



Domino's Pizza Enterprises Limited  
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Hamilton, QLD, Australia 4007  
ACN: 010 489 326  
[www.dominos.com.au](http://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](mailto:investor.relations@dominos.com.au) or on+614 1924 3517.

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# DMP STRATEGY DAY

12<sup>th</sup> 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



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

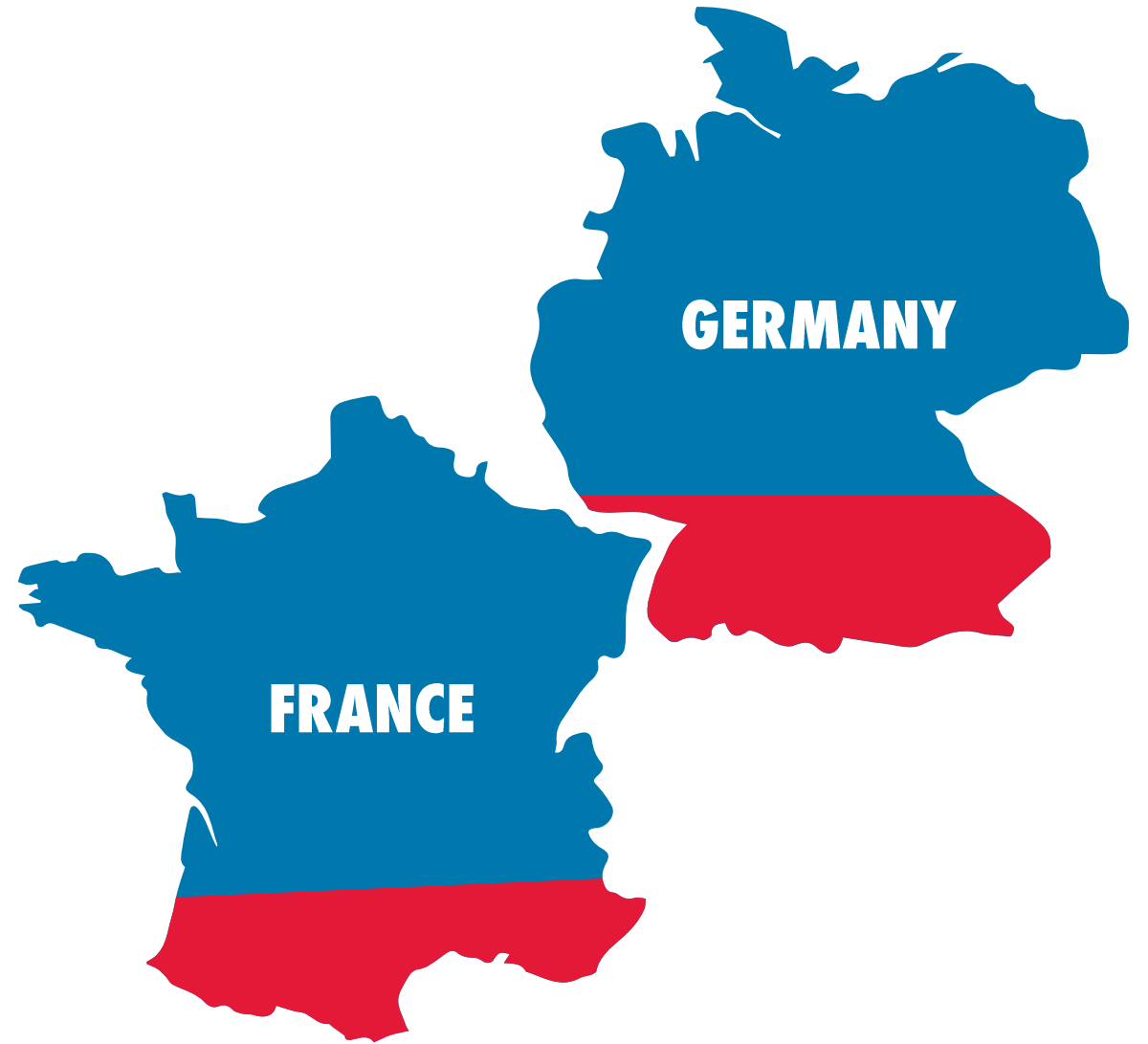
**< \$600B**

of this market with room to  
grow share



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

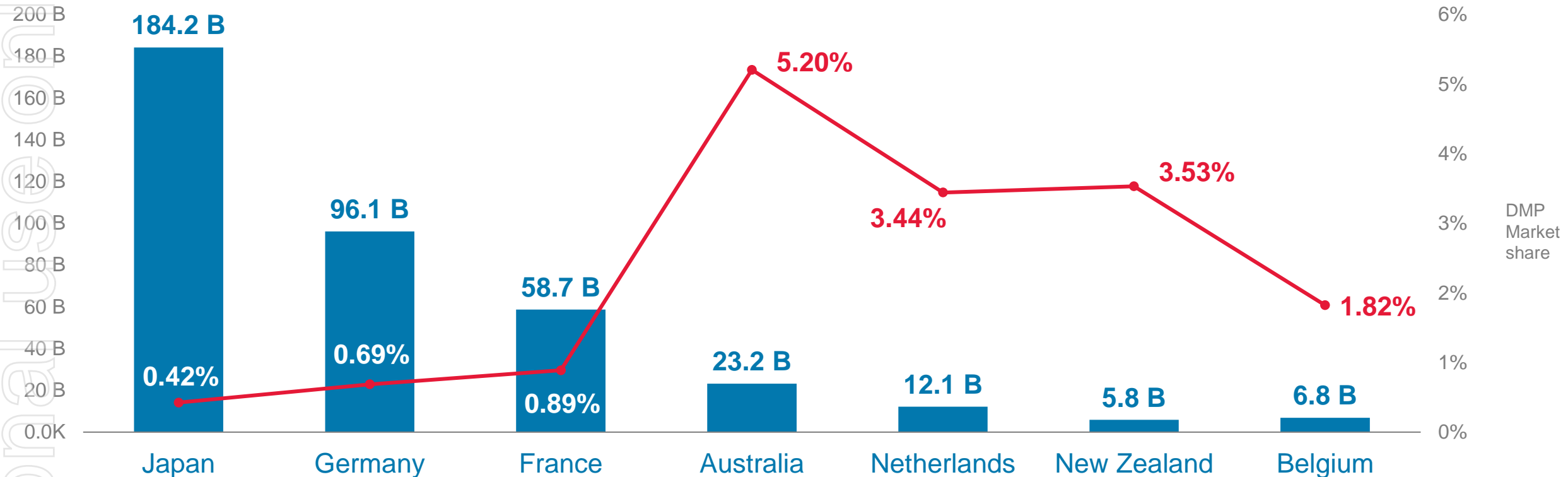
**30%**  
**OF THE COUNTRY**





# 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**

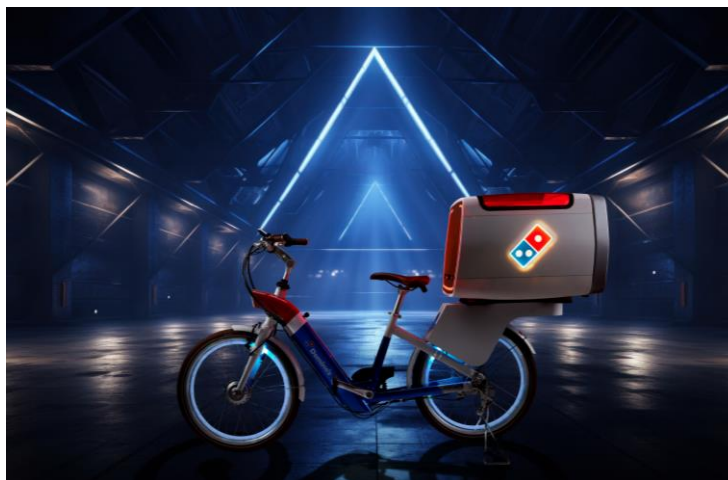


# DESIGNED TO DELIVER

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



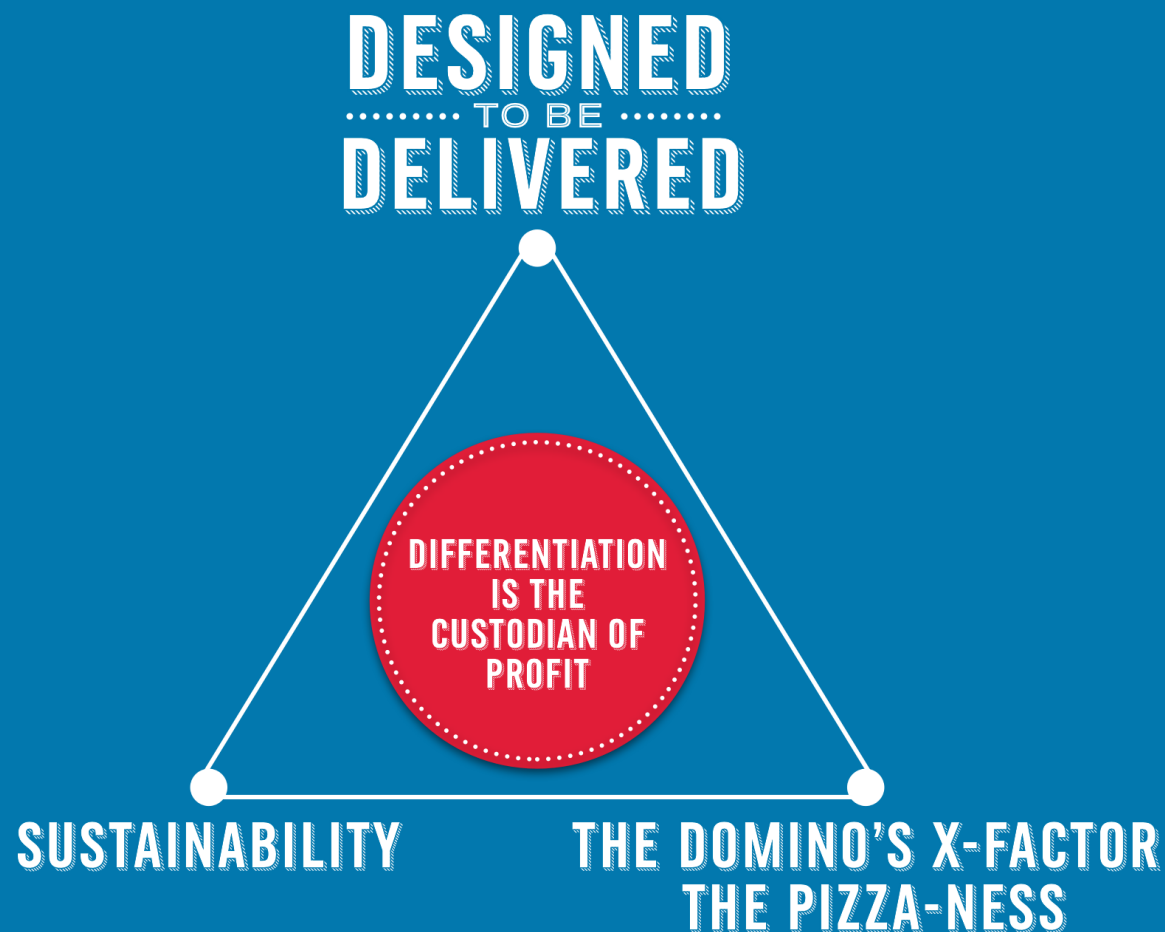
# FOOD

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



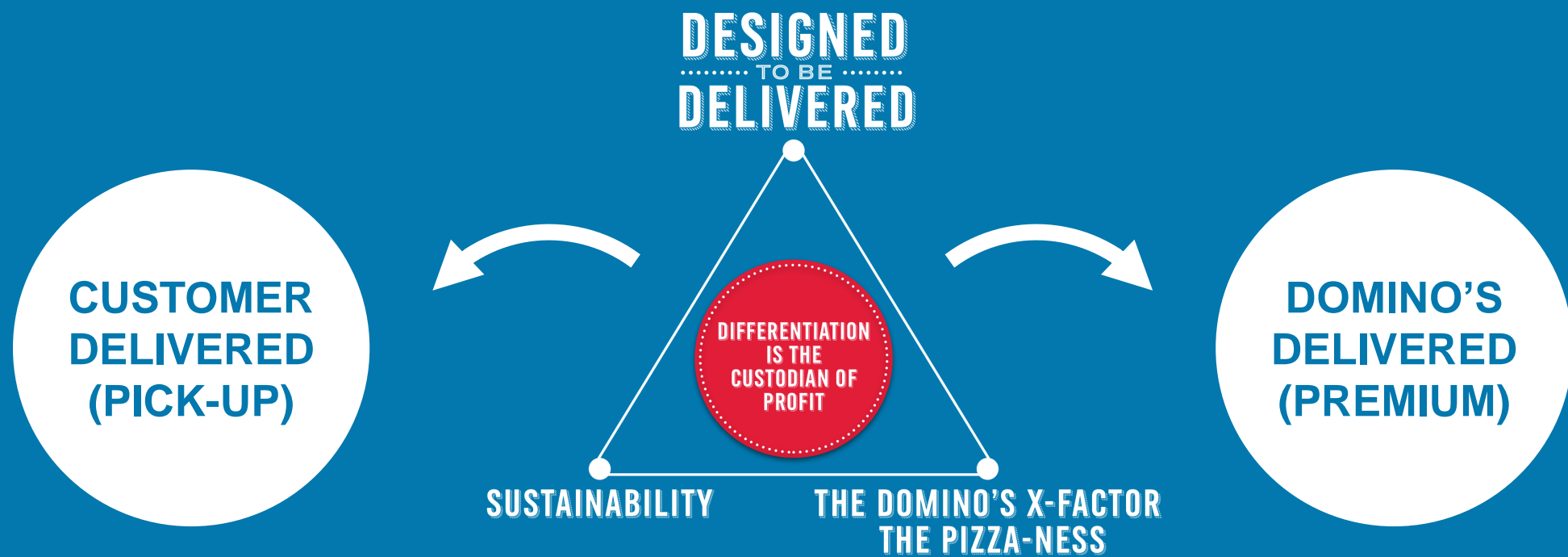
Pizza rice bowl and pastas





# 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**

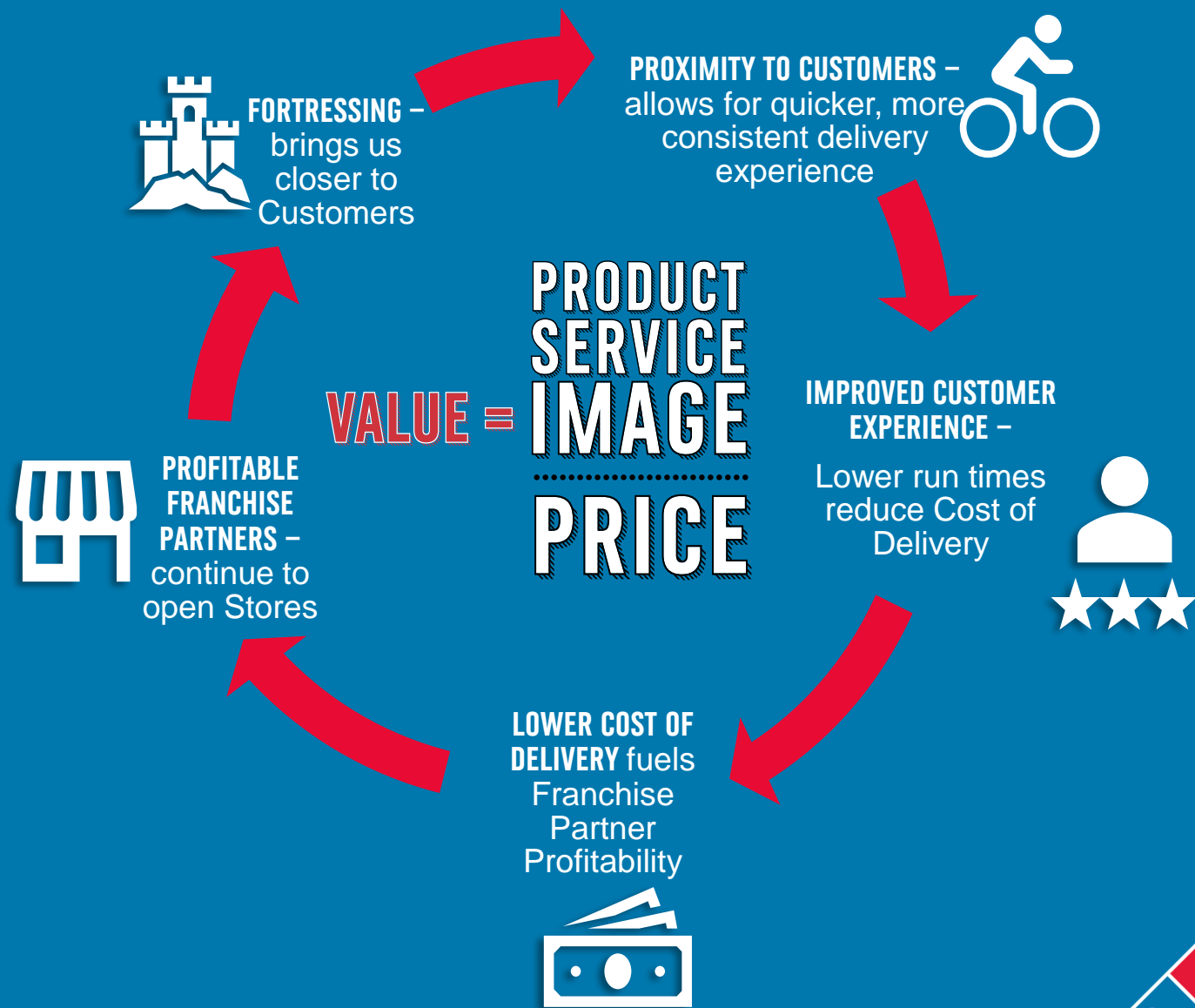
**DELIVERY RUN TIME**

**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



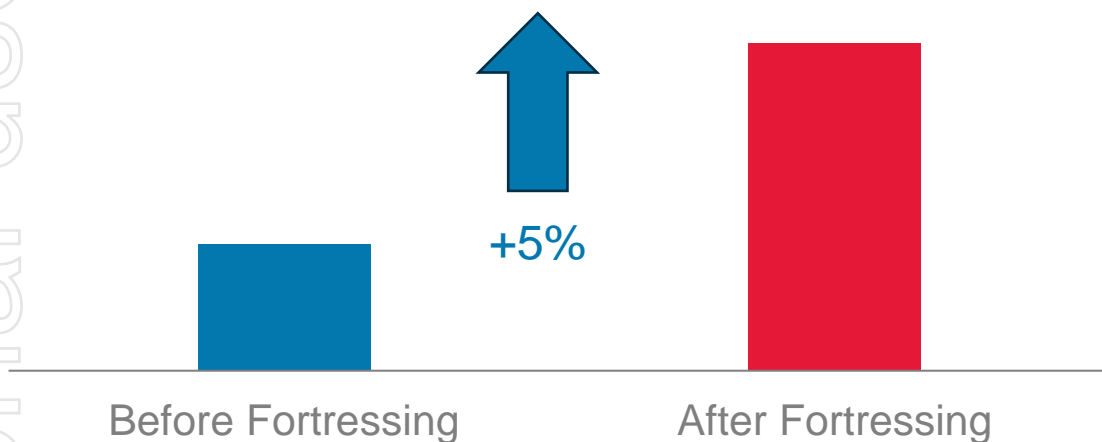
**TIME IS THE ENEMY OF FOOD**

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

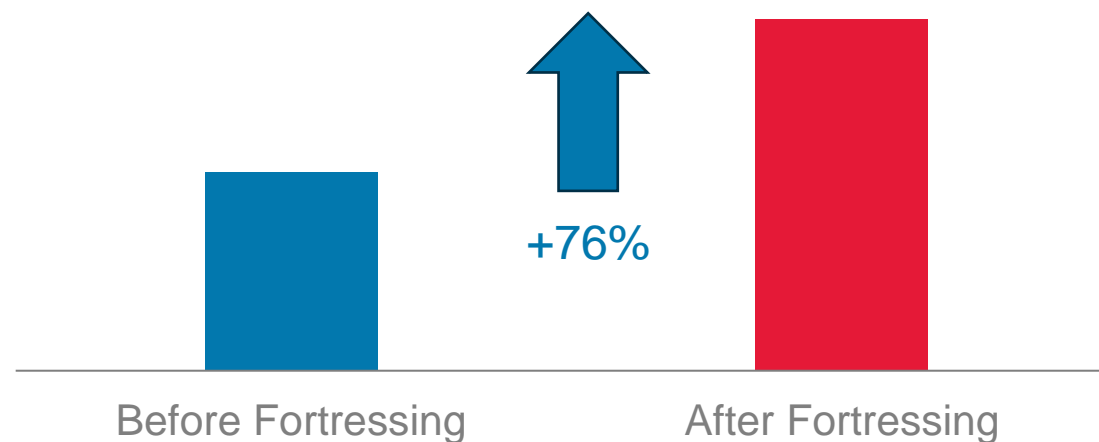


# FORTRESSING = IMPROVED SATISFACTION

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

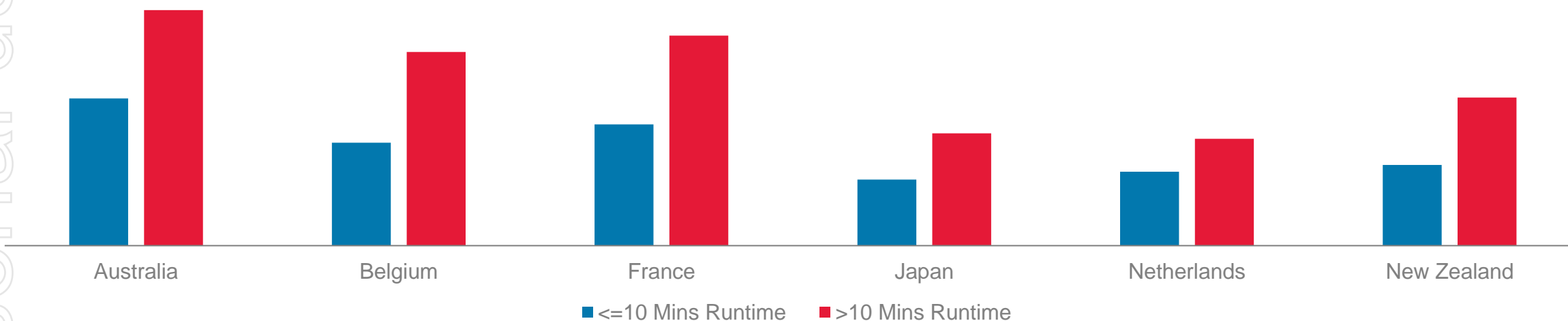




# FORTRESSING = LOWER DELIVERY COSTS

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<sup>(1)</sup>**

**~\$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

**1/3<sup>rd</sup> OF BENEFITS ARE BEING SHARED WITH  
FRANCHISE PARTNERS<sup>(2)</sup>**

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

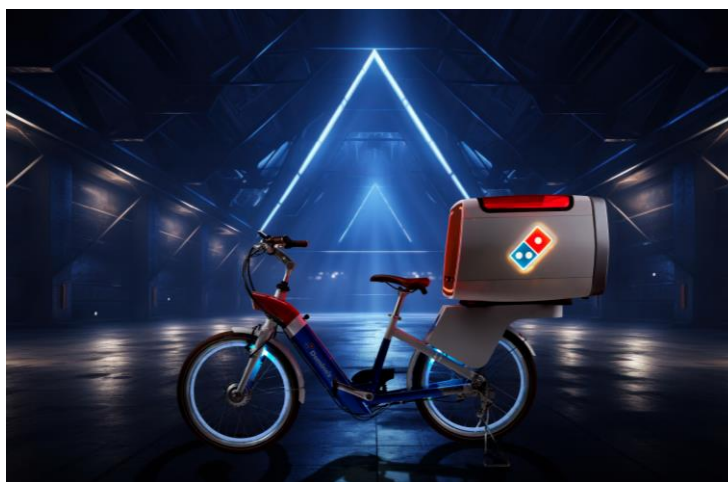


# DESIGNED TO DELIVER

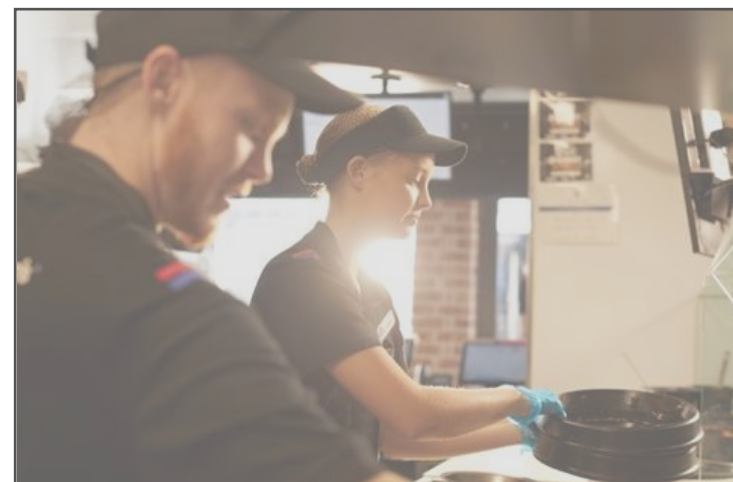
Three key areas we are focused on



**FOOD**



**BRAND**



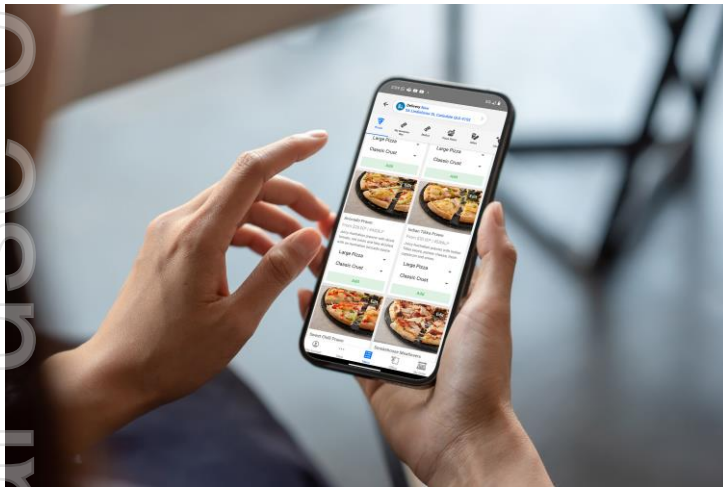
**PEOPLE**

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



# BRAND

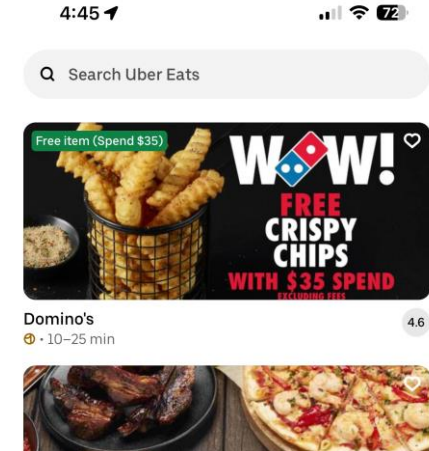
Growing the Domino's Brand in all markets through inspired products and service



Leveraging our  
Technology



Marketing Products that  
Inspire



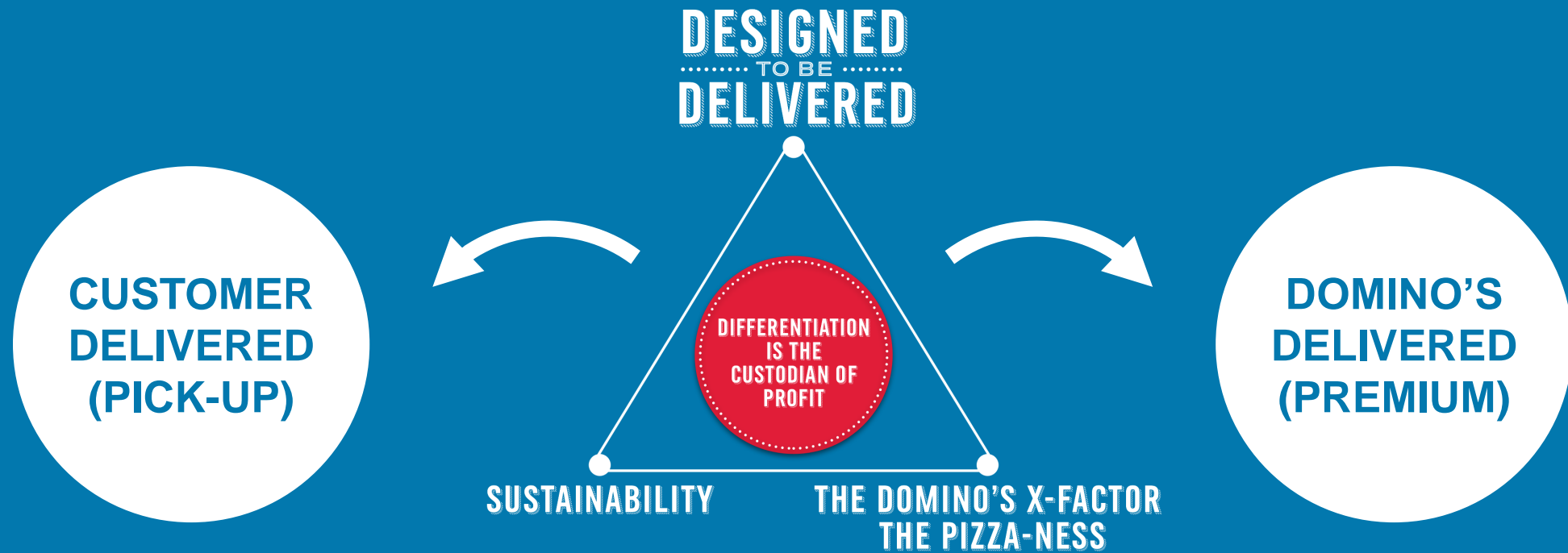
Playing to win inside  
aggregators

And leveraging it to win in all channels



# EVERY DAY WE THINK ABOUT FOOD CONSUMED OFF PREMISE

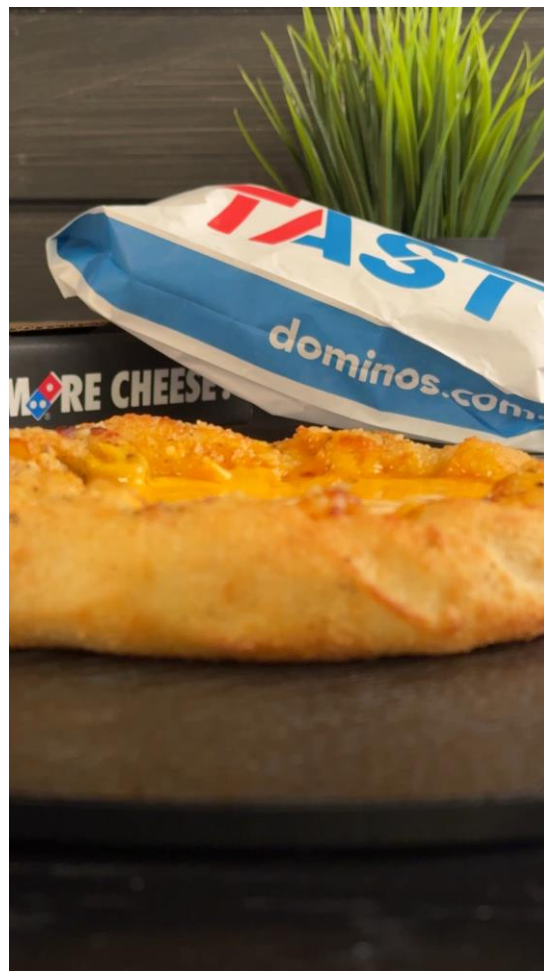
The dominant sustainable delivery QSR in every market by 2030





# MEDIA

## INSPIRED PRODUCTS DESERVE INSPIRED MARKETING

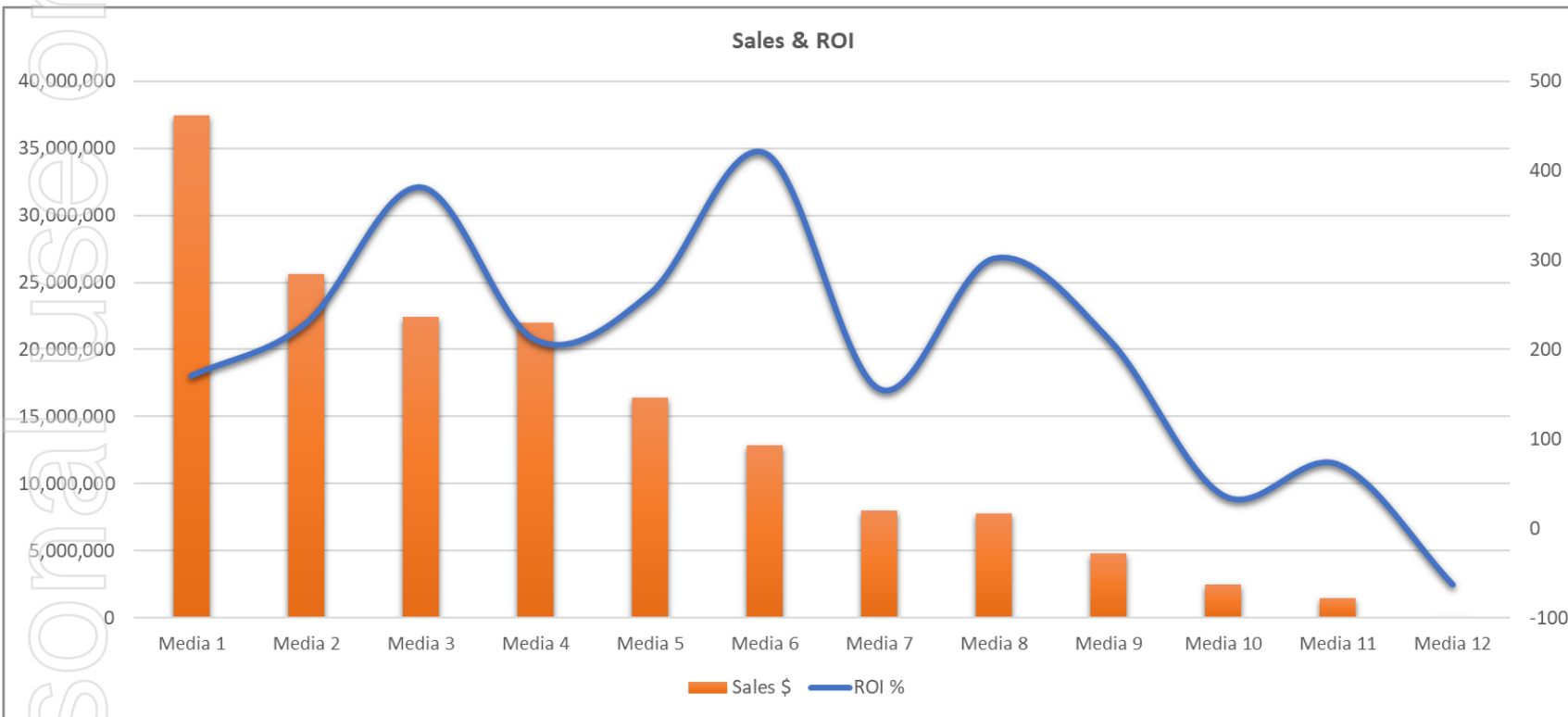




# MEDIA INVESTMENT TO DRIVE GROWTH

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](https://dominos.au/rHHRWcRjmz) T&Cs apply. To opt out send STOP to 0485865365

Cronulla (NSW) 131 888  
MANAGE PREFERENCES

MY ACCOUNT LOGIN / JOIN

**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.

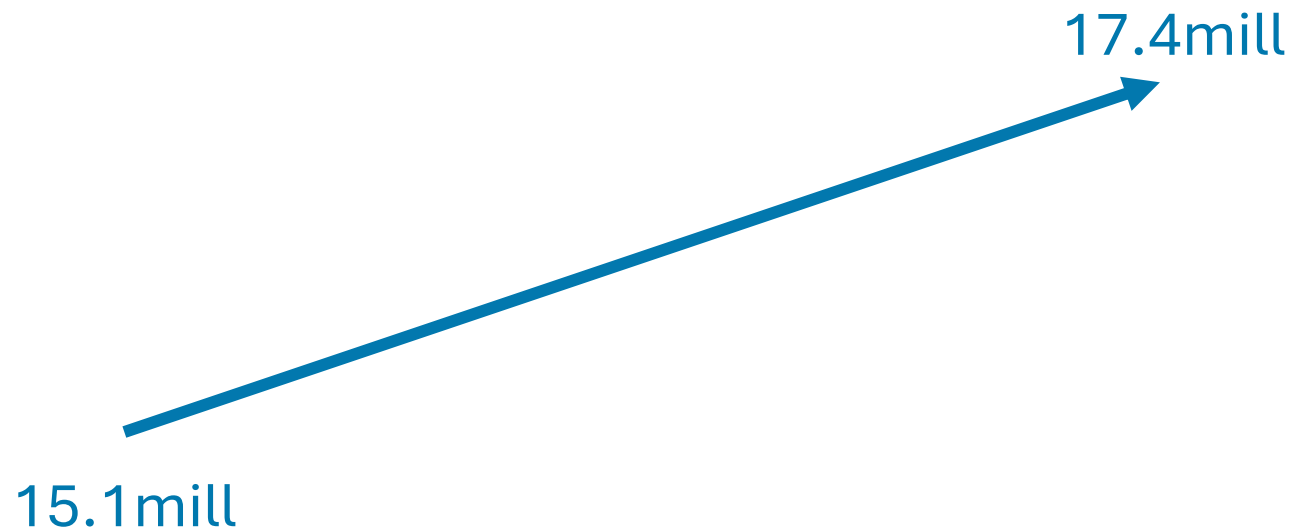
**MORE GREAT DEALS**

**1 PIZZA PLUS 2 SIDES**



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

**15%**  
**GROWTH**



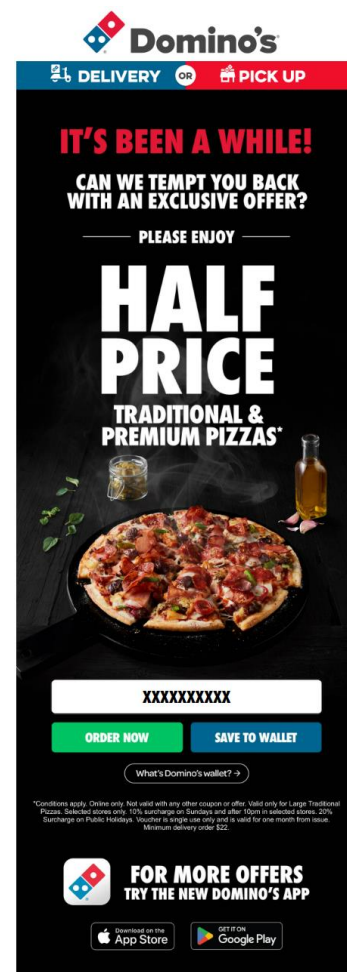
# NO CUSTOMER LEFT BEHIND

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

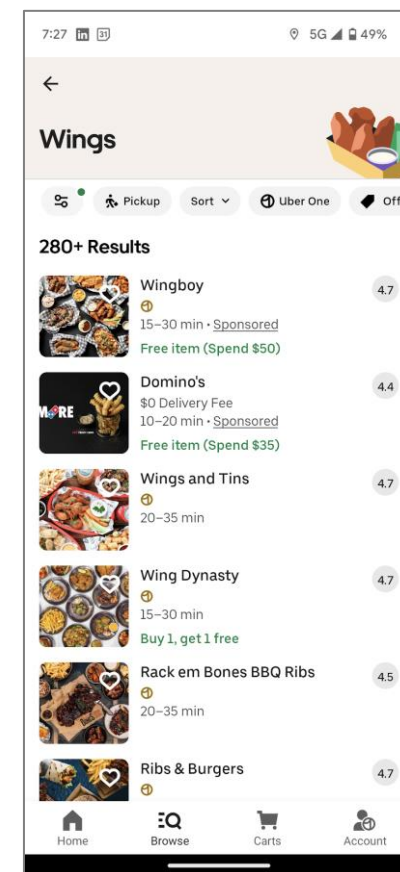
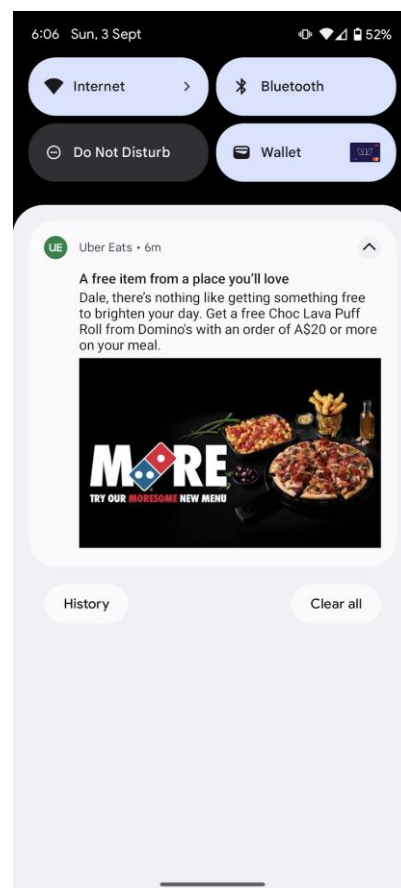
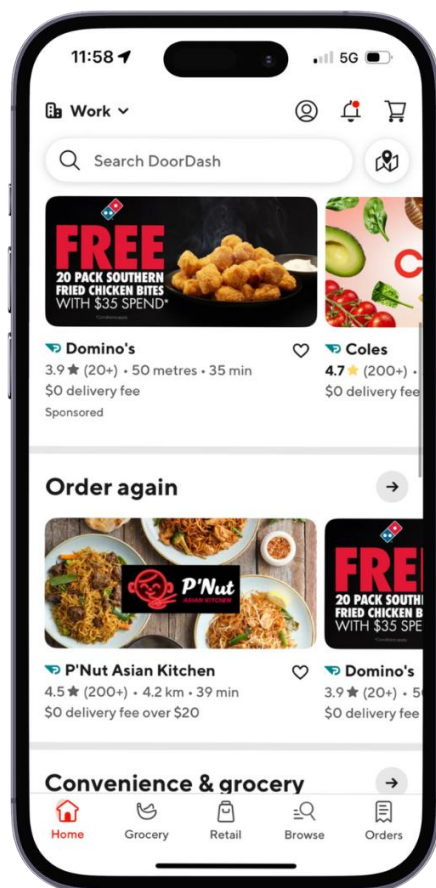
BUILD  
**INFRASTRUCTURE**  
FOR FLAWLESS  
OPERATIONS



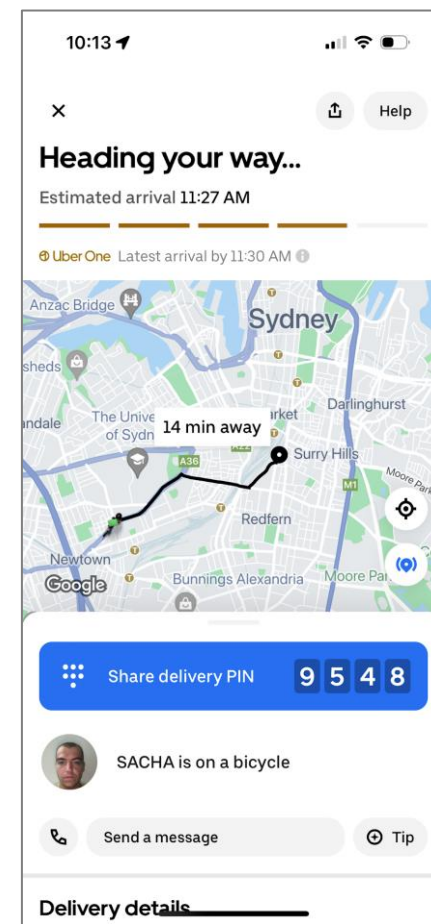
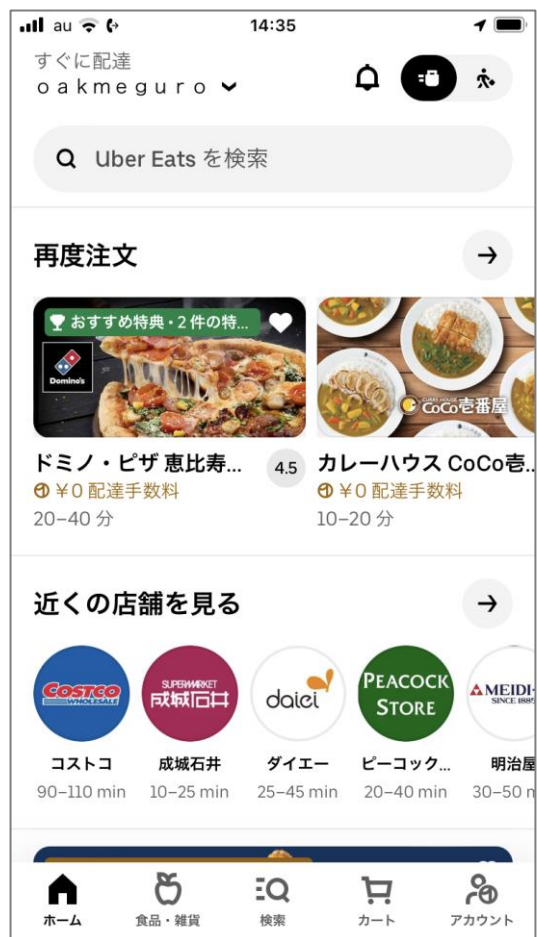


# PLAYING TO WIN INSIDE AGGREGATORS

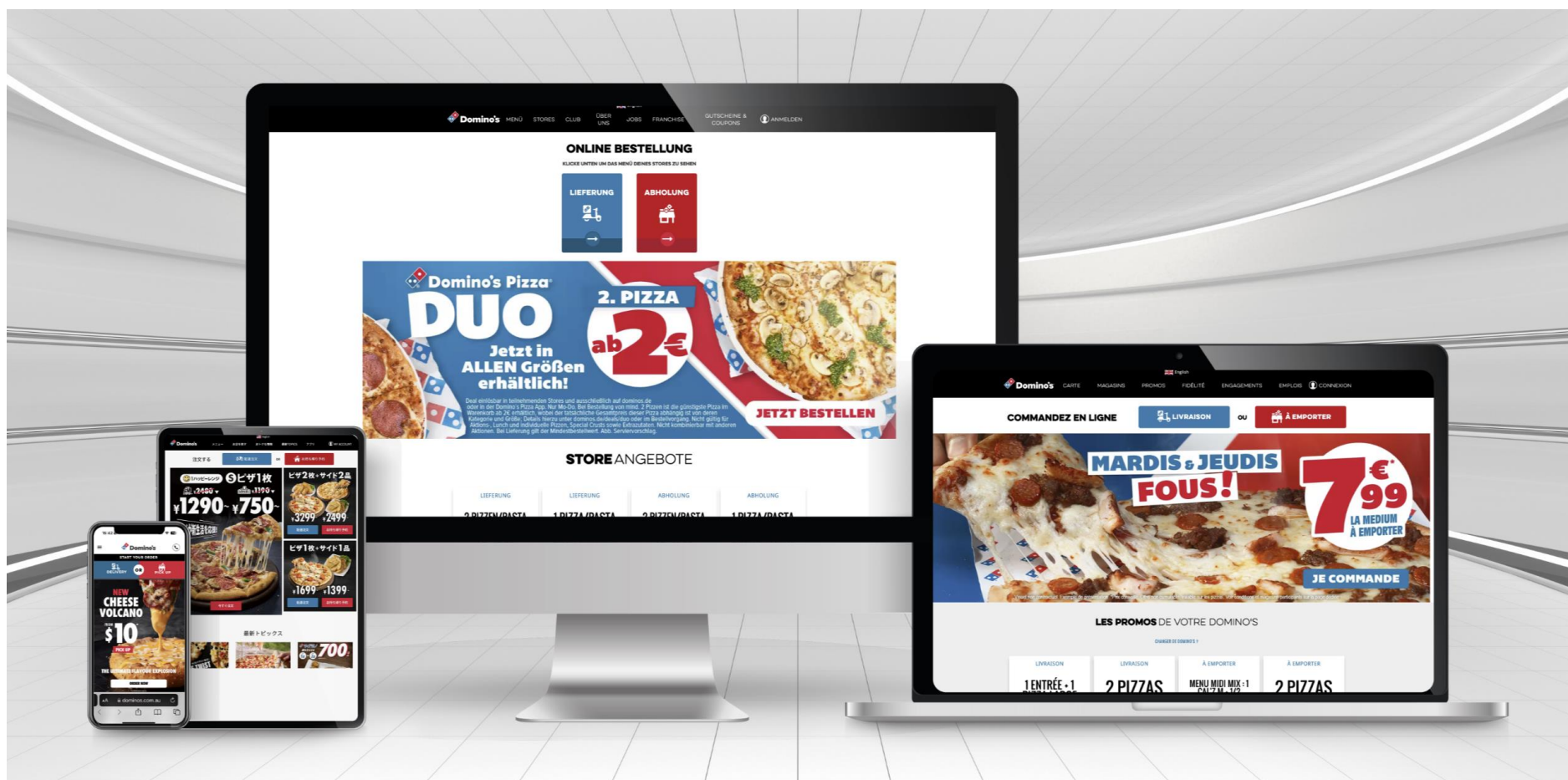
## MAXIMISING VISIBILITY



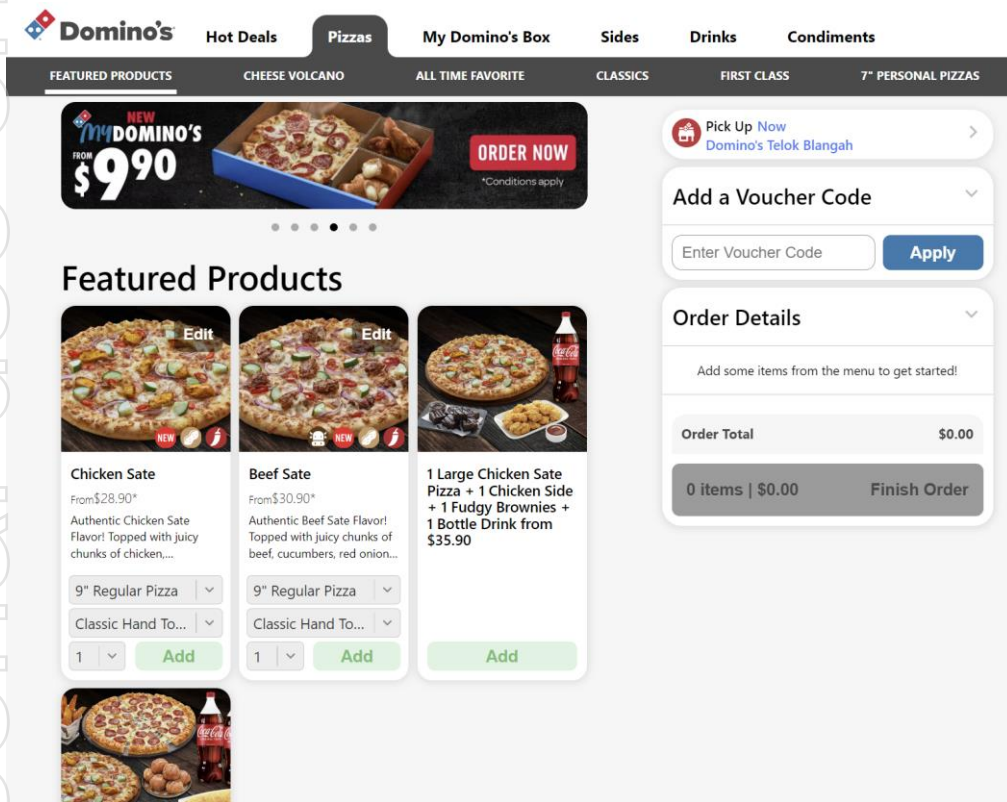
# PLAYING TO WIN INSIDE AGGREGATORS



# 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

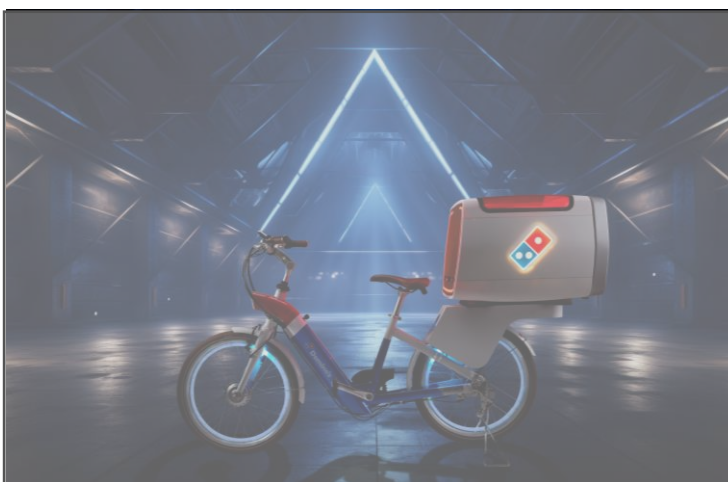


# DESIGNED TO DELIVER

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.

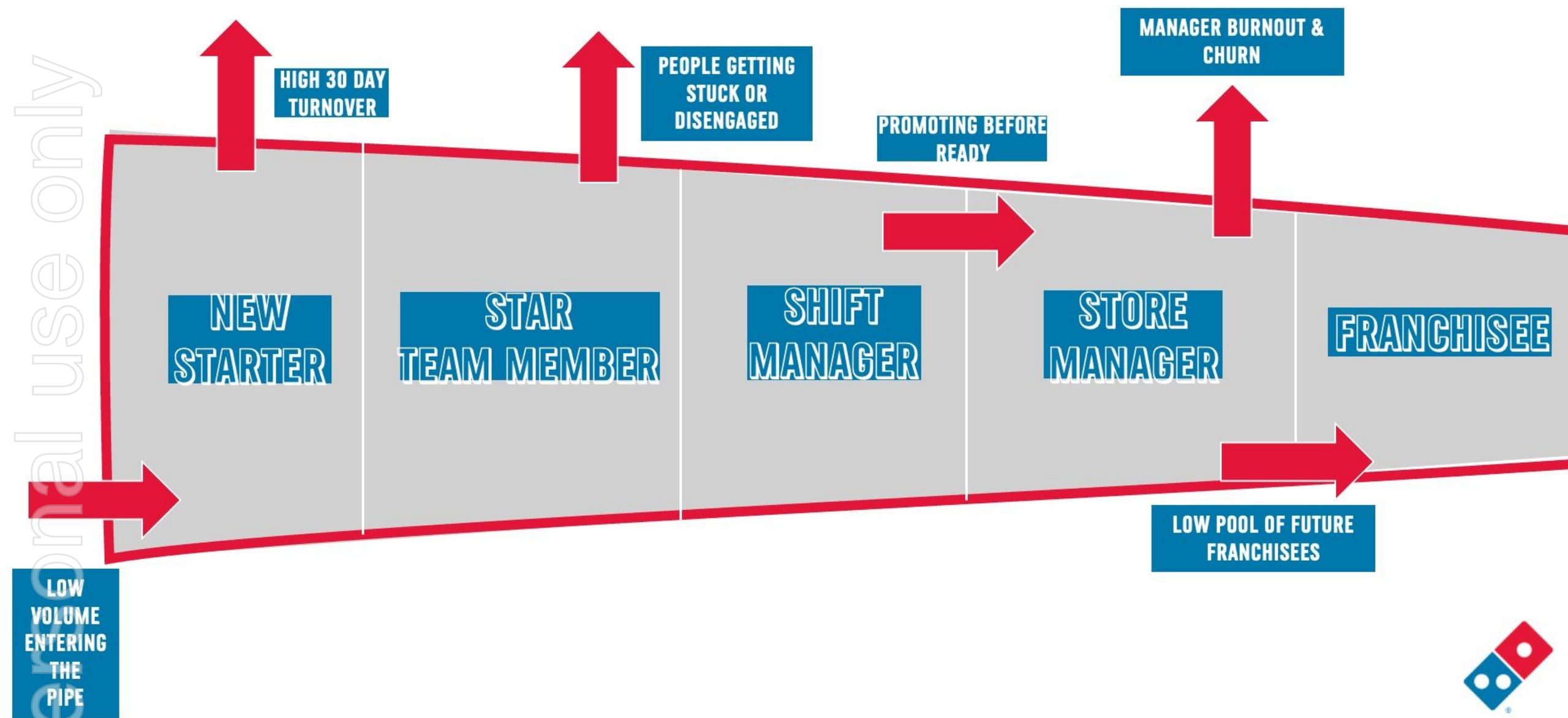


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FROM DELIVERY DRIVER  
TO MANAGER  
TO FRANCHISEE  
TO CEO



# 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
<b>BOTTOM</b>	<b>12</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3.3</b>	<b>88%</b>	<b>29.22%</b>	<b>22.68MIN</b>	<b>4.25</b>
<b>MIDDLE</b>	<b>545</b>	<b>45</b>	<b>4</b>	<b>6</b>	<b>0</b>	<b>4.3</b>	<b>92%</b>	<b>43.56%</b>	<b>20.38MIN</b>	<b>4.47</b>
<b>TOP</b>	<b>1327</b>	<b>52</b>	<b>11</b>	<b>10</b>	<b>3</b>	<b>4.3</b>	<b>96%</b>	<b>50.17%</b>	<b>19.6MIN</b>	<b>4.42</b>

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

Role	Competency 1	Competency 2	Competency 3	Competency 4
Team Lead	High	High	High	High
Shift Lead	High	High	High	High
Team Member	High	High	High	High

## LEADERSHIP COMPETENCY FRAMEWORK



## LEARNING PLANS



## SKILLS MATRIX

	Management	Planning	Scheduling	Work development	Asset Management	Procurement	Safety Training
1	1	1	1	1	1	1	1
2	2	2	2	2	2	2	2
3	3	3	3	3	3	3	3
4	4	4	4	4	4	4	4
5	5	5	5	5	5	5	5
6	6	6	6	6	6	6	6



**DELIVERY EXPERT**



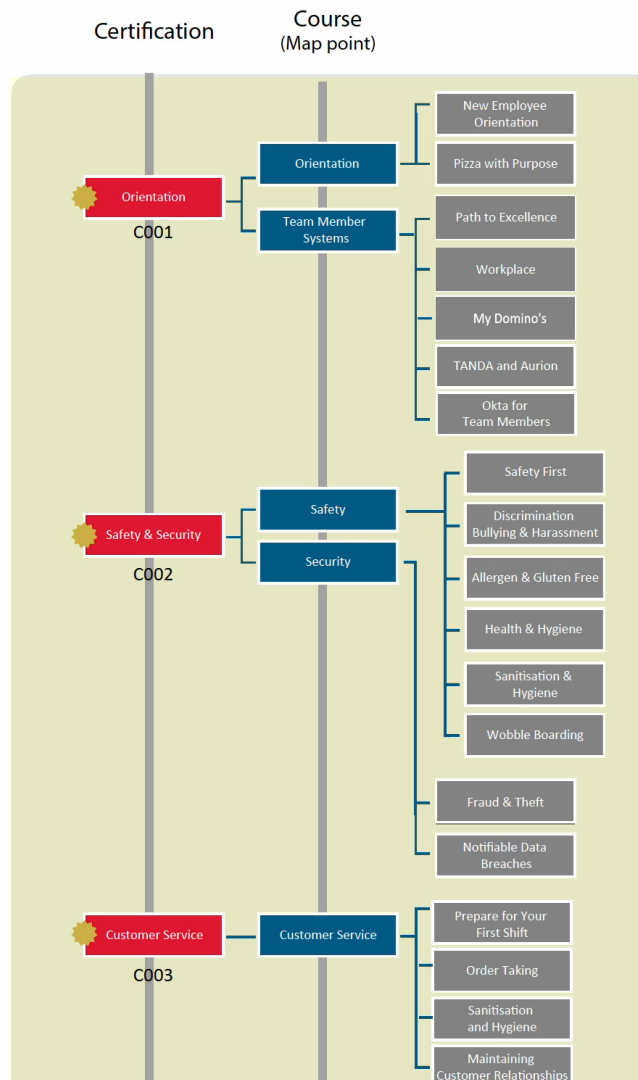
**INSTORE TEAM MEMBER**



# CURATED LEARNING PLANS

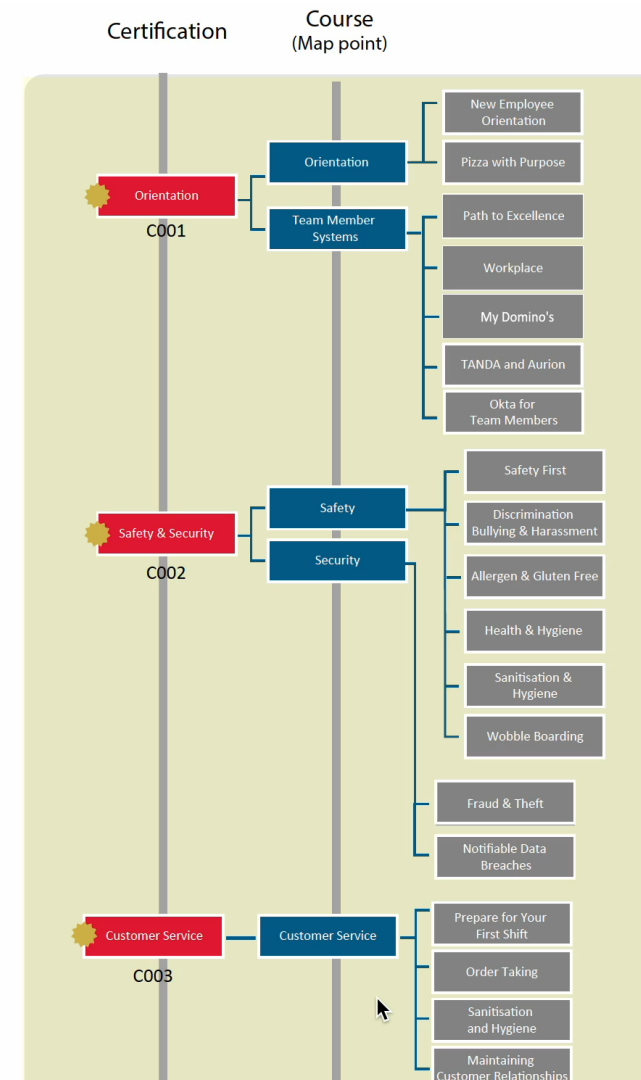
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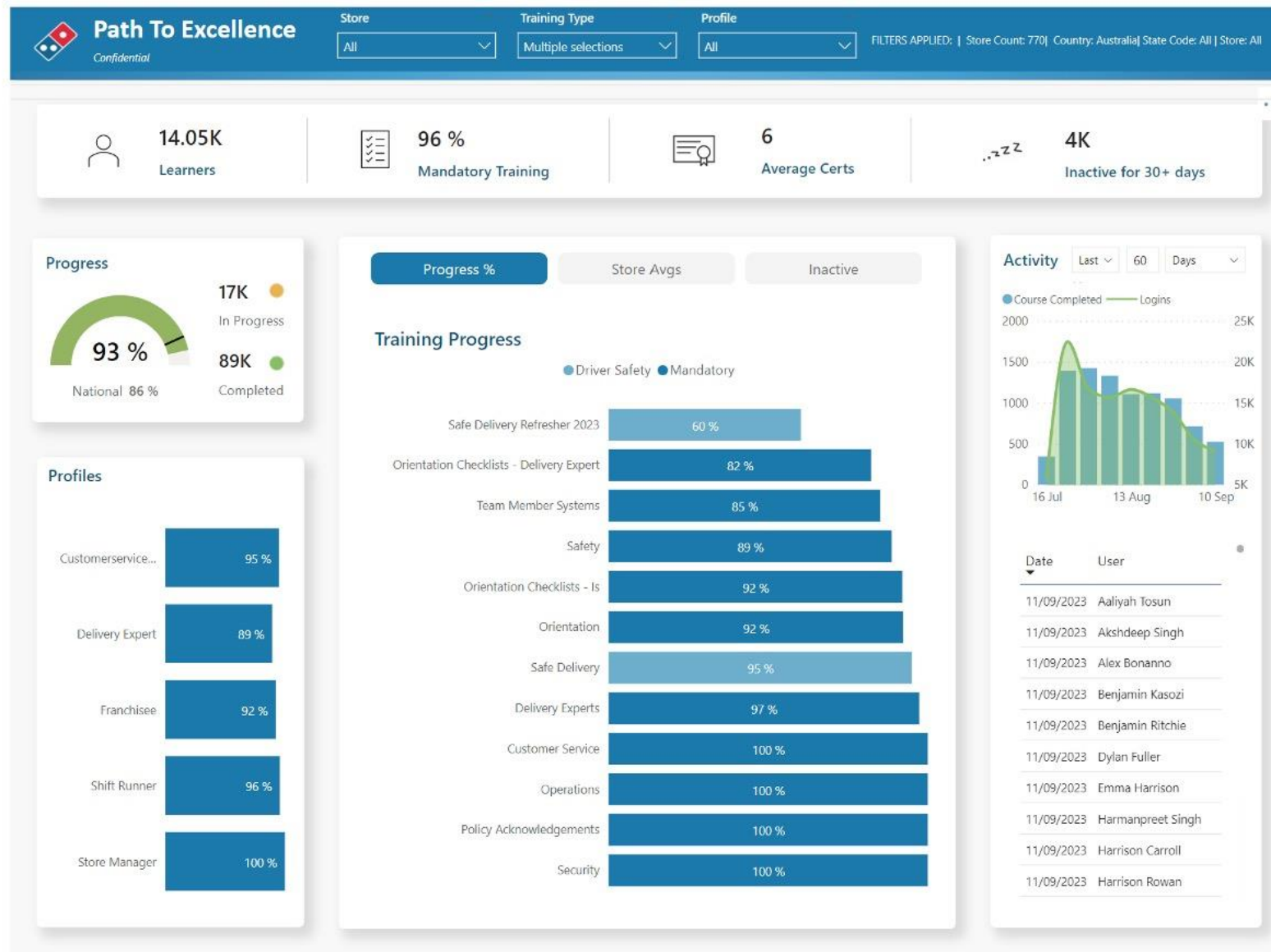


■ = Certificate  
■ = Course  
■ = eLearning Module

LEVEL 1



# 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



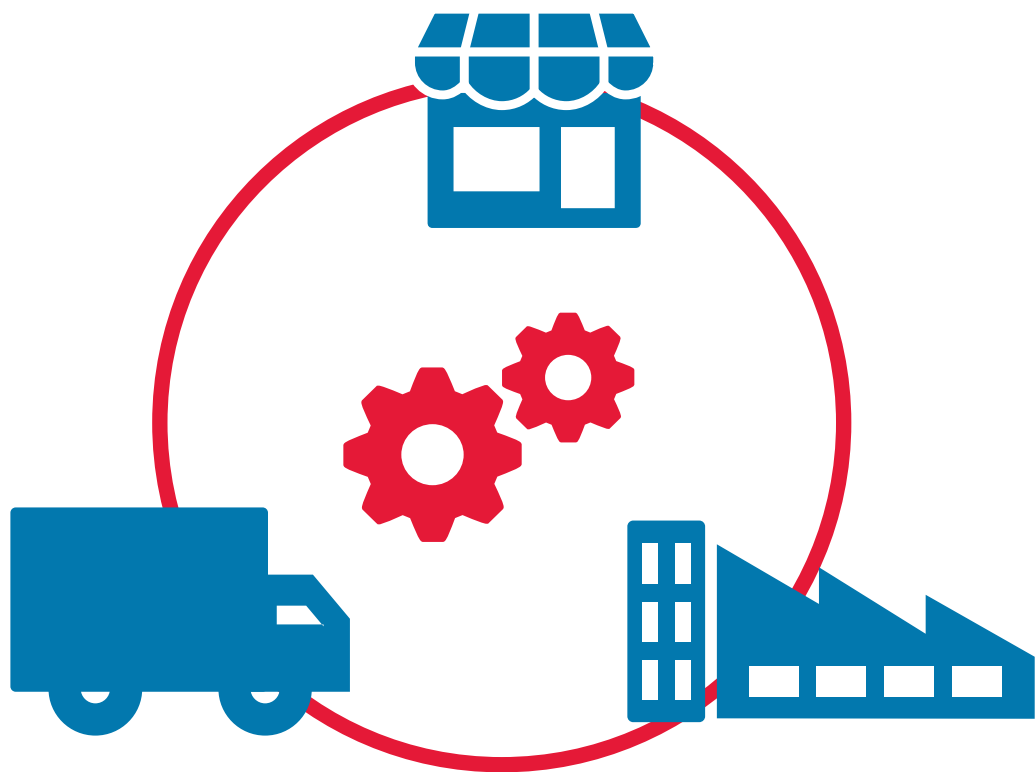


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**WE ARE  
THE DOMINANT  
SUSTAINABLE  
DELIVERY QSR**  
**IN EVERY  
MARKET BY** **2030**



## SUPPLY CHAIN



## DOMINO'S FOR GOOD

Environment, Social,  
Governance (ESG)



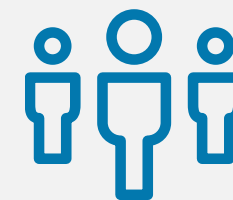
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## A BETTER SLICE FOR EVERYONE

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).

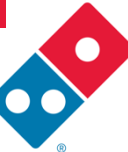


SCIENCE  
BASED  
TARGETS

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 CO<sub>2</sub>):

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)

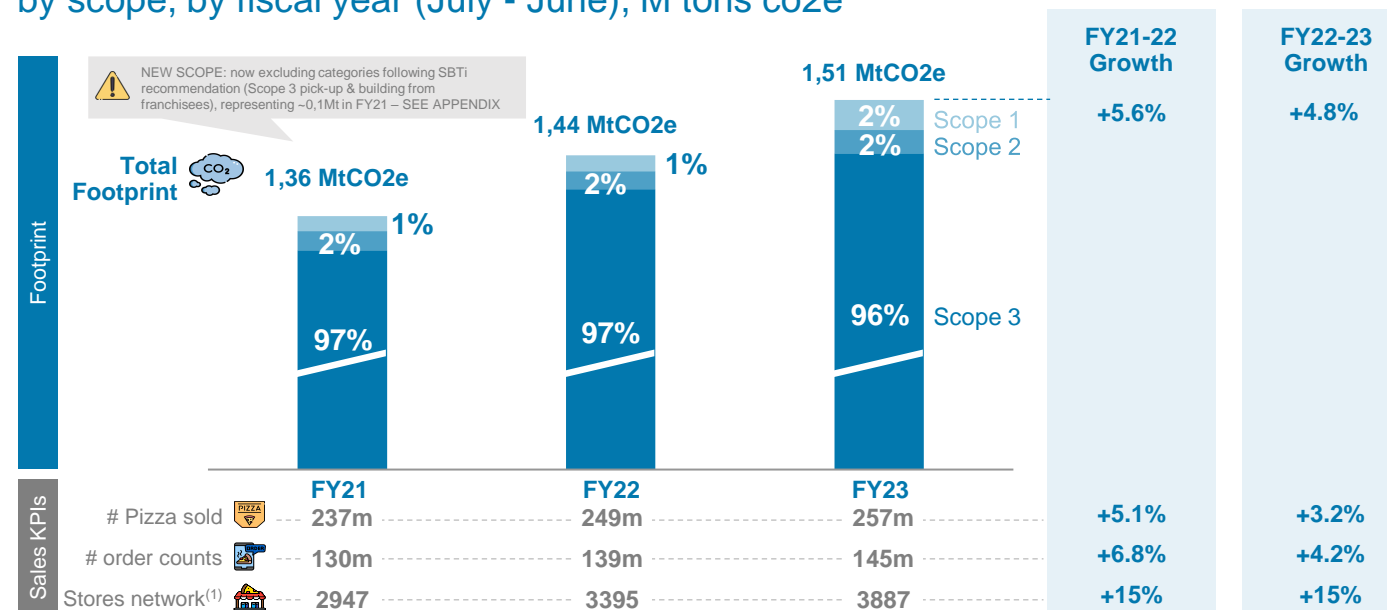
Data is key (and still a work in progress)

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 co<sub>2</sub>e



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)

<sup>(1)</sup> 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



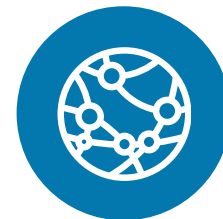
## Software



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

79

## AGENDA

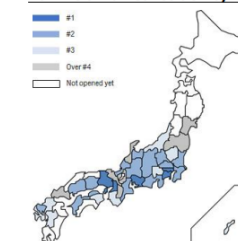
- **UPDATE ON 2017 STRATEGY (100% OWNERSHIP)**
- **OUR FUTURE**

### How will we get there?

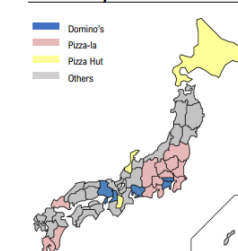
Domino's has new markets that have not yet been entered, or are under penetrated. DPJ will grow through:

- 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

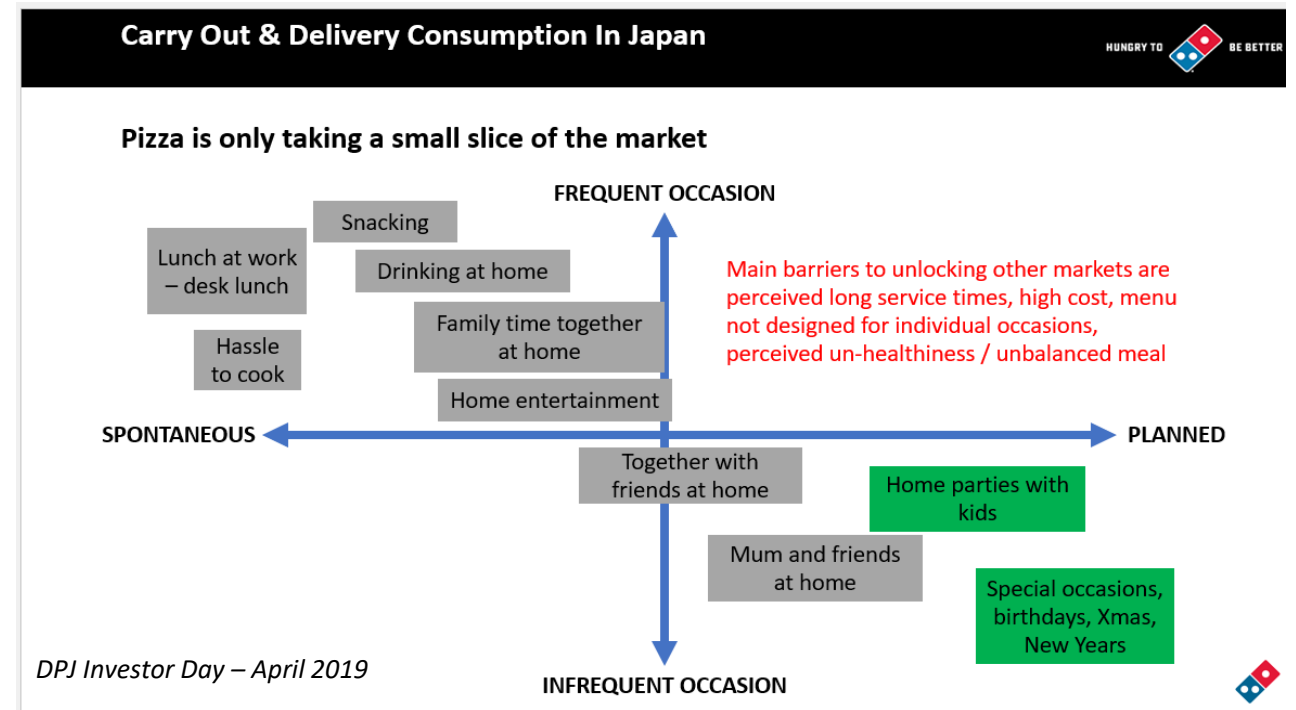


# DESIGNED TO DELIVER – MORE OCCASIONS

80

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

✓ TARGETING MORE OCCASIONS



# CONSISTENT WITH OUR FOCUS

81

“Successful approaches from other markets are being applied – but more time is required”<sup>1</sup>

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**

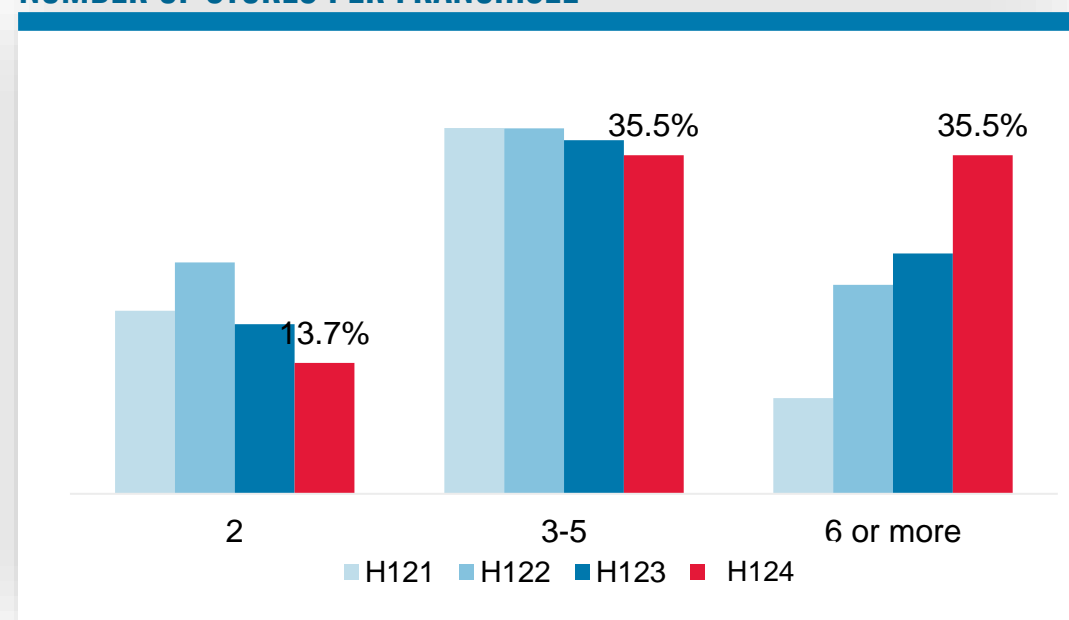


# DESIGNED TO DELIVER – A STRONGER TEAM

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

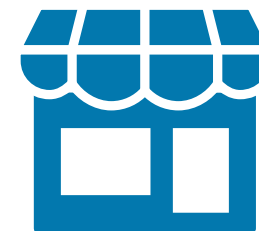
Source: Company data: Dec 2023 vs May 2022



# DESIGNED TO DELIVER – A NATIONAL APPROACH

83

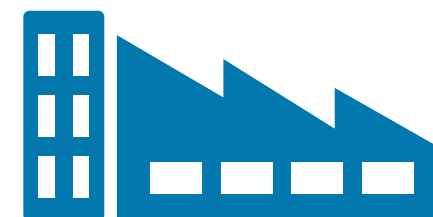
A STRATEGIC REVIEW PRIOR TO COVID  
**UNLOCKED PREVIOUSLY  
INACCESSIBLE PREFECTURES**



STRATEGIC  
REFRANCHISING



FREIGHT HARMONISATION  
(NATIONAL PRICING)



DOUGH PROJECTS  
(BACK OF HOUSE DOUGH)





# DESIGNED TO DELIVER – REACHING MORE REGIONS

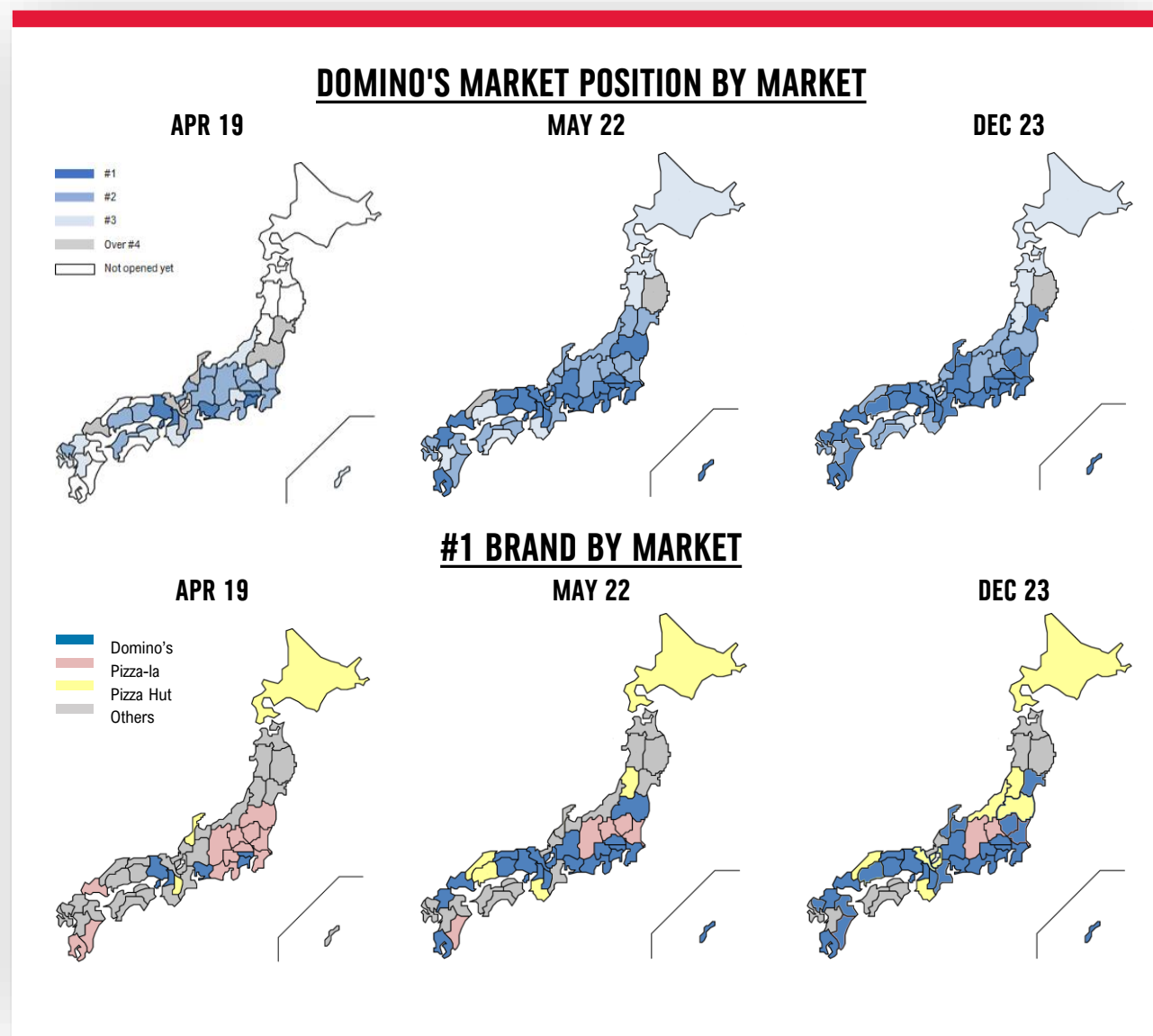
84

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

✓ OPENING STORES CLOSER TO OUR CUSTOMERS

PEOPLE PER STORE (137K<sub>1</sub> → 122K)

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

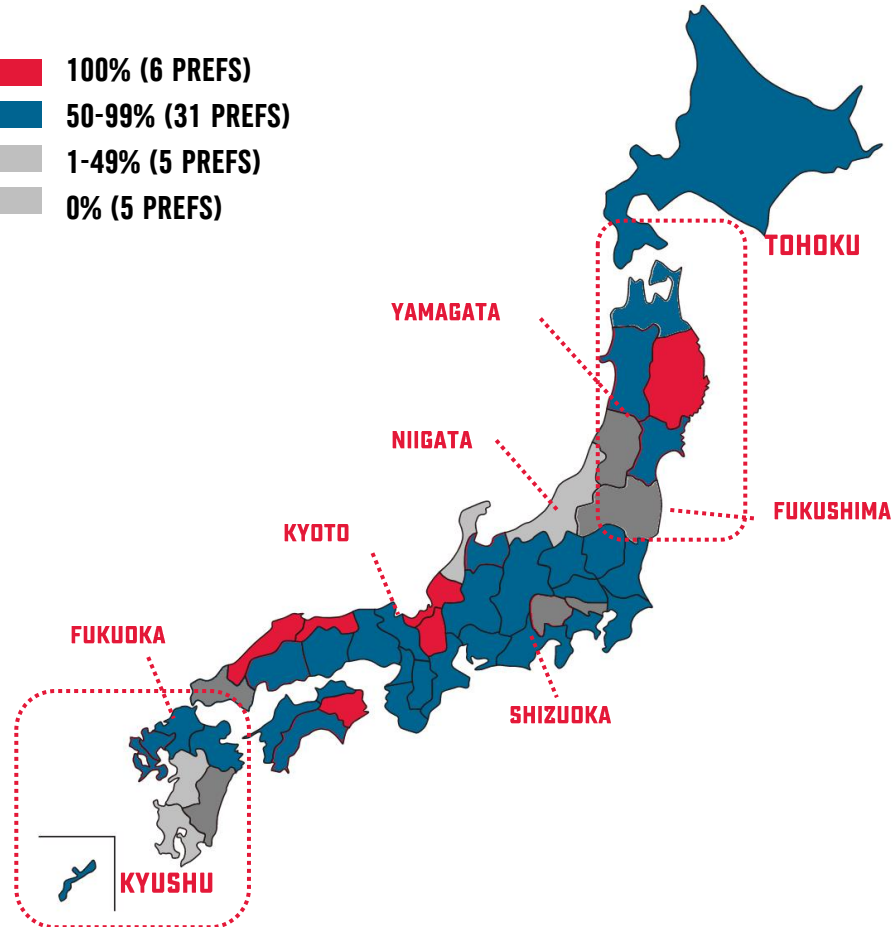


# DESIGNED TO DELIVER – A NATIONAL APPROACH

## FRANCHISE STORE %

(AS OF DECEMBER 2023)

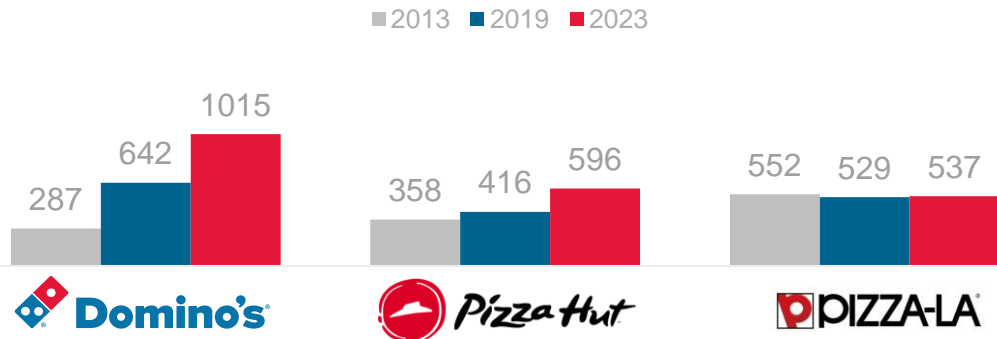
- 100% (6 PREFS)
- 50-99% (31 PREFS)
- 1-49% (5 PREFS)
- 0% (5 PREFS)



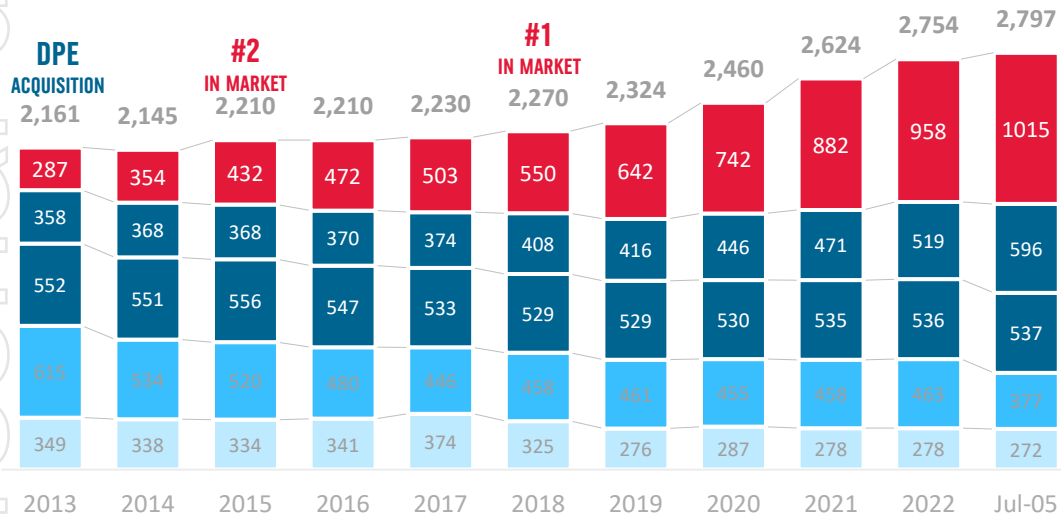
# DELIVERY PIZZA MARKET OVERVIEW IN JAPAN

86

## MAJOR 3 STORE COUNT



## CY CHANGES OF STORE COUNT OF JAPAN DELIVERY PIZZA INDUSTRY

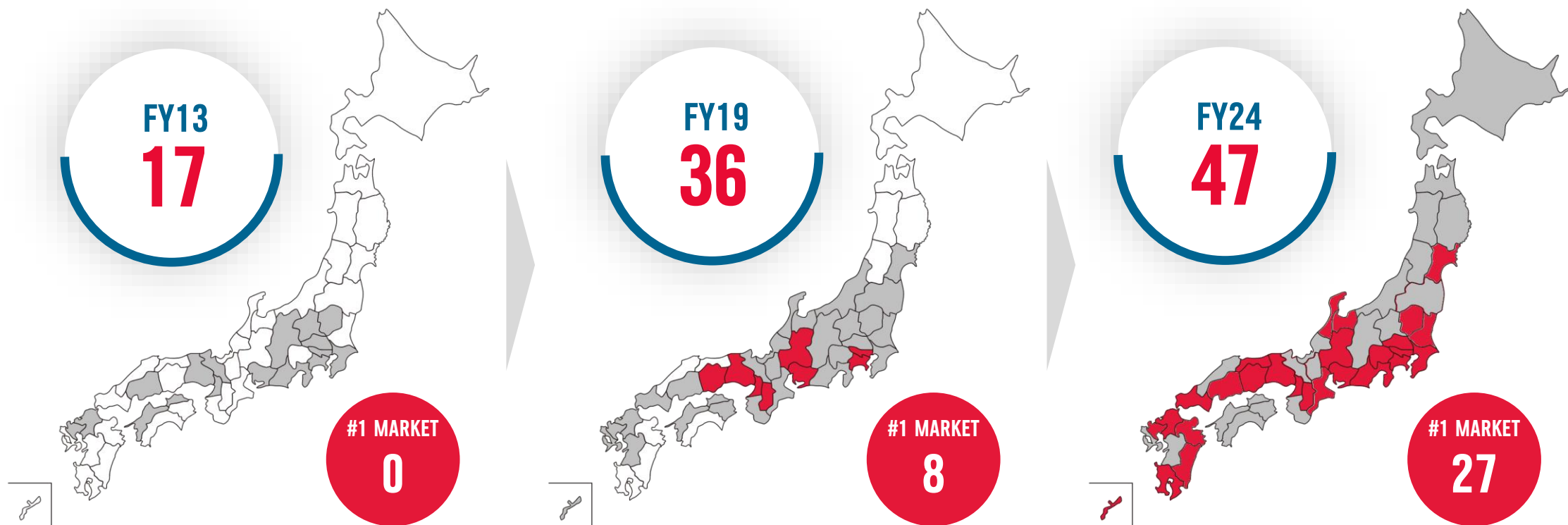


Note: (1) As of December 2023, Source: Researched by Fuji Keizai Corp., Lokesuma, and company research



# DESIGNED TO DELIVER #1 IN EVERY NEIGHBORHOOD

87





# MORE MATURE PREFECTURES DELIVER STRONGER ORDER COUNTS

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

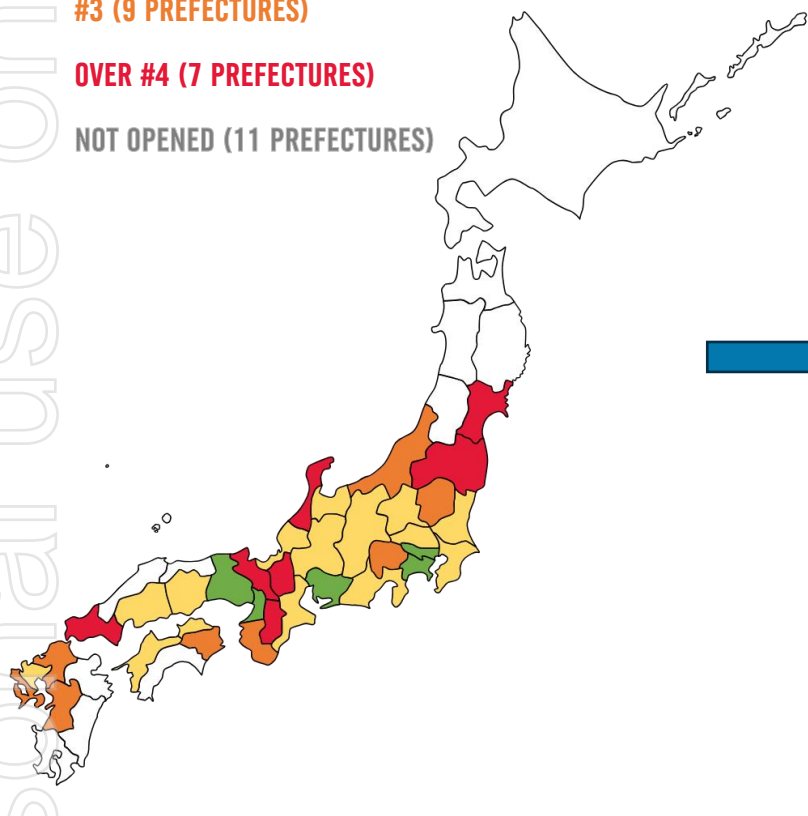
#1 (5 PREFECTURES)

#2 (15 PREFECTURES)

#3 (9 PREFECTURES)

OVER #4 (7 PREFECTURES)

NOT OPENED (11 PREFECTURES)



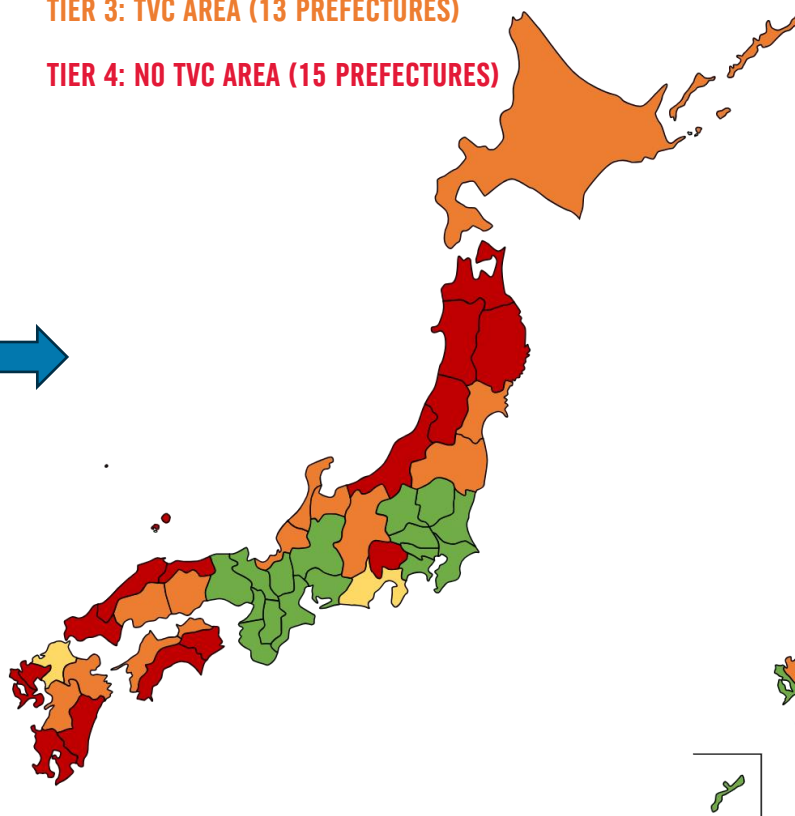
## NOW: TVC MARKET TIERS (CY2023)

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)



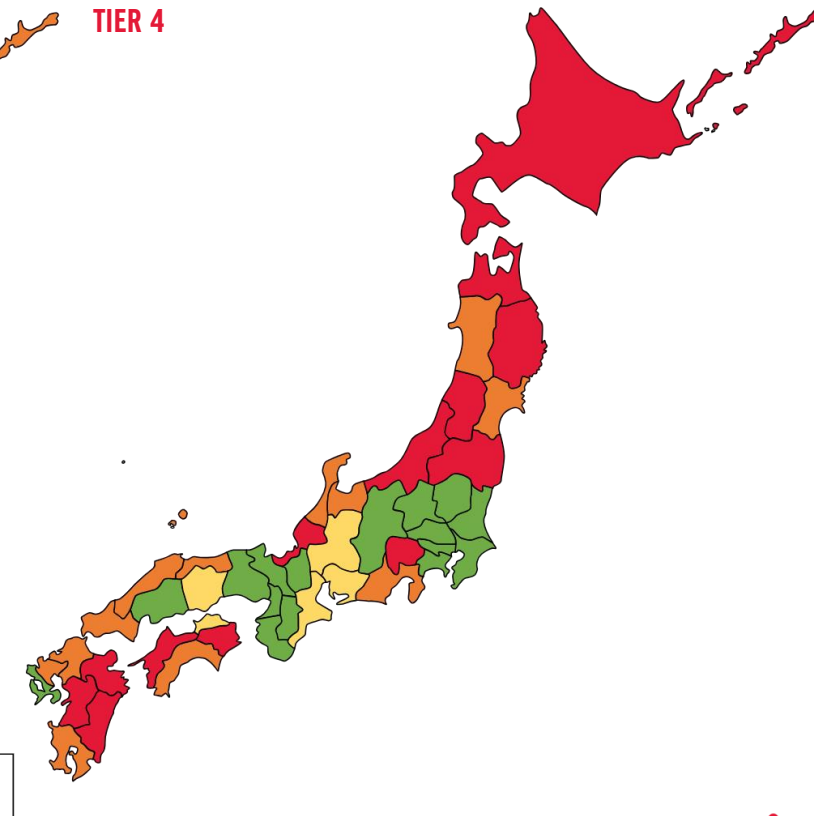
## NOW: AWOC<sub>1</sub> BY PREFECTURES (CY2023)

TIER 1

TIER 2

TIER 3

TIER 4



<sup>1</sup> Average weekly order count (AWOC).

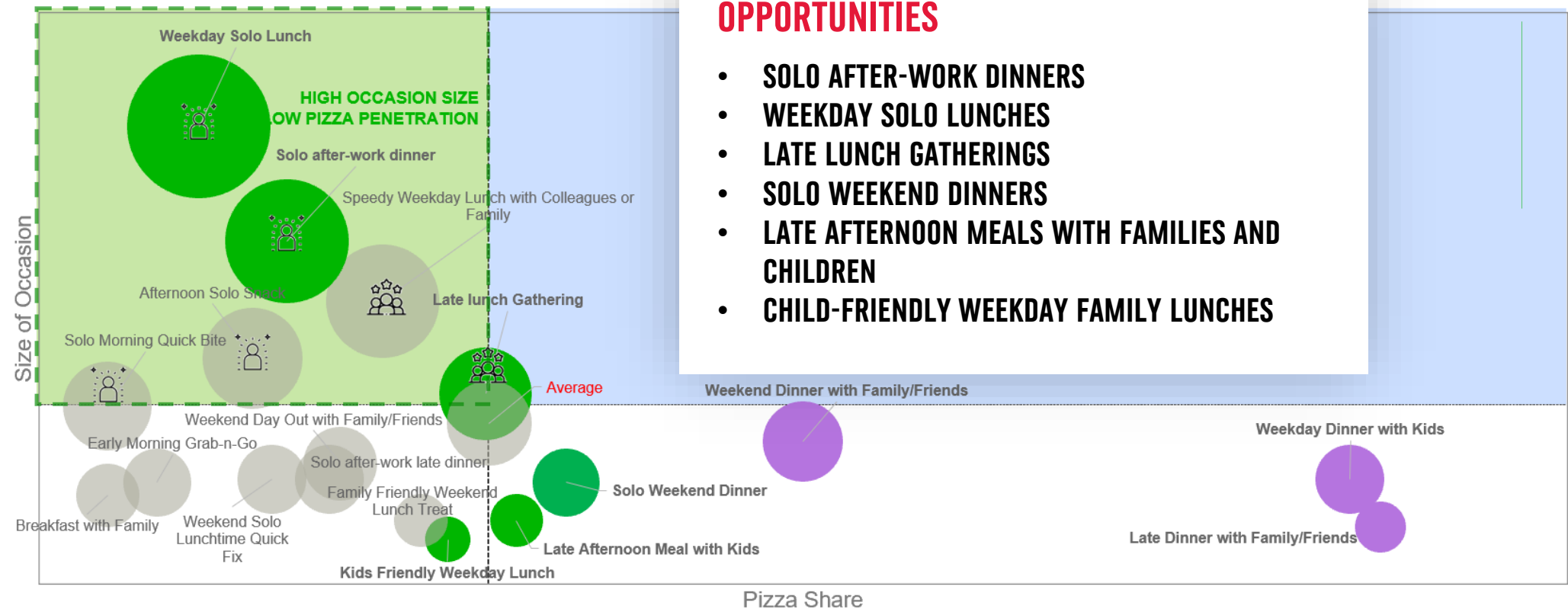
NB – Lower AWOC prefectures are immature but do not reflect that all stores in that prefecture are sub-optimal or unprofitable due to regional specific operating models





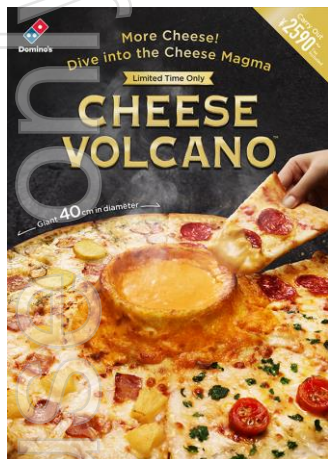
# OUR STRATEGY CAN DELIVER ON MORE OPPORTUNITIES

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.**