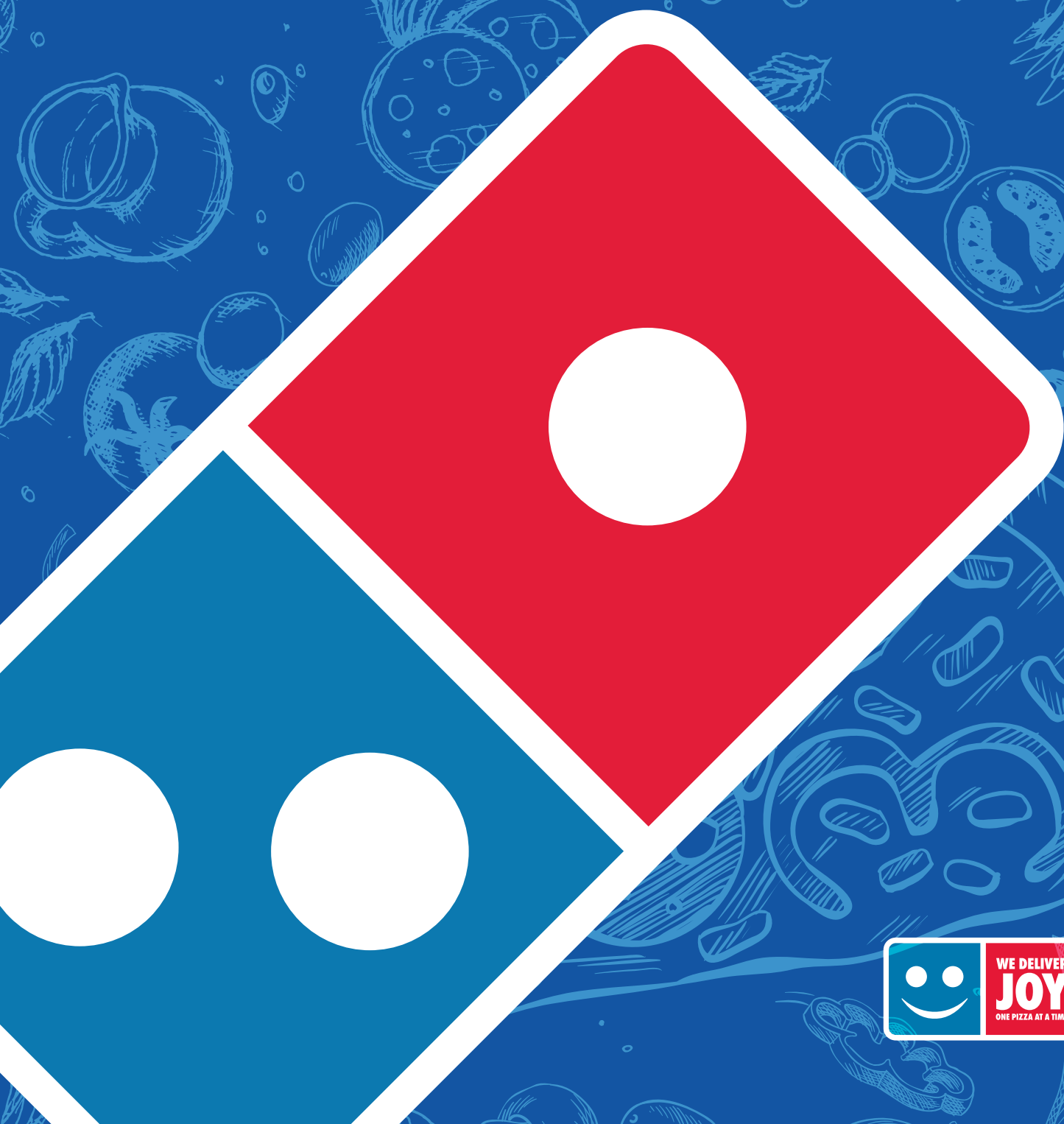


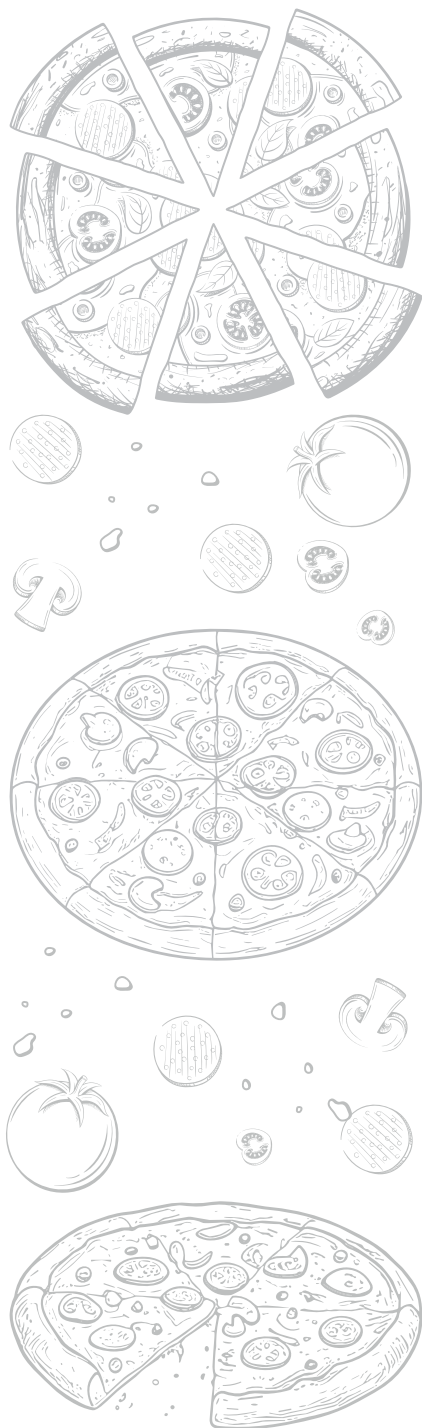
Domino's®

DOMINO'S PIZZA ENTERPRISES LTD

MODERN SLAVERY STATEMENT FY25



CONTENTS



MODERN SLAVERY ACT, MANDATORY REPORTING CRITERIA	5
MESSAGE FROM OUR EXECUTIVE CHAIRMAN	6
OUR STRUCTURE, OPERATIONS & SUPPLY CHAIN	8
Our structure	8
Governance	8
Our Operations	9
Our Supply Chain	11
OUR SUPPLIER FOOTPRINT	12
IDENTIFICATION & MAPPING OF RISKS	13
Modern slavery risks in our operations	13
Modern slavery risks in our supply chains	16
Data gathering and risk analysis in our supply chain during the reporting period and beyond	17
OUR RISK ASSESSMENT RESULTS	20
First-tier business partners due diligence survey results in the Australian market	20
First-tier business partners due diligence survey results in The European Market	22
OUR ACTIONS TAKEN TO ADDRESS RISKS	24
Good governance as a driver to address risks	24
Our Framework for managing and addressing risks across our business	25
ADDRESSING RISKS IN OUR OPERATIONS	26
Grievance Mechanisms, Incidents & Remediation Actions	26
Risk Management in our supply chain	28
ASSESSING EFFECTIVENESS OF OUR ACTIONS	29
Summary of Some of Our Actions Taken and Their Effectiveness	30
CASE STUDY – Assessing Effectiveness: In our own operations: as an employer	31
CASE STUDY – Assessing Effectiveness: Grievance Mechanisms, Incidents & Remediation Actions	31
LOOKING AHEAD	32
SUPPLEMENTARY INFORMATION	33
Appendix 1 - Subsidiaries	33
Appendix 2 - Level of vulnerability to modern slavery per tier 1 supplier location	34
Appendix 3 - List of relevant commodities with high risks of modern slavery and human rights	35
Appendix 4 - Due diligence survey alerts	36
Appendix 5 - Context and Criteria	37
Appendix 6 - Sources used for desk study	38

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 1, to identify and mitigate the risk of slavery and human trafficking primarily in our Australian business operations and supply chains during the reporting period 1 July 2024 to 29 June 2025 (**FY25**).

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', 'DPE' 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 1. 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 29 June 2025. 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.



Consultation Process

Domino's subsidiaries were involved in the modern slavery risk assessment process undertaken in preparation of this statement. Each market CEO was informed of the development of this statement, and their teams have been engaged with throughout FY25, both to enable visibility over the effectiveness of key functions supporting Modern Slavery identification and remediation across our Operations and Supply Chain, as well as to consolidate the information outlined within this report. A draft of this report was shared with the cross-functional Environmental, Social and Governance Steering Committee, with feedback addressed and incorporated.

During FY25, Impressu Print Group Pty Ltd was an Australian-based subsidiary, which was engaged through the modern slavery risk assessments prior to the sale of that business. Procurement and financial data was provided by all markets, which has been used to inform the rollout of the Modern Slavery risk assessment and Due Diligence program. These subsidiaries also report directly to Domino's Pizza Enterprises executives and are overseen by the Board. We are committed to working across our business and providing support to our subsidiaries to identify and manage modern slavery risk going forward.



MODERN SLAVERY ACT, MANDATORY REPORTING CRITERIA

This statement was produced to meet the mandatory reporting criteria established under the *Modern Slavery Act 2018 (Cth)*. The table below lists the seven mandatory reporting criteria of the Act together with page references as to where information is disclosed in this statement

MODERN SLAVERY ACT MANDATORY CRITERIA	REFERENCE IN THIS STATEMENT
Identify The Reporting Entity	Page 8
Describe The Reporting Entity's Structure, Operations, And Supply Chains	Pages 8 to 12 Appendix 1
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 13 to 24 Appendix 2, 3 and 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 24 to 29
Describe How The Reporting Entity Assesses The Effectiveness Of These Actions	Pages 29 to 31
Describe The Process Of Consultation With Any Entities The Reporting Entity Owns Or Controls	Page 4
Provide any other relevant information	Page 32 Appendix 5 and 6

MESSAGE FROM OUR EXECUTIVE CHAIRMAN

In Domino's Pizza Enterprises, we strive to uphold a high ethical standard across our global footprint, as reflected in all layers of our operations and partnerships. We recognise our continuing efforts to improve how we identify and manage Modern Slavery risks as a core responsibility.

On behalf of the Board of Domino's Pizza Enterprises Ltd (DPE), I am pleased to present our Modern Slavery Statement for the financial year 2025. This report reflects our ongoing commitment to upholding human rights and ethical business practices across our global operations and supply chains.

DPE is dedicated to protecting and promoting human rights, guided by international frameworks such as the United Nations Universal Declaration of Human Rights and the International Labour Organisation's Declaration on Fundamental Principles and Rights at Work. We have embedded these principles into our Responsible Sourcing Policy and Human Rights Policy.

This year we achieved several critical milestones to strengthen our ethical and sustainable business practices, including:

- Strengthening visibility over risk identification and remediation for Modern Slavery across our markets. This included greater levels of assessment over practices established by our partners to collectively enhance the protections in place for staff across our supply chain.
- Expanding the scope of our supplier risk and due diligence assessments over our European Markets.
- Enhancing our grievance mechanisms to strengthen awareness across our markets, improve visibility and monitoring over actions taken, and align accountabilities for all our leaders.

Our focus this year has been to continue to mature the management structures governing our business, including those which oversee human rights and other Environmental, Social, Governance (ESG) aligned initiatives. In addition to advancing the key areas outlined above, we have also focused on expanding achievements from prior years. This includes:

- Expanding the traceability of our supply chain and assessment over our ESG risks.
- Maturing our Enterprise Risk Management Framework, including enhancing integration with specific-purpose risk management such as Modern Slavery.
- Expanding the roll-out of our Global Learning Programme – Path to Excellence – during FY25, to cover 9 out of 12 markets. Within markets the breadth of training was also expanded, including strengthening the offerings for both staff and store managers regarding employee wellbeing and entitlements.

In addition to the initiatives and achievements outlined above, I would like to highlight some of the positive impacts we've made within our own operations, including our renewed focus on enhancing profitability for our franchise partners. We recognise that if we can improve the conditions under which they operate, they in turn, can better improve the conditions for all staff and suppliers they engage with. This strategy is intended to build a stronger Domino's network, including fortifying the ethical framework within which we operate.

We expect that foundational changes to our strategy, anchored in a renewed focus on franchise profitability, will significantly influence how we operate as a Group. This includes reshaping accountability across our markets, empowering our people, and directing investment towards initiatives that deliver sustained value for our customers, franchise and business partners, shareholders and communities in which we operate.

As this strategic approach is embedded, we will review our ESG priorities and commitments to ensure they continue to create meaningful impact. This includes reaffirming our ethical responsibilities, enhancing our approach to human rights and modern slavery risks, and focusing our efforts where we are confident of achieving tangible and lasting outcomes.

Looking ahead we have a clear focus on enhancing and refining our current practices. This includes ways that we can incrementally improve the way we oversee and prioritise ethical and sustainability initiatives, as well as targeted improvements in the way we manage our supply chain. We will continue to seek ways to better embed visibility, accountability and high standards for performance across our operations and supply chain.

Sincerely,



Jack Cowin
Executive Chairman



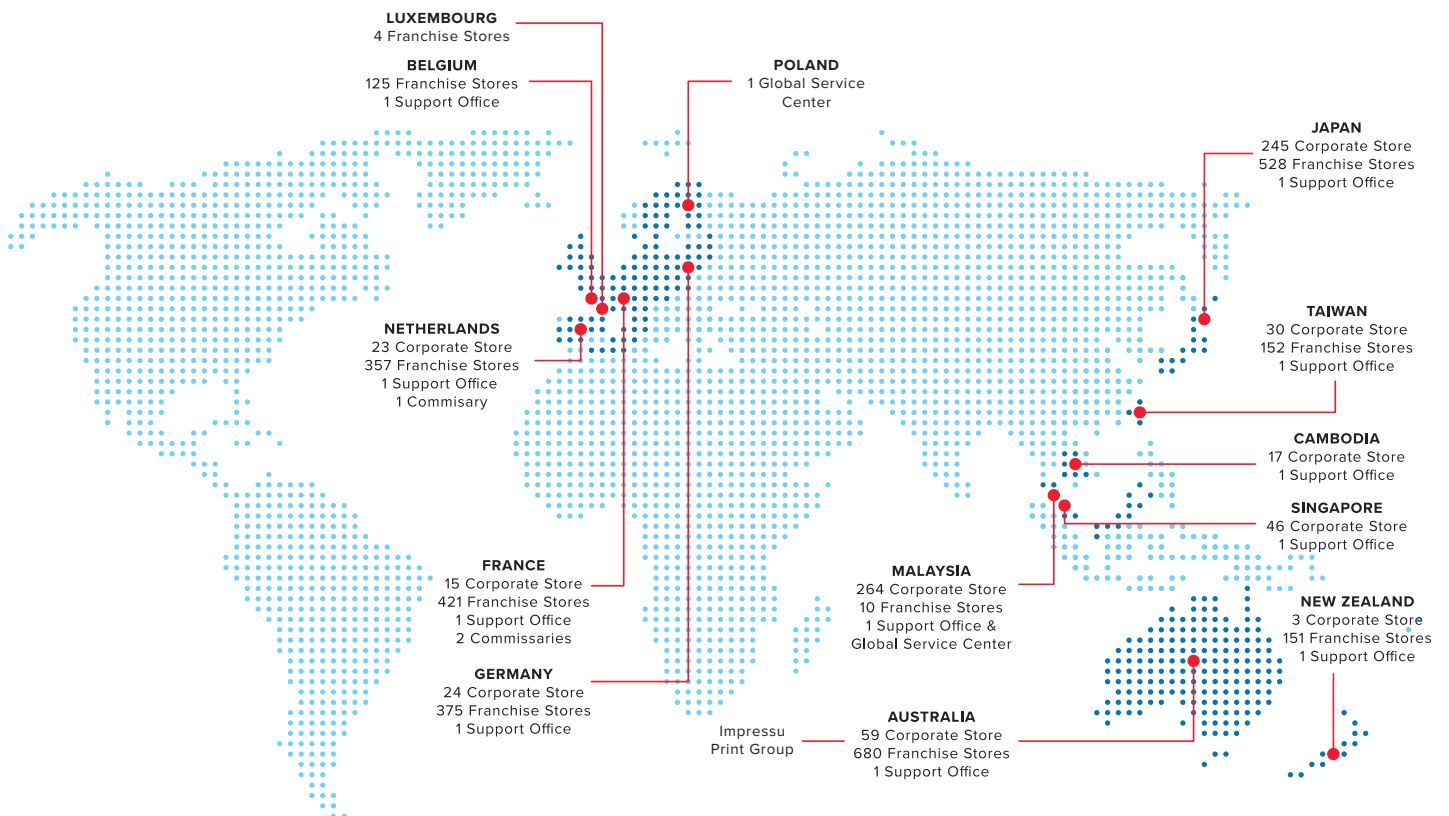
OUR STRUCTURE, OPERATIONS & SUPPLY CHAIN

Our structure

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, 3,529 stores across 12 markets (726 corporate and 2,803 franchised) and more than 100,000 team members as at the end of FY25.

The Domino's brand is owned by Domino's Pizza Inc. (DPI), a publicly listed company in the United States of America. DPI is separate to Domino's Pizza Enterprises Limited and therefore is not covered by this statement. We are the largest Domino's franchisee outside of the US, and we hold the exclusive master franchise rights for the Domino's brand in Australia, New Zealand, Belgium, France, the Netherlands, Japan, Germany, Luxembourg, Cambodia, Taiwan, Malaysia and Singapore.

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 32 subsidiaries as at 29 June 2025 – see Appendix 1 for a full list.



Governance

During FY25, The Domino's Board consisted of a Non-Executive Chair and five non-executive Directors, four of whom are independent. During the development of this statement, DPE governance arrangements have changed, with the appointment of our Executive Chairman, as an interim measure while a group CEO is recruited, and the resignation of one independent non-executive director.

These changes have been accompanied by a strategic refocus across the business, with a strong emphasis on franchise profitability and improving unit economics. Despite this shift, we recognise the continued importance of addressing modern slavery and broader human rights risks.

The Board retains responsibility for the guidance and oversight of ESG matters, including the identification of regulatory obligations and areas of significant business risk, and ensuring that robust mechanisms are in place to manage these risks effectively. We consider modern slavery, and Human Rights topics are assessed as part of the “social” dimension of our ESG framework.

The Board of Directors is assisted by specialised committees tasked with ensuring more effective monitoring of ESG matters and contributing to the decision-making process. The Nomination, Culture and Remuneration Committee (NCRC) and the Audit and Risk Committee (ARC) are comprised solely of independent non-executive directors. The ARC receives periodic reports containing information relating to compliance and material risks. Visibility over material modern slavery risks, or potential instances of modern slavery are escalated through this channel. 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](#).

These governance structures are supported by additional management governance mechanisms, including the ESG Steering Committee, monitoring and reporting of ESG initiatives, as well as standard compliance reporting and oversight established across our markets. We view these structures as central to the management of our Modern Slavery Risks, as such further details have been provided in section Our Actions Taken to Address Risks, page 24.

Our Operations

DPE operates across 12 markets, serving over 2.5 million orders per week. In FY25, across our combined franchise and corporate store network, Domino’s employed approximately 100,000 members. The majority of this store and staffing footprint comes from the Franchise network, making our Franchise Partners critical collaborators to manage modern slavery risks within our operations. As outlined below, in addition to actions we have taken to protect our own operations, we also provide support and guidance to Franchise Partners to uphold ethical standards across the network.

Over FY25, our operations also included a non-food service subsidiary, Impressu Print Group Pty Ltd, which operated as a full-service printing company also offering warehousing and logistics solutions. This Australian-based business represented a workforce of an additional 90 employees, and has been included under our Modern Slavery Risk Identification and Due Diligence processes since FY20. The sale of this subsidiary was finalised during the development of this statement.

We recognise our franchised model introduces additional complexity over our visibility of, and capacity to influence, modern slavery risks. As such we have established detailed standards, policies, procedures, training and support for these valued partners. This framework supports our partners to embed ethical business practices within their operations. As a right to operate within our network it is an expectation that these standards are met. This is reflected within sub-franchising agreements. Further details about our policy framework and training support is provided on page 25.

Our operations also include three commissaries in our European markets, which store, process and distribute food products to our European markets. This allows us to better manage the distribution requirements and frequencies in these markets.

Our workforce

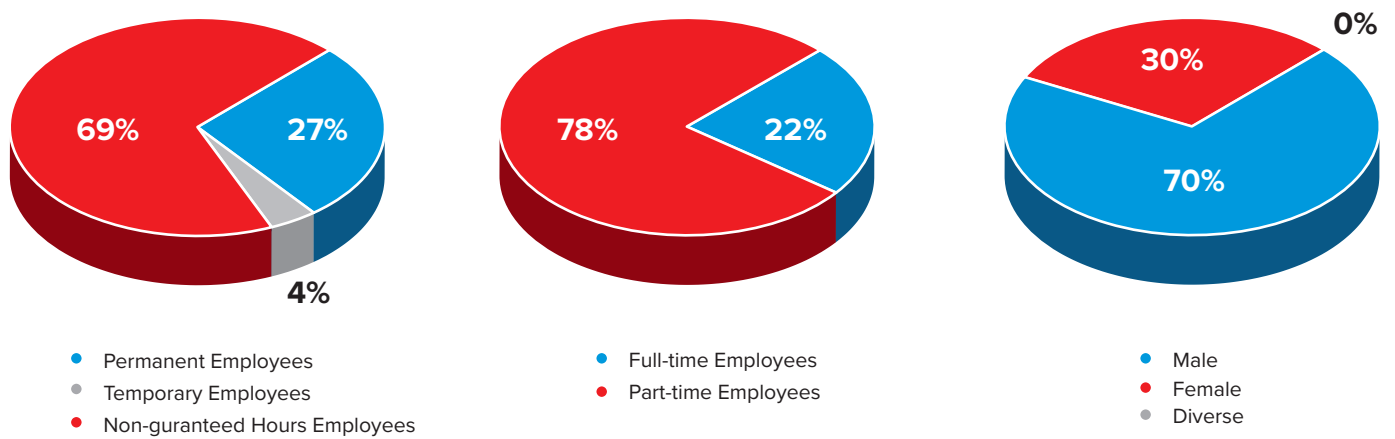
Our people deliver a diverse range of experiences, such as making pizza, serving customers, delivering products to customers, fitting out stores, managing corporate functions and operating technical printing services.

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 recognise differences in employment types and recruitment can impact the risk of modern slavery faced by staff within our operations.

Our Team

- More than 100,000 team members across our combined network
- 12,733 staff across our support offices and corporate store network

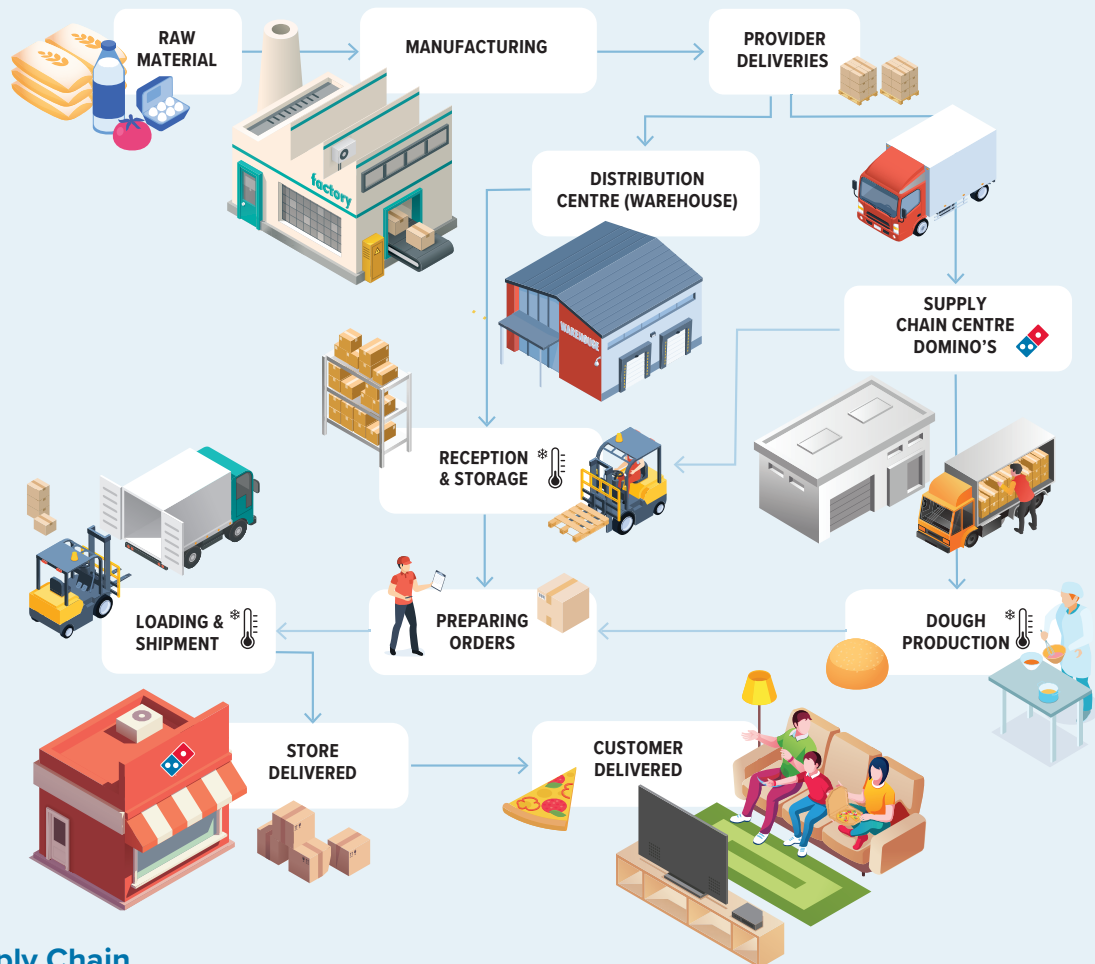
Chart 1: Corporate Employees Composition



The above charts outline the employment arrangements for our Support office and Corporate Store employees across the group. As our own staff, this data is valuable for informing our own risk assessment process, while also providing an industry snapshot which can be used to inform the guidance, training and support provided to Franchise Partners. We monitor these figures on a market-level, as we recognise that employment trends can differ with local norms and cultural expectations. A more detailed breakdown of our employee profile has been provided in our FY25 Sustainability Report.

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. The protections we have in place to support all employees in our business to be safe during their time with us is central to providing this positive experience.





Our Supply Chain

Our global footprint is reflected in our multi-tiered global supply chain. We work with a diverse range of business partners across the group, which covers product provided to stores, as well as the many necessary products, equipment and services required for the daily operations. This includes our tier one suppliers, with many more indirect suppliers supporting the development of the products, equipment and services we source.

We uphold standards of sourcing under our Responsible Sourcing Policy. Adherence to this policy is an expectation for all our food and packaging providers. Alternative procurement and due diligence processes are established for the other goods and services throughout our business. We recognise the continuous need to improve visibility into our supply chain to identify and remediate risks to Modern Slavery.

Our supply chain composition and management have an additional element of complexity when it comes to providing products to our Franchise Partners. The majority of Franchise Partner supplies are procured through Domino's, but a small amount of product may be procured by an individual franchise partner. These decisions are subject to business contracts and must adhere to Dominos policies, however they are out of our direct control which reduces our visibility over Modern Slavery risks within these arrangements.

We classify our supply partners as "food" and "non-food" suppliers, where food includes all edible products to produce everything on our menus plus beverages and packaging, while non-food suppliers represent all services – such as marketing and logistics - and products like machinery. The above infographic presents our supply chain, from the farm to the table. Our business partners are engaged at all stages throughout this process, each playing a role in contributing to our ambition of respecting human rights across our operations and supply chains.

IDENTIFICATION & MAPPING OF RISKS

Modern Slavery Risks In Our Operations

Our team members and Franchise Partners play a vital role in helping us identify and manage modern slavery risks across our operations. We recognise our responsibility to ensure that all people working within our network are safe, treated with dignity and respect, and paid fairly for the work they perform. We maintain a zero-tolerance approach to modern slavery within our own operations and are committed to taking proactive steps to prevent, detect, and address any potential risks.

As a global employer, we acknowledge that there is an inherent risk of employing vulnerable workers, given the industry in which we operate. This risk stems from the nature of some roles, particularly at the store level, which often require minimal formal education or specialised skills, which may attract younger individuals (who meet working legal age), students (who require casual or flexible working hours), and people who recently migrated to some of the countries where we operate like Australia and see in us an opportunity to advance their careers, develop new skills and achieve their personal goals.

To protect our people, we have established recruitment procedures and franchise partner support which requires:

- confirmation that workers have the rights to work in each of the countries where we operate
- that workers meet minimum working legal age,
- that workers are paid in accordance with relevant awards and legislation for the location in which they are employed.

We are committed to ensuring that every team member joins our workforce voluntarily and is free to resign whenever they wish to do so.

We have established a range of corporate policies which establish the expected behaviours and conditions under which our staff are employed, including:

POLICY	DESCRIPTION	LINK
Code of Conduct for Employees	To guide behaviour, enhance investor confidence in the Company and demonstrate the commitment of the Company to comply with its legal obligations as well as to ethical standards and practices. This policy applies to all Directors, senior executives and employees (Employees).	Here
Governance Code of Conduct	Outlines the standards of behaviour in the workplace that the Company expects of each employee on a range of issues in order to promote a culture of fair and ethical behaviour.	Here
Diversity and Inclusion	Sets out the diversity and inclusion principles alongside the roles and responsibilities amongst everyone at Domino's. The company is committed to building and maintaining a vibrant culture that is entirely inclusive of diverse experiences, perspectives and backgrounds.	Here
Human Rights Policy	This 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.	Here
Anti-Bribery and Corruption	This policy ensures that the Group takes all reasonable measures to prevent any practice or behaviour which could be construed as being or could potentially lead to, bribery or corruption. This policy applies to all officers, employees (whether permanent, fixed-term or temporary), contractors, consultants and franchisees of the Group	Here
Whistleblower Policy	Through this policy the Company encourages its 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.	Here
Continuous Disclosure and External Communications	The Company is committed to complying with its obligations relating to the disclosure of market sensitive information and providing shareholders and the market with equal and timely access to information.	Here
Risk Management	The purpose of the policy is to enable the fulfilment of the Board's risk management duties and responsibilities. This Board policy ensures that an approach to managing risk is implemented as part of the day-to-day operations of the Company.	Here

We are conscious of our responsibility in providing early employment for many young people, and honour that responsibility by providing attractive career development opportunities through high quality training programs – like Domino’s University. Over FY25 we expanded the coverage of Dominos University to 9 markets, replacing legacy training approaches as the rollout has progressed. Flexible employment arrangements are central to our operations, with casual and part time arrangements offered to provide employees flexibility in their work, to meet the demand of study and other activities.

Based on the latest Global Slavery Index , we assessed the level of vulnerability to modern slavery in the markets where we operate corporate stores or have office locations. This data helps us to better understand the risks of modern slavery whilst enabling us to target appropriate measures to mitigate them.

Table 1: Level of vulnerability to modern slavery per market where we operate

MARKETS	LEVEL OF VULNERABILITY TO MODERN SLAVERY	ESTIMATED PREVALENCE OF MODERN SLAVERY (PER 1,000 OF POPULATION)	CORPORATE EMPLOYEES DISTRIBUTION PER MARKET
Cambodia	58%	5.0	1.1%
Malaysia	37%	6.3	24.5%
Singapore	24%	2.1	5.5%
Taiwan	21%	1.7	3.5%
Poland	19%	5.5	0.0%
France	13%	2.1	2.5%
Belgium	11%	1.0	0.1%
Germany	11%	0.6	5.5%
Japan	11%	1.1	39.1%
New Zealand	8%	1.6	0.2%
Australia	7%	1.6	11.5%
Netherlands	6%	0.6	6.5%

Walk Free 2023, The Global Slavery Index 2023, Minderoo Foundation. Available from: <https://walkfree.org/global-slavery-index> (no 2025 version at the point of writing this statement).

The Netherlands, Australia and New Zealand have the lowest levels of vulnerability to modern slavery and 18.2% of our workforce is based in these countries. According to the Global Modern Slavery Index, Cambodia presents a high level of vulnerability, while Malaysia, Singapore and Taiwan require a higher level of due diligence from us, as they represent a total of 33.5% of our direct workforce. We continue to work with local teams to improve our employee support and compliance monitoring mechanisms in these markets and across the group, including introducing regular reporting on workforce compliance matters.

About our franchise partners

We recognise that our franchise partners face similar exposures. As partners and business owners in our network, our level of visibility and control over franchise partner human resources is varied across our non-corporate footprint.

We continue to promote cross functional communication between our operations, people, supply and compliance functions to best support these partners in meeting their employment obligations and uphold high standards of ethical employment practices. We leverage the information we have about corporate store footprints in our markets to better understand the employee demographic in our store work environment and apply these learnings across our operations. In some markets we provide additional services, such as payroll and bookkeeping services, which provides additional insight and capacity to identify risks to our franchise store workforce. Our Global Operations Council is a key mechanism to drive improvements at the store-level, and embed ethical practices in all layers of our business.

Our people team also provide reporting over employment matters involving non-corporate stores, as well as maintaining a whistleblower program in all markets which provides an additional protected channel to serious matters, including modern slavery risks, to be escalated and responded to in our workforce.



Modern slavery risks in our supply chains

One of the greatest areas of exposure to modern slavery risks for our business is through our suppliers, so we are focused on working with our business partners to effectively manage these risks. As part of this approach, to proactively identify, prevent, mitigate and address modern slavery risks in our supply chains, in FY24 we enhanced supply chain transparency through traceability technologies. A platform was implemented to collect, verify and validate information about our business partners, their associated supply chains and the products they deliver. This platform helps to assess ESG risks within our supply chain through data collection from various questionnaires, with a particular focus on modern slavery and human rights.

In FY25 we continued the roll-out of this platform, expanding our data collection to the European market. Looking forward, our focus will be on prioritising future assessments based on the size of the supplier, the criticality of the product/service, the risks associated with different countries of origin and /or the ESG risks of the different raw materials involved.

We have established a suite of policies that outline the expected behaviours, standards, and operating conditions required of our business partners, including:

POLICY	DESCRIPTION	LINK
Responsible Sourcing Policy	This policy is an overarching document which summarises our commitments and requirements on a broad set of ESG topics. We require that all our business partners and their upstream supply chains meet the standards and promote the principles outlined within this policy.	Here
Zero Deforestation & Land Use Policy	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.	Here
Beef Policy	This policy covers deforestation topics for business partners supplying beef and products containing beef to DPE. Beef products can be found on menus in all DPE markets and therefore it is crucial to our responsible sourcing objectives that we minimise our environmental footprint and prevent deforestation within our supply chain.	Here
Cocoa Policy	Human rights issues such as low income, child labour and forced labour coupled with a volatile market has led to further poverty having a devastating impact particularly in primary cocoa-producing regions like west africa. Consequently, we are committed to only using responsibly and sustainably sourced cocoa to help improve the conditions in the industry and reduce the negative impact on people, (indigenous) communities and the environment	Here
Coffee Policy	Along with significant environmental impacts including deforestation, coffee cultivation plays a significant role in social challenges experienced by many coffee farmers often in developing countries. At DPE, coffee is not included in many products nevertheless, we are committed to ensuring that the coffee we do use is produced using farming practices that are environmentally and socially responsible and supports a deforestation-free supply chain.	Here
Palm Oil Policy	Palm oil is used in several DPE products due to its unique characteristics and versatility. It is mostly used in our desserts but also in some dough premix recipes amongst other products. Unfortunately, the production of palm oil has had significantly damaging effects on rainforests and contributed to climate change, loss of biodiversity and human rights violations. At DPE wherever possible we will first aim to remove or exclude palm oil from our recipes and products. Where palm oil cannot be substituted in a recipe and must be used, DPE is committed to only using palm oil that adheres to robust sustainability standards.	Here
Paper and Pulp Policy	Paper products are essential in delivering millions of pizzas to our customers every day. They help protect, maintain and deliver our products and packaging to our stores and then to our customers in all of our markets. Domino's is committed to only using responsibly and sustainably sourced paper to minimise the negative impact to the environment and to affected communities and farmers.	Here
Soy Policy	Soy is used in several DPE products directly (such as cooking oil) or indirectly in feed mix for animal products that are used by DPE. We recognise that through our purchasing practices and further engagement with our stakeholders we have an opportunity to help improve the conditions in our supply chains and mitigate the negative impact on the environment and (indigenous) communities therefore it will continue to be an essential priority for us.	Here

Data gathering and risk analysis in our supply chain during the reporting period and beyond

In order to perform a risk assessment of direct business partners, we started collecting data related to the location, business partner type, and product group (i.e. food) from our own records. The following table is a list of the different layers of considerations throughout the process:

RISK ASSESSMENT TASK	SUMMARY OF THE PROCEDURE
Country risk classification	Business partners located in countries classified as high-risk are required to undergo third-party social compliance audits. This assessment uses the amfori BSCI country risk list, which is based on the World Bank's index to determine risk countries in terms of human rights violations. Although this does not allow for differentiating between various risks in advance, it largely aligns with specialized indices such as the Global Rights Index, the Global Slavery Index, the Global Child Labour Index, the Labour Rights Index, the ILAB list of goods - child and forced labour, and the Human Development Index that have been used too.
Risk product group	As the risks often do not lie with the direct business partner but in the upstream supply chain, the product groups served by the business partners are assessed according to already identified potential risks in the supply chain. For instance, countries of origin and production, as well as ingredients and components, are considered for this assessment.
Desk study for key high-risk products	Once those high-risk products are identified, they are cross-checked with the volume consumed by Domino's. This exercise allows us to create a list of product groups that are at high risk and high level of consumption. These products groups will require further investigation considering various factors such as the type of product, the raw materials used in production, the location and nature of the manufacturing process, and the sourcing volume and leverage with the business partner. Sources such as reliable newspaper articles, published studies, impact assessments, NGO reports, and university studies are consulted. It is essential to perform product-specific research to minimise assumptions based on the general characteristics of the respective industry.

As part of this initial phase, our priority was to understand the modern slavery risks as well as the negative impacts observed in our supply chains, including how well our first-tier business partners manage human rights risks in their own operations and supply networks. In FY25, our approach remains consistent and continues to guide our due diligence process across both the Australian and European markets.

As outlined further below, for our top suppliers, we went beyond first-tier to collect key datasets from second and third-tier suppliers down to the farm level, to better recognise the origin of our commodities. This process of gathering information is the first step to assessing our supply chain beyond first-tier with the aim to better identify and map risks. As committed in the prior year report we have reported on results at pages 20 to 24.

This approach to risk assessment was valuable when assessing our risk exposure for suppliers of products like fish & seafood, vegetables, meat, cocoa, palm oil, soy (including soy used as animal feed), and coffee given that these industries are subject to higher risks of human rights abuses depending on the country of origin (see Appendix 3 for more details). This year we have reviewed and refined the product categories considered when assessing modern slavery risks. This update ensures that our focus remains aligned with global developments in this space, improving business partner data insights and the findings from our prior due diligence surveys.

Due Diligence Survey

Our due diligence surveys are a central mechanism to identify and monitor the risk to modern slavery across our in-scope suppliers. This survey looks at each supplier's current compliance requirements, including if they are already developing and disclosing their modern slavery risks. Additional questions are asked about their business practices and supply chain to inform an overall understanding of each supplier's risk exposure, as well as requesting specific evidence to validate ethical business practices have been established.

In FY25, we continued to distribute due diligence surveys to business partners to collect detailed information on modern slavery risks and to further map our supply chain beyond the first tier. Last year we set ambitious targets to expand the coverage of our surveys and while we haven't met all those goals, we have broadened our data collection to additional markets and suppliers. This allows strengthened visibility and risk identification and supports targeted mitigation measures.

During FY25 a due diligence survey was shared with 136 of our first-tier business partners for the Australian market and 112 in the European market, to understand how they are reporting and assessing ESG risks, with a focus on modern slavery and human rights. We acknowledge that further work is required to gain coverage over our Asian markets. The purpose of the due diligence survey is to assign a risk score to first-tier business partners—classifying them as low, medium, or high risk. Below is the scoring methodology applied by our platform provider to score suppliers:

- Each answer is reviewed and scored on a scale of 0-5, with higher scores indicating greater risk. A total score for the whole questionnaire ranging from 0-100 indicates low risk, 101-200 indicates medium risk, and 201-350 classifies a business partner as high risk.
- The results of this survey process are provided at pages 20 to 24.

This survey helps transform the abstract risk analysis into a supplier-level approach, as the information provided by first-tier business partners is used to identify our supply chain risks and highlight hot spots to prioritise our actions. Moreover, the due diligence survey allows us to identify 'due diligence alerts' which are risk factors which identify specific cases requiring further action or investigation. See Appendix 4 for an overview of these risk factors and their assigned risk level.



Social compliance audit reports

In 2024, we established the process for the collection of social compliance audit reports, such as ETI-SMETA, SA8000, or amfori BSCI, from first-tier and other tier business partners located in high-risk countries. These reports are collected and evaluated as part of the risk analysis to identify specific risks for each business partner. More information on this can be found in the “Our Actions taken to Address Risks” section.

The evaluation of audit reports (e.g., the individual chapters of an amfori BSCI audit report) provides detailed insights into the risks related to specific human rights aspects, such as child labour and forced labour. Where any missing considerations required to assess our modern slavery risk are identified, this is supplemented through the due diligence survey. Through the analysis of the third-party social compliance audit reports, we assess amongst others:

- **Labour rights:** Upholding a requirement for no child labour, forced labour, or exploitation.
- **Working conditions:** Promoting safe and hygienic workplaces.
- **Wages and benefits:** Establishing fair remuneration standards which meet or exceed local minimum wage laws.
- **Freedom of association:** Protecting the right of workers to join trade unions and bargain collectively.
- **Ethical business practices:** Preventing corruption, bribery, and fraud.

Third-party audits are a valuable input into our broader approach to managing risks in the supply chain. These audits help to:

- **Identify risks:** Uncovering labor rights violations and modern slavery risks.
- **Support remediation:** Providing valuable data that helps us work with suppliers to address and correct any identified issues.
- **Enhance transparency:** Increasing visibility over our suppliers’ practices, contributing to our overall human rights due diligence framework.



OUR RISK ASSESSMENT RESULTS

We have outlined the results of our risk assessment processes as outlined above. These results focus on our Australian and European markets, and associated suppliers, to target our efforts and focus over areas of supply where we have sufficient leverage to drive positive changes. We recognise the enduring need to uphold a high standard for ethical behaviours across our entire network, and will seek to expand coverage across all markets in subsequent financial years.

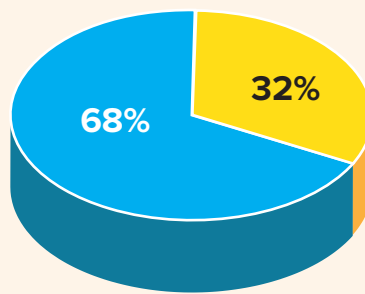
First-tier business partners due diligence survey results in the Australian market

Across Australian business partners that have provided survey responses, key highlights of our due diligence survey responses and their own Modern Slavery Act (MSA) statements include:

Risk categorisation

LOW RISK:

68% were categorised as low risk, with robust due diligence systems in place. These partners typically report under the MSA and maintain strong internal policies, risk assessments, action plans, and conduct regular audits to ensure compliance with modern slavery regulations.



MEDIUM RISK:

32% were identified as medium risk, particularly in industries such as food processing and agriculture.

HIGH RISK:

No in-scope suppliers were identified as high risk.



In FY25, the total spend with over 1,600 AU business partners was over AUD \$560 million. Measured by value, our top 20 first-tier suppliers accounted for 63% of our total expenditure.

Table 2: Top 20 first-tier suppliers by spend - Australia

TIER 1 SUPPLIER	PRODUCT GROUP	COUNTRY OF PRODUCTION	% OF TOTAL SPEND
FOOD SUPPLIER			
Supplier 1	Cheese	USA	9%
Supplier 2	Dough	Australia	6%
Supplier 3	Various dry products	Australia	5%
Supplier 4	Meats	Australia	4%
Supplier 5	Packaging	Australia	4%
Supplier 6	Meats	Australia	3%
Supplier 7	Beverages	Australia	3%
Supplier 8	Protein	Australia	3%
Supplier 9	Protein	Australia	1%
Supplier 10	Various dry products	Australia	1%
Supplier 11	Desserts	Australia	1%
Supplier 12	Sauces & Seasonings	Australia	1%
NON-FOOD SUPPLIERS			
Supplier 13	Logistics	Australia	8%
Supplier 14	IT Services	Australia	4%
Supplier 15	Marketing	Australia	2%
Supplier 16	Insurance	Australia	2%
Supplier 17	Logistics	Australia	2%
Supplier 18	Marketing	Australia	2%
Supplier 19	Marketing / IT Services	Australia	1%
Supplier 20	Marketing	Australia	1%
Total % of spend of the top 20 tier-1 suppliers FY25			63%

The FY25 business partner portfolio demonstrates strong continuity, with 17 of the top 20 partners unchanged from FY24. This stability indicates that Domino's continues to engage with long-term, well-established business partners whose governance structures, due diligence systems and modern slavery controls have already been assessed in the previous reporting cycle.

The top 20 first-tier business partners operate primarily in food production, agriculture, logistics, and service provision—of which the first two sectors are known to carry inherent human rights risks, such as forced labour, child labour, and risks associated with low-skilled migrant workforce, especially in connection with some commodities that are relevant to us.

These 20 first-tier business partners are based in low-risk countries, with nearly all located in Australia and one in the United States (see table 2). Last year we commenced supply chain transparency data gathering which involved the mapping of other tier supply chain actors. The completed mapping so far shows that the majority of spend comes from low-risk countries, mainly Australian, USA, New Zealand, Belgium, Netherlands and Canada. For food-related partners, additional sourcing countries of tier 2 actors include China, Turkey, Peru, Thailand and Indonesia. These countries have been identified as having higher social risks and therefore social compliance data and evidence has been requested.

We conclude that all our top 20 first-tier business partners have established robust sustainability management systems. These include, for instance, human rights policies, sustainable sourcing practices, employee policy manuals, supply chain integrity statements, and supplier codes of conduct.

- The 17 recurring partners were classified as low-risk in FY24 and have maintained this risk-level given their continued approach to prevent, mitigate and reduce modern slavery risks within their operations and supply chains.
- The 3 new business partners included in the top 20 have been screened, with two identified as low risk and one identified as medium risk.

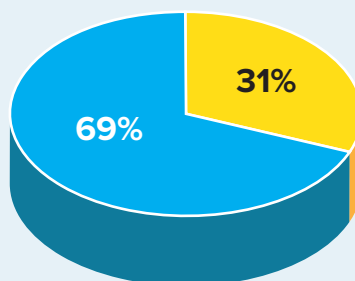
First-tier business partners due diligence survey results in the European market

This year we have expanded our analysis to our European business partners. For the business partners that have provided survey responses key highlights of our due diligence survey responses and their own MSA statements include:

Risk categorisation

LOW RISK:

69% were categorised as low risk, with robust due diligence systems in place. These partners typically report under the MSA and maintain strong internal policies, risk assessments, action plans, and conduct regular audits to ensure compliance with modern slavery regulations.



MEDIUM RISK:

31% were identified as medium risk, particularly in industries such as food processing and agriculture.

HIGH RISK:

No in-scope suppliers were identified as high risk.

In FY25, the total spend with over 3,000 EU business partners was over EUR 345 million. Measured by value, our top 20 first-tier suppliers accounted for 36% of our total expenditure.

Table 3: Top 20 first-tier suppliers by spend - Europe

TIER 1 SUPPLIER	PRODUCT GROUP	COUNTRY OF PRODUCTION	% OF TOTAL SPEND
FOOD SUPPLIER			
Supplier 1	Cheese	Ireland	12%
Supplier 2	Meats	France	2%
Supplier 3	Packaging	France	2%
Supplier 4	Meats	Germany	2%
Supplier 5	Packaging	Germany, France	1%
Supplier 6	Beverages	Netherlands, France, Germany	1%
Supplier 7	Vegetables	Germany	1%
Supplier 8	Dessert and Packaging	United Kingdom	1%
Supplier 9	Sauces	Germany	1%
Supplier 10	Dough ingredients	Germany	1%
Supplier 11	Vegetables	Netherlands	1%
Supplier 12	Dough ingredients	Netherlands	1%
Supplier 13	Meats	Denmark	1%
Supplier 14	Meats	Ireland	1%
Supplier 15	Dairy, Meats, Sauces	France	1%
NON-FOOD SUPPLIERS			
Supplier 16	Media	France	2%
Supplier 17	Logistics	Germany	2%
Supplier 18	Logistics	France	1%
Supplier 19	Marketing	France	1%
Supplier 20	IT Services	Ireland	1%
Total % of spend of the top 20 tier-1 suppliers FY25			36%

Given the EU rollout have been newly established, in depth data was collected for 9 of the top 20 tier-1 suppliers. The results of the due-diligence survey highlighted seven suppliers classified as low-risk and two as medium risk.

- Low risk partners reported key risks relating to human rights and environmental risks, specifically issues such as soil degradation, water and air pollution, noise emissions and excessive water use.
- Medium risk suppliers identified potential risks related to slavery and human trafficking within their supply chain. These suppliers will be monitored to assess their progress and commitment to due diligence practices.

As seen above in table 3, the 20 first-tier business partners are primarily based in low-risk countries, with all located in Europe. Supply chain mapping was initiated for the top 20 suppliers with 8 successfully completing the mapping. The main activities for these suppliers were identified as production, head/sales offices and logistics services.

- The mapping shows that most top 20 partners do not have complex supply chains, as they are direct producers, therefore, tier 2 mapping is not applicable. The remaining suppliers reported tier-2 actors located in the Netherlands, United Kingdom, Denmark and Germany which are all classified as low-risk countries.

OUR ACTIONS TAKEN TO ADDRESS RISKS

Good governance as a driver to address risks

As outlined previously, we view good governance as central to the management of modern slavery risks, including overseeing actions and processes established to address risks. Specifically, we recognise the importance of embedding management governance mechanisms in all layers of the business.

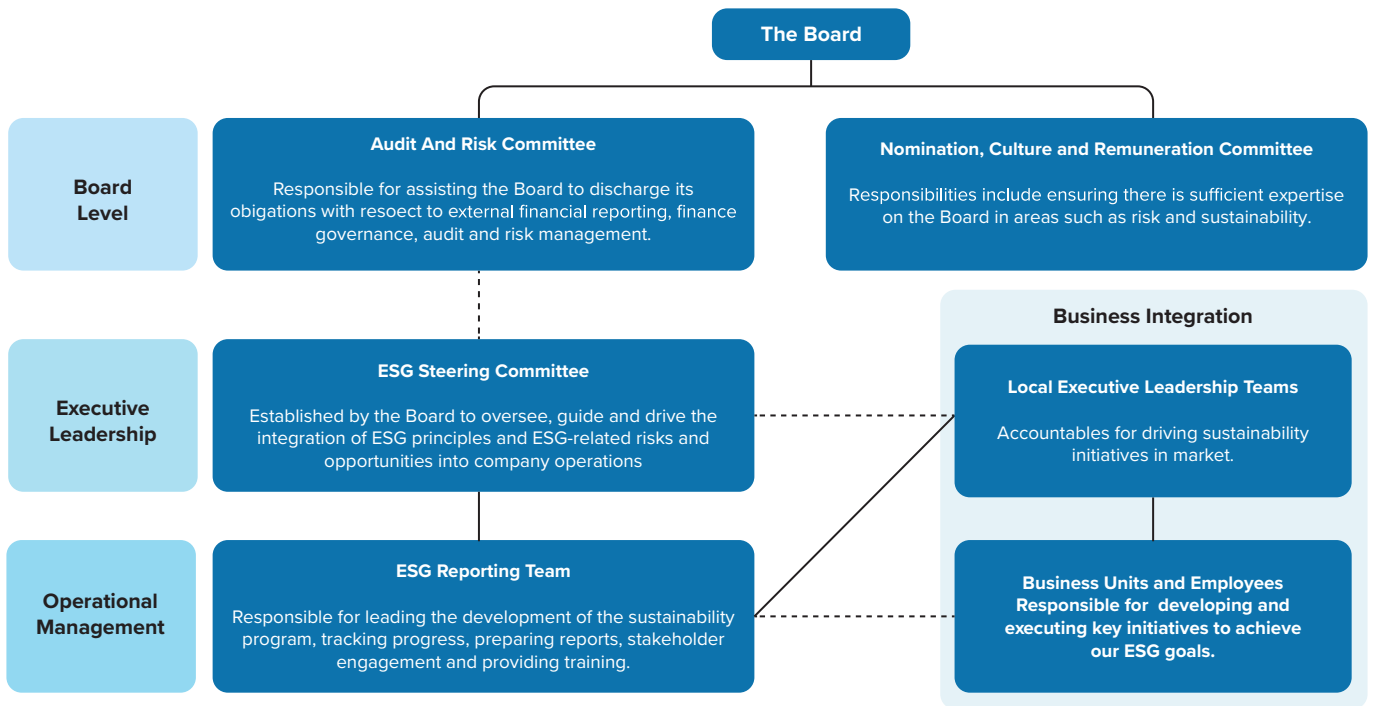
ESG Steering Committee

Our ESG Steering Committee 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. This includes oversight over processes and systems established across our operations and supply chain to support the identification and remediation of Modern Slavery risks.

During FY25, the ESG Steering Committee was chaired by our Group CEO and Managing Director and made up of five senior executives with recognised competence and influence on our ESG-related work across our business. Following changes to our governance arrangements during the development of this statement, as outlined on page 8, the membership has been amended to reflect current roles, remits and delegations.

Integration of ESG within DPE

The below diagram demonstrates how governance and oversight of ESG is integrated within DPE, including line of sight between operational initiatives across DPE and subsidiaries (operational management), executive management and the board. As noted previously, the strategic shift in FY25 has led to a re-prioritisation of ESG initiatives, including the redistribution of resources into markets instead of a dedicated team and a renewed focus on areas most material to the business. Further information about our approach to ESG can be found in the FY25 Sustainability Report.



Our Framework for managing and addressing risks across our business

We collaborate closely across our operations and with our partners to build strong relationships based on mutual respect, transparency and trust. We have several policies that support our approach. 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.

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. These policies complement existing policy suites outlined previously.

GOVERNANCE APPROACH



Ensuring our compliance with these policies is the responsibility of senior management and our Group CEO and Managing Director (currently the Executive Chairman), Group Chief Financial Officer, Group General Counsel & Company Secretary, Group Chief Partnerships Officer (now Chief Procurement and Supply Chain Officer) and Group Chief People 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. Examples of how we apply key policies to strengthen our ethical operations have been outlined below.

- DPE and its subsidiaries are committed to preventing modern slavery, as reflected in our Responsible Sourcing Policy. We expect our operations and supply chain to uphold the laws of each jurisdiction in which we do business, in a way that complies with our Responsible Sourcing Policy and the expectations of our stakeholders, and have run program to increase the coverage of these policies across our supplier base.
- Our Anti-Bribery and Corruption Policy also sets out various ethical standards for our Board of Directors and all our employees, and provides an avenue to escalate any potential matters to senior management and board representatives.



ADDRESSING RISKS IN OUR OPERATIONS

Grievance Mechanisms, Incidents & Remediation Actions

Domino's is committed to a culture of corporate compliance, honest and ethical behaviour and strong corporate governance. To foster this culture throughout the Group, the DPE encourages its 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.

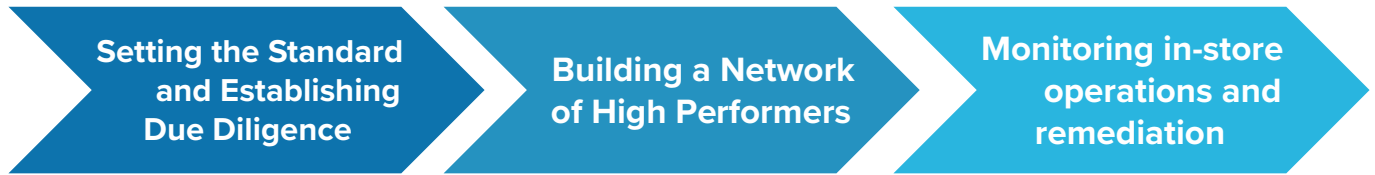
Domino's recognises the importance of ensuring a safe, supportive and confidential environment where people feel confident about reporting wrongdoings and are supported and protected throughout the process. We have established employee complaints, and whistleblower channels across our markets to support capture of grievances. Once identified the following assessment process is initiated:

- Reports are investigated, and where possible substantiated. This is dependent on the level of information provided by the whistleblower, or individual raising the complaint. Where sufficient information is not provided to fully investigate a specific complaint, broader measures are employed, such as "culture checks" where behaviours within teams are assessed by our trained support staff.
- Where a report is substantiated, depending on the details of the case, support can be provided to individuals impacted, or if appropriate disciplinary action taken against individuals perpetuating poor ethical behaviours.

Our grievance channels are also a critical avenue by which we assess the effectiveness of the initiatives, training and support provided to our teams to uphold ethical business practices and address Modern Slavery risks. Further details about how we monitor effectiveness through this channel are provided at page 31.

About Our Franchise Partners

We recognise our engagement and support to our Franchise Partners as a key lever to support the management of Modern Slavery risks and promote ethical business practices across our sphere of influence. As such we have a range of mechanisms to set the expectations for our relationship with franchise partners, provide support to achieve this standard, and monitor in-store operations.



Setting the standard and operational due diligence

We believe setting the right foundation enables our franchise partners to succeed, as such we embed the values and expectations for these partners in all stages of the franchisee recruitment process.

Even before we onboard a new franchise partner, we uphold rigorous processes to identify and assess prospective franchise partners. This process draws on both experienced store managers, with a history of trusted performance with us, as well as external individuals who are able to pass an extensive interview and background assessment process. This is designed to ensure that the people we partner with, hold the same values as our business, and are committed to upholding high standards for performance.

When a new franchise partner joins us, they are required to read and understand our Sub-Franchise Agreement (SFA) contract. Key provisions are included which embed requirements to comply with our policy framework, including modern slavery provisions, compliance with labour legislation and standards.

Building a network of high achievers

Franchisees are required to participate in training, which will cover various topics relating to ethical business standards as they enter their SFA for their store. We house all training materials in our Path to Excellence program which requires sign off before progression, as well as holding sessions with new franchise partners to support them in understanding the culture and values of our business.

Additionally, we have extensive supply chain structures, and additional support mechanisms that we provide to franchise partners, which allows us to institutionalise ethical standards, and allow our franchise partners to focus on the profitable operations of their businesses.

Monitoring in-store operations and remediating risks

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.

We have a range of monitoring mechanisms that we use to gain comfort over the in-store operations of our network, both at an individual store levels, as well as at the aggregate market and group levels. Domino's manages 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 leveraging structured audit programs to assess in-store behaviours conducting random audits.

Risk Management in our supply chain

The following workflow illustrates our ongoing due diligence process to identify, prevent, mitigate, and manage potential adverse human rights impacts. This four-step iterative approach reflects our commitment to continuous improvement and proactive risk management across our operations and supply chain. We acknowledge that in line with strategic changes in our business we will look to evolve our risk management processes to achieve alignment with strategic objectives.

Workflow For Implementing Continuous Improvement From Gross Risk To Net Risk



Step 1: Risk analysis and escalation: Our platform provider is responsible for reviewing audit reports and due diligence survey responses. Any non-conformities (i.e. business partner refuses to provide documentation) or risks identified are escalated to our Partnerships Team and the corresponding buyer responsible for overseeing the relationship with the business partner.

As part of this first step, besides our due diligence surveys, we have also commenced to request social compliance audit reports such as ETI-SMETA, SA8000, or amfori BSCI from business partners in high-risk countries. This approach adds a relevant layer of assessment in our risk management and due diligence process. We seek to ensure that those business partners operate according to global standards as a minimum requirement. Through the analysis of these third-party audit reports, Domino's assesses the risks described on page 19.

Step 2: Evidence collection: A cross-functional working group, including experts from our team, the buyer, and platform provider meets regularly to assess the identified non-conformities or due diligence alerts. Together, we develop a tailored solution and decide what corrective actions are going to take place. The buyer, who manages the relationship with the business partner, directly engages with them to provide guidance and support in resolving the specific cause of the escalation. We are committed to seeking collaboration from the business partner in order to resolve the issue and proceed to implement grievance mechanisms.

Step 3: Corrective action: Once corrective actions are determined, our business partner is expected to implement these measures. For non-conformities identified in audit reports, we also have the option to request a closed Corrective Action Plan (CAP) report after a specific period to confirm that the non-conformity has been addressed. The auditing of the resolved non-conformity is again managed by the relevant standard criteria and the third-party certification bodies. This follow-up step ensures the effectiveness of the corrective actions, and further measures are taken if issues persist.

Due diligence questionnaire findings

This due diligence process has already provided valuable insights regarding potential risks, leading to initial actions; however, the first round is not fully complete for all business partners.

The responses to the questionnaire allow us to identify risks and classify business partners as high, medium or low risk. The second layer or analysis includes the likelihood of occurrence and the severity of a potential breach. Moreover, the due diligence questionnaire serves as an initial preventative measure, helping to lower a business partner’s risk status by reflecting good audit results, relevant actions already undertaken or proactive self-disclosure.

Step 4: Follow-up: The process does not stop once corrective actions are in place. The next phase involves tracking the effectiveness of these actions for continuous improvement. This approach ensures that business partners are continuously reviewing their own practices, and the risk of human rights violations is minimised.

ASSESSING EFFECTIVENESS OF OUR ACTIONS

We firmly believe in delivering joy, one pizza at a time, and that starts with understanding what this means for each of our stakeholders. To accomplish this, we proactively connect with them both, as an employer and as a buyer. Our framework for assessing effectiveness has been outlined below. These measures reflect our current program, and we acknowledge that any changes to how the program is delivered may require updates to this framework.

AREA	HOW TO DEMONSTRATE EFFECTIVENESS	HOW WE ASSESS EFFECTIVENESS
Governance and Oversight	Board and Committee Involvement: Regular review and oversight by the Board, Audit and Risk Committee (ARC), and ESG Steering Committee.	We monitor the number, frequency, and attendance of these key governance forums, as well as tracking the frequency of which either modern slavery risks themselves or supporting initiatives and remediation activities are discussed.
	Governance Mechanisms and Reporting: Modern Slavery initiatives, and progress in improving visibility across our supply chain are tracked and reported.	We engage with our platform provider to understand progress of supplier surveys and any bottlenecks in our supply chain. This enables us to track the effectiveness of the scope and scale of our risk assessment and due diligence program. Additionally, we report on actions to remediate identified issues, such as investigation outcomes from our grievance mechanisms, and track trends in complaints that may indicate systemic issues. Further details about how we leverage this information is provided in the case study at pages 31 .
Setting Standards and Driving Awareness	Policy suite and coverage: Our policy suite covers the key areas of risk, both to our workforce, and across our supplier base.	We review our policy suite periodically, including alignment to current risks and priorities. The frequency of this review process can be valuable indicator to provide comfort over the coverage of our policy suite.
	Training and Awareness: Our staff, franchise partners and key suppliers are trained and aware of our standards for ethical business practices.	We monitor completion rates across a range of training avenues to assess the effectiveness and engagement with these measures. This includes completion rates for Path to Excellence (P2E), which outlines standards for all store staff and franchise partners. Markets also have additional training mechanisms for franchise partners, including Franchise Academy which varies between our subsidiaries in line with local laws and legislation. Completion of this is tracked to ensure new partners are equipped for success.
Risk Identification and Assessment	Data collection and oversight: our data collection programs capturing meaningful and representative information about modern slavery risks to our business	We engage with our platform provider to understand the progress of data collection, and response rates from key suppliers. This includes due diligence surveys, social compliance audits and supply chain transparency. Monitoring this data capture allows us to understand if data we are basing our risk assessments on are representative of our network, and contemporary to current better practice guidance.
	Risk Categorisation: Monitor the risk exposure of supplier over time, and changes in survey responses to track improvements across the value chain.	Review the proportion of low, medium of high rates suppliers and track changes over time. In a circumstance where a high-risk supplier was identified, the impact of any remediation actions to reduce that risk would be monitored. Currently we have not identified any high-risk in-scope suppliers.

AREA	HOW TO DEMONSTRATE EFFECTIVENESS	HOW WE ASSESS EFFECTIVENESS
Actions and Remediation	Actions in our Operations: our remediation actions across our operations make a meaningful improvement to the conditions and experiences of our workforce.	We monitor employee pay to confirm that practices in our business are in line with our ethical framework and local laws and legislation. This provides comfort that our staff are appropriately remunerated. Additionally, we monitor in store audit results to understand how our standards for ethical practices are applied across our network. These audits cover a range of operational and safety controls and provide a general indication of the conditions under which our employees work.
	Actions in our Supply Chain: Corrective actions plans with suppliers achieve meaningful risk reduction and improve conditions from people across our value chain.	As outlined previously our risk assessment process includes development of corrective action plans (CAPs). Where any such CAPs are implemented, these are monitored to completion, and lessons are applied to support business partners in improving their practices.
Continuous improvement	Embedding opportunities for improvement: We identify and address improvements across our business, not just in large remediation programs, but also embed these changes in small everyday processes which collectively improve the ethical standard within which we operate.	We review our policy suite periodically, including alignment to current risks and priorities. The frequency of this review process can be valuable indicator to provide comfort over the coverage of our policy suite.

Summary of Some of Our Actions Taken and Their Effectiveness

The actions taken and the measurements that help us track our progress addressing modern slavery risks during FY25. Further information is considered internally to inform our view over the effectiveness of our programs:

AREA	DEMONSTRATION	ACTIVITY	OUTCOME FY25
Governance	Board and Committee Involvement	ARC meetings	6 meetings
	Governance Mechanisms and Reporting	Number of employee conditions or employment risks identified through Grievance Mechanisms not investigated	0 Cases – any cases relating to employment conditions or ethical behaviors reported through our grievance channels were either investigated and closed, or still undergoing investigation at the time of reporting.
Setting Standards and Driving Awareness	Policy Suite and Coverage	Number of Modern Slavery Aligned policies published and accessible to employees.	16 – as outlined through this report
	Training and Awareness	Number of markets, P2E, is available.	9 markets
		Number of SME consultations with modern slavery and ethical supply program partner	34 meetings
Risk Identification and Assessment	Data Collection and Oversight	Due diligence questionnaire (number of suppliers)	248 tier 1 suppliers
	Risk Categorisation	In depth analysis of the top 20 suppliers per region	72.5% of top suppliers (AU and EU)
		Risk distribution of key suppliers	Details provided at pages 20 to 24.
Action and Remediation	Actions in our operations	Store inspections	27,817 store inspections completed globally. These included internal Safety Plus, STAR and Food Safety Evaluation (FSE) audits, alongside external DPI FSE audits. Refer to the FY25 Sustainability Report for further details.
	Actions in our Supply Chain	Number of Corrective Actions Plans not on track.	0 – as there are no high risk in-scope suppliers currently identified, we are not actively managing any CAPs currently.
Continuous Improvement	Embedding Opportunities	Number of Business Process Improvements (BPIs) being addressed.	As this monitoring mechanisms is newly established in this reporting cycle, BPIs are undergoing consultation with relevant cross functional teams.



CASE STUDY – Assessing Effectiveness: In our own operations: as an employer

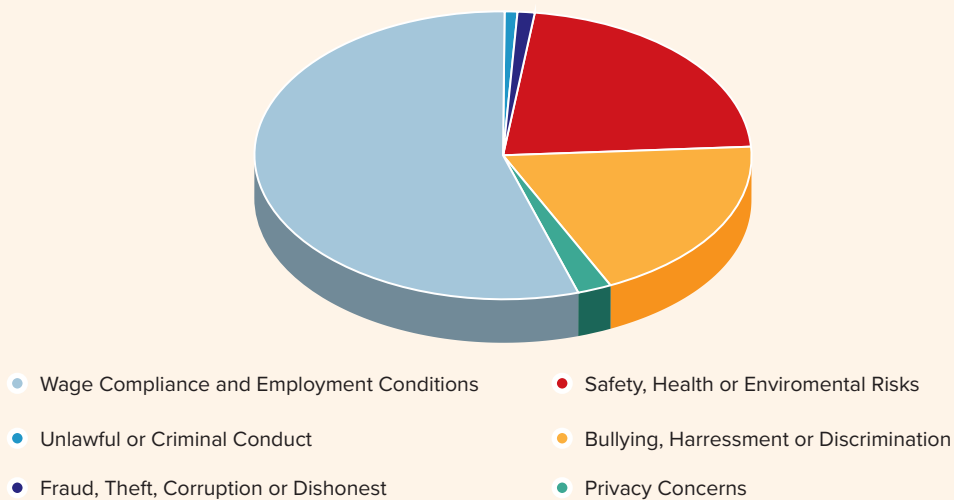
Employee rights and remuneration: Domino’s reviews the remuneration for its Support Office and corporate store employees at least once a year and adheres to all local laws regarding remuneration and rewards. As Domino’s operates in 12 markets (with an additional presence in Poland for support office staff) with varying local legal requirements, there is not a single remuneration policy that covers all team members. Instead, remuneration is reviewed locally for each market.

This approach to Human Resources management helps us monitor that our labour standards are fair and equitable whilst complying with local laws, standards and regulations in the markets in which we operate.

CASE STUDY – Assessing Effectiveness: Grievance Mechanisms, Incidents & Remediation Actions

In FY25, whistleblower channels and reporting processes were enhanced across all markets. These improvements resulted in greater visibility of cases, as well as “arm’s length” test and challenge over actions markets have established to remediate concerns. Below is a split of the classification of these cases

FY25 Whistleblower Cases



Insights from this reporting is embedded into our feedback loops to operational teams and market CEOs to provide insights into behavioural trends, and empower local markets to drive change across their areas of influence.

LOOKING AHEAD

Domino's acknowledges that eliminating modern slavery requires constant improvement and ongoing collaboration. While we acknowledge we had ambitious goals which have not yet been fully achieved, we remain committed to integrating strong business ethics as a core responsibility. In recognition of this we continue to assess our own performance and that of our supply chain to address these risks.

In line with recent changes in our business and evolving strategic and operational priorities, we are revising our approach to sustainability and modern slavery across our international footprint. We remain committed to ensuring that ethical business practices are embedded as a priority within our new structures and operations. While our updated strategy is still being finalised, our current priorities to advance this program include:

1. **Embedding modern slavery considerations and ethical decision making in critical business processes**, ensuring that the identification and management of modern slavery risks are integrated into everyday operations.
2. **Leveraging our strong business partner relationships to collectively drive improvements in business practices**, aligned with industry standards and peer expectations.
3. **Reviewing and refocusing our efforts to confirm coverage of the highest-risk and most influential suppliers and markets**, enabling us to maximise the impact of our engagement and due diligence.

As this strategy is formalised, we look forward to providing greater visibility into the ongoing integration of modern slavery risk management across our operations and supply chain.

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 15 December 2025.

Signed 

Position Executive Chair

Date 15 December 2025

APPENDIX 1

Subsidiaries

NAME OF ENTITY	PLACE OF INCORPORATION AND OPERATION	PORTION OF OWNERSHIP INTEREST AND VOTING POWER HELD FY25
Hot Cell Pty Ltd (i)	Australia	100%
Silvio's Dial-a-Pizza Pty Ltd (i)	Australia	100%
Impressu Print Group Pty Ltd (i)	Australia	100%
Catering Service & Supply Pty Ltd (i)	Australia	100%
Construction, Supply & Service Pty Ltd (i)	Australia	100%
Ride Sports ANZ Pty Ltd (i)	Australia	100%
Domino's Pizza New Zealand Limited	New Zealand	100%
DPH NZ Holdings Limited	New Zealand	100%
Domino's Pizza Japan, Inc.	Japan	100%
Domino's Pizza Europe B.V.	The Netherlands	100%
Domino's Pizza Netherlands B.V.	The Netherlands	100%
DOPI Vastgoed B.V.	The Netherlands	100%
Domino's Pizza Geo B.V.	The Netherlands	50%
N4N B.V.	The Netherlands	50%
Domino's Pizza Belgium S.P.R.L.	Belgium	100%
Daytona Holdco Limited (UK)	UK	100%
Ausmark ApS	Denmark	100%
Daytona Germany GmbH	Germany	100%
Domino's Pizza Deutschland GmbH	Germany	100%
DPEU Holdings S.A.S.	France	100%
Domino's Pizza France S.A.S.	France	100%
HVM Pizza S.A.R.L.	France	100%
Fra-Ma-Pizz SAS	France	100%
Pizza Center France SAS	France	100%
Groupe AVB S.A.S	France	100%
PizzaVest Co., Ltd	Taiwan	100%
Dommal Food Services Sdn Bhd	Malaysia	100%
Domino's Singapore Pte Ltd	Singapore	100%
D.Pizza Co. Ltd	Cambodia	100%
DPE Global Support Centre Poland sp.zo.o	Poland	100%
DPE Shared Services SDn. Bhd	Malaysia	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.

APPENDIX 2

Level of vulnerability to modern slavery per tier 1 supplier location

Based on the latest Global Slavery Index , we assessed the level of vulnerability to modern slavery in the 30 tier 1 supplier locations.

SUPPLIER LOCATIONS	LEVEL OF VULNERABILITY TO MODERN SLAVERY	ESTIMATED PREVALENCE OF MODERN SLAVERY (PER 1,000 OF POPULATION)
Cambodia	58%	5
India	56%	8
Indonesia	49%	6.7
China	46%	4
Thailand	46%	5.7
Vietnam	44%	4.1
Malaysia	37%	6.3
Hong Kong	28%	2.8
USA	25%	3.3
Singapore	24%	2.1
Italy	22%	3.3
Taiwan	21%	1.7
Poland	19%	5.5
Switzerland	14%	0.5
UK	14%	1.8
France	13%	2.1
Belgium	11%	1
Canada	11%	1.8
Germany	11%	0.6
Japan	11%	1.1
Spain	10%	2.3
Ireland	9%	1.1
Austria	8%	1.9
New Zealand	8%	1.6
Australia	7%	1.6
Sweden	7%	0.6
Denmark	6%	0.6
Netherlands	6%	0.6
Portugal	6%	3.8
Norway	1%	0.5

Walk Free 2023, The Global Slavery Index 2023, Minderoo Foundation. Available from: <https://walkfree.org/global-slavery-index> (no 2025 version at the point of writing this statement).

APPENDIX 3

List of relevant commodities with high risks of modern slavery and human rights

INGREDIENT	COUNTRY OF ORIGIN	MODERN SLAVERY RISK
Palm oil	Indonesia, Malaysia	These 2 countries are the largest producers of palm oil and have documented cases of child labour, particularly among migrant workers and low-income families.
Soy	Australia, Brazil, USA	Deforestation-driven displacement: Indigenous communities may be displaced as forests are cleared for soy plantations, particularly in Brazil. Exploitation of migrant labour: Migrant workers often face poor working conditions, low wages, and lack of legal protections.
Cocoa*	Côte d'Ivoire, Ghana, Peru	High risk of child labour and forced labour, especially in West African countries.
Meat	Australia, Brazil, USA	Processing plants in Brazil and the USA may have higher risks of labour exploitation, especially of migrant worker. Australia's meat processing plants often rely on temporary migrant workers and visa holders, some of whom may be at risk of exploitation due to language barriers, lack of awareness of labour rights, and reliance on employer-sponsored visas. These workers may face poor working conditions, underpayment, or excessive working hours. Many meat processing companies in Australia use labour-hire firms to source workers. Some labour-hire agencies have been found to exploit workers by underpaying them or withholding wages, creating a vulnerability to forced labour conditions.
Wheat	Australia, USA, Ukraine, China	Low wages, poor working conditions may be applicable in processing, particularly in countries with large seasonal or migrant workforces.

*We source cocoa only in negligible volumes, and while it is not a material supply-chain exposure for our business, we acknowledge the significant human rights risks associated with the sector.

APPENDIX 4

Due Diligence Survey Results

The following table provides an overview of the risks and their specific risk level assessed in the due diligence survey results.

RISK	RISK LEVEL
Modern slavery	high
Child Labour	high
Forced Labour	high
Freedom of Association	high
Unequal Treatment	high
Living Wage	high
Land Rights	high
Security Forces	high
Anti-Slavery	high
Risks and Interests of Indigenous People or the Cultural Heritage of Indigenous People	high
Disabled Workers	high
Conscripted Workers	high
Displaced Workers (i.e. refugees)	high
Itinerant Workers (including backpackers)	high
(low-skilled) Migrant Workers	high
Prison Workers	high
Young Workers (under 18)	medium
Indigenous Workers	high

APPENDIX 5

Context and Criteria

Domino's Pizza Enterprises (DPE) protect and promote 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 as well as our Business Partner Code of Conduct.

To produce this Statement, we utilise the United Nations Guiding Principles on Business and Human Rights (UNGPs) definitions of "cause", "contribute" and "directly linked" concepts as a guidance, to allow us to better assess our role in potential human rights risks and violations and implement targeted solutions. These concepts are defined as:

Cause: when our activities directly result in an adverse human rights impact, such as forced labour within our operations. We are fully responsible for preventing and addressing any harms caused by our activities.

Contribute: when we may contribute to negative human rights impacts when our actions or decisions exacerbate an issue, even if we are not solely responsible. For instance, if we engage with business partners whose practices, combined with other factors, lead to exploitative labour conditions, we are contributing to that harm. In such cases, we are committed to taking proactive steps to mitigate risks and ensure compliance with ethical labour standards.

Directly linked: when we may not cause or contribute to an impact, but our business operations may be directly linked to human rights violations through our supply chain. For example, if a business partner engages in forced labour practices, while we are not directly causing the harm, we may still be directly linked to it through the business relationship. In such cases, we engage with the business partner to remediate the issue and, if necessary, adjust our business practices to avoid further linkage to unethical practices

APPENDIX 6

Sources used for desk study

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