

DOMINO'S CLIMATE RISK AND RESILIENCY REPORT



INTRODUCTION

About This Report

The following report is aligned with the final report of Recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) (June 2017) published by the TCFD. Domino's Pizza, Inc. ("Domino's," "we" or the "Company") has used the TCFD framework as a guiding reference to compile climate-related disclosures based on currently available information. Looking ahead, the Company plans to build on this foundation by enhancing the depth of its disclosures, through activities such as scenario analysis.

About Domino's

Founded in 1960, Domino's Pizza is the largest pizza company in the world, with significant business in both delivery and carryout. It ranks among the world's top public restaurant brands with a global enterprise of more than 21,700 stores in over 90 markets as of the end of the third quarter of 2025. Its system is comprised of independent franchise owners who accounted for 99% of Domino's stores as of the end of the third quarter of 2025. Domino's "Hungry for MORE" strategy is built on delivering 'Most Delicious Food', 'Operational Excellence', and 'Renowned Value', all enhanced by best-in-class franchisees and team members— which positions the Company to become stronger and to have a meaningful global impact. Domino's stewardship vision is to 'feed the power of possible' every day for the communities we serve, our people, and the planet. Fulfilling this vision requires focusing on those efforts that are most important to our business and stakeholders.

We have three pillars of stewardship that guide our work:

- **PLANET:** Focus on science-based climate targets and actions to reduce our greenhouse gas emissions, address deforestation, and reduce impacts from water, waste, and packaging.
- **PEOPLE:** Create a Company culture that provides a safe, inclusive workplace, with development pathways and supportive benefits. Strengthen our commitment to local communities and national partners, while expanding support of impactful organizations.
- **PIZZA:** Increase supply chain transparency through maintaining our supplier standards and food safety requirements, providing nutritional details, and maintaining our animal care standards.

GOVERNANCE

Board Oversight

Domino's has a commitment to strong corporate governance practices. These practices provide a framework by which Domino's management develops and implements a strategic vision designed to ensure long-term and sustainable growth of the business for the benefit of its various stakeholders, including its franchisees, team members, shareholders and the communities they serve, under the oversight of Domino's Board of Directors (the "Board").

Currently, the Board takes the approach that certain matters are most appropriately overseen by the Board as a whole. For other topics, the most appropriate Committee of the Board should maintain oversight. Given the importance of the Company's stewardship initiatives, the entire Board has determined to retain general oversight of such initiatives and support the continued development and implementation of the Company's stewardship priorities rather than delegate these efforts to a specific Committee of the Board.

The Audit Committee plays a central role in Domino's Board-level oversight. Insights from Domino's annual risk assessment are used to define Domino's key risks, which include climate-related risks and impacts, and establish a schedule for deep-dive discussions of key risks throughout the year. At Domino's Audit Committee meetings, scheduled risks are presented in detail, with the responsible Company executives leading the conversation. This cadence is designed to ensure the Board remains actively engaged in monitoring and guiding the Company's most critical risks, incorporating them into Company strategy, major plans, risk management policies, budgets, business plans, performance objectives, and capital expenditures.

Management Oversight

At the operational level, a cross-functional team comprised of members of the Company's Leadership Team and other senior leaders within the Company assess and manage stewardship, including climate-related risks, and shape strategy for the organization, which is under the direction of the Company's Executive Vice President and Chief Financial Officer. These executives are responsible for setting direction and driving accountability as we work to address material issues, work with key stakeholders and measure and report our progress.

Domino's has established an Enterprise Risk Management (ERM) framework designed to identify, assess, and manage risks across the Company, including those related to climate, working to ensure that climate-related risks are integrated into the Company's broader risk oversight and strategic planning processes.

Domino's ERM program is governed by a cross-functional Enterprise Risk Committee composed of senior leaders from across the business. This committee meets regularly to review the Company's evolving risk landscape and embed risk oversight into strategic decision-making. Each key risk is assigned risk oversight, creating accountability and visibility at the highest levels of the Company.

STRATEGY

Climate change presents both risks and opportunities for Domino's. We are beginning to assess how physical impacts, regulatory shifts, and changing customer expectations may affect our operations, supply chain, and products. In identifying climate-related risks and opportunities, we considered a range of factors including:

- **Physical impacts** – exposure of our sites, supply chain, and distribution to acute or chronic disruptions such as extreme weather, flooding, or water stress
- **Regulatory trends** – emerging climate disclosure requirements and potential carbon-related policies
- **Market drivers** – customer demand for sustainable products and performance standards
- **Operational factors** – business continuity, cost implications, and resource availability

Risks

Below is a summary of the key climate-related risks we have identified to date, and how they are being considered in strategic planning. We consider the following time horizons:

- **Short-term:** Refers to risks that could materialize within the next 1 year, including immediate disruptions
- **Medium-term:** Refers to risks that could materialize within the next 1-5 years
- **Long-term:** Refers to risks that could materialize within the next 5+ years



Type of Risk	Risk	Description of Business Impact	Time Horizon	Strategic Response
Acute, Physical	Impact of acute physical risks on operations	Exposure of supply chain centers, stores, and corporate operations to extreme weather and natural disasters impacting operations, distribution & supply.	Short-term	Domino's has developed business continuity and disaster recovery plans aimed at restoring critical systems in a timely manner for supply chain centers and stores, managed by the ERM team.
Acute, Physical	Impact of acute physical risks on third-party suppliers	Exposure of third-party suppliers to extreme weather and natural disasters impacting distribution & supply. This may affect our supply continuity and cost of input products, logistics, and packaging.	Short-term	Domino's has developed business continuity and disaster recovery plans designed to effectively respond to business interruptions from our third-party suppliers, managed by the ERM team.
Chronic, Physical	Impact of chronic physical risks on operations	Ability to maintain and continue to expand operations in high-risk areas	Medium-term	Domino's operational planning considers a variety of factors when evaluating new development and relocation opportunities, including physical risks that could influence long-term viability of operations in certain regions.
Chronic, Physical	Impact of chronic physical risks on third-party suppliers	Supply continuity exposure due to prolonged impacts from climate shifts (reduced agricultural inputs, increased commodity prices, etc.) This may affect our supply continuity and cost of input products, logistics, and packaging.	Medium-term	Domino's works closely with suppliers to monitor shifts that may impact agricultural inputs, commodity prices, and logistics. Flexible sourcing strategies and proactive forecasting help maintain supply continuity and manage cost volatility.
Transition - Market	Impact of shifting consumer preferences	Exposure to shifting consumer preferences and perceptions towards sustainable products and businesses may require strategic repositioning and investment.	Medium-term, long-term	Domino's ERM team collaborates with key stakeholders to monitor current and emerging public relations risks and consumer preferences. The analytics, insights, and marketing teams actively track market trends and consumer sentiment. To create alignment with stakeholder priorities, Domino's conducts regular materiality assessments to identify and prioritize ESG topics most relevant to its business.
Transition - Policy & Regulatory	Impact of regulatory trends	Exposure to increased complexity and variability in compliance requirements across local, national, and international levels may require strategic repositioning and investment.	Short-term, medium-term, and long-term	Domino's Sustainability and ERM teams collaborate with key stakeholders to monitor current and emerging legislative and regulatory trends.

Opportunities

Domino's recognizes potential opportunities in transitioning to energy-efficient equipment and buildings, expanding renewable energy use, engaging suppliers on climate strategies, and investing in regenerative agriculture practices, which opportunities the Company may ultimately determine to pursue.

Climate Resilience

Climate-related risks and opportunities have the potential to affect Domino's business operations, strategic direction, and financial planning. Acute risks may result in operational disruptions, while chronic risks could impact supply chain reliability and input costs. The Company is committed to the ongoing evaluation of these risks and opportunities as designed to ensure resilience and adaptability.

Domino's has not yet conducted a formal climate scenario analysis but continues to evaluate the impact of climate change across short-, medium-, and long-term time horizons. Domino's is strengthening its approach to understanding climate-related risks and opportunities by continuing to evaluate the need for formal scenario analysis, consistent with peer practices. Ongoing discussions with external advisors are helping refine the assessment of material acute and chronic risks, relevant scenarios, and their strategic implications. We believe this stepwise approach will ensure that any future analysis is informed by relevant data and business context.

RISK MANAGEMENT

Annual Risk Assessment and Identification

Domino's conducts an annual, discussion-based enterprise risk assessment that engages senior leaders to identify, analyze, and prioritize risks that could impact the achievement of strategic objectives. This process produces a risk heat map that evaluates risks based on likelihood and potential impact.

While Domino's has not yet completed a standalone climate risk assessment, climate-related factors are integrated into the enterprise risk framework. This inclusion demonstrates Domino's commitment to proactively considering environmental and climate-related risks as part of its long-term strategic planning and governance processes.

Acute and Chronic Risk Planning

Acute risks are addressed through Business Continuity and Disaster Recovery (BCDR) scenario planning activities simulating events such as supply center outages due to extreme weather. Chronic risks, such as drought and agricultural yield decline, are addressed through supplier engagement and sourcing diversification.

Ongoing Risk Oversight and Management

Risk oversight and management is anchored in a structured framework that emphasizes clear ownership, accountability, and monitoring on an ongoing basis. Each significant risk has appropriate executive oversight as

intended to ensure visibility and responsibility at the highest levels. Risk Owners maintain dynamic profiles, track mitigation progress, and report on key metrics, while Executive Sponsors champion alignment with strategic objectives. Oversight is provided by a cross-functional Enterprise Risk Committee, which meets multiple times throughout the year to review emerging and critical risks, assess mitigation effectiveness, and elevate Company-wide awareness. This cadence supports informed decision-making and strategic alignment, complemented by regular updates to the Audit Committee on the most significant risks. The process is designed to be adaptive rather than rigid, allowing flexibility in meeting schedules while maintaining a strong feedback loop between operational teams and governance bodies.

METRICS AND TARGETS

Metrics

Domino's measures scope 1, 2, and 3 data annually. We use the Greenhouse Gas Protocol and emissions factors from various sources to calculate our Scope 1, 2, and 3 emissions. In a process aimed at ensuring accuracy and relevance, we revisit and recalibrate our data annually, recalculating our baseline as needed, to align with our science-based targets and GHGP methodology. This approach allows us to provide consistent and transparent data to drive key business decisions that work to manage and mitigate the impacts of climate change on our business.

Additionally, Domino's completes an annual assessment of our water use, including an assessment of the percentages of withdrawal, consumption, and discharge in high or very high water stress areas using World Resources Institute's (WRI) Aqueduct Water Risk Atlas assessment.

Targets

Domino's has net-zero targets that have been validated by the Science-Based Targets Initiative (SBTi), which include the following:

- Reduce absolute Scope 1 and 2 greenhouse gas emissions 50.4% by 2032 from a 2021 baseline.
- Reduce absolute Scope 3 non-FLAG greenhouse gas emissions 30% by 2032 from a 2021 baseline.
- Reduce absolute Scope 3 FLAG greenhouse gas emissions 36.4% by 2032 from a 2021 baseline.
- Achieve net-zero emissions by 2050.

These metrics and progress associated with our targets are disclosed annually in our Stewardship Report, which can be found in our Reporting Library. The Stewardship Report and other materials in our [Reporting Library](#) are not incorporated herein and do not constitute a part of this report.