



Domino's Pizza Enterprises Limited
1/485 Kingsford Smith Drive
Hamilton, QLD, Australia 4007
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.

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DMP 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



+55%

NETWORK SALES

growth over
past 5 years



+58%

STORE COUNT

totals over
past 5 years



+63%

DELIVERY COUNT

growth over
past 5 years

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



Future of our industry:
**HALF OF ALL
RETAIL TO BE
DELIVERED**



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

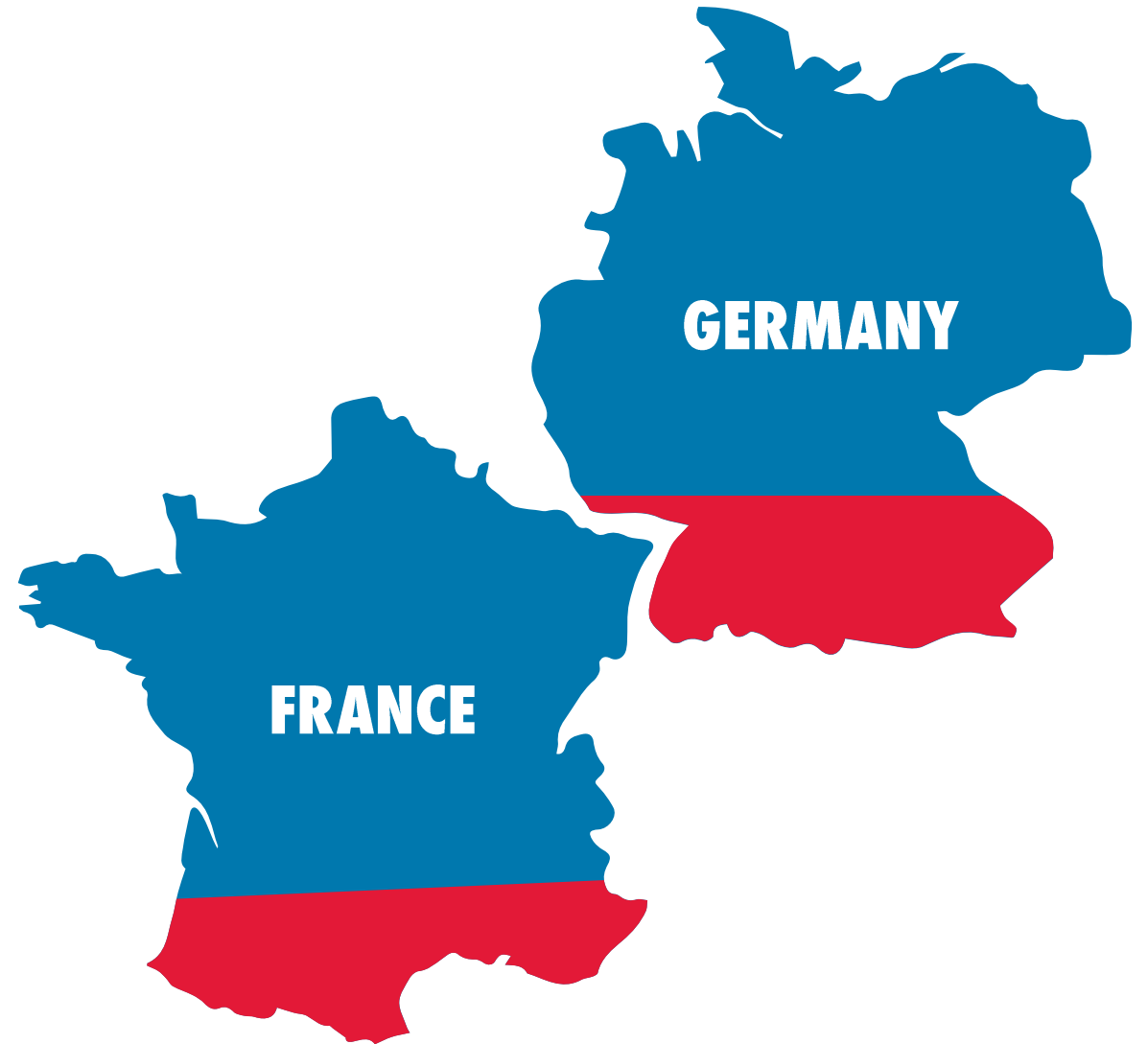
< \$600B

of this market with room to
grow share



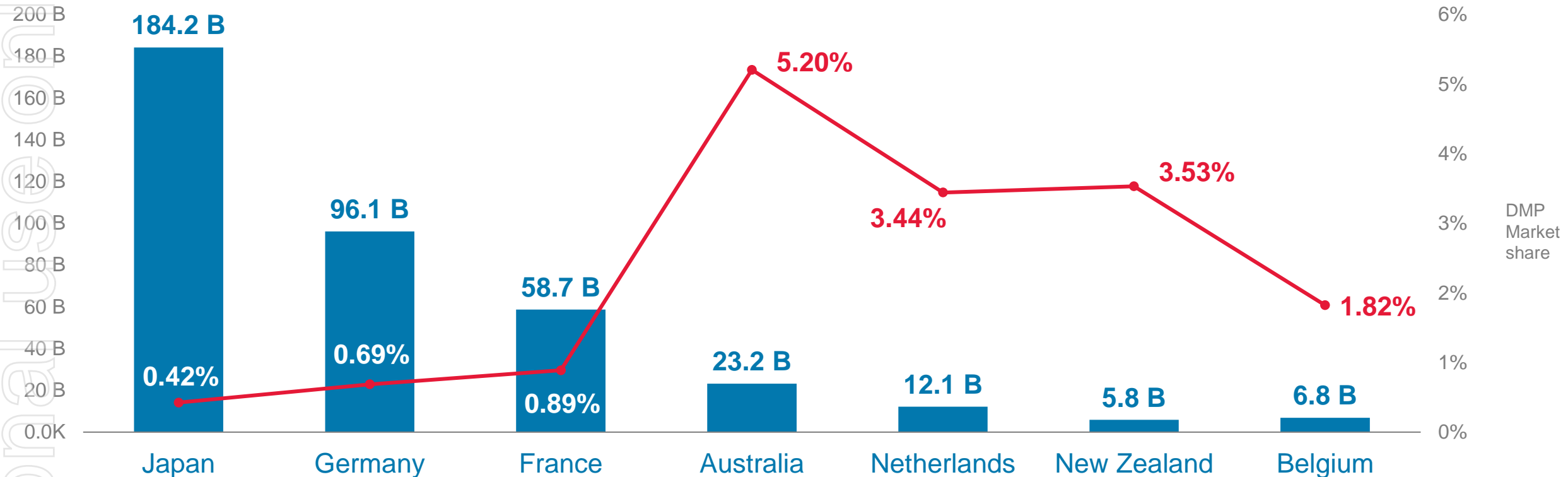
**IN SOME OF OUR BIGGEST
OPPORTUNITY MARKETS
GERMANY AND FRANCE,
WE CURRENTLY COVER JUST**

30%
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**



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

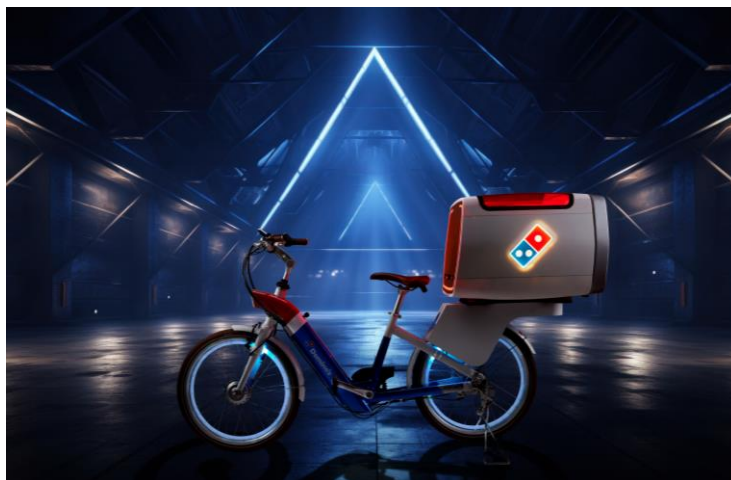


DESIGNED TO DELIVER

Three key areas we are focused on



FOOD



BRAND



PEOPLE

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



THE DOMINANT SUSTAINABLE DELIVERY QSR IN EVERY MARKET BY 2030

Mission

Inspired Products
& Services

Designed for Delivery

That are high quality and delivered
quickly for an affordable price

For all meal occasions



$$\text{Value} = (\text{Product} + \text{Service} + \text{Image}) / \text{Price}$$

PRODUCT QUALITY: 4.5

DELIVERY: 18 MINS.

NET PROMOTER SCORE

LUNCH: MY BOX

SNACKING: MELTZZ

'FAMILY' BUNDLE

LATE NIGHT

DRINKS



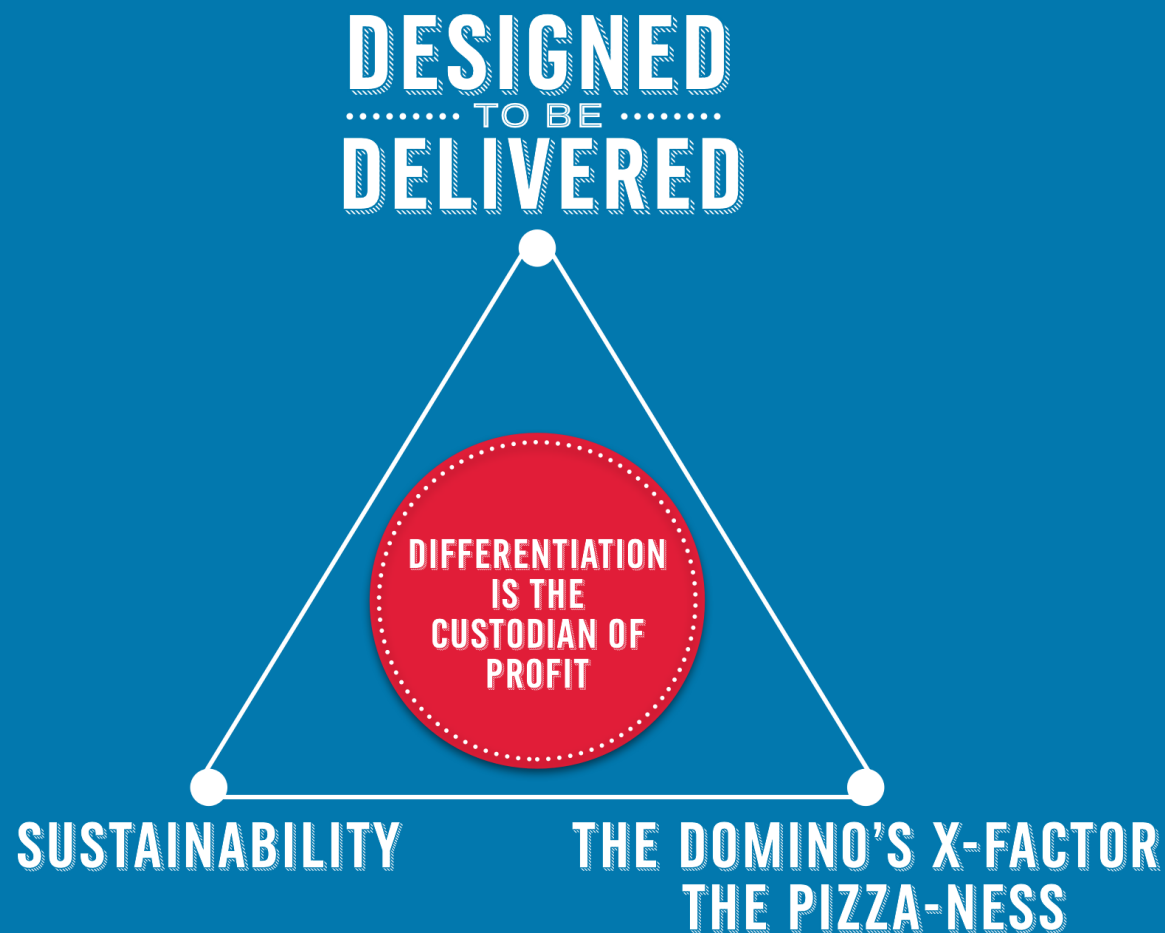
FOOD

We are in the business of

**DELIVERING
INSPIRED PRODUCTS
AND SERVICES TO
OUR CUSTOMERS.**



THE FOOD TRIANGLE

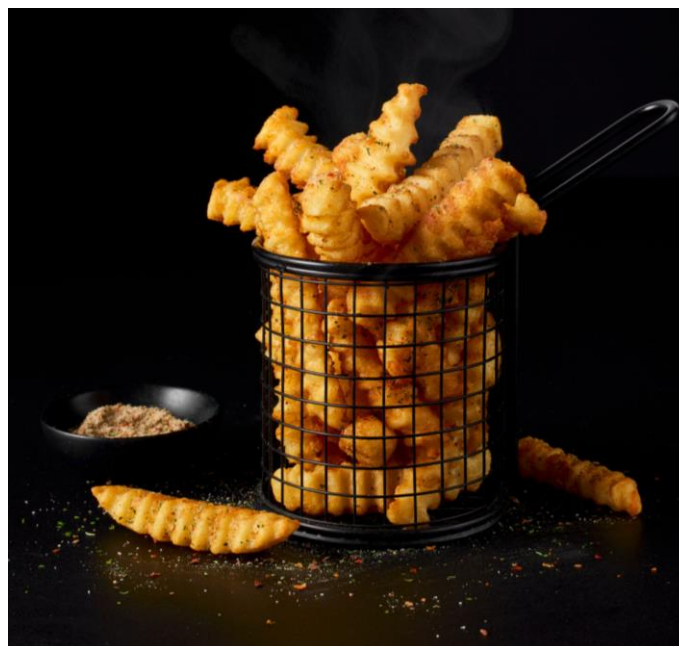


SUSTAINABILITY



My Domino's Box
(with local variations)

DESIGNED TO BE DELIVERED



Chips/Chicken box

THE PIZZA-NESS

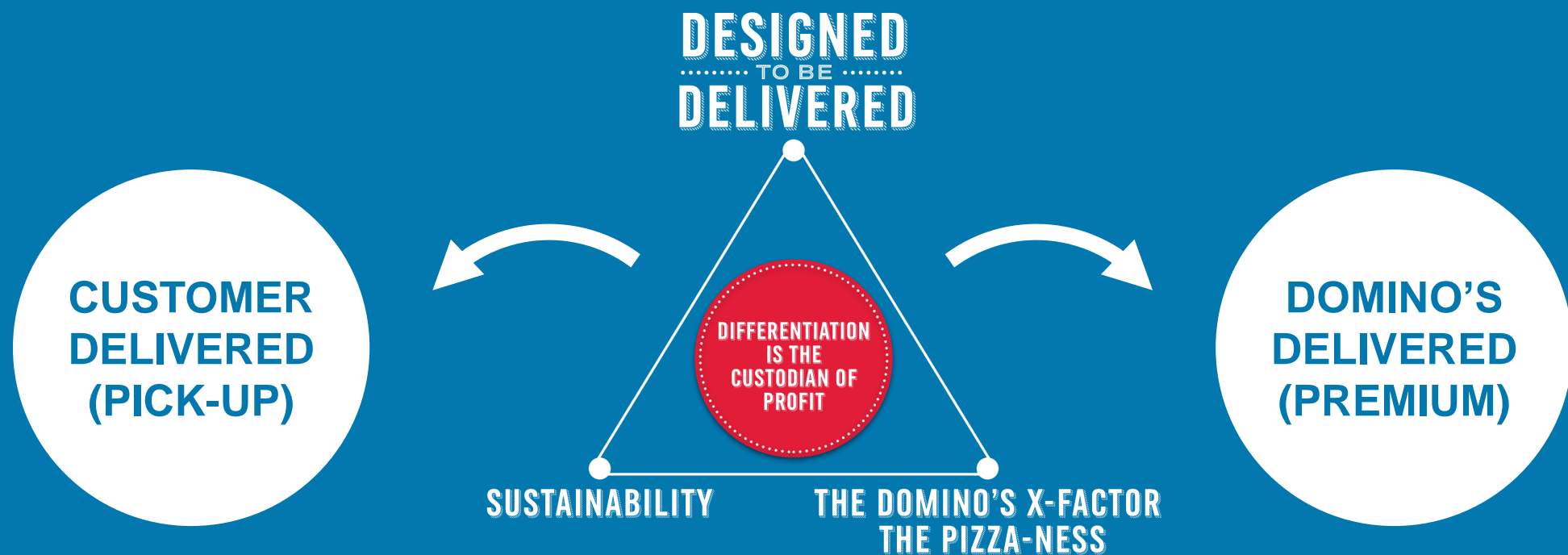


Pizza rice bowl and pastas



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.

I WANT LESS
VALUE.

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.



**WHEN PEOPLE LOOK AT DELIVERY, THEY SOMEHOW FORGET
THAT WE ARE IN THE FOOD DELIVERY BUSINESS.**



**PRODUCT QUALITY
SUFFERS AT**

**>10
MINUTES**

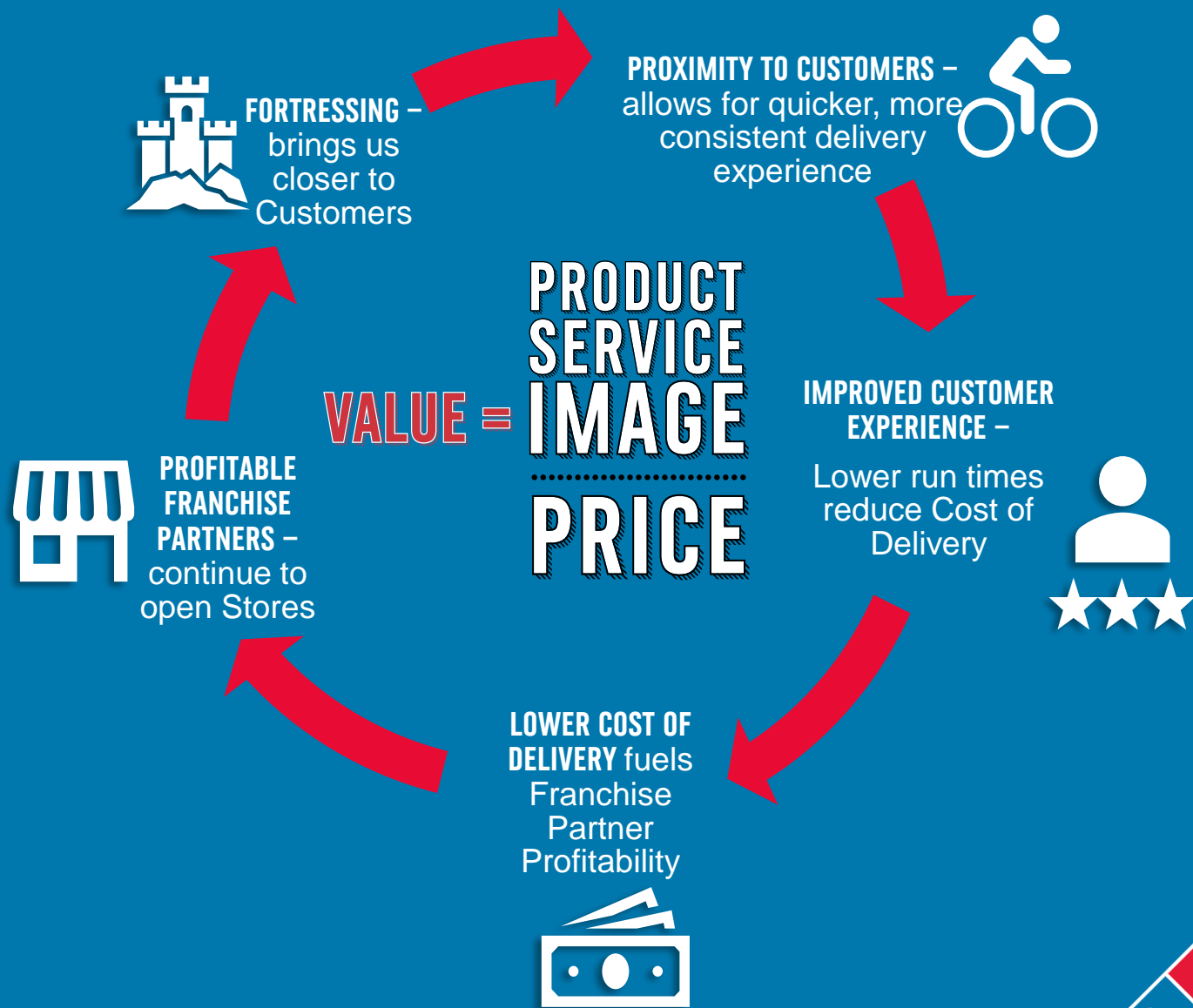
DELIVERY RUN TIME

**EQUALLY,
STORE PROFITABILITY
SUFFERS AT**

**>10
MINUTES**

RUN TIME

FORTRESSING IS ESSENTIAL TO DELIVER ON OUR MISSION



WE BELIEVE IN THE POWER OF FRANCHISING



Entrepreneurs
and partners in
our business



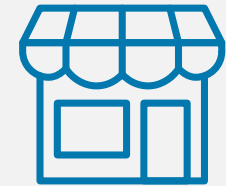
Capital light



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.



OVER THAT TIME...



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



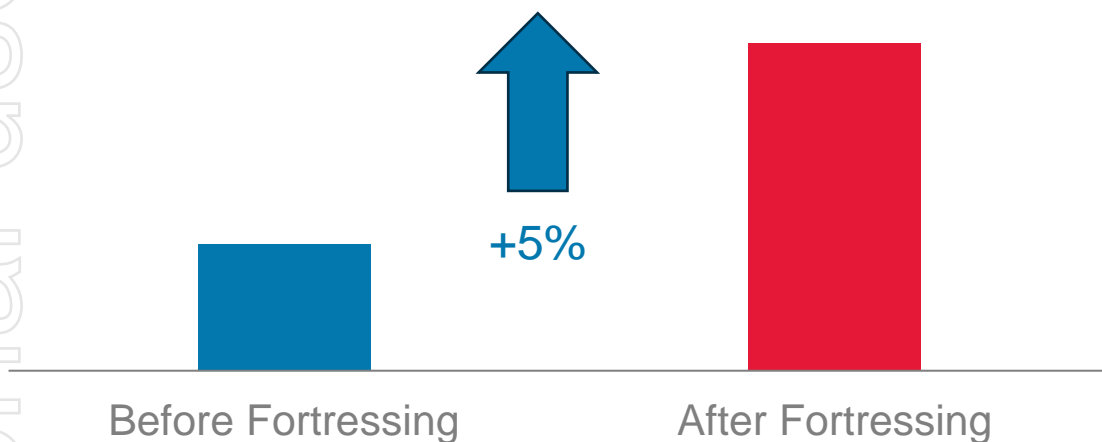
TIME IS THE ENEMY OF FOOD

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

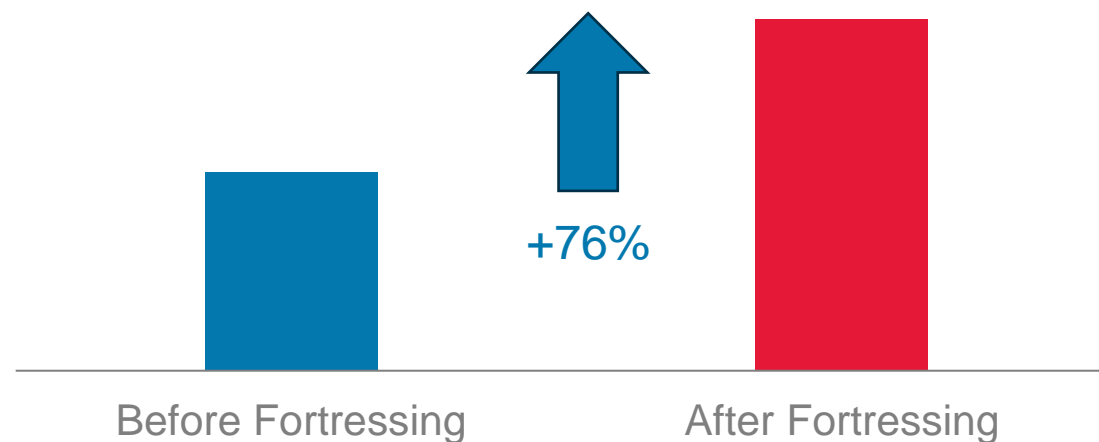


FORTRESSING = IMPROVED SATISFACTION

Product Quality for Stores Being Fortressed



NPS for Stores Being Fortressed



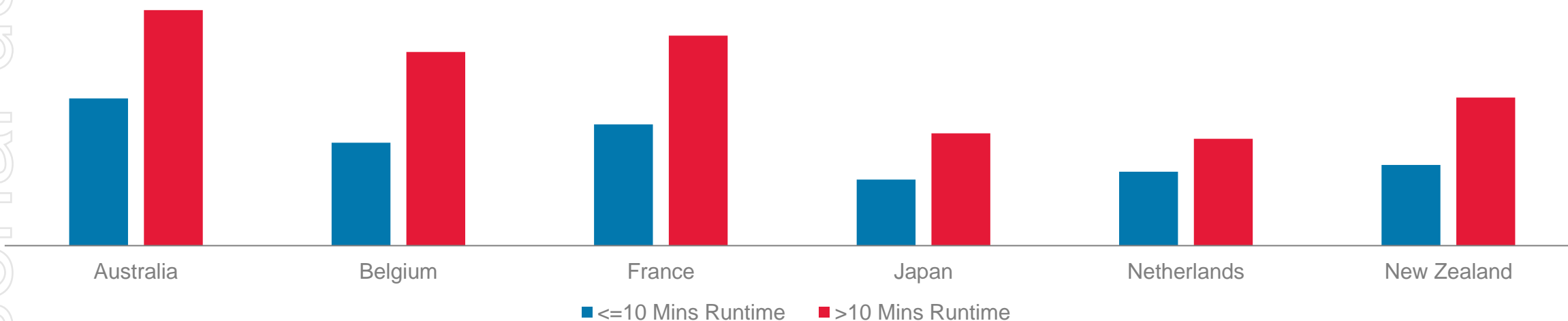
* 1-year pre- & post-performance of Domino's Japan stores fortressed in December 2022



FORTRESSING = LOWER DELIVERY COSTS

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

Average cost of delivery per country



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

DELIVERING ON OUR GROUP RESTRUCTURING AND THE SAVINGS FOR FRANCHISE PARTNERS AND OUR SHAREHOLDERS



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 - UPDATE

PROGRAM ON TRACK

FY24 TARGET NETWORK SAVINGS ~\$50M⁽¹⁾

~\$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⁾**

1) Network savings include supply chain improvements, national advertising fund cost reductions and reduction in support office costs

2) 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

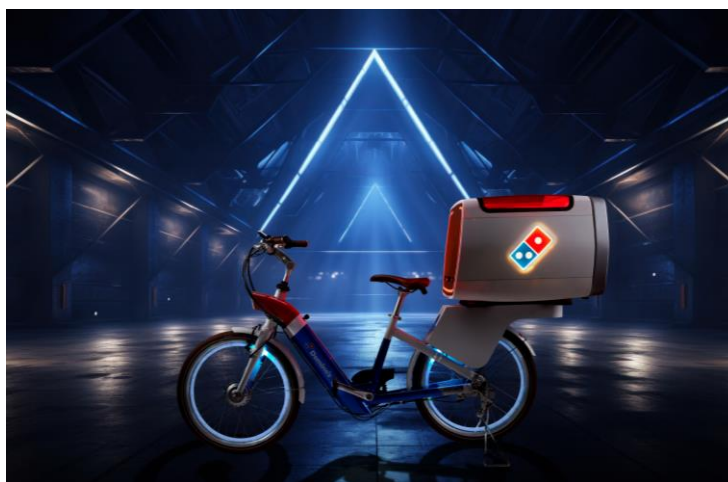


DESIGNED TO DELIVER

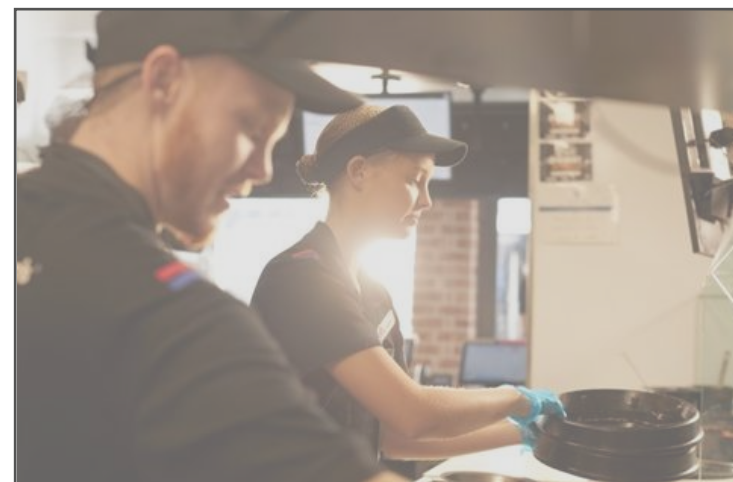
Three key areas we are focused on



FOOD



BRAND



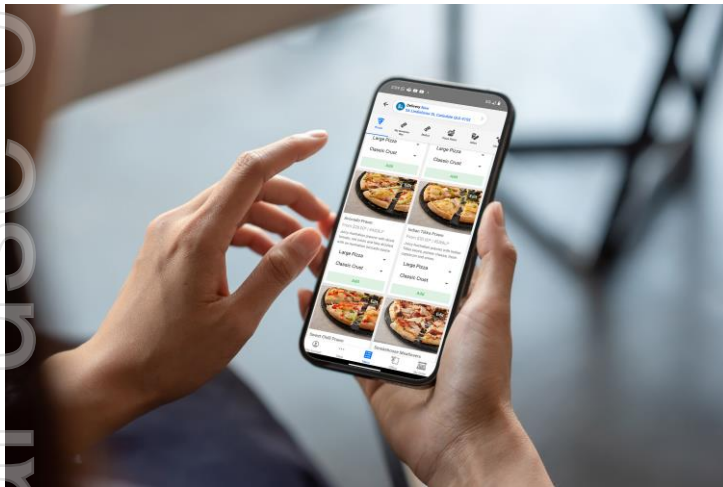
PEOPLE

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



BRAND

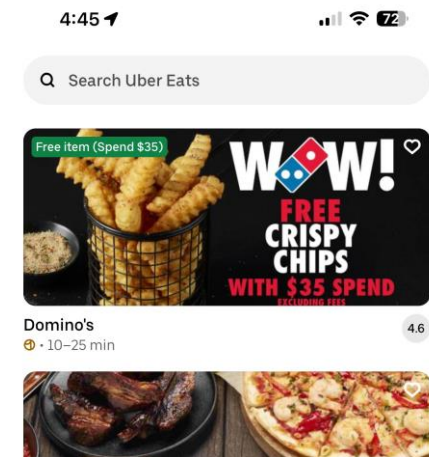
Growing the Domino's Brand in all markets through inspired products and service



Leveraging our
Technology



Marketing Products that
Inspire



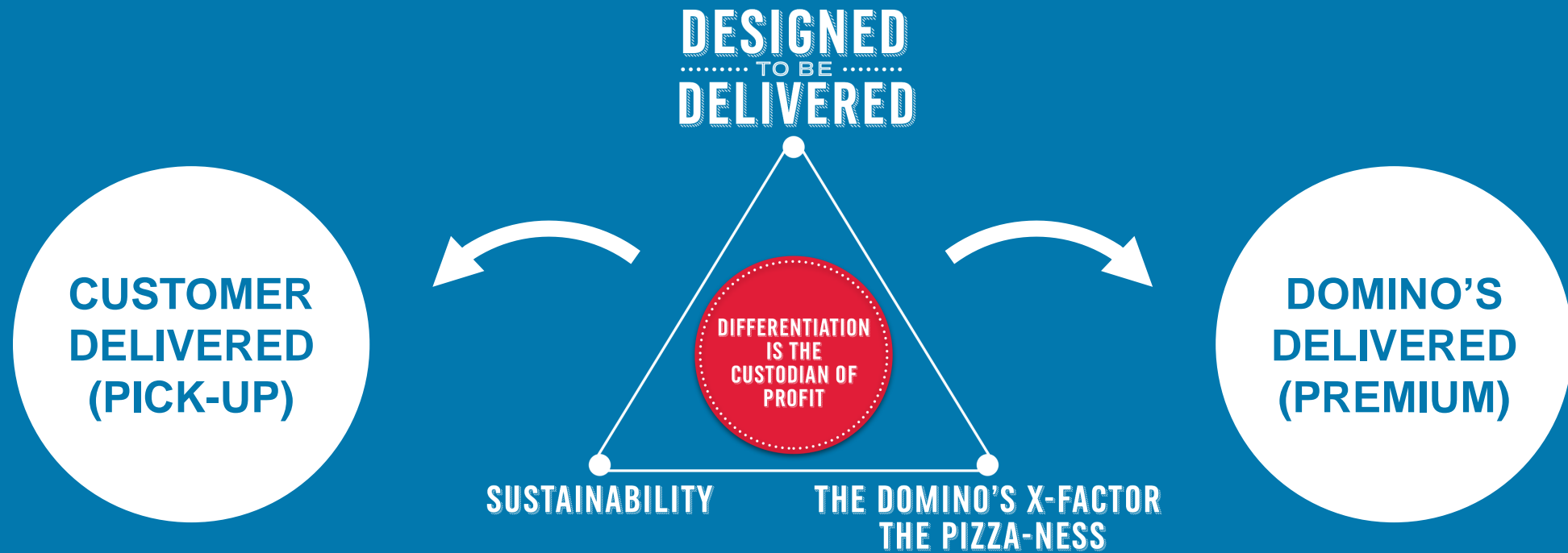
Playing to win inside
aggregators

And leveraging it to win in all channels



EVERY DAY WE THINK ABOUT FOOD CONSUMED OFF PREMISE

The dominant sustainable delivery QSR in every market by 2030



MEDIA

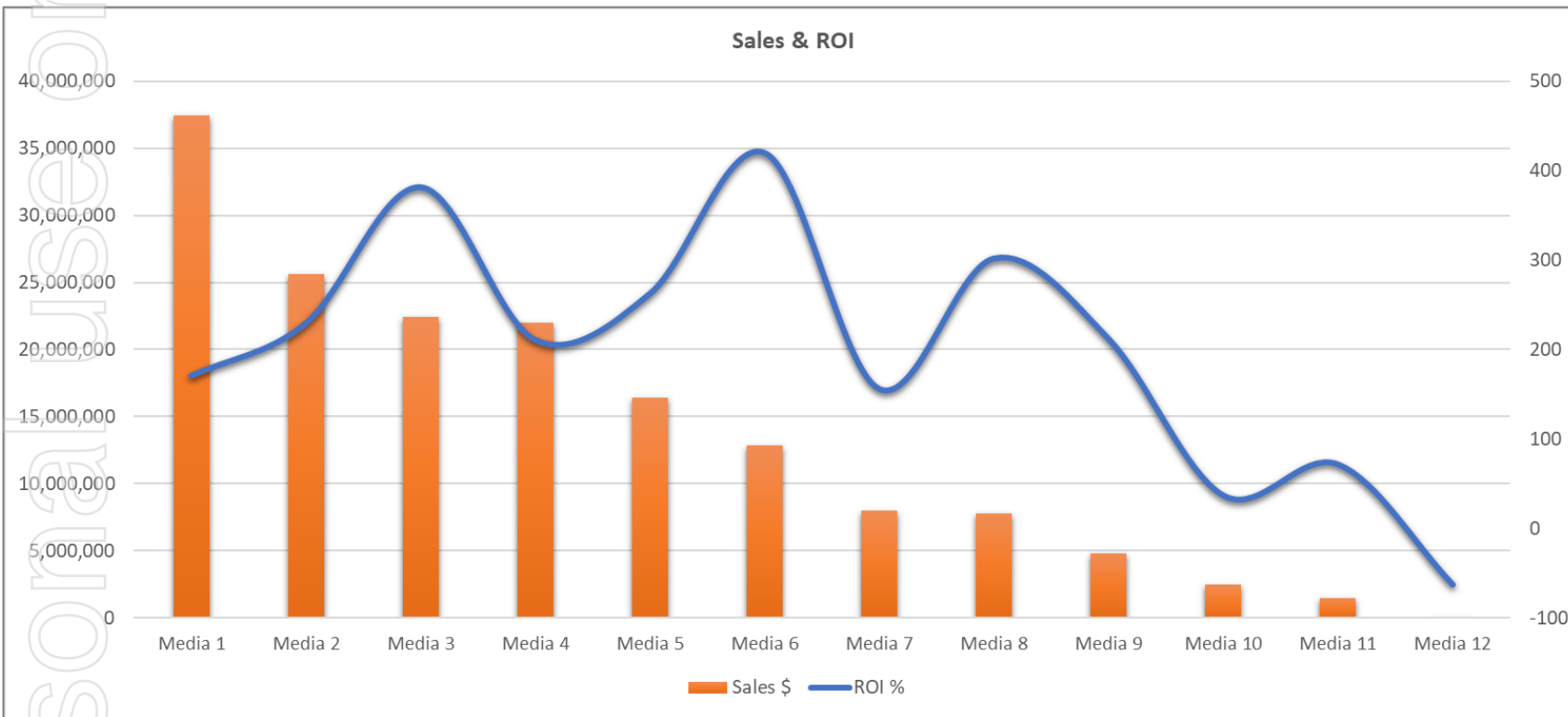
INSPIRED PRODUCTS DESERVE INSPIRED MARKETING



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/optimize 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



Domino's

NEW CHEESE VOLCANO

FROM **\$10***

PICK UP

Introducing the ALL NEW Cheese Volcano 🍕🔥 Experience more cheese than ever before from only \$10 pick up!* ORDER TODAY!
dominos.au/rHHRWcRjmz T&Cs apply. To opt out send STOP to 0485865365

Domino's

DELIVERY OR PICK UP

NEW CHEESE VOLCANO

FROM **\$10***

PICK UP

THE ULTIMATE FLAVOUR EXPLOSION

ORDER NOW

*Conditions apply. Selected stores only. Pick up price only. Further customisation will incur charges as displayed in your basket total. Valid until 23/04/24. 10% surcharge on Sundays, and after 10pm in selected stores. Up to 20% surcharge on Public Holidays.

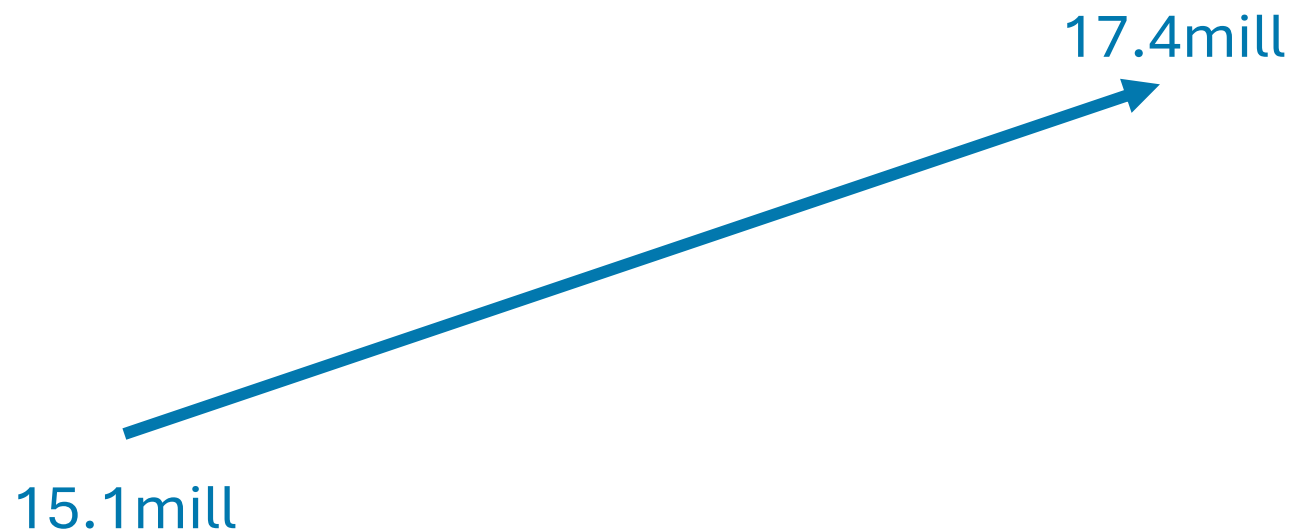
MORE GREAT DEALS

1 PIZZA PLUS 2 SIDES



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

15%
GROWTH



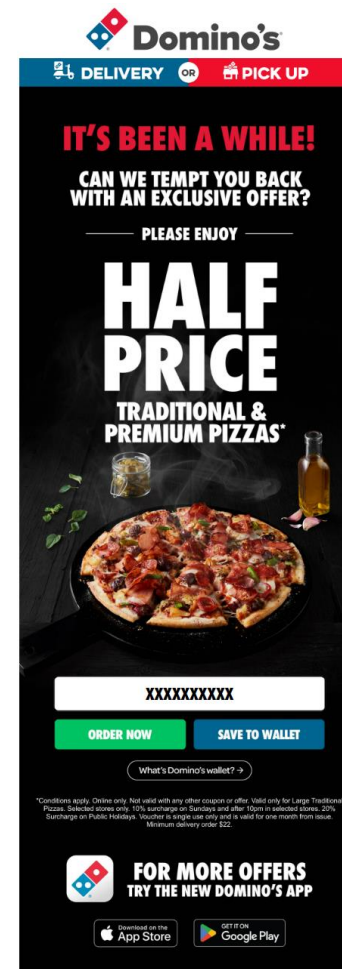
NO CUSTOMER LEFT BEHIND

Since launching automated
re-engagement campaigns

Have successfully won-back

> 15k

Lapsed Customers **PER MONTH** across DPE markets



AU



JP



NL



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**WE ARE
THE DOMINANT
SUSTAINABLE
DELIVERY QSR**
**IN EVERY
MARKET BY** **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

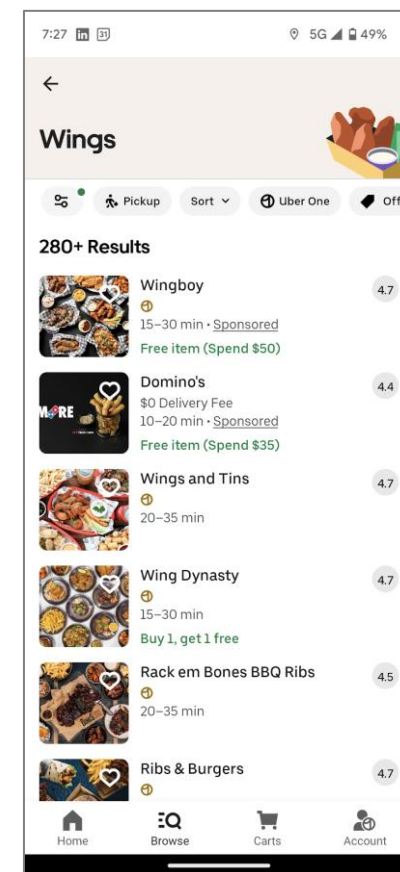
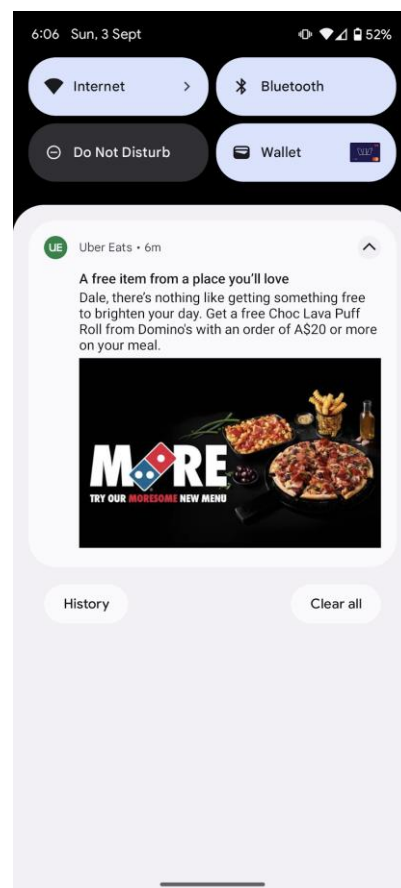
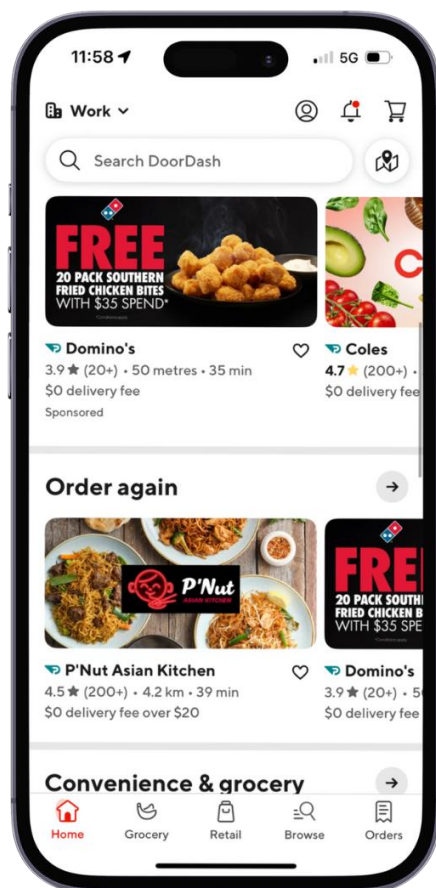
PROMOTE
PRODUCT & VALUE
FOR CONVERSION

BUILD
INFRASTRUCTURE
FOR FLAWLESS
OPERATIONS

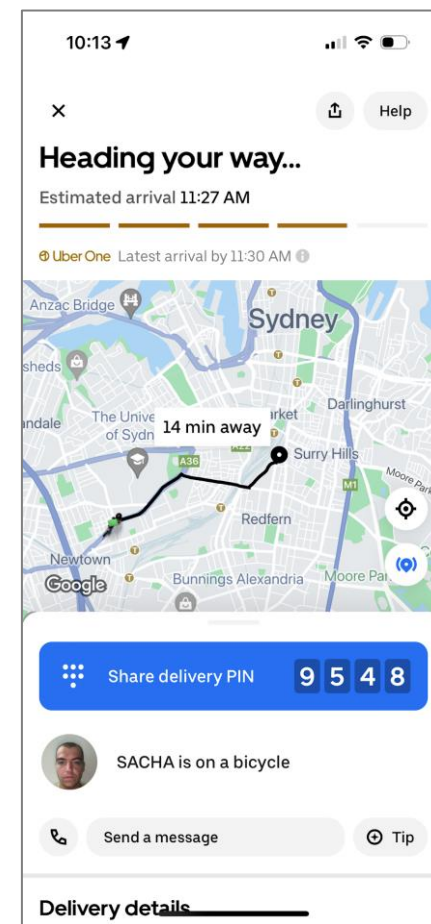
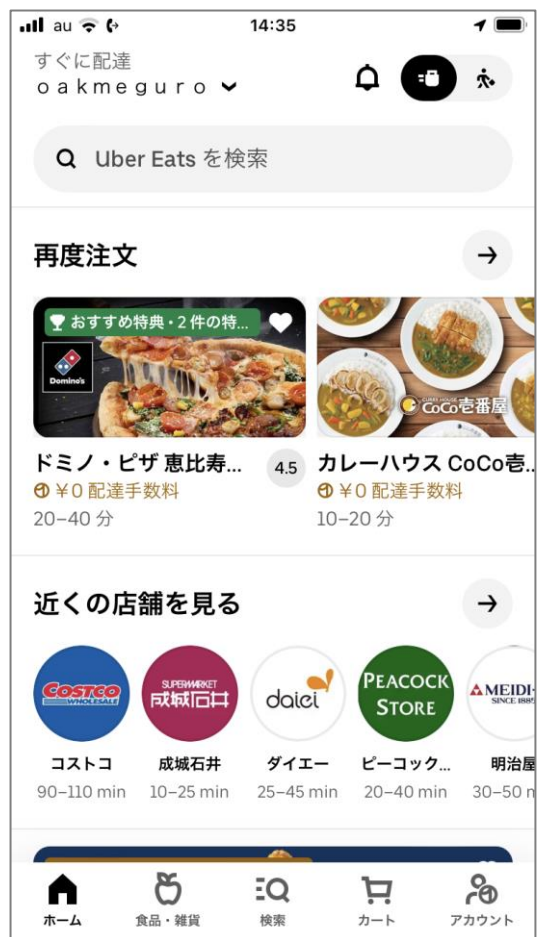


PLAYING TO WIN INSIDE AGGREGATORS

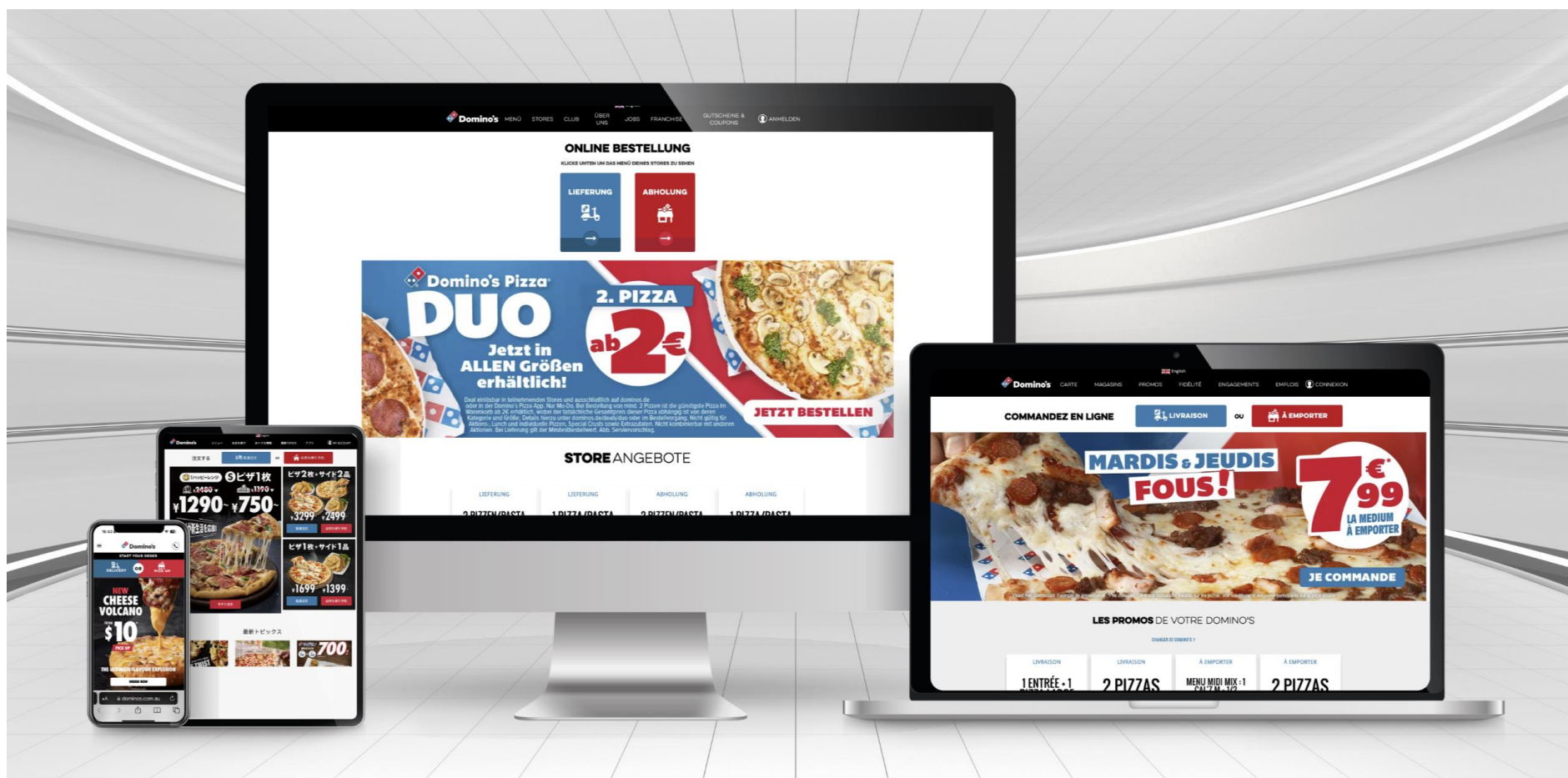
MAXIMISING VISIBILITY



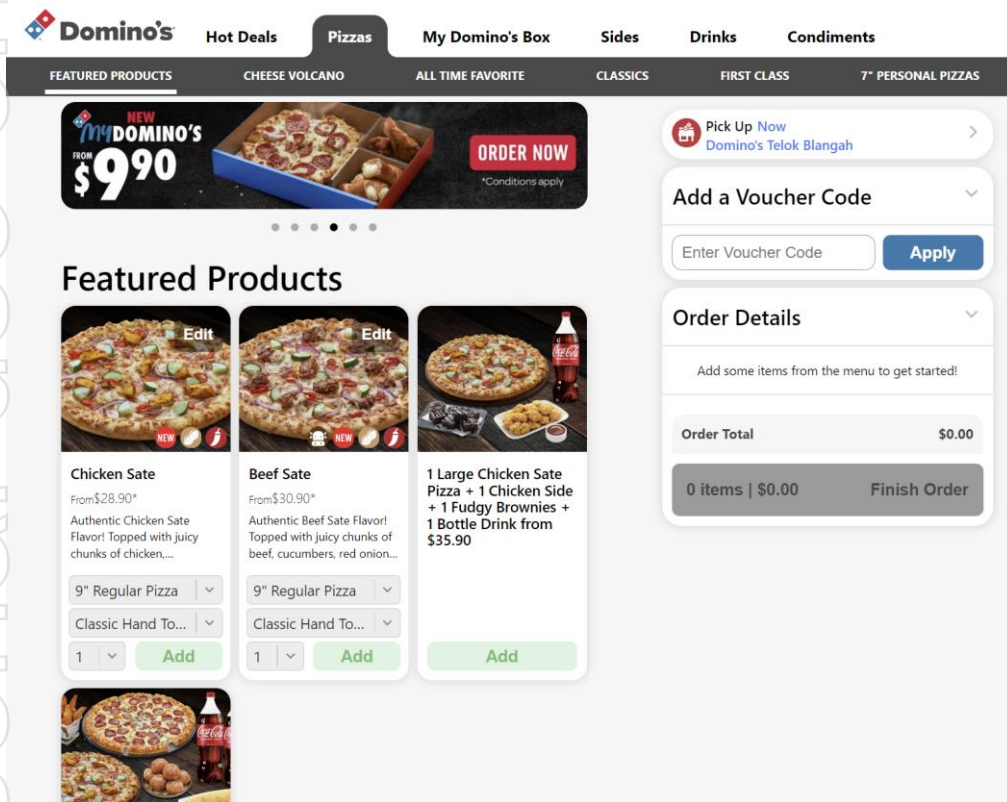
PLAYING TO WIN INSIDE AGGREGATORS



GLOBAL APPROACH TO LEVERAGING OUR TECHNOLOGY



GLOBAL APPROACH TO LEVERAGING OUR TECHNOLOGY



**SINGAPORE PERFORMANCE SINCE
ROLLING OUT ON ONEDIGITAL
PLATFORM RESULTED IN**

17+%*

INCREASE IN SSS GROWTH

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

*First 3 Months of '23 vs '24



PEOPLE STRATEGY

David Klages

Chief People and Culture Officer

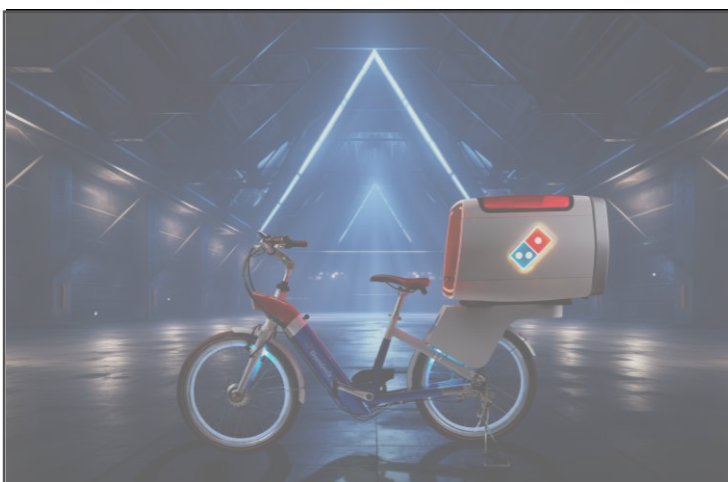


DESIGNED TO DELIVER

Three key areas we are focused on



FOOD



BRAND



PEOPLE

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



PEOPLE - 2030



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.

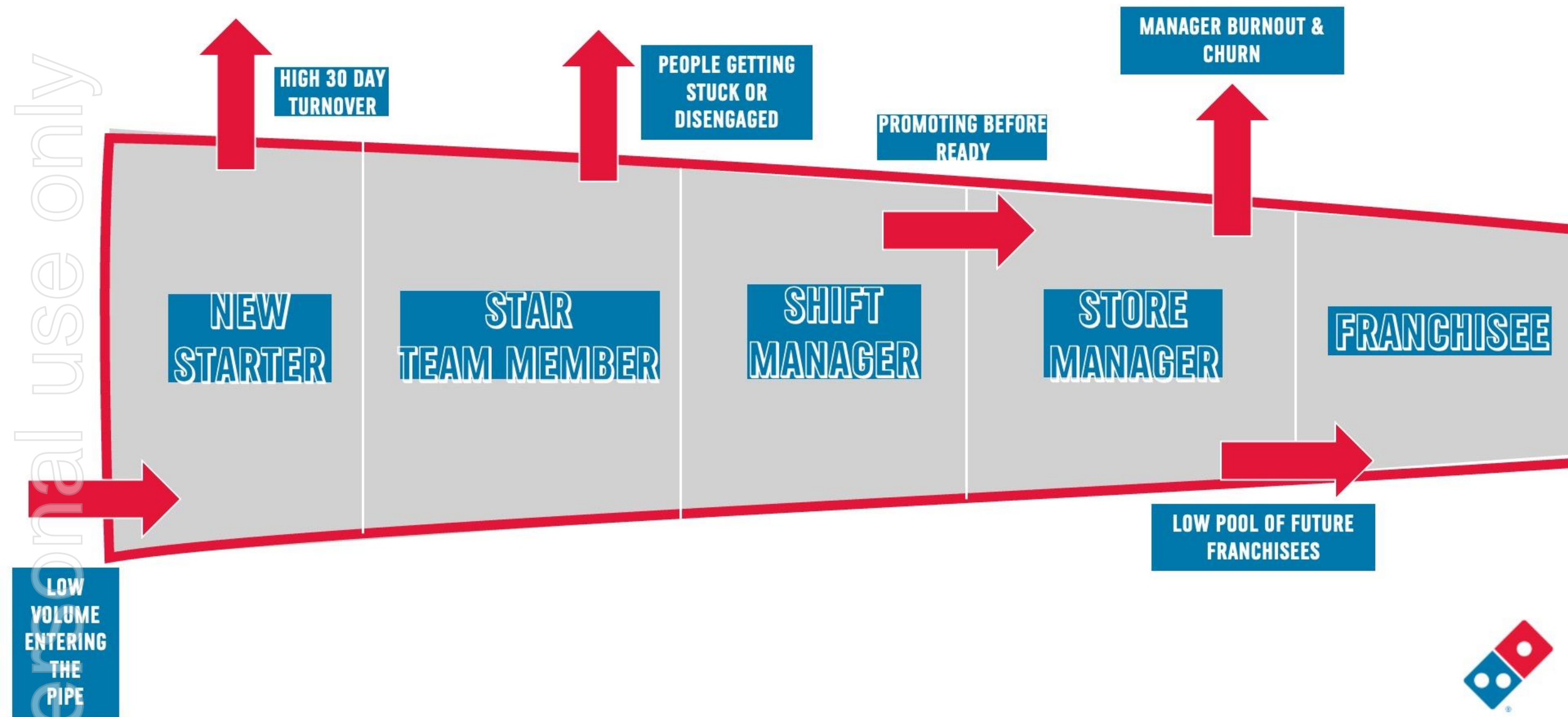


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FROM DELIVERY DRIVER
TO MANAGER
TO FRANCHISEE
TO CEO



OVERCOMING PEOPLE CHALLENGES



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 Group average # of in stores per del order



Based on Global Corp Store Turnover Data



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



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 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)

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

ROLE-BASED TECHNICAL COMPETENCY FRAMEWORK



OPTIMAL TEAM CONSTITUTION



LEADERSHIP COMPETENCY FRAMEWORK

LEARNING PLANS

CERTIFICATION	COURSE MODULE

SKILLS MATRIX



DELIVERY EXPERT



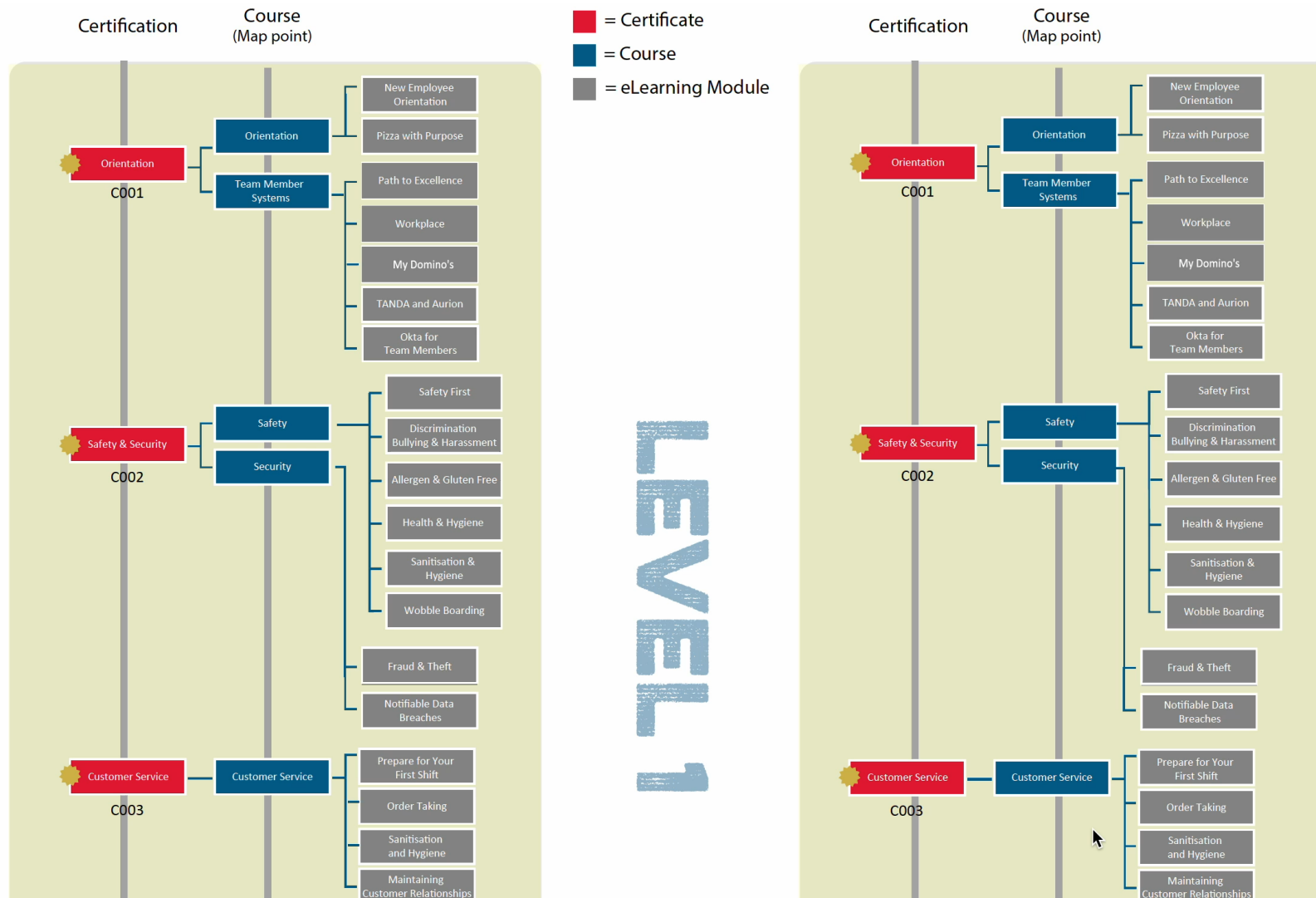
INSTORE TEAM MEMBER



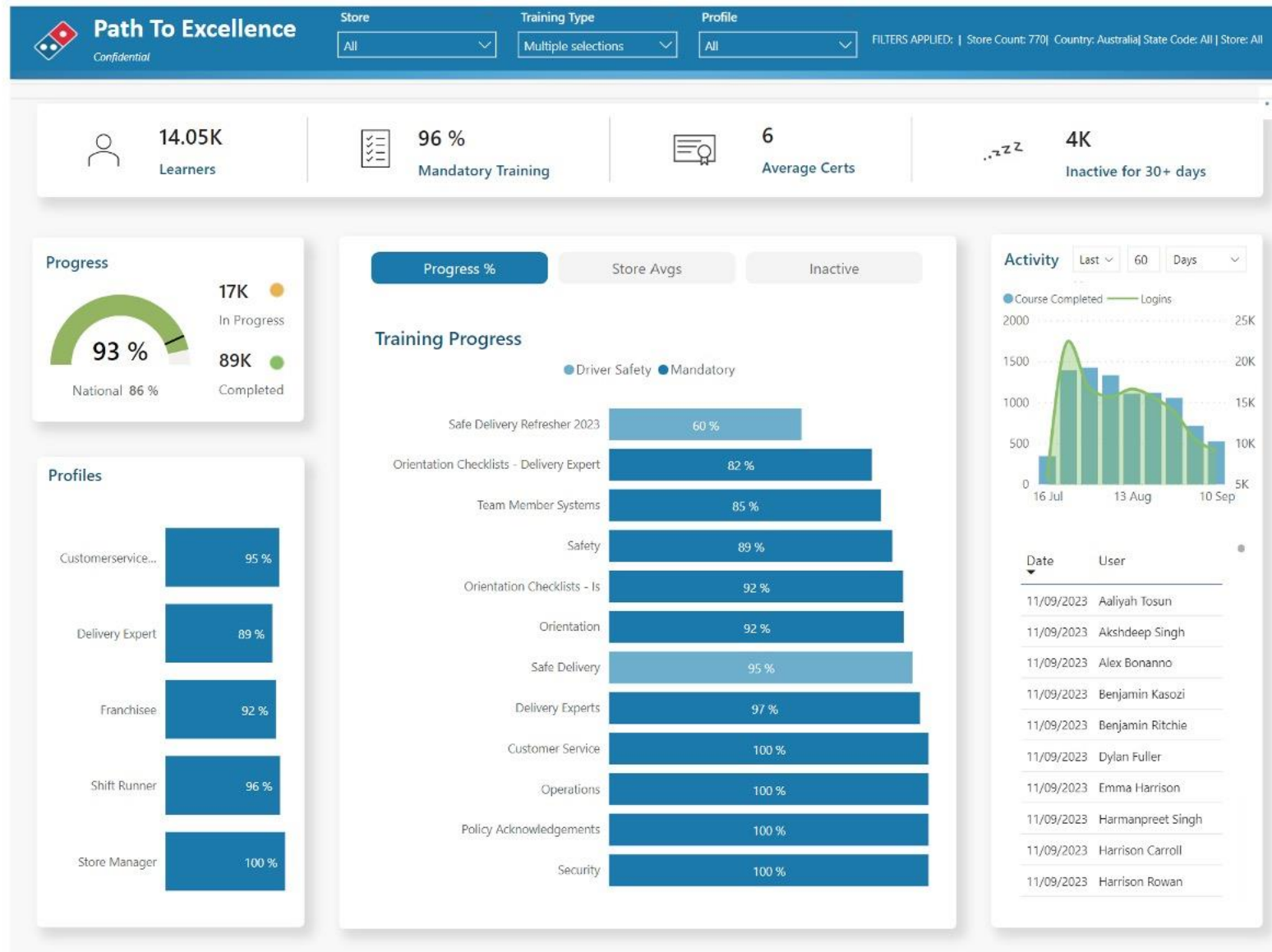
CURATED LEARNING PLANS

59

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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.

TIME		DESCRIPTION	PRESENTER
Welcome & Tour of Support Office			
11:00am	45mins	Talent & Capability & Recruitment Workshop	Hannah Jenkins & Brad Aberdein
11:45am	15mins	Minds and Meals	Christine Bryant
12:00pm	15mins	Partners Foundation	Matt Baldwin
12:15pm	30mins	Comms & Corp Affairs	Izzy Gardener
Lunch			
1:45pm	30mins	Impressu	Nathan Bennet
2:15pm	30mins	Marketing	Emma Campey
2:45pm	30mins	Local Store Marketing	Clarista Purnomo & Joe Cl
Break			
3:30pm	30mins	VOCAL	Edward Easton & Jill
4:00pm		Employee Relations	Sophie Jones

TIME		DESCRIPTION	PR
Welcome			
9:15am	1hr	Coffee with Fran Partner & Market Manager	Jerem
10:15am	30mins	Operations Workshop	Peter N
10:45am	30mins	Safety	Nicolle S
11:15am	30mins	Purchasing & Quality Assurance	Carmel Ricci
Lunch			
12:30pm	30mins	Payroll	Savannah Kay
1:00pm	30mins	DBS Accounting	Zac Mina & Joanne Ocampo
1:30pm	20mins	Legal	Jenna Boardman
Break			
2:00pm	30mins	Aggregator Workshop	Edward Easton & Jillian Warwick
2:30pm	45mins	Power BI Workshop	Kimberly Hlew & Bianca Gilchrist
Close of Day 2			
Celebrations & Connection at Lv1 the Base			



ESG AND SUPPLY

John Harney

Group Chief Partnerships Officer

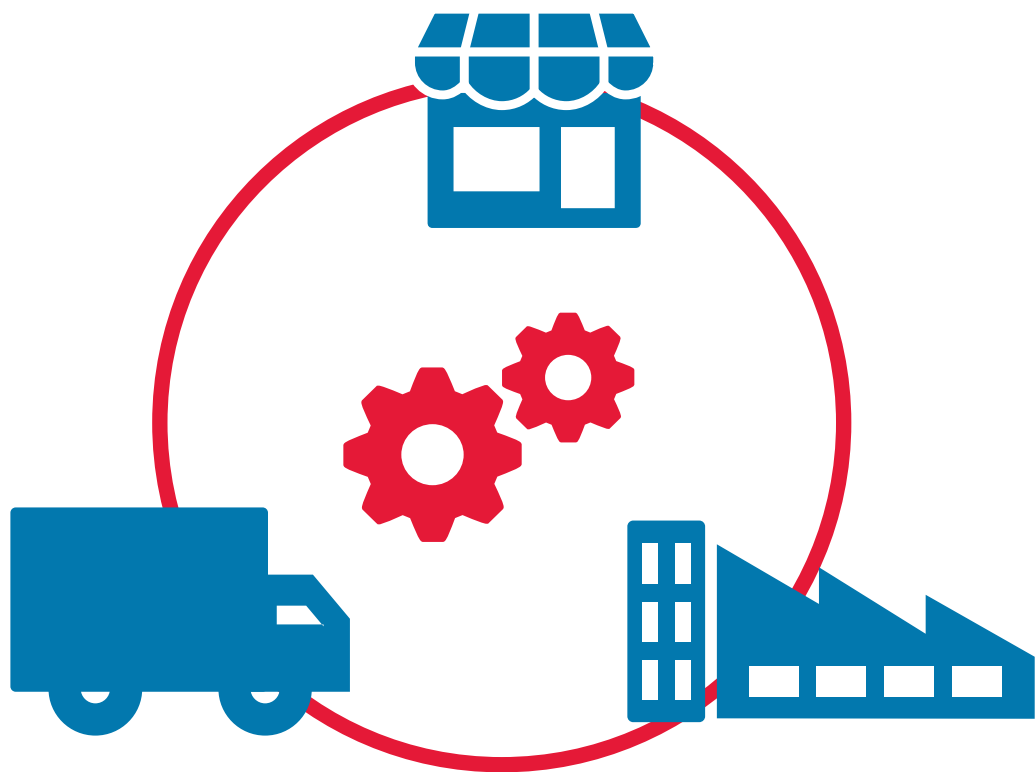


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**WE ARE
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**IN EVERY
MARKET BY** **2030**



SUPPLY CHAIN



DOMINO'S FOR GOOD

Environment, Social,
Governance (ESG)



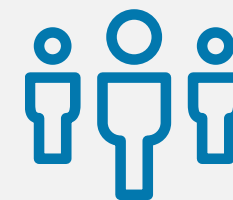
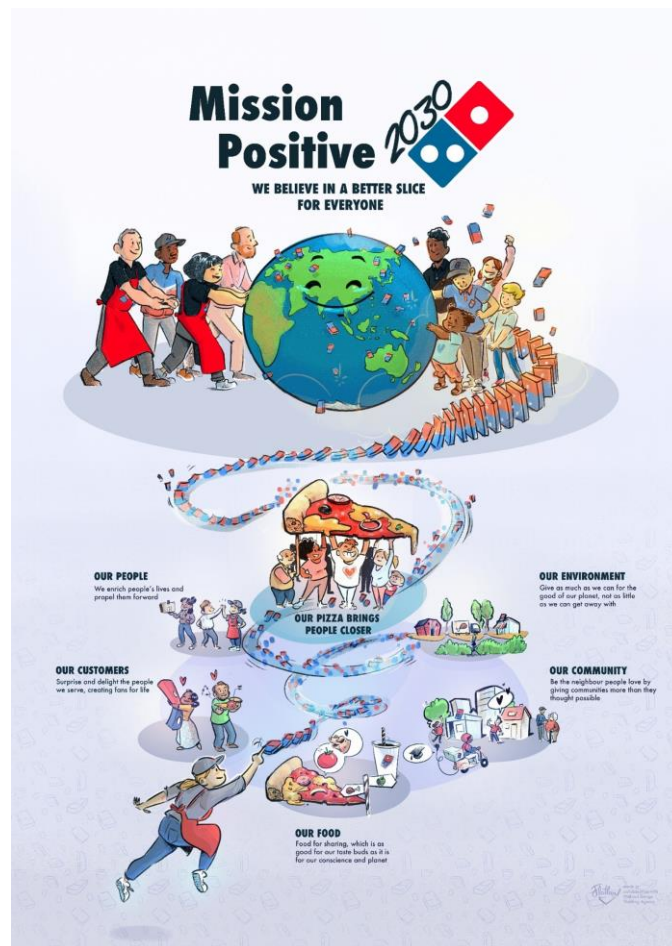
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A BETTER SLICE FOR EVERYONE

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).

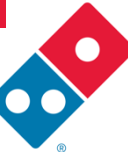


SCIENCE
BASED
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

Committed to
65%
reduction in carbon
intensity by 2030

**NET
ZERO**
by 2050



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)

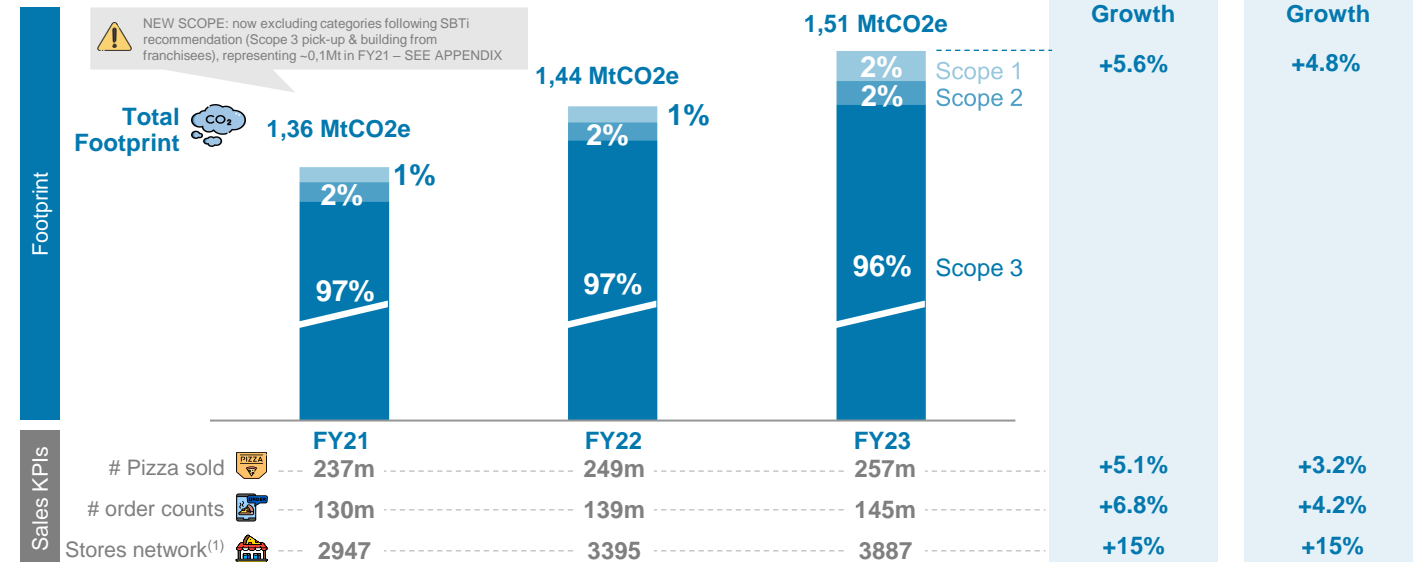
Data is key (and still a work in progress)

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

1 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



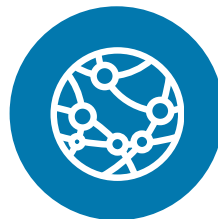
Software



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 female-
centric leadership
pathways



Expand Back of House
(BOH) Dough



Expand low/zero
emission delivery



SUPPLY CHAIN



A GLOBAL SUPPLY CHAIN DESIGNED TO DELIVER

12 markets

36 warehouses

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

77



MARTIN STEENKS
CEO JAPAN

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
CFO JAPAN

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
CIO JAPAN

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 joined 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 years' 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

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AGENDA

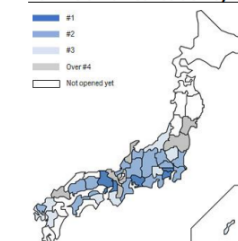
- **UPDATE ON 2017 STRATEGY (100% OWNERSHIP)**
- **OUR FUTURE**

How will we get there?

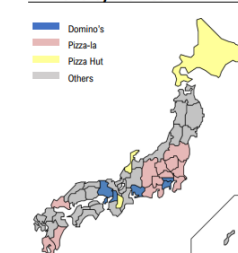
Domino's has new markets that have not yet been entered, or are under penetrated. DPJ will grow through:

- Opening new markets
- Opening kitchens closer to our customers
- Building on the customer insights, new menu offerings and new marketing approach outlined here
- Targeting more occasions
- Capitalising on the real estate opportunity available for new store builds
- Becoming an employer of choice for team members, including store managers
- Expanding our franchisee base – developing new franchisees, and multi-unit franchisees

Domino's Market Position by Market



#1 Brand by Market



30 DPJ Investor Day – April 2019

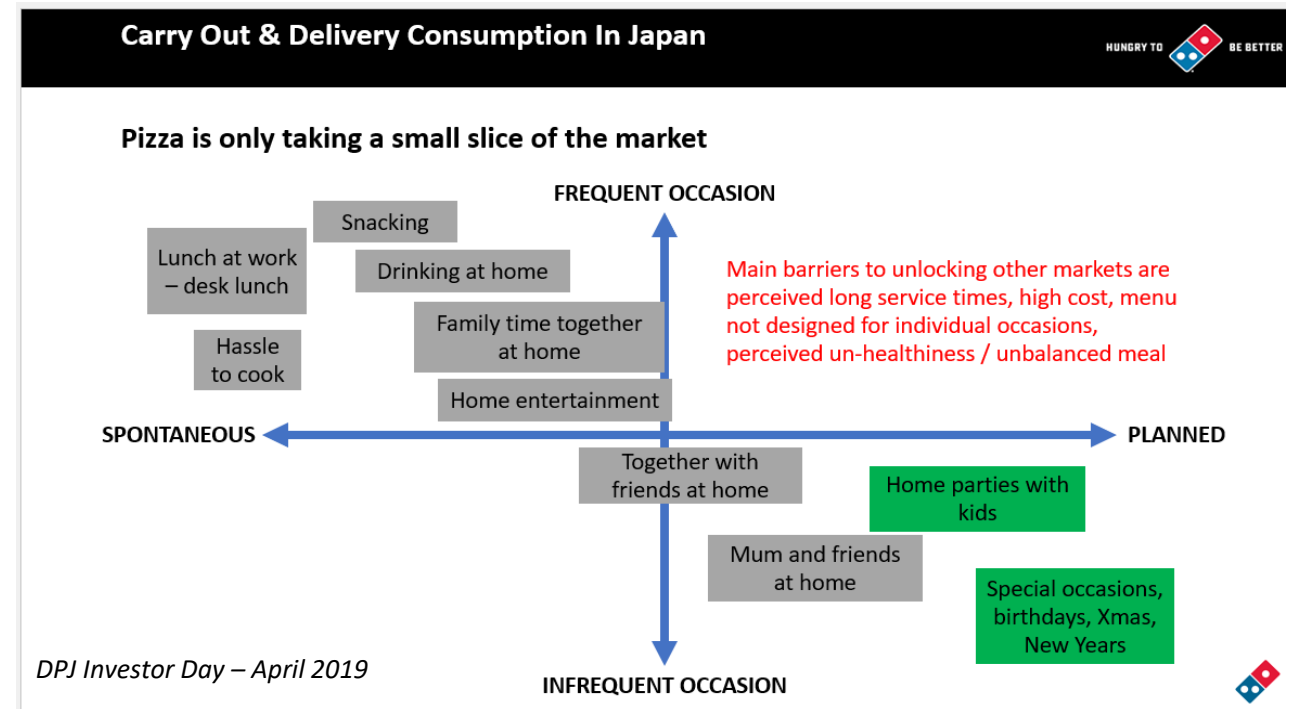


DESIGNED TO DELIVER – MORE OCCASIONS

80

✓ BUILDING ON CUSTOMER INSIGHTS, NEW MENU OFFERINGS AND NEW MARKETING

✓ 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

In 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

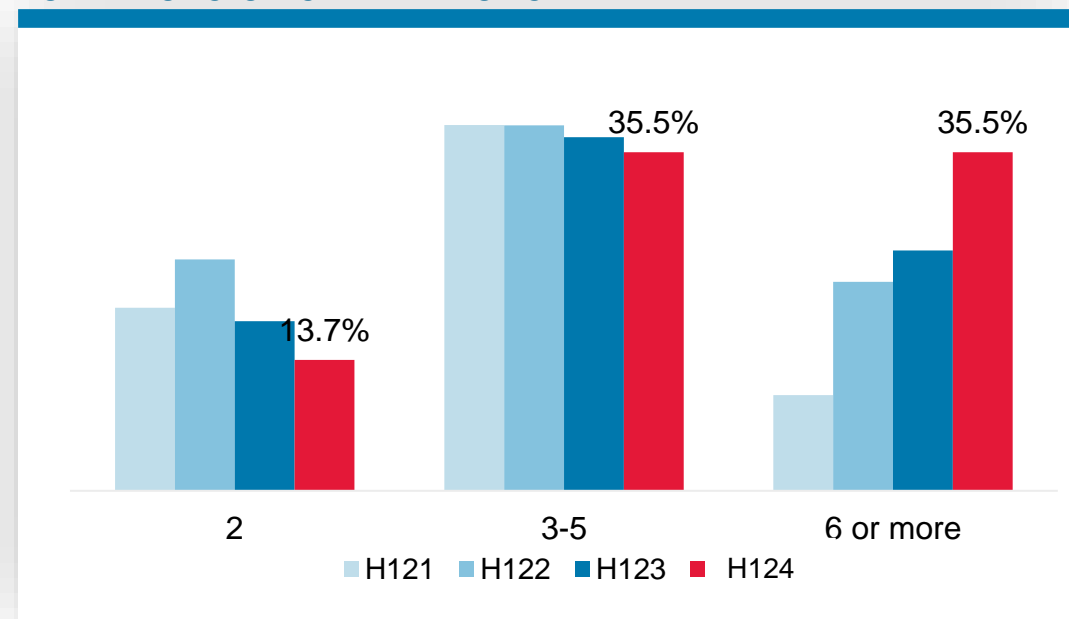


DESIGNED TO DELIVER – A STRONGER TEAM

82

- ✓ **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**

NUMBER OF STORES PER FRANCHISEE



133 → 124



3.9 → 5.0

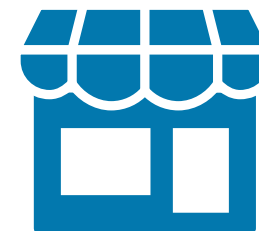
Source: Company data: Dec 2023 vs May 2022



DESIGNED TO DELIVER – A NATIONAL APPROACH

83

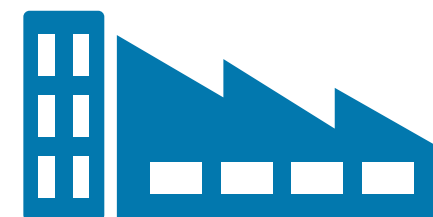
A STRATEGIC REVIEW PRIOR TO COVID
**UNLOCKED PREVIOUSLY
INACCESSIBLE PREFECTURES**



STRATEGIC
REFRANCHISING



FREIGHT HARMONISATION
(NATIONAL PRICING)



DOUGH PROJECTS
(BACK OF HOUSE DOUGH)



DESIGNED TO DELIVER – REACHING MORE REGIONS

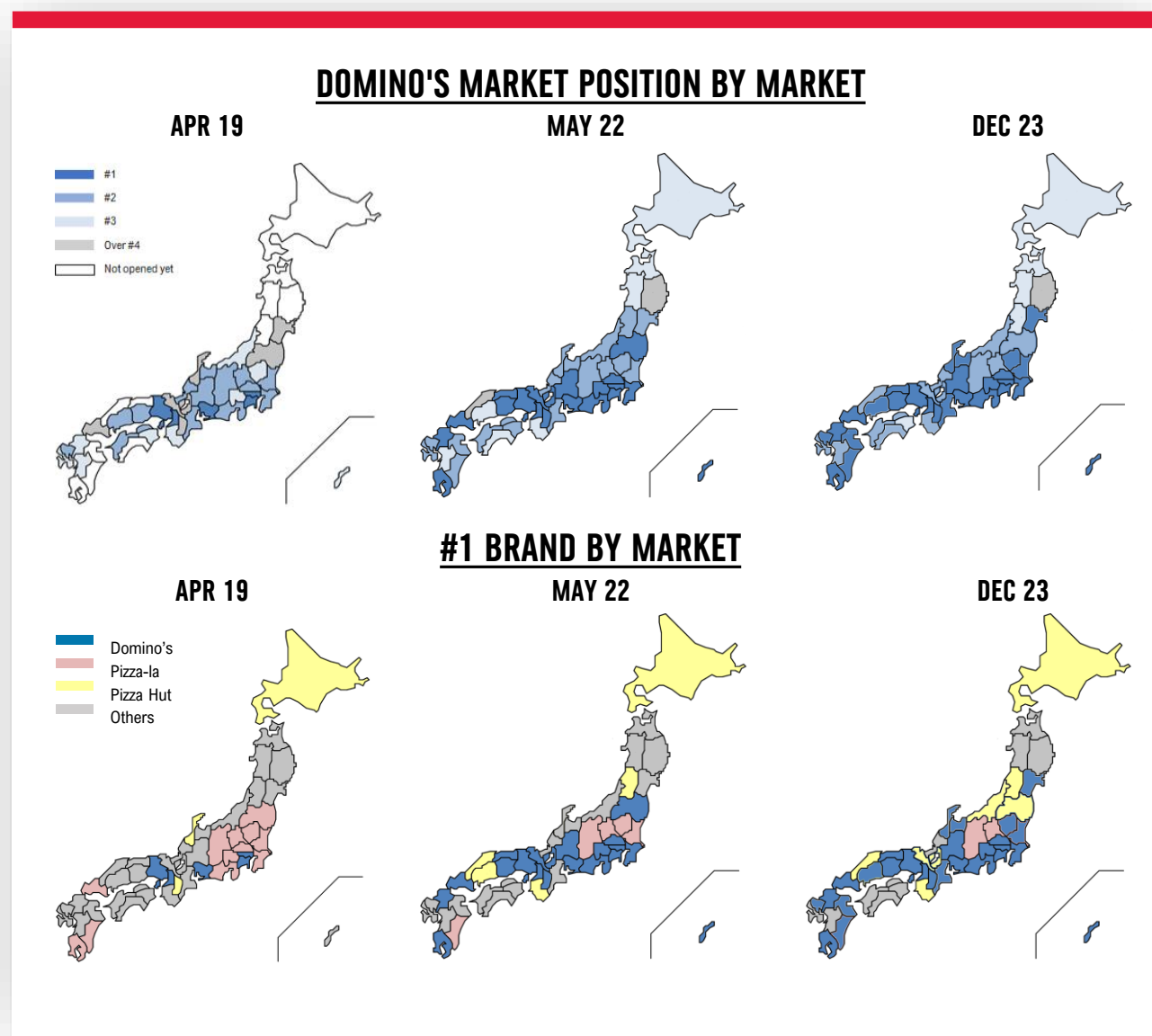
84

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

✓ OPENING STORES CLOSER TO OUR CUSTOMERS

PEOPLE PER STORE (137K₁ → 122K)

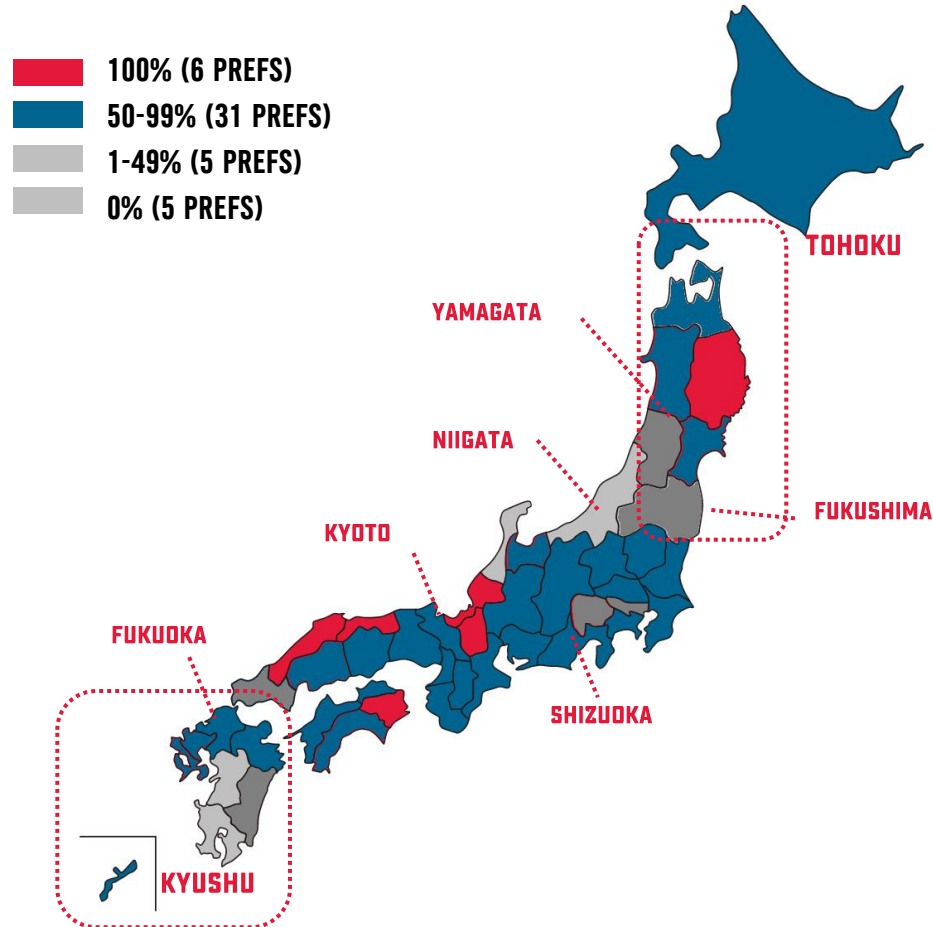
1) Reduction in average population per store vs (May 2022)



DESIGNED TO DELIVER – A NATIONAL APPROACH

FRANCHISE STORE %

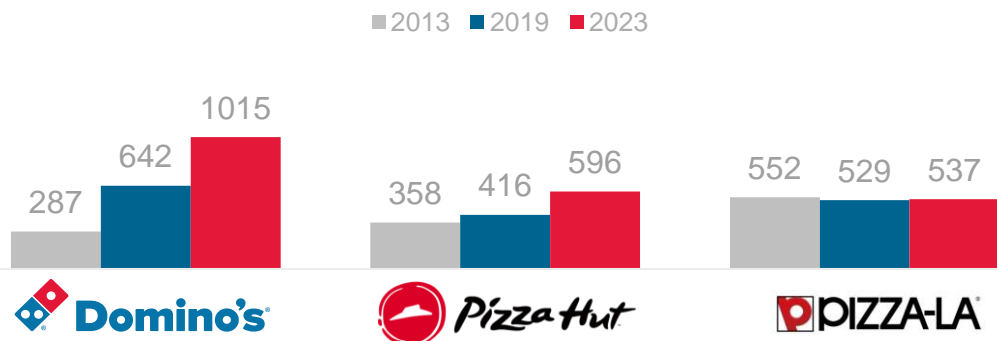
(AS OF DECEMBER 2023)



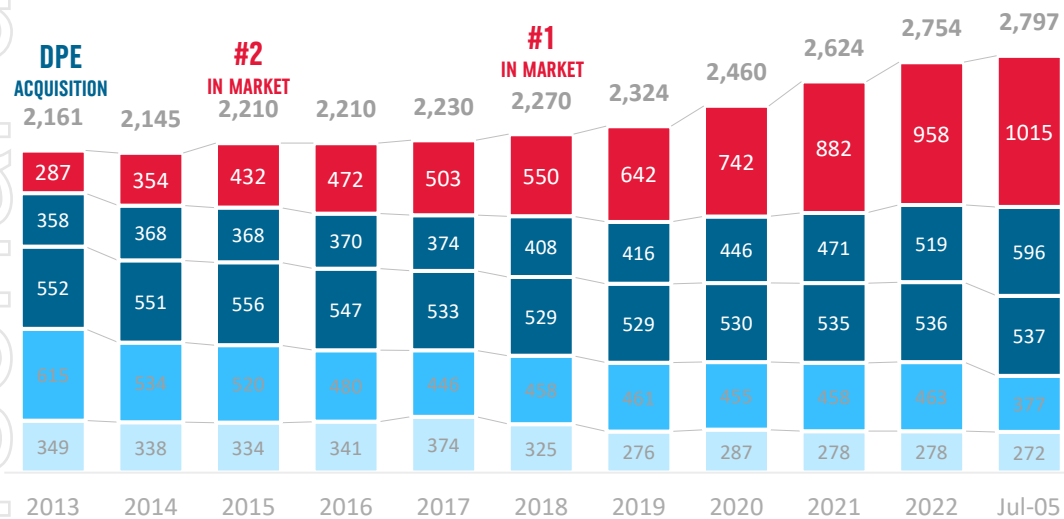
DELIVERY PIZZA MARKET OVERVIEW IN JAPAN

86

MAJOR 3 STORE COUNT



CY CHANGES OF STORE COUNT OF JAPAN DELIVERY PIZZA INDUSTRY

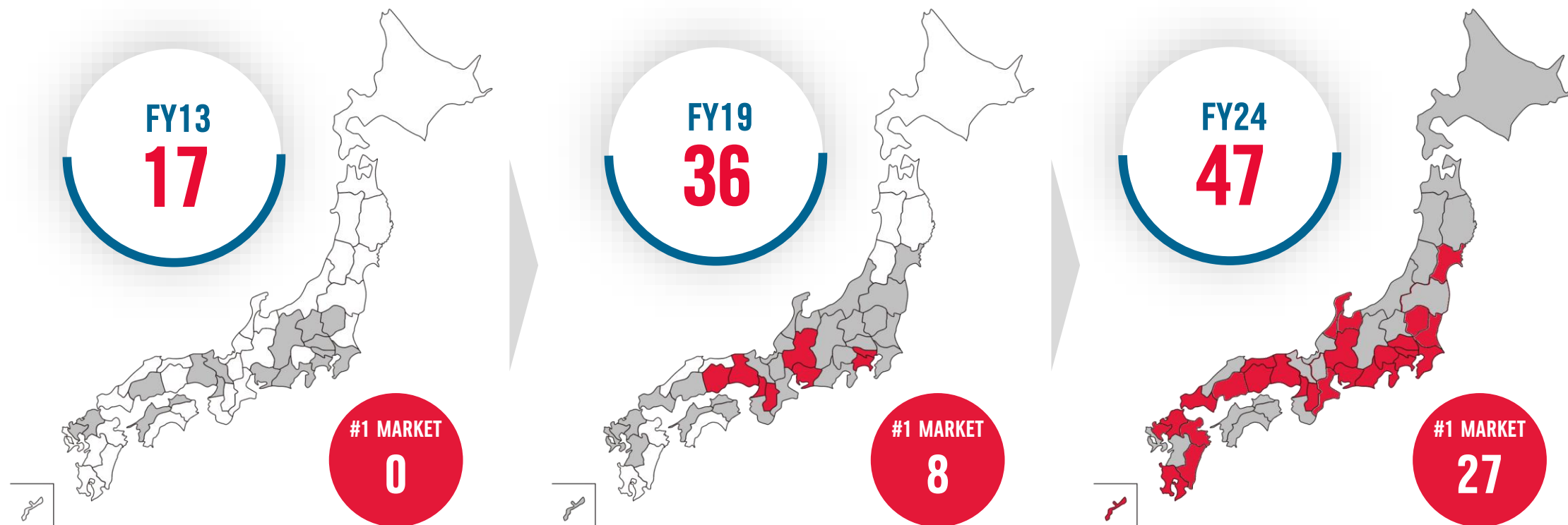


Note: (1) As of December 2023, Source: Researched by Fuji Keizai Corp., Lokesuma, and company research



DESIGNED TO DELIVER #1 IN EVERY NEIGHBORHOOD

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MORE MATURE PREFECTURES DELIVER STRONGER ORDER COUNTS

THEN: DOMINO'S POSITION BY MARKET (APR-19)

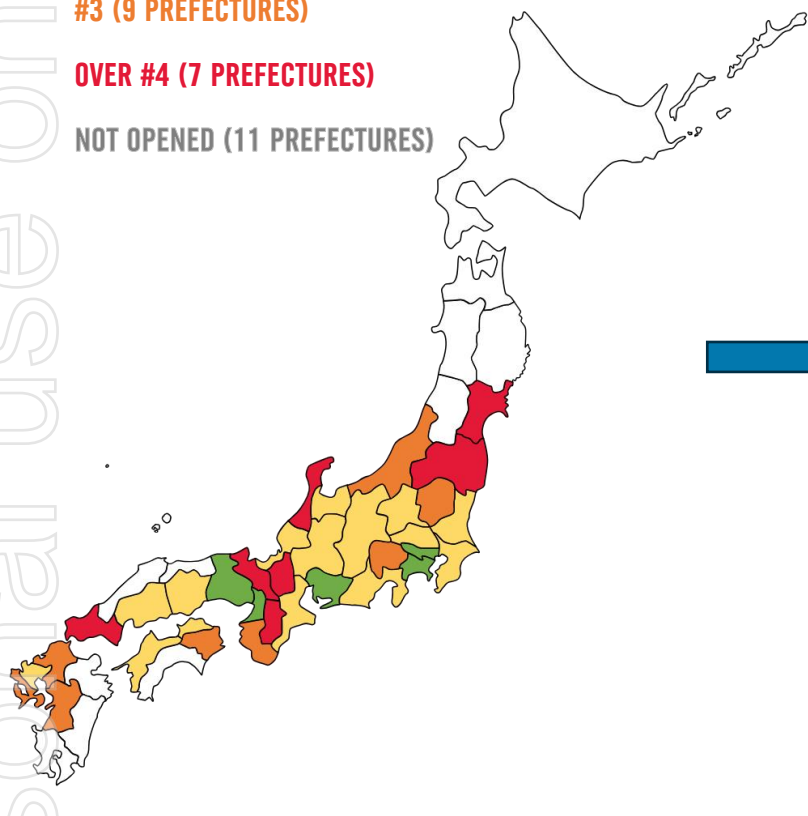
#1 (5 PREFECTURES)

#2 (15 PREFECTURES)

#3 (9 PREFECTURES)

OVER #4 (7 PREFECTURES)

NOT OPENED (11 PREFECTURES)



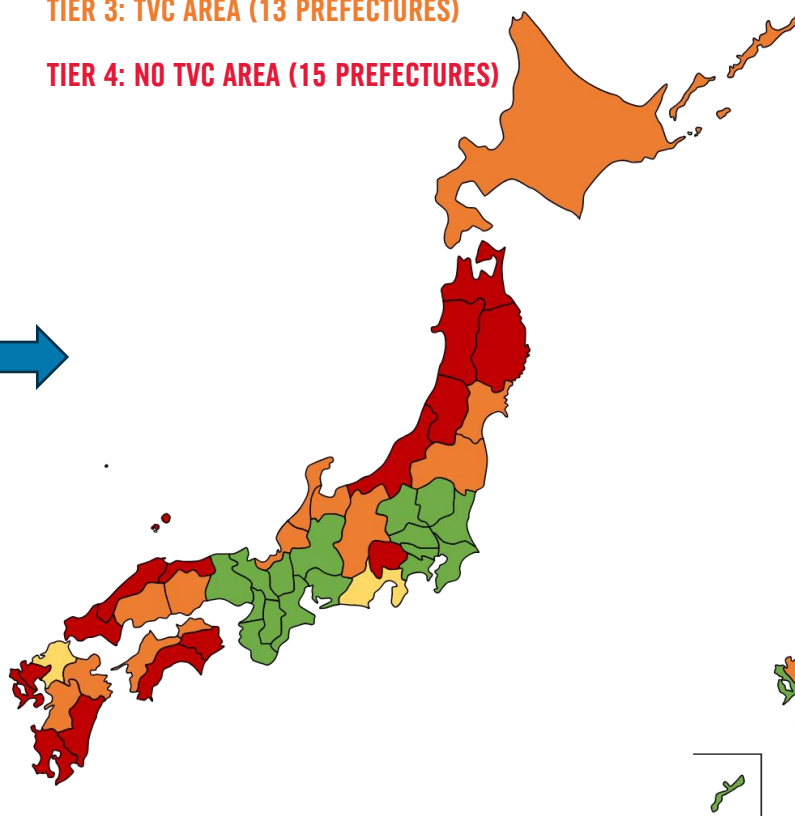
NOW: TVC MARKET TIERS (CY2023)

TIER 1: TVC AREA (16 PREFECTURES)

TIER 2: TVC AREA (3 PREFECTURES)

TIER 3: TVC AREA (13 PREFECTURES)

TIER 4: NO TVC AREA (15 PREFECTURES)



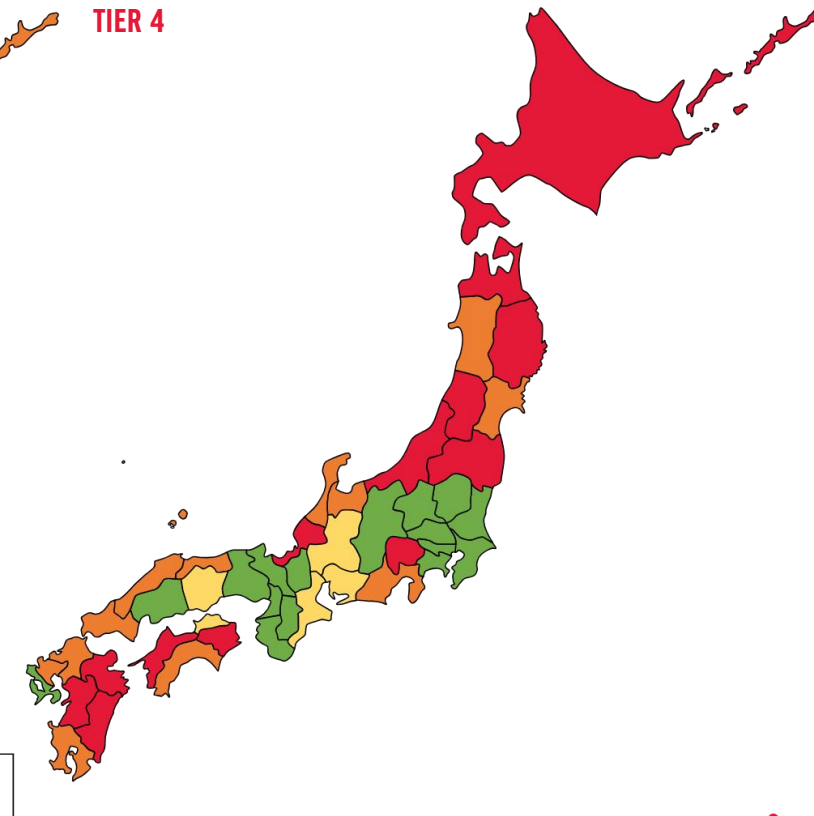
NOW: AWOC₁ BY PREFECTURES (CY2023)

TIER 1

TIER 2

TIER 3

TIER 4



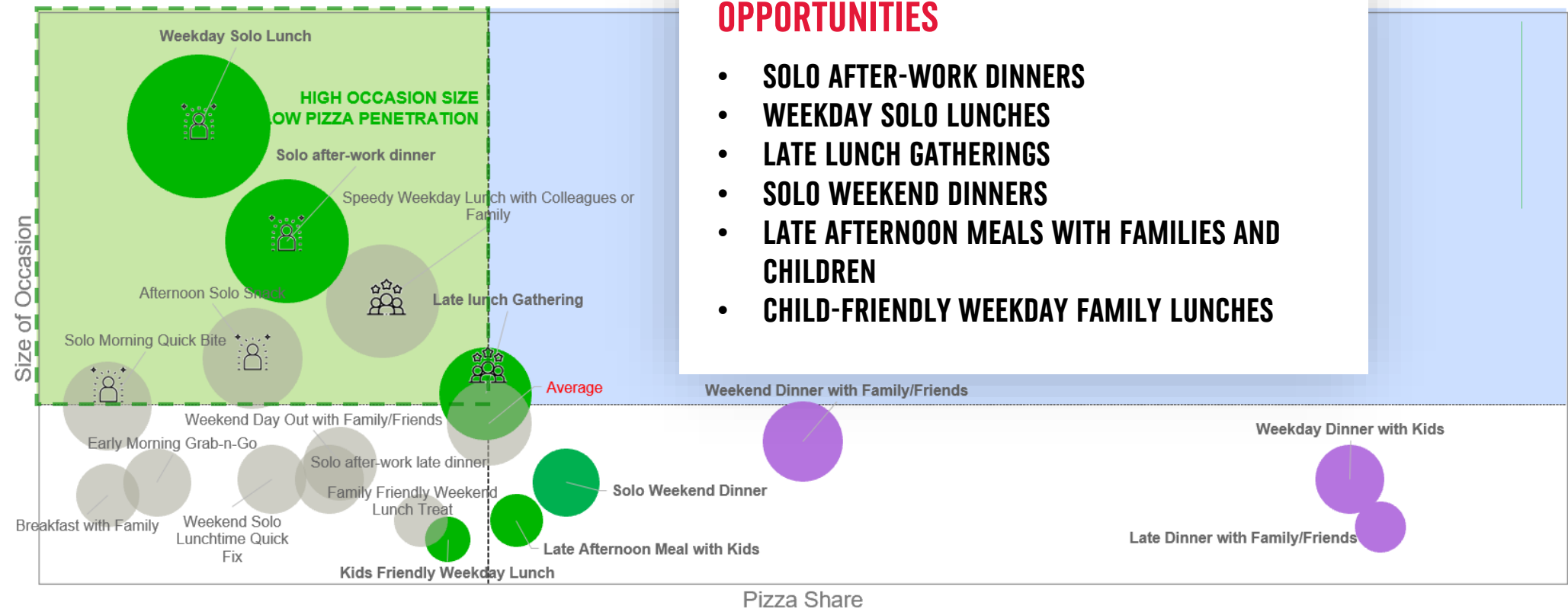
¹ Average weekly order count (AWOC).

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



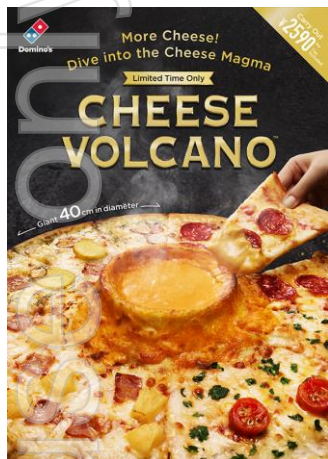
OUR STRATEGY CAN DELIVER ON MORE OPPORTUNITIES

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



GROWING CUSTOMERS

INSPIRED PRODUCTS ON MORE OCCASIONS



EATERTAINMENT

Cheese Volcano
(January)

&

Cheese Twist
(March)

REFRESHING THE CORE

e.g. Quattro offerings

&

<¥1000 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

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**DOMINO'S JAPAN IS
WORKING THROUGH SHORT-
TERM CHALLENGES ...**

**OUR LONG-TERM POTENTIAL
IS CLEAR**



CURRENT STORE COUNT

1,015

FUTURE STORE OUTLOOK

2,000 (+97.0%)



ersonal use only



DESIGNED TO DELIVER.