

Domino's Pizza Enterprises Limited 1/485 Kingsford Smith Drive Hamilton, QLD, Australia 4007 ACN: 010 489 326

ACN: 010 489 326 www.dominos.com.au

12 April, 2024

DMP Strategy Day

Domino's Pizza Enterprises Ltd will be providing an update on the Company's strategy this morning, in Brisbane.

Management will host presentations followed by a Q&A.

Panellists:

- Don Meij, Group CEO & Managing Director
- Michael Gillespie, Chief Commercial Officer
- David Klages, Chief People & Culture Officer
- John Harney, Group Chief Partnerships Officer
- Martin Steenks, CEO Japan

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

END

For further information, contact Nathan Scholz, Head of Investor Relations at investor.relations@dominos.com.au or on+614 1924 3517.

STRATEGY DAY 12th April, 2024



INTRODUCTION

Don Meij Group CEO & Managing Director ANZ CEO



PRESENTERS AND Q&A



MICHAEL GILLESPIE



JOHN HARNEY



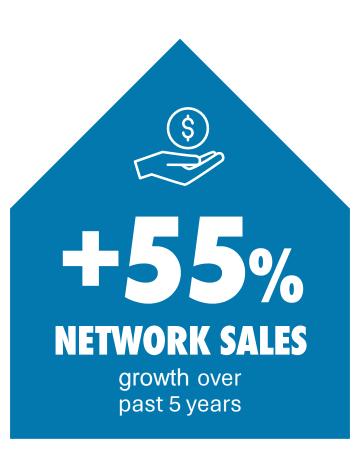
DAVID KLAGES



MARTIN STEENKS



OVERVIEW OF OUR BUSINESS









Source: Company data. Includes all markets operating during this period. Delivery growth as measured by delivery order counts.







THE SIZE OF THE PRIZE

Global food retail including food delivery



Global online food delivery

\$US 1.22T

in 2024



Growing at

>10%

annually



MEAL delivery is currently

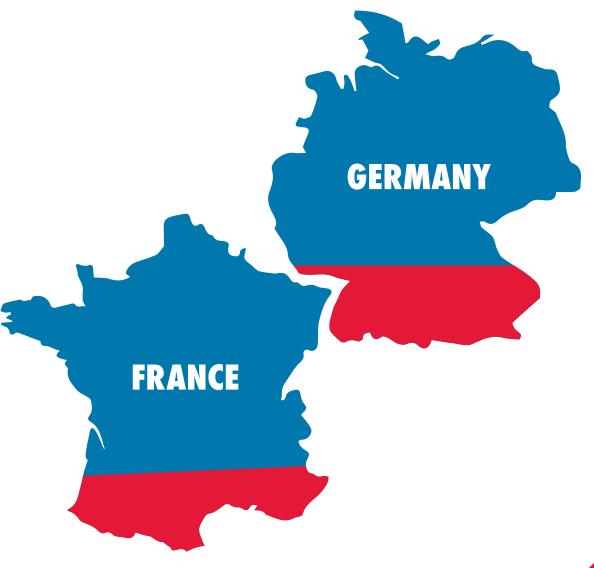
<\$600B

of this market with room to grow share



IN SOME OF OUR BIGGEST OPPORTUNITY MARKETS GERMANY AND FRANCE, WE CURRENTLY COVER JUST

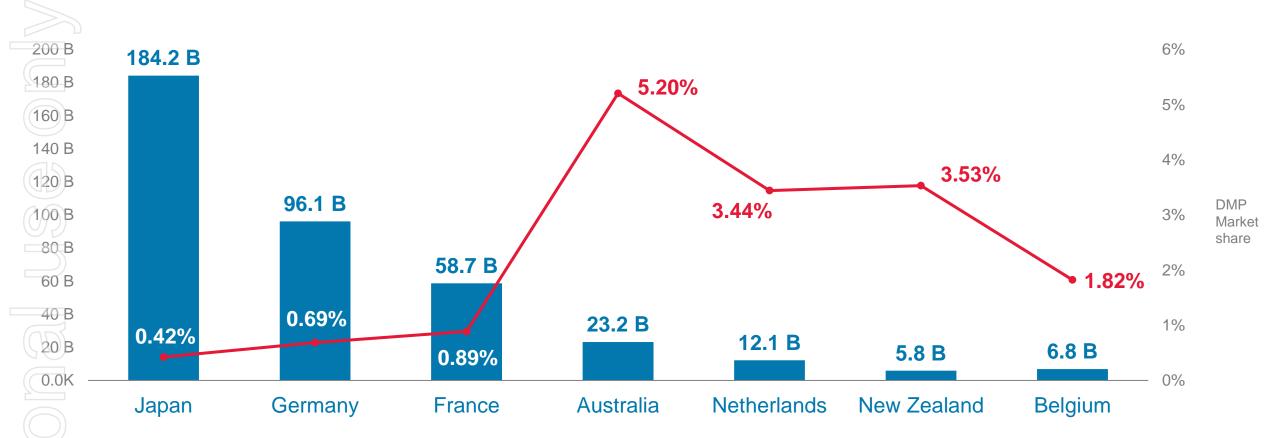
300/6 OF THE COUNTRY





SIZE OF THE PRIZE

Total Market Size of QSR (billion AUD) 2023



WE ARE A SMALL COMPONENT OF A LARGE AND GROWING QSR MARKET



DOMINO'S IS DOMINANT IN PIZZA IN ANZ



BUT A SMALL PART OF QSR IN ANZ



AND EVEN SMALLER IN TOTAL QSR IN A GROWING GLOBAL MARKET





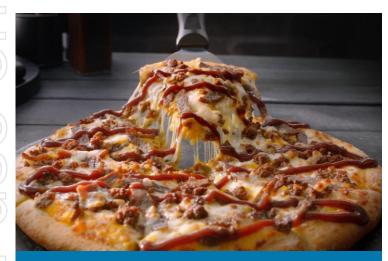
WE ARE THE DOMINANT SUSTAINABLE **DELIVERY QSR**

IN EVERY 2030



DESIGNED TO DELIVER

Three key areas we are focused on



FOOD



BRAND



PEOPLE

and how these all build the foundations for our future growth.

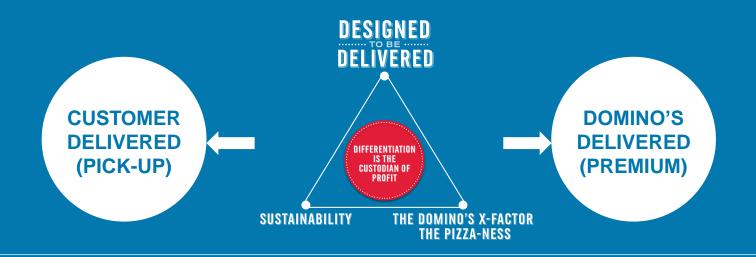


Mission

THE DOMINANT SUSTAINABLE DELIVERY QSR IN EVERY MARKET BY 2030

Inspired Products & Services

Designed for Delivery



That are high quality and delivered quickly for an affordable price

Value = (Product + Service + Image) / Price

PRODUCT QUALITY: 4.5

DELIVERY: 18 MINS.

NET PROMOTER SCORE

For all meal occasions

LUNCH: MY BOX

SNACKING: MELTZZ

'FAMILY' BUNDLE

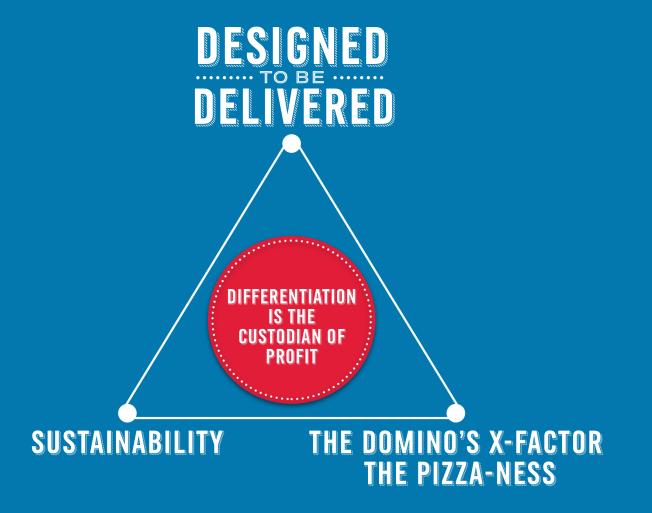
LATE NIGHT

DRINKS



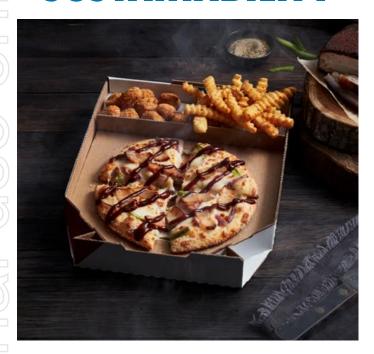


THE FOOD TRIANGLE





SUSTAINABILITY



My Domino's Box (with local variations)

DESIGNED TO BE DELIVERED



Chips/Chicken box

THE PIZZA-NESS

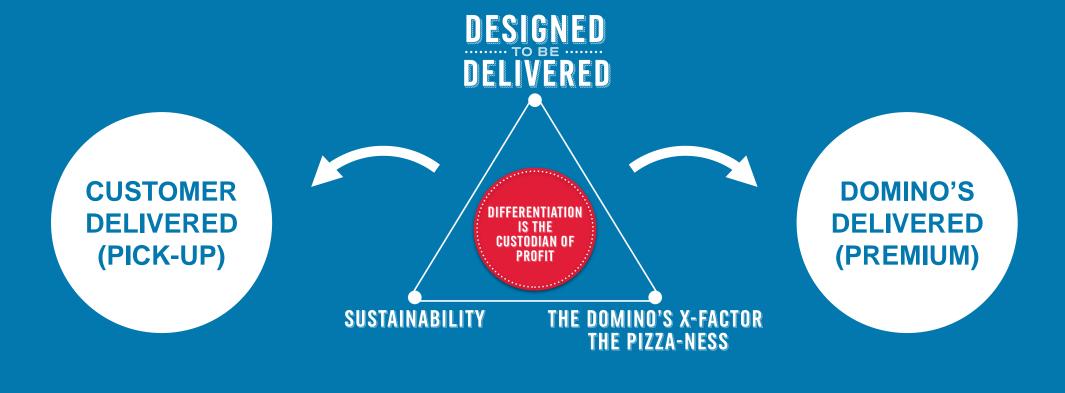


Pizza rice bowl and pastas



EVERY DAY WE THINK ABOUT FOOD CONSUMED OFF PREMISE

The dominant sustainable delivery QSR in every market by 2030





THE VALUE EQUATION: PSI/\$

BECAUSE NOWHERE IN THE WORLD DOES A CUSTOMER SAY:

I WANT MY FOOD COLD



I WANT MY FOOD TO TAKE LONGER TO BE DELIVERED.



Product quality

Delivery time

NPS



SEGMENTATION - FOR ALL OCCASIONS

REFRESHING THE CORE MENU



Kebab pizza in FRANCE

TACKLING NEW SEGMENTS



Meltzz in AU/NZ

EATERTAINMENT



Volcano Pizzas in JAPAN



FORTRESSING AND HIGH VOLUME MENTALITY

Linking together food, people and brand





Fortressing is
essential to deliver
a hot, freshly
prepared meal, safely
and quickly, at an
affordable price.



It's essential
to maximise the
benefits of our brand
and investments
in marketing
and technology.



And it's essential to build a profitable, sustainable franchise partner network.





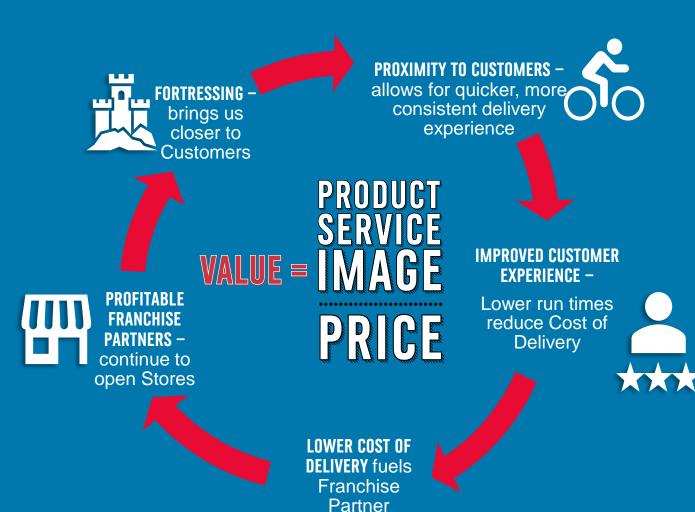
PRODUCT QUALITY SUFFERS AT

DELIVERY RUN TIME

EQUALLY, STORE PROFITABILITY

RUN TIME

FORTRESSING IS ESSENTIAL ODELIVER ON OUR MISSION



Profitability



WE BELIEVE IN THE POWER OF FRANCHISING



Entrepreneurs and partners in our business



Capital light



90%+ internal
growth – a proven
difference including
managers to
franchise partners



Rely on strong unit economics for sustainability and growth



Units per franchise partner/ average tenure

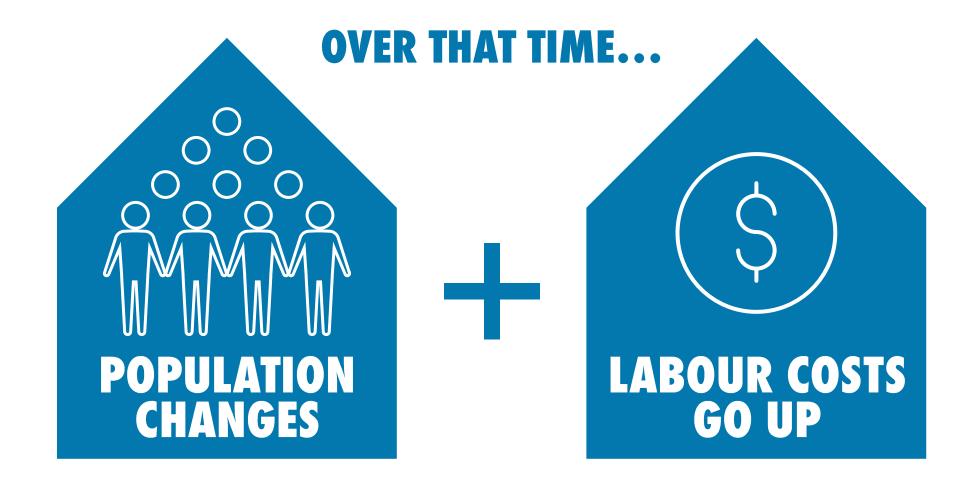


ALIGNED WITH OUR MISSION AND STRATEGY – OUR FRANCHISE PARTNERS BUY A

DELIVERY TERRITORY

They have the exclusive rights to open, or not open, a store in that territory, for a contracted period.





we need to respond and either pass on that cost to the customer, or reduce profitability.



WE MOVE THE LEAST PROFITABLE SALES FROM STORE A TO STORE B, BUT DON'T MOVE CARRY-OUT CUSTOMERS.

The new store gets the most profitable delivery sales (because they're closer) and builds new carry-out customers.





FASTER DELIVERY LIFTS PRODUCT QUALITY

Product Quality vs Delivery Time



2% Product Quality change in 10 minutes

change in 21 minutes

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21

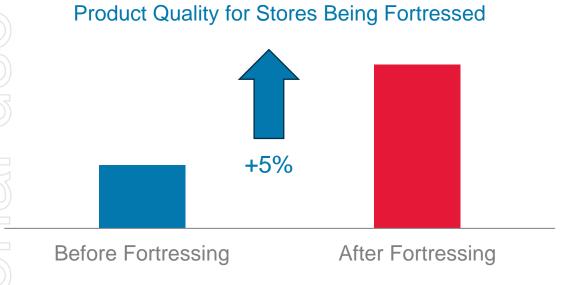
Delivery time (minutes)

TIME IS THE ENEMY OF FOOD



* DPJ data - all stores, based on delivery time from customer order to arrival

FORTRESSING = IMPROVED SATISFACTION

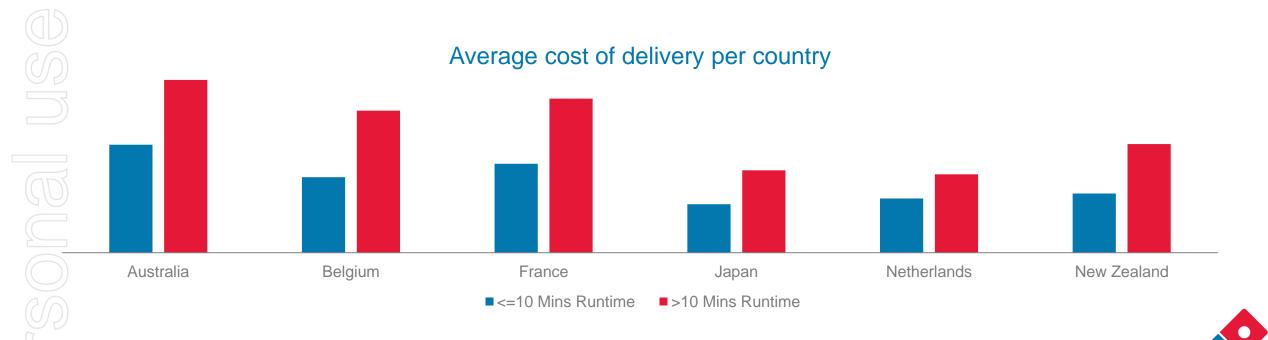






FORTRESSING = LOWER DELIVERY COSTS

30%+ reduction in delivery costs is achievable in all markets from shorter runtimes



^{*} Company data: cost of delivery = labour cost (delivery run time x avg crew rate) + fleet cost (delivery run distance x avg crew reimbursement)

NEAR-TERM FOCUS

IMPROVING SALES AND UNIT ECONOMICS TO LIFT FRANCHISE PARTNER PROFITABILITY AND STORE PAYBACKS

HIGH PERFORMING

- Positive execution of proven strategies to build sales and weekly order counts
- Improved unit economics likely, with a focus on returning to store growth
- Sharing successes with other markets to improve Group performance

ANZ, GERMANY AND SINGAPORE

EXTERNAL HEADWINDS

- Experiencing short-term issues affecting sales and/or profitability
- Examples include labour increases in Netherlands, and geopolitical tensions in Malaysia
- Management expects these will be addressed in the near-term

MALAYSIA, BENELUX

REBUILDING

- Applying proven approaches and expertise to rebuild unit economics
- Management and franchise partners are implementing best practice with tactics that resonate locally
- The timeline of turnaround in these markets is currently uncertain

FRANCE, JAPAN, TAIWAN



FRANCHISEE PROFITABILITY

At the heart of our turnaround

We intend to take profitability from a global average of

\$95K to >\$130k

This returns franchise profitability to ~FY21 levels

With a contribution margin of 30%+ our primary focus is growing volumes in every store

Increasing AWUS

- Inspired new products
- Growth in aggregators
- Targeting carry-out with clear entry points (e.g. <1000Y in Japan and 5 Euros)
- Improved digital spend to reach new customers
- Enhanced customer retention; improved Product Quality and faster customer resolution (no customer left behind)

Lowering Costs

- Reducing food costs largely through product development
- Reducing delivery costs through increased efficiency
- Reinvest savings initiatives into franchise partners



GROUP RESTRUCTURING -

PROGRAM ON TRACK

FY24 TARGET NETWORK SAVINGS ~\$50M

~\$21M GROSS SAVINGS ACHIEVED H1

Some savings delayed, largely due to timing of store closures in France Final restructure planned in this market to take place during Q4 24

1/3rd OF BENEFITS ARE BEING SHARED WITH FRANCHISE PARTNERS (2)

- Network savings include supply chain improvements, national advertising fund cost reductions and reduction in support office costs
- Cost savings, above, exclude business as usual cost increases such as wage inflation and CPI



LONG-TERM OUTLOOK

DOMINO'S PIZZA ENTERPRISES LTD
SERVES A POPULATION OF 418M PEOPLE



25% LARGER THAN THE UNITED STATES,
WITH A GDP SIMILAR TO CHINA

ASIA - 3,000 STORES BY 2033

ASIA 2.0X CURRENT MARKET SIZE

ANZ - 1,200 STORES BY 2027-2028

ANZ 1.3X CURRENT MARKET SIZE

EUROPE - 2,900 STORES BY 2033

EUROPE 2.0X CURRENT MARKET SIZE

GROUP - 7,100 STORES BY 2033

GROUP 1.9X CURRENT MARKET SIZE

STORE EXPANSION IS IMPORTANT TO THE GROWTH OF FRANCHISE PARTNERS AND DPE, BUT RELIES ON IMPROVED UNIT ECONOMICS

WE ARE COMMITTED TO THE LONG-TERM POTENTIAL OF OUR MARKETS AND ARE ASSESSING THE TIMELINE OF THIS GROWTH BASED ON IMPROVING UNIT ECONOMICS



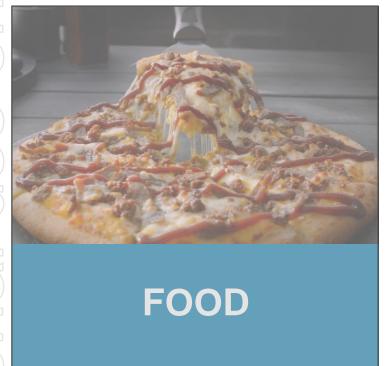
BRAND AND TECHNOLOGY Michael Gillespie

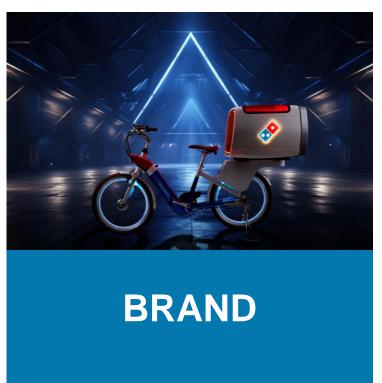
Chief Commercial Officer

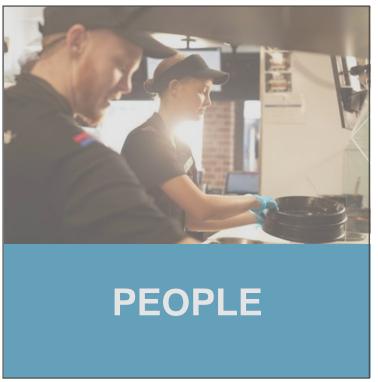


DESIGNED TO DELIVER

Three key areas we are focused on





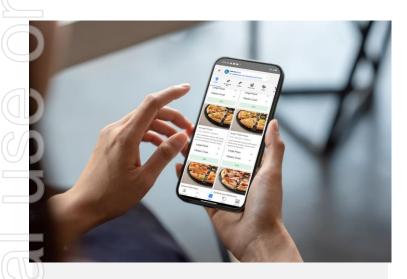


and how these all build the foundations for our future growth.



BRAND

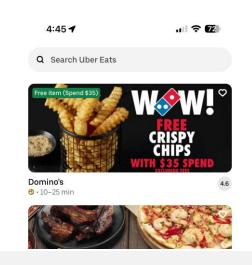
Growing the Domino's Brand in all markets through inspired products and service



Leveraging our Technology



Marketing Products that Inspire

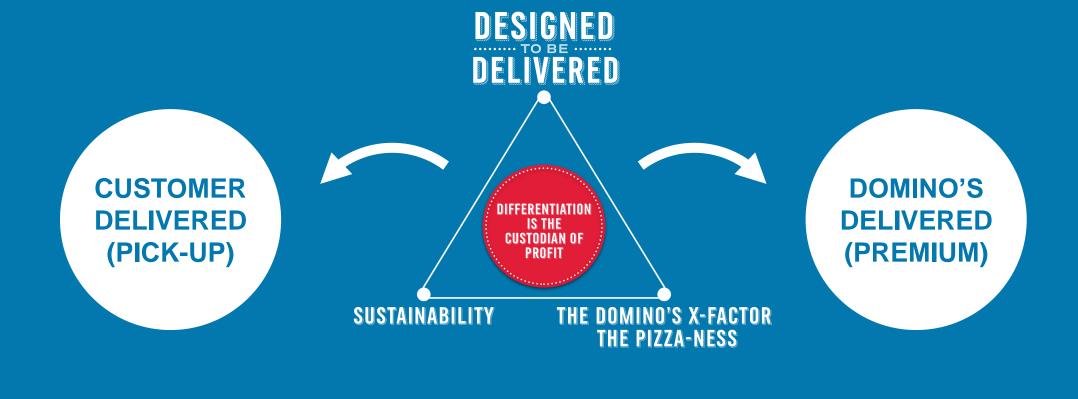


Playing to win inside aggregators



EVERY DAY WE THINK ABOUT FOOD CONSUMED OFF PREMISE

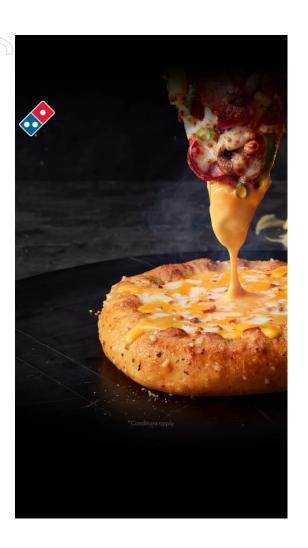
The dominant sustainable delivery QSR in every market by 2030





MEDIA

INSPIRED PRODUCTS DESERVE INSPIRED MARKETING



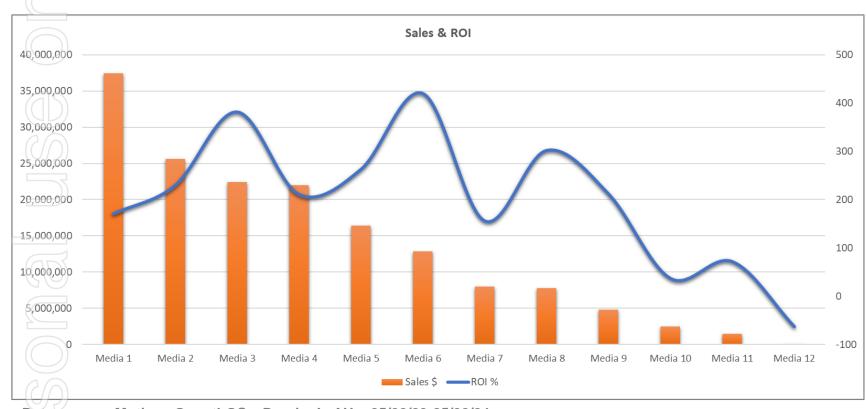






MEDIA INVESTMENT TO DRIVE GROWTH

Best-in-class capabilities for understanding media effectiveness & optimising investment decisions through an always-on approach to Market Mix Modelling (MMM).



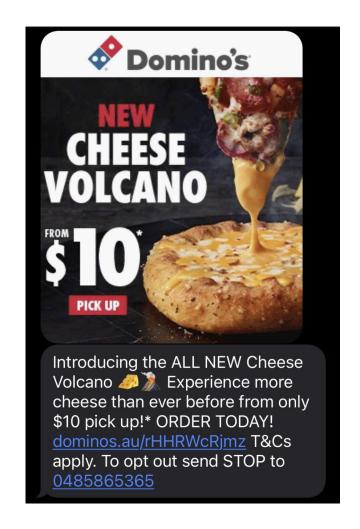
- An advanced methodology for measuring media contribution to sales & ROI – seeing outcomes for all media investments in one report.
- Predictive analytics to test/optimise investment scenarios and plan for campaigns.
- Leveraging automation & software to streamline the program.

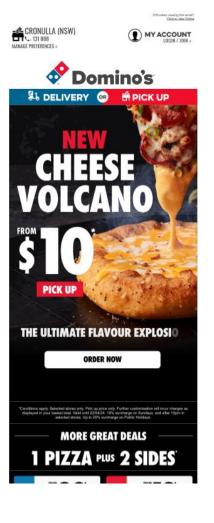
Data source: Mutinex GrowthOS - Domino's AU - 25/02/23-25/02/24



OWNED MEDIA TO DRIVE GROWTH









17.4mill

OWNED EMAIL DATABASE GROWTH OVER 12MTH PERIOD....

To the second of the second of

15.1mill



NO CUSTOMER LEFT BEHIND

Since launching automated re-engagement campaigns

Have successfully won-back



Lapsed Customers PER MONTH across DPE markets







AU

JP

WE ARE THE DOMINANT SUSTAINABLE **DELIVERY QSR**

IN EVERY 2030



PLAYING TO WIN INSIDE AGGREGATORS

TO BE THE DOMINANT, SUSTAINABLE DELIVERY QSR, WE HAVE TO BE THE DOMINANT PLAYER INSIDE THE AGGREGATORS.

INVEST IN VISIBILITY

PROMOTE

PRODUCT & VALUE

FOR CONVERSION

BUILD

INFRASTRUCTURE

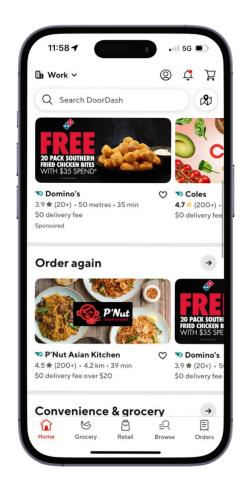
FOR FLAWLESS

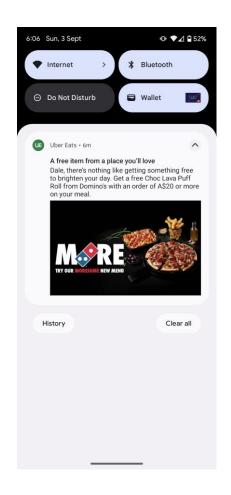
OPERATIONS

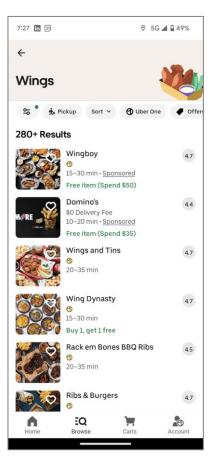


PLAYING TO WIN INSIDE AGGREGATORS

MAXIMISING VISIBILITY





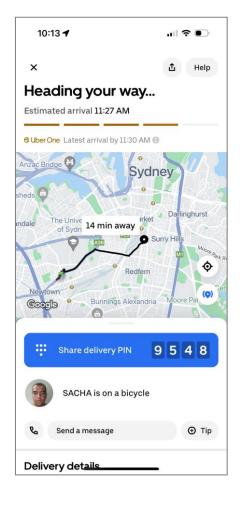




PLAYING TO WIN INSIDE AGGREGATORS

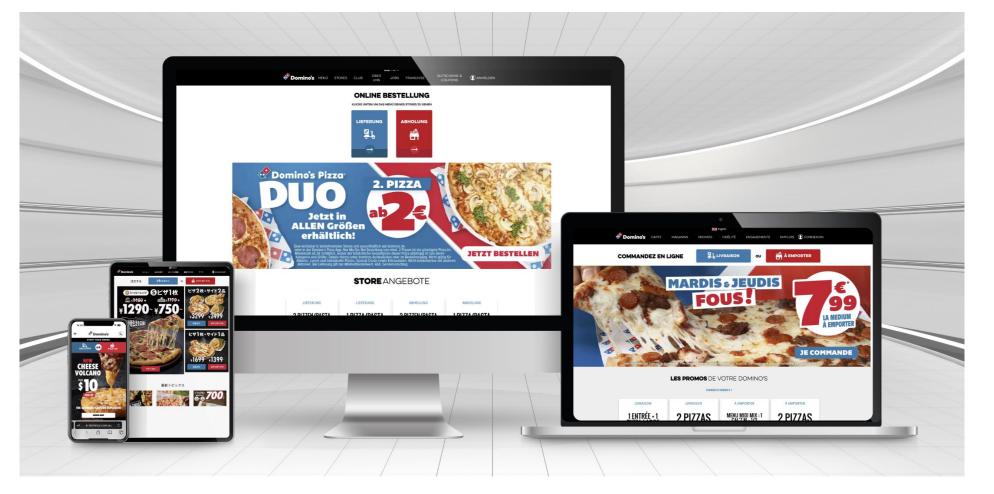






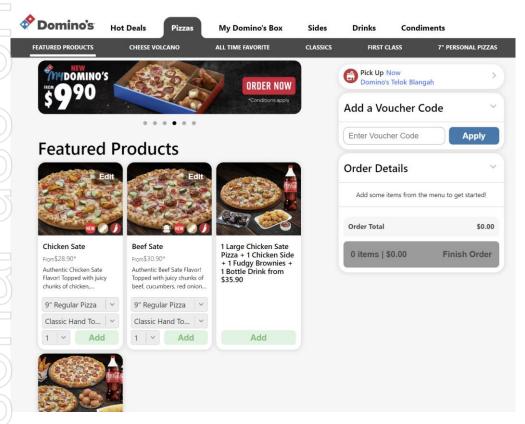


GLOBAL APPROACH TO LEVERAGING OUR TECHNOLOGY





GLOBAL APPROACH TO LEVERAGING OUR TECHNOLOGY



SINGAPORE PERFORMANCE SINCE ROLLINGOUT ON ONEDIGITAL PLATFORM RESULTED IN

T-4-0/₀*

INCREASE IN SSS GROWTH



Taking these learnings and now applying to Malaysia and Taiwan markets.

PEOPLE STRATEGY

David Klages

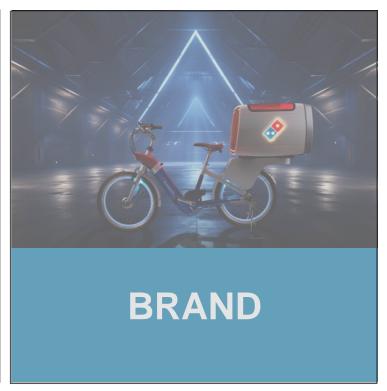
Chief People and Culture Officer

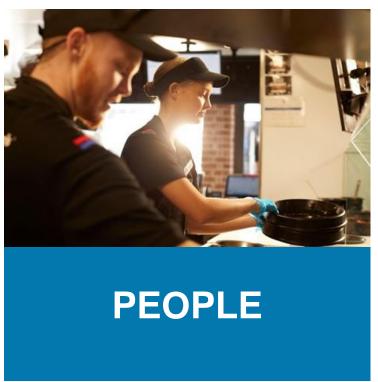


DESIGNED TO DELIVER

Three key areas we are focused on







and how these all build the foundations for our future growth.



PEOPLE - 2030

INVEST TO CREATE DEVOTION OR OF SMITHTHAN THE ST. 12 THE OWNER WHEN THE OWNER

TALENT & CAPABILITY

DUR PIZZA BRINGS PEOPLE CLOSER

Attracting top talent

HR BUSINESS

Champion In Market to Drive

Retention o Trust & Belonging

Leading Compliance to Best

Support Major HR Projects

and Performance & reward

Practice Standards

 Support People, Culture & Programs, Talent & Capability,

Initiatives.

PARTNERS

ESAT

- Employer Brand
- o Recruitment Strategy & Solutions
- Inspired, 'always on' learning culture
 - Domino's University
 - On Demand Learning Programs
- Supercharged leadership pipeline
 - Leadership Development Program
- Succession Planning Cutting edge learning tech

PEOPLE, GULTURE & PROGRAMS THE DOMINANT Strong Employee Engagement

Glint Surveys

- o DPE Cultural Agenda
- Implement major HR projects o HRIS Implementation
- Drive meaningful people programs
 - o EVP
 - o DE&I
 - JP&R standardisation
- JD standardisation

PERFORMANCE & REWARD

SUSTAINABLE

DELIVERY QSR

THROUGH 'PEOPLE

POWERED PIZZA'

- World class compensation & benefits
 - Salary Benchmarking
 - Employee benefits
- Effective Performance based rewards
 - Profit share
- Long term incentives
- Rich People data & analytics
- Visible Global Opportunity Network (mobility)
- Valued Recognition programs

CRUSH CONVENTION

THE #1 PREDICTOR OF SUCCESS
OF A DOMINO'S STORE IS THE
COMPETENCY & TENURE OF THE
STORE MANAGER"

DAVID A. BRANDON - EXECUTIVE CHAIRMAN DOMINO'S PIZZA INC.

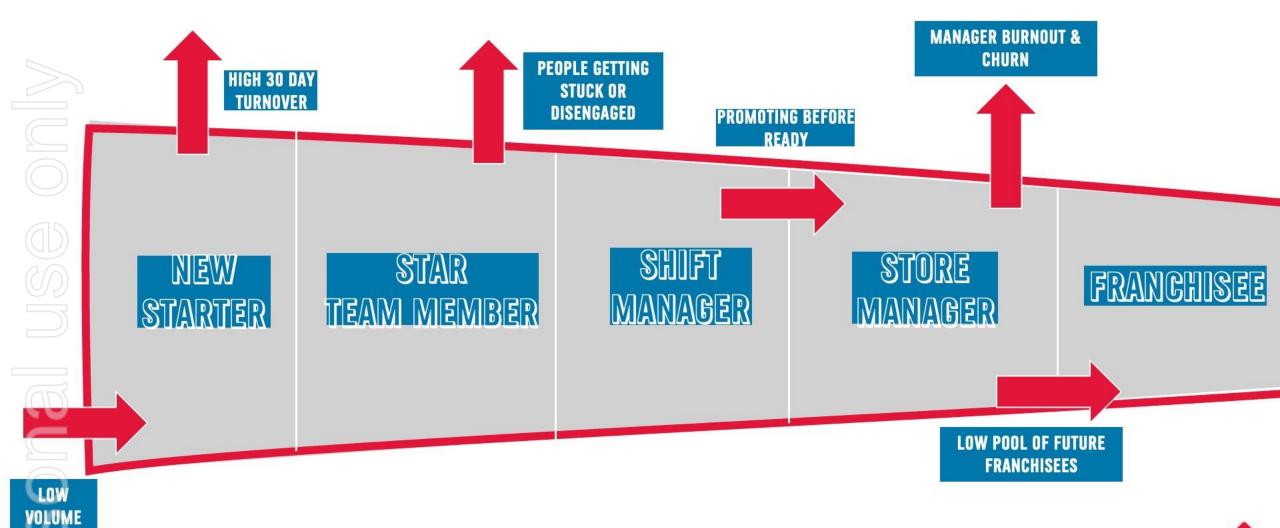


IVERY DRIVER TO CEO



OVERCOMING PEOPLE CHALLENGES

ENTERING THE





DPE 2030 MISSION

WE ARE THE DOMINANT, SUSTAINABLE DELIVERY QSR IN EVERY MARKET BY 2030

SUPERCHARGE GLOBAL DELIVERY ORDER COUNT

SUPERCHARGE ORGANIC STORES GROWTH



Based on FY23 Group average # of del experts per del order



Based on FY23 ANZ average # Managers per store (2.5)



Based on FY23 Group average # of in stores per del order



1032 based on FY23 Group average # stores per Franchise Partner (3.1) 640 based on ANZ 2025 target of average 5 stores per Franchisee



Based on Global Corp Store Turnover Data



Based on Global Franchisee Turnover Data







CATEGORY	STS	CAS	AMIT COUNTS	PIZZA MEISTAR	ADVANCED	OER	YOY	NPS	EDT	PRODUCT POINT
BOTTOM	12	2	0	0	0	3.3	88%	29.22%	22.68MIN	4.25
MIDDLE	545	45	4	6	0	4.3	92%	43.56%	20.38MIN	4.47
TOP	1327	52	11	10	3	4.3	96%	50.17%	19.6MIN	4.42

STS: STORE TOTAL STEPS (TOTAL NUMBER OF STEPS FROM ALL STORE STAFF)

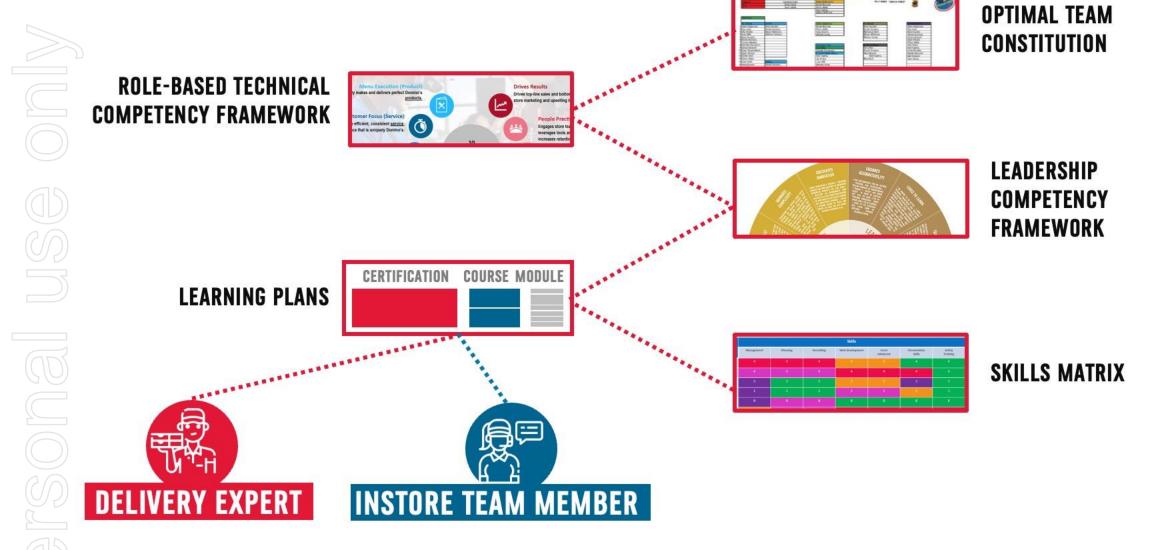
CAS: CREW AVERAGE STEPS (NUMBER OF STEPS COMPLETED BY INDIVIDUAL STAFF)

DELIVER ORDER OPERATION PIZZA

TOP STORES WITH HIGH STS SCORES ARE MORE STABLE,
BECAUSE THEIR CREW ARE MATURE AND STORE
CAPABILITY IS STRONG. TOP STORES HAVE MUCH
STRONGER OER / YOY / NPS RESULTS.



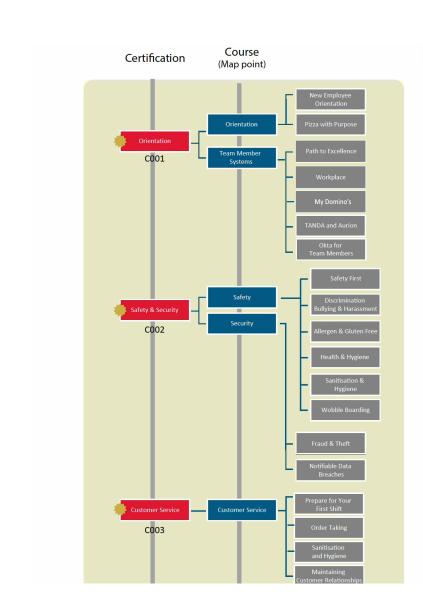
FOUNDATIONS

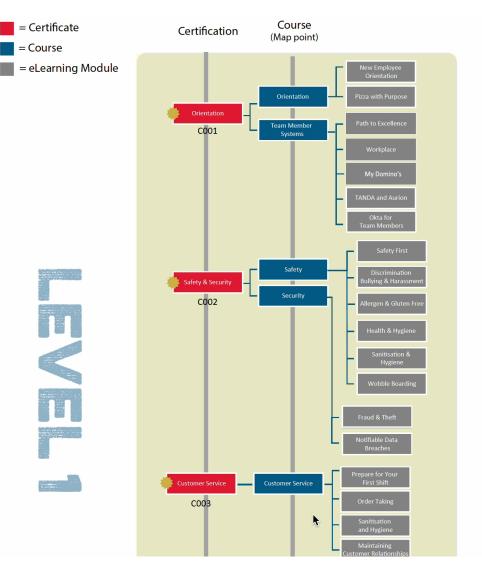


ED LEARNING PLANS

= Certificate

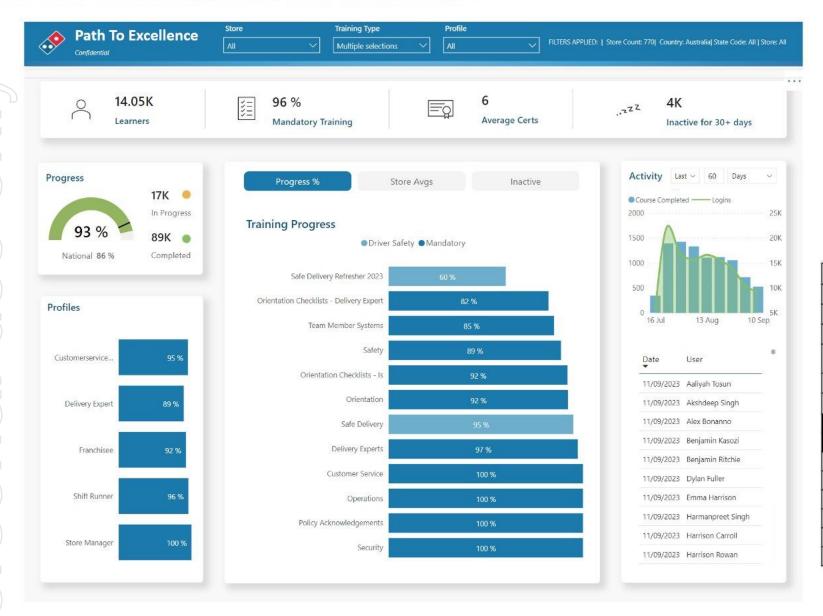
= Course







DATA DRIVEN PEOPLE PERFORMANCE





	PQ	NPS	PQ P2E
///////	3.1	-11	0
	3.2	-5	13
	3.2	-15	13
	3.3	0	10
	3.4	7	0
/////////	3.3	7	20
Gatton	4.5	73	81
Airlie Beach	4.4	60	50
Samford	4.4	50	15
Stanthrope	4.4	71	40
Yepoon	4.3	64	58
Albany Creek	4.1	59	90



P2E: MANAGER TO FRANCHISE PARTNER

LEVEL 6

MANAGER IN TRAINING

MITCH PROGRAM

CUSTOMER RELATIONS

RECRUITMENT & TRAINING

COST CONTROL

COMPLIANCE

HIGH PERFORMING TEAMS

STORE OPERATIONS MGMT

LEVEL 7

STORE MANAGER

BUSINESS COLLEGE

GROWING PEOPLE

GROWING CUSTOMERS

GROWING SALES

GROWING PROFITS

LEVEL 8

FRANCHISE PARTNER

FRANCHISE ACADEMY

DOMINO'S LEADERSHIP PROGRAM

LEADING SELF

LEADING OTHERS

LEADING LEADERS



FRANCHISE ACADEMY

OVER 70 NEW FRANCHISE PARTNERS PARTICIPATING IN PAST 24 MONTHS

Purpose

Equip the next generation of Franchise Partners with the knowledge, skills, tools and confidence to succeed as best practice operators with Domino's.

Over two jam-packed days, we hear from over 16 support teams, from Payroll to Supply to Employee Relations to Aggregators, sharing key insights and resources to support the Franchise Partner on settlement and throughout their franchising journey.



ESG AND SUPPLY John Harney

John Harney **Group Chief Partnerships Officer**

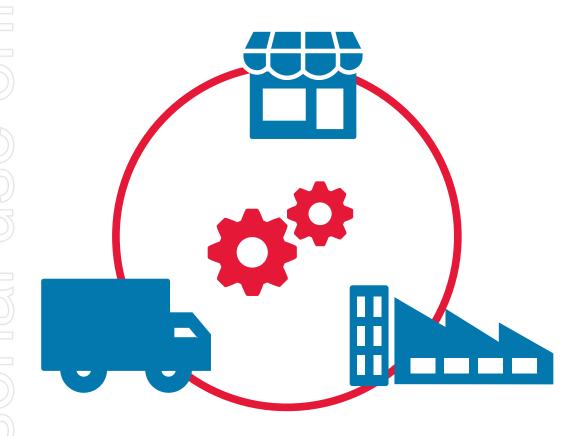


WE ARE THE DOMINANT SUSTAINABLE **DELIVERY QSR**

IN EVERY 2030



SUPPLY CHAIN



DOMINO'S FOR GOOD

Environment, Social, Governance (ESG)









A BETTER SLICE FOR EVERYONE

Commitment from Board through to Management, to team members and franchise partners





OUR TEAM EXPECT NOTHING LESS

Our team members
and future team members
expect to work for
a business committed
to making a difference



WHAT HAVE WE DONE?

Foundations and Targets set

Science Based Targets initiative (SBTi) validation

1st time in the QSR industry for a company to have its targets validated based on the latest scientific guidance on Forest, Land and Agriculture (FLAG).



DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

Committed to

65%
reduction in carbon intensity by 2030





CARBON FOOTPRINT

These are ambitious goals in a multinational, franchised business

Our emissions (FY23 – 1.5 million tonnes of CO2):

A small component of our emissions are from our stores

The vast majority of emissions are through our supply chain

- 96% in scope 3
- 80% in food (largely through dairy)

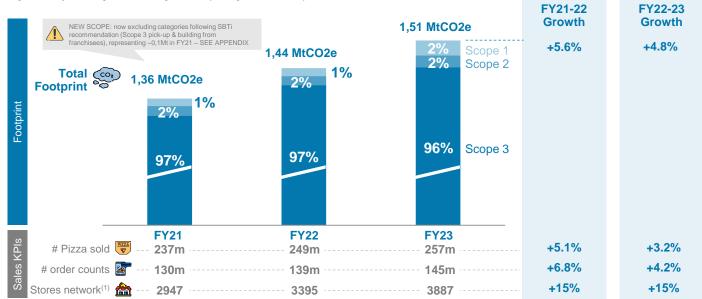
Data is key (and still a work in progress)

Learn more about the Domino's Dairy Initiative here: https://investors.dominos.com.au/videos/2023/7/14/dominos-dairy-initiative

FY23 footprint has grown +4.8% vs. FY22, correlated to business growth and mainly driven by store development and M&A in Asia

DPE FY21-23 Corporate Carbon Footprint

by scope, by fiscal year (July - June), M tons co2e



Note:

Scope 1 = Domino's owned operations (e.g. stores);

Scope 2 = emissions linked to energy use (e.g. electricity production);

Scope 3 = indirect emissions linked to Domino's activities (e.g. food procurements)

(1) Stores that were operating and sold Pizzas during the FY - Source: DPE Data & corporate footprint, Quantis Analysis



OUR ESG ACTIONS ARE DESIGNED TO DELIVER A MORE SUSTAINABLE BUSINESS

Double Materiality assessment Completed to meet the reporting requirements of both EU and AU legislation

Key focus in three key areas of the Group

SUSTAINABLE STORES & OPERATIONS

- E-delivery in all our markets
- Low carbon energy
- Energy efficiency in our operations, stores and offices
- Waste management in our operations, stores and offices
- Sustainable store design

2 RESPONSIBLE SOURCING

- Responsible sourcing policy
- Traceability for our top commodities
- Zero deforestation top high-risk commodities
- Sourcing core ingredients from low impact agricultural practices or from alternatives
- Less carbon intensive transport modes and fuel

3 SUSTAINABLE PRODUCT INNOVATION

- Footprint reduction of cheese per pizza in all markets
- Low impact ingredients products on the menu
- Customer transparency for all products
- Sustainable consumer facing packaging in all markets



RESOURCING

Head of ESG – imminent appointment

Supported by three full time staff as well as multiple team members from all of our markets



Software



Traceability software "Impact Buying" being rolled out



ESG Reporting software being reviewed and will roll out in May



ERP software being reviewed to upscale and centralise our capabilities in HR, Finance and Supply

PRIORITIES FOR FY 25



Responsible Sourcing Policies



AU and EU reporting requirements



Raise our game in Modern Slavery reporting



Define and get accredited – a green store design



Implement femalecentric leadership pathways



Expand Back of House (BOH) Dough



Expand low/zero emission delivery





A GLOBAL SUPPLY CHAIN **DESIGNED TO DELIVER**

12 markets

36 warehouses
3,844 stores 3,844 stores A delivery every 3 MINUTES

> of food, beverages, packaging & fresh vegetables

Sourcing **DOMESTICALLY** and INTERNATIONALLY



EFFICIENT SUPPLY CHAIN

An efficient supply chain is good for our business, and the planet

Back of House dough A significant first step in reducing emissions

- Dough is made in store every day
- 73% of our stores are BOH (including our newest markets)
- Cubic efficiency: uses 20% fewer trucks
- We have two fully electric semi trailers in The Netherlands

Centralising procurement



Global synergies and best practice applied to all markets



Sourcing from across the planet



JAPAN

Martin Steenks CEO, Domino's Pizza Japan



DOMINO'S PIZZA JAPAN MANAGEMENT TEAM



MARTIN STEENKS

25 years in Domino's

Experience in store operations and a successful franchisee in the Netherlands, in charge of franchisee development as Franchisee Operations Director. Appointed CEO Taiwan in 2021, then CEO Japan in 2022.





BRETT MOORE COO JAPAN

Brett started as a delivery driver in a store in Australia whilst at university studying law and economics. After graduating university, he worked as a regional manager and state manager prior to becoming a franchisee in 2004. In 2018, he joined DPE as the Head of Franchise Operations and then stepped into the role of COO for ANZ. He was appointed as COO for Japan in August 2023.



HIROSHI KAKIUCHI CORPORATE OPS JAPAN

2018 marked Hiroshi's 30th year at Domino's Pizza Japan. Since 1988, he worked his way up from Store Manager, Area Supervisor, and Regional Director, prior to being appointed as Head of Corporate Store Operations.



SHIN SASAKI CDO JAPAN

Shin joined Domino's Pizza Japan in 1988. where he worked as a Store Manager, Area Supervisor, and Regional Director. He has experience in various roles within the system development, franchise development, corporate planning, procurement and physical logistics, and store development, prior to being appointed as Executive Vice President in 2017.



ERIC YUTAKA TAI

Eric joined Domino's Pizza Japan in late 2016. Along with his responsibilities as Chief Financial Officer, his responsibility spans to Legal. Prior to joining Domino's, he was CFO at Payroll Inc., the largest payroll outsourcing company in Japan.



TONY SAI

Tony joined the Domino's Japan team in July 2019 as Chief Information Officer, bringing more than 20 years' experience in IT leadership, solution development, IT operations and partner and client management to the role.



ASAKO TAKAHASHI CPO JAPAN

Asako ioined Domino's Pizza Japan. Inc. as Chief Partnership Officer in August 2023, prior to Operations Director at Red Bull Japan. Multilingual and multicultural Japanese professional with 10 years of hands-on experience in supply chain management and logistics operations. As a member of the Domino's Leadership Team, her responsibility spans to quality assurance along with procurement and logistics.



AYUMI MATSUBARA
HEAD OF COMMUNICATIONS,
JAPAN

Ayumi is the Head of Communications for Domino's Pizza Japan. She joined Domino's in 2021 and has more than 28 vears' experience in communications. public relations and corporate affairs. In her role, she is responsible for managing corporate communications and issues management, consumer public relations and corporate social responsibility.

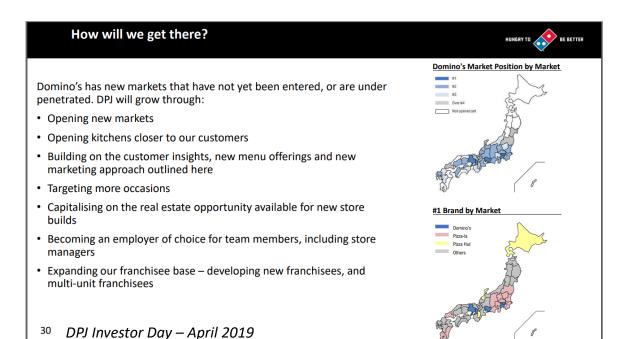
JAPAN



WE ARE DELIVERING ON OUR LONG-TERM STRATEGY

AGENDA

- UPDATE ON 2017 STRATEGY (100% OWNERSHIP)
- OUR FUTURE

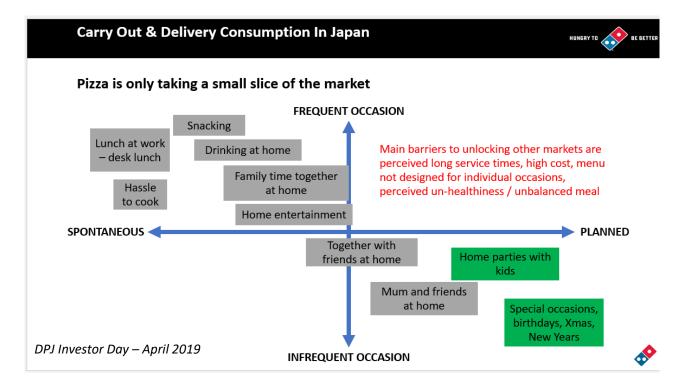




DESIGNED TO DELIVER – MORE OCCASIONS



✓ TARGETING MORE OCCASIONS





CONSISTENT WITH OUR FOCUS

"Successful approaches from other markets are being applied – but more time is required" 1

Inspired new product

Consistent pricing with lower entry point

Wider adoption of proven promotions

Winning inside Aggregators

FY24 we have seen encouraging signs from some of our new product launches but also mixed results from other promotions.

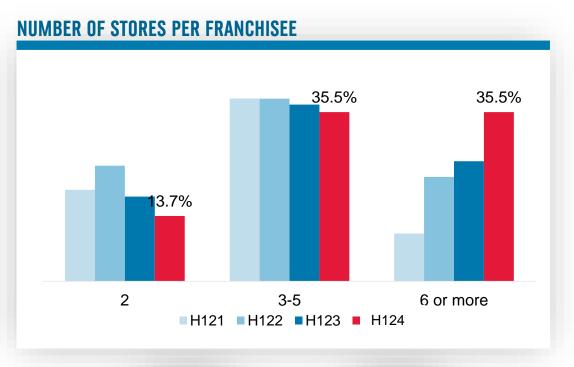
- Our work to win customers inside Uber and Demae-can has shown promising results Initial trials are underway to explore third-party delivery (3P) to supplement non-peak periods
 - More work is required to deliver consistent sales.

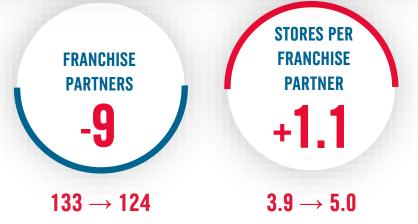
ORDER COUNT GROWTH IS ESSENTIAL TO REBUILD UNIT ECONOMICS



DESIGNED TO DELIVER – A STRONGER TEAM

- CAPITALISING ON THE REAL ESTATE OPPORTUNITY AVAILABLE FOR NEW STORE BUILDS
- BECOMING AN EMPLOYER OF CHOICE FOR TEAM MEMBERS, INCLUDING STORE MANAGERS
- EXPANDING OUR FRANCHISE PARTNER BASE DEVELOPING NEW FRANCHISE PARTNERS, AND MULTI-UNIT FRANCHISE PARTNERS





Source: Company data: Dec 2023 vs May 2022

DESIGNED TO DELIVER – A NATIONAL APPROACH











DOUGH PROJECTS
(BACK OF HOUSE DOUGH)

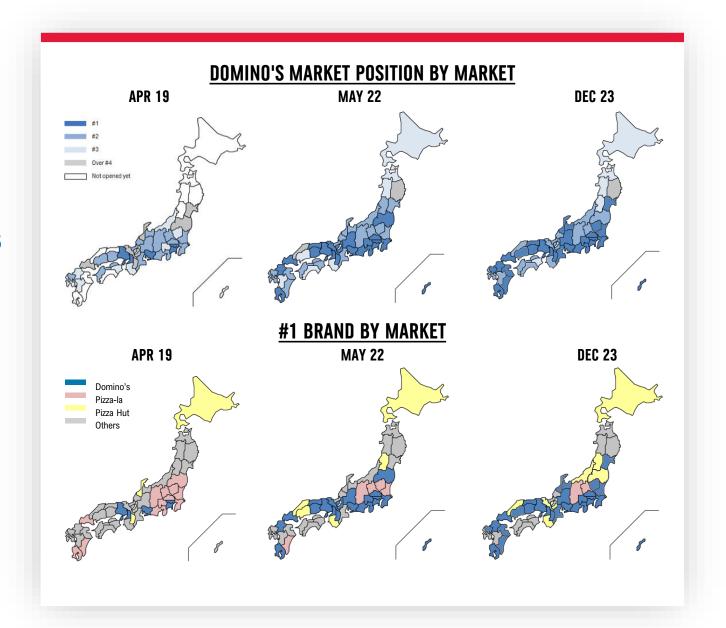


DESIGNED TO DELIVER - REACHING MORE REGIONS

WE NOT ONLY FORTRESSED EXISTING MARKETS, BUT EXPANDED TO NEW REGIONS

OPENING STORES CLOSER TO OUR CUSTOMERS

PEOPLE PER STORE (137K₁ \rightarrow 122K)

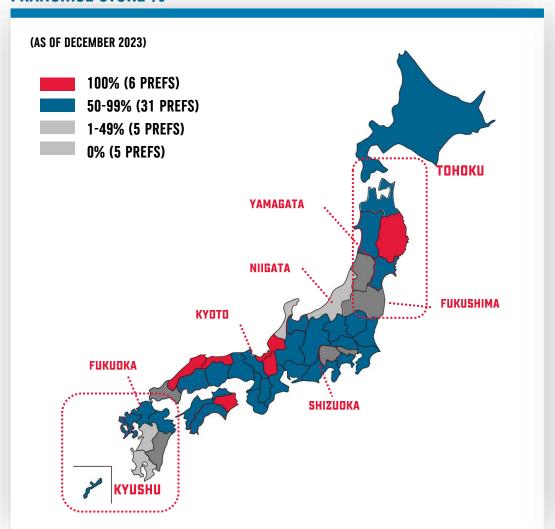




1) Reduction in average population per store vs (May 2022)

DESIGNED TO DELIVER – A NATIONAL APPROACH

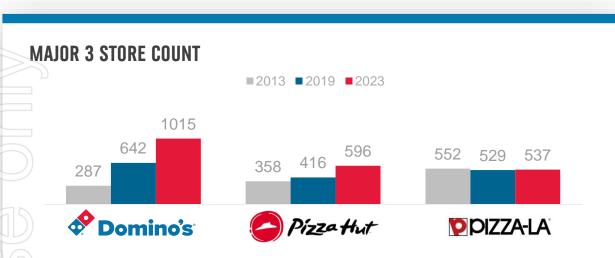
FRANCHISE STORE %







DELIVERY PIZZA MARKET OVERVIEW IN JAPAN



CY CHANGES OF STORE COUNT OF JAPAN DELIVERY PIZZA INDUSTRY

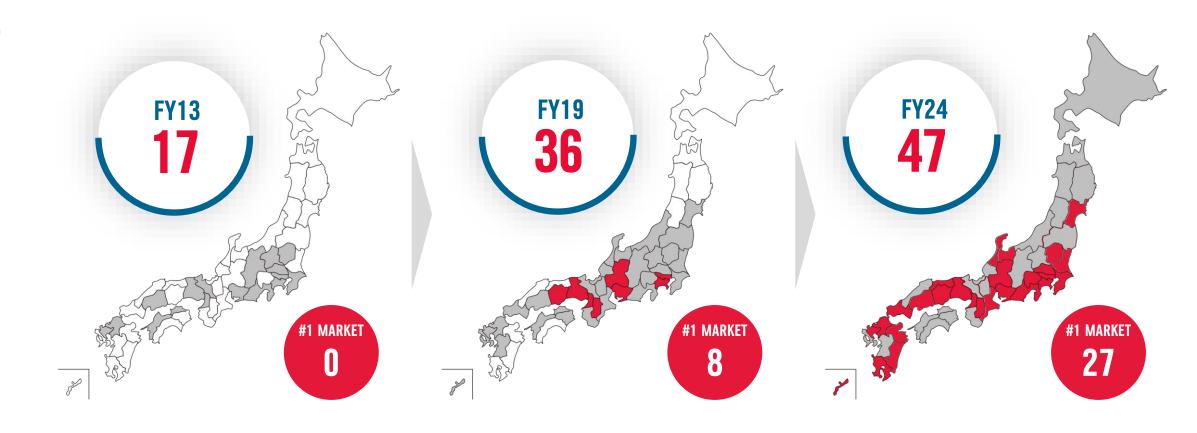
DPE		#2			#1 In Market		2,460	2,624	2,754	2,797
ACQUISITION 2,161	2,145	IN MARKET 2,210	2,210	2,230	2,270	2,324	2,400		958	1015
287	354	432	472	503	550	642	742	882		
358	368	368	370	374	408	416	446	471	519	596
552	551	556	547	533	529	529	530	535	536	537
615	534	520	480	446	458	461	455	458	463	377
349	338	334	341	374	325	276	287	278	278	272
2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	Jul-05



Note: (1) As of December 2023, Source: Researched by Fuji Keizai Corp., Lokesuma, and company research

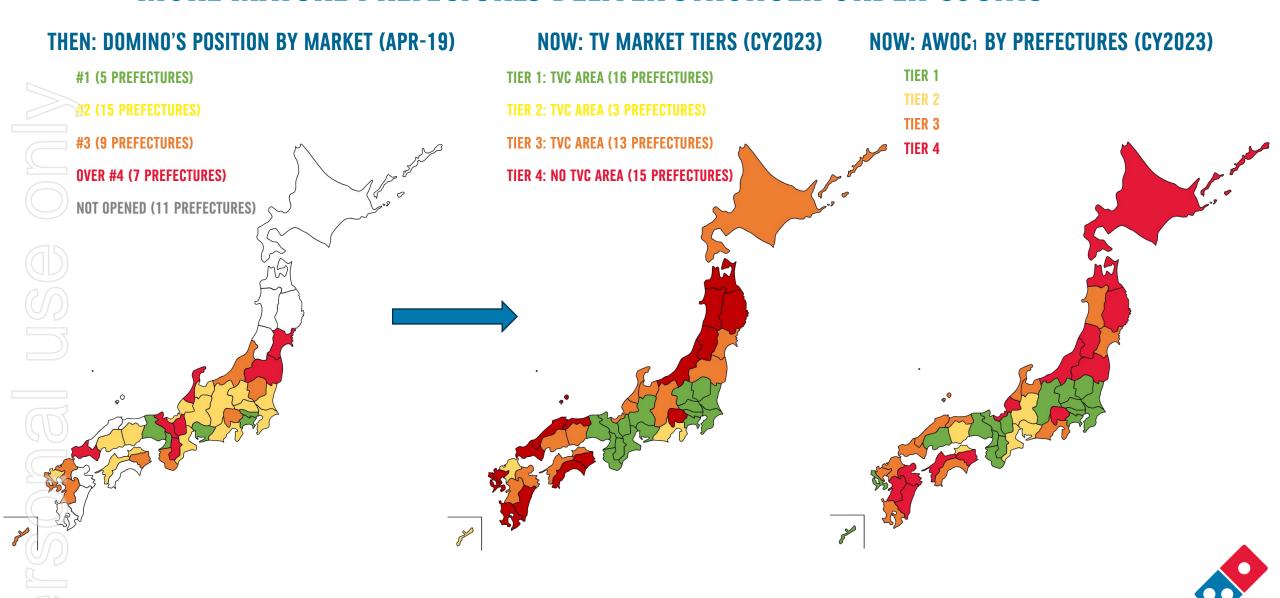


DESIGNED TO DELIVER #1 IN EVERY NEIGHBORHOOD





MORE MATURE PREFECTURES DELIVER STRONGER ORDER COUNTS

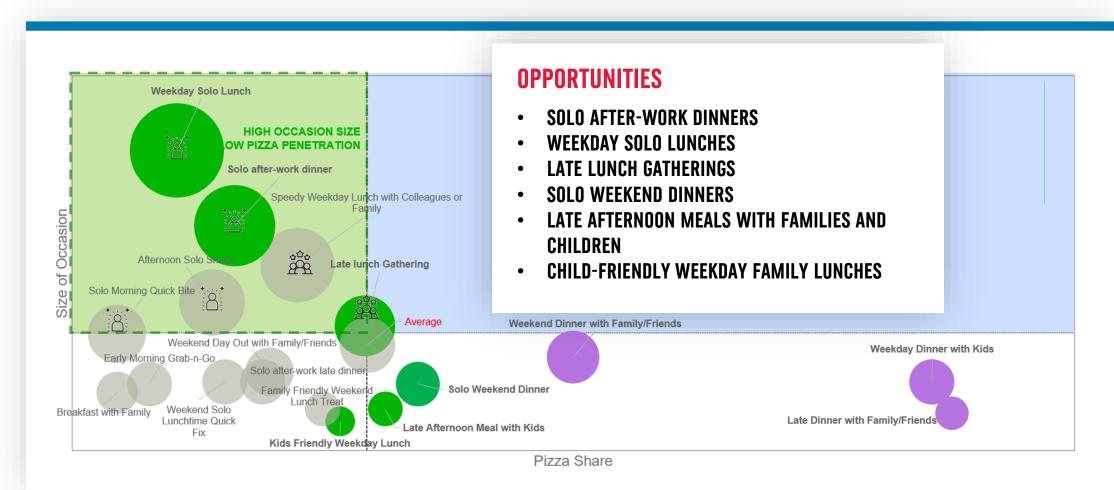


1 Average weekly order count (AWOC).

NB Lower AWOC prefectures are immature but do not reflect that all stores in that prefecture are sub-optimal or unprofitable due to regional specific operating models

OUR STRATEGY CAN DELIVER ON MORE OPPORTUNITIES

GROWING AVERAGE WEEKLY ORDERS PER STORE FROM ~500 TO ~600/STORE/WEEK



GROWING CUSTOMERS

INSPIRED PRODUCTS ON MORE OCCASIONS













EATERTAINMENT

Cheese Volcano (January)

8

Cheese Twist (March)

REFRESHING THE CORE

e.g. Quattro offerings

&

<Y1000 entry point (February)

TACKLING NEW OCCASIONS

Grab & Go carry-out &

My Domino's Box



NEAR-TERM FOCUS

CHALLENGES

- Rapid expansion during COVID has resulted in a larger weighting of immature stores
- The breadth of our expansion resulted in some of these immature stores are operating in underpenetrated markets
- Improved unit economics (corporate & franchised) relies on higher average weekly order counts (AWOC) (growing from ~500 to ~600/week)
- Higher AWOC requires
 - a small increase in frequency (through new occasions) and
 - primarily reaching infrequent customers with successful promotional offerings
- Sales building initiatives are in an environment of lower available media spend per store

ACTIONS

- Working with franchise partners to accelerate store maturity and profitability
- Review and test prefectures with sub-optimal AWOC to determine whether stores require:
 - Improved store execution of local marketing
 - Additional DPJ marketing spend to support growth for the entire prefecture
 - In a small number of cases, consideration of ongoing viability of the store
- As a promotion-driven market, a detailed and ongoing inspired product pipeline is essential, under the leadership of a new Chief Marketing Officer (to be appointed)
- Additional, incremental frequency will be gained through building occasions through products such as My Domino's Box



LONG TERM OUTLOOK - JAPAN

DOMINO'S JAPAN IS
WORKING THROUGH SHORTTERM CHALLENGES ...

OUR LONG-TERM POTENTIAL IS CLEAR





FUTURE STORE OUTLOOK

2,000 (+97.0%)





DESIGNED TO DELIVER.