



COMPANY FACTS

Founded as a single store in 1960, Domino's Pizza Inc. (NYSE: DPZ) is the largest pizza company in the world. From the beginning, Domino's has been dedicated to the best of service, quality products and delivery excellence.

Each day, more than 1 million customers enjoy hot, delicious Domino's products across the world. As of the second quarter of 2022, Domino's operated more than 19,200 stores in more than 90 international markets, all dedicated to providing great-tasting pizza delivered directly to customers' doors or available for carryout. In 2021, Domino's had global retail sales of more than \$17.8 billion, with nearly \$8.6 billion in the U.S. and more than \$9.1 billion internationally.

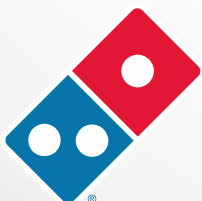
Domino's is a purpose-inspired and performance-driven company with exceptional people committed to feeding the power of possible, one pizza at a time. At the heart of our brand is a set of values founded on integrity and putting people first – our customers, suppliers and team members – that serve as our compass as we manage our business.

Products

Domino's offers customers a full menu to choose from, including five types of pizza crust (Hand Tossed, Crunchy Thin, Handmade Pan, Gluten Free and Brooklyn), Specialty Pizzas, Penne Pastas, Sandwiches, Stuffed Cheesy Bread, Oven-Baked Dips, Bread Twists, Parmesan Bread Bites, Chicken Wings, Boneless Chicken, Marbled Cookie Brownies, Chocolate Lava Crunch Cakes and Coca-Cola® products.

Leadership

Russell Weiner	Chief Executive Officer
Joe Jordan	President – Domino's U.S. and Global Services
Art D'Elia	Executive Vice President – International
Kelly Garcia	Executive Vice President – Chief Technology Officer
Frank Garrido	Executive Vice President – U.S. Operations and Support
Cindy Headen	Executive Vice President – Supply Chain Services
Kevin Morris	Executive Vice President – General Counsel and Corporate Secretary
Lisa Price	Executive Vice President – Chief Human Resources Officer
Sandeep Reddy	Executive Vice President – Chief Financial Officer



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COMPANY HISTORY

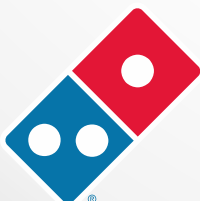
- 1960** Tom Monaghan and his brother, James, purchase “DomiNick’s,” a pizza store in Ypsilanti, Michigan. Tom borrows \$900 to buy the store.
- 1961** James trades his half of the business to Tom for a Volkswagen Beetle.
- 1965** Tom, the sole owner of the company, renames the business “Domino’s Pizza Inc.”
- 1967** The first Domino's Pizza franchise store opens in Ypsilanti, Michigan.
- 1975** Amstar Corp., maker of Domino Sugar, institutes a trademark infringement lawsuit against Domino’s Pizza.
- 1980** Federal court rules Domino’s Pizza did not infringe on the Domino Sugar trademark.
- 1983** Domino’s first international store opens in Winnipeg, Canada, and the 1,000th Domino’s store in the U.S. opens.
- 1985** Domino’s opens 954 units, for a total of 2,841, making Domino’s the fastest-growing pizza company in the country.
- 1989** Pan pizza, the company’s first new product, is introduced.

Domino’s opens its 5,000th store in the U.S.
- 1992** Domino’s rolls out breadsticks, the company’s first national nonpizza menu item.
- 1993** Thin crust pizza is rolled out nationwide.

The company discontinues its 30-Minute Guarantee and reemphasizes the Total Satisfaction Guarantee: If for any reason you are dissatisfied with your Domino’s Pizza dining experience, we will remake your pizza or refund your money.
- 1994** Domino’s rolls out Buffalo wings, its first chicken menu item, in stores across the U.S.
- 1995** Domino's opens its 1,000th international store.
- 1996** Domino’s launches its website (www.dominos.com).
- 1997** Domino’s opens its 1,500th store outside the U.S. – opening seven stores in one day on five continents simultaneously.
- 1998** Domino’s launches another industry innovation, Domino’s HeatWave®, a hot bag using patented technology that keeps pizza oven-hot to the customer’s door.

Domino’s opens its 6,000th store in San Francisco, California.

Domino's founder, Tom Monaghan, announces his retirement to pursue other interests, and gives up ownership of the company to Bain Capital Inc.



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COMPANY HISTORY

1999 David A. Brandon is named chairman and chief executive officer.

2000 Domino's opens its 2,000th store outside the U.S.

2001 Domino's adds Cinna Stix[®], a new dessert item, to its menu.

Domino's stores in New York City and Washington D.C. provide more than 12,000 pizzas to relief workers following Sept. 11. Domino's establishes a team member matching funds program to financially assist the American Red Cross and donates \$350,000 to the Disaster Relief Effort.

2004 Domino's Pizza Inc. becomes a publicly traded company on the New York Stock Exchange (NYSE) in July 2004, under the new ticker symbol DPZ.

The company announces a three-year partnership with St. Jude Children's Research Hospital[®]. St. Jude was selected as the company's "charity of choice" by Domino's franchise owners and team members.

2005 Domino's celebrates the completion of the three-year renovation of its World Resource Center in Ann Arbor, Michigan. The renovation marks the first major improvement to the company's world headquarters since Domino's founder Tom Monaghan opened the sprawling Domino's Farms office complex.

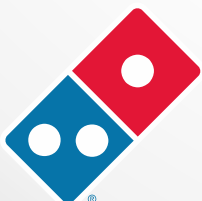
2006 Domino's indefinitely extends its relationship with St. Jude as its national charitable partner.

Domino's celebrates the opening of its 8,000th store with simultaneous celebrations of the opening of its 5,000th U.S. store in Huntley, Illinois, and its 3,000th international store in Panama City, Panama.

2008 Domino's launches a food delivery industry first: Domino's Tracker[®]. This revolutionary technology allows Domino's customers to follow the progress of their order online, from the time they click the "Place Order" button (or hang up the telephone), until the order is delivered.

Domino's begins a two-year span of historic menu expansion, launching Domino's Oven Baked Sandwiches[™], Penne Pastas, Domino's American Legends[®] and Chocolate Lava Crunch Cakes.

2009 In December, Domino's announces its new and inspired pizza. Reinvented from the crust up, the reformulation is one of the biggest moves in the company's 50-year history, and was inspired by its toughest consumer critics.



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COMPANY HISTORY

2010 Domino's opens its 9,000th store in the world. To celebrate, the company conducts symbolic opening events at two stores, a world apart. The first, in New Delhi, India's thriving capitol city, marks the 4,000th international store. The second, in New Orleans, Louisiana, in a neighborhood rebuilding itself after being ravaged by Hurricane Katrina in 2005.

Bain Capital sells its interests in Domino's Pizza.

Patrick Doyle is named president and chief executive officer after nearly 13 years with the company.

2011 Pizza Today Magazine names Domino's its "Chain of the Year" for the second straight year – making the company a three-time overall winner, and the first pizza delivery company to receive the honor in back-to-back years.

Domino's continues to revamp its menu, launching a new recipe for Buffalo wings and boneless chicken, as well as a new line of Domino's Artisan™ Pizzas, and a new bread side, Stuffed Cheesy Bread.

Patrick Doyle is named No. 1 Best CEO of 2011 by CNBC.

2012 Domino's debuts its ordering app for Android phones. This, in addition to its existing iPhone app which debuted in 2011, offers a Domino's mobile ordering app to more than 80% of smartphones.

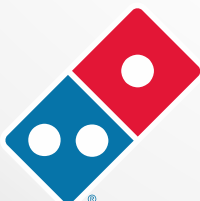
Domino's introduces its mobile ordering technology on Amazon's Kindle Fire by launching the Domino's app into the Amazon Appstore for Android. This marks the company's first appearance in the Amazon Appstore for Android and the company's first Android tablet app.

In August, Domino's launches its "Ultimate Delivery Vehicle" design competition – a campaign as unique as anything in its 52-year history. Pizza lovers and car enthusiasts were asked to help Domino's revolutionize the pizza industry by contributing to the design of the Ultimate Delivery Vehicle – something Domino's fans and customers could see as part of the delivery experience in the future.

Domino's unveils its new logo and 'pizza theater' store design, marking a significant change in its customer experience!

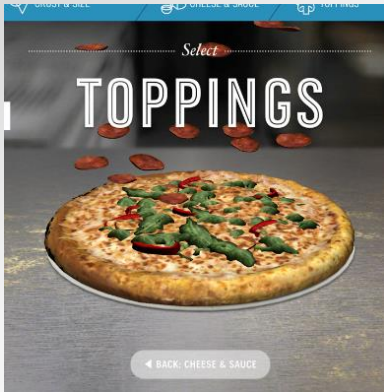
Domino's opens its 9,999th store in the world with a celebration in Carlsbad, California. Days later, Domino's celebrates the opening of its 10,000th store in the world in Istanbul, Turkey.

After adding Parmesan Bread Bites to its menu in early 2012, Domino's debuts the biggest product launch since the redesign of its core Hand-Tossed Pizza, launching its Handmade Pan Pizza in September. Made from fresh, never-frozen dough, the terrific product marked Domino's entry into the pan pizza scene in a big way!



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COMPANY HISTORY

2013 Domino's opens its first Thailand store in Bangkok.

Domino's introduces a pilot program in one Salt Lake City store that let customers watch their orders being made live via a webcam. Five webcams were placed in the store's kitchen for the entire month of May.

Domino's launches a new ordering app for Windows Phone 8. The new app added voice capabilities and allows customers to pin their current order directly to their start screen, which allows direct access to track an order using Domino's Tracker.

Domino's debuts its "Secondhand Logos" program on Pinterest. The program encouraged artists to recycle old Domino's logo materials (from signage and clothing to store materials) into pieces of art.

Domino's launches a unique campaign highlighting franchisee success stories. The campaign featured franchisee Reece Arroyave's story from handing out flyers to becoming a business owner. More than 95% of current Domino's franchisees in the U.S. started off as delivery drivers or pizza makers.

Domino's launches Pizza Profiles on dominos.com. The enhanced online ordering profile platform gives customers the ability to save information and record their favorite order in as little as five clicks, or about 30 seconds.

Domino's opens its first ever 'pizza theater' store in New Orleans.

2014 Domino's unveils its ordering app innovation using Ford SYNC® AppLink™ System. Customers who have a Pizza Profile on their Domino's mobile app, as well as the Ford SYNC in-car connectivity system, will be able to use Ford SYNC to place their saved "Easy Order" in just a few simple, voice-activated steps.

Domino's introduces Specialty Chicken, which comes in four unique flavors: Crispy Bacon & Tomato, Spicy Jalapeno-Pineapple, Classic Hot Buffalo and Sweet BBQ Bacon.

Domino's starts accepting payment via Google Wallet.

Domino's releases its new iPad® ordering app, which puts pizza at the center of everything – including updated, mouthwatering food photography and a newly created, more realistic custom pizza builder.

Domino's opens its 11,000th store in the world in Brantford, Ontario, Canada.

Domino's launches an online group ordering tool which makes ordering pizza for large parties and group gatherings easy.

Domino's kicks off voice ordering for its iPhone® and Android™ apps.

Domino's opens its first store in Kenya.



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COMPANY HISTORY

2015 Domino's launches AnyWare, a suite of innovative technology that allows customers to order in more ways and on more devices than ever before. Customers can order via text, tweet, Samsung Smart TV®, Ford SYNC® AppLink™ system, the Android Wear smartwatch app, Pebble® smartwatch app, or via voice ordering with Dom.

Domino's Event Center opens at St. Jude Children's Research Hospital® in Memphis, Tennessee. The flexible event space can be used for hospital fundraising events, patient and family activities, and entertainment.

Domino's opens in six new international markets: Cambodia, Azerbaijan, Republic of Georgia, Portugal, Italy and Belarus.

Domino's celebrates the grand opening of its 12,000th store in the world, in Oklahoma City.

Domino's launches Marbled Cookie Brownie – a warm and gooey blend of milk chocolate chunk cookie and fudge brownie that is baked in the oven.

Domino's introduces Piece of the Pie Rewards, a loyalty program that provides exclusive members-only discounts, bonus offers and perks.

Domino's DXP™ (Delivery Expert), a specially designed and built pizza delivery vehicle three years in the making, is launched across 25 markets in the U.S. The car can hold up to 80 pizzas and features a warming oven located behind the driver's door, as well as storage areas designed for easy loading and unloading of pizzas and other menu items.

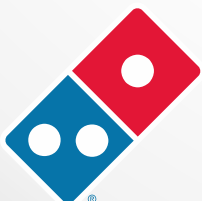
2016 Domino's opens its 1,000th store in India.

Domino's unveils the following additions to its line of AnyWare technology: Amazon Echo, Apple Watch, zero-click ordering, Facebook Messenger and Google Home.

Domino's rolls out a second wave of DXP delivery vehicles across the U.S., bringing the total number of DXPs to 155.

Domino's celebrates the grand opening of its 13,000th store in the world. The store is located in Auburn, Washington – just outside of Seattle.

Domino's launches salads in all stores across the U.S.



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COMPANY HISTORY

2017 Domino's introduces the first wedding registry for couples who prefer delicious melty cheese to crystal gravy boats. Nine months later, Domino's welcomes its next labor of love to the world – a baby registry for pizza-loving couples.

Domino's opens the doors to its 14,000th store in the world, located in Cyberjaya, Malaysia.

Domino's hosted its first-ever National Movie Night on Facebook Live by streaming "Ferris Bueller's Day Off."

Domino's launches Bread Twists, a delicious addition to its lineup of side items.

Domino's and Ford team up on an industry-first collaboration to understand the role that self-driving vehicles can play in pizza delivery. As part of the test, researchers from both companies investigate customers' reactions to interacting with a self-driving vehicle as part of their delivery experience.

Domino's becomes the first and only national pizza delivery chain to offer points to its loyalty members no matter how they order – via online, phone and in-store.

Domino's opens stores in three new international markets: Slovakia, Malta and Austria.

Domino's adds IFTTT and Slack to its lineup of AnyWare ordering technology.

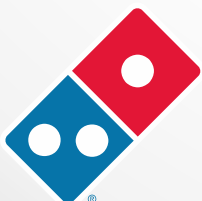
2018 Domino's and Ford announce a second round of self-driving delivery vehicle testing. This round focuses on customer experience in an urban setting, taking place in Miami.

Domino's celebrates the opening of its 15,000th store in the world, located in Lewisville, Texas.

Loyal customers gained yet another way to earn points toward free pizza with Domino's Piece of the Pie Pursuit mobile game. The game provides players with pizza-themed challenges such as guiding your pizza cutter car along a boost-filled track in a race against the clock or using a pizza sauce "spoodle" to catapult to new heights.

The company launches another delivery revolution – Domino's Hotspots®. More than 200,000 Domino's Hotspots are active nationwide so customers can receive delivery orders at spots that don't have traditional addresses – places like local parks, sports fields and beaches.

Domino's vows to save pizza, one pothole at a time, with its introduction of Paving for Pizza grants. The company gave away one grant in each state in the U.S. to help smooth the ride home for freshly made pizzas.



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COMPANY HISTORY

2018 cont. After more than 20 years with the company and eight years as CEO and president, Patrick Doyle departs from Domino's. Domino's Board of Directors promotes Richard Allison to the role of CEO, effective July 1, 2018.

Domino's launches a dinner bell function within its app to make getting everyone to the dinner table even easier.

Domino's opens its first store in Mauritius, located in Port Louis.

2019 Domino's launches the Points for Pies campaign and celebrates the love of all pizza by giving away rewards points for any pizza.

The 16,000th Domino's store in the world opens in Cheektowaga, New York.

Domino's continues its international growth as it opens the first stores in Bangladesh, the Czech Republic and Luxembourg.

Domino's and Xevo, the leader of in-vehicle commerce and services for automakers, delivers a pre-loaded in-car ordering system where customers can order their favorite pizza with a few taps of their vehicle's touchscreen.

Domino's brings pedal-powered delivery to stores across the U.S. with its launch of e-bikes.

Domino's Innovation Garage opens in Ann Arbor, Michigan. The additional workspace at Domino's World Resource Center celebrates the spirit of creativity and collaboration, as it allows cross-functional teams to work together to create and test new ideas.

Domino's celebrates the grand openings of its 1,200th store in India and its 600th store in Japan.

Domino's begins rolling out GPS delivery tracking technology in stores throughout the U.S.

2020 Domino's made picking up pizza easier than ever with Pie Pass – technology that rolls out the red carpet for carryout customers who order and pay online by allowing them to skip the line in stores and grab their order.

The pizza brand commemorates the opening of its 17,000th store in the world with a celebration at Domino's in Bradbury, New South Wales, Australia.

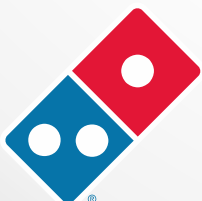


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2020 cont. Domino's company-owned and franchised stores donate about 10 million slices of pizza within their local communities to help feed those in need during the COVID-19 crisis.



Domino's introduces its Rain Check Registry for couples who are postponing or rescheduling their weddings due to the pandemic. The registry features gift card packages to help pizza-loving couples get through long days of creating change-the-date cards, negotiating with florists and rescheduling honeymoon plans.

Domino's announces yet another way for customers to carry out their favorite pizza: via Domino's Carside Delivery®. The contactless carryout option allows customers who place a prepaid online order to stay in their vehicle while a team member delivers the order to their car.

Can pizza boxes be recycled? Oh yes they can! Domino's and its primary box supplier, WestRock, launch recycling.dominos.com – a website to share the facts about pizza box recycling.

Domino's opens its first store in Croatia.

Domino's commits to raising \$100 million by 2030 for St. Jude – marking the largest commitment in the hospital's history. In honor of the pledge, St. Jude announces it will name its newest on-campus housing facility, The Domino's Village. The facility will feature 140 fully-furnished apartments that will accommodate a variety of patient families.

As 2020 proves to be a difficult year for many, Domino's awards a special bonus to company-owned store and supply chain hourly team members and drivers – an investment totaling more than \$9.6 million.

Domino's establishes the United Negro College Fund Domino's Pizza Scholarship for full-time students who are enrolled at a Historically Black College or University.

2021 Domino's announces it raised a record-breaking \$13 million to support St. Jude in 2020.

Domino's launches autonomous pizza delivery with Nuro in Houston, Texas. The deliveries use Nuro's R2 robot, which is the first completely autonomous, occupantless on-road delivery vehicle.

After a long hiatus, Domino's archnemesis, the Noid™, returns to TV screens! The antihero, who is still up to no good, attempts to thwart the advanced technology of Nuro's R2 robot, with no success.

Domino's opens two new international markets: Ghana and Lithuania.

Domino's rolls out a new guarantee: order Domino's Carside Delivery online, check in when you arrive, and as soon as your order is ready, a Domino's team member will head to your car in less than two minutes or your next pizza is free.

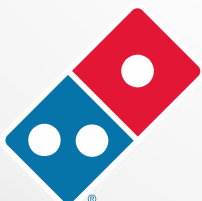


2021 cont. Domino's celebrates the opening of its 18,000th store in the world, in La Junta, Colorado.

Domino's corporate and franchised-owned stores across the U.S. give away Surprise Frees™ – \$50 million worth of free menu items to randomly selected customers.

Oven-Baked Dips join Domino's menu, making the perfect accompaniment to Domino's Bread Twists.

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INNOVATIONS

Throughout our history, in addition to pioneering the concept of efficiently delivering made-to-order pizzas, Domino's has been involved in many innovations that have made a significant impact on the pizza and delivery industries. Here's a look at some of Domino's innovations:

Domino's HeatWave® Hot Bags

Domino's HeatWave hot bags were introduced in 1998 to keep pizzas oven-hot during normal delivery. Originally, each hot bag contained a patented heating mechanism charged by plugging into an electric outlet at the store. The outer material of the bag is made with water-repellent nylon, which replaced the less sturdy vinyl material previously used. Domino's has continued to innovate and evolve the technology, removing the electric cord and heating each bag via an induction heating system. The latest edition of Domino's HeatWave hot bags relies solely on a patented insulation system that keeps pizzas both hot and crisp – completely eliminating the need for electricity.

Spoodle

This tool combines the best features of a spoon and a ladle, cutting down the time spent applying sauce to the pizza.

Domino's Supply Chain Centers

To allow Domino's stores to concentrate on making and delivering pizzas, Domino's developed a central commissary system. This relieves stores from long hours making dough, grating cheese and preparing toppings. Through a network of domestic dough manufacturing and food distribution centers, we provide high quality dough and ingredients nationwide, keeping the pizza consistently delicious. We regularly supply more than 6,000 Domino's stores with over 240 products, allowing customers 34 million different ways to order a single Domino's pizza. Other pizza and quick-service restaurants in the U.S. have also adopted this system.

A Better Box

Domino's was the innovator behind the sturdy, corrugated pizza box, which keeps moisture from weakening the box and prevents cheese from sticking to the top of the box during delivery.

Pizza Screen Development

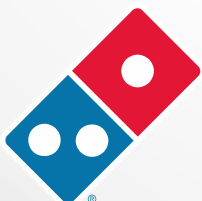
A delicious, crisp crust is one of the most important parts of a pizza. In search of the perfect crust, Domino's developed the pizza screen – a mesh tray that helps cook pizza crust more evenly than a tray made of wood or stainless steel.

Car-Top Sign – in 3D

Today it's hard to miss pizza delivery cars – thanks to Domino's. Domino's invented the 3D car-top sign, which is currently used by a variety of industries, including taxis and driving schools.

Domino's 'Pizza Theater'

After years of development and concept testing, in 2012 Domino's unveiled a new 'pizza theater' store design. The new store design allows flexibility for a number of features otherwise unheard of when it comes to the "traditional" Domino's store. Features include a comfortable lobby, open-area viewing of the food preparation process and the ability to track carryout orders electronically on a lobby screen. Some stores also feature chalkboards to allow customers to express their creativity or to leave feedback for the store team members.



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INNOVATIONS

Domino's DXP™ (Delivery Expert)

In October 2015, after three years in the making, Domino's launched the DXP, the first purpose-built vehicle aimed at revolutionizing pizza delivery. The DXP was born out of Domino's passion for innovation and started with a five-stage crowdsourcing competition hosted by Local Motors. The contest, called the Domino's Ultimate Delivery Vehicle Challenge, fielded 385 entries from designers around the world. Then, Michigan-based Roush Enterprises, and GM R&D executive Kenneth R. Baker adapted the concept and worked closely with Domino's to transform the Chevrolet Spark® (with its international style, tech-savvy command deck and nimble maneuverability) into a delivery vehicle for pizza and other menu items – ensuring hot and great tasting pizzas delivered right to customers' doors.

The DXP can hold up to 80 pizzas, along with other menu items including salads, wings and 2-liter bottles of soda. It features a warming oven, located behind the driver's door, that can hold two HeatWave bags and is quickly accessible to drivers with the touch of a key fob button. The car also comes equipped with a puddle light projecting the Domino's logo on the ground, as well as an illuminated Domino's car topper.

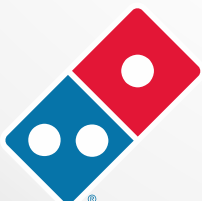


Domino's Hotspots®

In April of 2018, Domino's launched yet another delivery revolution: Domino's Hotspots. Domino's Hotspots are locations that don't have traditional addresses – places like parks, sports fields, beaches and thousands of unexpected sites – where customers can receive delivery orders. Local Domino's stores around the country have selected these Domino's Hotspots, which are now locations where drivers can meet customers curbside to hand off orders.

Customers can order delivery to a Domino's Hotspot at [dominos.com](https://www.dominos.com) and via Domino's mobile apps. Once a customer's location has been determined, local Domino's Hotspots that are available for delivery will appear on a map for customers to select. Before checking out, customers can leave instructions to help the driver find them. After completing their order, customers will receive text message alerts about their Domino's Hotspot delivery progress, including a final text that gives the driver's estimated arrival time.

More than 200,000 Domino's Hotspots are now active, redefining delivery convenience for customers across the U.S.



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TECHNOLOGY

Domino's continues to emphasize the importance of new and emerging technologies in its business. Of the more than 1,100 team members at the company's headquarters in Ann Arbor, Michigan, over 1/3 are in the IT department working diligently to bring the next big technological advancement to Domino's customers. Emphasis on technology innovation helped Domino's achieve more than half of all global retail sales in 2021 from digital ordering channels. It's no wonder Fast Company named Domino's as one of the world's most innovative companies of 2019! Below are some of the many ways Domino's backs up that claim.

Domino's Online Ordering

The beginning of Domino's technological innovation started with its online and mobile ordering system, which was launched in 2007. Today, Domino's generates more than 75% of sales via digital ordering channels.

Domino's Tracker® and Pizza Builder

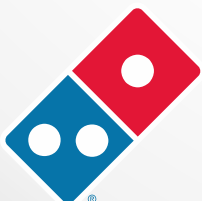
In 2008, Domino's revolutionized the customer experience by launching its innovative Domino's Tracker and Pizza Builder tools. Domino's Tracker was an industry first, as it was the first tracker developed and used by a national pizza chain to allow customers to follow the progress of their order, from the time it's placed until they receive it. Domino's Pizza Builder also transformed the industry by allowing customers to make their favorite crust and toppings selections, and see their pizza come to life on the computer screen. Many other pizza companies have since followed suit and launched similar technologies to Domino's Tracker and Pizza Builder.

Domino's Ordering Apps/AnyWare Technology

In addition to ordering apps for iPad, iPhone and Android, Domino's has several innovative ordering platforms, known as AnyWare technology, that bring even more convenience to the ordering experience. Customers can choose from 12 digital ways to order, ranging from Amazon Alexa to text-to-order and more – allowing them to order from anywhere, at any time, using whatever device they'd like.

Domino's Interacts with Fans

Domino's prides itself on interacting and engaging with its fans online in original ways, including on Facebook, Twitter, Instagram, Tumblr and TikTok. Domino's has more than 21 million Facebook fans and more than 1.4 million Twitter followers.



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INTERNATIONAL

Domino's has been delivering hot, delicious products internationally for almost 40 years. Each day, more than 1 million customers enjoy Domino's products on every inhabited continent on Earth.

Domino's rapidly growing international business began in 1983, when its first store outside the U.S. opened in Winnipeg, Canada. Today, Domino's has more than 12,600 international stores.

It seems that pizza can be understood in almost any language. Below are some interesting facts from a few Domino's markets around the world!

Aruba

The franchisee initially purchased motorcycles as delivery vehicles but was forced to switch to small trucks due to the strong wind!

Bangladesh

The first store, which opened in Dhaka in 2019, set an opening week world record by selling more than 13,000 pizzas!

Ecuador

Quito, a city of one million people located 8,300 feet above sea level in the Andes Mountains, has the highest elevation in Latin America delivering Domino's.

India

Domino's has respected the Hindu reverence for the cow by omitting pepperoni, the beef based topping and replacing it with spicy chicken sausage.

Jamaica

The first Domino's store in Jamaica sold 6,000 pizzas in its first 16 days. The favored island topping is pineapple.

Japan

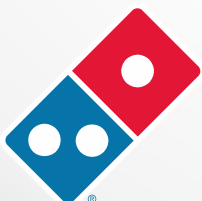
When we opened our first store in 1985, there was not a word in the Japanese language for pepperoni. Now, pepperoni is one of the country's most embraced toppings. Buildings are not numbered sequentially, but numbered in the order buildings were built. This makes for interesting delivery and training for our drivers.

Netherlands

Delivery scooters in the Netherlands are not allowed on the roads. They use designated bike routes, which are often quicker than travel on the roadways.

Saudi Arabia (Middle East)

Stores must work around four prayer times a day, each lasting for 12-45 minutes. During prayer times, all businesses close.



Domino's Pizza

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www.dominos.com



CHARITABLE PARTNER

Domino's and St. Jude Children's Research Hospital®

In a 2004 vote by its franchisees and team members, Domino's selected St. Jude Children's Research Hospital as its national philanthropic partner.

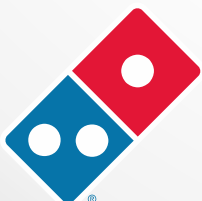
St. Jude Children's Research Hospital is leading the way the world understands, treats and defeats childhood cancer and other life-threatening diseases. Its purpose is clear: Finding cures. Saving children.® It is the only National Cancer Institute-designated Comprehensive Cancer Center devoted solely to children. Treatments invented at St. Jude have helped push the overall childhood cancer survival rate from 20% to more than 80% since the hospital opened more than 50 years ago. St. Jude won't stop until no child dies from cancer. St. Jude freely shares the discoveries it makes, and every child saved at St. Jude means doctors and scientists worldwide can use that knowledge to save thousands more children. Families never receive a bill from St. Jude for treatment, travel, housing or food – because all a family should worry about is helping their child live.

Thanks and Giving®

Since 2004, Domino's has joined other high-profile brands by participating in St. Jude *Thanks and Giving*, a national fundraising and awareness campaign. During the campaign, Domino's stores ask their customers to add a donation to their order to benefit the kids of St. Jude.

Since becoming a national partner in 2004, Domino's has raised more than \$95 million for St. Jude. On campus, the Domino's logo can be found proudly displayed at the Domino's Event Center at St. Jude Children's Research Hospital, the Assessment & Triage Center Delivered By Domino's, and on countless pizza boxes delivered to feed patients, families and staff on a regular basis.

In September 2020, Domino's announced its commitment to raise \$100 million over the next 10 years – marking the largest commitment in the history of St. Jude. In honor of the historic pledge, St. Jude will name its newest housing facility The Domino's Village, which will be located on the St. Jude Children's Research Hospital campus. The housing facility will feature 140 fully-furnished apartments with one, two, or three bedrooms, designed to accommodate different lengths of stay and family sizes. Construction is underway, and St. Jude anticipates the facility will open for patient families in spring of 2023.



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SUPPLY CHAIN

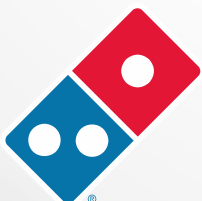
The supply chain division of Domino's is the primary source of pizza store products for the U.S. Domino's franchise system. Through its network of 26 fresh dough manufacturing and food distribution centers across the U.S. and Canada, one vegetable processing plant, and two facilities that make the company's thin crust product, supply chain regularly provides domestic pizza stores with more than 240 products. These products cover a wide range – from basic food items to pizza boxes and cleaning supplies – and the number of items continues to grow. Similarly, the ongoing demand for new technology and basic equipment is met by supply chain's equipment and supply division, which offers makelines, crew uniforms, and merchandise support for national promotional programs.

The supply chain division is one of many contributors to strong relationships between Domino's and its domestic franchisees. A profit-sharing program based on ordering levels gives 50% of profits back to most franchisees, driving a 99% voluntary participation rate across the franchise system. International master franchisees have adopted the same distribution system, as nearly all international distribution centers are owned by the master franchisee in each market, excluding six international company-owned dough manufacturing and supply chain centers.

Beyond its function as a product distributor, supply chain also maintains dough production operations. To ensure top quality and performance of this primary product, each dough production team member is trained in the specifics of dough production, as well as the science involved in the production of dough. On-the-job safety, food safety and product quality are given top priority and are continuously being evaluated through regular audits. As the largest pizza company in the world, protecting the Domino's brand is of the utmost importance.

Supply chain's method of product delivery clearly reflects a teamwork approach to operations. To create a systematic and efficient delivery system, routing strategies are employed to reduce the frequency of late deliveries and help stores meet the rush with necessary product inventory. In addition, supply chain drivers are trained as delivery and service specialists to arrange store coolers according to product usage dates.

From its fleet of drivers to its team of customer service representatives, each supply chain center acts as a channel of support for the pizza stores it services, whether it is producing dough, delivering products to stores, or assisting Domino's trainers with product quality classes. This cooperation and teamwork is a proven system that has supported and helped make Domino's the world leader in pizza delivery.



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