Domino's Pizza Enterprises Limited
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Hamilton QLD Australia 4007
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27 August 2025

The Manager
Market Announcements Office
Australian Securities Exchange
4th Floor, 20 Bridge Street
SYDNEY NSW 2000

Dear Sir,

Market presentation for the year ended 29 June 2025

Please find attached for immediate release to the market a market presentation in relation to the financial results of the Company for the year ended 29 June 2025.

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

Investors will hear from:

- Jack Cowin, Executive Chair
- George Saoud, Group CFO
- Richard Coney, retiring Group CFO

Registration: https://www.dominospizzaenterprises.com/presentations/fy25-full-year-result-august-27th

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

Authorised for lodgement by the Board.

Craig Ryan
Company Secretary

END

Domino's Pizza Enterprises Limited (DPE)

Full Year Results

Period Ending 29 June 2025

Agenda

DOMINO'S TODAY & MARKET POSITION

EXECUTIVE SUMMARY & TRADING UPDATE

VALUE CREATION & GROWTH STRATEGY

FINANCIAL RESULTS

OUTLOOK & CLOSING REMARKS

PRESENTERS:

Jack Cowin
Executive Chairman

Richard Coney
Group Chief Financial Officer
(Retiring)

George Saoud
Group Chief Financial Officer
(Incoming)

Domino's Today & Position

ADDRESSING CHALLENGES IN CERTAIN MARKETS WITH ACTIONS TO REDUCE COSTS & IMPROVE FRANCHISEE RETURNS

OUR STRENGTHS

- Market leader in key markets, with strong in-store teams and culture
- Large and attractive markets with significant growth potential
- Quality food supported by value proposition and customer experience
- Highly recognised brand with flywheel that drives profitability

OUR OPPORTUNITIES

- Pizza category continues to grow globally & remains resilient
- Prioritisation and simplification, driving cost reduction and improved franchisee margins
- Long-term growth plan to reach full potential

OUR CHALLENGES

- Post-COVID cost base affecting unit economics
- Japan & France requiring tailored responses
- Franchisee progress varies by market and will be enhanced through ongoing operational and financial support

OUR PATH FORWARD BUILDS ON OUR STRATEGIC REVIEW COMPLETED EARLIER THIS YEAR, INCLUDING DETAILED BUSINESS PLANS FOR ALL MARKETS

Executive Summary

BUSINESS PRIORITIES

CUSTOMER VALUE PROPOSITION & DRIVING SUSTAINABLE FRANCHISEE PROFITABILITY

- Clear Recipe for Growth plan: focused on sales, margin improvement, cost reduction, and stronger franchisee returns
- Driving efficiencies across the business and reallocating resources to strengthen franchisee support
- Sharing savings with our franchise partners to enhance unit economics

Key Changes

- Empowering in-country decision making (vs. Global)
- Securing more SG&A savings to redirect towards working media
- Deploying IT solutions to reduce customer friction points
- Simplified operations to deliver for both customers and franchisees
- Improving price clarity and reducing discounting to deliver consistent customer value and stronger store margins

FINANCIAL HIGHLIGHTS

ANZ, BENELUX AND GERMANY STRONG

Group

- Network Sales: $4.15B – flat Same Store Sales
- Underlying EBIT: $198.1m, down -4.6% on PCP
- Franchisee EBITDA: $95k per store, in line with prior year

NPAT

- Underlying NPAT $116.9m, excluding $162.3m of non-Recurring (pre-tax) items
- Statutory NPAT -$3.7m, impacted by one-off items

Regional Performance:

- ANZ: EBIT +$6.5m (+5.2%) – strong operational performance
- Europe: EBIT +$2.2m (+3.1%) – positive momentum in BENELUX and Germany; France under new leadership
- Asia: EBIT -$14.0m (-32.6%) – Japan remained the main headwind. Focus on customer, price & promotions, and frequency to drive sustainable growth

Executive Summary

CAPITAL MANAGEMENT

TAKING ACTION TO IMPROVE CAPITAL ALLOCATION AND SUPPORT DELEVERAGING

- Leverage above target but remains well within covenants
- Proactive steps underway to reduce leverage below 2.0x
- Dividend 21.5 cps (equivalent to payout of 35% for final dividend)– a conscious decision to strengthen the balance sheet and support reinvestment in growth
- DRP maintained with underwriting removed
- Broader dividend framework aims to deliver progressive, sustainable distributions, while supporting leverage targets and reinvestment for growth

LEADERSHIP UPDATE

NEW APPOINTMENTS SUPPORTED BY DEEP EXPERIENCE

- Experienced leaders appointed to key roles, with global searches underway following leadership departures
- Group Executive Chair, new external CFO, internal appointments to head Japan, ANZ COO and new external France CEO
- New Group CMO (former CEO Europe) brings deep market and organisational knowledge across marketing function
- Recruitment processes for Japan and ANZ CEOs are well progressed, with experienced teams driving day-to-day performance

Trading Update

Same Store Sales Growth	H1	H2	Full Year	First 7 Weeks of new Financial Year
FY24	+1.3%	+1.6%	+1.5%	FY25 -1.3%
FY25	-0.6%	+0.4%	-0.2%	FY26 -0.9%

- SSS improved through FY25 — H1 -0.6% → H2 +0.4%, momentum led by Malaysia & Germany
- FY26 Group Same Store Sales – declined 0.9% during the first 7 weeks of trade (vs. -1.3% PCP)
- FY26 Regional Same Store Sales – strong growth in Germany, BENELUX and Malaysia, offset by weaker performance in Japan, ANZ and France during the first 7 weeks
- Investment in working media in Japan and ANZ temporarily lower than PCP (-27% in Japan and -13% in ANZ), with spend being timed to coincide with periods of higher demand
- Ticket growth – supported by a strategic shift toward everyday value– though AWOC declines impacted overall sales

Recipe for Growth

SHARPENED FOR CHANGE

Domino's has completed a full strategic review, the Recipe for Growth, which addresses strategic priorities

- **Reinforce core**
  - → Closed unprofitable stores and strengthen procurement discipline to both protect margins and improve franchisee returns
  - → Rebalance Global/local responsibilities to make critical decisions in markets closer to the customer
- **Simplify for efficiency** - a structural change
  - → Deliver SG&A savings across the business and prioritise key business activities that drive stakeholder value
  - → Simplify operations in partnership with Franchisees with clearer menu selection and pricing
- **Drive marketing effectiveness**
  - → Reinvest some SG&A savings into digital and working media to accelerate conversion and boost sales
  - → Deliver clearer pricing, improve promotional effectiveness and strengthen economics on aggregator platforms
- **Selectively extend proposition**
  - → Expand store footprint in key areas, deploy IT solutions to reduce customer friction, and launch new products for growth

WE ARE BUILDING ON THIS CLEAR PLAN DEVELOPED IN FY25 ACROSS ALL MARKETS TO DELIVER FOR CUSTOMERS, FRANCHISEES AND SHAREHOLDERS

Value Creation Model

SIMPLIFYING THE SYSTEM TO RESTART THE FLYWHEEL

PHASE 1: RECIPE FOR GROWTH

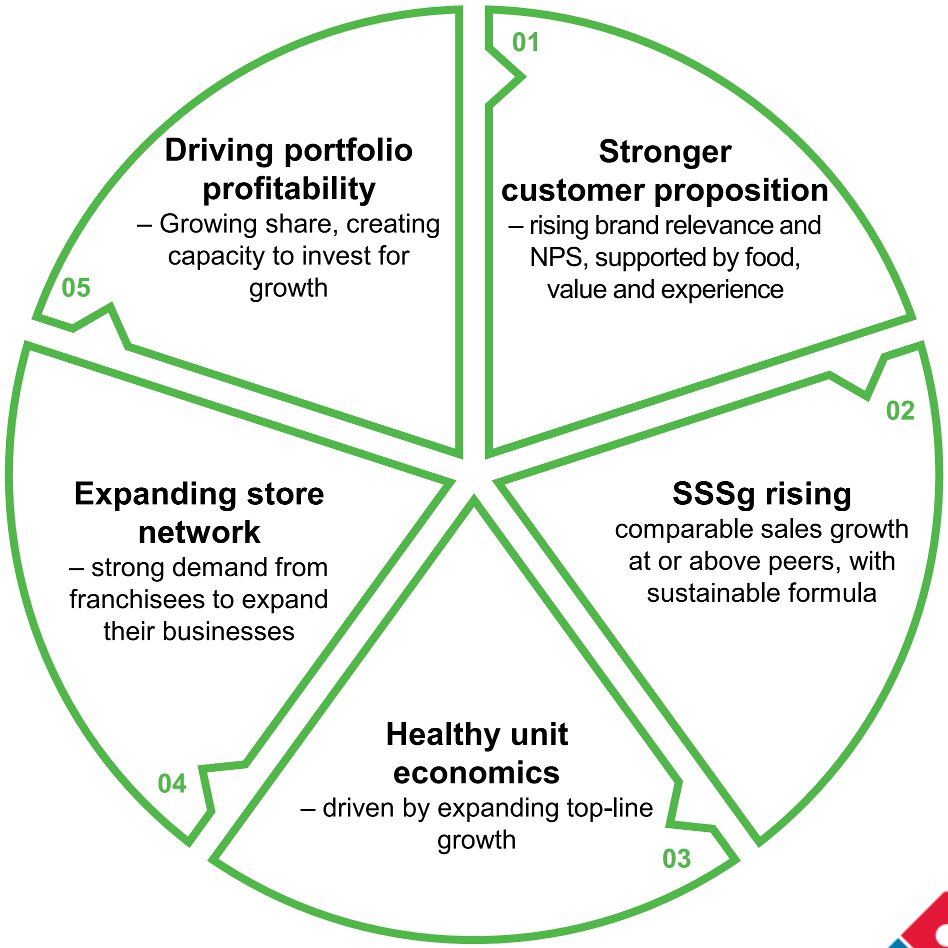
We have completed our detailed plans to return to sustainable growth: a shift in how we run our business and deliver for our customers

- **Stronger Customer Proposition (01)**: Reduce discount-led marketing → sharpen pricing & yield to support sustainable SSSg
- **Drive Same Store Sales Growth (02)**: Transition underway in Japan & France → targeted market actions following strategic review. **Achieve higher working media through cost efficiencies**

PHASE 2: ACCELERATE WITH LOCAL ACCOUNTABILITY

Long-term performance delivers for our franchise partners and shareholders

- **Improve Unit Economics (03)**: Strategic Reset → simplify, improve execution, share savings from Marketing & IT taskforces with franchisees → align spend to high-value activities, cut non-value costs
- **Expand Store Network (04)**: Strengthen franchisee returns → **healthy unit economics will reignite network expansion**
- **Enhance Portfolio Profitability (05)**: Focused Execution – "Recipe for Growth" → reinforce core, simplify for value/efficiency, drive marketing effectiveness, selectively extend proposition



FY25 - Financial Results

Financial Metrics

Metric	Current Period FY25	Last Year FY24	Growth vs Last Year	Growth % vs Last Year
Network Sales	$4,152.7m	$4,189.6m	-$36.8m	-0.9% ▼
Revenue	$2,303.7m	$2,376.7m	-$73.0m	-3.1% ▼
EBIT (2)	$198.1m	$207.7m	-$9.6m	-4.6% ▼
Interest	-$28.1m	-$35.1m	$7.0m	-19.9% ▼
NPBT (2)	$170.0m	$172.6m	-$2.6m	-1.5% ▼
Tax Expense (2)	-$53.1m	-$52.3m	-$0.8m	-1.6% ▼
NPAT Underlying	$116.9m	$120.4m	-$3.4m	-2.8% ▼
Non-recurring Items (3)	-$120.6m	-$28.0m	-$92.6m	-330.7% ▼
NPAT Statutory	-$3.7m	$92.3m	-$96.1m	-104.0% ▼
EPS Underlying (cps)	126.3	133.8	-7.5	-5.6% ▼
DPS (cps)	77.0	105.9	-28.9	-27.3% ▼
Net CAPEX	$54.4m	$62.3m	$7.8m	-12.6% ▼
Net Debt	$724.8m	$690.1m	$34.7m	+5.0% ▲
Free Cash Flow	$47.4m	$104.1m	-$56.6m	-54.4% ▼

1) Constant currency calculated by applying FY25 FX rates for respective periods
2) Underlying performance excluding Non-recurring Items
3) Non-recurring Items Post Tax

- **Network Sales -0.9% vs. Last Year** (-1.9% in constant currency[1])
- **Underlying EBIT decreased -4.6% vs. last year** (-5.4% constant currency):
  - ANZ (+5.2%) and EU (+3.1%) delivering growth
  - Offset by higher global overheads (-14.2%) and a sharp decline in Asia (-32.6%), primarily due to Japan
- Interest costs lower due to lower Yen & EUR base rates and a reduction in committed debt facilities of $150m
- **Underlying NPAT -2.8% vs. Last Year** (-3.7% in constant currency[1])
- **Organic net debt reduced $51.0m**, offset by $85.8m FX translation
- Effective tax rate increased, reflecting a greater share of earnings in higher tax jurisdictions
- **Free Cash Flow of $47.4m**, including absorption of $58.1m in non-recurring cash outflows
- **Final dividend of 21.5 cps declared** (unfranked)
  - DRP remains in place (not underwritten)
  - Dividend, equivalent to payout of 35% for the final dividend, supporting deleveraging and reinvestment, creating a sustainable base for future growth

Geographic Summary

Metric	Current Period FY25	Last Year FY24	Growth vs Last Year	Growth % vs Last Year
Same Store Sales Growth	**-0.2%**	**1.5%**	**-1.7%**	
ANZ	-0.4%	7.9%	-8.2%	
Europe	1.6%	0.3%	1.3%	
Asia	-3.2%	-7.2%	4.1%	
Revenue	**$2,303.7m**	**$2,376.7m**	**-$73.0m**	**-3.1%** ▼
ANZ	$775.5m	$795.3m	-$19.8m	-2.5% ▼
Europe	$764.7m	$762.7m	$2.0m	0.3% ▲
Asia	$763.5m	$818.7m	-$55.2m	-6.7% ▼
EBIT	**$198.1m**	**$207.7m**	**-$9.6m**	**-4.6%** ▼
ANZ	$130.6m	$124.1m	$6.5m	5.2% ▲
Europe	$73.0m	$70.7m	$2.2m	3.1% ▲
Asia	$29.0m	$42.9m	-$14.0m	-32.6% ▼
Global	-$34.4m	-$30.1m	-$4.3m	-14.2% ▼
EBIT % of Revenue	**8.6%**	**8.7%**	**-0.1%**	
ANZ	16.8%	15.6%	1.2%	
Europe	9.5%	9.3%	0.3%	
Asia	3.8%	5.2%	-1.5%	

1) Constant currency calculated by applying FY25 FX rates for respective periods

- **Group EBIT -4.6%** YoY (-5.4% constant currency)
- **ANZ: EBIT +5.2%;** performance underpinned by menu simplification, core pizza focus, and targeted promotions — delivering the strongest AU franchisee EBITDA in three years
- **Europe: EBIT +3.1%** (+1.5% constant currency); BENELUX strong, Germany gaining traction through value campaigns, France stabilising under new leadership
- **Asia: EBIT -32.6%** (-33.4% constant currency); attributable to Japan, though the completion of 233 store closures provides a stronger base, while Malaysia, Singapore & Taiwan delivered strong improvements through disciplined execution
- **Global EBIT -14.2%**, majority of the increase reflects higher amortisation of digital assets, with investment expected to moderate as disciplined capital expenditure takes effect
- Overall: ANZ & BENELUX remain key growth drivers; Germany building momentum; Asia positioned for recovery with a sharper focus on value, frequency, and disciplined execution

Non-Recurring Items

Group Non-recurring Items - $m	FY25 Actual	Purpose/ Outcome
Store Optimisation Programs	$118.4m	Closure and impairment of underperforming stores to improve profitability and accelerate re-franchising
Streamlining of Operations	$16.5m	Restructuring costs, including employee terminations and transition of services to Malaysia and Poland
Impairments and write-downs	$15.6m	Technology assets, EU inventories, and Malaysian property revaluations
Finance & Supply systems	$6.5m	Deployment of new Finance & Supply System to leverage global scale & optimise Shared Services Capability
Other	$5.3m	Ongoing litigation matters
Group Restructuring Costs Total (1)	**$162.3m**	

Total Non-Recurring Items (Significant Charges) $162.3m ($58.1m cash):

- Store Optimisation ($118.4m) includes:
  - FY25 Program – closure of 312 loss-making stores (233 in Japan) and related impairments
  - FY23/FY24 Program – residual costs from ~80 stores closed as announced in July 2024
- Remaining charges reflect streamlining and shared-service transitions ($16.5m), impairments and write-downs ($15.6m), new Finance & Supply system ($6.5m) and legal matters ($5.3m)
- While significant, these charges underpin a leaner operating model, improved profitability, and a stronger platform for growth

1) Total Non-Recurring Costs were $162.3m before tax, $120.6m post tax. See slide 22 for a reconciliation of Statutory Profit to Underlying

Free Cash Flow

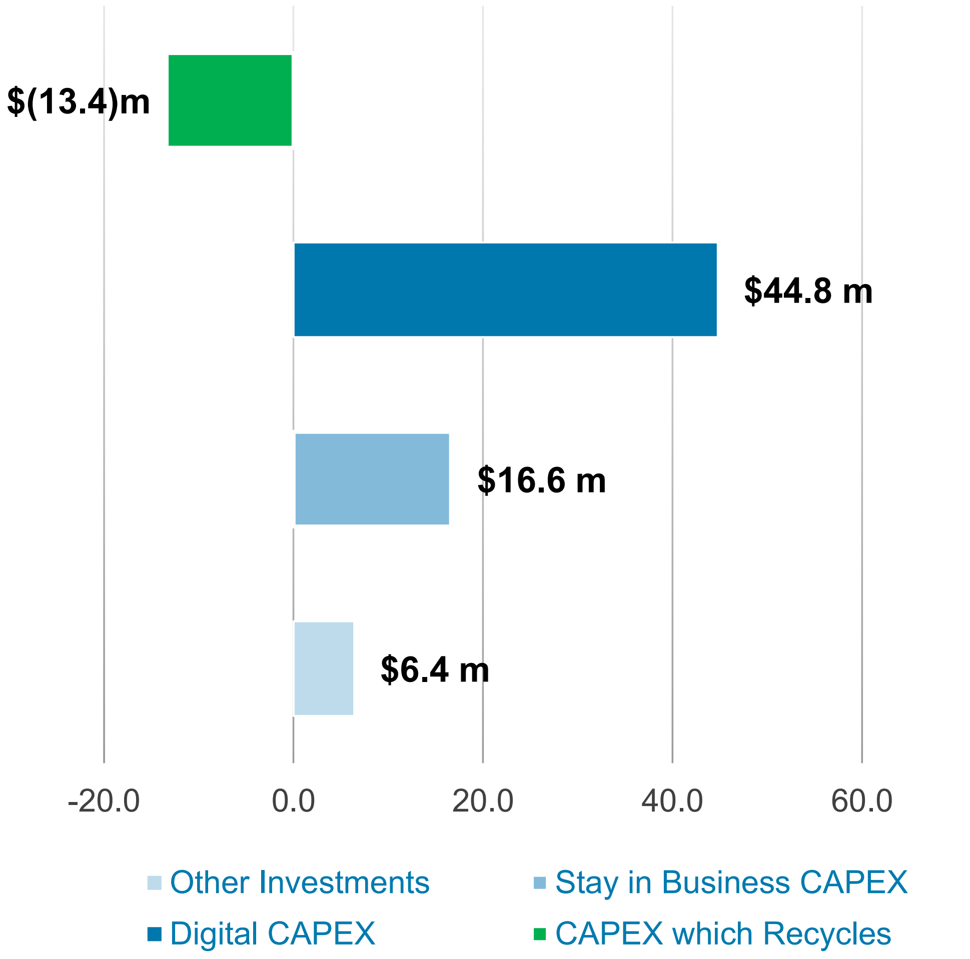
Group Cash Flow	Current Period FY25	Last Year FY24	Change vs. Last Year
Underlying EBITDA	346.7m	362.7m	-16.1m
Change in working capital (1)	-9.8m	-9.6m	-0.2m
Profit on sale of non-current assets	-20.3m	-21.3m	1.0m
Other movements	-14.6m	-19.2m	4.6m
Operating cash flow before interest & tax	**302.1m**	**312.7m**	**-10.7m**
Non-recurring costs	-58.1m	-40.8m	-17.3m
Net interest paid	-26.4m	-33.5m	7.1m
Tax paid	-50.4m	-1.4m	-48.9m
Net operating cash flow	**167.2m**	**237.0m**	**-69.8m**
Capital expenditure	-86.8m	-125.2m	38.5m
Proceeds from sale of PP&E & intangibles (2)	26.0m	29.1m	-3.1m
Loans repaid by franchisees	6.3m	33.9m	-27.5m
Net cash used in investing activities	**-54.4m**	**-62.3m**	**7.8m**
Net lease principal payments	**-65.4m**	**-70.6m**	**5.3m**
Free cashflow (ex acquisitions)	**47.4m**	**104.1m**	**-56.6m**
Acquisitions	**-**	**-3.7m**	**3.7m**
Free cashflow	**47.4m**	**100.3m**	**-52.9m**

- **Generated $105.5m in Free Cash Flow**, excluding $58.1m non-recurring cash costs
- **Net operating cash flow $167.2m, which decreased -$69.8m**, primarily driven by:
  - Increase in tax instalment payments (-$48.9m)
  - Higher non-recurring costs (-$17.3m)
  - Lower EBITDA (-$16.1m)
  - Partially offset by lower interest costs (+$7.1m) from reduced Yen & EUR base rates and lower borrowing facilities
- **Net Investing (CAPEX) decreased by +$7.8m**
  - Lower capex from fewer store openings/acquisitions
  - Lower store sale proceeds and franchisee loan repayments (mainly Japan)
- **Net lease principal payments** decreased **+$5.3m**, includes $8.2m relating to closed stores under the Store Optimisation program

1. Working capital (Trade and Other Payables) has been normalised to account for the unwinding of $17.1m available tax offsets during H1 25, which was communicated in the FY24 Market Presentation. This has also impacted Other movements.
2. Excluding $16.3m of non-cash proceeds

Investing Activities

$54.4m Net CAPEX



- **FY25 Net CAPEX: $54.4m (FY24 $62.3m)**
- CAPEX which Recycles -$13.4m (FY24 $0.6m)
  - Gross CAPEX $19.0m (FY24 $63.6m), reflecting significantly fewer new corporate store openings and lower franchisee acquisitions
  - Cash inflows -$32.3m (FY24 -$63.0m), from loan repayments and sale of stores

Digital CAPEX $44.8m (FY24 $41.6m)

- Continued investment in online ordering platforms and digital transformation initiatives to enhance stability, resilience, and customer experience
- Spend expected to moderate in FY26 as digital transformation program nears completion

"Stay in Business" CAPEX $16.6m (FY24 $5.5m)

- Store refurbishments, asset replacements, and operational upgrades

Other Investments $6.4m (FY24 $8.6m)

- Development of operational systems, logistics, and back-of-house capabilities

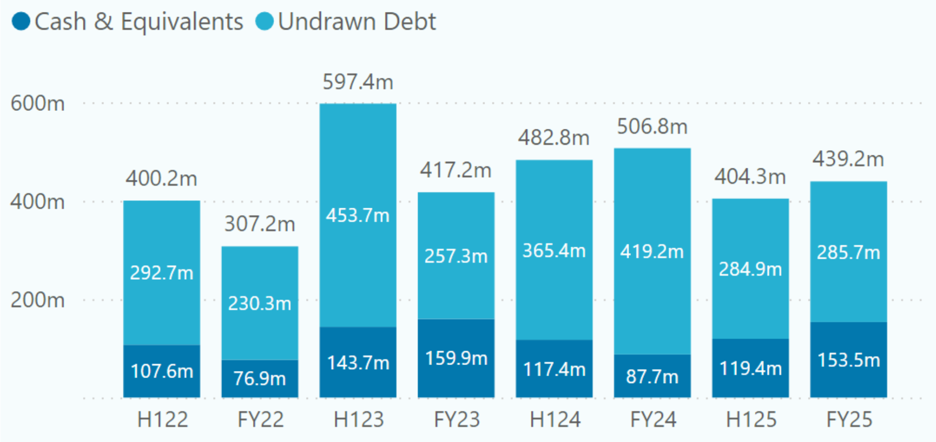
Capital Management

PRUDENT ACTION TO IMPROVE CAPITAL ALLOCATION AND SUPPORT DELEVERAGING

FINANCIAL RATIOS

	FY24	H125	FY25
EBITDA 12 Month Rolling (exl AASB16)(1)	294.2m	289.3m	281.7m
Total Debt (exl AASB16)	777.7m	824.5m	878.3m
Cash and Equivalents	87.7m	119.4m	153.5m
Net Debt	690.1m	705.1m	724.8m
Interest Coverage	12.5 X	13.9 X	17.1 X
Net Leverage	2.35 X	2.44 X	2.57 X
Net Leverage Covenant	<3.5 X	<3.0 X	<3.0 X

TOTAL CASH AND UNDRAWN COMMITTED DEBT



1) Underlying EBITDA excluding Non-recurring items

PRIORITISING OPTIMISED GROWTH INVESTMENT AND DELEVERAGING

Dividend:
- Dividend 21.5 cps (equivalent to payout of 35% for final dividend)
- Reduced final dividend supports near-term deleveraging
- DRP maintained with underwriting removed

Leverage and debt:
- **Net Leverage Ratio Target <2.0x**
- FY25 Net Debt $724.8m; Net Leverage at 2.57x (vs. 2.35x in FY24)
- The Interest Coverage ratio is strong at 17.1x (vs. 12.5x in FY24)
- Organic net debt reduction of $51.0m, offset by $85.8m FX translation impact

Capital optimisation:
- Domono's will continue to invest in our Digital platform and store openings that will deliver sustainable returns
- Net capex down $7.8m vs. FY24, remaining below historical levels
- Reduction in committed facilities of $150m, lowering surplus debt capacity and fees

Liquidity and flexibility:
- Robust liquidity of $439.2m (cash + undrawn committed facilities); majority of facilities mature FY27

The Next Chapter – A Better Domino's

THE FOUNDATIONS ARE IN PLACE

NETWORK SALES & SSSG

- **Pricing discipline**
  – More consistent, transparent pricing for customers and stronger store margins
- **Marketing – increase working media investment**
  – Reallocate efficiencies into high-impact initiatives (digital, in-store, pricing trials) to lift sales & strengthen customer value proposition
- **IT activities aligned with market demands**
  – Including digital engagement: a "lovable UI" for web/mobile app, and data-driven pricing initiatives that reinforce profitability

CORPORATE PROFITS

- **Focus on reducing overheads - Permanent structural savings, not short-term fixes**
  – Leaner cost base program, delivering permanent savings via supply chain optimisation, menu simplification, and tighter operations, strengthening unit economics for franchisees and DPE

FRANCHISE PROFITABILITY

- **Operations – redirect resourcing to support franchisees in the field**
  – Empower local markets and use savings from reduced overheads to invest resources where they make the greatest impact

MARKET FOCUS – JAPAN & FRANCE

- **France: New CEO in place**; leadership reset and sharper local execution underway
- **Japan: Forensic franchisee attention and targeted operational changes; progress will build through FY26**
  (Turnaround actions progressing, but financial impact will take time)

Appendices

Network Store Count

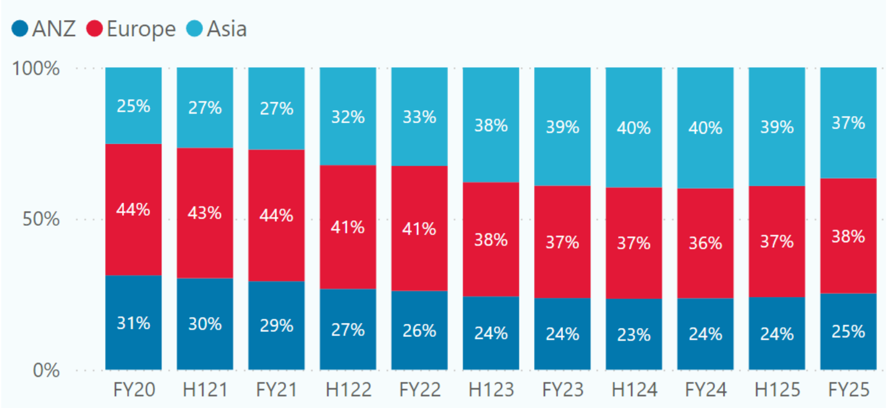
GROUP NETWORK STORE COUNT

Metric	FY20	H121	FY21	H122	FY22	H123	FY23	H124	FY24	H125	FY25
Corporate Store Count	586	597	605	650	613	913	883	912	863	850	726
Franchise Store Count	2,082	2,198	2,344	2,577	2,774	2,823	2,899	2,925	2,932	2,886	2,803
Network Store Count	2,668	2,795	2,949	3,227	3,387	3,736	3,782	3,837	3,795	3,736	3,529
New Organic Store Additions	163	131	285	129	294	79	205	73	116	21	46
Store Addition % of Network	6.5%	4.9%	10.7%	4.4%	10.0%	2.3%	6.1%	1.9%	3.1%	0.6%	1.2%

REGIONAL STORE COUNT

Region	FY20	H121	FY21	H122	FY22	H123	FY23	H124	FY24	H125	FY25
ANZ											
Corporate Store Count	119	110	100	81	70	94	84	84	59	66	62
Franchise Store Count	714	736	763	782	813	812	813	817	839	831	829
Network Store Count	833	846	863	863	883	906	897	901	898	897	891
New Organic Store Additions	10	13	30	3	23	23	38	7	14	1	8
Store Addition % of Network	1.2%	1.6%	3.6%	0.3%	2.7%	2.6%	4.3%	0.8%	1.6%	0.1%	0.9%
Europe											
Corporate Store Count	101	102	112	123	134	135	93	89	71	76	68
Franchise Store Count	1,060	1,105	1,174	1,198	1,267	1,278	1,314	1,326	1,309	1,298	1,277
Network Store Count	1,161	1,207	1,286	1,321	1,401	1,413	1,407	1,415	1,380	1,374	1,345
New Organic Store Additions	78	50	129	39	123	20	63	22	40	7	14
Store Addition % of Network	7.1%	4.3%	11.1%	3.0%	9.6%	1.4%	4.5%	1.6%	2.8%	0.5%	1.0%
Asia											
Corporate Store Count	366	385	393	446	409	684	706	739	733	708	596
Franchise Store Count	308	357	407	597	694	733	772	782	784	757	697
Network Store Count	674	742	800	1,043	1,103	1,417	1,478	1,521	1,517	1,465	1,293
New Organic Store Additions	75	68	126	87	148	36	104	44	62	13	24
Store Addition % of Network	12.5%	10.1%	18.7%	10.9%	18.5%	3.3%	9.4%	3.0%	4.2%	0.9%	1.6%

REGIONAL STORE COUNT AS A % OF NETWORK STORE COUNT



	FY20	H121	FY21	H122	FY22	H123	FY23	H124	FY24	H125	FY25
ANZ	833	846	863	863	883	906	897	901	898	897	891
Europe	1,161	1,207	1,286	1,321	1,401	1,413	1,407	1,415	1,380	1,374	1,345
Asia	674	742	800	1,043	1,103	1,417	1,478	1,521	1,517	1,465	1,293
Total	**2,668**	**2,795**	**2,949**	**3,227**	**3,387**	**3,736**	**3,782**	**3,837**	**3,795**	**3,736**	**3,529**

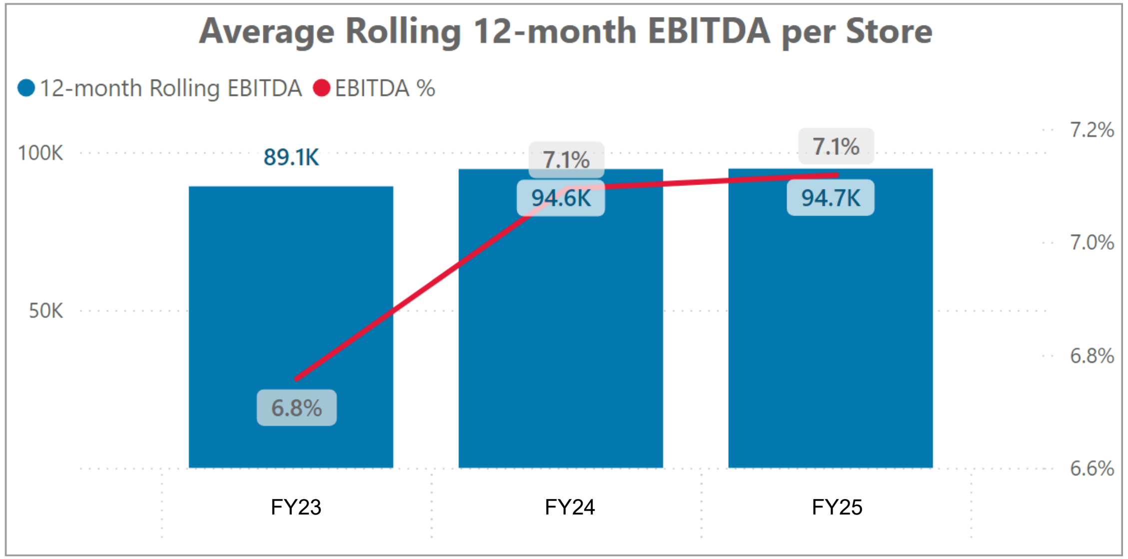
+46 New store openings during FY25

- Asia +24 stores: Malaysia +8, Cambodia +7, Japan +4, Singapore +4 and Taiwan +1
- Europe +14 stores: Germany +7, Netherlands +6 and Belgium +1
- ANZ +8 stores, in Australia

-312 Store Closures during FY25

- Asia –248 stores: Japan -233, Taiwan -6, Malaysia -6 and Singapore -3
- Europe -49 stores: France -32, Germany -15 and Belgium -2
- ANZ -15 stores: Australia -13 and New Zealand -2

Franchise Partner Dashboard



- EBITDA stable – Group franchise partner EBITDA in line with prior year; margins maintained despite varied market conditions
- Record AU performance – highest franchisee EBITDA in three years; the Netherlands also recorded strong growth
- Most markets steady – positive or stable EBITDA despite mixed trading; Japan softer in line with lower sales
- Targeted initiatives – menu and labour optimisation, and operational execution to strengthen unit economics

1) Franchise partner profitability includes P&L submissions for 81% of stores for the FY25 12-month rolling period, 79% for FY24, and 80% for FY23, excluding Taiwan
2) Data presented in constant currency, using FY25 FX rates for all periods
3) Figures presented at the FY24 Market Presentation—FY24 EBITDA of $97.4k and FY23 EBITDA of $91.3k—reflected currency conversion and franchisee P&L submissions available at that time

Balance Sheet

Group Balance Sheet	FY25	FY24	Var
Cash & cash equivalents	$153.5m	$87.7m	$65.8m
Trade and other receivables	$155.9m	$132.6m	$23.3m
Inventories	$46.5m	$51.0m	-$4.5m
Current tax assets	$24.6m	$19.0m	$5.6m
Other current assets	$166.0m	$170.8m	-$4.8m
Total Current Assets	**$546.4m**	**$461.0m**	**$85.4m**
Property, plant & equipment	$217.9m	$277.2m	-$59.2m
Goodwill	$580.8m	$534.5m	$46.3m
Intangible assets	$687.4m	$632.1m	$55.3m
Other non-current assets	$637.3m	$688.1m	-$50.9m
Total Non-current Assets	**$2,123.4m**	**$2,131.8m**	**-$8.5m**
Total Assets	**$2,669.8m**	**$2,592.8m**	**$77.0m**
Trade & other payables	$317.9m	$326.0m	-$8.1m
Current borrowings	$12.4m	$0.9m	$11.5m
Current tax liabilities	$3.4m	$16.5m	-$13.1m
Other current liabilities	$214.3m	$201.3m	$12.9m
Total Current Liabilities	**$548.0m**	**$544.8m**	**$3.2m**
Non-current borrowings	$855.1m	$761.5m	$93.7m
Deferred tax liabilities	$117.4m	$112.3m	$5.0m
Other non-current liabilities	$486.2m	$564.6m	-$78.5m
Total Non-current Liabilities	**$1,458.7m**	**$1,438.5m**	**$20.2m**
Total Liabilities	**$2,006.7m**	**$1,983.2m**	**$23.5m**
Net Assets	**$663.1m**	**$609.5m**	**$53.5m**

- Trade receivables increased by $23.3m, including $9.2m from FX translation and higher European receivables due to the timing of Distribution Centre invoicing
- Property, plant & equipment and other non-current assets (leases) decreased primarily due to impairments from store closures, partially offset by FX translation
- Goodwill and intangible asset movements primarily reflect the impact of FX translation
- The increase of $18.7m in net current tax (assets & liabilities) was mainly attributable to the timing of tax instalments during the year, together with the effect of lower statutory profits
- Net Debt[1] increased by $39.4m primarily due to unfavourable foreign exchange translations, partially offset by organic net debt reduction
- The decrease in other non-current liabilities primarily reflects lower lease liabilities from store closures, partially offset by FX translation

1) Net Debt, above, calculated as Current and Non-Current Borrowings, less Cash and Cash Equivalents

Data Appendices – Constant Currency AUD (1,2)

Regional Metrics	FY24 ANZ	FY24 Europe	FY24 Asia	FY24 Global	FY24 Total	FY25 ANZ	FY25 Europe	FY25 Asia	FY25 Global	FY25 Total
Network Sales	$1,454.0m	$1,731.4m	$1,047.9m		**$4,233.3m**	$1,449.8m	$1,732.7m	$970.2m		**$4,152.7m**
Online Sales	$1,176.7m	$1,389.8m	$836.0m		**$3,402.5m**	$1,198.8m	$1,421.5m	$804.2m		**$3,424.5m**
SSS %	7.9%	0.3%	-7.2%		**1.5%**	-0.4%	1.6%	-3.2%		**-0.2%**
Network AWUS	31.1k	23.7k	13.4k		**21.4k**	31.1k	24.4k	13.0k		**21.6k**
Corporate Store Count	59	71	733		**863**	62	68	596		**726**
Franchise Store Count	839	1,309	784		**2,932**	829	1,277	697		**2,803**
Network Store Count	898	1,380	1,517		**3,795**	891	1,345	1,293		**3,529**
New Organic Store Additions	14	40	62		**116**	8	14	24		**46**
Store Addition % of Network	1.6%	2.8%	4.2%		**3.1%**	0.9%	1.0%	1.6%		**1.2%**
Revenue	$795.3m	$775.6m	$835.1m		**$2,406.1m**	$775.5m	$764.7m	$763.5m		**$2,303.7m**
EBITDA	$163.3m	$113.2m	$113.8m	-$23.8m	**$366.5m**	$172.4m	$109.7m	$90.0m	-$25.5m	**$346.7m**
EBIT	$124.1m	$71.9m	$43.5m	-$30.1m	**$209.4m**	$130.6m	$73.0m	$29.0m	-$34.4m	**$198.1m**

Group Metrics	FY24	FY25
Interest	-$35.3m	-$28.1m
NPBT	$174.1m	$170.0m
NPAT Underlying	$121.4m	$116.9m
Non-recurring Items	-$28.3m	-$120.6m
NPAT Statutory	$93.0m	-$3.7m
EPS Underlying (cps)	135.0	126.3
DPS (cps)	105.9	77.0

1) FX translation headwind has been removed from the above by re-translating current period and prior-periods using FY25 FX rates
2) Where applicable, prior-period Online Sales and Online Sales Growth figures have been re-stated, reflecting updated internal Management Reporting

Statutory to Underlying Reconciliation

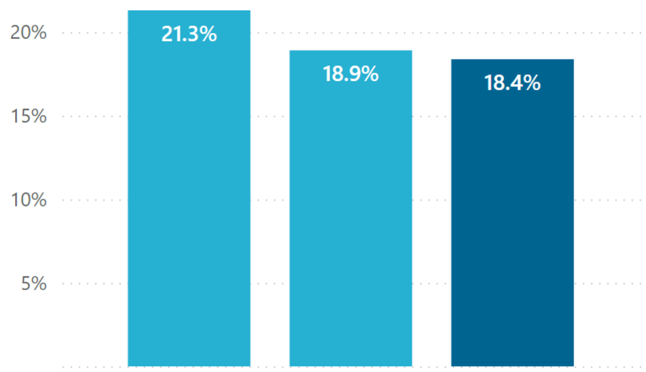
RECONCILIATION – STATUTORY PROFIT TO UNDERLYING – FY25 (1)

	Statutory	Significant Charges	**Underlying**
Network Sales	**4,152.7m**		**4,152.7m**
Revenue	2,303.7m		**2,303.7m**
EBITDA	184.4m	162.3m	**346.7m**
Dep & Amo	-148.5m		**-148.5m**
EBIT	**35.9m**	**162.3m**	**198.1m**
EBIT Margin	**1.6%**		**8.6%**
Interest	-28.1m		**-28.1m**
NPBT	**7.8m**	**162.3m**	**170.0m**
Income Tax	-11.5m	-41.6m	**-53.1m**
NPAT before MI	**-3.7m**	**120.6m**	**116.9m**
NPAT	**-3.7m**	**120.6m**	**116.9m**
NPAT Margin	**-0.2%**		**5.1%**

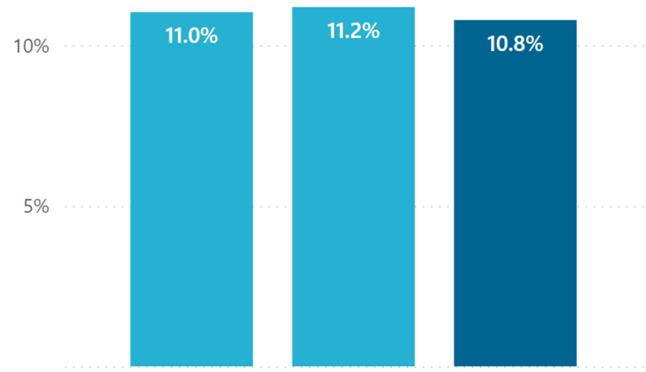
1) FY25 Underlying Profit and Non-Recurring Items (Significant Charges)

Financial Ratios

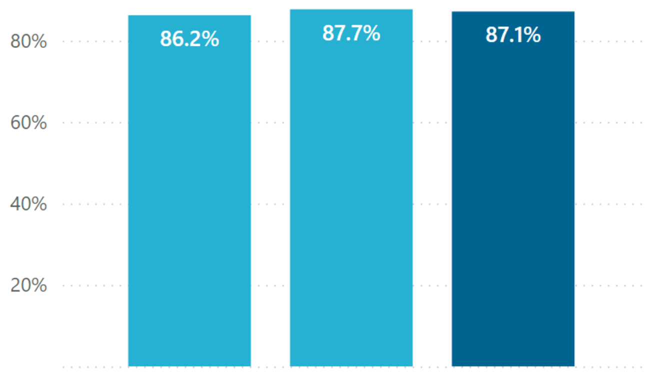
Return on Equity



Return on Capital Employed

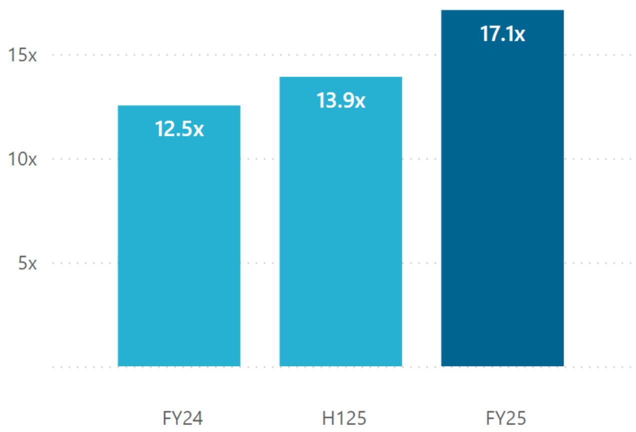


Cash Conversion

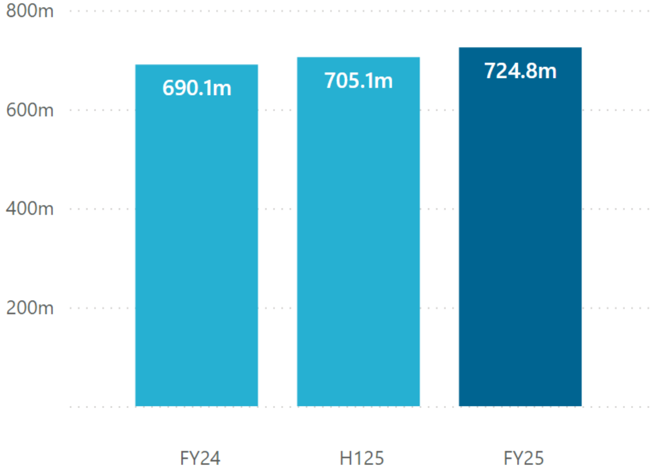


Interest Coverage

FY25 Interest Coverage Banking Covenant >3.0X

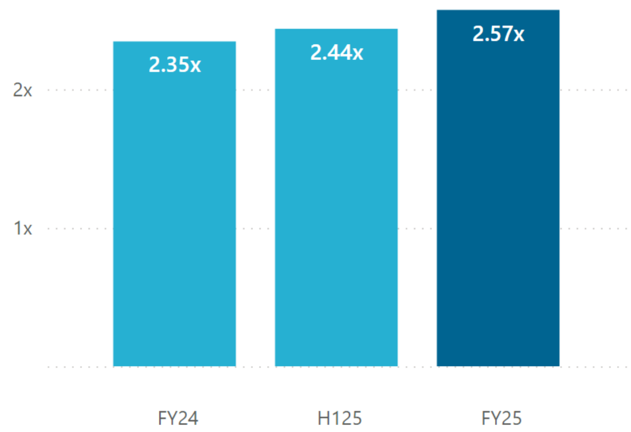


Net Debt



Net Leverage

FY25 Net Leverage Banking Covenant < 3X



1) The above are presented on an Underlying basis, excluding Non-recurring Items

Financial Ratios

Return on Equity

	FY24	H125	FY25
12-month Rolling NPAT (before MI)	120.4m	116.8m	116.9m
Average Shareholder Equity	565.0m	617.9m	636.3m
ROE	21.3%	18.9%	18.4%

Return on Capital Employed

	FY24	H125	FY25
12-Month Rolling EBIT	207.7m	200.4m	198.1m
Average Capital Employed	1,883.0m	1,791.2m	1,837.0m
ROCE	11.0%	11.2%	10.8%

Cash Conversion

	FY24	H125	FY25
Operating cash flow before interest & tax	312.7m	156.2m	302.1m
EBITDA	362.7m	178.1m	346.7m
Cash Conversion	86.2%	87.7%	87.1%

Interest Coverage

	FY24	H125	FY25
12-month Rolling EBITDA (exl AASB16)	294.2m	289.3m	281.7m
12-month Rolling Interest (exl AASB16)	-23.5m	-20.8m	-16.5m
Interest Coverage (multiple)	12.5 X	13.9 X	17.1 X

Net Leverage

	FY24	H125	FY25
Net Debt	690.1m	705.1m	724.8m
12-month Rolling EBITDA (exl AASB16)	294.2m	289.3m	281.7m
Net Leverage	2.35 X	2.44 X	2.57 X

Net Debt

	FY24	H125	FY25
Cash & cash equivalents	**-87.7m**	**-119.4m**	**-153.5m**
Statutory	-87.7m	-119.4m	-153.5m
Current borrowings	**5.6m**	**9.5m**	**17.8m**
Statutory	0.9m	4.8m	12.4m
exl AASB16	4.7m	4.7m	5.4m
Non-current borrowings	**772.1m**	**815.0m**	**860.5m**
Statutory	761.5m	805.5m	855.1m
exl AASB16	6.7m	6.5m	3.1m
Capitalised borrowing costs	3.9m	3.1m	2.2m
Net Debt	**690.1m**	**705.1m**	**724.8m**

1) The above are presented on an Underlying basis, excluding Non-recurring Items

Same-Store Sales Simplification

FY25 OLD METHODOLOGY VS. NEW

FY25 Country/ Region	New	Old	Diff
ANZ	-0.36%	-0.35%	-0.01%
Asia	-3.16%	-2.73%	-0.43%
Europe	+1.56%	+1.64%	-0.08%
Group	**-0.24%**	**-0.14%**	**-0.10%**

FY24 OLD METHODOLOGY VS. NEW

FY24 Country/ Region	New	Old	Diff
ANZ	+7.85%	+7.86%	-0.01%
Asia	-8.49%	-7.26%	-1.23%
Europe	+0.78%	+0.32%	+0.46%
Group	**+0.66%**	**+1.46%**	**-0.80%**

- New SSS methodology reflected from FY25 onwards, with prior-periods using old method
- Same-store Sales (SSS) methodology has been simplified, resulting in more stores being included as "same-store", with c. 98% of stores now included
- This metric corresponds with the reporting practices of Domino's Pizza Inc (DPZ)
- As a result of this simplification, Group SSS percentage growth has reduced primarily due to a greater number of stores in Asia being included as a "same-store", which are currently weighing down the Group average

<u>New SSS methodology:</u>

- New Store Openings will be excluded for 52 weeks (1-year from date of opening)
- New Acquisition of Dominos Branded Stores included from date of acquisition
- New Acquisition of Non-Dominos Branded Stores, will be excluded for 52 weeks from conversion to Domino's Branded store
- Permanently Closed Stores will be removed (from date of closure)
- Store Fortressing, or "splitting of stores", will no longer be excluded.

There are no changes to the calculation of Network Sales

Disclaimer & Important Information

- Domino's Pizza Enterprises Limited (Domino's) advises that the information in this presentation contains forward looking statements which may be subject to significant uncertainties outside of Domino's control
- DPE does not undertake any obligation to provide recipients of this presentation with further information to either update this presentation 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
- A number of figures in the tables and charts in this presentation pack have been rounded to one decimal place. Percentages (%) and variances have been calculated on actual figures

STATUTORY PROFIT AND UNDERLYING PROFIT

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