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### **Domino's Japan first pizza chain to open in all 47 prefectures**

Domino's Japan has reached a significant milestone, now operating stores in all of the country's 47 prefectures.

With the opening of Domino's Japan's 862<sup>nd</sup> store, and the first in the Shimane prefecture, Domino's Japan has now become the first pizza company with a national footprint, and is on track to achieve its 2000-store milestone by 2033.

Group CEO & Managing Director Don Meij said the milestone was the result of a strategic shift in how Domino's approached the Japan market.

"Less than three years ago we operated 550 stores and were not present in more than 10 prefectures. We highlighted that our business model at the time did not allow us to reach some of these territories – that has now changed." Mr Meij said.

"By taking care to understand how to access more customers, to offer value to families and individuals on more occasions, and how we make and distribute our ingredients – we have unlocked tens of millions of new customers, now served through almost 900 stores.

"We have the franchisee base, customer-focused menu, and food distribution model that allows us to access prefectures that were previously inaccessible, reinforcing our confidence in the long-term potential of Japan."

Franchisee Ryota Horie said: "Domino's Pizza is about speed, so I'd like to do business at that speed so that it won't lose to other pizza shops."

Asia-Pacific CEO Josh Kilimnik said the changes implemented by Domino's management and franchisees meant Domino's Japan was now on its way to becoming a truly national brand.

"We know from looking across the retail and quick service restaurant market that most brands don't get true national recognition until they have more than 1000 stores, and we are well on our way," Mr Kilimnik said.

"This is without question an important milestone, but it is equally another step on our way to building out the opportunity we have in Japan, partnering with both existing and future franchisees and store managers on their career journeys.

"What's most important is what it means for our customers – we can now serve more people a hot, freshly prepared meal, safely, delivered fast, because we are closer to their homes.

"We intend to deliver."

This release has been authorised for release by Group CEO & Managing Director, Don Meij.

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