



MODERN SLAVERY STATEMENT

FY2023

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DISCLAIMER

This Statement has been prepared on behalf of Domino's Pizza Enterprises Limited in accordance with the requirements of the Australian *Modern Slavery Act 2018 (Cth)* (the **Modern Slavery Act**). It explains the actions that have been taken by the reporting entity, including its owned and controlled entities, subsidiaries and joint ventures acknowledged in Appendix A, to identify and mitigate the risk of slavery and human trafficking in our business operations and supply chains during the reporting period 4 July 2022 to 2 July 2023 (**FY23**).

Domino's Pizza Enterprises Limited (**Domino's**) is an Australian company (ABN 16 010 489 326) registered under the Australian *Corporations Act 2001 (Cth)* and publicly listed on the Australian Securities Exchange.

In this Statement a reference to 'Domino's', 'Domino's Pizza', the 'Domino's Group', the 'company', the 'organisation', 'we', 'us' and 'our' is to Domino's Pizza Enterprises Limited and its controlled entities, joint ventures, and subsidiaries collectively, except where the context otherwise requires. A list of Domino's subsidiaries covered under this Statement is included under Appendix A. Refer to our Annual Report for further details on the Domino's Group structure.

This Statement may contain forward-looking statements referencing significant events occurring after 2 July 2023. Forward looking statements including those regarding the Company's intent, belief, goals, objectives, initiatives, commitments or current expectations are not statements of fact. Any forward-looking statements are based on the Domino's good-faith assumptions as to the financial, market, risk, regulatory and other relevant environments that will exist and affect the Company's business and operations in the future. Domino's does not give any assurance that the assumptions will prove to be correct.

Forward-looking statements involve known and unknown risks, uncertainties and assumptions and other important factors, many of which are beyond the reasonable control of the Company, that could cause the actual results, performances or achievements of the Company to be materially different from the relevant statements.

Readers are cautioned not to place undue reliance on forward-looking statements, which speak only as at the date of issue. Except as required by applicable laws or regulations, Domino's does not undertake any obligation to publicly update or revise any of the forward-looking statements or to advise of any change in assumptions on which any such statement is based. Past performance cannot be relied on as a guide to future performance.

DOMINO'S PIZZA ENTERPRISES LTD

MODERN SLAVERY STATEMENT FY2023

STRUCTURE, OPERATIONS & SUPPLY CHAIN

EXECUTIVE SUMMARY

Domino's Pizza Enterprises Limited (Domino's) protects and promotes human rights as set out in the United Nations Universal Declaration of Human Rights, including the principles contained within the International Bill of Rights and the International Labour Organisation's Declaration on Fundamental Principles and Rights at Work. These underpin our commitments made in this statement alongside our Human Rights and Responsible Sourcing Policies.

Domino's for Good was established to drive our Environmental Social and Governance strategy and focus on issues where we can achieve the greatest impact. Our people and business partners are vital to this. That is why, across our operations, we are committed to provide employment in a supportive, respectful and ethical environment. For instance, through our Whistleblower Policy and Hotline reporting system, we hold ourselves and business partners accountable for providing a safe space for employees to report any human rights or modern slavery concerns. As a buyer, we work together with our business partners throughout our supply chain to collaboratively identify, prevent, mitigate, and end potential human rights impacts.

Our continuous improvement approach to modern slavery has helped us raise our ethical standards on modern slavery and we achieved the following milestones during FY23:

- We worked on replacing our Business Partner Code of Conduct with a new Responsible Sourcing Policy, which was published in October 2023. It sets out our expectations for goods and services to reflect our rigorous standards regarding human rights and modern slavery.
- We published our Human Rights Policy with the aim to protect and promote Human Rights within our business as well as our business partners and their upstream value chains, our customers, and the communities in which we operate.
- We established a comprehensive supplier assessment process based on the EthiXbase Modern Slavery Questionnaire, and we conducted appropriate due diligence processes to address concerns that were raised through this process.
 - The results were positively received; in fact, all assessed suppliers held valid Global Food Safety Initiative (GSFI) certifications, which provide assurance that products meet the highest standards of food safety.
 - We addressed concerns about a supplier based in Vietnam and Thailand through an independent ethical auditor, and the results were highly satisfactory and aligned with our rigorous ethical benchmarks.
 - We also conducted rigorous risk assessments of potential high-risk food and packaging suppliers. These assessments yielded positive results about our suppliers' ethical standards.

Domino's acknowledges that modern slavery risks exist in every country in which we operate so we are dedicated to managing these, whilst recognising that we can do better in some areas. That is why in FY24 we are committed to further explore and implement metrics to assess and monitor modern slavery risks and traceability throughout our supply chain. This includes a focus on more comprehensive qualitative and quantitative data to measure and track our progress going forward.

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This statement outlines the actions taken by Domino's Pizza Enterprises Ltd (Domino's) to address modern slavery risks within our business and supply chains during the financial year ending 2 July 2023 (FY23). Domino's is a listed Australian company and a reporting entity under the Modern Slavery Act 2018 (Cth). This statement has been prepared pursuant to the Act.

With Domino's for Good, our Environmental Social and Governance (ESG) strategy, we seek to create a positive impact in the world through our value chain. Social responsibility is a key part of this strategy and involves Human Rights as a vital element to our business. That is our way to ensure we continue to operate as a responsible business in line with our values.

Our new Responsible Sourcing and Human Rights Policies, alongside our rigorous risk assessments of potential high-risk suppliers, encapsulate our efforts to manage modern slavery risks throughout our supply chains during FY23. Our results showed that none of the analysed suppliers were 'high risk', and we conducted enhanced due diligence on the four business partners that were assessed as 'medium risk'. Independent audits have subsequently been run and plans are in place to reduce these assessed risk levels. We remain committed to maintaining an ethical supply chain, working together with our business partners to ensure they adhere to our policies.

Internally, we continue to foster a culture of corporate compliance and honest and ethical behaviour. That is why we encourage our people (and business partners) to report any unethical matter, recognising the importance of ensuring a safe, supportive and confidential environment in which people feel confident about reporting wrongdoings and are supported and protected throughout the process. In FY23 we have reviewed and provided a remediation plan for all our incidents reported.

Although we acknowledge that risks of modern slavery exist, Domino's has zero tolerance to any form or manifestation of modern slavery across both our operations and supply chains.

MESSAGE FROM OUR CHAIRMAN AND CEO

We started our journey to address Modern Slavery and protect Human Rights a few years ago and we are proud of the progress we accomplished thus far. This statement is not only a reflection of our efforts but also an opportunity to recognise that there is much work ahead of us, as the global threat of modern slavery impacts everyone.

During FY23 we enhanced our due diligence processes and made improvements in the way we engage with our business partners. We have a strong ESG strategy that sits in the core of our business and culture, in which human rights are a key part. That is why in the last financial year our Global ESG team has focused on developing and implementing policies to promote ethical, transparent, and responsible behaviour while contributing to the growth and prosperity of our people.

In our FY22 Modern Slavery statement we committed to a series of announcements for FY23, and I am proud to say that we achieved the following.

- We embedded our governance structure throughout our operations with our Responsible Sourcing policy and due diligence procedures;
- our supplier assessment process enabled us to better assess and report the risks of our business partners;
- Key results from EthiXbase's risk assessment of all our primary food business partners for 2023 include:
 - None of our 54 food business partners are considered 'high risk'.
 - Four of our food business partners were assessed as posing a 'medium risk'. Independent audits have subsequently been conducted and plans are in place to reduce these flagged assessed risk levels.

Furthermore, we also implemented our ESG strategy, created a roadmap with associated metrics and expanded our targets to include social impact areas on which we regularly report to the board. We also took further steps in ensuring responsible business conduct with our Human Rights and Zero Deforestation & Land Use Policies.

Our modern slavery and human rights commitments are ongoing, and we will continue to strengthen and report on them in the upcoming years.

We have an ambitious program of work ahead of us:

- **Improve reporting and data collection processes:** through the expansion and implementation of a global questionnaire, we seek to collect and analyse data to assess modern slavery risks across our supply chain globally;
- **Measure our impact to set new targets:** Aligned with our materiality assessment and ESG strategy, we aim to improve the integration of our Responsible Sourcing, Human Rights and Whistleblower Policies into daily operations. This will entail setting targets for improvement;
- **Enhance our engagement with our supply chain and business partners:** collectively share and engage in environmental and social best practices throughout the value chain. As part of this goal, we will extend the reach of our responsible sourcing policy across all our markets. Subsequently, we will introduce category-specific policies and statements and incorporate these into our agreements with business partners;

- **Structural changes:** a key focus for FY24 will be to create safer ways of working across all our markets through a centralised approach to how we recruit, onboard, train, develop and engage with our people. This will help mitigate and manage modern slavery risks within our operations whilst ensuring enhancement of our due diligence processes, particularly across those countries with a higher level of modern slavery vulnerability.

Ultimately, at Domino's we seek to take this statement to the next level and continually question ourselves about what else can we do for Domino's to have a positive impact in the world. This is part of our commitment to make a positive impact on our planet and communities.



Jack Cowin
Chairman



Don Meij
CEO

STRUCTURE, OPERATIONS & SUPPLY CHAIN

OUR STRUCTURE AND OPERATIONS

Domino's Pizza Enterprises Ltd (ABN 16 010 489 326) is Australia's largest Pizza chain in both store numbers and sales. With headquarters in Brisbane, Queensland, it is also the largest franchisee for the Domino's Pizza brand in the world, with 3,782 stores across 12 markets (876 corporate stores and 2,906 franchised ones) as at the end of FY23. We held the exclusive master franchise rights for the Domino's brand and network in Australia, New Zealand, Belgium, France, the Netherlands, Japan, Germany, Luxembourg, Cambodia, Taiwan, Malaysia and Singapore, having closed the Danish market in June.

The Domino's brand is owned by Domino's Pizza, Inc, a listed US company, and not the subject of this statement.

Domino's Pizza Enterprises is a public company, listed on the Australian Securities Exchange as DMP. The information set out in this statement covers Domino's and the entities it owns and controls. Across our markets of operation, the Group fully or partially owned and controlled 40 subsidiaries as at 2 July 2023 –see the Appendix A for a full list.

Most of our subsidiaries are wholly-owned and controlled by Domino's Pizza Enterprises, with a few joint ventures. They all are in the business of Pizza (food services), including joint ventures, wholly-owned Domino's Pizza entities in Europe, Japan, Australia, New Zealand and Taiwan, and Pizza franchise entities under other brands in these geographies. Other subsidiaries of note and incorporated in Australia include:

Impressu Print Group Pty Ltd, a full-service printing company also offering warehousing and logistics solutions.

Construction, Supply & Service Pty Ltd, which provides store fit-out services for Domino's and the restaurant industry more broadly.

Ride Sports ANZ Pty Ltd, a bike and e-bike company.

Domino's has both corporate-owned and franchisee-owned stores. Our franchise partners are important business partners in managing modern slavery risks within our operations and while there are many similarities in these risks and how we manage these across all stores, there are some key differences arising from the franchising model, which are detailed later in this statement.

OUR WORKFORCE

In FY23, Domino's employed approximately 104,326 team members across 13 markets, of which 18,826 are the number of employees at company-owned stores and 85,500 approximately are at franchise locations (as per Tables 1 below). Our people fill diverse roles such as making Pizza, serving customers, delivery drivers, fitting out stores, managing corporate functions and operating technical printing services amongst others. The collective efforts of our team members are essential to the ongoing success of our stores franchise partners and company. We recognise our responsibility to ensure our people work in a safe environment, are free from harm and paid fairly for the work they do.

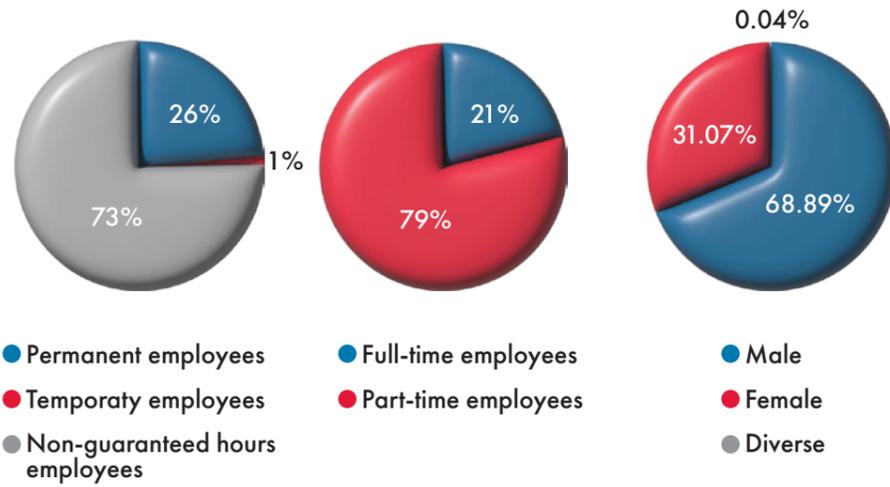
Of our approximately 30,000 team members in Australia and New Zealand, encompassing both our corporate and franchised network, 86% were based in Australia with the remaining 14% in New Zealand. 91% of team members in Australia and New Zealand work in franchise stores, 7.3% in corporate-owned stores and 1.7% in Head Office functions.

Employment types differ across roles, with most of our team members in stores in part-time or casual contracts and most of our corporate staff in full-time contracts. We take these differences in employment types and recruitment into account when considering the risk of modern slavery within our operations, as outlined later in this statement.

Tables 1: Corporate stores - Employee composition

Countries	Employees at corporate stores	Permanent employees	Temporary employees	Non-guaranteed hours employees	Full-time employees	Part-time employees
Australia	2,798	1,066	13	1,719	563	2,235
Belgium-Luxemburg	24	23		1	21	3
Cambodia	148	97	51		97	51
France	682	669	13		343	339
Germany	844	355	10	479	224	620
Japan	8,105	642	72	7,391	662	7,443
Malaysia	3,476	1,316	36	2,124	1,352	2,124
Netherlands	1,575	233	77	1,265	253	1,322
New Zealand	109	109			17	92
Singapore	617	283		334	283	334
Taiwan	448	93		355	93	355
Global	18,826	4,886	272	13,668	3,908	14,918

Countries	Male	Female	Diverse
Australia	1,984	806	8
Belgium-Luxemburg	13	11	
Cambodia	71	77	
France	547	135	
Germany	681	163	
Japan	5,439	2,666	
Malaysia	2,171	1,305	
Netherlands	1,223	352	
New Zealand	78	31	
Singapore	454	163	
Taiwan	308	140	
Global	12,969	5,849	8



Our aim is to attract, retain and engage with all our team members, so their experience at Domino's leaves them better than when they first joined us. Our Pizza makers and delivery drivers have the opportunity to assume leadership roles in our organisation. We also recognise that some of our team members only stay with us temporarily, often to support themselves through school or university.



CASE STUDIES ACROSS OUR OPERATIONS



HIGHLIGHT ON SAFETY IN JAPAN

We are aware of the potential dangers our drivers face on the road. After identifying stores with higher rates of traffic accidents, we implemented targeted online safety training. We ran a 'No Accident' campaign across all stores to raise awareness of traffic safety among our staff. Several Domino's Japan crew also attended safe driving seminars with motorcycle police officers. These concerted efforts significantly reduced – by almost 60% – the number of stores experiencing more than three traffic incidents related to deliveries or other business operations during the year.

DOMINO'S LAUNCHES HANDIWORK IN FRANCE

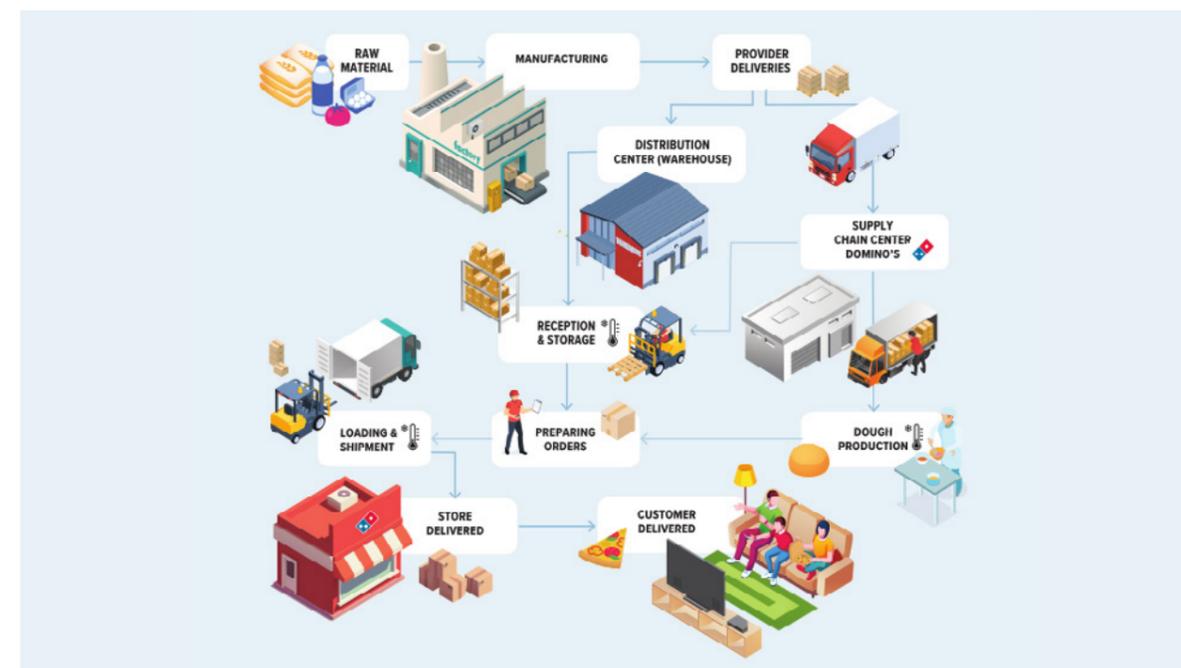
The Handiwork Project, launched in October 2022, is a ground-breaking initiative aimed at introducing individuals with disabilities to our profession, with the ultimate goal of welcoming them into our workforce. We conceived this project in collaboration with esteemed partners such as Pôle Emploi, Cap Emploi and Handiwork, a company dedicated to facilitating the integration of people with disabilities into professional environments. Handiwork was established in 2018 and has already made a positive impact on the lives of over 2,000 individuals with disabilities. The primary objective of our training programme is to empower participants with knowledge. In 2022, we had the privilege of training four individuals, offering them a comprehensive, nine-week employee training programme that ran from October to December. At the end of their training, we were thrilled to welcome four new permanent team members, all of whom have excelled and embraced their disability as a strength, a driving force in their professional journey.

Our adaptable approach ensures that each trainee achieves a high level of professional competence and develops into an accomplished team member who proudly represents our organisation. Building on the remarkable success of this inaugural programme, we are committed to expanding, enhancing and sustaining the Handiwork Project in the years to come.

OUR FOOD SUPPLY CHAINS

For us, responsible sourcing means that we obtain our products in a socially and ethically responsible as well as in an environmentally sustainable way while working with our suppliers to make sure that the workers involved in making the products we use are safe and treated fairly.

Table 2: Our supply chain



We view our suppliers as business partners, an observation that has led us to rename our Supply Chain department as our Partnerships department to strengthen the relationship and increase transparency. This department includes Procurement, Logistics, Supply Chain, Quality and Food Safety. We have also established dedicated local partnerships teams for each market we serve to support local sourcing and development more efficiently.

We work strategically with both our business partners and their upstream primary producers to ensure traceability and transparency about the origin of the materials we source. We recognise that one of the most significant ways we can create a positive impact on the world is through our products and services value chains. The farmers and business partners who grow, produce and deliver our products to us are vital to our success, and it is imperative that our business partners and their upstream supply chains are aligned with and committed to our responsible sourcing policy.

Our FY23 total supplier (of all goods and services) count for the Australian and New Zealand businesses has remained unchanged with a total of 420, of which 54 are exclusively food suppliers. Approximately 90% of the latter are Australian-based providers, with whom we spend more than \$100,000. Our extended supply chains include goods sourced from Asia, the Americas and Europe. Key store supplies such as food and packaging are distributed direct to our stores through local third-party logistics partners in each state and territory.

We are transparent on the percentage of core product originating from Australian ingredients to support customers to make informed decisions. This information is also available on our [website](#). On average, our products are made in Australia with at least 79% Australian ingredients.

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We acknowledge that the information included in this section is not yet sufficiently thorough to address the full supply chain that supports and contributes to our business operations. We are committed to improving this dataset in order to address modern slavery risks in our full supply chain. In FY24, we will continue to enhance our data collection process. We plan to firstly focus on analysing our Tier 1 supplier data through our Modern Slavery Questionnaire to obtain a clearer snapshot of our vendors spend per category and location.

IDENTIFICATION & MAPPING OF RISKS

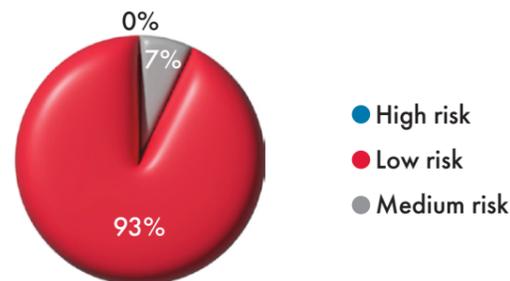
MODERN SLAVERY RISKS IN OUR SUPPLY CHAINS

One of the greatest risks to modern slavery exposure for our business is through our suppliers, particularly in food and packaging. We are focused on working with our business partners to identify and address these risks.

Our Modern Slavery questionnaire platform Ethixbase is a key part of our comprehensive supplier engagement and assessment process. It consists of a new supplier platform with questions that seek to help Domino's and our business partners reduce the likelihood of modern slavery and better understand how they support the cessation of forced labour globally. For instance, we gather data pertaining to business operations, location, workforce diversity, training, policies, health and safety and conduct human rights audits, among other relevant datapoints. Ultimately, the platform helps our due diligence and decision-making processes given that it allows us to easily detect any supplier that is believed to be linked to forced labour. Although thus far, this scenario has not taken place, our approach in this context is to work with business partners and improve outcomes.

During FY23, we raised ethical standards on modern slavery across our supplier network in Australia and New Zealand. We conducted a comprehensive supplier assessment process across 54 business partners, using the Ethixbase Modern Slavery Questionnaire. The results showed that none were considered of being 'high risk' of modern slavery, and four of our food business partners were 'medium risk'. Consequently, we conducted an enhanced due diligence process on them, running independent audits, scrutinising more closely their practices and associated risks. Finally, we also took appropriate steps to mitigate these risks in the future.

Table 3: Supplier assessment results



Supplier relationships are also vital in maintaining our quality standards. 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.

- High-risk ingredient suppliers : 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: HACCP Certification

Before receiving approval, our suppliers must first complete a comprehensive audit questionnaire. Once they pass this evaluation, suppliers are accepted into our network. As of 2023, our high-risk suppliers are required to be GFSI certified. Suppliers that do not achieve this certification will be audited by third parties to ensure compliance with global food safety standards.

In the ANZ region, we have identified four high-risk suppliers that will undergo rigorous third-party audits to align with the DPI Global Supplier audit standard. One supplier has already completed this audit, securing an impressive audit score of over 95%. This achievement earned the supplier a well-deserved 'Five Star Result'. At the time of writing, the remaining suppliers were scheduled to complete their audits in the final quarter of 2023.

These certifications are not limited to cleaning, hygiene, and sanitation of food products, but also include a number of criteria to evaluate workers and animal welfare.



MODERN SLAVERY RISKS IN OUR OPERATIONS

We recognise that our operations impact the environment and society in the markets in which we operate. Our key focus, which is integrated into our ESG strategy, 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. Our risk management framework helps ensure that risks are properly analysed.

Based on the latest Global Slavery Index¹, we assessed the level of vulnerability to modern slavery on each of the countries where we operate. This data helps us to better understand the risks of modern slavery whilst ensuring we take appropriate measures to mitigate them.

Table 4: Level of vulnerability to modern slavery per country where we operate

Countries	Level of vulnerability to modern slavery	Estimated prevalence of modern slavery (per 1,000 of population)
Cambodia	58%	5.0
Malaysia	37%	6.3
Singapore	24%	2.1
Taiwan	21%	1.7
France	13%	2.1
Belgium	11%	1.0
Germany	11%	0.6
Japan	11%	1.1
New Zealand	8%	1.6
Australia	7%	1.6
Netherlands	6%	0.6

¹ 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 ingredient include flour.

² Walk Free 2023, The Global Slavery Index 2023, Minderoo Foundation. Available from: <https://walkfree.org/global-slavery-index>

We view our suppliers as business partners, an observation that has led us to rename our Supply Chain department as our Partnerships department to strengthen the relationship and increase transparency. This department includes Procurement, Logistics, Supply Chain, Quality and Food Safety. We have also established dedicated local partnerships teams for each market we serve to support local sourcing and development more efficiently.

We work strategically with both our business partners and their upstream primary producers to ensure traceability and transparency about the origin of the materials we source. We recognise that one of the most significant ways we can create a positive impact on the world is through our products and services value chains. The farmers and business partners who grow, produce and deliver our products to us are vital to our success,

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ADDRESSING RISKS

The success of our ESG approach is intrinsically linked with its integration into our core business model and culture. Our success in this area will be through the combined efforts of our whole team, from Board directors, Support Office managers down to our franchise partners and team members in our stores. It is not the responsibility of our ESG department alone. Crucial to this is building a governance structure that enables us to put our ambitions into practice. Risk management is a key consideration in all our activities at Domino's, and we continue to mature our risk management capability in line with the ASX Corporate Governance Principles.

One recent example of this commitment was the steps we took to address concerns about a supplier working with prawn and pineapple producers in Vietnam and Thailand. We enlisted the expertise of an independent auditor, the National Sanitation Foundation. The results were highly satisfactory and aligned with our rigorous ethical benchmarks. Both factories achieved GSFI qualifications and underwent thorough Sedex Members Ethical Trade Audit (SMETA) assessments. These were conducted by SMETA, an independent ethical auditing organisation that shares our values and goals.

We also acknowledge that there is a risk of our franchise partners not operating their franchise in accordance with the terms and conditions of their respective franchise agreements. The consequences of non-compliance may include damage to the brand, fines or other sanctions from regulators and/or a reduction in franchise fees received from the franchise partners. Domino's mitigates this risk by continually monitoring and evaluating the financial and operating performance of each franchise partner to assess compliance with franchise agreements as well as conducting random audits.

ESG GOVERNANCE FRAMEWORK

The Domino's Board comprises our Group CEO & Managing Director and six non-executive Directors, five of whom are independent.

Table 5: Domino's Governance framework



Board of Directors

Our Board of Directors is responsible for 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 manage those risks. The Board is also responsible for reviewing and approving reported information.

The Board is led by a non-executive Chairman, and more than half of our directors have joined our Board in the last seven years, balancing fresh perspectives and diverse backgrounds. Our directors are a highly engaged group that bring to Domino's a broad range of qualifications, experiences and skills to provide an effective mix of viewpoints and knowledge. We consider this to be essential for managing risks. Our corporate governance principles and practices are reviewed regularly and have all been updated in the last two years.

Board committees

The Board of Directors is assisted by specialised committees to ensure more effective monitoring of ESG matters and contribute 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 the Group's risk and compliance, and internal controls and systems. It is also responsible for overseeing the accuracy and reliability of financial information and the appropriate application of accounting policies and whistleblowing matters. The committee also oversees our corporate risks which include our ESG risks. The ARC's responsibilities extend to monitoring compliance with our Codes of Conduct and due diligence approach including how we identify, assess, manage and mitigate our ESG risks across our value chain.

Each Board committee has designated responsibilities as specified in their respective charters (as published on our corporate website [here](#)) and they regularly report on their activities to the entire Board. Further information on our Board and other corporate bodies can be found in our annual Corporate Governance Statement which is published on our corporate website [here](#).

ESG Steering Committee

Our ESG Steering Committee meets on a quarterly basis. This governing body assumes the pivotal role of supervising the execution of our ESG strategy throughout our operations, oversees compliance with sustainability related regulation and frameworks, and provides counsel to the Board of Directors regarding the progress of our ESG approach.

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 the senior management level, Domino's Group Chief ESG 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 ESG Officer is a member of our Global Leadership Team and reports to our Group CEO, Don Meij. As a member of our ESG Steering Committee, the ESG Officer provides regular updates to this committee.

Our Global ESG Working Group is comprised of key representatives from each market who act as ambassadors and change agents for Domino's for Good. The representatives provide regular updates to the ESG Officer and help measure and report on our progress.

Our Global Centres of Expertise help to execute our environmental strategy and support projects to achieve our ESG global goals. They drive innovation and coordinate our actions across Sustainable Stores and Operations, Responsible Sourcing and Sustainable Product Innovation within Domino's.



OUR COMMITMENT TO RESPONSIBLE BUSINESS CONDUCT: POLICIES

Our values underline our commitment to ensuring fair and ethical standards throughout our value chain and day-to-day operations. We collaborate closely with our partners and build strong relationships based on mutual respect, transparency and trust. We have several policies that support our approach.

Our full suite of policies can be found on our corporate website, which can be accessed [here](#).

Responsible Sourcing Policy

In FY21, we revised our Business Partner Code of Conduct (formerly known as our Code of Practice) to explicitly include our expectations on human rights and modern slavery. These expectations apply to all goods and services supplied to Domino's Pizza Enterprises through our business partners and their supply chains. In FY22 we worked on replacing our Business Partner Code of Conduct with a new Responsible Sourcing Policy which was published in October 2023.

Our Responsible Sourcing Policy is more specific than our previous Code of Conduct as it includes our ESG strategy commitments and incorporates 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 across our business. Our policies and commitments ensure that Domino's consistently exhibits and promotes ethical, transparent and responsible behaviour, engages with key stakeholders and communities, and contributes to the growth and prosperity of its franchise partners, team members and communities. They also stipulate due diligence processes for human rights and provide information on grievance processes.

The Responsible Sourcing Policy requires that the activities of our suppliers and their supply chains respect human rights and labour standards and are not complicit in human rights violations. They must comply with relevant laws relating to human rights and employment practices and provide fair working conditions.

We expect our business partners to have systems and processes in place to assess the potential social and environmental risks in their value chain. Business partners are expected to maintain the documentation necessary to demonstrate compliance with this policy.

To ensure compliance with this policy, we are in the process of developing a detailed risk assessment and auditing process for all business partners to ensure full traceability based on the type of products or services, raw material sourcing and geographical location. The results of the risk assessment will determine the category of each business partner according to the level of risk identified (high, medium, or low). As a result, all business partners will be assigned an appropriate traceability and monitoring plan based on their risk level which may include an on-site or desktop audit administered by Domino's or a nominated third party, at the expense of the business partner unless otherwise mutually agreed. Feedback from risk assessments and audits are then discussed in meetings with the business partner to establish the appropriate grievance mechanisms and corrective action plans to resolve any breaches.

While we respect our suppliers as independent businesses which have responsibility for their own employees, we are committed to achieving continuous improvement within our supply chains as well as our own business operations.

We expect our business partners to hold their supply chain, including subcontractors or third-party labour agencies, to the same standards contained in our Responsible Sourcing Policy. In line with this, our business partners are required to:

- Read and acknowledge receipt of the policy.
- Make this Policy available in their facilities that form part of the Domino's supply chain.
- Complete our self-assessment questionnaire, to verify their compliance and identify any areas of potential concern.
- Regularly communicate this Policy to their officers and employees.
- Make details of our Whistleblower Hotline available to employees in a visible and accessible way in their business premises.

A full copy of our Responsible Sourcing Policy is available [here](#).



HUMAN RIGHTS POLICY

Our global Human Rights Policy is guided by International Human Rights principles encompassed by the Universal Declaration of Human Rights, including those contained within The International Bill of Rights and the International Labour Organisation's (ILO) 1998 Declaration on Fundamental Principles and Rights at Work.

In this policy we state that human rights are a vital element of our commitment to social responsibility and directly align with our values. We aim to protect and promote human rights within our business, with our business partners and their upstream value chains, our customers, and the communities in which we operate at all times. Below is a list of our principles which business partners are expected to uphold and comply with at all times:

- Work is conducted on a voluntary basis
- Fair working conditions
- Lawful and fair wages
- Freedom of Association and Collective Bargaining
- Equal treatment with no discrimination, harassment and bullying
- Health and Safety is compliant and protected
- Fair procedures and remedies
- Access to training
- Land rights
- Water Rights
- Data protection and privacy

All our business partners are expected to read and agree to the compliance to this policy and as part of our continuous improvement, we review this policy annually.

A full copy of our Human Rights Policy is available [here](#).

ZERO DEFORESTATION & LAND USE POLICY

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.

We are committed to preserving our planet's forests and ensuring sustainable production practices. Our Policy prohibits any form of deforestation or forest land conversion, legally or illegally, to produce commodities such as palm oil, soy, coffee, cocoa, wood, rubber and cattle, that are used in Domino's products. We only want to work with suppliers who demonstrate responsible land management, prioritise reforestation efforts, and adhere to recognised certification standards.

In the Domino's supply chains, the following raw materials and ingredients are used which require due diligence with regard to deforestation and forest land conversion:

- Palm oil, including as cattle feed
- Soy, including as cattle feed
- Cocoa
- Pulp & paper products
- Beef
- Coffee

Domino's sources these raw materials and ingredients from different countries. We are in the process of identifying which countries we consider having a high risk for deforestation, where subsequently a strict due diligence process applies. Sourcing countries with low or negligible risks of deforestation, require a simplified due diligence procedure only.

We start by mapping our supply chains to identify the origins of our raw materials and whether they are sourced from high-risk countries and whether products can be traced back to the land that was used to produce them. We then ensure that our way of sourcing avoids or mitigates deforestation of that land. Raw materials are considered deforestation-free when they are effectively traced back to specific geolocations where no deforestation has been reported since December 2020.

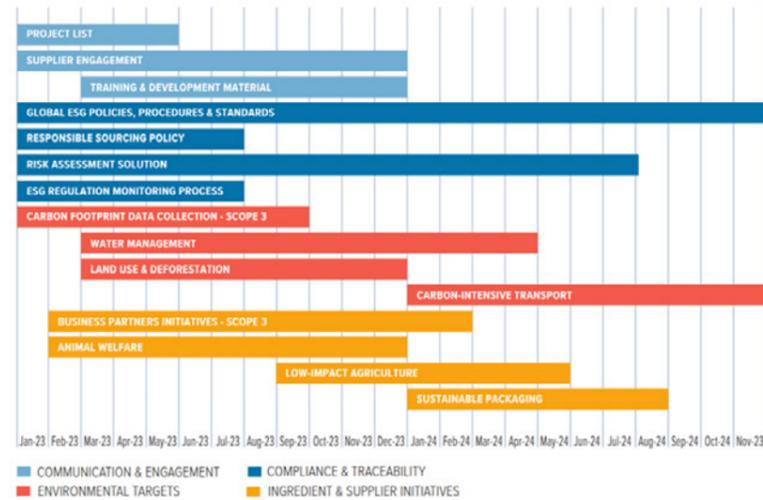
A full copy of our Zero Deforestation & Land Use Policy is available [here](#).



RESPONSIBLE CONDUCT AND FORMALISING ESG

In FY22, we created a new role: Global Manager for Responsible Partnerships. Following this important step, we established a Centre of Expertise dedicated to responsible sourcing. The centre holds quarterly meetings, during which engagements are defined and decisions are made that comply with the roadmap presented below.

Table 6: Responsible sourcing roadmap



Our commitment to labour rights is supported by policies and processes that guide behaviour, demonstrate Domino's commitment to complying with legal obligations and ethical standards, and support the management of related risks. These include, but are not limited to:

- Company Governance Code of Conduct
- Responsible Sourcing Policy.
- Anti-bribery and Corruption policy.
- Whistleblower policy.

Our policies can be found on our corporate website, which can be accessed [here](#).

These policies and commitments ensure Domino's consistently exhibits and promotes ethical, transparent and responsible behaviour, engages with key stakeholders and communities and contributes to the growth and prosperity of franchise partners, team members and communities. They also stipulate due diligence processes around human rights and provide information about grievance mechanisms.

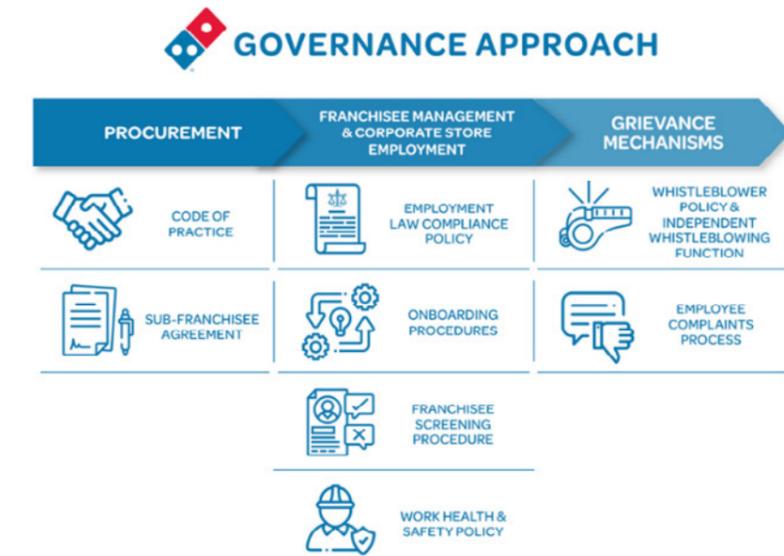
Ensuring our compliance with these policies is the responsibility of senior management and our Group CEO and Managing Director, Group Chief Financial Officer, Group General Counsel & Company Secretary, Group Chief Procurement and Partnerships Officer, Group Chief People & Culture Officer and Group Chief ESG Officer at a group level. Senior management delegates these tasks to the market leadership teams to ensure the policies are implemented in accordance with local legislation.

The following levels of governance and oversight apply to our franchisee stores:

- Franchisee screening and onboarding procedures.
- Franchisee agreements which mandate compliance with labour legislation and standards.
- Centralised support including training and supply chain management services (the vast majority of franchise partners use our designated suppliers).
- Monitoring procedures, including auditing programs.

Below is an illustration of the way some of our key policies and procedures address priority areas in managing modern slavery risk. This includes our procurement functions, franchisee management and corporate store employment and grievance mechanisms. Some policies cover multiple areas.

Table 7: Domino's relevant policies and procedures by priority area



ASSESSING EFFECTIVENESS OF ACTION

Domino's continues to explore and implement metrics to assess and monitor modern slavery risks. We also perform reviews of our actions to assess modern slavery on a regular basis. Some examples are listed below:

- 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. Remuneration is reviewed locally for each market, complying with relevant local laws and regulations.
- We reviewed and analysed all whistleblower cases reported at Domino's ANZ. We observed that in FY23 they decreased by about 50% compared to previous year. However, the number of enquiries and complaints sent directly to Wage Assistance has increased over FY23, which suggests individuals are coming to us directly with their concerns.
- We measure employee engagement in our Support Offices, corporate stores and for some of our franchise partners (where allowed) to gauge the satisfaction of our team members. The results from our employee surveys have shown a decline in engagement over time. We take this feedback very seriously and try to address as many of the concerns raised by our team members as possible to improve our engagement. It is pleasing to see that our response rates are high, showing that the level of engagement in our business is still high. With the introduction of new technology in FY24, we will be able to check in with a greater proportion of our team members in a more regular and simpler way.
- We engage with our business partners on a regular basis through our Responsible Sourcing Policy and Modern Slavery questionnaire. We conducted strict assessment as well as independent audits on suppliers causing concerns. More information about these cases is included in our case studies section.

Moreover, risk management is a crucial aspect of conducting business. Domino's is on a continuous journey to maturing risk management capability and is guided by the ASX Corporate Governance Principles.

Domino's Enterprise Risk Management framework was established to ensure that risks have been properly analysed, based on the likelihood of their occurrence, the possible financial consequences, the possible adverse outcomes for customers, franchise partners and employees, and the potential impact on the company's brand and reputation.

Our risk management processes ensure that we continuously assess sustainability-related threats, such as supply chain disruptions and unsafe work practices, while creating an environment where leaders take a disciplined and focused view on risks.

CASE STUDIES ACROSS OUR SUPPLY CHAIN



CERTIFICATION PROGRAMMES FOR OUR SUPPLIERS

One of the greatest risks to modern slavery exposure for our business is through our suppliers, particularly in food and packaging. We are focused on working with our business partners to identify and address these risks.

Our Modern Slavery questionnaire platform Ethixbase is a key part of our comprehensive supplier engagement and assessment process. It consists of a new supplier platform with questions that seek to help Domino's and our business partners reduce the likelihood of modern slavery and better understand how they support the cessation of forced labour globally. For instance, we gather data pertaining to business operations, location, workforce diversity, training, policies, health and safety and conduct human rights audits, among other relevant datapoints. Ultimately, the platform helps our due diligence and decision-making processes given that it allows us to easily detect any supplier that is believed to be linked to forced labour. Although thus far, this scenario has not taken place, our approach in this context is to work with business partners and improve outcomes.

During FY23, we raised ethical standards on modern slavery across our supplier network in Australia and New Zealand. We conducted a comprehensive supplier assessment process across 54 business partners, using the Ethixbase Modern Slavery Questionnaire. The results showed that none were considered of being 'high risk' of modern slavery, and four of our food business partners were 'medium risk'. Consequently, we conducted an enhanced due diligence process on them, running independent audits, scrutinising more closely their practices and associated risks. Finally, we also took appropriate steps to mitigate these risks in the future.

Through the Ethixbase Modern Slavery Questionnaire we conducted a comprehensive supplier assessment process in Australia and New Zealand. This thorough evaluation identified seven suppliers that required additional scrutiny. In response, we created enhanced due diligence reports, written by the skilled Ethixbase research team to look more closely at the practices and associated risks of these suppliers.

The results of these reports were positively received, particularly the fact that all the suppliers reviewed held valid GSFI certifications. The assessments also highlighted an area for improvement – five suppliers that lacked a cocoa certification programme – leading us to make cocoa certification mandatory for all relevant suppliers. Currently, four of the five suppliers have secured cocoa certification. At the time of writing, the fifth supplier was on track to obtain certification during the final quarter of 2023.

INDEPENDENT AUDITS FOR A SUPPLIER IN VIETNAM AND THAILAND

An important step was to address concerns about a supplier working with prawn and pineapple producers in Vietnam and Thailand. We enlisted the expertise of an independent auditor, the National Sanitation Foundation. The results were highly satisfactory and aligned with our rigorous ethical benchmarks. Both factories achieved GSFI qualifications and underwent thorough Sedex Members Ethical Trade Audit (SMETA) assessments. These were conducted by SMETA, an independent ethical auditing organisation that shares our values and goals.



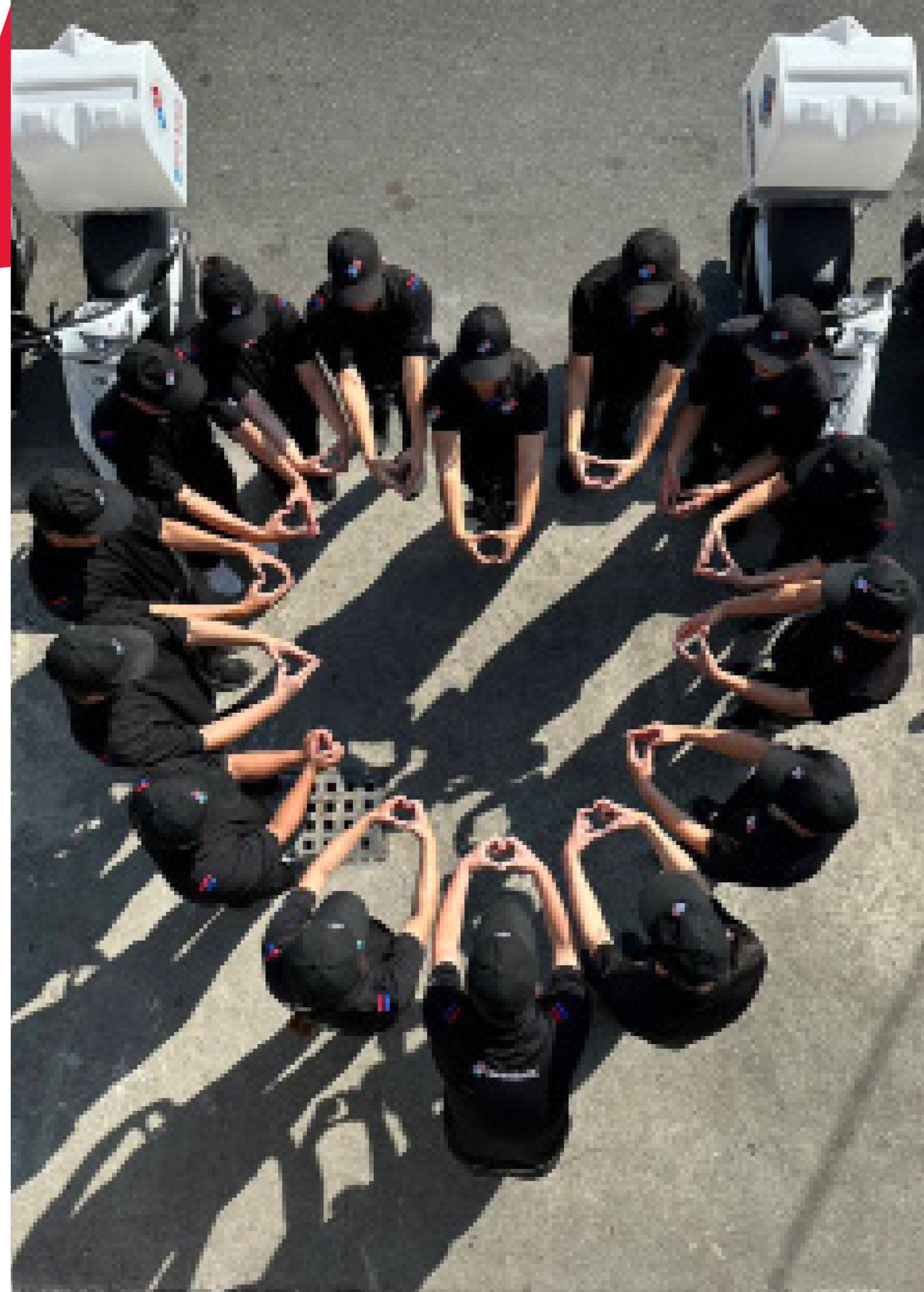
GRIEVANCE MECHANISMS, INCIDENTS & REMEDIATION ACTIONS

**“WE DO THE
RIGHT THING,
BECAUSE IT’S THE
RIGHT THING
TO DO”**

Our values were created to permeate throughout our business, including through our business partners and into our supply chain. When we identify areas of improvement, we are committed to doing better.

With our business partners, Domino’s Pizza Enterprises intends to be partners in improvement. Should a business partner’s operations or practices not meet Domino’s standards we seek partnered improvement, rather than a punitive approach. We work with those partners where they share our commitment to improvement to ensure we don’t create outsized consequences on our business partners’ workers and suppliers – the very people our modern slavery approach is designed to protect.

As mentioned in our Responsible Sourcing Policy, we recognise the importance of ensuring a safe, supportive and confidential environment where people feel confident about reporting wrongdoings without fear of retaliation and are supported and protected throughout the process. Therefore, any breaches or violations of this Policy can be reported through our whistleblower lines or directly to the relevant Domino’s contact. We will evaluate and manage all complaints of noncompliance using a transparent Grievance and Resolutions mechanism that will be inclusive and fair.



DOMINO'S IS COMMITTED TO WHISTLEBLOWER PROTECTION AS OUTLINED IN OUR WHISTLEBLOWER POLICY

We have a number of processes and resources in place such as in-house counsel to assess and monitor compliance risk. Our wage assistance hotline in Australia/New Zealand is managed internally, and our Whistleblower Hotline is managed by an external company. Both hotlines are communicated to employees through posters which are permanently placed in all Domino's workplaces, including retail stores. Displaying these posters is mandatory throughout the organisation and their presence is monitored through Domino's Operations Evaluation Report (OER), our store audit and review process. In FY23, the Whistleblower Hotline received, assessed and resolved 37 complaints from Australia and New Zealand.

The number of whistleblower cases reported at Domino's ANZ decreased by about 50% year-on-year in FY23. However, the number of enquiries and complaints sent directly to Wage Assistance increased over FY23, which suggests individuals are coming to us directly with their concerns.

We also received whistleblower reports for Japan, which are included in the below statistics. The most common types of incidents reported were 'Policy/Procedure' breaches. The Wage Assistance team aims to provide an initial response within one day, and in most cases responses are provided within four hours. We consistently met that target in FY23. While the average time to close a whistleblower case was 21 days, this average was extended by a small number of longer cases that required further investigation. Our goal for FY24 is to reduce this time to closure.

Table 8: Complaint management

Complaint management

COMPLAINT MANAGEMENT*	GLOBAL	AUSTRALIA & NEW ZEALAND	NETHERLANDS	BELUX	FRANCE	GERMANY	JAPAN ²	TAIWAN	CAMBODIA	MALAYSIA	SINGAPORE
Whistleblowing incidents FY21	48	48									
Whistleblowing incidents FY22	442	71	30			15	326				
Whistleblowing incidents FY23	492	37	4	0	0	87	354	4	Not available	6	Not available
Whistleblowing incidents review FY23	100%	100%	100%	100%	100%	100%	100%	100%		100%	
Whistleblowing remediation plans FY23	100%	100%	100%	100%	100%	100%	100%	100%		100%	

1) Countries have not used same definition (e.g. Japan is keeping track of a wider range of topics incl. for example reported unfair wait shifts, general question, etc). FY24 will see same definitions being used
 2) Japan numbers from last year restated as last year only contained external complaints (66)

Our Responsible Sourcing Policy encourages Domino's staff and external partners who have knowledge of, or reasonable suspicions of, any incident or reportable conduct to report the matter through the appropriate channels at their earliest opportunity.

We recognise the importance of ensuring a safe, supportive and confidential environment where people feel confident about reporting wrongdoings without fear of retaliation and are supported and protected throughout the process.

Ultimately, the Whistleblower process is only one component of Domino's grievance mechanisms and remediation process. Transparency and openness is key to our business, and our employees and business partners are encouraged to identify and communicate any issues of concern through their supervisor or senior management, whose contact information is broadly shared, including direct communications channels through internal social media platforms.

Domino's Pizza Enterprises Ltd is not aware of instances of modern slavery in our business partners' operations in FY23, however we remain vigilant of the potential for modern slavery and we are committed to acting swiftly where concerns are raised and to address issues where they are identified.

LOOKING AHEAD

Domino's acknowledges that eliminating modern slavery requires collaboration and we continue to assess our own performance and that of our supply chain to address the issue.

In FY24, we plan to conduct a double materiality assessment to determine whether our current material topics are still valid and complete. We will engage with our stakeholders and anticipate potential changes. Recognising the paramount importance of transparency, we are committed to improving our ESG reporting process. This will not only enable us to meet future reporting requirements effectively, but it will also provide us with a deeper understanding of the true impact of our actions.

A cornerstone of our sustainability strategy is responsible sourcing, and in FY24, we aim to extend the reach of our responsible sourcing policy across all our markets. Subsequently, we will introduce category-specific policies and statements and incorporate these into our agreements with business partners. We also plan to take significant steps towards improving supply chain traceability, working with our business partners to identify, mitigate and ultimately eliminate any social and environmental risks. To facilitate this, we plan to implement a comprehensive data collection tool to enable us to take appropriate action where enhanced due diligence is required.

In summary, in the coming year we intend to:

- **Improve reporting and data collection processes:** through the expansion and implementation of a global questionnaire, we seek to collect and analyse data to assess modern slavery risks across our supply chain globally;
- **Measure our impact to set new targets:** Aligned with our materiality assessment and ESG strategy, we aim to improve the integration of our Responsible Sourcing, Human Rights and Whistleblower Policies into daily operations to set targets for improvement
- **Enhance our engagement with our supply chain and business partners:** collectively share and engage in environmental and social best practices throughout the value chain. As part of this goal, we will extend the reach of our responsible sourcing policy across all our markets. Subsequently, we will introduce category-specific policies and statements and incorporate these into our agreements with business partners;
- **Structural changes:** a key focus for FY24 will be to create safer ways of working across all our markets through a centralised approach to how we recruit, onboard, train, develop and engage with our people. This will help mitigate and manage modern slavery risks within our operations whilst ensuring enhancement of our due diligence processes, particularly across those countries with a higher level of modern slavery vulnerability.

We are proud of our progress to date and recognise there is more to do. We are committed to the ongoing delivery of initiatives and will continue to work with our business partners with this common focus.

CONSULTATION STATEMENT

Domino's Australian subsidiaries, including Construction Supply & Service Pty Ltd and ImpressU Print Group Pty Ltd were involved in the modern slavery risk assessment process undertaken in preparation of this statement. These subsidiaries were consulted through meeting to discuss modern slavery risks within their operations and supply chains, and they provided procurement data and information which were incorporated within the risk assessments. These subsidiaries also report directly to Domino's Pizza Enterprises executives and are overseen by the Board.

Most of Domino's other subsidiaries are Domino's Pizza businesses or joint venture Domino's stores with franchise partners, and as such, have consistent controls including policies, procedures and procurement as the broader Group.

We are committed to working across our business and providing support to our subsidiaries to identify and manage modern slavery risk going forward.

PRINCIPAL GOVERNING BODY APPROVAL

This Statement was reviewed and approved by the board of Domino's Pizza Enterprises Limited in their capacity as the principal governing body of Domino's Pizza Enterprises and its subsidiary companies on 29 December 2023.



Group CEO & Managing Director

30 December 2023

APPENDIX A – SUBSIDIARIES

Details of the Company's subsidiaries at 02 July 2023 are as follows:

NAME OF ENTITY	PLACE OF INCORPORATION AND OPERATION	FUNCTIONAL CURRENCY	PROPORTION OF OWNERSHIP AND VOTING POWER HELD	
			2023 %	2022 %
Domino's Development Fund Pty Ltd ⁽ⁱ⁾	Australia	AUD	100	100
Hot Cell Pty Ltd ⁽ⁱ⁾	Australia	AUD	100	100
Silvio's Dial-a-Pizza Pty Ltd ⁽ⁱ⁾	Australia	AUD	100	100
Impressu Print Group Pty Ltd ⁽ⁱ⁾⁽ⁱⁱ⁾	Australia	AUD	100	100
Catering Service & Supply Pty Ltd ⁽ⁱ⁾	Australia	AUD	100	100
Domino's Pizza Enterprises Ltd Employee Share Trust	Australia	AUD	100	100
Construction, Supply & Service Pty Ltd ⁽ⁱ⁾	Australia	AUD	100	100
Ride Sports ANZ Pty Ltd ⁽ⁱ⁾	Australia	AUD	100	100
Domino's Pizza New Zealand Limited	New Zealand	NZD	100	100
DPH NZ Holdings Limited	New Zealand	NZD	100	100
Domino's Pizza Japan, Inc.	Japan	JPY	100	100
Domino's Pizza Europe B.V.	The Netherlands	EUR	100	100
Domino's Pizza Netherlands B.V.	The Netherlands	EUR	100	100
DOPI Vastgoed B.V.	The Netherlands	EUR	100	100
Domino's Pizza Geo B.V.	The Netherlands	EUR	50	50
N4N B.V.	The Netherlands	EUR	50	50
Domino's Pizza Belgium S.P.R.L	Belgium	EUR	100	100
Daytona Holdco Limited (UK)	UK	EUR	100	100
Daytona JV Limited (UK)	UK	EUR	100	67
Ausmark Holdco Limited	UK	EUR	100	100
Ausmark ApS	Denmark	DKK	100	100
Daytona Germany GmbH	Germany	EUR	100	67
Domino's Pizza Deutschland GmbH	Germany	EUR	100	67
Hallo Pizza GmbH	Germany	EUR	100	67
DPEU Holdings S.A.S.	France	EUR	100	100
Domino's Pizza France S.A.S.	France	EUR	100	100
HVM Pizza S.A.R.L.	France	EUR	100	100
Fra-Ma-Pizz S.A.S.	France	EUR	100	100
Pizza Centre France S.A.S.	France	EUR	100	100
Groupe AVB S.A.S.	France	EUR	100	100
AVB2 S.A.R.L.	France	EUR	100	100
AVB Services S.A.R.L.	France	EUR	100	100
AVB3 S.A.R.L.	France	EUR	100	100
AVB4 S.A.R.L.	France	EUR	100	100
AVB5 S.A.R.L.	France	EUR	100	100
Taiwan Domino's Pizza Co., Ltd	Taiwan	TWD	100	100
PizzaVest Co., Ltd	Taiwan	TWD	100	100
Dommal Food Services Sdn Bhd	Malaysia	MYR	100	--
Domino's Singapore Pte Ltd	Singapore	SGD	100	--
D.Pizza Co. Ltd	Cambodia	USD	100	--

(i) This entity is a member of the tax-consolidated group where Domino's Pizza Enterprises Limited is the head entity within the tax-consolidated group.

(ii) Formally known as IFG Marketing Solutions Pty Ltd

APPENDIX B - MODERN SLAVERY ACT 7 MANDATORY CRITERIA

Modern Slavery Act mandatory criteria		Reference
1	Identify the reporting entity	Pages 2 and 7
2	Describe the reporting entity's structure, operations, and supply chains	Pages 7 to 10 Appendix a
3	Describe the risks of modern slavery practices in the operations and supply chains of the reporting entity and any entities it owns or controls	Pages 10 to 13
4	Describe the actions taken by the reporting entity and any entities it owns or controls to assess and address these risks, including due diligence and remediation processes	Pages 13 to 18
5	Describe how the reporting entity assesses the effectiveness of these actions	Pages 18 to 20
6	Describe the process of consultation with any entities the reporting entity owns or controls	Pages 11 to 12
7	Provide any other relevant information	Pages 4,5,6,21,22

