

A photograph of three Domino employees in a laboratory setting. A woman on the left is looking at a tablet. A man in the center, wearing a blue lanyard and glasses, is smiling and looking at another man on the right. The man on the right is wearing a black polo shirt with the Domino logo. In the background, there is laboratory equipment. A large blue arrow graphic points from the top left towards the center of the image.

CSR Report FY 2025

Doing more today for tomorrow

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Doing more today, for a better tomorrow

Domino's Purpose talks about our role in applying advanced variable data printing expertise and reliable solutions to help the world's manufacturers be sustainable and cut waste.

First and foremost, we are an industrial business-to-business organisation, supplying and supporting global customers who face the same challenges we do in balancing business prosperity with long-term sustainability. With a customer lens, we play a crucial role in ensuring factories around the world operate efficiently and reliably, but more specifically, we help our customers to build supply chains that are compliant and traceable. To do that, our internal focus must have substance, and we have continued to strengthen our foundations around pillars of Environment, People, Society, and, of course, Customers. We have clear goals and targets for our long-term plan.

Our Purpose also calls out the role we play for the 'customers of our customers' – consumers like you or me. We talk of attracting, influencing, and protecting consumers. This is reflected on retail shelves around the world, which are full of products with Domino codes, marks, or labels providing information and protection for consumers buying their goods. We take that responsibility very seriously and sustainability continues to be at the forefront of our vision, and an important part of our mid-term strategies.

It is already ten years since we became part of the Brother Industries family. In any merger and acquisition scenario, company culture is key to success, and from the start we have enjoyed values and behaviours consistent across both organisations. Brother has a real depth to its sustainability agenda and beliefs, and we have been able to accelerate our own efforts by learning and sharing Brother's ethos in this area. Domino is a key part of Brother's growth strategy, a privileged position to be in, but with it comes responsibility, and we are determined to repay that faith by pursuing not only growth, but a sustainable approach to growth.



Sustainability is embedded into the core of our strategy, reinforcing our commitment to long-term, responsible growth. As we look ahead, we remain focused on delivering solutions that will drive our success as a business, while providing lasting value for our customers, and respecting the communities and environment in which we operate.

Robert Pulford
Chief Executive Officer

Our group

Since 1978, Domino Printing Sciences (Domino) has established a global reputation for developing and manufacturing coding, marking, and printing technologies, and consumables, for a wide range of aftermarket products, as well as best-in-class customer service.

Domino offers one of the most comprehensive portfolios of complete end-to-end coding solutions designed to satisfy manufacturers' compliance and productivity requirements across many sectors, including food, beverage, life sciences, and industrial applications. Domino's core technologies include innovative inkjet, laser, print and apply, and thermal transfer overprinting systems designed for the application of high-quality and accurate variable data, barcodes, and unique traceability codes onto products and packaging.

More than 45 years on from the launch of its first printer, Domino continues to build on the same founding work by identifying ways to apply advanced variable data printing expertise and manufacturing excellence to help customers remain compliant, reduce waste, eradicate errors, and protect both their brands and their consumers.



Highlights

The Domino group employs

3,149
people
worldwide



Our global network of sales and service centres including

28
subsidiary
offices

and more than

200
distributors

provide all regions with high-quality service



Domino became an autonomous division within the

Brother Group in 2015

solution
Smart, connected support too



and sells to more than

120
countries

with manufacturing facilities in the UK, US, China, Germany, India, Sweden, and Switzerland



History

Domino was founded in 1978 by Graeme Minto, who was previously employed as a project leader at Cambridge Consultants. Minto's focus had been on multi-jet printing when he realised the potential of a single technology within his remit: continuous inkjet.

The first Domino continuous inkjet (CIJ) printer, Unijet, was developed in 1979 as a solution for customers applying variable data to printed products. Later, with the introduction of food safety regulations, including best-before dates, Domino began developing reliable, cost-effective CIJ printers for manufacturers requiring on-site product coding and marking for compliance purposes.

Today, Domino's product portfolio includes continuous inkjet, thermal inkjet, piezo drop-on-demand, thermal transfer overprinting, print and apply machines, CO2 and fibre laser systems, and digital printing presses for labels and corrugated packaging, as well as a range of software, control, and vision systems. The company has a global reputation for excellence and innovation within its core technologies, software services, and aftermarket products, underpinned by best-in-class customer service.

Domino's Digital Printing Solutions division serves the commercial printing sector with high-speed, full-colour, digital printing presses for labels and corrugated packaging, as well as monochrome inkjet printing equipment for the variable data printing of codes, addresses, and personalisation for a myriad of printing industry applications.



Purpose and Values

At Domino, our Purpose informs our strategy and shapes our culture.

Our Purpose encapsulates the reason Domino exists as a business and the impact we want to have on the world around us. It aligns us behind a single aspiration to deliver against our long-term Vision. It helps explain what drives our ambition and outlines what we believe is most important to achieve. While manufacturing industrial printing equipment and consumables and developing software and services might be what we do – our Purpose explains why we do it.

Purpose

To apply **advanced variable data printing expertise** and **reliable solutions** to help the world's manufacturers be **sustainable and cut waste**, while **attracting, informing**, and **protecting** consumers.

In carrying out our Purpose, we're driven by an unwavering commitment to our Values: Collaboration, Listening, Expertise, Ambition, and Responsibility. Our Values underpin how we do business, and they are the commitments we make to how we interact with each other, our partners, our suppliers, and our customers. They are the measures by which we determine whether we are living up to the expectations that we set, and which we strive to reflect in our daily working lives.

Our Values are



Collaboration

We recognise the value of Collaboration in developing new systems, standards, and solutions, and are committed to working together to achieve a better outcome.

Listening

By Listening to our customers, colleagues, and business partners, we aim to maintain our expertise and continually develop the insight to do better.

Expertise

We are committed to further developing our Expertise, knowledge, and experience in order to provide better solutions for our customers.

Ambition

Our Ambition is to harness our expertise so we can continue to be the preferred partner to all our customers, and an employer that people aspire to join.

Responsibility

We take Responsibility for everything that we do, and deliver on our commitments to our customers, communities, and the environment.

Sustainability strategy

Corporate social responsibility (CSR) is at the heart of our strategic objectives and our commitment to CSR is reflected in our promise: 'Domino. Do more.' and in our Purpose.

Based on our priorities and impact areas, we have articulated our sustainability strategy around the three main environmental, social, and governance (ESG) spheres and subsequently in four key pillars to align with our priorities: Environment, People, Society, and Customers. Our Executive Team oversees governance. To drive our ambitions and actions we have created a Group CSR Leadership team that meets monthly to discuss progress and prioritise actions across the Domino Group. Each pillar has key focus areas and works towards planning the company's sustainable growth by setting specific targets and monitoring progress.



Environment



Society



People



Customers

Our Chief Operating Officer Rachel Hurst owns and represents CSR in our Domino Executive Team. In addition to that our Chief People Officer Donna Murray supports the People pillar within the CSR – Team. Domino has appointed Jessica Büttner as Group CSR Director to lead our sustainability strategy and vision across the four CSR pillars.



Operational excellence and sustainability go hand in hand. Across our global sites, we are taking steps to reduce emissions, improve energy efficiency, and build safer, more resilient operations. We are also strengthening governance and accountability through clear targets, regular performance tracking, and cross-functional collaboration. This integrated approach ensures we can meet our ambitions while continuing to deliver for our customers.

Rachel Hurst
Chief Operating Officer

Our contribution to the UN SDGs



The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future.

At its heart are the 17 Sustainable Development Goals (SDGs), which are an urgent call for action by all countries – developed and developing – in a global partnership. They recognize that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth – all while tackling climate change and working to preserve our oceans and forests.

**UN Department of
Economic and Social Affairs**

SUSTAINABLE DEVELOPMENT GOALS



In each chapter of this report we specify how we, at Domino, support the SDGs. To know more about our contribution please visit our [GRI content index](#).

Double materiality assessment

In FY 2024, we completed our first double materiality assessment, which underpins our sustainability strategy and sets priorities for the new financial year and the three-year cycle to the end of FY 2027.

This assessment unites impact materiality and financial materiality. Our double materiality assessment will reinforce our sustainability strategy and help us to better anticipate customers' requests. It will also help us to continue providing the best products and services for our customers, and the best working conditions for our employees, while enhancing our positive impact on the environment and on communities in which we operate. Every year the Executive Team will review our selection of material topics to make sure that they are kept up to date in light of any changes to our strategy and Purpose, operations, stakeholder relationships and preferences, or regulations.

Our assessment

To perform the double materiality assessment, we followed guidance provided by the Global Reporting Initiative (GRI) on Material Topics (2021 – GRI 3) and the European Financial Reporting Advisory Group (EFRAG) in its EU Corporate Sustainability Reporting Directive (CSRD). The process followed a structured approach, incorporating both internal and external stakeholder inputs to ensure a comprehensive and transparent assessment. To determine both actual and potential positive and negative impacts, and risks and opportunities, we divided the process into four steps:

1. Understanding sustainability in Domino's context
2. Identifying relevant topics
3. Engaging stakeholders and assessing impact
4. Prioritising most significant topics and elaborating materiality matrix

Impact materiality

what are Domino's impacts on the economy, environment, and people including impacts on their human rights?



Financial materiality

what are the issues that have a repercussion on Domino's financial performance?

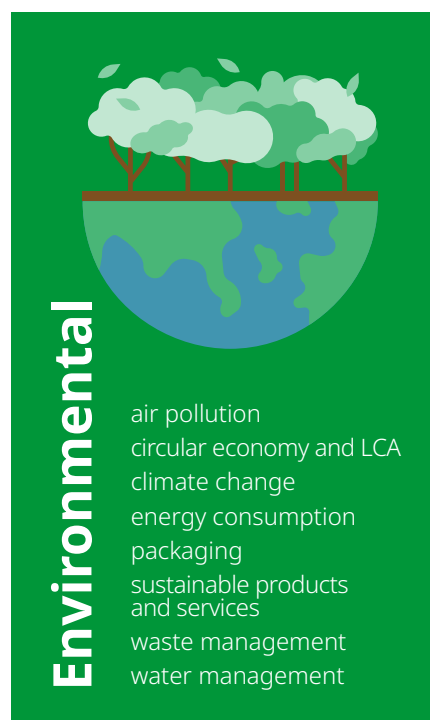
1. Understanding sustainability in Domino's context

In the first step, we conducted a comprehensive analysis of Domino's activities and business relationships and analysed regulatory frameworks and reporting standards. This work was carried out with support from internal experts and an external sustainability consultant. While looking at our activities we took into consideration our Purpose, Values, and strategy, as well as actions undertaken by our parent company, Brother. The analysis then focused on the main sustainability challenges in our operating regions, industry trends, internal risk assessments, and opportunities. In addition, we reviewed sustainability reports from competitors, customers, and companies operating in other industries to better understand key sustainability drivers and requirements.

2. Identifying relevant topics

In the second step, we identified a preliminary set of actual and potential impacts – both positive and negative – on our people, customers, and governance, as well as the environment and the societies in which we operate. To guide this process, we considered various factors, including our disclosures, risk assessments, accreditations, customer requests, sustainability frameworks (e.g. GRI Topic Standards), the 2030 Agenda with its Sustainable Development Goals (SDGs), and broader sustainability trends and reports. We examined both the direct and indirect impacts of our activities, considering not only the effects of our own operations but also those linked to our business relationships (including our suppliers), products, and services. In addition, we assessed how our actions contribute positively to sustainable development.

This analysis led to the identification of 25 key topics, organised into the three ESG pillars and further categorised into five sustainability dimensions. The Social pillar was divided into three sub-dimensions: People, Customers, and Society, to reflect our internal CSR pillar subdivision.



3. Engaging stakeholders and assessing impact

In the third step, we engaged with both internal and external stakeholders to assess the significance of each sustainability topic and prioritise the most material ones. We conducted two online surveys – one internal and one external – to gather quantitative information on the importance of each topic. In addition, we held internal interviews for an in-depth analysis on the significance of the topics, and workshops to discuss the data collected.

To assess both outward and inward impacts, we followed the GRI and European Sustainability Reporting Standards (ESRS) guidelines. We calculated impact materiality of each topic by evaluating its scale (severity of impact), scope (extent of the impact), irremediability (difficulty in counteracting the impact), and likelihood (probability of the impact occurring). We then assessed inward materiality of each topic, by evaluating how these topics might affect the company's financial position, performance, and cash flows.

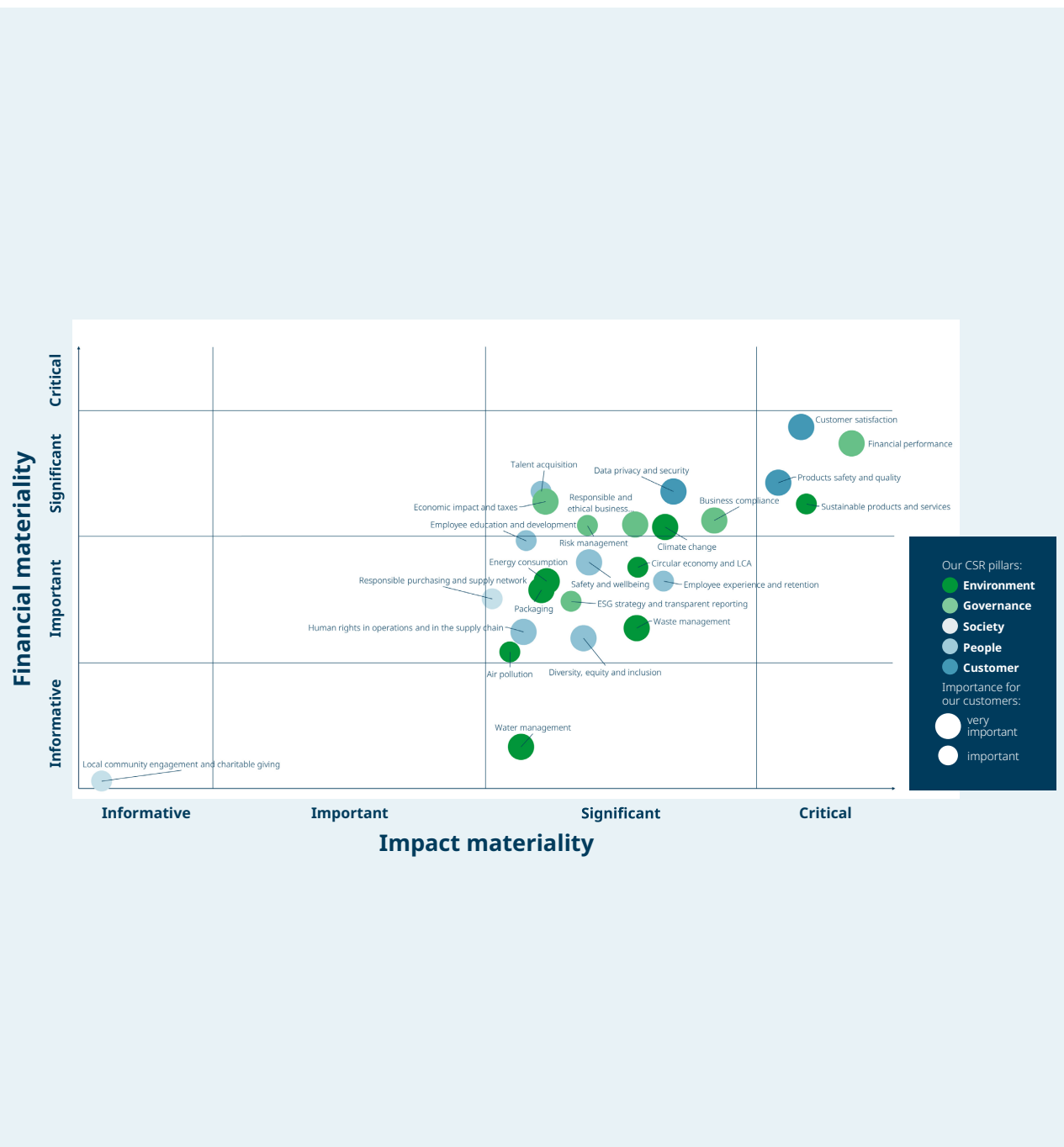
To assess the impact on external stakeholders, we asked our customers to rate each topic on a scale from 1 (very low importance) to 5 (very high importance) based on importance to them.

4. Prioritising most significant topics and elaborating materiality matrix

In the final step, we gathered external feedback for further insights into the list of our material topics, assessed the topics using relevant GRI standards, and followed EFRAG's draft guidance to establish our materiality threshold.

Based on the quantitative data collected and on internal meetings and workshops, we considered material topics to be informative, important, significant, or critical from a financial and/or impact perspective. All 25 key topics assessed were found to be material.

The double materiality assessment allowed us to confirm steps in our sustainability journey and to anticipate customers' requests based on global trends and customer feedback.



Accreditations and certifications

The logo for EcoVadis, featuring the word "ecovadis" in a lowercase, sans-serif font. The "v" is stylized with a green leaf-like shape integrated into it.

EcoVadis

EcoVadis is a globally recognised assessment platform that evaluates businesses' sustainability performance across four key categories: environmental impact, labour and human rights standards, ethics, and procurement practices. Domino is committed to becoming a more sustainable company, and EcoVadis enables us to share our performance and progress with our stakeholders transparently.

Domino first subscribed to EcoVadis in 2013. EcoVadis assesses the Domino Group annually. In our last assessment (2025), we received another silver medal and improved our score by +8 points to 76/100, placing Domino again in the top 15% of all companies rated by EcoVadis. We encourage you to register on the EcoVadis platform and to connect with Domino (EVID: EP859133) to view our latest performance.

The logo for Sedex, featuring the word "Sedex" in a bold, black, sans-serif font. A red circle with a white dot inside is positioned to the right of the text.

Sedex

Sedex is the world's largest data platform for supply chain assessment, providing data storage, analysis, and reporting that empowers sustainable practices (source: Sedex). The Sedex Members Ethical Trade Audit (SMETA) is delivered by a Sedex- approved auditor and focuses on labour, health and safety, environmental performance, and ethics. Seven of Domino's manufacturing sites have a Sedex accreditation and have been SMETA-audited.

The first site accreditation took place in 2017.



ISO certification

International Organization for Standardization

ISO 9001:2015 Quality Management System

ISO 14001:2015 Environmental Management System

ISO 45001:2018 Occupational Health & Safety Management System



Forest Stewardship Council

FSC Domino Sweden AB

FSC Domino Portugal

Our governance

Domino's standards, which are applicable to all Domino Group companies, go beyond the legal minimum and require a high level of conduct from all employees at Domino. As a business operating across many countries, Domino needs to comply with the law of every country we do business in. Domino's Purpose, together with our core Values, shape the culture of our business and are the foundation of how we work internally and with our customers and suppliers. Acting ethically and responsibly to achieve our Purpose is what Domino expects of all of its employees. We believe that corporate responsibility is integral to our business success, and we are firmly committed to the welfare of our stakeholders, including our communities, employees, environment, value chain, and partners.



Sustainable Development Goals

Responsible and ethical business practices

Ethics, anti-bribery, and corruption

Domino's Code of Conduct ("Code of Conduct") requires all Domino employees to avoid conflicts of interest, not make or receive bribes, facilitation payment or 'kickbacks' of any kind, and to not be involved in corruption of any sort (including, without limitation extortion or embezzlement, or use of acts of violence or intimidation or fraudulent means to seek economic gains). The Code of Conduct encourages suspicions or concerns related to potential bribery to be raised, including via Domino's Whistleblowing System. Donations to political parties are prohibited and all donations are required to be legal and ethical. Compliance to good practices in respect of marketing, environmental protection and competition law adherence are mandatory, and accuracy of reporting of all necessary information, including but not only accounts and other financial records are explicitly required. The Code of Conduct also mandates the compliance with all applicable laws and regulations on security trade control of the countries and regions in which it operates.

Domino has specific requirements in respect of product integrity made known to all employees via its Code of Conduct. This also includes a requirement for Domino to provide accurate information to avoid misleading stakeholders. The Code of Conduct also includes requirements in respect of health, safety and respect for others (including equal opportunities for promotion and advancement, respect for diversity and a commitment to respect the human rights of all stakeholders throughout Domino's value chain by conducting due diligence). More information on the steps taken in relation to procurement policies and standards are available in other documents published by Domino. The Code of Conduct encourages the reporting of any ethical concerns or breaches of the Code of Conduct via Domino's Whistleblowing System.

Domino provides training on its Code of Conduct (and the content) for all new joiners, as well as on a two yearly refresh for all employees, through its Learning Management System, in addition to other training initiatives. Domino has a yearly legal audit which seeks to verify adherence to ethical business practices, any concerns identified through the audit are then investigated.

Whistleblowing system

Domino encourages an open culture within its staff. The Domino Whistleblowing Policy ("Whistleblowing Policy") applies to all employees, officers, consultants, volunteers, interns, casual and agency workers, as well as others. The Whistleblowing Policy extends to any suspected wrongdoing or danger affecting Domino's activities, including any breaches of the Code of Conduct. The Whistleblowing Policy provides for a safe environment in which to report incidents for full investigation by the Company's Whistleblowing Officers (Chief People Officer and General Counsel) as well as providing for the option of verbally disclosing to the Whistleblowing Officers. The Whistleblowing Policy provides that anyone making a report will be kept informed of progress subject only to any confidentiality obligations owed to others. The Whistleblowing Policy provides that the identity of a whistleblower will be kept confidential if they require so. The Whistleblowing Policy is explicit that whistleblowing could relate to conduct of Domino's staff but can also relate to actions of a third party, such as customers, suppliers, distributors, or service providers (all of which can be reported via Domino's Whistleblowing System). The Whistleblowing Policy makes explicit that subjecting a whistleblower to any detrimental treatment may lead to disciplinary action. Domino engages in a reporting process with its parent company as well as with its auditors, without sacrificing individual confidentiality ("Reporting Requirements").



Competition law/antitrust

Domino has a Competition Law Policy ("Competition Law Policy"). It provides mandatory training via its Learning Management System to relevant senior employees, including General Managers of all of its subsidiaries on competition law/antitrust, which is covered in a series of modules that include knowledge verification tests. Domino has a yearly legal audit which seeks to verify adherence to competition law requirements, any concern identified through the audit are then investigated. The Competition Law Policy prohibits hardcore restrictions such as price fixing, market sharing, bid-rigging and exchanging sensitive information with competitors. The Competition Law Policy addresses aspects particular to a potentially dominant market position in any territory, as well as aspects related to Domino's distributor network and appropriate and inappropriate terminology.

Risk management

Risk management is an important priority for the Brother Group and for Domino.

Domino has a Group Risk Management Policy that applies to all companies within the Domino Group. This outlines the process of identifying, assessing, evaluating, and managing significant risks to satisfy the overarching Brother risk management process and principles of good governance. The Domino Executive Team and the relevant risk teams strive to ensure that suitable risk mitigation and actions are in place for all major known risks.

Through its risk management processes, Domino seeks to identify risks that are significant to the achievement of its business objectives; adopts and maintains appropriate mitigation and control measures to reduce the likelihood and/or impact of occurrence of the risk event; and manages and reports risk information as required by the Brother Risk Management Process.

Based on functional responsibility, Executive Team members share annually with the Executive Team risks which are either strategic in nature, i.e. relating to events that could impact the achievement of Domino Group results over a period of up to five years, or are catastrophic in nature, i.e. an occurrence that would materially impact the ability of the Domino Group to continue meeting short-term customer commitments.

The Executive Team is required to implement appropriate actions to mitigate risks and to establish processes for risk mitigation. To achieve this, the Executive Team has appointed sub-groups or identified teams, as shown below, and also manages risks through direct interactions with Brother where appropriate.



Operational risk management

Domino adopts a structured and proactive approach to operational risk management, recognising its critical role in safeguarding business resilience, supporting sustainable growth, and maintaining continuity for customers, employees, suppliers, and partners.

Aligned with ISO 31000 principles, our approach follows a continuous improvement cycle encompassing risk identification, analysis, evaluation, treatment, monitoring, and reporting. This ensures that risks are systematically understood and addressed, while enabling informed decision-making across the organisation.

We implement biannual risk assessments across all operational sites and key functions, supported by ongoing updates to reflect evolving risk landscapes. Risk owners are accountable for designing and maintaining effective control measures and mitigation plans, while governance is reinforced through a dedicated Operational Risk and Business Continuity Steering Committee that oversees risk profiles, reviews key exposures, and ensures alignment with Domino's corporate risk appetite.

Through robust governance, regular training, and the use of a centralised digitised risk management system, we promote transparency, accountability, and the sharing of best practices. This integrated approach strengthens our ability to anticipate disruptions, respond effectively, and continuously enhance our operational resilience.

Business Continuity Management System

Domino is committed to maintaining resilient operations and ensuring continuity of service for our customers, employees, and partners. To support this, we have established a comprehensive Business Continuity Management System (BCMS), aligned with ISO 22301 principles, which provides a structured framework to prepare for, respond to, and recover from disruptions.

Our Group Business Continuity Policy reflects strong leadership commitment and clearly defines roles, responsibilities, and expectations across the organisation. It ensures that business continuity is embedded into our culture and operational processes, enabling a coordinated and effective response to unexpected events.

Our business continuity plans are designed to safeguard our employees and assets while enabling the timely recovery and resumption of critical operations. These plans are reviewed at least annually and supported by regular exercises to test readiness and recovery capabilities. In addition, each site is equipped with supporting resources, including disaster recovery plans, incident communication protocols, and guidance materials for incident management teams. Together, these measures help ensure Domino can respond effectively to disruptions while continuing to meet the needs of customers and stakeholders.



Tax strategy

Whilst this published **tax strategy** relates to the UK, we are committed to compliance with tax law in all of the territories in which we operate.

We are committed to improving our communities and one measure of this impact is our tax contribution. We are proud of the significant tax contribution that we make in the UK. This strategy is owned and approved by the Strategy Board, the most senior decision-making body in the organisation. The publication of this UK tax strategy statement is regarded as satisfying the statutory obligation under Para 16(2), Schedule 19, Finance Act 2016 for Domino Printing Sciences plc, Domino UK Limited, PostJet Systems Limited and Lake Image Systems Limited.

Responsible attitude towards tax planning

Our attitude to tax planning flows from our Code of Conduct. Any tax planning undertaken will have commercial and economic substance and will have full regard to the potential impact on our reputation and broader strategic goals. Establishment of overseas subsidiaries is driven by genuine commercial activity and not through tax planning opportunities. We do not engage in artificial tax planning arrangements. However, as a significant investor in research and development and plant and machinery we are entitled to certain tax reliefs that the UK Government uses to encourage this activity. We will explore our entitlement to such incentives in a responsible manner and claim benefits where they are available. We apply OECD principles in relation to transfer pricing, ensuring that documentation standards are adhered to and intercompany transactions are made on a supportable arm's length basis.

Level of tax risk accepted

We seek to minimise tax risk wherever possible. However, given the scale of our business and the complexity of the UK and international tax system, risks will inevitably arise both in respect of the interpretation of tax law and the operational aspects of compliance. We proactively seek to identify, evaluate, manage and monitor these risks to ensure they remain in line with the Domino Group's tax risk appetite. Where there is significant uncertainty or complexity in relation to a risk, external advice may be sought.

Approach to engaging with HMRC

We engage with HMRC with honesty, fairness and integrity and do so with a spirit of co-operative compliance. We are transparent in our tax affairs and seek to resolve HMRC queries in a timely manner.

Approach to tax risk management and governance arrangements

Domino has an internal Tax Policy which is owned and approved by the Executive Team. This policy supports the effective implementation of our UK tax strategy. Domino has an established procedure for identifying, managing and evaluating significant risks including mechanisms for escalation to the Executive Team. Whilst tax is not considered a principal risk of the business, it is subject to the same structure of governance and risk management.

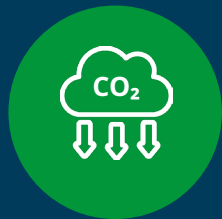
Domino strives for responsible stewardship and application of this tax strategy will be overseen by the Tax Committee, chaired by the Chief Financial Officer. The Tax Committee is responsible for ensuring that policies and procedures that support the tax strategy are in place, maintained and used consistently. All employees with responsibility for UK tax matters are expected to be familiar with and observe the standards contained within this statement.

Our environment

The focus of Domino's Environmental pillar is to understand and reduce the environmental impacts of the Domino Group and our products.

We calculate our carbon footprint on an annual basis, with the first calculation taking place in 2022. In the following years we have established our carbon roadmap to reduce our carbon emissions and set ambitious long-term goals.

FY 2025



Significant carbon reductions in Scope 1, 2 and 3.



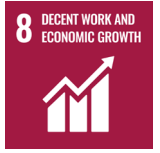
More Domino sites transitioning to 100% renewable energy.



Increase of recycled materials in products and packaging.



I'm very proud of the progress we've made so far on our CSR journey and optimistic that we will move the needle further in 2026. With our priorities now defined, our focus is on delivering against our targets and embedding sustainability into our day-to-day work across the organisation. There is still much to do, and many challenges facing Domino and our industry, but we're fortunate to have passionate people who are committed to collaborating and driving this journey forward.



Jessica Büttner

Group Corporate Social Responsibility Director

Emissions

Introduction and relevance to the business

At Domino, we aim to minimise our environmental impact in our headquarters and all our subsidiaries. Furthermore, we are engaging with our suppliers and customers to include the supply chain in our efforts to reduce, among other environmental impacts, carbon emissions.

Climate change is one of the biggest threats that our planet and human beings face. It has been scientifically proven that climate change is caused by greenhouse gases (GHGs). For more details on climate change and potential impacts, please visit [here](#). IPCC stands for the Intergovernmental Panel on Climate Change and is the United Nations body for assessing the science related to climate change.

As the significance of climate change has grown in recent years, our focus has shifted to reducing our impact through carbon related activities. For that reason, the Domino Group Environmental Impact Management Team was established and given responsibility for carbon footprint calculations, with a particular focus on carbon reduction, and ensuring these areas are integrated into the company's strategy.

In addition to carbon footprint calculations, the Executive Team has agreed on carbon reduction plans for Scopes 1, 2, and 3, as well as long-term environmental ambitions for FY 2030 and FY 2050.

Every quarter, Domino's Executive Team reviews the carbon reduction actions to assess progress against the environmental objectives defined in our CSR strategy. Domino's carbon reductions contribute to the Brother Group Environmental Vision 2050 and SBTi approved carbon reduction target.

Task Force on Climate-Related Financial Disclosures (TCFD)

Another key element of our sustainability journey is reporting. Domino, along with other UK-registered companies, is required to disclose climate-related financial information in accordance with guidelines from the Task Force on Climate-Related Financial Disclosures (TCFD).

TCFD guidelines consist of governance, strategy, risk management, metrics, and targets. Companies evaluate climate change-related risks and opportunities for their own businesses. Our scenarios reviewed the business impact in the event of global temperature rises of 1.5°C vs 4°C. Domino reports our TCFD data to Brother, and Brother publishes a consolidated report for the entire Brother Group each year.

Risk management

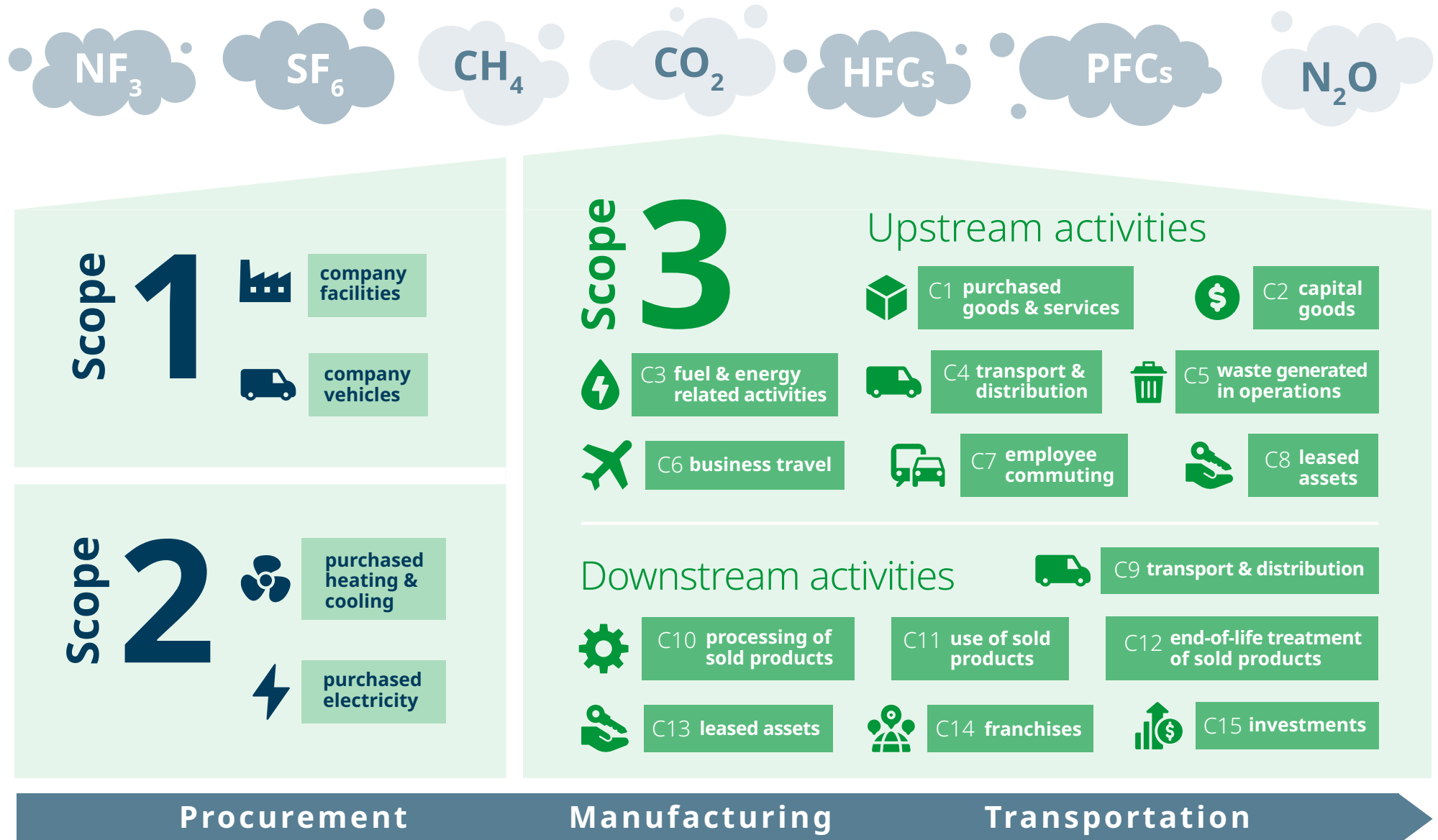
To align with the Brother Group Environmental Vision 2050, Domino identifies and assesses climate-related risks through a structured risk management framework. The Domino Group held an environmental risk workshop led by the Environmental Impact Manager. The company's Executive Team and representatives from the Finance Team and other relevant departments attended the workshop. They identified and documented key risks and the corresponding countermeasures, which were later shared with Brother Industries Ltd. Domino also conducts learning sessions on carbon footprint and risk assessment, encouraging individuals to register climate-related and other risks with the Group Environmental Impact Team. The risks are scored based on their likelihood and impact. The identified climate-related risks are integrated into the company's overall risk management process. A Risk Management Committee

meets annually to evaluate and monitor group-wide risks and provide appropriate guidance. It also feeds into Brother's group-wide risk management process.

Metrics and targets

Domino aligns with Brother's Environmental Vision 2050 and uses specific metrics to assess and manage climate-related risks and opportunities. These include common measures such as calculating the carbon footprint associated with their operations and taking action to reduce emissions; planning for responses to unlikely risks, such as disaster recovery planning, improving safety and defence systems in factories; and developing remote service capabilities to manage climate risk exposure. Additionally, there is a focus on sustainable product development, which involves monitoring market requirements, implementing CSR reporting and frameworks, and increasing the use of recycled and environmentally friendly materials in product development.

Our carbon footprint



What is a corporate carbon footprint?

A corporate carbon footprint (CCF) is an overview of all greenhouse gas (GHG) emissions related to an organisation. The concept is structured in three different Scopes:

- Scope 1 covers direct GHG emissions that occur from sources owned or controlled by the company.
- Scope 2 accounts for GHG emissions from the generation of purchased electricity consumed by the company.
- Scope 3 encompasses all other indirect emissions, referring to either upstream or downstream activities along the supply chain, and is divided into 15 different categories, such as purchased products and goods, transportation, and business travel. Some categories do not apply for Domino e.g. franchises.

Domino calculates its carbon footprint on an annual basis. Carbon emissions in Scope 1 and 2 are tracked and measured against targets every quarter across all Domino manufacturing sites and sales channels. Emissions in Scope 3 C4/C9 transportation and distribution are tracked and measured against targets monthly. Emissions in the product-related categories Scope 3 C1 (purchased goods and services), C11 (customer usage of our products), and C12 (end of life treatment of our products) are calculated annually based on the sales data from that financial year. Carbon reduction actions are reviewed and analysed accordingly. Our carbon footprint is consolidated and published within Brother's reporting. The methodology adheres to ISO standards, and carbon emissions are verified by an external third-party auditor (BSI).

We calculate CO₂e, including all GHG emissions. We utilise product data including bill of materials, weights, power consumption, sales data, and transportation data, among others, as our primary data. As a database for secondary data, we use the Japanese Inventory Database of Environmental Analysis (IDEA) as advised by the Brother Group. We use the electricity factor provided by the [International Energy Agency \(IEA\)](#) for our electricity calculations.

As a business division within the Brother Group, we follow the same calculation methodology. Furthermore, we use average and/or assumption models for data that we cannot measure or extract as primary data, e.g. all customer print and idle time in their factories for all products.

FY 2022 was defined as our baseline year as these results of our carbon footprint in FY 2022 were the first to be verified by an external third-party audit. The audit is executed by BSI for the Brother Group annually in the first quarter of our financial year.

In general, there is a correlation between business growth and an increase of GHG emissions. Our ambition is to decouple this effect in the long-term. Hence, we aim to embed actions to reduce GHG emissions even with business growth. We measure the ratio of total GHG emissions and sales revenue. Domino's GHG emissions intensities were 0.3 t-CO₂ e / k€ p.a. in FY 2022 – 2025.

Since the first calculation of our carbon footprint in FY 2022 we have reduced our overall carbon footprint (Scope 1,2 and 3) by 5% – even with business growth. Our carbon reduction in Scope 1-2 has reduced by 15%. In FY 2026 we aim to further reduce our Scope 1-2 carbon emissions by 3% and our Scope 3 product-related carbon emissions (Scope 3 C1 purchased goods and services, C11 usage of our products, and C12 end-of-life treatment of our products) by 5%.

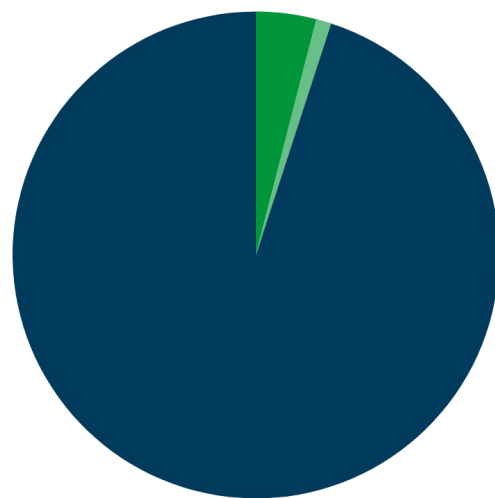
Graph 1: CO₂e emissions



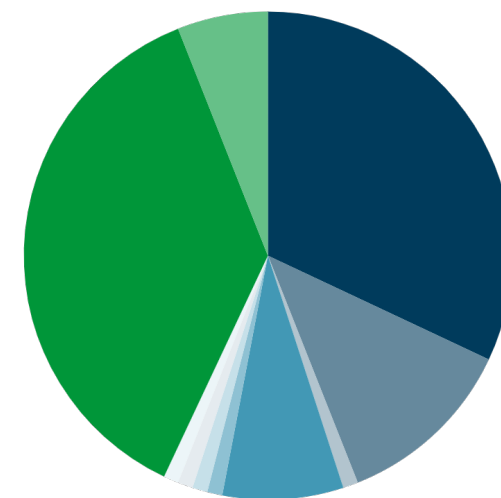
This graph shows the trend in Domino Group Scope 1 to 3 emissions in kt-CO₂e from FY 2022 through 2025. For this illustration, we used market-based Scope 2 figures. For our Scope 2 tracking, we use market- and location-based emissions. For further information on our carbon reduction plans for Scope 1 to 3 please refer to the relevant chapter.

FY 2025 Corporate Carbon Footprint (t-CO₂e)

Scope 1	Direct emissions	6018	C7	Employee commuting	1120
Scope 2	Indirect emissions (market based)	1108	C8	Upstream leased assets	0
Scope 2	Indirect emissions (location based)	3015	C9	Downstream transportations and distributions	1785
Scope 3	Other indirect emissions	145240	C10	Processing of sold products	0
C1	Purchased goods and services	45904	C11	Use of sold product	54155
C2	Capital goods	17591	C12	EOL treatment of sold products	8916
C3	Fuel- and energy-related activities	1909	C13	Downstream leased assets	0
C4	Upstream transportations and distributions	11695	C14	Franchises	0
C5	Waste generated in OPS	1549	C15	Investments	0
C6	Business travel	616		Total	152366



■ Scope 1 (4%) ■ Scope 2 (1%)
■ Scope 3 (95%)



■ C1 (32%) ■ C2 (12%) ■ C3 (1%)
■ C4 (8%) ■ C5 (1%) ■ C6 (0.4%)
■ C7 (0.7%) ■ C9 (1%) ■ C11 (37%)
■ C12 (6%)

Graph 2: Scope 1 and 2 CO₂e emissions



This graph shows the trend in Domino Group Scope 1 to 2 emissions in t-CO₂e from FY 2022 through FY 2025. For this illustration, we used market-based Scope 2 figures. For our Scope 2 tracking, we use market- and location-based emissions. Further information on carbon reduction projects in Scope 1 to 2 can be found in the 'energy consumption' section.

Air emissions - volatile organic compounds

As Domino is a manufacturer of inks, we defined air pollution as a material topic, and for that reason, we consider air emissions originating from volatile organic compounds (VOCs). Our four fluids manufacturing sites generate VOC emissions due to the presence of solvents within our continuous inkjet (CIJ) ink formulations. An activated carbon system with continuous emissions monitoring is used as the abatement technology at one of our facilities, with remaining emissions are released directly into the air. However, active measures are taken at all facilities to prevent fugitive emissions by ensuring vessels are closed as much as is reasonably practicable, with closed-loop systems used where feasible. We cannot currently estimate a figure for all four of our fluid sites.

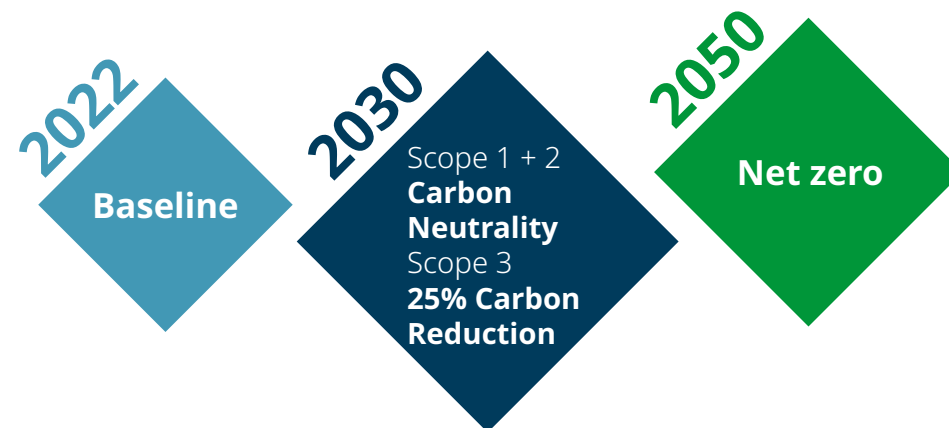
Monitoring data is available for two of our sites. The data is provided through continuous monitoring or sampling with the figures multiplied by the hours of operation. The third site uses theoretical emissions data based on production volume. Due to legal requirements, we report this data based on calendar year.



Our ambition

In FY 2023, Domino established its long-term environmental ambitions for FY 2030 and FY 2050.

We have developed a plan to guide us on our path to Net Zero by FY 2050; included in this plan are aims to achieve Scope 1 and 2 carbon neutrality and a 25% reduction of our Scope 3 carbon emissions by FY 2030.



Our carbon reduction plan

In previous years, our focus was on reducing carbon emissions in Scopes 1 and 2. Actions included switching to renewable energy where possible.

Our ambition is to use only renewable energy in all our manufacturing sites and sales offices. We have achieved this in several of our regions, however, there are certain regions where the local energy infrastructure does not allow for 100% renewable energy usage.

To help counteract this, we have invested in solar panels in some regions where we cannot utilise 100% renewable energy from local sources. This strategy has been adopted for our manufacturing site in China.



Domino India

We have also invested in solar panels for our Domino headquarters in the UK and provide on-site electric car charging for employees.



Domino UK

If you would like to read more about our initiatives and achievements in this area, please refer to the 'energy consumption' section.

Our facilities marked in green run on 100% renewable energy, for example:

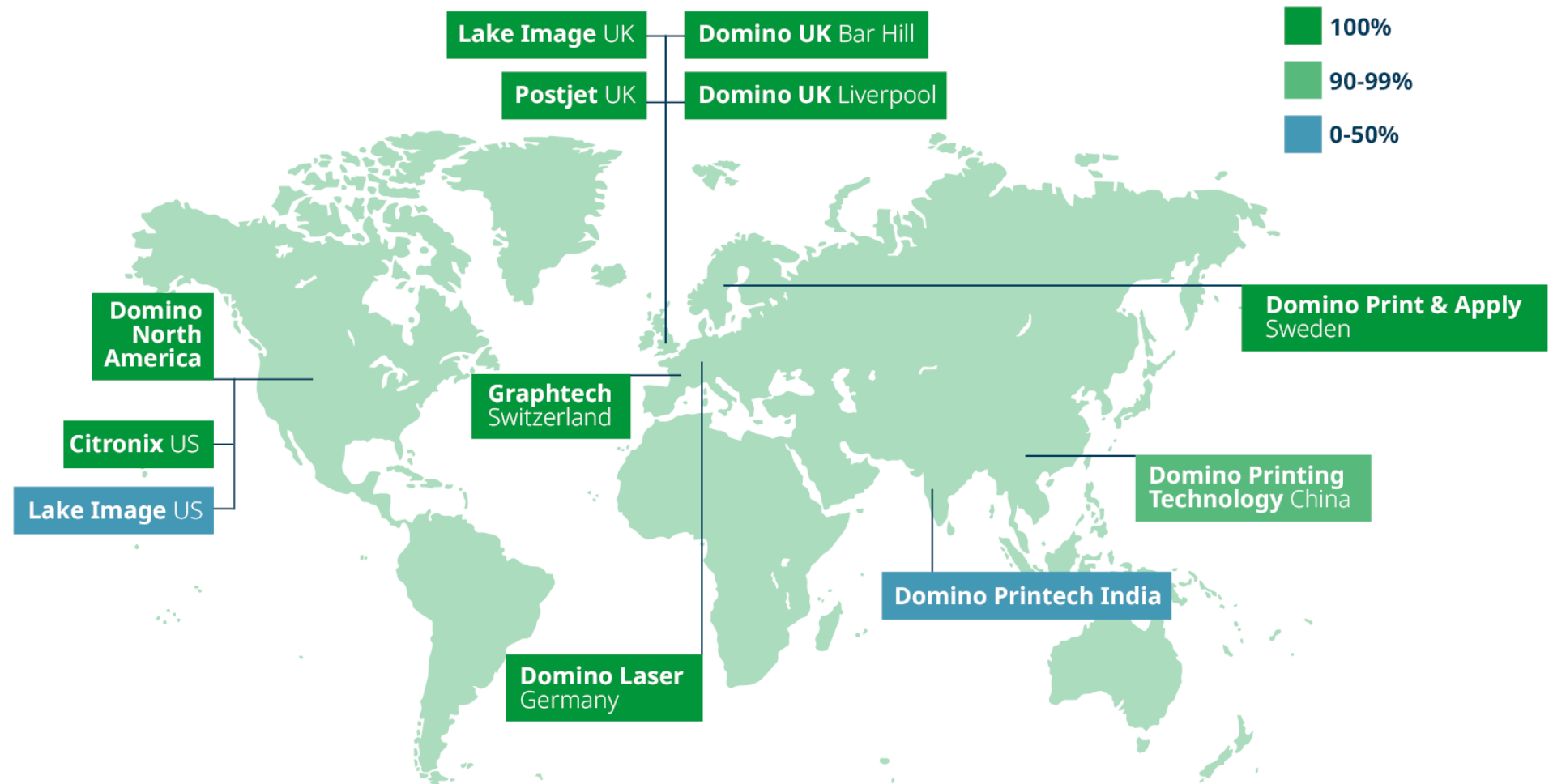
- Domino headquarters in Bar Hill, Cambridge (UK) has run on renewable energy since 2012.
- Domino Laser GmbH in Hamburg (Germany) has run on renewable energy since 2009. Products from one of our facilities in green are manufactured with 100% renewable energy.
- Domino India, our manufacturing facility in Manesar, India, is the latest site to be upgraded with solar panels, in March 2026.

After analysing our carbon emissions related to transportation (Scope 3 C4/C9 transport and distribution), we were able to achieve carbon reductions through various initiatives, including reducing air freight and optimising transport and logistics.

In addition to our carbon reduction actions, we aim to reduce all types of waste (Scope 3 C5 waste) in our manufacturing facilities, sample labs, and offices. More details on waste can be found in the 'waste management' section.

Our primary emissions are located within our product-related categories (Scope 3 C1 purchased goods and services, C11 usage of our products, and C12 end-of-life treatment of our products). As such, we have defined our future carbon reduction actions for these categories, focusing on material usage and power consumption.

Manufacturing sites using renewable energy



Journey to Net Zero

Carbon reduction plan: achieve Scope 1 and 2 carbon neutrality and 25% Scope 3 reduction (based on FY 2022) by FY 2030 and Net Zero (Scopes 1 to 3) by FY 2050.

Scope 1+2

	switch to renewable energy
	reduction of energy usage
	investments in renewable energy infrastructure (e.g. solar panels)
	switch to electric vehicles where applicable
	consideration of either renewable energy certificates or carbon offset projects in case of any residuals in 2030

Scope 3

	increase recycling and recyclability		development of more eco-conscious products
	reduction of virgin material use		improvement of energy efficiency
	switch to more environmentally friendly materials		consideration of recyclability and circularity in our product designs
	utilise sea freight over air freight where feasible		digitalisation and use of real lifetime data
	inclusion of CO2e impact in our decision making for supply chain design		more service concepts e.g. AR (augmented reality)
	engagement within our supply chain (suppliers and customers) on renewable energy		consideration of either carbon offset projects or carbon technologies for residuals in 2050

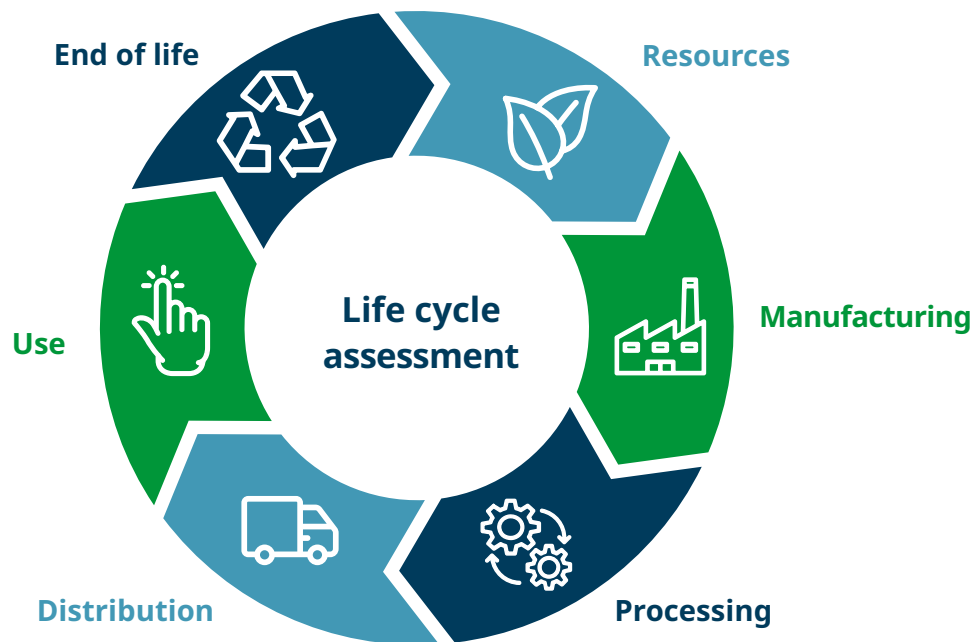
Product carbon footprint and life cycle assessment

In addition to our corporate carbon footprint, we are also interested in the carbon footprint of our products and their lifecycle assessments. We defined lifecycle assessments and circular economy as key material topics for Domino's business.

A product's carbon footprint refers to the carbon emissions associated with a single product, whereas a corporate carbon footprint encompasses data from all products sold. The exercise is a lifecycle assessment limited to only one environmental impact category, "global warming". Output clusters impact CO₂e-emissions in different product lifecycle stages. Product carbon footprints will be part of our future lifecycle assessments.

The principle of a life cycle assessment (LCA) is to understand the environmental impact of each stage of a product's lifecycle (e.g. during material processing, distribution, and product usage). While a product's carbon footprint focuses on the global warming impact on climate change, a lifecycle assessment can analyse additional environmental impacts, such as toxicity, ozone depletion, and eutrophication, among others.

Product LCAs are required to better understand and analyse the environmental impacts of our products and to help us develop more eco-conscious products in the future. This will support our ambition towards more circularity. To learn more about our material management and part of our circularity approaches, please see 'materials' section.



In the last two financial years, we defined our requirements for our product LCAs, including the LCA project scope and our product LCA roadmap. We have established a dedicated team and have started preparing data maintenance and data collection to enable the execution of product LCAs. Our product LCAs will be key to our environmental goals.

Policies, recognitions, and collaborations

ISO14001 is an internationally recognised standard for environmental management systems (EMS). We have a 100% coverage of ISO14001 of our fluids manufacturing facilities, which are defined as our material manufacturing sites.

Domino's Group Carbon Emissions Policy describes the process of carbon footprint reporting and establishment of carbon roadmap for all companies within the Domino Group.

We adhere to Brother's Environmental Policy, **Creating Eco-Conscious Products | Sustainability | Brother**, in relation to our environmental requirements. To reduce our carbon footprint and comply with new environmental regulations, we embedded environmental requirements into our specification for our new product developments. To learn more about our environmental requirements, please read the following sections on 'energy consumption', 'materials', and 'waste management'.

Domino's headquarters in the UK received the internal Brother Environmental Award 2025 for their Scope 1-2 carbon reductions in FY 2024.

The **Domino Printing R&D Chemistry Laboratory** in Bar Hill has been awarded a silver level certificate for outstanding work in reducing the environmental impact of their laboratory space and for their successful completion of the My Green Lab Certification Program as a Silver Level Certified Lab on 22nd August 2024 by My Green Lab. The certificate is valid for two years.

Domino Laser GmbH in Hamburg is a member of the Environmental Partnership Hamburg (**UmweltPartnerschaft Hamburg**). The certificate is valid for three years.

Domino started a partnership with **Close the Loop**, a leading sustainability company helping businesses advance towards a circular economy by collecting and recycling hard-to-recycle products and materials. Together, we are recycling non-hazardous thermal inkjet cartridges and transforming them into high grade recycled plastics that can re-enter the supply chain.

Domino supports **RSPO – Roundtable on Sustainable Palm Oil**, a global partnership to make palm oil sustainable.

Energy consumption

Energy conservation plays a crucial role in addressing the global energy challenges we face today.

Domino's focus on renewable energy sources, such as solar, helps reduce dependence on fossil fuels and mitigate the impact of climate change. Our energy efficiency initiatives contribute to significant cost savings for our organisation while also reducing carbon emissions.

Domino is dedicated to delivering innovative and sustainable energy solutions through renewable energy projects, energy efficiency, and energy management systems. With a strong commitment to environmental reporting, we aim to reduce our carbon footprint and promote sustainable energy practices by driving the transition to a more sustainable future through the use of innovative technologies and industry expertise.

Renewable energy has a significant impact on the economy, environment, and society. Economically, it creates jobs and drives growth through renewable energy projects and efficiency initiatives, though initial costs and market disruptions can be challenges. Environmentally, renewable energy reduces GHG emissions and air pollution, conserving natural resources, but may disrupt land use and habitats. Overall efforts contribute to a sustainable and equitable energy future.

Domino's energy intensity was 0.02 MWh/k£ p.a. in FY 2023 - 2025 . It refers to the ratio of total electricity consumption and sales revenue. Domino is committed to reducing the negative impact associated with its energy consumption and business operations. As part of our sustainability strategy, we have implemented several initiatives to reduce our energy footprint and promote the use of renewable energy sources.

Domino has invested in energy-efficient technologies across our sites to reduce our consumption of non-renewable energy, which contributes to GHG emissions and air pollution.

We are committed to responsible energy management, recognising its roles and responsibilities in sustainability and environmental impacts. We aim to optimise energy use across all operations, prioritising efficiency and the adoption of renewable energy sources. Our commitment extends beyond mere regulatory compliance; we strive to exceed legal requirements by implementing innovative energy-saving measures and continuously improving our energy performance.

Alignment of our practices with global standards for energy management and climate action ensures our adherence to authoritative intergovernmental instruments, such as the Paris Agreement and guidelines from the International Energy Agency (IEA). By doing so, we contribute to the worldwide effort to combat climate change and reduce our environmental footprint.

Domino has implemented several measures to prevent or mitigate potential negative energy impacts. These include upgrading facilities with energy-efficient technologies such as LED lighting and voltage optimisation technology. Additionally, Domino conducts regular employee training on energy conservation practices and uses energy management systems to monitor and optimise energy use. Domino has taken steps to remediate issues through collaboration with stakeholders. This has included working with suppliers to ensure they adhere to energy efficiency standards and implementing corrective actions when deviations occur.

To ensure the effectiveness of our energy management actions, Domino carries out a comprehensive tracking process. Each site is required to report its energy consumption figures biannually. These are then compared to those of previous years to monitor

improvements and assess progress toward our goals. This data is analysed and provides detailed insights into energy usage patterns and identify areas for further optimisation. External performance ratings and benchmarking against industry best practices help us gauge our performance relative to industry peers, identifying opportunities for enhancement. Through these multifaceted approaches, Domino is committed to continuously improving its energy management practices and achieving its objectives.



We report private power generated from renewable energy consumption, which is a combination of solar energy and energy generated by combined heat and power (CHP), which utilises natural gas.

Domino collects energy consumption data from all our operational sites on a quarterly basis. This data is consolidated and reviewed internally, and an energy performance report is submitted to Brother on a biannual basis.

Scope 1 Emissions factors

Gasoline	GHG PROTOCOL: Motor gasoline
Kerosene	GHG PROTOCOL: Other kerosene
Diesel	GHG PROTOCOL: Gas/Diesel oil
Heavy oil	GHG PROTOCOL: Residual fuel oil
Steam	Ministry of the Environment, Government of Japan
LPG	GHG PROTOCOL: Liquefied Petroleum Gases
LNG	GHG PROTOCOL: Natural Gas Liquids
Natural gas	GHG PROTOCOL: Natural gas
Coal	GHG PROTOCOL: Anthracite
Hot water	Ministry of the Environment, Government of Japan
Cool water	Ministry of the Environment, Government of Japan

For all energy reporting, the Domino Group uses the GHG protocol, making no assumptions and adhering to the calculation formula as outlined in the protocol.

For Scope 2, electricity factors are sourced from the IEA – International Energy Agency. Please find more information regarding emission factors in the ‘emissions’ section. Our baseline figures were established in FY 2022, marking the year we began collecting energy data for the Domino Group.

FY 2023-2025

Table 1: Energy consumption

Fuel Type	FY 2023	FY 2024	FY 2025	% Change v previous year
Total electricity used (KWh)	11,329,563	11,742,917	11,869,095	1.10%
Non-renewable energy purchased (KWh)	3,315,868	2,387,771	2,032,362	-14.90%
Total petrol (gasoline) used (L)	1,177,150	1,204,220	1,265,521	4.80%
Total diesel used (L)	714,383	608,829	515,235	-18.20%
Natural gas (KWh)	9,506,175	8,723,449	8,161,201	-6.90%
Renewable energy purchased (KWh)	6,902,486	7,686,647	8,210,597	6.40%
Private power generated (KWh)	1,111,210	1,668,499	1,626,136	2.60%

Since implementing these conservation and efficiency initiatives, we have achieved a 70% increase in the consumption of renewable energy generated through solar power. Additionally, we have reduced our purchase of non-renewable energy by 57%. These efforts reflect our commitment to sustainability and our progress towards reducing our environmental footprint. Each site within the Domino Group was encouraged to review its own emissions and establish a carbon reduction plan. Domino headquarters led the carbon reduction journey through initiatives such as LED lighting upgrades, solar panel installations, voltage optimisation technology, and the transition to electric vehicles.

Through a series of environmental briefing webinars, we collaborated with sites to establish a comprehensive programme of improvements aimed at reducing emissions. Each site developed a carbon reduction plan detailing proposed projects for a five-year programme designed to achieve emissions reductions and work towards the Group target. These reduction plans are regularly updated and contribute to an overall carbon reduction summary, which is used to track progress. This approach has already begun to demonstrate significant savings, and we can show tangible progress towards our overall corporate goal.

FY 2023-2025

Table 2: Heating consumption

Fuel Type	FY 2023	FY 2024	FY 2025	% Change v previous year
Heating (hot water/steam) (KWh)	887,543	457,884	515,423	12.6%

Materials

Materials are an essential part of our workstream as Domino and as material resources are limited, recycling becomes more relevant to reduce the extraction of new raw materials and lessen the impact on climate change. Our Group Environmental Management Team is focusing on better understanding material usage in our supply chain and improving the environmental impacts of the materials. Our strategies include reducing the use of virgin materials and increasing recyclability. In the last and current financial years, Domino has engaged with its suppliers to gather necessary data on recyclability and the use of renewable and recycled content. These actions are embedded in our carbon roadmap. Please find more information on our carbon roadmap in the dedicated section.

As a result of our carbon footprint analysis, we examined material usage within our products and packaging, as well as the carbon emissions associated with them. The starting point was the prioritisation of materials. The material selection is based on frequency of use in Domino products, total weights, carbon emissions, and degree of elementary implementation scope for carbon reductions.

Packaging materials were a key focus area in FY 2024, not only due to the Packaging and Packaging Waste Directive 94/62/EC (PPWD) but also because this includes common material categories across all products. We have implemented several initiatives to reduce packaging materials, ensure recyclability and increase recycled content. We have also established dedicated groups tasked with analysing recycled metals and plastics to support our future ambition to substitute virgin substrates with recycled materials.

We have established internal guidelines that favour recycled content across several material categories to maximise the use of recycled materials in products and packaging, thereby enhancing recyclability and reducing waste. These and additional environmental requirements are outlined in the onset documentation for our new product developments.

In FY 2025 we set targets to increase recycled content in our outbound cardboard packaging to 62% (based on weight), in aluminium to 10% (based on weight), and to collect data on the quantity of recycled stainless steel in our products. Our targets have been achieved and exceeded in certain areas. By FY 2025 our customer packaging consisted of 75% recycled cardboard and 64% recycled plastic. In addition to that our customer packaging is 96% recyclable. We have 10% recycled aluminium content and 15% recycled stainless steel in our products. Our three- year targets for recycled aluminium and recycled stainless steel in our products is 30% each (based on weight) by end of FY 2027.

FY 2023-2025

Table 3: Materials usage based on total weight

	FY 2023		FY 2024		FY 2025	
Renewable materials	(T)	%	(T)	%	(T)	%
Cardboard	213	3	266	3	267	3
Total	213	3	266	3	267	3

	FY 2023		FY 2024		FY 2025	
Recycled materials	(T)	%	(T)	%	(T)	%
Cardboard	-	-	-	-	200.2	2
Plastics	-	-	-	-	62	1
Metals	6	0.08%	12	0.14%	110.3	1
Total	6	0.08%	12	0.14%	372.5	4

	FY 2023		FY 2024		FY 2025	
Non-renewable materials	(T)	%	(T)	%	(T)	%
Metals	900	11.5	922	11	828	10
Plastics	2,025	26	2,255	26	2,241	26
Miscellaneous	4,615	59.5	5,092	60	4,951	60
Total	7,540	97	8,269	97	8,020	96

	FY 2023		FY 2024		FY 2025	
Non-recycled materials	(T)	%	(T)	%	(T)	%
Metals	894	11.5	909	11	717	9
Plastics	2,025	26	2,255	26	2,179	26
Cardboard	213	3	266	3	67	1
Miscellaneous	4,615	59.5	5,092	60	4,951	60
Total	7,746	100	8,522	100	7,914	96

Water management

Water management is a framework for Domino to report its water use and impact, covering the following topics: water withdrawal, water consumption, water discharge, and water-related impacts.

It is essential for Domino to not only ensure our adherence to environmental laws and regulations but also promote efficient water use to reduce our environmental footprint.

Managing water resources effectively can provide cost savings, improved operational efficiency, and a positive impact on the environment and community.

Our water is sourced from a main supply and is consumed to produce our water-based ink ranges and for domestic purposes. Our processes do not use water for cleaning, and, as a result, we do not have any effluents beyond domestic releases to sewerage systems and runoff from buildings.

In order to manage the impact of loss of containment, our sites are equipped with spill materials and appropriate bunding systems. All our sites have procedures and training for emergency events such as spill response. Our manufacturing sites in Liverpool and China are equipped with systems that allow the surface water runoff to be isolated in the event of an uncontrolled release.

Our Chinese facility has an online monitoring system for COD and pH for rainwater releases. Ammonia and nitrogen levels are monitored in addition to wastewater. Interlock systems prevent the release of any water which is outside acceptable ranges. These are legislative requirements.

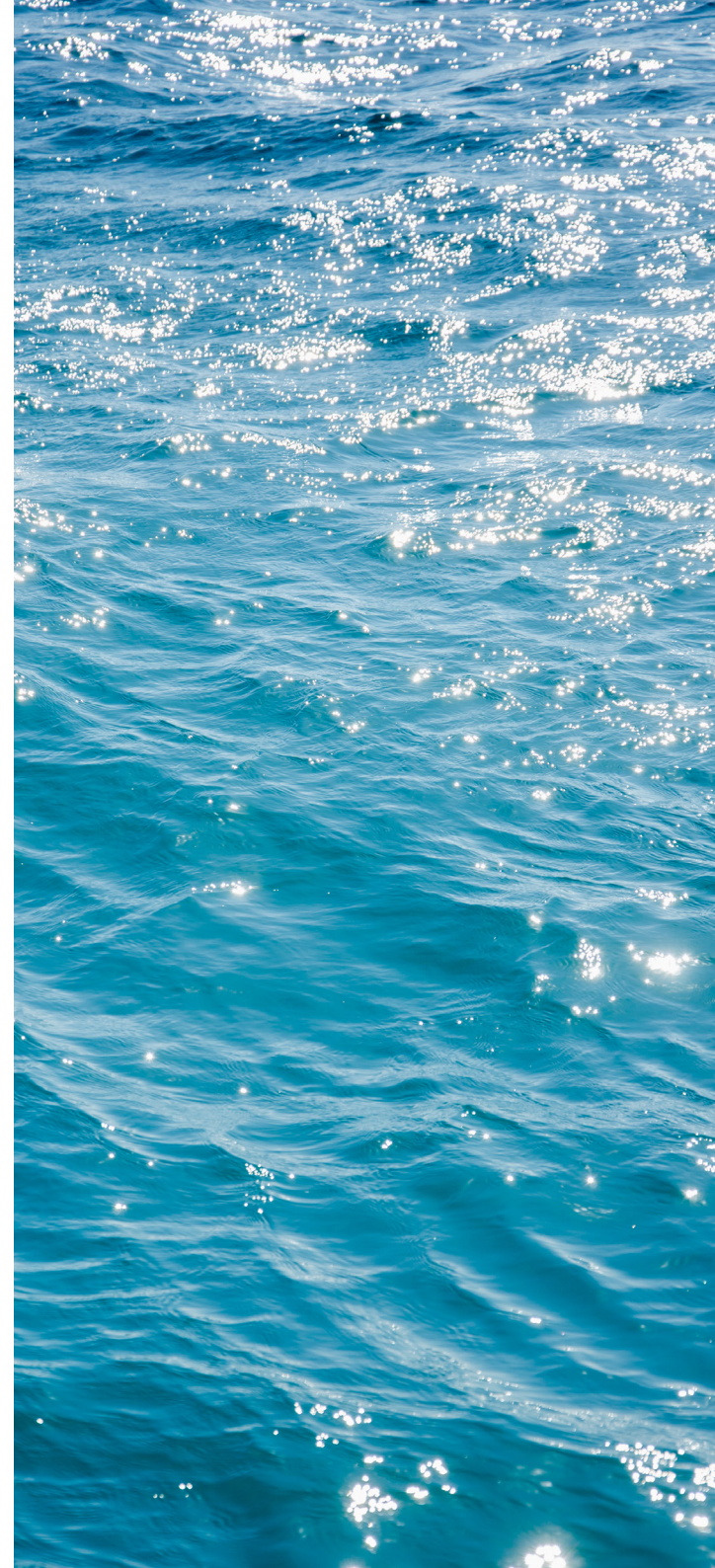
All fluids manufacturing sites have ISO14001 environmental management system certification and are therefore required to examine their associated aspects of environmental impacts.

Water consumption is tracked by 12 Domino manufacturing sites. Water data is collected from site water consumption meters and invoices provided from the water companies that supply the site. There is no Domino site with water stress or water storage facilities. There are no wastewater treatment facilities at our fluids manufacturing sites.

FY 2023-2025

Table 4: Water consumption

All sites	FY 2023	FY 2024	FY 2025
Total water (ML)	15.4	17.2	14.4



Waste management

Waste management helps organisations report on their waste-related impacts and management practices.

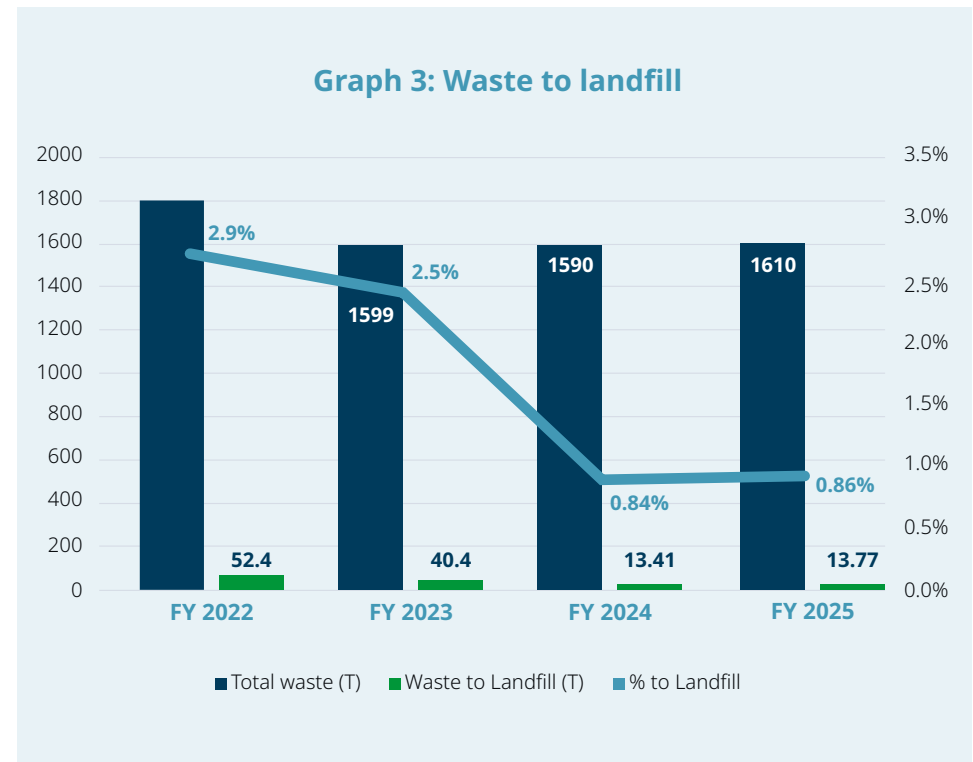
Effective waste management helps Domino to reduce its environmental impact by minimising pollution, conserving resources, and promoting recycling and reuse. Implementing waste reduction strategies can provide cost savings by optimising resource use, reducing disposal costs, and improving operational efficiency. Transparent reporting on waste management builds trust with stakeholders, demonstrating our commitment to corporate social responsibility. Embracing sustainable waste management practices also provides a competitive advantage, attracting environmentally conscious consumers and partners. Integrating waste management into our reporting and operational practices contributes to a more sustainable future while offering economic and reputational benefits.

Waste has broad economic, environmental, and social impacts. Economically, it incurs management costs but also offers growth opportunities through recycling and job creation. Environmentally, it contributes to pollution and climate change, though improved practices can reduce harm and conserve resources. Socially, waste can pose health risks, especially near disposal sites, but better standards and community involvement can enhance wellbeing.

Domino handles various inputs and outputs, including hazardous chemicals, electronics, cardboard, and packaging materials. The activities associated with these inputs include manufacturing, assembly, and packaging, which can lead to the generation of waste products such as chemical residues, electronic waste, and discarded packaging materials. The outputs, therefore, consist of both hazardous and non-hazardous waste that must be managed responsibly. These impacts relate not only to waste generated from our own activities but also to waste generated upstream by our suppliers and downstream by our customers. By understanding and addressing these waste-related impacts, we aim to minimise environmental harm and promote sustainable waste management practices throughout our value chain.

Domino is committed to achieving zero waste to landfill, recognising the importance of sustainable waste management for the environment, economy, and society. Currently, we are running at a 0.85% waste-to landfill rate, and we are dedicated to reducing this to zero. Our stance on waste management extends beyond regulatory compliance, embracing best practices and innovative solutions, to minimising waste generation and maximising recycling and reuse. We adhere to authoritative intergovernmental guidelines, such as the EU Waste Framework Directive, ensuring that our practices align with global standards.

By prioritising responsible waste management, we aim to protect human health, conserve resources, and contribute to a circular economy.



Domino has implemented a programme of waste prevention, material reuse, and circularity initiatives across its global sites. Within our own operations, non-hazardous waste is routinely tracked and responsibly managed through authorised recyclers. Packaging materials have undergone significant redesign, with plastic corner protectors being replaced by recyclable corrugated alternatives and plastic BOPP tape substituted with paper-based equivalents. Electronic waste is systematically monitored and processed through accredited recycling partners. Reuse initiatives are actively pursued, with wooden and plastic pallets, corrugated boxes, and used cardboard repurposed in-house as packaging filler, reducing the need for virgin materials.

At our China facility, targeted waste reduction initiatives include the reuse of packaging material, including boxes, corner protectors, wooden boards, crates, and ink system packaging. Cardboard is repurposed as filler material, while waste liquid is collected and reused in Ax-Series rework processes, reducing demand for new wash chemicals. Waste classification has also been optimised, with powder buckets reclassified from hazardous to general waste, easing disposal requirements. Paper consumption is being reduced through a shift towards digital documentation.

In the UK, our waste strategy prioritises prevention, recycling, reuse, and responsible disposal. Packaging components, including machine boxes, pallets, and corner protectors, are systematically collected for reuse. Material substitution initiatives have replaced plastic edge protectors with recyclable cardboard and introduced pallet strapping composed entirely of recycled materials. Plastic and cardboard waste is compacted using balers and sold to suppliers who recycle it into new packaging, reinforcing a circular materials loop. Product containers have been successfully reclassified from hazardous to general waste, and rework processes now utilise reclaimed waste liquid to reduce hazardous material usage.

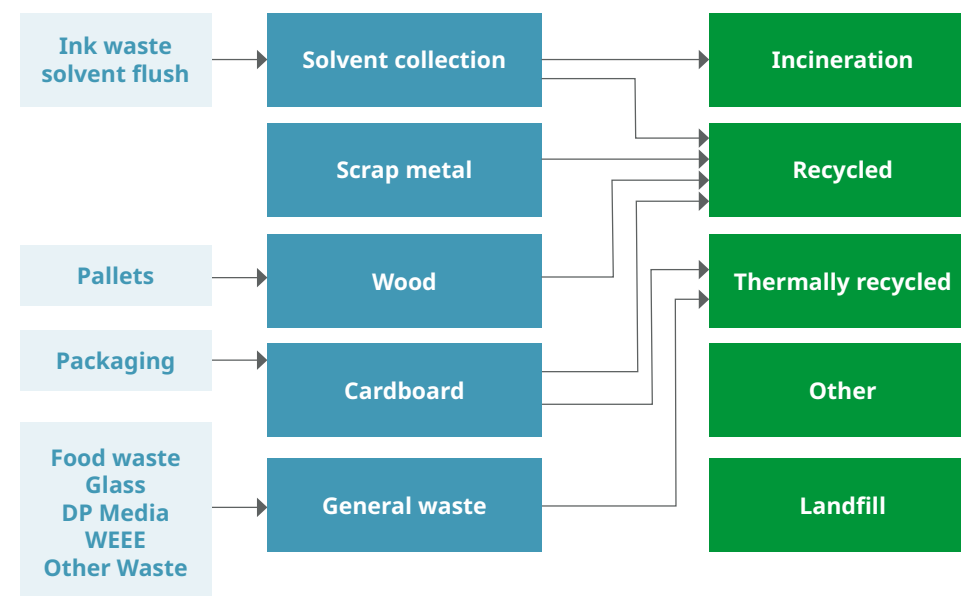
Within the upstream supply chain, strategic partners contribute to circularity efforts by incorporating recycled content into their packaging and cabinet materials. A return and reuse system has been implemented for cabinet packaging and pallets used in ribbon deliveries, significantly reducing single-use packaging. Additionally, a packaging reuse scheme has been initiated with a key European valve supplier, further advancing circular practices through returnable transport materials.

These coordinated global initiatives reflect the organisation's commitment to sustainable waste management and its broader environmental objectives. By embedding principles of circularity, resource efficiency, and responsible disposal throughout its operations and supply chain, Domino continues to reduce its environmental footprint and contribute meaningfully to a more sustainable future. The widespread reuse and recycling of packaging materials significantly diminish reliance on virgin resources and extend material lifecycles. In the UK, the resale and closed-loop recycling of compacted waste further reinforce circular economy practices and drive measurable reductions in environmental impact.

Our organisation utilises third-party waste carriers who are bound by local government legislation to manage the waste generated from our activities. To ensure compliance with contractual and legislative obligations, we conduct regular audits and reviews of the waste carriers' practices.

These third-party carriers provide us with monthly reports detailing the amount of waste collected from our sites. This data is collected internally and monitored to track our progress towards our waste management goals. By maintaining stringent oversight and transparent reporting, we ensure that our waste is managed responsibly and in accordance with all relevant regulations.

All hazardous wastes produced on site are securely contained in UN-approved drums and receptacles while awaiting collection and disposal by our certified specialist hazardous waste contractors. Initially, all waste is transported to permitted transfer facilities, where it is prepared for onward shipping to appropriate final recycling, recovery, or disposal locations. Our hazardous waste is primarily destined for recovery and recycling operations, with final disposal focused on energy recovery. Actions and trainings are in place to raise employee awareness on waste reduction and sorting.



To ensure our workforce is well-informed about recycling, waste streams, and proper disposal practices, we have implemented a comprehensive internal communication strategy. This has included providing clear and accessible guidelines, as well as visual aids such as posters and signage, throughout the workplace to reinforce these practices. Additionally, we utilise digital platforms such as emails, TV screens, and intranet updates to share tips and reminders about waste management. By fostering a culture of environmental responsibility, we empower our team to contribute to sustainable practices and ensure that items are disposed of in the correct waste streams.

At Domino, we are committed to compliance with the European Waste Electrical and Electronic Equipment (WEEE) Directive II and we adhere to all resulting national laws. Additionally, we have joined a producer compliance scheme (PCS) to manage our obligations under the WEEE regulations. All our Electrical and Electronic Equipment (EEE) products are marked with the crossed-out wheellie bin symbol and a producer identification mark (PIM); the mark is visible, although it is permitted to place the mark behind a removable cover or door.

We provide quarterly sales information to our compliance scheme, detailing the weight of EEE placed under the WEEE directive on the European market, which was 173t in FY 2025, contributing to national take-back schemes throughout the EU. Thereof, we collected 8.15t (4.77%) and entrusted to authorized waste treatment facilities. This ensures transparency and accountability in our waste management practices. Additionally, we make technical information readily available to WEEE treatment and reprocessing facilities. This information assists in the efficient treatment and recycling of our products, supporting the circular economy and reducing our environmental impact. Our dedication to these practices reflects our ongoing commitment to responsible WEEE management and sustainability.

FY 2023-2025

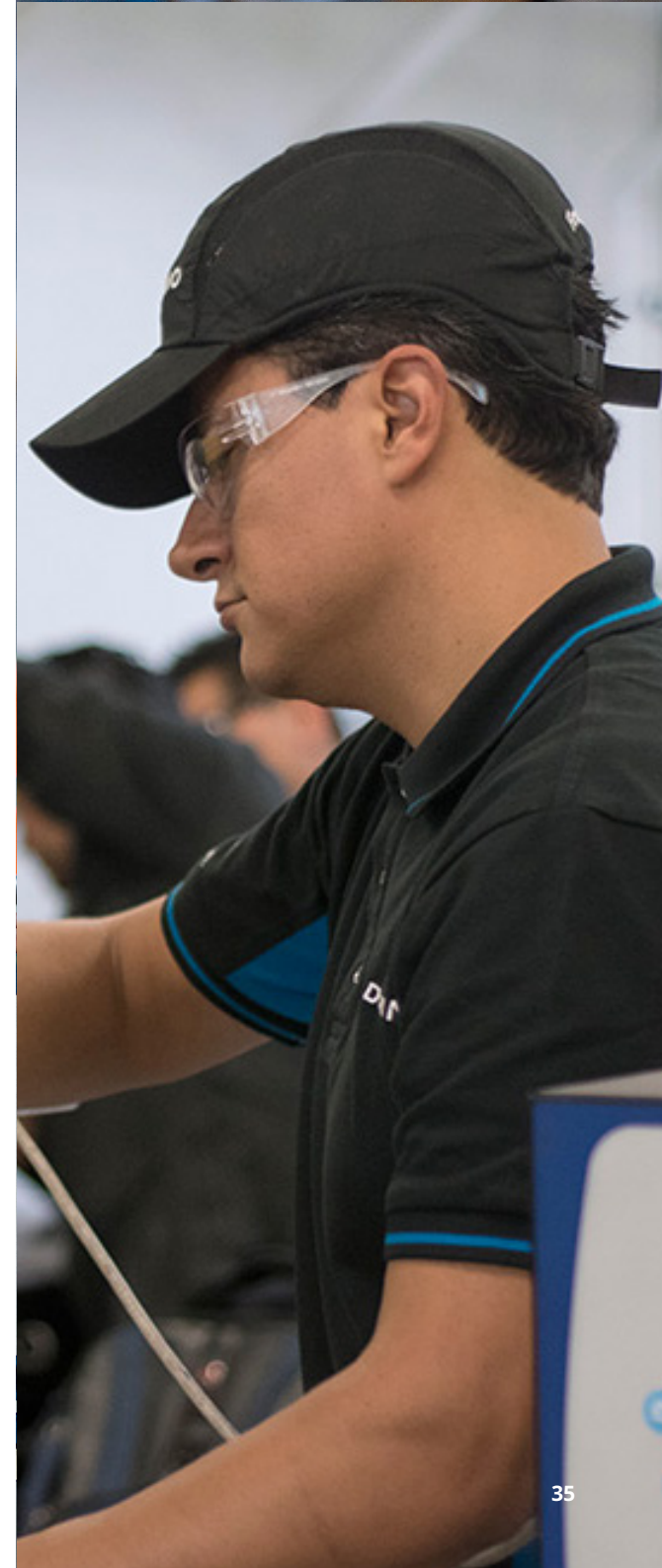
Table 5: Hazardous waste treatment

Category	FY 2023	FY 2024	FY 2025
Recycled (T)	0.0	0.0	0.0
Incinerated (T)	23.4	26.4	35.8
Landfill (T)	0.8	1.7	0.1
Reuse, recovery and others (T)	129.5	753.1	676.4
Total	153.7	781.2	712.3

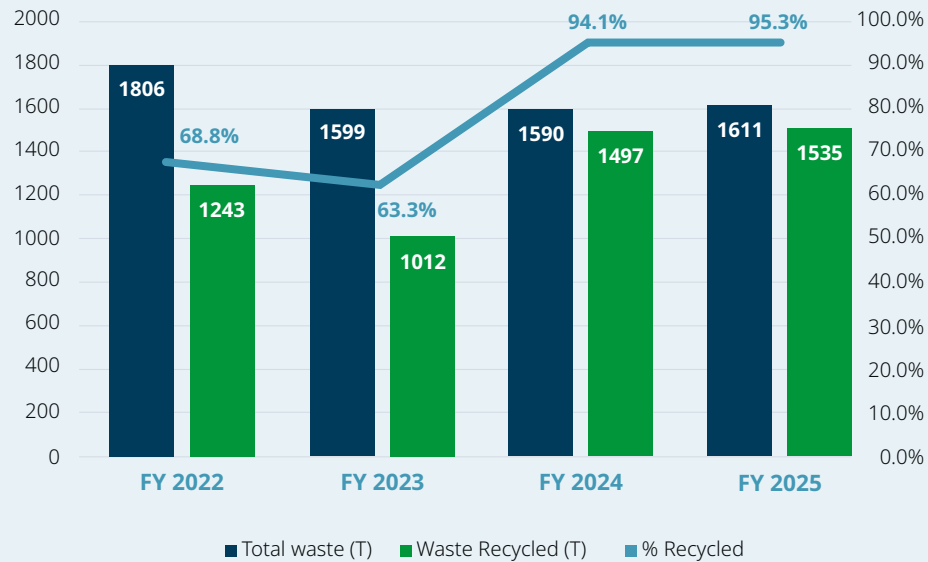
FY 2023-2025

Table 6: Non-hazardous waste treatment

Category	FY 2023	FY 2024	FY 2025
Recycled (T)	834.2	750.2	863.3
Incinerated (T)	30.9	42.9	16.0
Landfill (T)	39.9	11.7	13.6
Reuse, recovery and others (T)	480.7	4.2	5.5
Total	1385.6	809.0	898.5



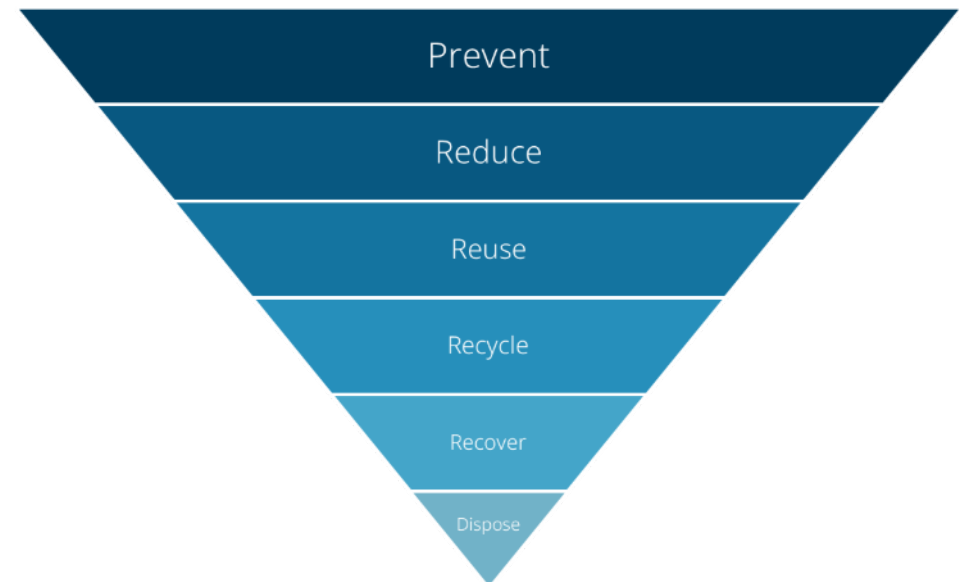
Graph 4: Waste recycled



The effectiveness of these actions is evident in our progress towards our goals and targets. Over the last three years, we have successfully reduced waste sent to landfill from 2.9% in FY 2022 to 0.86% in FY 2025 and continue working towards our goal of zero waste sent to landfill. Additionally, our recycling rate has risen from 68.8% in FY 2022 to 95.3% in FY 2025.

We have learned that clear communication is essential for successful waste management, and these lessons have been incorporated into Domino's operational policies and procedures, ensuring that waste management practices are consistently applied across all departments.

Engagement with stakeholders has been pivotal in shaping our waste management strategies and assessing their effectiveness. By actively involving stakeholders, including employees and regulatory bodies, we have been able to identify key areas of concern and develop targeted actions to address them. For instance, stakeholder feedback highlighted the need for clearer waste segregation guidelines, which led to the implementation of improved signage and education. Additionally, regular consultations with stakeholders have provided valuable insights into the practical challenges they face, enabling us to refine our processes and enhance compliance. This collaborative approach ensures that our actions are not only well-informed but also responsive to the needs of those affected. Continuous feedback allows us to monitor the impact of our initiatives and make necessary adjustments, thereby ensuring the ongoing effectiveness of our waste management practices.



Waste hierarchy

Our people

At Domino, our people are at the heart of everything we do. We are committed to fostering an inclusive and safe workplace that values the growth and wellbeing of every employee. Our People pillar focuses on creating a workplace where every employee can thrive and contribute meaningfully to our purpose.

FY 2025

3,149

Domino employees

27%

% of senior leadership roles occupied by women

22.4%

% women employees

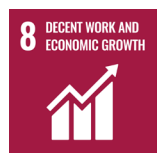
31%

% of roles filled internally



We've made good progress across our People pillar this year: keeping our people safe, supporting their wellbeing, and continuing to build capability and inclusion across the organisation. We also introduced a new set of behaviours that we feel will be key to our continued success. I'm proud of the progress we've made, and where it's taking us.

Donna Murray
Chief People Officer



Sustainable Development Goals

Health and safety

H&S is central to our CSR strategy, reflecting our commitment to protecting our most valuable asset – our people. We strive for zero harm by fostering a strong safety culture driven by continuous improvement and proactive risk management. To uphold the highest standards, we implement comprehensive policies, standards, guides, digital tools, and initiatives.

FY 2025 highlights

- **Continued the Group H&S digitisation journey, expanding the use of digital tools to strengthen consistency, visibility, and data-driven decision-making across sites**
- **Implemented a digital Permit to Work solution, improving contractor management, task control, and overall operational safety**
- **Launched a Manager H&S Dashboard, providing an overview of incidents, actions, risk assessments, and inspections to support more effective leadership and decision making**
- **Delivered H&S webinars and virtual workshops focused on critical safety topics, including PPE selection, provision and training, supported by the development of structured H&S training matrices to strengthen role-based competence and planning**
- **Set a Group-wide target for completion of risk assessments and work equipment assessments within the digital platform, reinforcing accountability and driving standardisation**

Digitisation of health and safety

Domino's safety culture focuses on proactive hazard identification, continuous improvement through monitoring and audits, and regular training. We have developed in-house digital safety tools that ensure a consistent, professional approach across our global sites, with data visualised on integrated dashboards. These digital tools enable our employees to proactively report H&S improvement opportunities and Domino has a roadmap for further system and tool development to continue building a stronger, tech-enabled safety culture.

To oversee and enhance our health and safety performance, we have a Global H&S Steering Committee chaired by the Domino Group COO. The committee's mandate is to define priorities for improvement through clear objectives and strategy, monitor progress against objectives, ensure governance and oversight of H&S compliance, and drive major incident prevention.

Site-level health and safety forums provide a structured mechanism for consultation between management and employees on health and safety matters. Discussions include incidents, risk assessments, workplace inspections, training needs and improvement initiatives. Agreed actions are documented and tracked to completion, and key safety information is shared across operational teams.



Maturity status and audits

Sites complete a maturity status self-assessment annually, and scores are periodically validated via audit. There are currently 19 topics covered in the maturity assessment, including controlling hazardous substances, emergency preparedness, risk assessment, and incident reporting. Learnings from local audits influence future improvement objectives and regular webinars with associated supporting documentation and tools are provided to site H&S representatives.

Sites are audited periodically by trained internal auditors as part of a structured, risk-based audit programme. Audit frequency is determined by factors such as operational risk, previous audit findings, performance trends, and emerging concerns. Audit outcomes are reviewed, corrective actions are tracked to completion, and findings are used to drive continuous improvement across the business.

Managing safety impacts

Several Domino sites, including all fluids manufacturing sites and larger printer manufacturing facilities, operate occupational health and safety (OHS) management systems certified to ISO 45001:2018.

These systems support risk management and regulatory compliance and apply to all workers, including employees, contractors and temporary staff. The certification scope covers the design, manufacture, supply, installation and servicing of printers, together with the supply of marking materials.

Certification has been prioritised at 100% of fluids manufacturing sites and selected larger manufacturing locations based on operational risk, while all remaining sites operate within a Group-wide health and safety framework aligned with ISO 45001 principles.

Risk assessment

Our risk assessment approach across the global Domino Group follows the UK Health & Safety Executive (HSE) guidelines, using the five steps to risk assessment and the hierarchy of controls.

All operational sites are required to conduct and maintain documented risk assessments covering work activities, hazards, and affected personnel. Completion is monitored through the H&S maturity assessment process, with all sites confirming implementation. Based on this, 100% of operational sites have conducted risk assessments relevant to employee health and safety.

Incident management

To address negative impacts, sites follow a structured incident reporting and investigation process, including corrective actions, root cause analysis, and support for affected individuals. Remedial measures align with best practices, and key learnings are shared company wide.

The in-house incident management system (IMS) captures all incidents, including work-related injuries, dangerous occurrences, and opportunities for improvement.

When an incident is reported, the on-site H&S representative evaluates the issue and assigns it to the relevant manager for investigation using the IMS. Identified actions are captured in the IMS, assigned, and tracked to completion, with the investigating manager identifying the root cause and detailing corrective and preventive actions.

Incident metrics are available on the company intranet and reviewed by the local H&S committee. Lessons learned are shared through safety alerts and workshops hosted by the Global H&S Team.

Employee participation

Domino fosters a strong safety culture through recognition awards, best practice sharing, and active employee participation in hazard identification, risk assessment, and safety standard development. Employees are encouraged to proactively identify and report opportunities for improvement, with engagement metrics visualised on dashboards and reviewed in local health and safety forums. Continuous monitoring and collaboration drive long-term safety improvements, with progress tracked at the Global H&S Steering Committee level.



Table 7: Injury statistics reported by Domino Sites

The number of fatalities as a result of work-related injury	Zero
Rate of fatalities as a result of work-related injury	Zero
Number of high-consequence injuries (excluding fatalities)	One
Rate of high-consequence injuries (excluding fatalities)	0.16 high-consequence injuries per million hours worked
Number of recordable work-related injuries	Eight
Rate of work-related injuries	5.59 per one million hours worked
Number of days lost to work-related injuries, fatalities, and ill health	128
Number of work-related accidents resulting in lost time	10
Main types of work-related injuries	Falls, chemical contact, back injuries, road traffic accidents
The number of fatalities as a result of work-related ill health	Zero
The number of cases of recordable work-related ill health	Zero
The main types of work-related ill health	Chemical exposure resulting in a skin irritation and / or feeling dizzy / lightheaded / nauseous
Total hours worked	6,263,400 (based on 3,212 employees)

This data covers all employees and workers who are not employees but whose work and/or workplace is controlled by the organisation

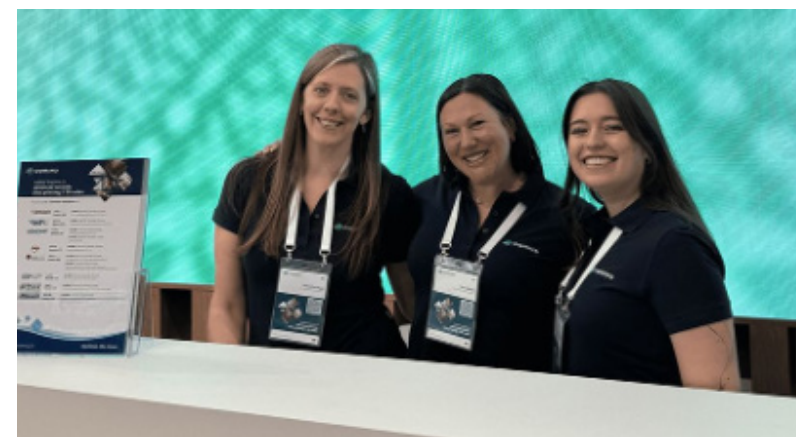
During the reporting period, the primary work-related hazards associated with high-consequence injury were identified as slips, trips, and falls, manual handling, and driving activities. Targeted mitigation measures have been implemented, including ergonomic and manual handling improvements, driver safety initiatives supported by increased use of remote servicing, and site-level interventions to reduce slip, trip, and fall risks.

Chemical exposure was the primary work-related hazard contributing to ill health, with reported symptoms including skin irritation, dizziness, and nausea. Investigations identified opportunities to strengthen control measures, including ventilation effectiveness and consistent use of existing safeguards.

Additionally, targeted workshops have been delivered and controls reinforced to improve consistency in implementation, alongside clearer definition and application of PPE requirements.

Our ambitions

Moving forward, we will continue to improve H&S through our adoption of digital tools, driving efficiencies, and ensuring that H&S interactions are both timely and meaningful. Our ambition is to grow our understanding of the impact of H&S on people across Domino, maintaining high standards of control and prioritising employee health. We strive for a culture where our employees are empowered, motivated, and knowledgeable, actively driving H&S excellence across all levels of the organisation.



Wellbeing

FY 2025 highlights

- **Successful awareness campaigns on Mental Health, Men's Health, Women's Health, and Neurodiversity**
- **Provided licences for Headspace globally**
- **Opened Garden of Reflection on-site at Cambridge, UK**

Why it matters?

At Domino, we recognise that our people are a vital part of our success, and it is imperative that we protect and promote a positive and safe workplace that supports our employees' physical, mental, social, and financial wellbeing.

Flexible working

As a business, we recognise that flexible or hybrid working can often provide a positive and efficient work environment for employees. We offer flexible working at over 85% of our locations.

Wellbeing champions

In the UK, we have a Wellbeing Network that has been in place since 2021, and over 40% of our global locations have wellbeing champions who are responsible for raising awareness on wellbeing initiatives in their locations.

Occupational health

More than 80% of our locations across the globe provide employees with access to occupational health services or a general practitioner (GP) service. In addition, over 85% of our sites offer opportunities for regular health check-ups, either in line with local legal requirements or as an added benefit through private medical insurance. In the UK, all health-related information is maintained confidentially and kept separate from employee HR records.

People manager responsibilities

Managers are required to take active steps to reduce risks to employee health and wellbeing by allocating work appropriately, identifying resources available, addressing any reports of bullying or harassment, and ensuring their direct reports know who to approach with any issues.

Employee resources and initiatives

We provide a comprehensive selection of online wellbeing courses and host local 'lunch & learn' webinars, and other health and wellness focused initiatives and benefits. These are summarised for our four largest locations in the table:

FY 2025

Table 8: Percentage of employees eligible for the following benefits

Benefit type	UK	US	India	China
Life insurance	100%	100%	100%	100%
Health care	100%	100%	100%	100%
Disability/sickness cover	Offered as a flexible benefit	100%	100%	100%
Parental leave	100%	100%	100%	100%
Retirement provision	100%	100%	100%	100%
Annual bonus scheme	100%	100%	20%	100%
Employee assistance programme	100%	100%	N/A	N/A
Enhanced sick pay	100%	N/A	N/A	100%
Long service recognition	100%	100%	100%	100%

Compensation and benefits

At Domino, we are committed to fair and transparent compensation practices. We expect all workers to receive legally mandated wages and benefits, with pay delivered on time (at least monthly) and accompanied by clear pay slips outlining their earnings. Any changes to salary are communicated promptly and we ensure that all deductions are within legal limits. Where overtime is applicable, it is compensated fairly in line with local legislation or collective bargaining agreements.

All our locations regularly review salaries (at least annually), considering market trends, inflation, salary bands, and our career development frameworks. In some locations, any adjustments are agreed through existing collective agreements.

Beyond a competitive base salary, we offer a range of additional benefits (see table 8) to support our employees' wellbeing. For extra or atypical hours worked, most of our sites have grade-related arrangements in place. These may include time off in lieu or additional compensation for work outside standard hours, such as extended days, public holidays, travel time, or shift-based allowances.

In 2025, we reviewed how our pay aligns with recognised real living wage benchmarks and introduced a formal Living Wage Policy. We now review salary levels annually against updated living wage rates and we are working towards a goal of paying 100% of direct employees the Living Wage by 2030.

FY 2025

Table 20: Real living wage

Percentage of direct employees covered by living wage benchmarking analysis	100%
Percentage of direct employees paid below living wage	3%
Percentage of all workers paid below living wage, including direct employees and non-employee workers	4%

For the UK, the ratio of total annual compensation for our highest paid individual to the median total annual compensation across all employees for FY 2025 is 19:1. We recognise that this currently reflects UK data only as we continue to build a more complete global combined compensation view.

Looking ahead, we are preparing to implement the EU Pay Transparency Directive. This ration reflects only UK data as we continue to build a more complete global compensation view and is influenced by many factors including the mix of professional, technical, manufacturing, commercial and administrative roles within the organisation, as well as the inclusion of part-time employees.



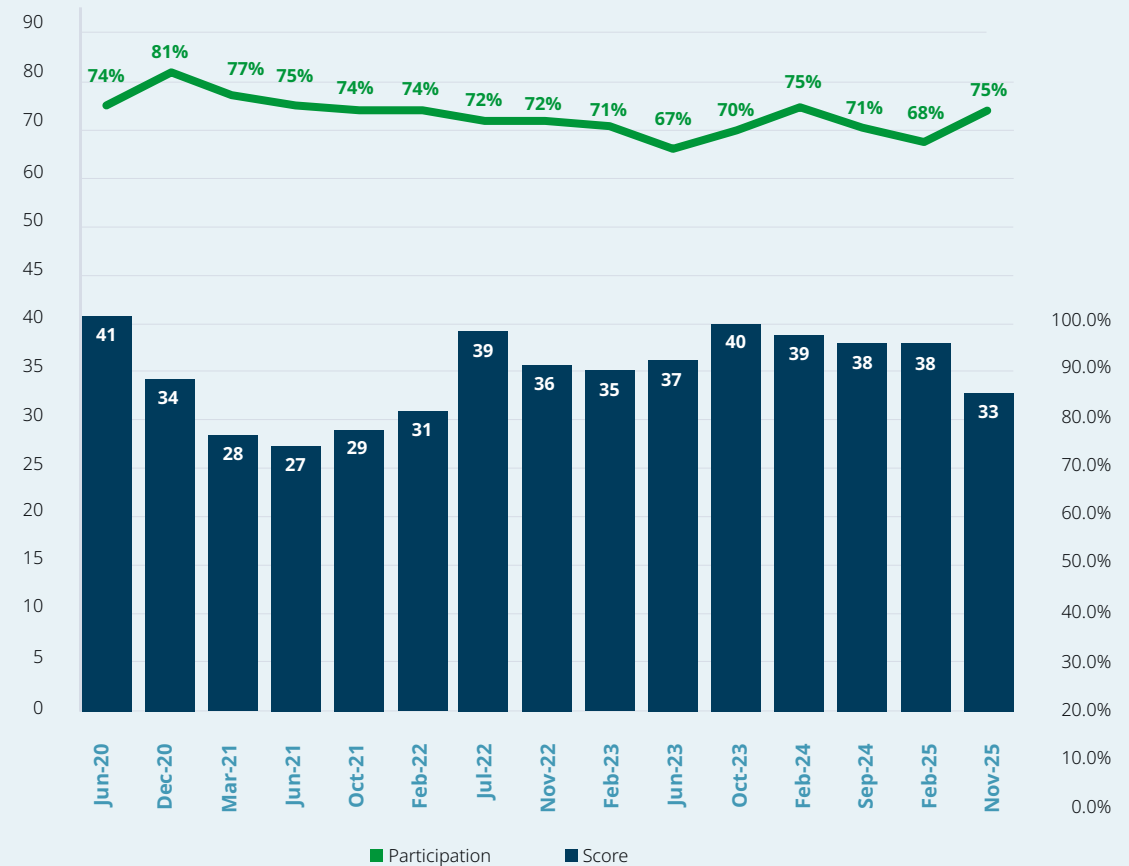
Employee engagement and dialogue

At Domino, we know that employee engagement is essential to building a strong, inclusive culture — and that starts with open, two-way communication. We provide multiple platforms for our people to connect, share feedback, and stay informed.

Our global intranet is a key hub for communication: it shares important news at both the local and global level, gives employees access to policies and processes, and even allows them to post questions directly to our Executive Team. Across our global network, teams also run regular webinars, newsletters, and updates to keep everyone informed on business performance and priorities. In many of our locations, employees are also represented through works councils, trade unions, or more informal employee forums.

Twice a year, we run our eNPS (employee Net Promoter Score) survey to check in on engagement and satisfaction levels. All feedback is carefully reviewed, with local action plans developed to drive real change.

Graph 5: Group eNPS participation and score



Globally, our average participation in FY 2025 was 71% versus 69.5% in FY 2024, our average 'score' in FY 2025 was +35.5 versus +38 in FY 2024.

Talent acquisition

FY 2025 highlights

- Filled 31% of our open roles internally
- 87% of our locations train people managers on preventing bias and discrimination in the hiring process

Why it matters?

At Domino, we aim to ensure that our attraction and recruitment practices are inclusive to provide access to a diverse workforce. We have developed a UK Inclusive Recruitment Policy, which is used by many of our locations, while others have individual policies in line with local requirements.

FY 2024-2025

Table 9: Talent acquisition KPIs

	FY 2024	FY 2025
Average cost per hire	£2,166	£1,856
Total new hires	354	304
Promotions	142	135
Internal fill rate	29%	31%

Our progress

Globally, more than 80% of our locations provide management training focused on preventing bias and discrimination in the recruitment process.

Roles are advertised using a variety of resources, depending on location. We have a structured hiring process, and we make a conscious effort to attract talent from outside Domino as well as providing career development resources for internal candidates.

We continue to challenge traditional thinking around role location, encouraging hiring managers to consider flexible, global options to widen access to a diverse talent pool. Many of these opportunities are advertised internally as 'Spotlight' roles designed to stretch and develop internal talent.

In FY 2025, nine Spotlight roles were advertised demonstrating our commitment to internal mobility and inclusive career growth. We had two internal moves into these roles, down from eight in FY 2024.

Globally, we measure our talent acquisition success through 'average cost per hire', also internal development KPIs such as 'internal fill rate' and 'promotions'. We also use external benchmarking tools.

Exit programmes

All employees leaving the company voluntarily can complete an exit questionnaire to feed back on their experience at Domino, and this feedback is used to drive improvements. In relevant locations, we also offer pension awareness sessions to increase knowledge on Domino's company pension and provide guidance on how to transition to retirement. For involuntary departures from the company, we offer severance pay in line with local legislation and in some circumstances provide career assistance coaching through an external partner.



FY 2024-2025

Table 10: Total number and rate of new hires

	By region						By gender				By age group					
	Americas		Europe		Asia		Male		Female		<30		30-50		>50	
	FY 2024	FY 2025	FY 2024	FY 2025	FY 2024	FY 2025	FY 2024	FY 2025	FY 2024	FY 2025	FY 2024	FY 2025	FY 2024	FY 2025	FY 2024	FY 2025
	58	69	156	156	151	159	295 (81%)	282 (81%)	70 (19%)	106 (27%)	149 (41%)	183 (47%)	189 (52%)	180 (46%)	27 (7%)	25 (6%)
Total number of new hires																
Total rate of new hires	14%	14%	14%	9%	18%	17%	12%	11.4%	10%	14.8%	45%	46.2%	11%	9.5%	3%	2.80%

FY 2024-2025

Table 11: Total number of leavers and turnover

	By region						By gender				By age group					
	Americas		Europe		Asia		Male		Female		<30		30-50		>50	
	FY 2024	FY 2025	FY 2024	FY 2025	FY 2024	FY 2025	FY 2024	FY 2025	FY 2024	FY 2025	FY 2024	FY 2025	FY 2024	FY 2025	FY 2024	FY 2025
	52	65	130	239	120	128	244	335	58	97	63	93	154	212	85	127
Total number of leavers																
Turnover rate	12%	13%	7%	3%	14%	14%	10%	13.5%	9%	13.5%	19%	23.5%	9%	11%	8%	14%

Education and development

FY 2025 highlights

- **35,296 hours of online learning through our learning portal, Domino Academy**
- **1,765 hours of external learning courses completed**
- **14,313 hours of in-house classroom courses recorded**
- **On average 19.2 hours of learning took place per employee**
- **Over 90% of Domino employees took part in culture change conversations**
- **8 apprentices qualified (2 with First-Class Honours, and 5 HNC's)**

Why it matters?

It is vital for Domino's future to have a skilled and motivated workforce driving innovation, productivity, and customer satisfaction. Investing in employee education and development at all levels fosters loyalty, increases engagement, reduces turnover, and helps us to reinforce our commitment to employee wellbeing and corporate social responsibility.

We aim to increase average learning hours per person annually, increase development actions year on year, and maintain consistent coverage of Performance & Development (P&D) discussions across the business to support continuous growth, capability building and career development for all colleagues.

Learning and development

Domino has a Learning and Development Policy that states all employees should be given the opportunity to grow and be provided with the tools to develop within their careers at Domino.

We encourage every colleague to have development actions that support their personal and professional growth. Currently, 63% of employees have active development actions in place and 97% of employees undertook learning during 2025, demonstrating our strong commitment to continuous development across the organisation.

This development happens in partnership with their managers and helps promote a culture of continuous learning.

Learning opportunities

Domino provides a range of development opportunities. As learning needs and methods vary, these initiatives include self-learning and guided eLearning, as well as internal and external in-person courses.

Some of the learning and development opportunities available to our Domino colleagues include:

- **Onboarding and induction:** In FY 2025 315 new starters completed online induction material, which gives them all the knowledge to succeed in Domino.
- **Skills related training:** 97% of employees undertook training related to improving their skills in FY 2025. We hold annual development discussions and encourage all managers to have skills related conversations during their 1:1's and learning is assigned through Domino Academy.

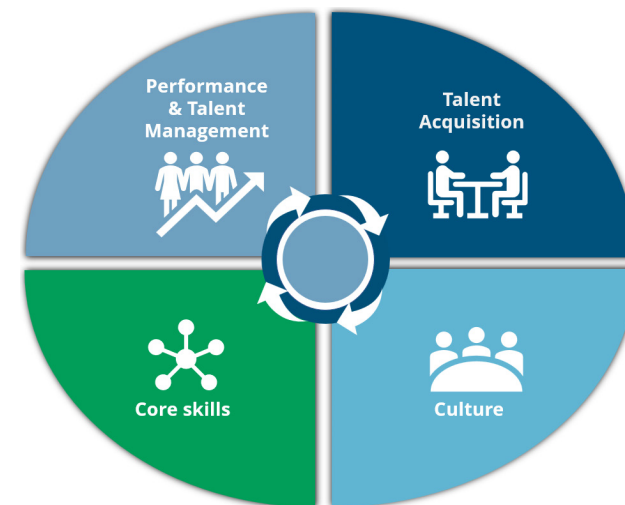
- **Behavioural understanding** via Insights® Discovery profiling, Eras Quest Profiler® or Eras 360° feedback tool, upon request.
- **Personal skills and knowledge learning:** Our digital learning system, Domino Academy, contains over 1,612 online courses covering a wide variety of subjects that can be accessed by all employees at any time. Some 303 pieces of new content were added in FY 2025, and 35,296 hours of learning were completed. Instructor-led training includes topics such as communication and interview training. Over 2,670 courses were completed globally in FY 2025.



- **Technical product training:** our service engineers follow technical training learning paths to help them develop their knowledge and skills on specific technologies. Since this launched in FY 2023, almost 400 engineers have completed first-level technical product training.
- **Sales training:** our sales teams receive regular training updates, both face to face and online to ensure they are supported and performing to their best ability.
- **Apprenticeships:** Domino's UK apprenticeship programme offers hands-on experience, allowing apprentices to rotate through different departments while studying. Since 2016, we have recruited 42 apprentices, 70% of whom are still employed within Domino.
- **Domino's Royal Society of Chemistry (RSC):** in 2013, Domino established an RSC-accredited training programme to facilitate the professional development of chemists and help them to achieve Membership (MRSC) and Chartered Chemist (CCChem) status. To date, 19 of our chemists have been awarded CCChem status, and one chemist has achieved MRSC status.
- **Career progression:** We have career pathways across the organisation, in Operations, Service, Sales and R&D.
- **Accredited external professional qualifications:** Domino offers financial assistance, provides dedicated learning time, and covers membership fees for team members wishing to study external qualifications that support their role or development within Domino. Some, 250 individuals globally were sponsored for external qualifications in FY 2025.
- **Health and safety:** Mandatory health and safety training is provided to all new employees and, at a minimum, covers emergency procedures, role-specific hazards and risks, required control measures, H&S roles and responsibilities, the importance of reporting incidents, and how to raise concerns. Additional role-based training is determined by managers.
- **Inclusion and diversity:** I&D training is available via Domino Academy, to date 92% of our workforce have completed training on discrimination and harassment.
- **People manager training:** We provide a manager toolkit to support managers with a wide variety of resources. The four management areas covered by the toolkit are performance and talent management, talent acquisition, core skills, and culture.
- **Leadership and talent:** We offer three levels of leadership training:
 - Essential Manager Skills (EMS): for new managers
 - Effective Manager (for EMP): for more experienced managers looking to expand their knowledge and develop skills further
 - Great Domino Leaders Programme (GDLP): to accelerate the development of future leaders

Since launch, over 300 managers have completed EMS and EMP. 99 leaders have completed GDLP since 2021 of which 70% have been promoted while completing the programme or within six months of completion.

- **Cultural development:** During 2025 we focussed on introducing our new Domino Behaviours, with over 90% of our workforce attending listening sessions related to those behaviours and over 5% completing dedicated e-learning pathways for each behaviour.



Performance & Talent Management

Covers the People Cycle, Performance Management, Talent Management

Talent Acquisition

Covers recruitment training and processes and unconscious bias

Core skills

Covers People Manager Training courses, Internal Comms, Onboarding

Culture

Cover the Domino Framework, Diversity & Inclusion, Managing Stress

Capturing, recording, and evaluating development needs and learning effectiveness

Everyone at Domino has the opportunity to discuss their career aspirations, development needs, and development actions during regular one-to-one meetings with their manager, as well as their annual performance and development discussion.

Domino tracks the effectiveness of its employee development initiatives through employee feedback and monthly reporting, and by monitoring key metrics. Learning needs analysis is completed regularly to capture needs and adjust programmes as needed.

FY 2024-2025

Table 12: Performance and development conversations as well as trainings

	Male		Female		Senior Managers		Middle Managers		All Employees		% increase from PY	
	FY 2024	FY 2025	FY 2024	FY 2025	FY 2024	FY 2025	FY 2024	FY 2025	FY 2024	FY 2025	FY 2024	FY 2025
% of employees with a completed P&D conversation	93.9%	95.1%	94.6%	94.7%	100%	100%	99.7%	97.1%	94.1%	95.9%	20%	1.8%
Average hours / month of training per employee	1.5	1.6	1.4	1.6	1.1	1.3	1.5	1.5	1.5	1.5	1	0.10
Monthly % of active learners accessing Domino Academy	49.3%	55.5%	55.3%	59.8%	61.6%	61.6%	59.5%	61.6%	50.2%	56.5%	4.2%	6.3%

	Administrators		Operations		Sales and service		Product and management	
	FY 2024	FY 2025	FY 2024	FY 2025	FY 2024	FY 2025	FY 2024	FY 2025
% of employees with a completed P&D conversation	-	96.1%	-	99.6%	-	94.5%	-	99.5%
Average hours / month of training per employee	-	1.6	-	1.2	-	1.9	-	1.4
Monthly % of active learners accessing Domino Academy	-	56.7%	-	55.7%	-	55.1%	-	62.6%



Diversity, equity, and inclusion

FY 2025 highlights

- **Published our Inclusion & Diversity strategy**
- **80% of our sites now have a local I&D plan in place**
- **Increased the percentage of women in leadership roles to 27%**
- **Launched a series of e-learnings across the organisation**

Why it matters?

At Domino, an inclusive and diverse culture is integral to our Values and ambitions for the future. Welcoming a diverse pool of candidates to Domino, regardless of unique characteristics, experiences, and thoughts allows us to bring many different voices and backgrounds together to meet the needs of our customers.

Our progress

In FY 2025 we published our Inclusion & Diversity strategy and rolled out the first set of virtual learning course on topics such as: What is I&D, Unconscious Bias, and How to be an Ally with a 97% completion rate across all our employees.

As of 31st March 2026, 27% of senior leaders are women, up from 25% in FY 2024. In FY 2025, 24% of new hires were women, up from 14% the previous year and our overall representation of women in Domino was 22.4% up slightly from 22% at the end of FY 2024.

Our goal is to increase the proportion of women in senior management positions to 32% by FY 2027 and 40% by FY 2030. Our CEO and Executive Team are accountable for progress.

Highlights and challenges

Employment levels for women in different functions and geographies vary greatly; we recognise these differences but aspire to achieve our 2030 goal. A key focus going forward will be to develop our talent pipeline at lower levels, we have set a target of increasing our overall female population by 5% by 2030 and ensure equal opportunities when we attract, develop, and promote talent.

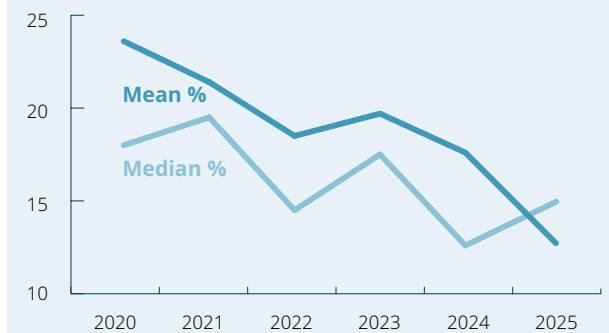


Women and pay equity

Each year, Domino UK publishes an annual gender pay gap report, which reveals the difference between the average hourly pay rate for male and female employees. You can find more information by reading our full report.

In FY 2025, the UK gender pay gap was 12% compared to 17.6% in FY 2024.

Graph 6: UK gender pay gap



Workforce breakdown by gender

FY 2024-2025

Table 13: Diversity at Domino

Diversity indicator %	FY 2024	FY 2025
% Women in Executive Team	12%	12%
% of Women in Senior Leaders	25%	27%
% of Women in all management roles	24%	25%
% of Women in total population	22%	22.4%

Employee networks

We currently have two employee networks, Women@Domino and Early in Careers with two others expected to launch in FY 2026 – Pride and Family and Carers Network.

The Early in Careers network launched in FY 2025 with local chapters in two of our largest locations – the UK and India. To date both locations have held several successful knowledge sharing and social events. India has also launched a local chapter of the Women@Domino network.



Our goal in FY 2026 is to increase the number of employee networks, as these will play a key role in coordinating local actions, providing communities for employees, increasing engagement, and as well as providing valuable insight for the business.



Employee engagement in diversity and inclusion

In FY 2025, we participated in Inclusion Week, sharing information about how inclusion can help build stronger teams and how people can be more inclusive in their daily activities. As one of our inclusion week activities, we created an inclusion board and asked colleagues to write about when they felt included, followed by a team lunch featuring home-baked cakes and food representing the nationalities of our team.



The India team created a video called "I felt included when...." An opportunity for female colleagues to highlight all the small actions that make them feel included each day at Domino India.

The French team participated in Duo Day – a national initiative that promotes the inclusion of people with disabilities in the professional world.

In the UK, we further improved our already enhanced Maternity Pay Policy, giving new parents greater financial security and peace of mind.

External collaborations and community involvement

In FY 2025, in the UK, we renewed our external partnerships with organisations such as SheCanCode and STEM Returners, whose purpose is to tackle the gender gap in science and tech. So Far, through these initiatives, we have recruited two new joiners, sponsored a hackathon focused on women's safety, and participated in a panel discussion about women in leadership.

Other key actions

- Domino UK held a 'Supporting our neurodiverse colleagues' learning session attended by more than 100 people.
- Domino Portugal celebrated International Women's Day with a lunch and networking event.

FY 2024

Table 14: Workforce breakdown by age

Age group	% of full-time employees	% in Senior Leadership	% in Executive Team
<30 years old	13.3%	0.7%	0%
30-50 years old	60.3%	49.5%	33.3%
>50 years old	26.5%	49.8%	66.7%

FY 2025

Table 14: Workforce breakdown by age

Age group	% of full-time employees	% in Senior Leadership	% in Executive Team
<30 years old	13.3%	0.7%	0%
30-50 years old	60.3%	49.5%	33.3%
>50 years old	26.5%	49.8%	66.7%

FY 2024-2025

Table 15: Median base and median total

Significant locations	FY 2024 Median base	FY 2025 Median base	FY 2024 Median total	FY 2025 Median total
UK all employees	89%	91%	85%	83%
UK managers	89%	86%	89%	89%
UK Senior Leaders	85%	87%	90%	86%
India all employees	93%	75%	78%	66%
India managers	72%	85%	58%	68%
India Senior Leaders*	N/A	N/A	N/A	N/A
US all employees	87%	80%	76%	73%
US managers	72%	61%	61%	66%
US Senior Leaders	82%	N/A	83%	N/A

*India Senior Leaders not reported due to limited numbers

FY 2024-2025

Table 16: Parental leave

Location	Total number of employees entitled to parental leave				Total number of employees who took parental leave				Total number of employees who returned to work after parental leave in				Total number of employees who returned to work and were still employed 12 months later in FY (data taken from previous year stats)				Return to work rates				Retention rates			
	FY 2024		FY 2025		FY 2024		FY 2025		FY 2024		FY 2025		FY 2024		FY 2025		FY 2024		FY 2025		FY 2024		FY 2025	
	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M
India	16	238	33	388	0	6	2	3	0	6	2	3	2	2	0	6	N/A	100%	100%	100%	100%	66.70%	N/A	100%
China	93	242	89	240	4	9	9	14	6	9	9	14	6	5	8	11	100%	100%	100%	100%	100%	100%	100%	79%
UK	251	677	240	616	4	13	7	15	5	13	3	15	1	12	6	13	N/A	100%	43%	100%	100%	100%	100%	100%
US & Canada	62	298	66	305	3	1	3	0	3	1	3	N/A	0	0	3	N/A	100%	100%	100%	N/A	N/A	N/A	100%	N/A

Table 15

Across our key markets, we continue to monitor pay equity through the ratio of median female to male base salary and total remuneration by employee group. Overall, while progress is uneven across locations, these insights help us focus our efforts where structural and pipeline factors are most influencing outcomes.

Table 16

Across our four largest locations, parental leave continues to be an important part of supporting employees through key life moments. Eligibility remains highest in the UK and China, return-to-work rates are consistently strong, with most employees who take leave returning to the organisation. Retention outcomes are also broadly positive, with a high proportion of employees remaining employed 12 months after returning, although some variability reflects small sample sizes and local workforce dynamics. Overall, the data suggests that, across our largest markets, employees who take parental leave are well supported to return and continue their careers with us.

Human rights in business operations and in the supply chain

Why it matters?

Domino is committed to upholding human rights and ethical trading in its business activities and employment practices. Domino complies with all local laws and regulations, as well as instructions from competent authorities or appropriate local industry practices in relation to working conditions, including hours, wages, benefits, and overtime hours.

Training and Education

FY 2024-2025

Table 17: Trainings on legal requirements and competition law

% completed globally		
Assigned training	FY 2024	FY 2025
Basic legal requirements - personal data, ethics and whistleblowing (child labour, forced labour, and/or human trafficking)	95.94%	94.74%
Competition laws	79.30%	86.35%

Our actions

Whistleblowing system

Domino encourages an open culture for its employees. The Domino Whistleblowing Policy applies to all employees, officers, consultants, volunteers, interns, casual workers, and agency workers, as well as others.

Child labour

Domino does not tolerate child labour and prohibits all forms of employment or exploitation of children. We do not knowingly employ individuals under the age of 16 or below the legal working age or whichever is higher. To ensure compliance, we verify age via documentation checks and regularly review records. We do not currently have any workers under 18 years old. 100% of industrial placements, trainees, and apprentices are paid for the work they do. In FY 2025, we introduced a Child Labour Remediation Policy to define our commitment to eradicating child labour in operations and supply chain.

Forced labour

Domino is committed to maintaining and improving practices to combat slavery and human trafficking. Our Ethical Business and Anti-Bribery Policy and Anti-Slavery and Human Trafficking Statement include commitments to respect fundamental human rights by providing fair working conditions and prohibiting coerced, forced, and child labour and other illegal labour practices, both within our own organisation and our supply network. We do not require anyone to relinquish government-issued identification, passports, or work permits as a condition of employment, and we do not use involuntary prison labour.

Non-discrimination

We have an Equal Opportunities Policy and a Dignity at Work Policy which outline Domino's commitment to ensuring that all employees and applicants receive equitable treatment, regardless of their background, or identity.

We value inclusion and diversity and do not condone any form of discrimination and harassment, or any inappropriate or disrespectful behaviour at the workplace or at anywork-related events.

We select, recruit, train, encourage and pay employees based on merit, experience, and other work-related criteria.

Minimum wages

We ensure that 100% of our employees earn at least a fair wage relative to local requirements.

Freedom of association

Domino recognises the rights of its workers to freedom of association and to bargain collectively without fear of intimidation or reprisal. We respect local law in our efforts to advance labour principles. In FY 2025, 100% of our employees had access to an independent channel to raise their employment concerns or grievances. This includes whistleblowing lines, trade unions, EWCs, and local employee forums.

Collective bargaining or works councils

FY 2024-2025

Table 18: Access to work councillor unions for collective bargaining

Access to work council or union for collective bargaining on:	% of global sites	
	FY 2024	FY 2025
Employee health and safety	47%	53%
Working conditions	47%	38%
Training and career management	24%	38%
Diversity, discrimination and/or harassment	47%	50%
Employee consultation or change management	18%	44%
Rewards, such as pay and bonus	29%	38%

FY 2025

Table 19: Minimum notice period typically provided to employees and their representatives, prior to the implementation of significant operational changes that could substantially affect them

Location	Number of weeks
China	One month
India	As per contract up to 90 days
UK	Timeline and requirements depend on the nature of change and consultation required. Notice periods are as per contract of employment, which are grade related, but a maximum of three months
USA & Canada	No minimum required

Our society

Our Society pillar includes two different CSR aspects with our suppliers and community engagement. The community engagement covers charitable giving, volunteering and educational link.

FY 2025

95%

of inventory spend was covered by fully compliant suppliers

50%

of all Domino sites donated to charity

25%

of all Domino sites participated in volunteering

43%

engaged in an educational initiative



Responsible sourcing and supply network

FY 2025 highlights

- **Supplier Code compliance survey: 76% of suppliers were fully compliant at the end of FY2025, with A and B suppliers achieving 97% and 95% compliance respectively, representing 95% of inventory spend**
- **Conflict Minerals Policy updated to provide clear governance, responsibilities and improvement targets**
- **Purchasing Service Centre has become a well-established function, helping our supplier facing teams to manage compliance and providing a central contact point for our global supply network**
- **All core operational facilities maintained SMETA accreditation**

Responsible sourcing

Responsible sourcing practices allow us to ensure ethical, sustainable, and socially responsible supply chains that support our operational network. Our responsible sourcing processes align to the long-standing ethical principles and policies that we apply to our own business practices. These are inspired by and aligned with leading international global initiatives such as the United Nations Global Compact, International Labour Organization (ILO) conventions and the Ethical Trading Initiative (ETI) Base Code.

Our processes help ensure that we remain compliant to regulations within all regions in which we operate, reduce our network risk and promote sustainability. They also help us to build stronger partnerships with our suppliers and the communities within which they operate. Underpinning our approach is a set of 'Centre of Excellence' processes which our global teams maintain and support. These outline the guidelines to be followed and expected outcomes.

As of the end of FY 2025, our global supply chain team comprised 28 employees, the majority of whom are based at our UK, Germany, Sweden, India, Switzerland and China operational facilities. During FY 2025, 85% of our global supply chain team attended internal training on sustainable procurement at our global procurement conference.

Our supply network compliance – Domino Supplier Code

As of the end of FY 2025, our direct inventory supply base comprised 973 suppliers globally.

All of our key production suppliers are assessed against the Domino Supplier Code. Our code is built around four key principles, and our suppliers must ensure they conform to each of these as well as cascade them throughout their supply network;

- **Principle 1:** treating people fairly
- **Principle 2:** providing a safe and healthy workplace
- **Principle 3:** protecting the environment
- **Principle 4:** behaving ethically

Domino requires suppliers to complete self-assessment documentation/declarations as part of its supplier selection and ongoing audit processes. We also ask for

supporting evidence such as copies of their own policies to enable verification of compliance. Domino reserves the right to conduct on-site audits or assessments of suppliers' facilities to ensure compliance and will work with suppliers to create a jointly agreed improvement plan on any remediable issues. Our Supplier Code defines the evidence required to verify adherence and/or accreditations or certifications we would accept in lieu of some or all of our own assessment process.

Core focus areas aligned to the four Supplier Code principles are outlined below:

Ethics, anti-bribery, and corruption

One of the principles covered by the Supplier Code is behaving ethically. Domino works proactively with its supply chain and carries out regular on-site audits where it perceives the greatest risk, ensuring compliance at the introduction stage and throughout the trading relationship. Domino reserves the right to terminate any supply agreement in place with suppliers in the event of a serious breach of the Supplier Code. The Supplier Code includes a requirement to comply with the requirements and principles of Domino's own Code of Conduct.

Whistleblowing

Our code includes an email address for suppliers (and others) to be able to submit, on a confidential basis if required, concerns, issues or complaints related to the matters covered by the Supplier Code. Anything submitted is then reviewed by the company's whistleblowing officers as well as reported as per the reporting requirements. Domino publishes its Whistleblowing Policy publicly as well as on its intranet and elsewhere.

Competition law/antitrust

The Supplier Code's requirement of adherence to the Code of Conduct brings with it competition law compliance as well as the broader obligation on suppliers to act ethically and legally. In this way suppliers are specifically required not to engage in activities such as price fixing or collusion. Domino reserves the right to terminate any supply agreement in place with a supplier in the event of a serious breach of the Supplier Code.

Child and forced labour

Suppliers to the Domino Group must ensure that no goods or services are produced using forced or child labour, including International Labour Organization standards on minimum working age. Suppliers must also avoid any practices that mistreat members of the communities in which they operate. Additionally, suppliers are required to ensure that no part of their supply chain originates from North Korea or employs North Korean nationals, and no element of their supply chain is sourced from the Xinjiang region of China.

Non-discrimination

Suppliers to the Domino Group must ensure that all goods and services are produced by workers protected under policies that promote fairness, respect, and inclusion. These policies must prevent discrimination based on personal characteristics, ensure a harassment-free workplace, safeguard employee privacy when collecting personal information, and provide mechanisms for reporting and resolving grievances. Additionally, suppliers must recognise and uphold workers' rights to freedom of association and collective bargaining.

Suppliers are required to ensure that all goods and services are produced by workers whose conditions align with our standards. Working hours, including overtime, must not exceed local legal limits or ILO guidelines, with overtime being voluntary and infrequent. Exceptions may apply to specific types of work, such as shift work or seasonal roles, where flexible hours are permitted. Workers must earn wages that meet or exceed local legal requirements and are sufficient to cover their basic needs and those of their dependents. Additionally, all workers must receive leave entitlements as outlined by local laws.

In addition to the four key principles, the Supplier Code defines our expectation of how suppliers manage data received from and supplied to Domino in electronic format. We work proactively with our supply chain and carry out regular on-site audits, ensuring compliance at the introduction stage and throughout the trading relationship. Where improvements are needed, we will work with suppliers to establish an effective improvement programme. We also ask our suppliers to work with their own supply base in turn to understand and apply the principles in the Domino Supplier Code.

Network Compliance - assessment of social and environmental impact

New supplier assessment compliance

All inventory suppliers added to our network during FY 2025 were screened against our QMS and CSR assessment criteria. This forms part of our Select Supplier Centre of Excellence process.

Supplier Code compliance

As of March 2026, 95% of inventory spend was covered by fully compliant suppliers.

HRDD compliance

In addition to the Domino Supplier Code, during FY 2024 we introduced an additional requirement whereby all suppliers located in high- risk geographies are required to complete a detailed Human Rights Due Diligence (HRDD) assessment. This requirement for assessment is determined by any supplier based in a region scoring >50 on the **Risk Watch Initiative ESG Index**. Assessment is ongoing and no data is available to publish at this time. At the end of FY 2025, 99% of in scope suppliers provided a response, all of which are in line with our requirements of expected HRDD standards.

Inventory supplier risk assessment

In FY 2025, we strengthened our approach to risk by updating our existing supplier risk assessment

processes. Buyers undertake periodic risk assessments of our suppliers. This assessment takes the form of a Kraljic matrix, in addition to several other considerations deemed as core to the Domino business. The scoring criteria has been updated to enhance consistency, with internally assessed criteria now combined with external risk ratings. The scores are weighted to achieve a final risk score for the suppliers. Higher risk suppliers are monitored more closely.

Network assessment of labour rights – risk geographies

Operations

To mitigate risks in relatively high- risk geographies in our network, we implemented appropriate policies and working arrangements which are independently assessed as part of our SMETA 4-Pillar audit accreditation held by all of our significant operational sites. The SMETA audits at each location are completed by recognised external audit bodies such as SGS using APSCA certified auditors. Audit results are available via the Sedex portal.

Inventory suppliers

Our supplier locations are risk categorised per the Risk Watch Initiative ESG Index Risk Map. All suppliers located in countries with a risk index >50 are assessed through our HRDD process. Suppliers are required to provide disclosure against a defined set of detailed questions and where risks are disclosed, follow-up actions are implemented.

All new suppliers are audited as per our Select Supplier Centre of Excellence process which includes HRDD. Where our HRDD survey or audit processes identify risk, corrective actions are agreed with suppliers. These corrective action closures are monitored by the respective commodity management team and closure verified via supplier documentation submission, or physical on-site review. No significant risks have been identified in FY 2025.

Conflict minerals

We continue our commitment to improving visibility of conflict minerals in our supply chain, using a supplier survey and the RMI CMRT template as data collection mechanisms. At the end of FY 2025, we achieved visibility of conflict minerals within our supply chain across 94% of our category A, B, and C suppliers.

During FY 2025 we updated and strengthened our policy relating to the use of conflict minerals within our supply chain, better defining our scope, governance responsibilities, and review mechanisms. We have established a three-year cycle ending FY 2027 during which we will seek better visibility of the use of conflict minerals within our supply chain, with stepped coverage targets to improve visibility by the end of the cycle. This baseline data will be used with the objective of driving further improvements in traceability and due diligence in future cycles.

Supplier agreements

In addition to our onsite assessment, Supplier Code and HRDD surveys, supply agreements form the contractual basis of our supplier relationships. We utilise different levels of agreement dependant on the type of supplier we are trading with and the criticality of supply involved. All of our supply agreements include a requirement for suppliers to comply with our aforementioned Supplier Code. As of the end of FY 2025 75% of our production supplier base, based on spend, was covered by a valid supply agreement, some 85% of our category A suppliers, based on spend, are covered.

Skills, training, and support

Within our global team, we have accredited, externally qualified QMS and SMETA auditors. This ensures we can provide internal training, allowing continual upskilling of our supply chain teams. Additionally, our global teams are given external training and support where required to ensure effective implementation of our responsible sourcing policies. Opportunities to ensure knowledge of the changing legal, compliance, social and environmental landscapes are regularly refreshed with completed training captured via our Domino Academy platform.

FY 2026 ambitions

Supplier Code compliance

>96% compliance of all inventory suppliers, with corrective actions in place for all non-compliant suppliers.

Human Rights Due Diligence

>99% compliance of targeted suppliers, i.e. those identified in high- risk geographies as defined by the Risk Watch Initiative ESG Index Risk Map >50.

Training

All members of the inventory purchasing and operations new product development team to have received refresher training on CSR topic areas.

Supplier CO₂e reduction

Energy source reviews to have been completed with all key inventory suppliers, driving the understanding that CO₂e reduction along the entire value chain is crucial and Domino will prioritise where possible those suppliers who offer reduced CO₂e footprint attributed to Domino-supplied products.

Supplier renewable energy usage

In FY 2025 we assessed 93% of our category A suppliers for their renewable energy usage. As a result of this assessment, we calculated that 36% of materials based on weight are supplied by renewable energy from our suppliers. For FY 2026 the purchasing department will continue to monitor this ratio and expand the assessment to cover category B suppliers.

Recycled material content

Development of the recycled content initiatives looking to proactively approve materials containing a significant proportion of recycled content, replacing existing materials or as design specification for new product development. Specific focus on packaging, stainless steels, and aluminium.

New product development

100% of all new suppliers compliant with our Supplier Code and HRDD requirements.



Local community engagement and charitable giving

FY 2025 highlights

- 50% of all Domino sites donated to charity
- 25% of all Domino sites participated in volunteering
- 43% engaged in an educational initiative

At Domino, we recognise that responsible business practices are fundamental to our long-term success and meaningful stakeholder relationships, and we are committed to creating positive social value in the communities in which we operate. We have developed a community engagement framework, rooted in local empowerment and community-specific responsiveness. We believe that the most meaningful social impact emerges from understanding and addressing local community needs directly where we operate. We have implemented a decentralised community engagement strategy that empowers our local channels and operational sites to identify, and support causes most relevant to their specific communities. While we do not impose strict quantitative targets on local communities' engagement, we expect all channels and operational sites to have ongoing activities that target our three community engagement pillars: charitable giving, employee volunteering, and educational engagement. Engagement metrics for each pillar are collected at the end of each fiscal year through a dedicated survey filled in by the local channel / operational site society pillar representative.



Charitable giving

Our financial donations to projects and charitable organisations show our commitment to creating positive impact in local communities and supporting local social needs. In FY 2025, 50% of our Domino sites actively participated in charitable giving, contributing to a total corporate donation of £19,438. It is important to note that these figures represent only direct corporate donations. They do not include additional philanthropic efforts such as employee-led donation campaigns or matching donation programmes. Part of those donations are allocated by Domino Group through a fixed annual donations fund. This fund is awarded based on the following principles:

Registered Charities: We support registered charities or organisations that approach Domino. Preference is given to charities with connections to Domino employees.

Employee Fundraising Match: We match employee fundraising efforts for charities or organisations, subject to an annual cap per individual.

Community Engagement: We may fund other community initiatives, such as arts sponsorships or educational projects, as part of our local engagement.

All donations are awarded at the discretion of the Charities Committee and must comply with our Charities Sponsorship and Donations Policy.

Below are just a few organisations that benefitted from our donations in FY 2025.

Children of Kabale: Since FY 2024, Domino has supported the Children of Kabale charity, co-founded by a former Domino employee. Its mission is to care for 38 children in Uganda who were living in poverty and extremely malnourished.

The health and living conditions of the children has already vastly improved, with the association providing education, healthcare, nutritious meals, and safe housing. In 2022, the association purchased land with the objective of building a house and cultivating food to secure a brighter and more stable future for the children. To support them in this next step, Domino has committed to donating each year for the next years until FY 2027.

Amba Foundation:

On the auspicious occasion of Makar Sankranti, Domino India donated woollens to the children of the AMBA Foundation, helping them stay cozy during the chilly season. These donations have directly benefited underprivileged children, and we are deeply touched by the heartfelt gratitude expressed by the AMBA team.



MAhL ZEIT and **Hände für Kinder** received donations from Domino Laser in Germany prior to Christmas time. Mahl ZEIT supports homeless people with a warm meal among other things. Hände für Kinder offers a short-time home for children and adolescents with disabilities and their families.

Our colleagues at Domino Print & Apply in Sweden wearing silly hats to raise 17,219 SEK for **Swedish Childhood Cancer Foundation**, driven by employee contributions, with Domino Print & Apply proudly matching every donation.

Domino Print Technology in China raised RMB 6,512 through walking, cycling competitions, second-hand auctions, and environmental clean-ups, donated to the **Changshu Liushui Qinchuan Volunteer Association**.

We helped make Christmas wishes would come true for disabled children at the **ZwergNase House**. This year, 36 individual wish stars were hung on the Christmas tree at our Mainz-Kastel location – each representing a child's personal Christmas wish. Domino Germany employees fulfilled all of these wishes and personally delivered the gifts to the children.



Volunteering

Volunteering creates positive impact in local communities by dedicating our time and resources to meaningful social projects. We define volunteering as purposeful engagement with local organisations and initiatives that addresses community needs, driven by our employees' passion for making a difference.

Our reporting focuses on volunteering activities initiated either by Domino or employees and supported through dedicated employee work time. We distinguish between Domino-driven volunteering activities and personal volunteering efforts which are not included in our calculations.

In FY 2025, 25% of all Domino sites actively participated in volunteering activities, contributing to serving local communities. Domino is still in the early stages of its corporate volunteering programme. Moving forward, we aim to establish a more structured framework for volunteering activities that will facilitate broader organisational participation. Below are some examples of volunteering activities that took place within our organisation in FY 2024.

Convey Warmth, Guard Safety – Public Welfare Trip to Changshu Children's Welfare Institution: On Dec 3rd 2025, seven volunteer representatives from Domino Printing Technology in China walked into Changshu Children's Welfare Institution, which provides care for children with special needs, and carefully prepared donated materials, kicking off a public welfare activity full of love and responsibility. Under the warm guidance of the welfare institution's reception staff, Domino employees visited the children's classrooms and to experience their learning and living environment up close. To promote self-protection and awareness, the staff members provided safety tips in easy-to-understand language, and through interesting educational videos. In addition, accompanying personnel from the Equipment Department were invited to conduct comprehensive safety inspections the institution's facilities and equipment - from electrical circuits to activity equipment. The personnel identified potential safety hazards one by one, meticulously recorded the equipment status, and made every effort to rectify any issues, to ensure the safety of the children and staff during use.

This year, Domino Laser engaged with GreenKayak, an environmental NGO that engages people in the fight for cleaner oceans, using their kayaks for free to collect waste from the Alster river in Hamburg. Other colleagues in Germany volunteered at local elementary schools, reading to children and serving food.

On March 13, 2026, a group of 13 Domino Benelux colleagues visited a nursing home in Houten to provide the residents with an enjoyable morning by hosting a music quiz. During the break, coffee and pastries were served. The residents thoroughly enjoyed a morning filled with music and fun.

Domino often plays a role in gathering people around a common cause even outside working hours. For example,

Domino Printing Technology China organised an outdoor litter clean-up activity, with employees and their family members volunteering together. The event took place at a safe section of the Yangtze River near Domino's manufacturing facility. Participants spent the weekend cleaning up litter along the riverbank.



Educational engagement

In FY 2025, 43% of all Domino sites actively supported local education. The examples below illustrate the diverse range of activities that took place across the organisation to support education for all.

Domino recognises the importance of supporting local education and providing students with meaningful professional experiences. Our commitment is reflected in our internship and apprenticeship programmes across our global network. During FY 2025, Domino welcomed interns and apprentices at multiple international locations, including Domino Printing Technology China, Domino Sweden, Domino Laser Germany, and Domino UK.

For younger students, Domino organises “Open Office Days” at our facilities worldwide. These educational visits feature guided tours of our offices and manufacturing facilities, presentations on our operations, and interactive sessions where students can engage directly with employees and explore various career paths. These initiatives provide students with practical insights into workplace environments, expand their understanding of career opportunities, and enable more informed decision-making regarding their educational and professional pathways.

Domino extends its educational commitment by engaging directly with local schools and associations to support comprehensive education initiatives.

The WiesPaten project promotes equal opportunities in the education system and opens up new perspectives for young people. What makes WiesPaten special is its dual approach: academic support with extracurricular educational opportunities through corporate sponsorships. Domino Germany had the opportunity to implement this idea with a class at the Riehl School in Wiesbaden. Children were able to look beyond the school curriculum, gain insights into our company, and strengthen their social skills. At the same time, it was an informative and inspiring experience for Domino.

Domino Laser collaborated with the Geschwister-Scholl-Stadtteilschule. Volunteers presented their careers and answered students' questions. On a separate occasion Domino arranged an educational visit from students at the manufacturing site in Hamburg.

Domino UK furthered our links with education by: Hosting a local college visit for National Manufacturing Day, joining Cambridge University's Physics at Work initiative for local school students, running a science workshop at Bar Hill Primary School, and supporting Switch Now, a work experience project for young adults with learning difficulties and disabilities.

FY 2026 ambitions

The metrics of our local community engagement and charitable giving programmes demonstrate Domino's commitment to positive community impact as our programme continues to mature. Current participation rates among our channels and sites show strong engagement in these early stages, though universal involvement across all channels and sites remains our target.

Our FY 2026 objective is to increase participation further, with each location implementing at least one initiative across all three of our core areas: charitable giving, volunteering, and educational engagement. We will achieve this through enhanced support, improved internal communication, and increased collaboration. Where operational or regional constraints limit specific actions, we will develop alternative approaches that effectively serve local communities. This ensures our community engagement programme remains both impactful and sustainable across all markets and operating environments.



Our customers

Customer commitment and responsibility

We place customers at the centre of everything we do, ensuring their needs guide our actions and decisions. We are committed to ethical business practices, transparency, and continuous improvement in customer experience. Customer satisfaction is essential to our success and long-term financial sustainability. This means providing high-quality solutions with the best possible experience throughout the process.

FY 2025 highlights



Worked closely with customers to develop solutions tailored to their operational challenges

4.6/5

CES score

85/100

NPS score



Customer satisfaction

At Domino, customer-centricity is at the heart of all our decisions. Our Customer pillar is dedicated to ensuring customer satisfaction, safety, and data security.

Customer experience approach

Active listening is at the heart of Domino's approach to customer experience. We believe that truly understanding our customers requires engaging in meaningful conversations, carefully interpreting data to gain valuable insights, and taking thoughtful action. This commitment ensures we anticipate needs, address concerns, and deliver solutions that create lasting value for our customers.

In FY 2025, we continued to focus on the following areas:

- **Collaborative innovation:** we worked closely with customers to develop solutions that are tailored to their operational challenges and align with their evolving requirements.
- **Industry engagement:** through participation in key industry exhibitions and events, we maintained direct dialogue with customers, gaining valuable insights into market trends and customer expectations.
- **Insightful customer feedback monitoring:** we continued to strengthen our feedback tools, enabling us to gain a clearer understanding of recurring challenges while identifying shifts in customer expectations that require timely action.

To monitor our efforts, we track key customer experience metrics such as Net Promoter Score (NPS), Customer Effort Score (CES) and Distributor Satisfaction Index (DSI). In FY 2025, we gathered insights from 12,317 customer surveys. The results reflected our continued commitment to delivering superior customer experience:

- **Net Promoter Score (NPS):** We track NPS across our customer base to understand loyalty and advocacy. In FY 2025, our customer NPS reached 85 (out of 100), an improvement from 82 in FY 2024, demonstrating strong and growing customer loyalty and advocacy.
- **Customer Effort Score (CES):** Our CES remained steady at a high level of 4.6 (out of 5) in FY 2025, consistent with FY 2024, indicating that customers continue to recognise Domino as easy to do business with.
- **Distributor Satisfaction Index (DSI):** The DSI, our established measure of satisfaction within the distributor network was 69 (out of 100) in FY 2025, compared with 71 in FY24. The result continues to reflect a positive level of distributor satisfaction, while providing valuable insight into opportunities to further improve the distributor experience.

By listening to our customers and acting on their feedback, we can enhance our products, services, and partnerships, and ensure that our strategies continue to evolve to meet customer needs, fostering stronger relationships and long-term mutual success.

Future focus and impact

We are committed to continuously enhancing customer experience and meeting evolving customer expectations. Looking ahead, our key priorities include:

- **Enhancing customer interaction:** expanding the ways customers can interact with us, ensuring these experiences are convenient, valuable, and aligned with their preferences.
- **Strengthening transparency:** providing clearer information about the sustainability aspects of our products and services to support customers' goals.
- **Understanding market needs:** deepening our understanding of our customers and the markets in which they operate to offer the most relevant and impactful solutions.

Product safety and quality

Product safety is an essential property that all Domino products have in common. The main areas of focus are:

- Software security (with a particular emphasis on cyber security).
- Mechanical security of hardware products (where the primary focus is on users and the application environment).
- Chemical security in the case of ink products (where manufacturers are increasingly concerned about banned substances and environmental safety).

Policies and commitments

Domino follows the **Brother Group Green Procurement Standard**. Domino fulfils all regulatory requirements and provides detailed documentation, including Safety Data Sheets (SDS) in national languages of the countries in which its products are sold and product-specific compliance statements. These documents are freely accessible to customers via the MyDomino customer portal.

Furthermore, customers have direct access to additional regulatory support through a centralised customer mailbox (Domino-Product-Compliance@domino-printing.com), which processed approximately 2,200 enquiries during the FY 2025. This communication channel provides a dedicated resource for addressing product-specific regulatory questions and compliance concerns.

As part of our comprehensive safety and quality assurance processes, Domino conducts migration tests on inks throughout its product development and in response to specific customer requests. These tests are designed to verify and ensure the safety of product applications across various operational contexts.

Product safety represents a critical priority for Domino. We recognise the potential consequences of failing to meet our stringent quality standards. Our unwavering commitment to product safety contributes to creating safer and more efficient working environments for our manufacturing customers and end users.

In the event of non-conformities that could lead to unsafe products, all employees are empowered to report them for investigation. This long-established process involves informing the Product Safety Board and, in the event of critical findings, reporting them to the Domino Compliance Risk Committee.



Product safety test / certifications

Domino products are designed based upon the legal requirements as laid out by the UK Government and EU (Statutory Instruments (UK) and EU Directives).

Domino maintains an 'Approval by Country' list which includes all legal requirements to be met by our products to be sold in each of the countries. This list guides our development team in establishing our product Technical Construction File (TCF). The TCF ensures that legal requirements will be met during the development and manufacturing phases. It will also allow us to fill in the Declaration of Conformity, outlining the regulations that our products meet in accordance with the Statutory Instruments and EU Directives, and ultimately allow us to apply the CE mark to the product.

The CE marking allows our products to be sold in the EU (and UK) market. For placing our products on the rest of the world markets, Domino gains third party certification from an organisation such as TÜV SÜD. The certification body assesses Domino products to additional safety standards and ultimately issues an IECEE CB certificate and a Nationally Recognized Testing Laboratory (NRTL) certificate (for USA and Canada). IECEE CB will audit Domino once a year. NRTL will perform an audit of our manufacturing sites in the scope of the certificate to ensure that every product is built to the same standard as per the tested unit used for obtaining the certificate. Within the first two years of obtaining the certificate, audits are conducted every three months. If no non-conformities have been raised within the first two years, the audit recurrence will be set to every six months. In the event of a non-conformity, the audit recurrence will return to every three months. Unresolved non-conformities will result in a withdrawal of the NRTL certification by the certification body.

If any changes are made to products or any change is made in the production process (such as a change of factory, for example), Domino has to inform the certification body (CB and NRTL), undergo a new assessment and obtain a new certificate.

Domino also has to inform the certification body if any certified product is recalled or has a safety incident. Below are examples of the three marks which are applied to the Ax printer, the first being the CE mark. This represents the applicable directives listed on the Declaration of Conformity such as Restriction of Hazardous Substances (RoHS), Safety and Electromagnetic Compatibility (EMC). The next mark is the WEEE electrical waste mark, and the last is the NRTL mark. The C = Canada while the US = USA.

Hazardous substances required in our ink manufacturing process are subject to a hazardous substance assessment. The objective of completing this assessment is to identify, evaluate, and control the risks associated with hazardous substances to ensure the health and safety of our employees and the environment.



Continuous training

Our employees are continuously informed and trained on product safety and quality subjects. Product compliance knowledge sharing sessions are held involving different functions such as operations, R&D, trade compliance, product management, business development managers / sector managers, sales and technical services. The objective of those sessions is to ensure awareness of existing or upcoming compliance requirements. In the event of an upcoming change (at local or global level) in compliance requirements, the sessions help to inform relevant stakeholders and allow them to develop appropriate solution in advance.

Additionally, relevant employees undergo Good Manufacturing Practices (GMP) training. The training is divided into two phases. GMP Phase 1 provides employees with basic understanding of GMP and has been completed by 95% of relevant personnel. GMP Phase 2 provides employees with detailed regional requirements and suitable products and has been completed by 78% of relevant personnel.



Informing customers

Domino operates a systematic approach to monitor product performance, identify risks, and ensure compliance with regulatory standards, which forms part of our Market Surveillance & Vigilance process.

Domino's customers are informed of potential health and safety risks as well as instructions to use our products safely through various materials that are made available to them when they purchase from us, such as:

- **Product Manual:** In Part 1 of the Product Manual, 'Health and Safety', we explain the meaning of the different warning symbols applied to our products to alert users of the potential health and safety risks during usage. The Product Manual also guides users on the necessary PPE to use while operating our products. A dedicated section provides guidelines on safe manipulation and storage of inks, as well as what to do in case of spillage or fire. All product manuals are available to Domino customers in the MyDomino customer portal.
- **User Guide:** The "Warnings, Cautions and Note Definitions" section within this guide explains the meaning of the different warning symbols applied to our products to alert users of the potential health and safety risks during usage. The User Guide also informs users of the necessary PPE to use while operating our products. A dedicated section provides guidelines on safe manipulation and storage of inks, as well as ventilation requirements and what to do in case of spillage or fire. Domino User Guides are available to Domino customers in the MyDomino customer portal.
- **Safety Data Sheet:** All Domino inks have a corresponding Safety Data Sheet. These documents inform customers of the following risks or appropriate guidelines: hazard identification, composition/ information on ingredients, first aid measures, firefighting measures, accidental release measures, handling and storage, exposure controls/personal protection, stability and reactivity, toxicological information, ecological information, transport information, and regulatory information. Domino Safety Data Sheets are freely available on Domino's website.

If any critical safety risk is detected, product safety information materials listed above will be updated and customers will be informed. If the safety risk is minor, only information materials are updated.

In the event of a safety issue related to chemicals, Domino has implemented a 24-hour emergency helpline, managed by a specialist third-party supplier (OHES Environmental Ltd), enabling a 24/7 response to any spillage incidents.

The Product Safety Board (PSB)

The Product Safety Board is the group that looks at incidents and accidents directly related to Domino's products. This includes hardware, inks, and spares. The Product Safety Board aims to learn from product safety incidents and near misses and to make our products safer. This is achieved through reporting, investigation, risk assessment, and recommending solutions. Where issues relate to health and safety at Domino sites, or the health and safety of Domino employees at customer sites, these are managed through the local H&S committee.

Reporting

To track the effectiveness of the measures implemented to manage product safety and quality, Domino is audited by third party independent organisations to confirm compliance with ISO9001 and ISO45001 standards. The resulting certifications are continually renewed to remain up to date.

No incidents of non-compliance with voluntary codes were reported during the FY 2025 reporting period.

Data privacy and security

FY 2025 highlights

- **Progress on device management:** We have integrated more than 80% of all user endpoints with Microsoft Intune platform. Integration with the platform allows for more expedient patch management, software deployment, and user configuration, with an emphasis on greater remote device control by the IT department.
- **Penetration testing:** We partnered with the cybersecurity firm Secureworks to perform an external penetration test of publicly accessible websites and services alongside our parent company, Brother. The results from this were used to evaluate and implements security-related changes where needed to better secure the organisation against actions from malicious parties.

Domino is committed to safeguarding customer data privacy and ensuring the security of its systems. We adhere to applicable data protection laws and regulations, employ robust security measures to prevent unauthorised access, and maintain transparency on data collection and usage practices.

In recent years, there has been a substantial increase in supply chain-related cyber-attacks occurring around the world, and as such, it is vital that Domino maintains an increased security position. Domino interacts with customers across many different industries, and, in recent years, has moved from being primarily a hardware and materials provider to being service-oriented. This allows us to create more streamlined and effective products for our customers through the use of internet-connected systems, but also increases the risk of potential intrusion, as an exposed vulnerable device can be a potential access point into the network it is hosted on.

Policies and commitments

Domino maintains a global data management policy with full support from the Executive Team of the company. Domino consistently seeks to maintain compliance with data privacy and security laws and regulations in all regions where we operate.

Our Domino Group Data Policy Document outlines ownership, acquisition, retention, security and protection, use and exchange, and stewardship of data.



Measures

Domino is constantly working to improve our overall cybersecurity position. This includes tracking incidents involving attempted breaches, phishing, and malicious infections on systems, as well as training employees on how to better protect themselves and Domino from malicious activities.

All employees are required to complete essential cybersecurity and data privacy-related training as part of onboarding procedures. In addition, employees are required to complete annual assessment through the KnowBe4 educational platform. This automated system identifies individuals' knowledge weaknesses and assigns corresponding training to address them. This includes the subjects of passwords and authentication, email security, internet use, social media, mobile device handling, incident reporting, and social engineering. In FY 2025, 94% of all employees in Domino have completed this mandatory annual training. Phishing awareness testing, via simulated attacks, is conducted on a regular basis to test every employee's ability to recognise potential threats, with specific remedial training assigned automatically when an employee falls foul of a simulated attack. In FY 2025, this testing method was effective enough to lower our average phishing success rate to below 2% which is below the manufacturing industry average.

All Domino endpoints have designated security software and receive regular updates to ensure a secure environment is maintained. This includes specific policies and changes regarding on-device accounts to prevent system modification or abuse. All devices are monitored, with automated actions and alerts in the event of suspected malicious activity. All security-related logs and records at time of event and during regular system operations are stored in third-party security vendor systems with separate security and integrity controls.

All Domino Group systems including ERP, sales, and customer service-related systems integrate role-based access control and single sign-on functions to ensure access is authenticated and provided based on business function.

In case of a suspected security-related event or detection, incident response procedures are in place to isolate, investigate, and remediate the involved account or systems. Additional support is available upon request from an external security vendor on retainer for investigative and remedial actions.

Domino has also invested heavily in system backup and data retention capabilities when it comes to core infrastructure and services. Physical site replication and cloud backup systems have been implemented to ensure business continuity in the face of environmental or security-related concerns. All standard user data such as personal or team files or emails are backed up via Microsoft 365 systems and Zerto KeepIT with a ten-year retention plan as standard to ensure availability.

Automatic rules regarding data retention are present to ensure availability as needed.

Assessment, planning, and certification

Domino regularly receives requests from suppliers and customers to confirm existing security measures and policy implementation. To address these requirements and ensure continuity of response Domino has adopted the NIST Cybersecurity Framework. Current assessments are self-conducted.

Risk management within Domino includes completion of an annual risk questionnaire across the business which includes intellectual property and personal information management. Third-party supplier auditing for basic Security controls is also audited as part of Supply chain risk management.

Compliance education is provided through Domino's internal learning management system, Domino Academy. JSOX compliance auditing is conducted regularly via internal reviews and documentation of existing systems.

Domino has created an Incident Response Plan to address needed communication and escalation steps to be taken within the IT department in the event of a cybersecurity-related incident. Regular training and testing are employed throughout the company at all levels, and all teams are conscious of their actions when it comes to data security and maintaining these high standards. No significant cybersecurity event resulting in customer or personal data theft has been detected in FY 2025.

All business agreements with external parties include agreements to ensure the security of customer data and assurances to inform the external party should a security event occur.

About this report



We are pleased to share our second CSR report published on August 11th, 2026. The report content is informed by a [double materiality assessment](#) conducted during FY 2024.

Unless stated, the data and information refer to FY 2025 (April 2025 – March 2026) and the scope of the report is the Domino Group.

Our carbon footprint is consolidated and published within Brother's reporting. Our carbon emissions are verified by an external third-party auditor (BSI). Our TCFD report is part of our Annual Report and Financial Statements that is audited by Deloitte LLP.

This report was completed with oversight of our Chief Operating Officer and our Chief People Officer and reviewed by all members of the Group CSR Leadership team. This report has been prepared with reference to the Global Reporting Initiative (GRI) Universal Standards (2021) and relevant topic specific standards. Our FY 2025 GRI Content Index, is available [here](#).

We welcome your feedback and suggestions and for that please [contact us](#).

In this report, "Domino", "we" or "us" refers to Domino Printing Sciences and its subsidiaries.

This report reflects Domino's current views and estimates based on the data and information available at the time of publication. Changes in circumstances or new information may have occurred since the report's publication, which could impact the accuracy of certain details. This report includes metrics that are subject to uncertainties due to inherent limitations in the nature and methods for data collection and measurement. Achievement of future results is subject to risks, uncertainties, and assumptions. In the event that risks or uncertainties materialise, or underlying assumptions prove inaccurate, actual results could vary materially from aspirations.

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