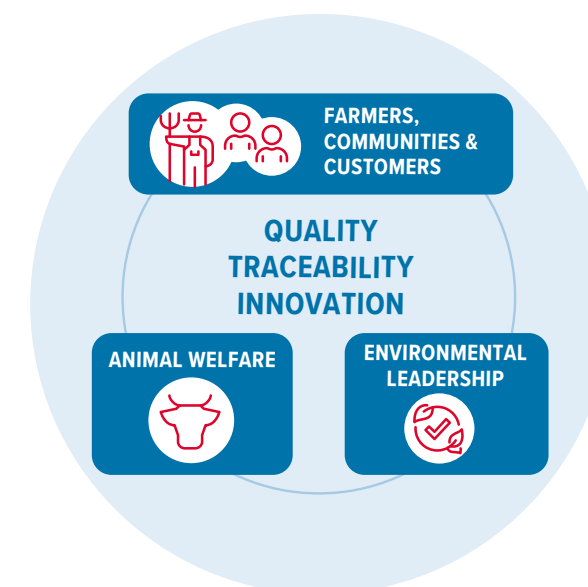
The Domino's Dairy Initiative was established in 2023. Since then, we have collaborated with our largest dairy supplier to develop meaningful KPIs and metrics to monitor performance against our three pillars mentioned below. These will help us drive impactful change across all our global dairy suppliers and enable us to compare their performance in a unified framework.

The Domino's Dairy Initiative is based on three main pillars, and we aim to deliver a better dairy slice for:

- Farmers, communities and customers
- Animal welfare practices
- Environmental aspects

Through these pillars, we aim to promote traceability, transparency and innovation from the farm to the production. Our goal is to better understand and engage with all stakeholders to improve environmental, social and animal welfare practices. We are also committed to supporting and recognising farmers who adopt regenerative agricultural practices.

As we begin to measure our progress, we look forward to welcoming more dairy suppliers into this initiative and sharing our achievements with our stakeholders.







CHUA CHEE YAM – CHIEF PARTNERSHIPS OFFICER, MALAYSIA, SINGAPORE & CAMBODIA

## FOCUS ON ‘BACK OF HOUSE – BOH’ PROJECT

The markets of Malaysia, Singapore and Cambodia have been owned by DPE since November 2022, and over the past two years these markets have worked to implement all of the ESG goals and targets set by DPE.

Chua Chee Yam joined Domino’s about one year ago as the Chief Partnerships Officer for these three markets, and his role is to handle procurement and the supply chain. One of his main projects has been to move the dough production from a central unit to in-store for Malaysia and Singapore.



### Can you tell us more about the ‘Back of House – BOH’ project you carried out for Malaysia and Singapore?

The goal of this project was to move from centralised dough production in Malaysia and Singapore to in-store dough production. This change would also allow us to reduce the frequency of deliveries from our warehouses to the stores from twice a week to once a week. However, this required a change in our vegetables, as previously the shelf life of pre-cut vegetables was only five days, which would not align with a weekly delivery. To improve this, we introduced in-store slicers so that whole vegetables could be delivered to stores where they could be cut and processed.

### Can you tell us about the sustainability benefits of implementing this new way of working?

The main benefit of this project is the reduction of CO<sub>2</sub> emissions as we have fewer trucks on the road as a result of moving from two deliveries per week

to just one, and we have done this for two markets. At this stage, we do not have data on the CO<sub>2</sub> reduction as we need to measure this over a longer period, but we are confident that the impact will be significant.

We are also seeing some utility savings by moving away from centralised dough production, leading to reduced energy consumption in both Malaysia and Singapore.

### In terms of your role and your area of work, what are the main sustainability challenges in the markets?

In all our DPE Asia Pacific markets, especially Malaysia, Singapore and Cambodia, our laws and regulations are not as advanced in terms of sustainability compared to other DPE markets. This creates challenges – such as cage-free eggs, which we have been exploring. However, there is currently only one supplier in Malaysia, and they

**“THE MAIN BENEFIT OF THIS PROJECT IS THE REDUCTION OF CO<sub>2</sub> EMISSIONS AS WE HAVE FEWER TRUCKS ON THE ROAD AS A RESULT OF MOVING FROM TWO DELIVERIES PER WEEK TO JUST ONE, AND WE HAVE DONE THIS FOR TWO MARKETS”**

lack the volume to meet our needs. That said, more companies are looking into this area, so demand may increase in the near future, leading to greater supply and more competitive prices. This is one of the key challenges we face in achieving sustainability in our supply chain.

### What are you most proud of in FY24?

My proudest moment in my year at Domino’s is the introduction of BOH dough in Malaysia and Singapore. We have already seen the benefits of this, and it has also helped us to improve the overall profitability of the business through cost savings and carbon footprint reduction. This huge project was not easy as it involved many departments. Coordination was key, and we delivered a successful roll-out by working as a close team.

### What is your main focus for the next 12 months?

For the next few months, we need to focus on changing our third-party logistics in Malaysia as it is not very stable at the moment. For Singapore, we are looking into alternative suppliers for our top products to ensure that we have a backup in case of price increases or stock shortages. For Cambodia, some products do not have full GFSI certification, so we are working to improve this.

As a longer-term project for all markets, we are looking at how we can maximise truck use. If we can allow trucks to carry more load and travel to more locations in one trip for the same cost, this will improve emissions.





FOOD NUTRITION AND INNOVATION

Domino's has a long-standing commitment to be led by our customers' tastes and dietary preferences while providing inspired products that they will love. For example, we are on a journey to offer products that are completely free of artificial colours, flavours and preservatives while offering our customers a wider range of products for more occasions. We strive to use the freshest, most natural ingredients in our pizzas, sides and desserts, sourcing the highest quality ingredients that do not require hidden additives such as artificial colours or flavours. We also believe that there is no need for preservatives, as our high sales volume allows us to use up ingredients in a short time.

We are working hard to offer increased transparency on our products' nutritional ratings in all markets and display relevant nutritional information in all in-store and online ordering markets.

We are also reducing allergens in our products and are among one of the first Quick Service Restaurants to offer vegan cheeses, vegan doughs and plant-based proteins. We are currently working to introduce new lower-carbon offerings and to harness future food technologies to improve nutrition within the food industry. Thanks to our continuous focus on innovation, we have increased the quality of our food and made it taste even better. These innovations provide our customers with a greater range of options and help us gain an edge over our competitors. In many cases, customers have rewarded our efforts by becoming loyal to these products, which is exemplified through Domino's increased market share in Australia during FY24.

A CLEANER MENU

In recent years, we have made significant progress in improving the quality of our food while creating delicious products. In 2017, our European team began their journey to achieve a 100% clean-label menu in our European markets. As we work towards this goal, our teams are exploring solutions for finished products. Our approach involves analysing our menu and engaging with suppliers to reduce artificial ingredients and find natural alternatives. The result is a menu that is between 70% and 100% free of artificial colours, flavours and preservatives. We now have seven markets, as compared to six markets in FY23, with products free of artificial colours and maintained three markets with products free of artificial flavours. This demonstrates our continued commitment to deliver a menu that is 100% free of artificial colours and flavours in all our markets.

We face challenges in achieving this goal, mostly related to the storage and transport of certain products. Reducing the use of preservatives in meats and sauces has been particularly challenging, as they play a role in extending shelf life and supporting food safety. We have made significant progress through continuous evaluation and refinement, collaboration with our suppliers and our drive towards a clean-label standard.

SUSTAINABLE FOOD INNOVATIONS

Our pizza dough is the foundation of every great pizza. We are upgrading all our APAC stores to enable in-store dough preparation, enhancing the freshness and enjoyment of our handmade pizzas for customers. All new stores since October 2022 have been equipped for in-store dough-making



from the outset, and in FY24 we converted 100% of our Japan, Malaysia and Singapore stores to in-store dough-making.

In Europe and Australia, we source all our vegetables, including tomatoes, peppers, mushrooms, onions and spinach, locally. This ensures the freshness of our products, supports local farmers and improves the efficiency of our supply chain.

An important sustainable innovation that we continued this year is working towards the removal of cage-free eggs from our European and ANZ markets, as well as the removal of eggs from essential recipes and products. See the 'Responsible food' section above for more details on this project.

Another exciting project was the development of a new recipe for Flamed Beef in France (see case study to the right). This is in line with our goal of developing more sustainable meat alternatives to reduce the need for animal products and the environmental impact of intensive farming. We anticipate that this will extend to additional pilot innovation projects in regenerative agriculture or alternative sustainable solutions for our dairy, tomatoes, flour and beef.

We also created the Inspired Product Development (IPD) evaluation tool. This gives us a global method for markets to evaluate and rate new products against criteria aligned with our innovation triangle. In FY25, the new tool will be piloted in three markets before being rolled out globally. For more details, see the 'Centre of Expertise: Sustainable Product Innovation' section.

CASE STUDY



FRANCE: FLAME GRILLED BEEF

Towards the end of FY23, DPE worked with Dawn Farms to develop a new Flame Grilled Beef. The product needed to meet the following requirements:

- Free of artificial additives, preservatives and flavour enhancers
- Free of artificial colours and flavours
- Free of added trans-fat, ionised and irradiated products, nanoparticles and genetically modified organisms

Dawn Farms worked with Domino's to develop the product with both sustainability and commercialisation in mind. The result was a recipe that reduced CO<sub>2</sub> equivalent emissions by 29% by reducing the meat content without compromising taste and changing the origin of the meat.

The beef is now sourced in Ireland, where approximately 92% of beef farms are a part of a unique global scheme – the Sustainable Beef and Lamb Assurance Scheme, which involves farms being audited annually at a national level through on-farm carbon footprint assessments.

This recipe was launched in February 2024 and since it was introduced, we have saved 954 tonnes CO<sub>2</sub>e, which is equivalent to 370 economy class round trips from Brisbane, Australia to Amsterdam, the Netherlands.<sup>1</sup>



<sup>1</sup> Calculated using Singapore Airlines carbon footprint calculator - <https://carbonoffset.singaporeair.com.sg/>.

Food nutrition and innovation

|  | AUSTRALIA | NEW ZEALAND | NETHERLANDS | BELUX | FRANCE | GERMANY | JAPAN | TAIWAN | MALAYSIA | SINGAPORE | CAMBODIA |
|--|-----------|-------------|-------------|-------|--------|---------|-------|--------|----------|-----------|----------|
|  |           |             |             |       |        |         |       |        |          |           |          |
| % of ingredients that are free of artificial flavours      | 100       | 100         | 99          | 99    | 93     | 99      | 100   | 70     | 92       | 90        | 90       |
| % of ingredients that are free of artificial colours       | 100       | 100         | 100         | 100   | 100    | 100     | 100   | 88     | 90       | 91        | 90       |
| % of ingredients that are free of artificial preservatives | 92        | 92          | 90          | 90    | 87     | 95      | 100   | 96     | 80       | 80        | 83       |





## *We cherish* **OUR CUSTOMERS**

At the core of our commitment to sustainability is the understanding that 'good food' is a highly personal concept, shaped by individual preferences, emotions and moments. This mindset drives our dedication to providing diverse options that cater to individual tastes, while upholding our unwavering commitment to quality.

We value convenience for our customers, and prioritise efficient delivery and a seamless, secure digital experience, as essential pillars of our business success. Our engagement with customers extends beyond the transactional, as we actively connect with them through social media and implement transparent communication about the steps we are taking to drive improvement. This includes celebrating milestones, outlining the challenges we face, and communicating our strategies for overcoming them.

We also place a strong emphasis on addressing customer concerns and continuously enhancing both our service and our brand image. Through these efforts, we aim not only to satisfy individual tastes but also to contribute to a more sustainable and responsible food industry.



# CUSTOMER EXPERIENCE AND ENGAGEMENT

Every customer wants their pizza to be freshly made and hot out of the oven. Meeting customer expectations and improving satisfaction in the design and delivery of our products, services and experiences is key to the success of our business. Below are some examples of how we are meeting our customers' needs through innovation.

## IMPROVED ONLINE ORDERING EXPERIENCE

Customers in all our markets now benefit from an improved ordering experience. Returning customers can start the ordering experience directly on the On Line Ordering menu in their local store. We know from our data that customers tend to order from the same store or to the same address, so for returning customers we default their next order to the same details, saving them between 30 and 45 seconds in the ordering process.

Last year, we rolled out the new native ordering app across all markets, making ordering faster and easier. This year, we have taken further steps to improve the ordering experience for our customers by introducing the following initiatives:

- **In-App Offers:** Across all our markets, we have integrated the offers we have in the separate Offers App directly into the Ordering App. This allows us to deliver better value and let customers interact with a single app.

- **Priority Ordering/Skip the Queue:** Customers can now choose to have their order prioritised in-store for a small fee. This allows them to receive their pizza faster if they are pressed for time. Priority Ordering is available for delivery and pick-up orders in Australia, New Zealand, Japan, the Netherlands, Germany and France.
- **Simplified address search:** We have replaced our legacy address search with the more modern Google autocomplete solution, making it easier for customers to find their home address and reduce drop-offs. Refer to the below case study for further details.

## LAUNCH OF IN-STORE KIOSKS IN AUSTRALIA

In FY23, we launched in-store kiosks in a number of stores in the European market. This was extended to Australia this year to offer customers an alternative to ordering in-store. The kiosks allow customers to browse and discover more products, while freeing up store staff to better serve our customers.

## CUSTOMER LIFETIME VALUE

An important element of customer experience and engagement is our Customer Lifetime Value (CLV) approach. We see our CLV mindset as critical to achieving the best possible customer experience because it looks beyond a single transaction or point in time, focusing instead on the customer's lifetime



relationship with our brand. When our customers have a great experience, they buy from us again. In fact, our most satisfied customers return many times throughout the year, resulting in higher sales.

As our databases at DPE continue to grow, we are committed to more sophisticated communication options to deliver better offers and a better experience for every customer. We have started testing personalised offers that factor in the number of pizzas that a customer typically buys, so we can tailor our combo deals to each customer. Early results have been encouraging with +50% increases in engagement and conversion in certain markets.

## OFFERING CHOICE AND TRANSPARENCY

We want to make sure our customers have everything they need to make informed food choices. To ensure they have all the facts, we are working towards full transparency about the ingredients used in Domino's products and their nutritional value, as well as the environmental footprint of the products they buy from us.

To meet the changing needs of our customers, we have started to offer our European and ANZ customers an extensive range of vegan products. These include 100% vegan dough, vegan cheese, fully vegan pizzas, plant-based protein alternatives

such as vegan options for crunchy 'chicken' and plant-based 'chicken'. FY24 also saw the Australia and New Zealand markets improve on their current vegan offering with the introduction of a new and improved Vegan Cheese that melts better, tastes better and looks better. This is now the default Vegan Cheese product across ANZ stores. In addition, this has been extended to our sides and dessert range, in ANZ markets, where we have recently introduced a vegan alternative to our popular 'churros' and invested in new equipment to improve the product quality and cooking of the Vegan Cheesy Garlic Bread. Furthermore, these improvements have been made at no additional cost to our customers, demonstrating Domino's ongoing commitment to ensuring we deliver inspiring products to all our consumer groups.

This year, we focused on offering our customers more choice in more ways than ever before. FY24 saw Domino's introduce our most customisable and one of our most popular new product developments ever, in a wide range of markets around the world: My Domino's Box. This meal deal box includes one main and two sides. The mains are available as either a Pizza or Meltzz and can be selected from all price ranges (Premium through to Value), allowing flexibility in the total sale price.

## CASE STUDY

### SIMPLIFIED ADDRESS SEARCH

#### What does it deliver?

In FY24, we introduced a streamlined, single field predictive address search. This replaces the previous system to offer a faster and more convenient search experience for our customers. The redesign simplifies the address validation process and ensures accurate delivery addresses.

#### What is the expected outcome?

- 1 A faster and more convenient address search experience for our users
- 2 Increased delivery address search completion success rate



#### When and where is it being launched?

We have launched the new delivery experience across both app and web in Australia, New Zealand, France, Belgium, Malaysia and the Netherlands, with the roll-out in our remaining markets expected in FY25.

#### What does this mean for our business and our customers?

The optimised address search ensures that more customers than ever can view our inspired product range on the menu and continue with their online order. This also ensures that the addresses provided by customers are accurate and can be delivered efficiently by our stores.



The sides are available in both savoury and sweet options, enabling customers to create a complete three-course meal in one product if they choose, all for as low as AUD 10. In the Australian market, as of July 2024, the My Domino's Box has over 2,700 combination options available. In addition, all new product developments are designed with this product in mind, allowing these options to continue scaling.

We provide information on the calorie content of our menus in line with national legislation in our respective markets. In FY24, we also worked hard to improve the quality of our ingredients (see 'Our food'), and we are increasingly communicating with our customers about the origin of our ingredients.

NUTRITIONAL SCORING SYSTEM

To further enhance our commitment to transparency for our customers and the choices we offer, in FY22 we implemented the EU's widely used Nutri-Score system in some of our European markets. We subsequently rolled this out across the remaining European markets in FY23.

The Nutri-Score makes it easier for customers to understand the nutritional value at a glance and make informed food choices, in addition to the detailed nutritional information we provide. This information is available in all our stores and on our website.

In FY24, the Nutri-Score algorithm was updated to be more in line with the key food-based dietary guidelines from countries across Europe. The assessment is now stricter with salt levels having had a negative impact on this year's scores.

Nutri-Score rating (A-E)

|                      | NETHERLANDS       |                   | BELGIUM           |                   | FRANCE            |                   | GERMANY           |                   |
|----------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
|                      | Main <sup>1</sup> | Side <sup>2</sup> | Main <sup>1</sup> | Side <sup>2</sup> | Main <sup>1</sup> | Side <sup>2</sup> | Main <sup>1</sup> | Side <sup>2</sup> |
| Total No of Products | 163               | 46                | 180               | 28                | 254               | 48                | 269               | 54                |
| % of Products rate A | 0%                | 0%                | 0%                | 0%                | 0%                | 0%                | 0%                | 6%                |
| % of Products rate B | 0%                | 7%                | 0%                | 4%                | 0%                | 0%                | 2%                | 10%               |
| % of Products rate C | 35%               | 22%               | 34%               | 29%               | 24%               | 7%                | 31%               | 35%               |
| % of Products rate D | 65%               | 37%               | 65%               | 57%               | 76%               | 67%               | 67%               | 29%               |
| % of Products rate E | 0%                | 35%               | 1%                | 11%               | 0%                | 26%               | 0%                | 20%               |

<sup>1</sup> Main products: pizza  
<sup>2</sup> Side products: menu offerings other than pizza, including food and beverages.

RESPONSIBLE MARKETING

As a responsible business, Domino's is committed to ethical marketing practices. We are committed to marketing that is truthful, accurate, balanced, substantiated, inclusive and not misleading, derogatory, degrading or offensive. Strict advertising guidelines apply in many of the markets in which we operate, and we are proud members of advertising boards in many of these locations. Our advertising is always clearly identifiable, and is not presented as research or other published formats. In this way, we aim to ensure that our advertising practices support us in building meaningful relationships with our customers based on trust.

As the business landscape continues to evolve, driven by changing customer expectations and societal values, we recognise the urgent need to adapt and respond responsibly. In light of this dynamic environment, in FY23 we adopted seven core principles and embedded these in our marketing strategies across our business. These principles embody our commitment to responsible marketing practices, emphasising transparency, authenticity and ethical conduct. By aligning closely to the evolving needs and expectations of our customers, while upholding these core principles, we continue to develop marketing strategies that not only resonates with our audience but also contributes positively to the broader societal landscape.

- Our seven core principles:
- 1 Be truthful and clear in all our communications
  - 2 Be transparent about our products and intentions
  - 3 Champion healthy choices
  - 4 Protect consumer data and privacy
  - 5 Represent and showcase diversity and inclusion
  - 6 Drive responsibility through marketing
  - 7 Drive meaningful sustainable impact

DATA SECURITY AND PRIVACY

THE CONTINUED RISE OF ARTIFICIAL INTELLIGENCE

Artificial Intelligence (AI) has advanced remarkably over the past year, significantly impacting various fields. For example, generative AI models are now better than ever at creating realistic text, images and videos, benefiting customer services, marketing and the creative industries. Natural language processing has also improved, allowing for greater sentiment analysis, translation and summarisation, which enhance virtual assistants and communication tools.

These advancements bring both positive and negative aspects regarding cybersecurity and privacy. On the positive side, AI is revolutionising cybersecurity by improving fraud detection, enhancing threat detection and enabling more robust security measures. AI-driven tools help identify vulnerabilities and respond to cyber threats more efficiently. However, the same technologies can be exploited by malicious actors.

AI is increasing the speed and complexity of cyberattacks, making them more sophisticated and difficult to defend against. AI-driven attacks, such as automated hacking and sophisticated phishing schemes, are becoming more prevalent, while the rise of deepfakes, which can create highly realistic but fake videos or voice calls, adds another layer of complexity. These advancements enable a broader audience of attackers who previously lacked the skills to exploit such vulnerabilities. What's more, the vast amounts of data processed by AI systems and the decisions made by these models raise significant privacy concerns, emphasising the need for ethical frameworks to ensure responsible AI usage.

Addressing these challenges requires ongoing efforts to balance innovation with robust security and privacy protections.

- To this end, we have taken the following steps in FY24:
- **Enhancing cybersecurity systems:** leveraging advancements in technology to combat new challenges as well as conducting regular external assurance activities to ensure the continued efficacy of our controls in an ever-changing threat landscape.
  - **Accelerating decision-making:** utilising automation and AI to enable quicker decision-making and remediation when dealing with complex security incidents.
  - **Improving data governance:** working with the Chief Data Officer to help define our Data Governance framework, which will help us to meet current and future data-related legislative and compliance requirements.

THE ACCELERATION OF BREACHES

We continue to see cyberattacks dominating the news, with larger attacks often linked to third-party providers. The focus of both attack and defence strategies



Stephen Bennett  
Group Chief Information Security Officer



remains on the identity of individuals, with many breaches involving compromised accounts that lacked strong authentication measures such as multi-factor authentication.

In Australia, this trend is accelerating the implementation of new, stricter privacy rules and regulations. The consensus is that we will soon see cyber-focused legislation being enacted with increased attention on board member liability for breaches, which is already taking place in the US.

- **Commitment to privacy:** we are dedicated to protecting the privacy of our customers, employees, shareholders and franchise partners by ensuring that our operational staff are alerted to potentially complex issues and can respond quickly and effectively.
- **Automation for decision-making:** we are utilising automation to enhance existing processes for rapid decision-making and to automatically remediate cybersecurity issues where appropriate.
- **Vulnerability management:** we have implemented an 'outside-in' vulnerability management platform to identify unknown assets and any associated risks.
- **Enhanced security operations:** we have engaged leading incident response professionals and established a hybrid Security Operational Capability to complement our existing systems and services.
- **Training and talent development:** we are using multi-channel media to rapidly train our critical cybersecurity staff and tap into the talent pool of individuals with less experience but high potential.

#### SUPPORTING OUR CYBER COMMUNITY

As part of a global security and privacy community, it is important to work together towards a common goal, which requires the ability to give back wherever possible. To achieve this, we undertook the following initiatives, which underscore our

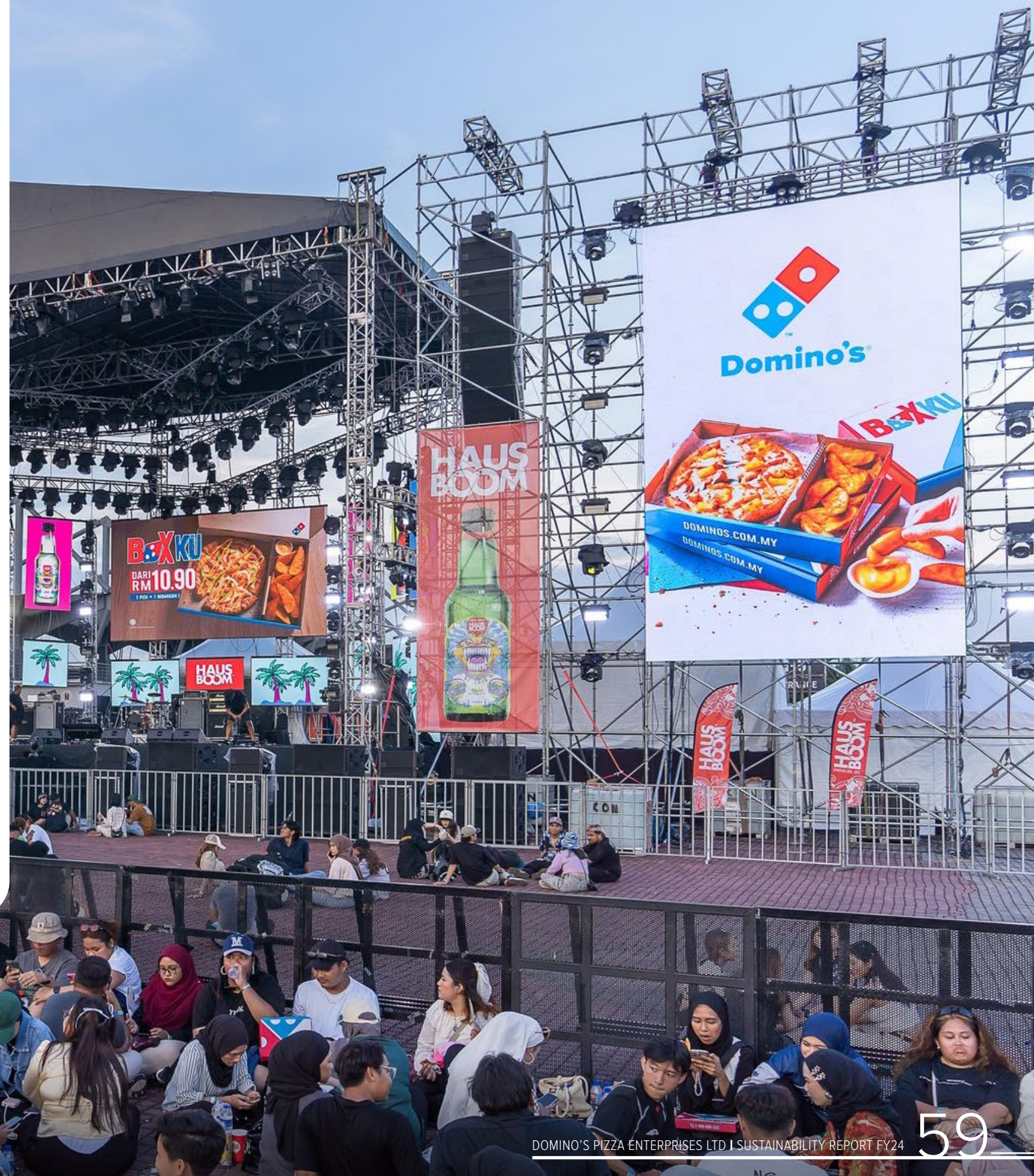
commitment to not only protecting our own interests but also contributing to the broader cybersecurity ecosystem:

- **Educational support:** partnering with local further education institutions to start creating new pathways into cybersecurity, thus fostering the next generation of cybersecurity professionals.
- **Knowledge sharing:** actively sharing our knowledge and expertise with the wider cyber community to strengthen overall security practices and awareness.
- **Collaboration with governments and vendors:** continuing to work with governments and vendors to share intelligence and best practices, enhancing our collective defence against cyber threats.

#### PRIORITIES FOR THE YEAR AHEAD

Our key priorities for the year ahead reflect our commitment to staying ahead of emerging threats, enhancing our security posture and fostering a strong cybersecurity culture throughout our organisation.

- **Enhancing cyber awareness training:** we will maintain a clear focus on delivering cyber awareness training that addresses the next wave of deepfake and advanced phishing attacks, using AI to create targeted, point-in-time awareness programmes.
- **Improving security for stores and franchisees:** by driving security improvements for our stores and franchisees, we will ensure robust protection across all locations.
- **Leveraging AI and media channels for training:** we plan to utilise AI to continue to significantly decrease the 'time to value' for new cybersecurity personnel, providing more opportunities for those not already working in the field.
- **Ensuring AI readiness:** we will review our cyber systems and services to ensure they are ready to defend against the next wave of high-volume and sophisticated AI-enhanced attacks.







MARTIN STEENKS – CHIEF EXECUTIVE OFFICER, JAPAN

## FOCUS ON ESG IN JAPAN

Over the past 12 months, Domino's Pizza Japan (DPJ) has made inspiring progress towards its ESG goals by implementing various initiatives. Business partners have been engaged through collaborative workshops that have fostered a shared commitment to sustainability across the supply chain. Employees and franchisees, meanwhile, have experienced a more inclusive and supportive work environment, thanks to initiatives that integrate people with disabilities and promote diversity. Overall, these efforts in Japan have had a ripple effect, enhancing DPJ's reputation and contributing to a more sustainable future for all stakeholders involved. Martin Steenks shares more about these initiatives and how they have addressed unique local challenges.



### Can you start by telling us about sustainability in Japan and what it means to DPJ?

Japan is a unique market with its own challenges and opportunities. Like DPE, the Japanese government is committed to reducing GHG emissions to net zero by 2050, and although it is focused on making social progress on topics such as gender equality and diversity, there is still a long way to go. In 2024, DPJ continued to make progress in these areas, increasing diversity in our workforce by integrating people with disabilities and promoting female leadership in the head office and in stores. In the past year, for instance, we have changed from an all-male management team to one that is 25% female. Though we are still in the early stages of our journey, we are proud of our progress so far and remain committed to achieving our global gender goals ahead of the 2030 schedule.

### Can you tell us a bit about your recent ESG initiatives in Japan?

Over the past year, we have undertaken several significant initiatives in Japan. In October 2024, DPJ became the first QSR to receive recognition from Japan's Ministry of the Environment. This was a very positive and important step for us, as the ministry provides valuable insight and support to help us improve our environmental initiatives and ensure compliance with national regulations. Our engagement with the ministry also involved pursuing ongoing joint projects and exploring potential future collaborations.

Another key initiative was a supplier workshop in April, involving most of our business partners, to promote sustainable business practices. The workshop focused on how business partners can

reduce their carbon footprint – not only in their operations, but also as part of our supply chain – and how we can work together to meet our sustainability goals and our Responsible Sourcing Policy requirements. To gain a more thorough understanding of our operations, the business partners also visited three stores in Tokyo; they found this experience very valuable.

In terms of social initiatives, we have teamed up with government agencies and local disability support centres to provide jobs for people with disabilities. These employees perform essential tasks such as cleaning and maintenance, fostering a more inclusive and supportive work environment. The positive interactions between all employees have been encouraging and beneficial for our organisational culture.

To reduce our carbon footprint, we have increased the share of electric vehicles in our delivery fleet to an average of 50%. This shift has enabled significant reductions in emissions. We have also optimised our supply chain by reducing the frequency of food deliveries from warehouses to stores from three deliveries to two deliveries a week and by producing dough in-store. These measures help us to minimise our environmental impact while improving efficiency.

**“IN OCTOBER 2024, DPJ BECAME THE FIRST QSR TO RECEIVE RECOGNITION FROM JAPAN'S MINISTRY OF THE ENVIRONMENT”**

Overall, these initiatives reflect our commitment to sustainability and underscore our efforts to make a positive impact on both our business and the communities we serve in Japan. Going forward, we will continue to accelerate our progress on these, and other, initiatives.

### What is your focus for the next 12 months?

We plan to continue our efforts in two key areas:

- **Carbon footprint reduction** – We are accelerating progress towards a 100% electric vehicle fleet and building more sustainable stores. We are also focusing on enhancing energy efficiency in stores by exploring innovative solutions, such as capturing excess heat from ovens to heat the water in our stores.
- **Workforce inclusivity** – We will continue to develop as a diverse, inclusive business, especially by supporting female leaders in stores and in management. We look forward to sharing these developments in the next sustainability report.







## *We ARE MINDFUL OF* **OUR ENVIRONMENT**

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 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 ensure a better slice for 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.



CORPORATE FOOTPRINT MEASUREMENT

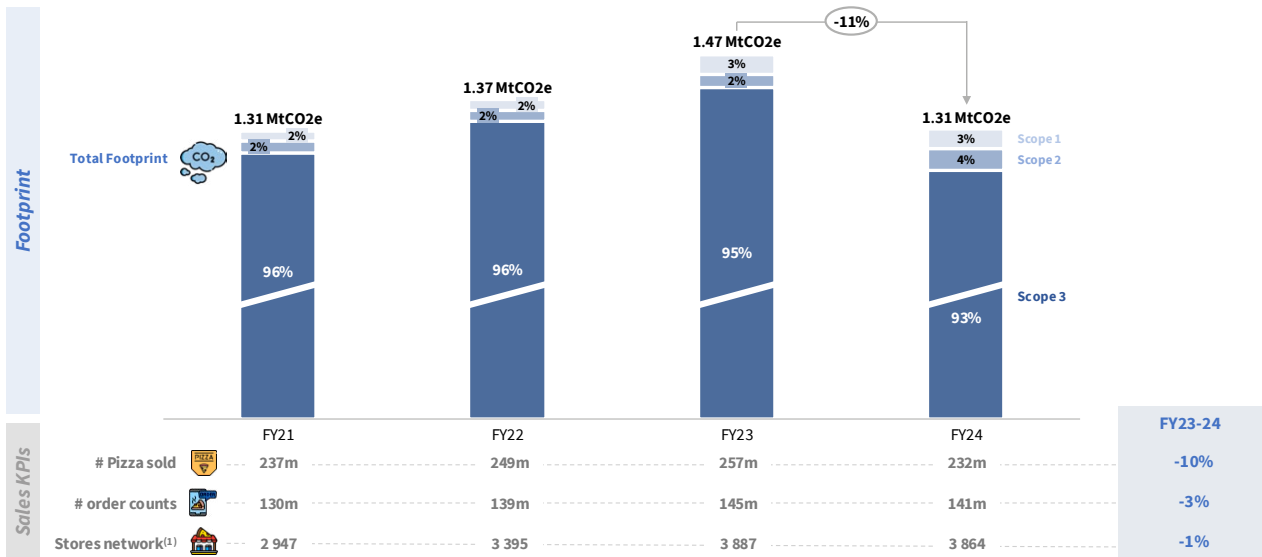
In FY24, we completed our fourth global footprint measurement, using FY21 as the baseline. The footprint, calculated according to the Greenhouse Gas (GHG) Protocol, includes our impact on climate, water, land use and biodiversity. We conducted the

same measurement for our corporate footprint in FY23, FY22 and our baseline year FY21. Compared to FY23, we have decreased our absolute GHG emissions by 11%.

DPE FY21-FY24 Corporate carbon footprint

By scope, by fiscal year (July-June), M tons CO<sub>2</sub>e

DPE FY21-24 CORPORATE CARBON FOOTPRINT, by scope, by fiscal year (July-June), M tons CO<sub>2</sub>e, using 2024 updated Emission Factors



Note: **Scope 1** = Domino's owned operations (e.g. stores); **Scope 2** = emissions linked to energy use (e.g. electricity production); **Scope 3** = indirect emissions linked to Domino's activities (e.g. food procurements) (1) Stores that were operating and sold Pizzas during the FY - Source: DPE Data & corporate footprint, Quantis Analysis

• The number of stores is 3,864, which is higher than the number of stores mentioned in our annual report and in this year's sustainability report, which is 3,795. The store count of 3,795 is our number of stores at the end of the financial year. The 3,864 is the number of stores that sold products during FY24 (for example, the closed stores in any market).

We have restated our carbon footprint from our baseline year FY21 through to FY24 (where applicable), using the most recent emission factors

(ecoinvent 3.9/WFLDB 3.9). Below is a comparison table showing changes in footprint as a result of updated emission factors.

|  | FY21 | FY22 | FY23 |
|--|------|------|------|
| Original footprint (mtCO <sub>2</sub> e) | 1.36 | 1.44 | 1.51 |
| Restated footprint (mtCO <sub>2</sub> e) | 1.31 | 1.37 | 1.47 |





## BASELINE CORPORATE FOOTPRINT RESULTS

As this is our fourth year of calculating our corporate footprint, we are still finding gaps in our data gathering process. Nevertheless, in the year under review, we saw significant improvements. Harnessing our combined learning from the past three years and the planned implementation of new ESG software in FY25, we are confident that we can continue to close these gaps and build on the overall data quality and completeness that is already in place.

Our improved data quality, together with the continued efforts of our CoEs managing our environmental strategy projects, has resulted in a downward trend in our CO<sub>2</sub> footprint. Reviewing our Scopes 1, 2 and 3 in FY24, we can see that the percentages of each scope are relatively consistent with previous years. Scope 3 remains dominant, accounting for 93% of our footprint in FY24. This is a 2% decrease from the previous year, as we have seen Scope 2 emissions rise by 2%.

These increases are largely due to more accurate data collection compared to previous years.

Across all impact categories, our main hotspots were:

- Purchased goods: production of commodity and non-commodity ingredients (dairy, meat, flour, etc.) and packaging materials (corrugated cardboard, plastic food film, etc.)
- Utilities: purchased energy (electricity, natural gas, water)
- Logistics: inbound transport (to distribution centres), outbound transport (to restaurants), delivery to customers

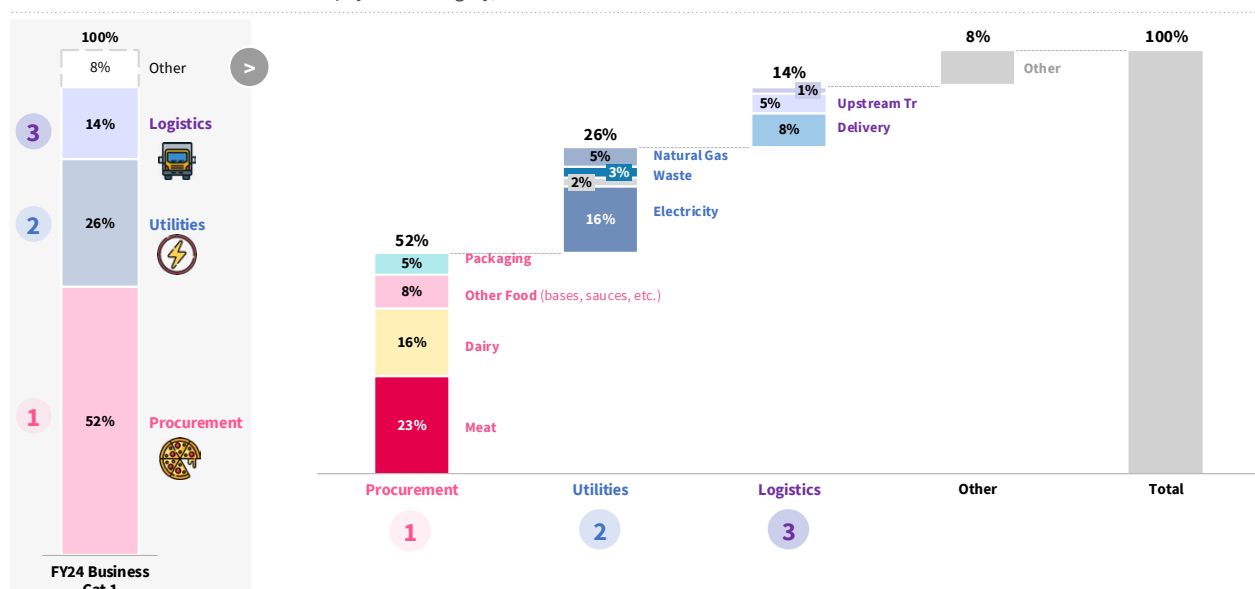
## CARBON FOOTPRINT

Identifying the breakdown of our carbon footprint allows us to more effectively target reduction strategies in the areas that have the greatest impact. The main contributors to our carbon footprint are purchased goods (52%), utilities (26%) and logistics (14%).

## DPE FY24 Footprint breakdown

By main category, % of total emissions

DPE FY24 FOOTPRINT BREAKDOWN, by main category, % of total emissions



## Procurement

Our purchased goods account for 52% of our total footprint, with the main contributors being dairy (cheese) at 16% and meat (beef, pork and chicken) at 23%. Other food accounts for 8%, making food a significant 47% of our total footprint.

We see a distinct correlation between changes in our pizzas sold and changes in our carbon footprint. Given our intention to grow our business every year, we need to avoid increasing our footprint accordingly. As part of our approved SBTi targets, we have set goals to reduce our GHG emissions per unit of product sold by 65% by 2030 and to be net zero by 2050. We are committed to making fundamental changes within DPE and across our value chain to achieve these goals. For more details, see our 'Centre of Expertise' section below.

Food, as our largest contributor to carbon emissions, is a category that requires significant change. This is why we have developed the Domino's Dairy Initiative, which is explained in more detail in the 'Responsible food' section in the 'Our food' chapter.

## Utilities

Accounting for 26% of our footprint, utilities is another important category. Within this area, we have the ability and responsibility to improve our efficiency by using less electricity, water and gas per pizza sold. We can also enhance the sustainable character of our operations, for example by using more renewable electricity. These efforts are part of the work of our Centre of Expertise on sustainable stores and operations.

## Logistics

Some of our most visible changes are in our logistics operations, which account for 14% of our overall footprint. We are electrifying our fleet, both in distribution to stores and in delivery to customers, through the introduction of electric trucks, bicycles, scooters and cars. As we balance the costs of our business with our commitment to sustainability, we recognise that replacing combustion engines across our fleet will be an ongoing project.

A key initiative in APAC has been the conversion of all our stores from delivered dough to in-store dough making, with 100% of stores in Japan, Malaysia and Singapore converted during FY24. See the 'Responsible food' section in the 'Our food' chapter for more details.



# CLIMATE ROADMAP AND SCIENCE-BASED TARGETS

Climate change is a profound and systemic global challenge that needs to be addressed without delay to avoid the worst societal impacts. Domino's is meeting this challenge head on by aligning with the Science Based Targets initiative (SBTi) and committing to achieving net-zero emissions by 2050.

DPE was selected as one of the first 10 companies in the world to have their Forest, Land and Agriculture (FLAG) targets validated. In June 2023, the SBTi reviewed Domino's targets and confirmed that our pathway to reaching them meets internationally recognised scientific standards.

Domino's reviewed its emissions, and those in its supply chain, before planning a roadmap to reduce our carbon footprint. We found that nearly 40% of emissions came from dairy and other animal-based proteins.

To reach our ambitious goal, Domino's is working with business partners to find ways to reduce dairy emissions without compromising on customers' taste preferences. The Domino's Dairy Initiative aims to reduce the environmental impact of our dairy use in an ethical and sustainable way.

## EMISSIONS REDUCTION TARGETS VALIDATED BY THE SBTI

Our first priority is to reduce carbon emissions for Scopes 1, 2 and 3, the three categories of GHG emissions as defined by the [GHG Protocol](#).

## OVERALL NET-ZERO TARGET

DPE is committed to achieving net zero GHG emissions across our value chain by FY50.

## NEAR-TERM 2030 TARGETS

As part of our journey to achieving net-zero emissions, we have set interim carbon reduction targets for FY31 from our FY21 baseline. These include:

- Reducing our absolute Scopes 1 and 2 GHG emissions by 46.2% by FY31 from our FY21 baseline.<sup>1</sup>
- Reducing our Scope 3 GHG emissions by 55% per pizza sold within the same time frame.

## FLAG

- DPE is committed to reducing its absolute Scope 3 FLAG GHG emissions by 33.3% by FY31 from our FY21 baseline.<sup>2</sup>
- We also commit to zero deforestation across our primary deforestation-linked commodities with a target date of 31 December 2025.

## LONG-TERM TARGETS

DPE commits to reducing its absolute Scopes 1, 2 and 3 GHG emissions by 90% by FY50 from our FY21 baseline.<sup>3</sup>

## FLAG

We also commit to reducing our Scope 3 FLAG GHG emissions by 80% by FY50 from our FY21 baseline.<sup>4</sup>

- 1 The target boundary includes land-related emissions and removals from bioenergy feedstocks.
- 2 The target includes FLAG emissions and removals.
- 3 The target boundary includes land-related emissions and removals from bioenergy feedstocks.
- 4 The target includes FLAG emissions and removals. Our overall long-term target is to achieve net zero by 2050.

## WHAT ARE SCIENCE-BASED TARGETS?

The Science Based Targets initiative is a not-for-profit initiative led by the United Nations Global Compact, the World Wildlife Fund, the World Resources Institute and CDP. The SBTi helps companies set and validate emissions-reduction targets that are consistent with climate science and aim to limit global temperature increase to 1.5 degrees Celsius above pre-industrial levels.

# CENTRES OF EXPERTISE

Our corporate footprint baseline measurement identified three main impact areas where we can directly influence and achieve the most significant reductions in our emissions. Within our climate roadmap, we have included targets and actions for the following three impact areas:

- 1 Sustainable stores and operations
- 2 Responsible sourcing
- 3 Sustainable product innovation

For each impact area, we have created a CoE and identified the main actions and a phased implementation across our markets. These global CoEs are dedicated to identifying innovations that can be implemented across our markets to reduce our environmental impact, and ensuring these solutions are viable options for our franchise partners. This new structure has made positive steps towards our environmental goals and fostered a more systematic approach to measuring progress through various ESG initiatives within each CoE.

## ENVIRONMENTAL STRATEGY 3 FOCUS AREAS

SUSTAINABLE  
STORES &  
OPERATIONS

RESPONSIBLE  
SOURCING

SUSTAINABLE  
PRODUCT  
INNOVATION

## CENTRE OF EXPERTISE: SUSTAINABLE STORES & OPERATIONS

This CoE is dedicated to driving and implementing sustainable practices through our operations. This includes developing, implementing and overseeing initiatives that promote environmental stewardship, social responsibility and economic viability within our operations.

## SUSTAINABLE STORES & OPERATIONS

### STORES

MAIN TOPICS:  
• Certified stores  
• Sustainable standards

### DELIVERY

MAIN TOPICS:  
• Fossil-fuel-free delivery to customers

### UTILITIES

MAIN TOPICS:  
• Energy consumption  
• Waste & water consumption  
• Low carbon energy



## Low-emission delivery fleet

With nearly three million kilometres travelled each year to deliver delicious food to our customers, electrifying and/or using low emission options for our fleet is a critical step towards significantly reducing our carbon footprint and becoming a more sustainable company.

While our markets are in different stages of maturity in adopting low-emission alternatives for their fleets, we are seeing a sharp increase in the percentage of e-vehicles (bicycles, scooters and cars) across all markets. At the end of FY23, we launched a project requiring all our delivery staff to register the type of vehicle they are using to deliver orders to customers. This new feature will enable us to accurately report on the progress of our low-emission fleet delivery.

To maximise our store-level progress on low-emission fleets, we are also keen to introduce e-trucks that can deliver goods to stores using our own fleet or in conjunction with logistics partners. Last year, we introduced two electric trucks into our fleet in the Netherlands, and our German logistics partners have also started deploying electric trucks.





ANDREAS HAFERKORN – HEAD OF SUPPLY CHAIN, GERMANY

## FOCUS ON SUPPLY CHAIN IN GERMANY

During FY24, Domino's Pizza Germany started to look at a different way of doing logistics. They ran a tender and have now consolidated the partnership with a fourth-party logistics (4PL) provider. Andreas Haferkorn, head of supply chain in Germany, managed this project to improve performance and the availability of goods for the German market to ensure that no store is ever out of stock. Andreas joined Domino's in 2019, and he has worked for the procurement and logistics departments.



### Could you please tell us more about this 4PL logistics project?

First, we ran a tender for several months to ensure that we selected the most suitable vendor for our needs. In the end, we kept our current vendor but changed two important things. To begin with, we reduced the delivery days from three days a week to two, and second, we changed the way we work to improve our performance to get better at the perfect order.

### What are the sustainability benefits?

We estimate a reduction in CO<sub>2</sub> emissions of almost 25%. Our multi-level distribution structure involves a single 4PL partner across 4 warehouse locations and another 13 partners for stock keeping and picking. So, overall, we have significantly reduced the distance travelled and transport needs, both in shuttle services between warehouses and the distribution centre, as well as in deliveries to stores.

### Could you share your best practices for reducing packaging in your supply chain?

First, we realised that we have a huge amount of packaging during transit that we do not need at the store level. So we started to think about how we could reduce packaging for transport from suppliers to our stores.

We ran some tests with suppliers of certain products, such as sauces, to remove the cardboard boxes and put the products directly into reusable plastic crates or reusable bags.

Now, as soon as we can switch to a reusable packaging with one of our suppliers, we do it. The goal is to have the majority of our items delivered in these reusable plastic crates.

We create solutions, we don't wait for them!

**“NOW, AS SOON AS WE CAN SWITCH TO A REUSABLE PACKAGING WITH ONE OF OUR SUPPLIERS, WE DO IT. THE GOAL IS TO HAVE THE MAJORITY OF OUR ITEMS DELIVERED IN THESE REUSABLE PLASTIC CRATES. WE CREATE SOLUTIONS, WE DON'T WAIT FOR THEM!”**

### What are the biggest challenges in the supply chain when we talk about reducing CO<sub>2</sub> emissions?

The main challenge lies in effectively reducing the number of trucks on the roads without compromising short shelf-life products, which could be affected by fewer deliveries per week. We also have so many different types of products, which complicates this process. Ideally, if we can align more of our items across our product range, this will improve efficiency.

### What are your key priorities for the next 12 months?

My priority is to get more suppliers on board with reusable transport packaging so we have more solutions for different markets and production needs. On the logistics front, we are working with our partner to further integrate electric trucks into our operations. We already have some electric trucks in use, but we aim to expand the fleet.





## JAPAN SUSTAINABLE STORES AND OPERATIONS

Shin Sasaki, Chief Development Officer in Japan, has made a significant contribution to reducing emissions through sustainable stores and operations.

### E-delivery

Under Shin's exemplary leadership, Japan has made significant progress in electrifying its fleets, although different prefectures are at various stages of maturity. The percentage of e-vehicles, including bicycles, scooters and cars, has increased significantly in all prefectures. As of June 2024, over 50% of all delivery vehicles are already electric, and in Tokyo, this number has surged to more than 61%.

### Greener store

In October 2023, Japan reached a major milestone in environmental sustainability. The Koto Furuishiba Store in Tokyo, the 1,000th directly managed

store in Japan, was opened with a number of environmentally friendly initiatives:

- Solar panels
- 100% e-delivery
- Heat insulation film to enhance energy savings
- Digital signage to reduce printed materials
- Motion sensors for lights to reduce wasteful energy consumption
- Improved walk-in fridge by lowering ceiling height, reducing door width and installing self-closing doors
- Reduced and optimised store area to reduce energy consumption

This achievement is a significant step towards DPE's commitment to net-zero emissions by 2050 and paves the way for other stores.



### Energy efficiency

Our goal is to improve our data collection processes, which will help us to better measure and control our energy consumption. We have started trials in some stores to identify the most effective system for global use.

### Waste management

As part of our commitment to environmental stewardship and cost efficiency, we continue to focus on minimising food waste across our stores and operations. In some markets, mainly in Europe, we also sort different types of waste for recycling. Through our supply chain, we have launched initiatives to reduce the amount of packaging supplied to our stores. For further details, see the above Q&A with Andreas Haferkorn.

We are also committed to improving the sustainability of our packaging. In FY24, we implemented a number of initiatives aimed at eliminating plastic from our packaging materials, thereby improving their recyclability.

We are also actively exploring opportunities to introduce reusable packaging solutions.

### Sustainable stores

We have set up a working group with team members from our operations teams to define sustainability criteria that will guide our operations and construction of new stores. We aim to finalise this initiative by the end of 2024.



## CENTRE OF EXPERTISE: RESPONSIBLE SOURCING



In 2023, our focus on responsible sourcing helped us to establish key pillars within this CoE. We emphasised transparency, compliance and sustainable practices in our business and upstream supply chain. With a roadmap in place, 2024 has been a year of action and progress, taking key steps

towards our goals. We aim to ensure our operations, people and products are ethical, sustainable and responsible. While achieving our 2030 targets requires ongoing effort, we are confident that our current actions will help us meet those targets.



### Responsible sourcing policies and statements

Our policies and statements support us and our 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.

Our Responsible Sourcing Policy was published in 2023 and is currently signed by over 85% of our food and packaging business partners globally. We aim to increase this to 100% by the end of 2024. Our next priority will be to extend this requirement to our non-food business partners in each market, with the aim of having close to all business partners signing the policy by the end of 2025. To reinforce our Responsible Sourcing Policy and its principles, we published several key policies and statements in FY24, including our Human Rights Policy and our Zero Deforestation and Land Use Policy, which are crucial to our commitments and targets. We have also set clear expectations for our business partners who supply DPE (directly or indirectly) with raw materials such as palm oil, soy, cocoa, coffee, beef and paper products to ensure that the products we source are free from deforestation. Our policies can be found on our corporate website [here](#).

### Traceability

To achieve a responsible supply chain, it is imperative to first understand as much as possible about the products and services we procure. This understanding requires transparency and traceability within our supply chain and with our

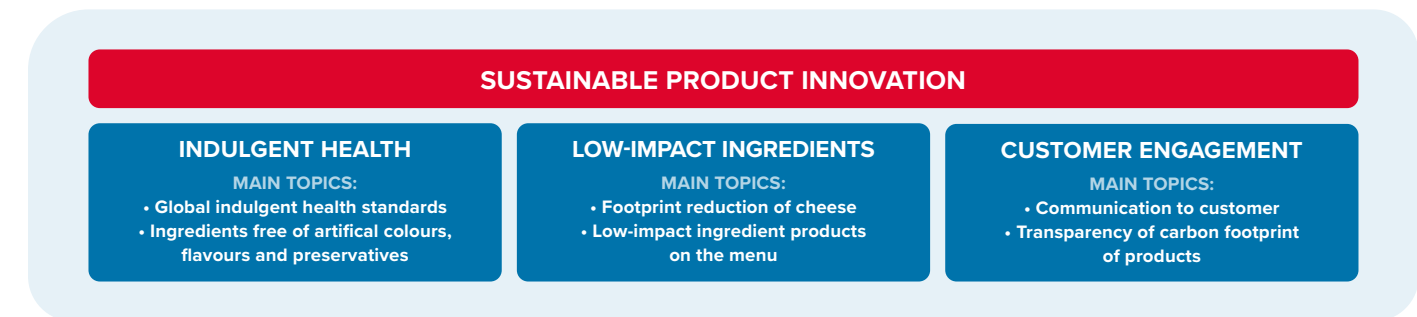
business partners. To consolidate this information and help us to identify and address ESG risks within our supply chain, we have partnered with ImpactBuying B.V. The roll-out of this platform and the information we require will be guided by the urgency of the legislation, the size of the supplier, the importance of the product/service, the countries of origin with inherent risk and /or raw materials linked with ESG risks. We will prioritise implementation in the Australian and German markets due to current regulatory requirements, namely the Modern Slavery Act in Australia and the German Supply Chain Due Diligence Law.

### Sustainable packaging

This year, the mission of our global sustainable packaging strategy has been to drive sustainability and optimise consumer-facing packaging across all DPE markets, in line with our Domino's for Good ambition. We have developed a cohesive approach that supports DPE's environmental targets and meets stakeholder expectations worldwide. Our goals are to reduce the carbon footprint of our pizza boxes and the amount of virgin plastic in our packaging, choose sustainable materials that work in synergy with local waste management policies and increase our ability to educate our customers on how to effectively dispose of our packaging through clear labelling and messaging. We are in the process of rolling out the new strategy in each market and providing the necessary support to enable markets to make tangible progress towards the targets each year.



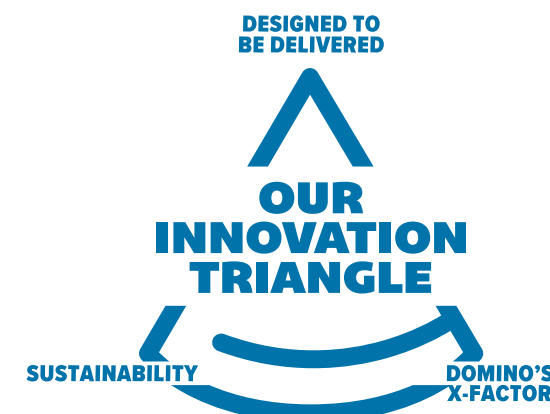
## CENTRE OF EXPERTISE: SUSTAINABLE PRODUCT INNOVATION



Pizza is a cherished meal around the world. At Domino's, we understand that the pizza occasion is different for our customers in each of our markets. To cater to these diverse tastes, we have local development teams in every market. They are responsible for tailoring products to local taste profiles and cultural requirements. Using insight-driven innovation and the highest quality products and ingredients available, they also lead the way in innovating the best products for each Domino's occasion. As new food trends emerge and consumer tastes evolve, our development teams work diligently to capture relevant opportunities, ensuring that Domino's offers the best pizza on the market while adhering to our brand guidelines.

As part of our efforts to incorporate sustainability into our product development process, we developed the IPD Evaluation Tool. This tool standardises the assessment of new products and reformulations using the three criteria of our innovation triangle:

- Designed to be delivered
- The Domino's X-factor or 'pizzaness'
- Sustainability



Each new product or change will be evaluated against these criteria, using a traffic light system that guides key decision makers on whether to

implement the product or change. As part of the roll-out of this new tool, this process will be tested in three markets in the first phase: Japan, the Netherlands and Australia. Following a successful trial, we plan to launch the tool globally in 2025.

### Footprint of cheese

As cheese is a key ingredient in our pizzas, one of the focus points for sustainable product innovation is to work with our cheese suppliers – primarily mozzarella suppliers – to reduce the CO<sub>2</sub> impact of this ingredient. The focus of the project includes investigating process improvements in manufacturing and packaging, as well as implementing new technologies to develop lower-carbon cheeses. As cheese accounts for 15% of our total carbon footprint, we are committed to making incremental progress in this area each year. We are excited to share our progress and reductions in cheese use as our initiatives continue to take shape.

### Low-impact ingredients

In the year under review, we worked on creating a low-impact ingredient strategy, which will ensure that each market meets our global targets for the type and quantity of low-impact ingredients available on each menu. We are creating a carbon-calculation tool for use by DPE product development teams. By empowering teams to choose more environmentally friendly ingredients, this tool will support the creation of products with a lower carbon footprint.

### Transparency, nutrition and health

As a brand, we are committed to being transparent about the provenance and nutritional content of our food and products. We invest considerable time and energy to ensure that our products come from reputable suppliers and meet our high standards. We are working to make it easier for customers to access health ratings, country-of-origin information, allergen details and nutritional information. We aim to launch this project in trial markets in 2025. We look forward to sharing more details in the next report.





## *We Take care of* **OUR COMMUNITY**

As a global brand, we firmly believe that the success of our business depends largely on the role we play in the communities in which we operate. In times of crisis, we are there to serve. We pride ourselves on being the first kitchen to open and the last to close. We know the impact we have, and we never take for granted the opportunity to run our stores and serve the communities around us.

We are committed to making a meaningful difference by supporting people and organisations close to our operations and the communities in which we operate. We want to be the neighbour people love, and we want our franchise partners to be proud to be part of the Domino's family.

At Domino's, we give team members opportunities for workplace giving via our Partners Foundation. In addition, our support offices and individual franchise partners regularly support or initiate (local) fundraisers. We have company-related charities in six markets: Australia, New Zealand, Japan, Germany, France and the Netherlands



## DOMINO'S CHARITIES

Domino's stores play an integral part in their local communities, and we strive to make a difference in the lives of those in need in the communities where we operate. Six of our markets have their own registered charity: Minds & Meals in Australia and New Zealand, the Dominoid gGmbH charity in Germany, the Sanchoku Domino's Foundation® in Japan, La Fondation Domino's in France and the Domino's Foundation in the Netherlands. These charities receive financial support from Domino's and have Domino's employees serving on their boards.

Markets that do not have their own registered charity often work with long-term local partners – usually non-profit organisations – to support local communities. Common areas of focus include youth, entrepreneurship and food security-based charities. A prime example of this type of partnership is our work with the youth-focused non-profit organisation JINC in Belgium and the Netherlands.

### MINDS & MEALS AUSTRALIA AND NEW ZEALAND

In February 2024, we relaunched our ANZ charity to better align with causes our people and customers are passionate about. Formerly Give for Good and



Youth Mental Health & Disaster Relief

now Minds & Meals, the charity was originally founded in Australia in 2016 and New Zealand in 2022.

Minds & Meals receives funds through our generous customers who choose to round up their order amount to the nearest dollar for charity. We also have a matched Workplace Giving Programme, in which every dollar donated by our employees through payroll is matched dollar for dollar by Domino's, doubling our impact. In FY24, employee workplace giving donations increased by 3% and totalled AUD 100,121 compared with AUD 96,872 in FY23.

## DOMINO'S PARTNERS FOUNDATION

At Domino's, we are passionate about ensuring our team members receive the support they need, when they need it most. We take great pride in fostering a compassionate and close-knit culture, and many of our team members regard their co-workers not just as colleagues, but as friends and extended family. Through our dedicated charitable trust, The Partners Foundation, we are able to extend a helping hand to our team members during times of injury, disaster recovery, illness and personal hardship. The Foundation's commitment to providing support continues to grow and plays a vital role in helping team members as they navigate through challenging circumstances.

This year, the Domino's Partners Foundation in Australia and New Zealand donated AUD 184,337, while in Germany, the Foundation contributed EUR 12,124 (AUD 20,003) and the Partners Friendship Foundation in Japan generously offered JPY 1,547,765 (AUD 15,382) in support. We expect other markets to follow suit by establishing their own local Partners Foundations, further strengthening our commitment to supporting our valued team members around the world.



At Minds & Meals, our mission is twofold: to support youth mental health and to provide comfort through the simple pleasure of sharing a pizza in times of disaster. We understand that mental wellbeing and a hot meal can be powerful allies in navigating life's greatest challenges.

As a significant employer of young people, Domino's recognises the urgent need for youth mental health support in our communities. In Australia in 2023, mental health conditions were the biggest burden for young people aged 15–24, with suicide sadly the leading cause of death, and in New Zealand, nearly one in four young adults are suffering from high levels of anxiety, fatigue and depression.

Domino's Minds & Meals aims to create a positive impact by partnering with local mental health organisations to help young people access the support they need, when they need it. We are proud to partner with headspace in Australia and Youthline in New Zealand to support even more young people to thrive.

The donations in FY24 are outlined below:

| MINDS & MEALS | ROUND UP - CUSTOMER DONATION | WORKPLACE GIVING | DPE DONATIONS |
|---------------|------------------------------|------------------|---------------|
| FY20          | 959,463                      | 31,303           | 69,678        |
| FY21          | 1,029,174                    | 57,586           | 26,519        |
| FY22          | 829,173                      | 85,911           | 32,256        |
| FY23          | 609,790                      | 96,872           | 104,080       |
| FY24          | 568,897                      | 100,121          | 111,247       |

Amounts in Australian dollars (AUD)

### SANCHOKU DOMINO'S FOUNDATION® JAPAN

As a member of the food industry, Domino's Japan wants to contribute to the current success and future development of Japan's primary producers – after all, the quality of our pizza product depends on good produce.

In May 2022, we launched the Sanchoku Domino's Foundation®, a fractional donation programme where customers can choose to donate fractions of less than 100 yen per order. Proceeds from these donations support producers in Japan through projects that address social and environmental issues. During FY24, we collected JPY 16,754,588 (AUD 171,385) in donations.







### DOMINOID gGmbH GERMANY

DominoID gGmbH was founded in 2022 and is actively committed to providing free, healthy meals at schools in Germany. Initiated by Domino's Pizza Germany, DominoID gGmbH supports other non-profit organisations with the common goal of educating children and young people about conscious nutrition and the origin of food.

Domino's Pizza Germany felt a strong responsibility to use our power as a global business to support our local communities in need. As food is at the heart

of our business and no child deserves to be hungry, we were shocked to learn how common and severe malnutrition is among school children in Germany. That is why, in 2022, we tested an approach to overcoming this situation in a school near Berlin to try to better understand how to provide the most effective support. Domino's Pizza Germany has laid the foundation to provide a high-quality fresh breakfast once a week for around 28 children.

### FONDATION DOMINO'S FRANCE

Fondation Domino's France was launched in 2021 and is hosted in 'Fondation de France'. The mission of the charity is to support inclusive education in France by promoting equal access to education for children, adolescents and young adults, particularly those with disabilities, through social inclusion. We support two associations by providing a EUR 40,000 (AUD 65,996) combined donation per year.

We also organise national campaigns to raise donations and have 'Round Up for Charity' donations in place throughout the year on our online ordering system. In 2024, we raised more than EUR 18,000 (AUD 29,698) through national campaigns, EUR 37,000 (AUD 61,046) through the international Pizza Day and around EUR 15,000 (AUD 24,748) through the Round Up.

### DOMINO'S FOUNDATION IN THE NETHERLANDS

Our newest charity is the Domino's Foundation in the Netherlands, which was launched in February 2024. This foundation is committed to creating a better world by providing financial contributions to projects and charities such as JINC and by contributing colleagues' knowledge, time and network. Customers can contribute to the charity by rounding up their order.



## DOMINO'S FOR GOOD DAY AND FUNDRAISERS

At Domino's we like to Give for Good. Together with our franchise partners, we provide help to those in need in our communities with our annual Domino's for Good Day and regular local fundraisers.

### 2024 DOMINO'S FOR GOOD DAY

Domino's for Good Day started in 2022 in Australia and New Zealand to make a difference in our communities, using World Pizza Day on 9 February as an opportunity to raise funds for charity together with our franchise partners.

All stores and team members were encouraged to get involved. Their initiatives included decorating Domino's stores and placing signs on the street, while Domino's support office and Leadership Team members lent a helping hand in stores. Domino's for Good Day will continue as our annual day for charity.



FY24 broke records: in our third year, ANZ achieved a 136% increase in donations, and a total of AUD 373,000 was raised to support Youth Mental Health and Disaster Relief. This year, Domino's for Good Day expanded beyond Australia, New Zealand and Japan to our 12 markets for the first time. Across all markets, we raised AUD 592,000 for charity.





## FUNDRAISERS

In addition to Domino's for Good Day, most markets and franchise partners regularly initiate local fundraisers (Doughraisers) to support those in need. Some examples for FY24 include:

### ANZ - Feed the Knead

Pizza cannot solve all the world's problems, but it can certainly bring a small slice of joy, particularly in times of stress and uncertainty. That is the rationale behind Domino's Feed the Knead programme, which allows people to nominate someone they know who is struggling in life to receive free pizza. In late 2020, we launched this community-based programme in Australia and New Zealand. In FY24, we donated more than 130,000 pizzas and reached a milestone of more than 200,000 pizza donations since inception in 2020.

Domino's Bundaberg has been recognised as number 1 in Australia for Feed the Knead donations. Last year alone, they donated 3,694 pizzas to those in 'knead' in their local community. From supporting the cancer unit at Bundaberg Hospital during Breast Cancer Awareness Month, to delivering hot, fresh pizzas and lots of toys to children in the paediatric ward over Christmas, to donating to all the C&K kindergartens in their area. Soon to celebrate its 26th birthday, Domino's Bundaberg has always looked after its people and is committed to investing in all areas of ESG for the greater good of Domino's.

Their dedication to supporting our customers, our community and our core values has inspired many others over the years and will continue to do so for many years to come.



### Benelux – JINC Partnership

Franchise partner Harm van der Westen is fully committed to Domino's' partnership with JINC, a foundation dedicated to a society where your background does not determine your future. As a franchise partner, Harm is at the heart of the community and motivates his team to work for a better world. He does this by offering store visits to schoolchildren/students affiliated with JINC. During these visits, they learn what it means to have a part-time job at Domino's and how to take their first step into the world of work. Of all the franchise partners, Harm is the one who has arranged the most visits, and every month he welcomes young students to the store to inspire them for their future careers.

### Taiwan – Hualien Earthquake Appeal

In April 2024, an earthquake struck just outside Hualien City, on the east coast of Taiwan, causing significant damage to infrastructure and injuring many people. Local police and firefighters were called into action to coordinate emergency rescue efforts. Domino's Hualien store, which was not affected, helped by donating pizzas to the police and fire stations to keep them going during their heroic efforts.

### Malaysia – Ramadan tradition

Every year, we eagerly anticipate the Iftar Ala Madinah event at the Karangraf Media head office. It is a cherished tradition that symbolises the start of Karangraf's commitment to welcoming local communities for Iftar throughout the holy month of Ramadan. This initiative, which has thrived for years in partnership with Domino's Malaysia, brings people together to break their fast as one big family. This year, we are proud to continue our tradition of support and togetherness by donating 1,000 pizzas.





WU MING-JUNG – FRANCHISE PARTNER, TAIWAN

## FOCUS ON COMMUNITY GIVING

Wu Ming-Jung has had a distinguished career with Domino's, having started in 1995. He quickly rose through the ranks, becoming a store manager in 1997 and the first franchise partner in the market by 1999, running his first store in Da Jia, Taichung City, at the age of 27. His dedication and passion have led to a successful business model, inspiring many of his partners and team members. By the age of 40, he had expanded to over 40 stores. Reflecting on his success, he felt a deep sense of gratitude and decided to give back to the community, engaging in various charitable activities since 2012.

Since then, Wu Ming-Jung has contributed to his community by donating pizzas to students in rural areas, supporting orphanages and charity organisations and forming a study club for children from single-parent families. Most notably in 2022, he decided to establish the True Love Rotary Club, which organises a number of charity events each year to support the local community. His story is a testament to the positive impact one individual can have on society.



### *Why is it important for you to give back to your community?*

Giving back to the community is important to me because it allows me to make a positive impact and bring joy to others. About 10 years ago, I attended the DPI Welcome Grad conference where a speaker inspired me with ideas about community involvement. This led me to organise various charitable activities, such as fundraising for elderly care and providing scholarships to students in need. I focus on supporting junior and primary schools, providing scholarships to around 40 students each year.

I also support remote schools every year by delivering pizzas and organising events. For example, I visited a small school in the mountains, where the headmaster invited me to participate in a local tradition of jumping off a rock to receive a graduation certificate. This experience highlighted the importance of community bonding and remains a vivid memory I often think about.

I also support after-school tutoring programmes for children from single-parent or grandparent-led families, providing snacks and academic support. During the pandemic, I provided free pizzas to ICU nurses and government workers to show appreciation for their hard work. These efforts aim to support and uplift the community and make a meaningful difference in people's lives.



**“DOMINO’S IS A SPECIAL PLACE TO WORK BECAUSE IT BRINGS JOY NOT ONLY TO ITS CUSTOMERS BUT ALSO TO ITS EMPLOYEES. THE ESSENCE OF WORKING AT DOMINO’S IS CREATING A JOYFUL ENVIRONMENT.”**

### *What makes Domino's a special place to work?*

Domino's is a special place to work because it brings joy not only to its customers but also to its employees. The essence of working at Domino's is creating a joyful environment. For example, a few months ago, a tutor at a local school ordered pizzas as a surprise for her students. I delivered them to the classroom and the children were so excited and happy. This feeling of making others happy and receiving joy in return makes working at Domino's a truly rewarding experience.

### *What has been your greatest achievement in the last 12 months?*

My greatest achievement in the last 12 months has been continuing my scholarship programme despite the financial challenges following the pandemic. This year marks the eighth year of the programme, and I had to discuss with my family whether to continue. My college-age children offered to help

financially, showing their commitment to giving back to the community. This support from my family and the ability to keep helping students in need is what I'm most proud of.

### *What are your priorities for the next 12 months?*

My priorities for the next 12 months include increasing my store's revenue so that I can better support community initiatives. With many years of experience in the business, I believe I can drive sales effectively. I fund all my community projects personally, as I feel it is important to give back directly from my own resources. I also hope to encourage more people to contribute to these efforts through the True Love Rotary Club, which I founded to make a positive impact together.



# We ARE ALWAYS LOOKING AHEAD

As we move into FY25, our plans, our strategy and our targets are unchanged for the coming year – as is our commitment to building a sustainable future for Domino's, its customers and its franchise partners. We are focusing on delivering real outcomes against our targets – and we will only achieve those targets by working together with key stakeholders across the business and in our value chain.

## WORKING TOWARDS MORE SUSTAINABLE STORES AND OPERATIONS

One of our primary carbon-reduction objectives is to expand fossil-fuel-free delivery methods across our vast network. As such, we will develop guidance for each market according to local practices and/or regulations to help our franchise partners make the transition to a low-carbon emission delivery system. In addition, we will continue to introduce e-trucks into our fleet, while working closely with our logistics partners to optimise our deliveries to stores and build a greener fleet.

In FY25, we will continue to assess and improve our practices at store level to be more sustainable and responsible. This is why we have started to develop a list of relevant criteria against which to measure progress on our material issues, such as energy and waste management and water stewardship. These criteria will help us to reduce our carbon footprint and engage our team members in our ESG journey.

## TACKLING OUR BIGGEST ENVIRONMENTAL CHALLENGE: OUR FOOD

As we continue to improve transparency and traceability in our supply chain with ImpactBuying B.V., we will focus on strengthening collaboration with our business partners and making incremental progress through our joint initiatives. We are committed to embedding our responsible sourcing strategy and requirements in all markets and with all business partners. This solid foundation will enable us to simultaneously promote innovative and sustainable agricultural practices at the farm level, drive meaningful change and reduce our carbon footprint.

We recognise that our ESG targets are ambitious and that we have a long journey ahead to achieve material change. However, each year our roadmap becomes clearer and more concrete, with actionable steps and measurable results, and we remain committed to driving this progress.

## FURTHER IMPROVING ESG REPORTING AND DATA COLLECTION

Recognising the paramount importance of transparency in our sustainability efforts, we are committed to continuously improving our ESG reporting process. This commitment not only ensures that we effectively meet future ESG reporting requirements, but also deepens our understanding of the true impact of our actions. We are working diligently towards compliance with the CSRD and the ASRS, while closely monitoring similar reporting requirements across the APAC region. Our reporting framework will be adjusted as necessary to align with these evolving mandates. We firmly believe that the sustainability reporting we have completed in past years using the GRI and SASB standards will serve as a solid foundation for meeting our future obligations.

In FY25, we plan to implement ESG software, which will be instrumental in improving our reporting process. This implementation will also provide an important opportunity to engage with teams across the business to educate them on the importance of ESG and to further refine our understanding of the resources required to effectively manage our ESG commitments and reporting obligations.

We understand the importance of quality data to drive quality reporting. As such, we are integrating ESG requirements into IT improvement projects across the business, including a new procurement system that will enable global alignment and enhance our procurement data. In addition, following the success of an initial project roll-out that requires delivery staff to register the type of vehicle used for deliveries, we will expand this across additional markets in FY25 – a move that will improve our logistics data collection.



Further, we are also continuing pilot projects which target improvements in our utilities data collection.

## OUR PEOPLE

FY24 was a year of restructuring the business to drive efficiencies and create a better platform for future growth. In FY25, we will continue to leverage our CoEs and global shared services to enhance effectiveness and share better practices across markets.

We are committed to creating safer ways of working, through continuously educating our people on how to recognise and mitigate risks effectively. FY25 will see a drive to reduce the hazards encountered on every delivery. To do this, we will focus initially on improving our culture of hazard identification, so we can learn how best to anticipate and avoid creating additional hazards.

Our P2E learning platform will continue to be rolled out, with access targeted to over 100,000 store team members, and all support team members will have access to a new global learning system called

'The Slice'. We will also continue to introduce global leadership development programmes to build our leadership capabilities.

In FY25, we will improve how we engage, listen to and value our people, both in the support team and in-store. This will include performance and reward frameworks, recognition programmes, engagement surveys and onboarding experiences. We will also continue to build on the improvements made in FY24 to reduce our gender pay gap.

In conclusion, our vision for FY25 is to remain steadfast in our commitment to sustainability, driving positive change in our operations and working closely with our partners and experts. While the challenges ahead are significant, our resolve is even stronger. We believe that through these dedicated efforts and an unwavering commitment to sustainability, we can create a better slice for everyone.



# SUPPLEMENTARY INFORMATION

## ABOUT THIS REPORT

### Scope and boundary of this report

This is the fourth annual<sup>1</sup> Sustainability Report published by DPE. The report covers our direct operations in the 12 markets where we have offices, corporate stores and other active direct operations in the period from 3 July 2023 to 30 June 2024. 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.

### Definitions of the material topics

#### Fundamental

- Food safety and quality: ensuring our food safety and quality standards are world-class and that every team member in every market understands the importance of safe food storage, preparation and handling requirements.
- Workplace 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.
- Customer privacy and data security: maintaining responsible management of information technology as we expand our digital capabilities to protect the privacy of employee, operational and customer data and maintain defences against cybersecurity breaches.

#### Key

- Franchisee 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.
- Community prosperity: investing and engaging with the communities in which we operate to create shared value through targeted grants, awards, partnerships and support for workplace giving and volunteering. This includes the Domino’s Partners programme and charities.
- Footprint reduction: 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.
- Customer experience: customers want their pizza to be fresh and hot out of the oven. Meeting customer expectations and improving satisfaction in the design and delivery of our products, services and experiences.

- Responsible sourcing: 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.

#### Emerging

- Food nutrition and innovation: delivering continuous menu innovation to offer customers more of the flavours they enjoy, including limited time offers and new product launches that become mainstays of our menu. Providing ingredients and recipes that meet our customers’ health, diet or lifestyle requirements, and working every day to improve these offerings.
- Attracting and retaining talent: attracting and retaining highly capable individuals with a range of relevant skills, experience and capabilities to support high performance and reduce turnover. This includes attracting people with new skill sets and adaptive thinking to drive innovation.

## REPORTING FRAMEWORKS

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

## DATA QUALITY CORPORATE FOOTPRINT

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. Quantis conducted all assessments of DPE’s carbon footprint following the GHG Protocol. The entire value chain was considered, including upstream and downstream activities, particularly at the franchise restaurant level.

Utility consumption and waste from franchise restaurants have been included in Scope 3 category 14 and Scope 3 category 5, respectively. In addition, emissions linked to delivery at the franchise level have been included.

Most of the data collected represented physical flows (procurement volumes, utilities consumed in kWh and m<sup>3</sup>, waste in tonnes, etc.), although total expenditure was used to derive the impact of capital goods and services. The emissions factors were derived from well-established databases such as ecoinvent and the World Food LCA Database.

Overall, the quality of the data used to calculate the corporate carbon footprint is higher than in previous years, as it relies on a higher proportion of primary data collected by the company. Confidence in the procurement data is higher than the market average, as it is based on direct supplier data for more than 90% of the volumes. Confidence in the data related to the consumption of utilities is higher than in previous years, both within Domino’s (company-owned restaurants and company-operated distribution centres) and within the Domino’s value chain (franchise partners and third-party distribution centres). The data may still be incomplete or inaccurate, and 70% of the energy consumption values are based on estimates and extrapolations by DPE. Regarding logistics, we are confident about the upstream and downstream data, as they are based on supplier surveys and exact coordinates respectively. The data provided for deliveries, both in terms of fleet composition and kilometres driven, has improved compared to previous years, but it still relies partly on estimations.

In view of the above, we must be cautious in drawing conclusions about trends from FY21 to FY24. Going forward, we intend to continuously improve the quality of our corporate footprint data in our annual updates.

## CONTACT INFORMATION

For further information, please contact Nathan Scholz, Group Chief Communications & Investor Relations Officer, via investor.relations@dominos.com.au or Mirjam Roodhardt, Sustainability Coordinator, via ESG@dominos.com.au.

<sup>1</sup> On 10 December 2024



## ACRONYMS AND KEY DEFINITIONS

**AI** – Artificial intelligence.

**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.

**BCC** – Better Chicken Commitment.

**BOH** – Back of house.

**CLV** – Customer lifetime value.

**CO<sub>2</sub>** – Carbon dioxide.

**COE** – Centre of expertise.

**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 CO<sub>2</sub> 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.

**HVM** – High volume mentality.

**GRI** – Global Reporting Initiative.

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

**Nutri-score system** – Nutri-Score is a nutritional colour-coded labelling system, launched in France in 2017, grading products from A (green), indicating the healthiest, to E (red), signifying the least healthy within the same food category.

**OER** – Operations evaluation report.

**P2E** – Path to excellence.

**QA** – Quality Assurance.

**QSR** – Quick Service Restaurant.

**Quantis** – Quantis is a leading environmental sustainability consultancy that partners with major organisations around the world to drive sustainable transformation and align business with planetary boundaries.

**SASB** – Sustainability Accounting Standards Board.

**SBTs** – Science-based targets.

**SBTi** – Science Based Target initiative.

**SPCA** – Society for the Prevention of Cruelty to Animals.

**WFLDB** – World Food LCA Database.

**4PL** – Fourth-party logistics.





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 3 July 2023 to 30 June 2024 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. 11 - p. 23<br>About this report, p. 88   |
|                                 | 2-3 Reporting period, frequency and contact point                                | About this report, p. 88 - 89  |
|                                 | 2. Activities and workers  |  |
|                                 | 2-6 Activities, value chain and other business relationships                     | Our Company, p. 11 - p. 23<br>Our Business model p. 14   |
|                                 | 2-7 Employees  | Our Company, p. 11 - p. 23<br>Performance data tables, p. 28   |
|                                 | 3. Governance  |  |
|                                 | 2-9 Governance structure and composition   | Corporate Governance, p. 19<br><a href="https://investors.dominos.com.au/board-of-directors">https://investors.dominos.com.au/board-of-directors</a><br><a href="https://investors.dominos.com.au/corporate-governance">https://investors.dominos.com.au/corporate-governance</a>  |
|                                 | 2-10 Nomination and selection of the highest governance body                     | Corporate Governance, p. 19<br><a href="https://investors.dominos.com.au/corporate-governance">https://investors.dominos.com.au/corporate-governance</a><br><br><a href="https://investors.dominos.com.au/corporate-governance">https://investors.dominos.com.au/corporate-governance</a><br>=> Nomination, Culture and Remuneration Committee Charter |
|                                 | 2-11 Chair of the highest governance body  | Corporate Governance, p. 19<br><a href="https://investors.dominos.com.au/corporate-governance">https://investors.dominos.com.au/corporate-governance</a>   |
|                                 | 2-12 Role of the highest governance body in overseeing the management of impacts | Corporate Governance, p. 19<br><a href="https://investors.dominos.com.au/corporate-governance">https://investors.dominos.com.au/corporate-governance</a>   |
|                                 | 2-13 Delegation of responsibility for managing impacts                           | Corporate Governance, p. 19  |
|                                 | 2-14 Role of the highest governance body in sustainability reporting             | Corporate Governance, p. 19 - 20<br>About this report, p. 88   |
|                                 | 2-15 Conflicts of interest   | <a href="https://investors.dominos.com.au/corporate-governance">https://investors.dominos.com.au/corporate-governance</a>  |
|                                 | 2-16 Communication of critical concerns  | <a href="https://investors.dominos.com.au/corporate-governance">https://investors.dominos.com.au/corporate-governance</a>  |
|                                 | 2-17 Collective knowledge of the highest governance body                         | Corporate Governance, p. 19  |
|                                 | 2-18 Evaluation of the performance of the highest governance body                | <a href="https://investors.dominos.com.au/corporate-governance">https://investors.dominos.com.au/corporate-governance</a><br>=> Nomination, Culture and Remuneration Committee Charter   |
|                                 | 2-19 Remuneration policies   | <a href="https://investors.dominos.com.au/corporate-governance">https://investors.dominos.com.au/corporate-governance</a><br>=> Nomination, Culture and Remuneration Committee Charter   |
|                                 | 4. Strategy, policies and practices  |  |
|                                 | 2-22 Statement on sustainable development strategy                               | Chairman & CEO message, p. 4 - 5   |
|                                 | 2-23 Policy commitments  | Corporate Governance, p. 19<br>Responsible Sourcing Policies and Statements, p.74<br><br><a href="https://investors.dominos.com.au/our-policies-and-statements">https://investors.dominos.com.au/our-policies-and-statements</a><br>=> Responsible Sourcing Policy<br>=> Modern Slavery Statement<br>=> Human Rights Policy                            |

|                             |   |   |
|-----------------------------|---|---|
|                             | 2-24 Embedding policy commitments                       | Corporate Governance, p. 19<br>Responsible Sourcing Policies and Statements, p.74<br><br><a href="https://investors.dominos.com.au/our-policies-and-statements">https://investors.dominos.com.au/our-policies-and-statements</a><br>=> Responsible Sourcing Policy<br>=> Modern Slavery Statement<br>=> Human Rights Policy |
|                             | 2-25 Processes to remediate negative impacts            | Corporate Governance, p. 19<br>Responsible Sourcing, p. 74<br>Our Food, p. 41   |
|                             | 2-26 Mechanisms for seeking advice and raising concerns | Corporate Governance, p. 19<br><a href="https://investors.dominos.com.au/corporate-governance">https://investors.dominos.com.au/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.  |
|                             | 5. Stakeholder engagement                               |   |
|                             | 2-29 Approach to stakeholder engagement                 | Stakeholder Engagement, p. 18   |
| GRI 3: Material Topics 2021 | Topic standards   |   |
|                             | 3-1 Process to determine material topics                | Materiality assessment, p. 22   |
|                             | 3-2 List of material topics                             | Materiality assessment, p. 22<br>About this report, p. 88   |
| GRI 3: Material Topics 2021 | Footprint reduction                                     |   |
|                             | 3-3 Management of material topics                       | Our Environment, p. 63 - p. 75  |
|                             | GRI305: Emissions 2016                                  | 305-1 Direct (Scope 1) GHG emissions<br>Our Environment, p. 64<br>305-2 Energy indirect (Scope) 2 GHG emissions<br>Our Environment, p. 64   |
| GRI306: Waste 2020          | 306-3 Waste generated                                   | Our Environment, p. 66<br>Total waste generated: 34,676 metric ton  |
|                             | GRI303: Water and Effluents                             | 303-3 Water withdrawal<br>Our Environment, p. 66<br>Total water withdrawn: 59,155,225 m³  |
| GRI 3: Material Topics 2021 | Workplace safety  |   |
|                             | 3-3 Management of material topics                       | Our People, p. 33   |
|                             | Talent attraction and retention                         |   |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics                       | Our People, p. 29   |
|                             | GRI405: Diversity and Equal Opportunity 2016            | 405-1 Diversity of governance bodies and employees<br>Our People, p.26 - 28   |
|                             | GRI406: Non-discrimination 2016                         | 406-1 Incidents of discrimination and corrective actions taken<br>Our commitment to responsible business conduct, p. 21   |
| GRI 3: Material Topics 2021 | Community prosperity                                    |   |
|                             | 3-3 Management of material topics                       | Our Community, p. 77 - p. 85  |
|                             | GRI413: Local communities 2016                          | 413-1 Operations with local community engagement, impact assessments, and development programs<br>Our Community, case studies p. 77 - p. 85<br>413-2 Operations with significant actual and potential negative impacts on local communities<br>Our commitment to responsible business conduct, p. 21                        |
|                             | Customer data privacy and security                      |   |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics                       | Our Customers, p. 57  |



APPENDIX 2: SASB REFERENCE TABLE

Sustainability Accounting Standards Board (SASB) Content Index 2024

This material references the SASB Restaurants Standard, Version 2018-10.

| ACCOUNTING METRIC   | SASB CODE    | CATEGORY     | UNIT OF MEASURE                              | RESPONSE  |
|---|--------------|--------------|--|---|
| <b>Energy management</b><br><br>(1) total energy consumed<br>(2) percentage grid electricity<br>(3) percentage renewable energy   | FB-RN-130a.1 | Quantitative | Gigajoules (GJ)<br>Percentage (%)            | 1) Total energy consumed (diesel, natural gas, propane, electricity): 635,380,527 kWh compared to 509,054,856 kWh in FY23 (increase of 25%).<br>2) Percentage grid electricity consumed: 99%<br>3) Percentage renewable energy consumed: 1%   |
| <b>Water management</b><br><br>(1) total water withdrawn<br>(2) total water consumed<br><br>percentage of each in regions with High or Extremely High Baseline Water Stress | FB-RN-140a.1 | Quantitative | Thousand cubic meters (m³)<br>Percentage (%) | 1) Total water withdrawn: 59,155,225 m³ compared to 62,274,026 m³ in FY23 (decrease of 5%). In the FY23 sustainability report we reported 101,132,700 m³. This change has resulted from using updated emissions factors (including water withdrawal factors) to restate our carbon footprint from FY21 to FY24.<br>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.   |
| <b>Food and packaging waste management</b><br><br>(1) total amount of waste<br>(2) percentage food waste<br>(3) percentage diverted waste                                   | FB-RN-150a.1 | Quantitative | Metric tons (t)<br>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.<br>1) Total amount of waste: 34,676 t, compared to 256,834 t in FY23 (decrease of 87%). This decrease is attributed to improved data collection in FY24.<br>2) Percentage of food waste: no access to data of sufficient quality as most restaurants report food waste in the 'mixed waste' category.<br>3) Percentage diverted: we do not currently have access to this information. |
| (1) total weight of packaging<br>(2) percentage made from recycled and/or renewable materials<br>(3) percentage that is recyclable, reusable and/or compostable             | FB-RN-150a.2 | Quantitative | Metric tons (t)<br>percentage (%)            | 1) Total weight of packaging: 36,706 t, compared to 43,380 t in FY23 (decrease of 15%).<br>2) Percentage made from recycled and/or renewable materials: No information.<br>3) Percentage that is recyclable, reusable, and/or compostable: No information.  |
| <b>Food safety</b><br><br>(1) percentage of restaurants inspected by a food safety oversight body<br>(2) percentage receiving critical violations                           | FB-RN-250a.1 | Quantitative | Percentage (%)                               | DPE had an average of 3,752 stores during FY24. A total of 30,615 inspections were conducted. This is an average of 8.2 inspections per store. Our internal store inspectors conducted 7.1 of these inspections per store, while external store inspectors carried out 1.1 inspections per store. In percentage terms, this translates into 816% store inspections.<br><br>DPE had a total of 4,147 critical violations across 1,845 stores during FY24. In percentage terms, this translates to 49% of stores having a critical violation.   |
| (1) number of recalls issued<br>(2) total amount of food product recalled   | FB-RN-250a.2 | Quantitative | Number<br>Metric tons (t)                    | There were no recalls during the reporting period. Voluntary product withdrawals for reasons of food quality and flavour are described in the 'Our food' chapter.   |
| (1) number of confirmed foodborne illness outbreaks<br>(2) percentage resulting in U.S. Centers for Disease Control and Prevention (CDC) investigation                      | FB-RN-250a.3 | Quantitative | Number<br>Percentage (%)                     | No confirmed foodborne illness outbreaks linked to Domino's restaurants were reported.  |

|  |              |                         |   |   |
|--|--------------|-------------------------|---|---|
| <b>Nutritional content</b><br><br>(1) percentage of children's meal options consistent with national dietary guidelines for children<br>(2) revenue from these options                           | FB-RN-260a.  | Quantitative            | Percentage (%)<br>Reporting currency                        | Not applicable. We do not provide meals specifically for children.  |
| <b>Labour practices</b><br><br>Total amount of monetary losses as a result of legal proceedings associated with<br>(1) labour law violations<br>(2) employment discrimination                    | FB-RN-310a.3 | Quantitative            | Reporting 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. |
| <b>Supply chain management and food sourcing</b><br><br>Percentage of<br>(1) eggs that originated from a cage-free environment<br>(2) pork that was produced without the use of gestation crates | FB-RN-430a.2 | Quantitative            | Percentage (%)<br>by number,<br>Percentage (%)<br>by weight | 1) Percentage of eggs that originated from a cage-free environment: 55% globally<br>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 'Responsible Sourcing' section on page 73.<br><br>Our approach to animal standards is described in the 'Responsible Food' section on page 45.  |
| <b>Activity metrics</b><br><br>Number of<br>(1) company-owned restaurants<br>(2) franchise restaurants   | FB-RN-000.A  | Quantitative            | Number  | 1) Number of company-owned restaurants: 863<br>2) Number of franchise restaurants: 2,932  |
| Number of employees at<br>(1) company-owned locations<br>(2) franchise locations   | FB-RN-000.B  | Quantitative            | Number  | 1) Number of employees at company-owned locations: 16,583 (HC at end of fiscal year)<br>2) Number of employees at franchise locations: approximately 88,000   |