



Domino's Pizza Group plc

Tax Strategy

This tax strategy was approved by the Board of Directors on 31 October 2024 and will be reviewed on an annual basis or as required.

Domino's Pizza Group plc is a UK-resident company. Together with its subsidiaries listed below (hereafter referred to as "the Group"), it holds the exclusive rights to operate and use the Domino's brand in the UK and Ireland.

The Group takes its obligations as a taxpayer seriously, with focus on:

- ensuring that it has appropriate resource, systems and processes in place to meet its ongoing tax obligations and comply with all relevant laws;
- maintaining an open and collaborative approach with HMRC and other tax authorities;
- only undertaking tax planning in the context of wider business activities having a commercial and economic basis; and
- paying the right amount of tax at the right time in line with the relevant legislation.

This tax strategy applies to the Group and the 52 weeks ended 29 December 2024. The tax strategy has been prepared in accordance with Schedule 19, Finance Act 2016 and covers all taxes and duties as set out in paragraph 15 (1), Schedule 19 Finance Act 2016.

[Risk management and governance in relation to taxation](#)

The governance of the business in relation to tax is led by the Board of Directors, supported by the Audit Committee, with the aim of ensuring that the Group meets its business and financial obligations. Day-to-day responsibility is delegated to the tax team which is led by the Group Tax Manager with support from the Group Financial Controller and reports to the Chief Financial Officer. The team report to the Board and Audit Committee on a regular basis on tax matters, along with the tax consequences of significant commercial transactions.

The tax team is responsible for ensuring that all relevant tax reporting, filing and payment obligations are met and compliance obligations are known with sufficient procedures and controls being implemented to identify and manage these obligations. Specifically in relation to UK tax, the Group operates a system of tax risk assessment and controls as a component of its overall internal control framework in order to identify key tax risks and implement internal controls to reduce these risks. These key risks are monitored on an ongoing basis for business and legislative changes which may impact them and changes to processes or controls are made when required.

The Group actively engages the services of reputable advisers with appropriate expertise in areas where tax law is complex or new, is outside of the experience of the tax team, or where the treatment may be uncertain and the amount of tax involved is material, as well as with significant or non-routine transactions.

[Attitude towards tax planning](#)

The Group's tax planning aims to support the commercial needs and growth of the business by ensuring the Group's affairs are carried out in the most tax efficient, transparent manner whilst striving to comply with all relevant laws and compliance obligations in all jurisdictions where it operates.

The Group believes that it adopts a conservative approach to tax planning and will not engage in artificial transactions, the sole purpose of which is to reduce tax. It only engages in transactions which are driven by their commercial rationale and complies with the associated tax legislation. The tax team provides

appropriate input into business transactions to ensure a clear understanding of the tax consequences of any material decisions are known and any commercial structuring is tax efficient in order to enhance shareholder value.

Acceptable level of risk in relation to taxation

The level of risk which the Group accepts in relation to taxation is consistent with its overall objective of achieving compliance and transparency in the Group's tax affairs. At all times the Group seeks to comply fully with its regulatory and other obligations and to act in a way which upholds its reputation as a responsible corporate citizen. In relation to any specific issue or transaction, the Board is ultimately responsible for identifying the risks, including tax risks, which need to be addressed and for determining what actions should be taken to manage those risks, having regard to the materiality of the amounts and obligations in question.

Given the size of the business, there is a moderate level of inherent risk with respect to some aspects of the Group's tax affairs. The business continues to work towards lowering the overall tax risk and achieving this as a key objective which is considered as part of the Group's approach to all business matters.

Approach to dealing with tax authorities

The Group maintains a transparent and professional relationship with the tax authorities in all countries it operates. For UK tax purposes, the Group is a large business serviced by HM Revenue & Customs ("HMRC") Large Business directorate. The Group has been assigned a Customer Compliance Manager ("CCM") within HMRC. The Group meets with the CCM and their team at least annually to discuss business developments and tax issues and otherwise maintains an open and collaborative relationship with HMRC, communicating on a regular basis and dealing with tax matters in a timely fashion to avoid potential uncertainties.

Any inadvertent errors in submissions made to HMRC are fully disclosed as soon as reasonably practicable after they are identified.

Entities covered by this strategy:

Domino's Pizza Group PLC
DP Realty Limited
DPG Holdings Limited
Domino's Pizza UK & Ireland Limited
DP Group Developments Limited
DP Estates TBL Limited
Sell More Pizza Limited
Sheermans Harrow Limited
WAP Partners Limited
Sheermans SS Limited
Sheermans Limited
Domino's Pizza Germany (Holdings) Limited
Domino's Pizza Germany Limited
Domino's Pizza (Isle of Man) Limited
DP Pizza Limited
DP Cyco Limited
DP Cyco Switzerland Limited
Zeus 12 Limited
Shorecal Limited
Karshan Limited
Sarcon (no. 214) Limited
Sarcon (no. 341) Limited
Karshan (Naas) Limited

Karshan (Midlands) Limited
Pressgate Limited
Karshan (Letterkenny) Limited
Remo Foods Limited
K&M Pizzas Limited
Victa Developments Limited