

Dated: 2 March 2026

DOMINO'S PIZZA GROUP PLC

TERMS OF REFERENCE OF THE
AUDIT & RISK COMMITTEE



DOMINO'S PIZZA GROUP PLC ("COMPANY")

TERMS OF REFERENCE FOR AUDIT & RISK COMMITTEE ("COMMITTEE")

In these terms of reference, the "**Group**" means the Company and its subsidiaries from time to time and the "**Board**" means the Company's Board of Directors. These Terms of Reference replace in their entirety any and all versions previously adopted.

1. MEMBERSHIP

- 1.1. The Committee shall comprise at least three members. Members of the Committee shall be appointed by the Board, on the recommendation of the Nomination Committee in consultation with the Chair of the Audit Committee.
- 1.2. All members of the Committee shall be independent non-executive Directors at least one of whom should have recent and relevant financial experience, ideally with a professional qualification from one of the professional accountancy bodies, and the Committee as a whole shall have competence relevant to the sector in which the Company operates.
- 1.3. The Chair of the Board shall not be a member of the Committee.
- 1.4. Only members of the Committee have the right to attend Committee meetings. However, the external auditor, the Head of Internal Audit, the Chief Executive Officer and Chief Financial Officer will be invited to attend meetings of the Committee on a regular basis and other non-members may be invited to attend all or part of any meeting as and when appropriate and necessary.
- 1.5. Appointments to the Committee shall be for a period of up to three years extendable by no more than two additional three-year periods, so long as members continue to be independent. In exceptional circumstances, with the Board's approval, membership may be extended past a nine-year period if the Board determines that the member remains independent.
- 1.6. The Board shall appoint the Committee Chair. In the absence of the Committee Chair and/or an appointed deputy, the remaining members present shall elect one of themselves to chair the meeting.

2. SECRETARY

The Company Secretary, or his or her nominee, shall act as the Secretary of the Committee and will ensure that the Committee receives information and papers in a timely manner to enable full and proper consideration to be given to issues.

3. QUORUM

The quorum necessary for the transaction of business shall be two members.

4. FREQUENCY OF MEETINGS

- 4.1. The Committee shall meet at least four times a year at appropriate intervals in the financial reporting and audit cycle and otherwise as required.

- 4.2. Outside of the formal meeting programme, the Committee Chair will maintain a dialogue with key individuals involved in the Company's governance, including the Board Chair, the Chief Executive Officer, the Chief Financial Officer, the external audit lead partner and, the Head of Internal Audit.

5. NOTICE OF MEETINGS

- 5.1. Meetings of the Committee shall be convened by the Secretary of the Committee at the request of any of its members or at the request of the external audit lead partner or head of internal auditor if they consider it necessary.
- 5.2. Unless otherwise agreed, notice of each meeting confirming the venue, time and date together with an agenda of items to be discussed, shall be forwarded to each member of the Committee, any other person required to attend and all other non-executive Directors, no later than five days before the date of the meeting. Supporting papers shall be sent to Committee members and to other attendees as appropriate, at the same time.
- 5.3 The Committee may hold meetings by telephone or using any other method of electronic communication, and may take decisions without a meeting by unanimous written consent, when the Committee Chair considers this to be necessary or desirable

6. MINUTES OF MEETINGS

- 6.1. The Secretary shall minute the proceedings and decisions of all meetings of the Committee, including recording the names of those present and in attendance.
- 6.2. Draft minutes of Committee meetings shall be circulated to all members of the Committee. Once approved, minutes should be circulated to all other members of the Board unless it would be inappropriate to do so in the opinion of the Committee Chair.

7. ENGAGEMENT WITH SHAREHOLDERS

The Committee Chair should attend the Annual General Meeting to answer shareholder questions on the Committee's activities. In addition, the Committee Chair should seek engagement with shareholders on significant matters related to the Committee's areas of responsibility.

8. AUTHORITY

- 8.1. The Committee is authorised to make such investigations and authorise such research as it considers desirable for the purposes of fulfilling its terms of reference.
- 8.2. The Committee is authorised to seek any information it requires from any employee of the Group in order to perform its duties and all employees are directed to co-operate with any request made by the Committee.
- 8.3. In connection with its duties, the Committee is authorised to obtain internal or external legal or other independent professional advice on any matters within its terms of reference and to secure the attendance of internal or external professional advisers at its meetings if it considers this necessary.
- 8.4. In the event of an equality of votes, the Chair of the Committee shall have a casting vote.

- 8.5. Have the right to publish in the Company's annual report, details of any issues that cannot be resolved between the Committee and the Board. If the Board has not accepted the Committee's recommendation on the external auditor appointment, reappointment or removal, the annual report should include a statement explaining the committee's recommendation and the reasons why the Board has taken a different position.

9. DUTIES

The Committee should carry out the duties below for the parent Company, major subsidiary undertakings and the Group as a whole, as appropriate.

9.1. Financial Reporting

- 9.1.1. The Committee shall monitor the integrity of the financial statements of the Company/Group, including its annual and half-yearly reports, preliminary announcements and any other formal announcement relating to its financial performance, reviewing and reporting to the Board on significant financial reporting issues and judgements and assurance conclusions which they contain, having regard to matters communicated to it by the auditor.
- 9.1.2. In particular, the Committee shall review and challenge where necessary:
 - 9.1.2.1. the consistency of, and any changes to, significant accounting policies both on a year-on-year basis and across the Company/Group;
 - 9.1.2.2. the methods used to account for significant or unusual transactions where different approaches are possible;
 - 9.1.2.3. whether the Company/Group has followed appropriate accounting standards and made appropriate estimates and judgements, taking into account the views of the external auditor;
 - 9.1.2.4. the Board's proposed declaration in the annual report on the effectiveness of the Company's material controls, as required under the Code, and in doing so specifically consider:
 - 9.1.2.4.1. whether the evidence provided by management and any other relevant assurance providers is sufficient to support the Board's declaration of effectiveness as at the balance sheet date; and
 - 9.1.2.4.2. the accuracy and completeness of disclosures in respect of any material controls which have not operated effectively, and whether these disclosures align with the Committee's understanding of the control environment.
 - 9.1.2.5. the appropriateness of the going concern statement and viability statement to be made by the Board including reviewing the downside stress test assumptions and related models and evaluating the appropriateness of the period covered by the statements.
 - 9.1.2.6. the clarity and completeness of disclosure in the Company's/Group's financial reports and the context in which statements are made; and
 - 9.1.2.7. all material information presented with the financial statements, such as the business review and the corporate governance statements relating to the audit and to risk management.

9.1.2.8. the effectiveness of the Company's financial, non-financial and narrative (including sustainability) reporting procedures, and oversight of the appropriate level of assurance.

9.1.3. The Committee shall review any other statements requiring Board approval which contain financial information first, where to carry out a review prior to Board approval would be practicable and consistent with any prompt reporting requirements under any law or regulation including the Listing Rules, Prospectus Rules and Disclosure Guidance and Transparency Rules sourcebook.

9.1.4. where the Committee is not satisfied with any aspect of the proposed financial reporting by the Company, it shall report its views to the Board.

9.2. Narrative Reporting

The Committee shall:

9.2.1. review the content of the Annual Report and Accounts and advise the Board on whether, taken as a whole, it is fair, balanced and understandable and provides the information necessary for shareholders to assess the Company's/Group's performance, business model and strategy and whether it informs the Board's statement in the annual report on these matters that is required under the Code.

9.2.2 review the connectivity between disclosures relating to sustainability and the financial statements, including whether sustainability risks have been consistently reflected in significant financial reporting judgements.

9.3. Internal Controls and Risk Management Systems

The Committee shall:

9.3.1. promote and review sound risk management and internal control systems, including financial, wider operational and reporting and compliance controls.

9.3.2. monitor the effectiveness of the Company's risk management and internal control framework on a continuous basis, covering all material financial and non-financial controls, and ensuring that sufficient evidence is available to support the Board's annual declaration.

9.3.3. review the Company's internal controls over non-financial (including sustainability) reporting, ensuring that data collection processes are robust, accurate, and capable of supporting the required level of external assurance.

9.3.4. review and recommend to the Board the definition of 'material controls' (covering financial, operational, reporting, and compliance controls), ensuring it aligns with the Company's key risks and is consistent with the requirements of the Code.

9.3.5. monitor and keep under review the policies and overall process for identifying and assessing business risks and managing their impact on the Company.

9.3.6. receive and review regular assurance reports from management, internal audit, external audit and others on matters related to risk and control, in particular as to the effectiveness and testing of risk management and internal control systems (including financial, operational, reporting and compliance controls).

9.3.7. review reports on any material control failures or weaknesses identified during the year, ensuring that root causes are understood, remediation plans are robust and have clear timelines, and monitor progress until full resolution.

9.3.8. review and approve the statements to be included in the Annual Report concerning internal controls and risk management including:

9.3.8.1 the Board's declaration of the effectiveness of material controls as at the balance sheet date and, if required, description of any material controls which have not operated effectively, the action taken (or proposed) to improve them, and action taken on any previously reported issues;

9.3.8.2 its assessment of the principal risks and emerging risks facing the Company and how they are managed and mitigated; and

9.3.8.3. its assessment of the Company's prospects and its expectations as to the Company's viability.

9.3.9. advise the Board on the Company's overall risk appetite, tolerance and strategy.

9.3.10. oversee and advise the Board on the current risk exposures of the Company and future risk strategy.

9.3.11. consider and approve the remit of the risk management function and ensure it has adequate independence as well as sufficient resources and appropriate access to information to enable it to perform its function effectively and in accordance with the relevant professional standards

9.4. Compliance, Speaking-Up and Fraud

The Committee shall:

9.4.1. review the adequacy and security of the Company's arrangements for its employees and contractors to raise concerns, in confidence, about possible wrongdoing in financial reporting or other matters. The Committee shall ensure that these arrangements allow proportionate and independent investigation of such matters and appropriate follow up action;

9.4.2. monitor and review the adequacy of the Company's reasonable procedures designed to prevent and detect fraud as required by the Economic Crime and Corporate Transparency Act 2023, including overseeing the regular performance of a dynamic documented fraud risk assessment that covers all associated persons (including employees, agents and subsidiaries).

9.4.3. To oversee the investigation and remediation of the root causes of any material fraud or compliance failures to support the Board's annual effectiveness declaration.

9.4.4. review the Company's systems and controls for the prevention of bribery and anti-money laundering and receive reports on non-compliance.

9.5. Internal Audit

The Committee shall:

9.5.1. approve the appointment or termination of appointment of the Head of Internal Audit or out-sourced provider of internal audit services;

- 9.5.2. review and approve the role and mandate of the internal audit function and, monitor and review the effectiveness of its work and compliance with the Global Internal Audit Standards, and annually approve the Internal Audit Charter ensuring it is appropriate for the current needs of the organisation;
- 9.5.3. review and approve the annual internal audit plan to ensure it is aligned to the key risks of the business, and receive regular reports on work carried out;
- 9.5.4. ensure internal audit has unrestricted scope, the necessary resources and access to information to enable it to fulfil its mandate, ensure there is open communication between different functions and that the internal audit function evaluates the effectiveness of these functions as part of its internal audit plan, and ensure that the internal audit function is equipped to perform in accordance with appropriate professional standards for internal auditors;
- 9.5.5. ensure the internal auditor has direct access to the Board Chair and to the Committee Chair, providing independence from the executives and accountability to the Committee;
- 9.5.6. carry out an annual assessment of the effectiveness of the internal audit function and as part of this assessment;
 - 9.5.6.1. meet with the Head of Internal Audit without the presence of management to discuss the effectiveness of the function;
 - 9.5.6.2. review and assess the annual internal audit work plan;
 - 9.5.6.3. receive a report on the results of the internal auditor's work;
 - 9.5.6.4. determine whether it is satisfied that the quality, experience and expertise of internal audit is appropriate for the business;
 - 9.5.6.5. review the actions taken by management to implement the recommendations of internal audit and to support the effective working of the internal audit function
- 9.5.7. monitor and review the effectiveness of the Company's internal audit function, in the context of the Company's overall risk management system and the work of the compliance, finance and the external auditor;
- 9.5.8. consider whether an independent, third party review of processes is appropriate.

9.6. External Audit

The Committee shall:

- 9.6.1. consider and make recommendations to the Board, to be put to shareholders for approval at the AGM, in relation to the appointment, re-appointment and removal of the Company's external auditor
- 9.6.2. develop and oversee the tender and selection procedure for the appointment of the audit firm in accordance with the FRC's Audit Committees and the External Audit: Minimum Standard (the "Minimum Standard"), applicable Code and regulatory requirements, ensuring that all tendering firms have access to all necessary information and individuals during the tendering process
- 9.6.3. if an external auditor resigns, investigate the issues leading to this and decide whether any action is required

- 9.6.4. oversee the relationship with the external auditor. In this context the committee shall
- 9.6.4.1. approve their remuneration, including both fees for audit and non-audit services, and ensure that the level of fees is appropriate to enable an effective and high-quality audit to be conducted
 - 9.6.4.2. approve their terms of engagement, including any engagement letter issued at the start of each audit and the scope of the audit
- 9.6.5. assess annually the external auditor's independence and objectivity taking into account relevant law, regulation, the Ethical Standard and other professional requirements and the group's relationship with the auditor as a whole, including any threats to the auditor's independence and the safeguards applied to mitigate those threats including the provision of any non-audit services
- 9.6.6. satisfy itself that there are no relationships between the auditor and the Company (other than in the ordinary course of business) which could adversely affect the auditor's independence and objectivity
- 9.6.7. agree with the Board a policy on the employment of former employees of the Company's auditor, taking into account the Ethical Standard and legal requirements, and monitor the application of this policy
- 9.6.8. monitor the auditor's processes for maintaining independence, its compliance with relevant law, regulation, other professional requirements and the Ethical Standard, including the guidance on the rotation of audit partner and staff
- 9.6.9. monitor the level of fees paid by the Company to the external auditor compared to the overall fee income of the firm, office and partner and assess these in the context of relevant legal, professional and regulatory requirements, guidance and the Ethical Standard
- 9.6.10. assess annually the qualifications, expertise and resources, and independence of the external auditor and the effectiveness of the external audit process, which shall include a report from the external auditor on their own internal quality procedures
- 9.6.11. seek to ensure coordination of the external audit with the activities of the internal audit function
- 9.6.12. evaluate the risks to the quality and effectiveness of the financial reporting process in the light of the external auditor's communications with the committee
- 9.6.13. develop and recommend to the Board the Company's formal policy on the provision of non-audit services by the auditor, including prior approval of non-audit services by the committee and specifying the types of non-audit service to be preapproved, and assessment of whether non-audit services have a direct or material effect on the audited financial statements. The policy should include consideration of the following matters
- 9.6.13.1. threats to the independence and objectivity of the external auditor and any safeguards in place
 - 9.6.13.2. the nature of the non-audit services
 - 9.6.13.3. whether the external audit firm is the most suitable supplier of the non-audit service

- 9.6.13.4. the fees for the non-audit services, both individually and in aggregate, relative to the audit fee
- 9.6.13.5. the criteria governing compensation
- 9.6.14. meet regularly with the external auditor (including once at the planning stage before the audit and once after the audit at the reporting stage) and, at least once a year, meet with the external auditor without management being present, to discuss the auditor's remit and any issues arising from the audit
- 9.6.15. discuss with the external auditor the factors that could affect audit quality and review and approve the annual audit plan, ensuring it is consistent with the scope of the audit engagement, having regard to the seniority, expertise and experience of the audit team
- 9.6.16. review the findings of the audit with the external auditor. This shall include but not be limited to, the following:
 - 9.6.16.1. a discussion of any major issues which arose during the audit
 - 9.6.16.2. the auditor's explanation of how the risks to audit quality were addressed
 - 9.6.16.3. key accounting and audit judgements
 - 9.6.16.4. the auditor's view of their interactions with senior management
 - 9.6.16.5. levels of errors identified during the audit
- 9.6.17. review any representation letter(s) requested by the external auditor before it is (they are) signed by management
- 9.6.18. review the management letter and management's response to the auditor's findings and recommendations
- 9.6.19. review the effectiveness of the audit process in accordance with the guidance provided in the Minimum Standard, including an assessment of the quality of the audit, the handling of key judgements by the auditor, and the auditor's response to questions from the committee

10. REPORTING RESPONSIBILITIES

- 10.1. The Committee Chair shall report formally to the Board on its proceedings after each meeting on all matters within its duties and responsibilities and shall also formally report to the Board on how it has discharged its responsibilities. This report shall include:
 - 10.1.1. the significant issues that it considered in relation to the financial statements and how these were addressed;
 - 10.1.2. its assessment of the effectiveness of the external audit process the approach taken to the appointment or reappointment of the external auditor, length of tenure of audit firm, when a tender was last conducted and advance notice of any retendering plans; and
 - 10.1.3. any other issues on which the Board has requested the Committee's opinion.
- 10.2. The Committee shall make whatever recommendations to the Board it deems appropriate on any area within its remit where action or improvement is needed.
- 10.3. The Committee shall compile a report on its activities to be included in the Company's Annual Report. The report should describe the work of the audit committee, including:

- 10.3.1. the significant issues that the committee considered in relation to the financial statements and how these issues were addressed
 - 10.3.2. an explanation of how the committee has assessed the independence and effectiveness of the external audit process and the approach taken to the appointment or reappointment of the external auditor, information on the length of tenure of the current audit firm, when a tender was last conducted and advance notice of any retendering plans
 - 10.3.3. an explanation of how auditor independence and objectivity are safeguarded if the external auditor provides non-audit services, having regard to matters communicated to it by the auditor and all other information requirements set out in the Code.
 - 10.3.4. an explanation of how the Committee has applied the Minimum Standard, including its oversight of the audit tender process (where applicable), its assessment of audit quality, and how it has influenced the audit scope to address the Company's specific risks.
- 10.4. In the compiling the reports referred to in 10.1 and 10.3, the Committee should exercise judgement in deciding which of the issues it considers in relation to the financial statements are significant, but should include at least those matters that have informed the Board's assessment of whether the Company is a going concern and the inputs to the Board's viability statement. The report to shareholders need not repeat information disclosed elsewhere in the Annual Report and accounts, but could provide cross-references to that information.

11. OTHER MATTERS

The Committee shall:

- 11.1. have access to sufficient resources in order to carry out its duties, including access to the Company secretariat for assistance as required;
- 11.2. be provided with appropriate and timely training, both in the form of an induction programme for new members and on an ongoing basis for all members;
- 11.3. give due consideration to laws and regulations, the provisions of the Code and the requirements of the UK Listing Authority's Listing, Prospectus and Disclosure Guidance and Transparency Rules and any other applicable rules, as appropriate;
- 11.4. be responsible for co-ordination of the internal and external auditors;
- 11.5. oversee any investigation of activities which are within its terms of reference;
- 11.6. work and liaise as necessary with all other Board Committees;
- 11.7. arrange for periodic reviews of its own performance and, at least annually, review its constitution and terms of reference to ensure it is operating at maximum effectiveness and recommend any changes it considers necessary to the Board.