



COMPANY FACTS

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

Each day, more than one million customers enjoy hot, delicious Domino's products on every inhabited continent on Earth. As of the third quarter of 2020, Domino's operated more than 17,200 stores in more than 90 international markets, all dedicated to the focus of providing great-tasting pizza delivered directly to your door or available for carryout. Domino's pioneered and built a global franchise around a system that ensured a pizza could be made and \$14.3 billion in 2019, comprised of more than \$7 billion in the U.S. and nearly \$7.3 billion internationally.

Domino's employees aspire to achieve our collective vision of being exceptional franchisees and team members on a mission to be the best pizza delivery company in the world. We operate through a set of guiding principles 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, Domino's Oven Baked Sandwiches, Stuffed Cheesy Bread, Bread Twists, Parmesan Bread Bites, Chicken Wings, Boneless Chicken, Marbled Cookie Brownies, Chocolate Lava Crunch Cakes and Coca-Cola® products.

Leadership

Ritch Allison	Chief Executive Officer
Tom Curtis	Executive Vice President – U.S. Operations and Support
Art D'Elia	Executive Vice President – Chief Marketing Officer
Kelly Garcia	Executive Vice President – Chief Technology Officer
Cindy Headen	Executive Vice President – Supply Chain Services
Joe Jordan	Executive Vice President – International
Stu Levy	Executive Vice President – Chief Financial Officer
Tim McIntyre	Executive Vice President – Communications
Kevin Morris	Executive Vice President – General Counsel and Corporate Secretary
Lisa Price	Executive Vice President – Chief Human Resources Officer
Russell Weiner	Chief Operating Officer and President – Domino's U.S.



Domino's Pizza

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www.dominos.com



COMPANY HISTORY

- 1960** Tom Monaghan and brother, James, purchase “DomiNick’s,” a pizza store in Ypsilanti, Mich. Monaghan borrowed \$500 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, Mich.
- 1975** Amstar Corporation, 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. Domino's also opens its first store outside of North America in Queensland, Australia. The 1,000th Domino’s store 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.
- 1992** Domino’s rolls out breadsticks, the company’s first national non-pizza menu item.
- 1993** Thin Crust pizza is rolled out nationwide. The company discontinues its 30-minute guarantee and re-emphasizes 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** Buffalo Wings are rolled out in all U.S. stores.
- 1995** Domino's Pizza International opens its 1,000th store.
- 1996** Domino’s launches its website (www.dominos.com).
- 1997** Domino’s Pizza opens its 1,500th store outside the United States, 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 Pizza opens its 6,000th store in San Francisco, Calif. Worldwide sales exceed \$3.2 billion.

Domino's Pizza 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 Pizza opens its 2,000th store outside the United States.
- 2001** Domino's introduces Cinna Stix[®], a new permanent 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 the September 11 tragedy. 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., the recognized world leader in pizza delivery, 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 Pizza celebrates the completion of the three-year renovation of its World Resource Center in Ann Arbor, Mich. 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, Ill., 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 Pizza 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 Inspired New 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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2010 Domino's opens its 9,000th store. 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, La., in a neighborhood rebuilding itself after being ravaged by Hurricane Katrina in 2005.

Bain Capital sells its interests in Domino's Pizza.

Domino's raises \$2.7 million during the 7th annual St. Jude Children's Research Hospital® *Thanks and Giving*® campaign, marking the largest single charitable donation in the company's 50-year history.

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, a new line of Domino's Artisan™ Pizzas using premium ingredients 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 Pizza debuts its mobile ordering technology on Amazon's Kindle Fire by launching the Domino's Pizza 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. Stay tuned!

Domino's unveils its new logo and 'Pizza Theater' store design, marking a significant change in the customer experience at Domino's!

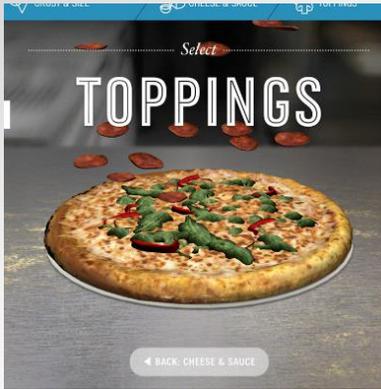
Domino's opens its 9,999th store with a celebration in Carlsbad, Calif. Days later, Domino's celebrates the opening of its 10,000th store in Istanbul, Turkey.

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

Domino's updates its revolutionary Domino's Tracker® with a new experience exclusive to customers who order Handmade Pan Pizza.

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 "Second Hand 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 fliers 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, La.

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 its new Specialty Chicken – a delicious combination of toppings, sauces and cheeses layered over 12 bites of lightly breaded, 100% whole breast white meat chicken. Specialty Chicken 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.



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 raises \$5.2 million during the 11th annual St. Jude Children's Research Hospital *Thanks and Giving* campaign, marking the largest single charitable donation in the company's history.

Domino's Event Center opens at St. Jude Children's Research Hospital® in Memphis, Tenn. 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 – by presenting a \$12,000 check donation to the Boys and Girls Clubs of Oklahoma County.

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 and cut into nine pieces.

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.

Domino's celebrates its 55th anniversary in December.

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, Wash. – just outside of Seattle.

Domino's launches salads in all stores across the U.S. They come in three varieties: Classic Garden, Chicken Caesar and Chicken Apple Pecan.



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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 continues its global growth momentum with the opening of 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 news 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.



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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 fast food companies in the U.S. have also adopted this same 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 Pizza. 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. Some 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 1,300 team members at the company's headquarters in Ann Arbor, Mich., over 1/3 are in the IS 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 2019 from digital channels, primarily online ordering and mobile applications. 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 65% of sales via digital ordering channels.

Domino's Tracker™ and Pizza Builder

In 2008, Domino's revolutionized the customer experience by launching its innovative Pizza Builder and Domino's Tracker tools. Pizza Builder allows customers to see their pizza come to life on the computer screen, as toppings and crust styles are selected in real time. Domino's Tracker allows customers to follow the progress of their order, from the time it's placed until they receive it. Domino's Tracker has seen various looks, themes and interactive opportunities since its debut. While the Pizza Builder has since been mimicked by other pizza companies, Domino's remains the only company offering the engaging ordering experience of Domino's Tracker.

Domino's Ordering Apps/AnyWare Technology

Domino's features an ordering app lineup that covers nearly 95% of the U.S. smartphone market. In addition to ordering apps for iPad, iPhone, Android and Kindle Fire, Domino's has introduced several innovative ordering platforms, known as AnyWare technology, that bring even more convenience to the ordering experience. Customers can now order from anywhere, at any time, using any of the following technologies: Google Home, Facebook Messenger, zero-click ordering, Amazon Echo, Samsung Smart TV®, Apple Watch, Android Wear smartwatch, Ford SYNC®, voice ordering with Dom, as well as Twitter and text message using a pizza emoji.

Domino's most-downloaded app is for iPhones, and has been downloaded more than 19.6 million times and counting, while Domino's Android app comes in second with more than 13.1 million downloads.

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 and Tumblr. Domino's has more than 21 million Facebook fans and more than 1.3 million Twitter followers.



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INTERNATIONAL

Domino's has been delivering hot, delicious products internationally for more than 30 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 11,000 international stores, which make up more than half of the company's global retail sales. Domino's international business has enjoyed 107 consecutive quarters of positive same-store sales growth – that's 26 straight years of positive sales growth!

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!

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.

Honduras

The first Domino's in San Pedro Sula opened in 1987. Suyapa Amaya owned a store here and was the first female franchisee for Domino's International.

Iceland

The first store, opened in Reykjavik in 1993, set an opening week world record selling more than 5,000 pizzas during the first week. Domino's Master Franchisees Gunnar Gudjonsson and Birgir Bieltvedt were recognized with the Most Pies in the Franchise Award for three of their highly successful Reykjavik stores. Even currently, Iceland has had at least one of their 13 stores on Domino's top 10 list in the last four years.

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.



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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 \$68 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 planning is underway, and St. Jude anticipates the facility will open for patient families in spring of 2023.

For more information, go to www.stjude.org and follow St. Jude on www.facebook.com/stjude and www.twitter.com/stjude.



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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 25 fresh dough manufacturing and food distribution centers across the U.S. and Canada, one vegetable processing plant, and one facility that makes 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 & 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 and product quality are given top priority and are continuously being evaluated through regular audits.

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.



Domino's Pizza

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