



DOMINO'S

INVESTOR DAY PRESENTATION - OCTOBER 10, 2019

AUSTRALIA

NEW ZEALAND

BELGIUM

FRANCE

NETHERLANDS

JAPAN

GERMANY

LUXEMBOURG

DENMARK



DOMINO'S

PRESENTED BY
DON MEIJ

AUSTRALIA

NEW ZEALAND

BELGIUM

FRANCE

NETHERLANDS

JAPAN

GERMANY

LUXEMBOURG

DENMARK

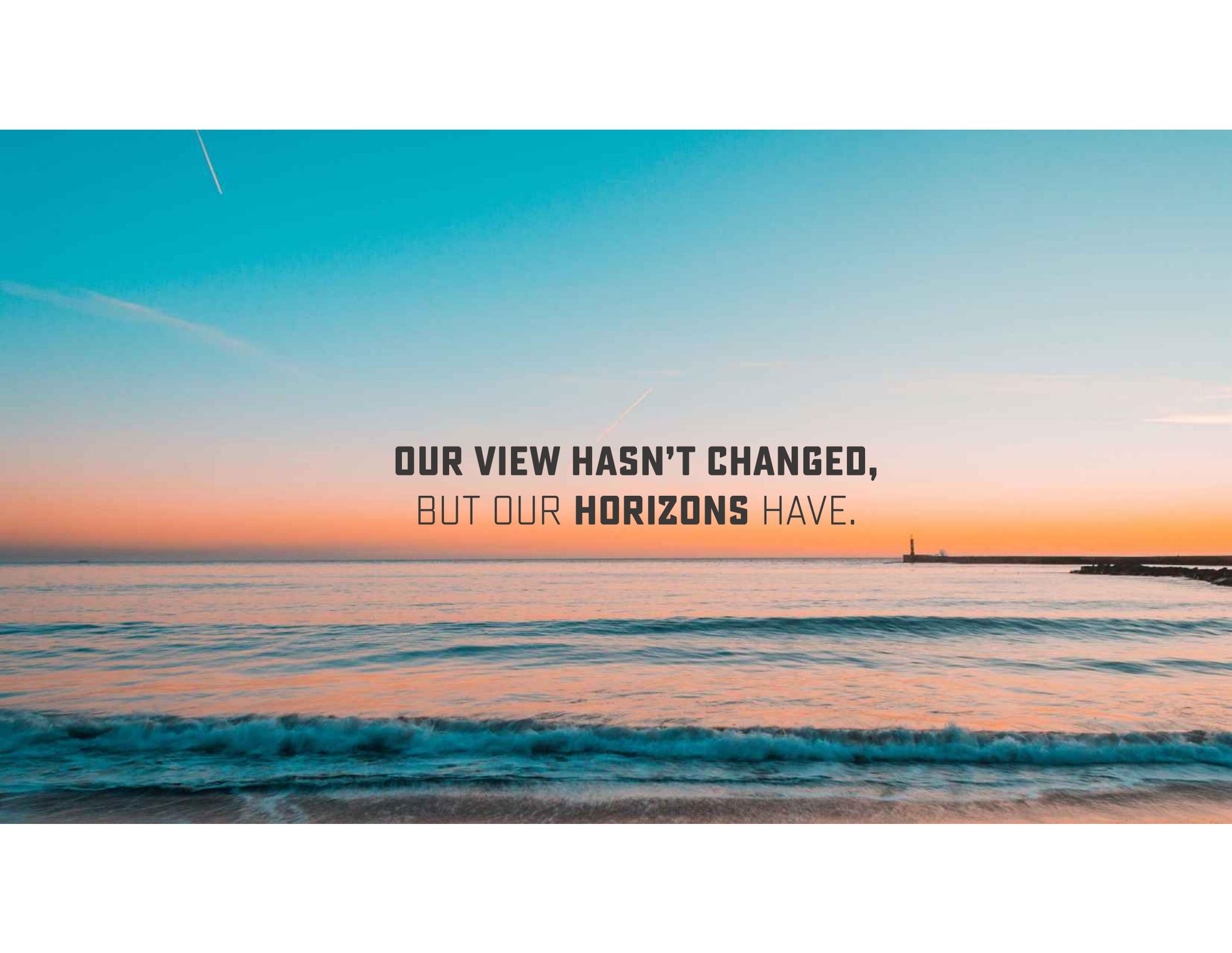
THE **CORNERSTONE** OF THE COMPANY'S **SUCCESS** HAS BEEN
THE ABILITY TO **LEVERAGE A DIVERSIFIED NETWORK** OF BOTH
CORPORATE AND **FRANCHISED** STORES

BACKED BY **STRONG STORE LEVEL ECONOMIC FUNDAMENTALS**
AND THE **POWER** AND **PROPRIETARY SYSTEMS** OF A **GLOBAL**
NETWORK.

THE COMPANY PLANS TO **CONTINUE ITS EXPANSION** THROUGHOUT **AUSTRALIA** AND **NEW ZEALAND** AND EXPECTS THAT **DOMINO'S PIZZA** AND ITS **FRANCHISEES** WILL CONTINUE TO **BENEFIT** FROM **THE ECONOMIES OF SCALE** GENERATED BY OPERATING THE **LARGEST PIZZA NETWORK IN AUSTRALIA.**

**FUTURE GROWTH IS EXPECTED FROM NEW STORE OPENINGS,
GROWTH IN SALES FROM EXISTING STORES AND THE
POTENTIAL FOR NEW STORE AND MENU FORMATS.**

DOMINO'S PIZZA AUSTRALIA NEW ZEALAND LTD SHARE OFFER - **2004**



**OUR VIEW HASN'T CHANGED,
BUT OUR **HORIZONS** HAVE.**

THIS IS A **SCALE BUSINESS**

YOU CAN'T HAVE **20 OR 30 STORES.**

IT'S LIKE A **100 STOREY BUILDING,**
THE FIRST 50 OR 60 STOREYS **PAY FOR THE CONSTRUCTION,**

IT'S WHEN YOU HAVE THOSE FOUNDATIONS IN PLACE
THAT YOU **DELIVER THE REAL RETURNS.**

AUSTRALIA

NEW ZEALAND

IRELAND

CANADA

NETHERLANDS

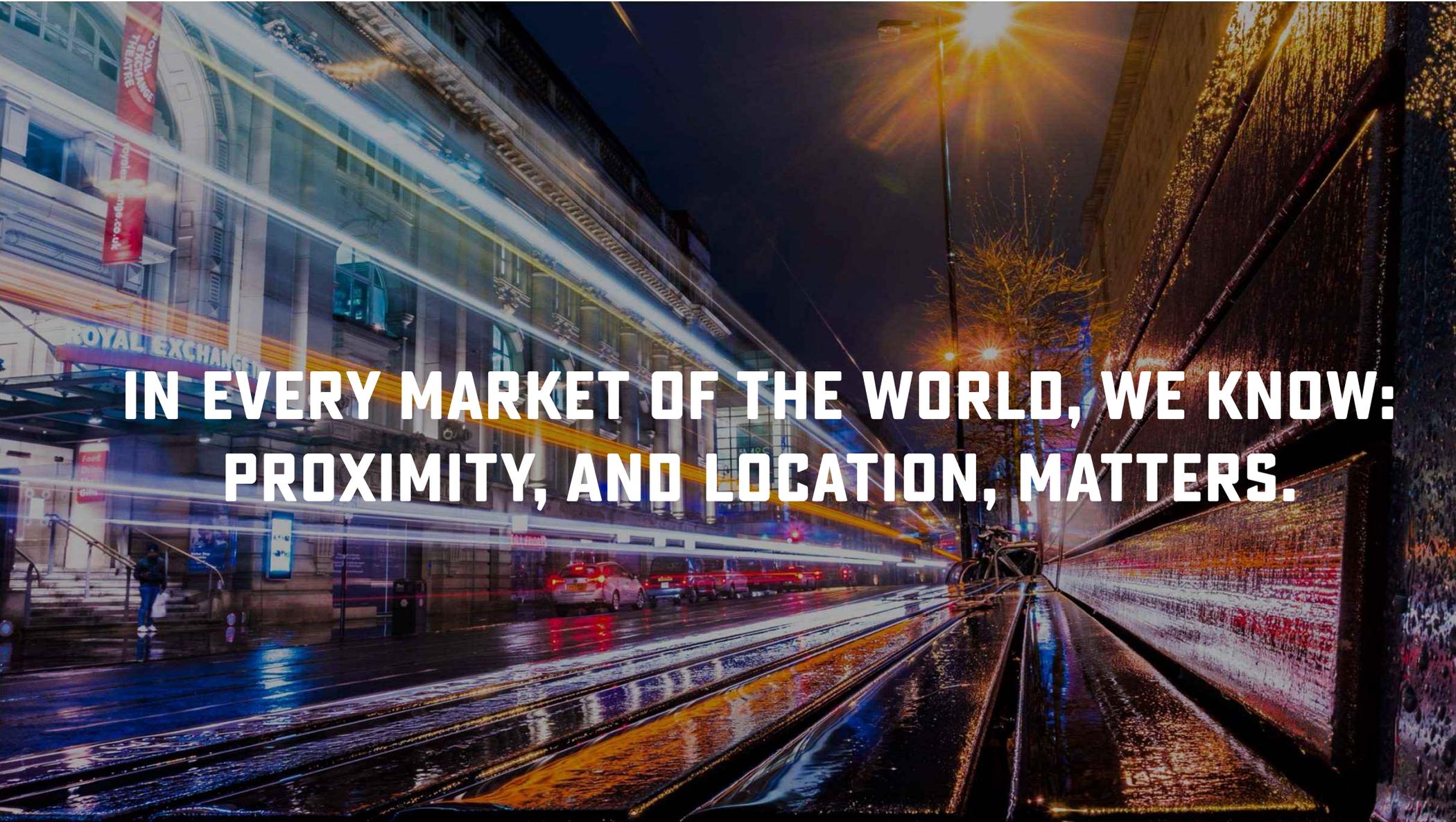
SPAIN

GERMANY

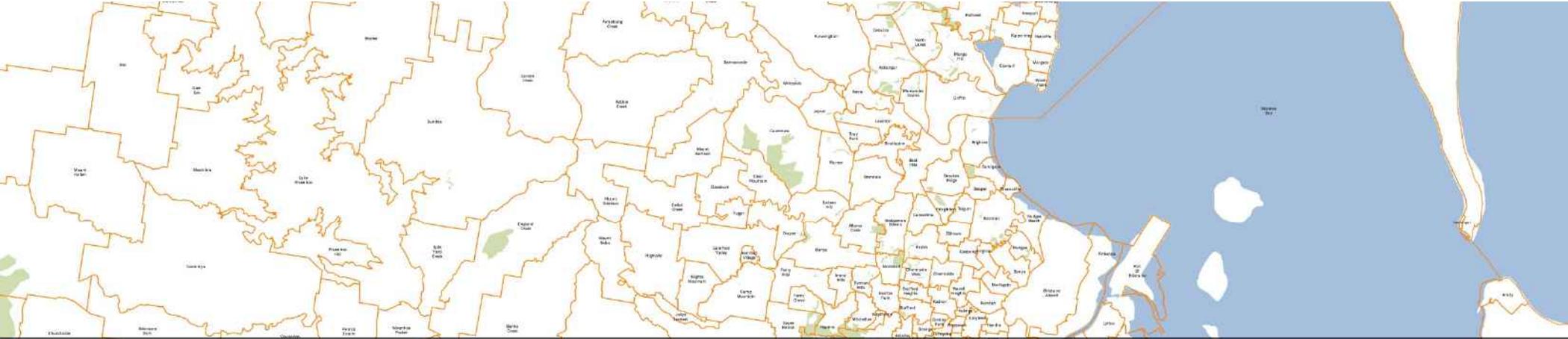
LUXEMBOURG

FINLAND





**IN EVERY MARKET OF THE WORLD, WE KNOW:
PROXIMITY, AND LOCATION, MATTERS.**



CUSTOMERS DON'T CARE ABOUT LINES ON MAPS





62
STORES

SALES

MORE THAN TREBLED

131
STORES



BROADER HORIZONS



NEW ZEALAND



BELGIUM



NETHERLANDS



FRANCE



GERMANY



JAPAN

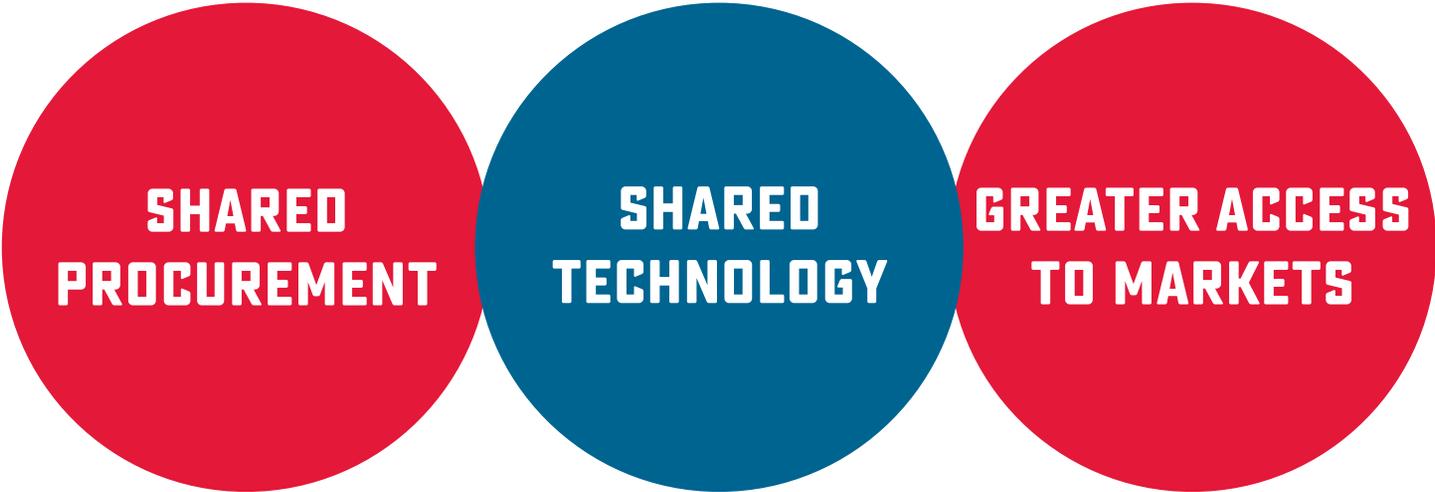
AUSTRALIA NEW ZEALAND BELGIUM FRANCE NETHERLANDS JAPAN GERMANY LUXEMBOURG DENMARK



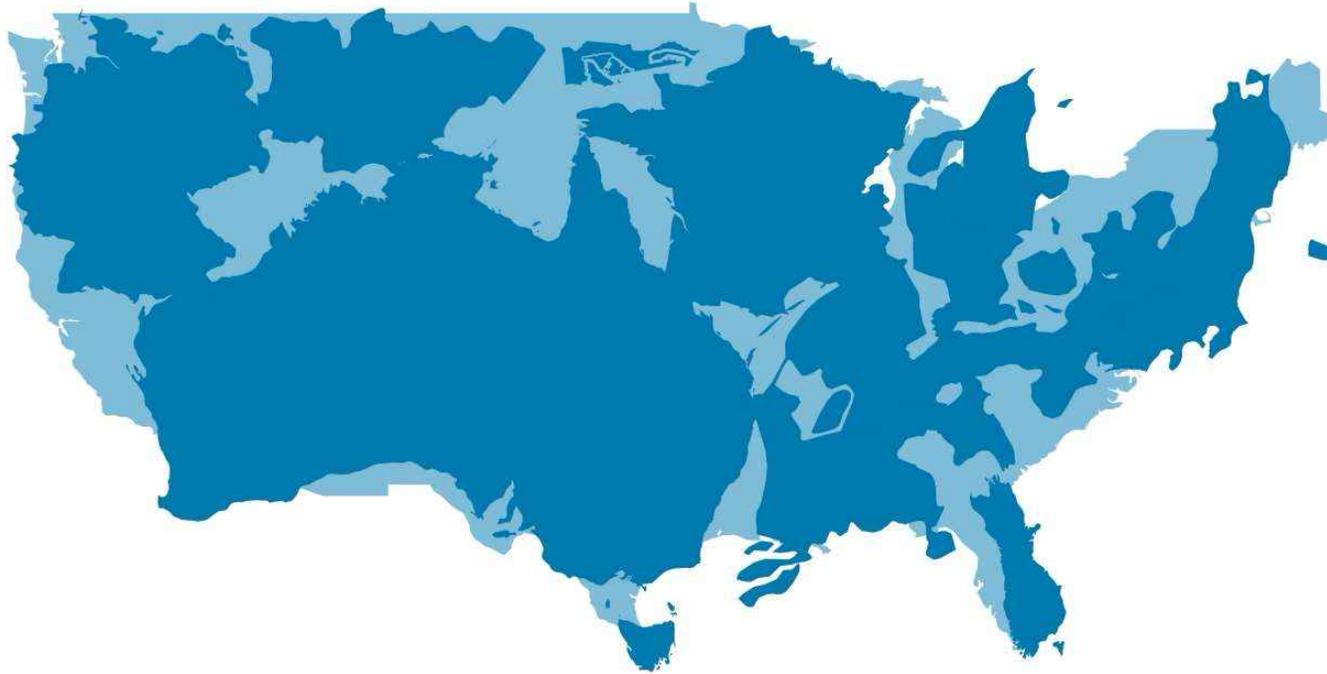
BUT STILL, WE VIEWED A TIME WHEN OUR
RUNWAY FOR GROWTH COULD RUN OUT.







OUR FUTURE



1X
GDP CHINA

+1X
POP USA

AUSTRALIA

NEW ZEALAND

BELGIUM

FRANCE

NETHERLANDS

JAPAN

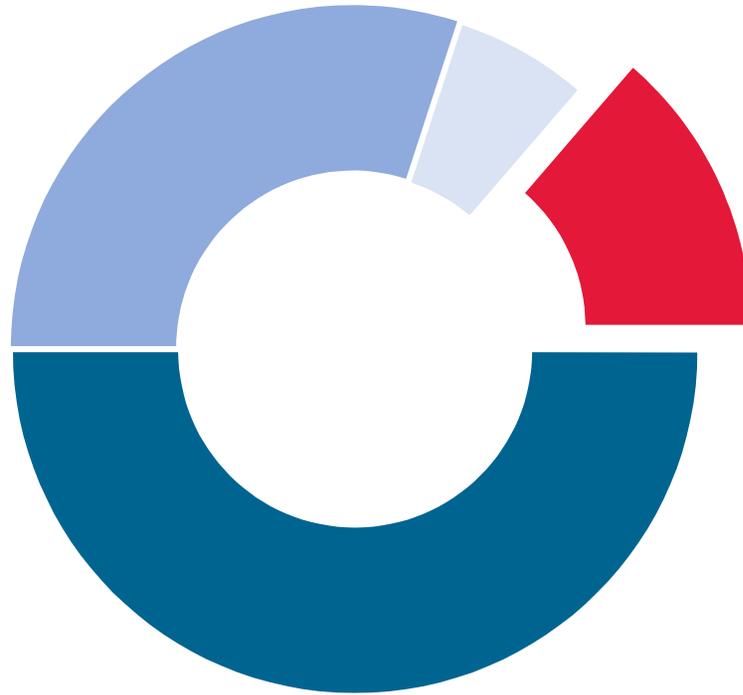
GERMANY

LUXEMBOURG

DENMARK



THE POSSIBILITY



■ Burgers ■ Chicken ■ Pizza ■ Other

AUSTRALIA

NEW ZEALAND

BELGIUM

FRANCE

NETHERLANDS

JAPAN

GERMANY

LUXEMBOURG

DENMARK



OUR FUTURE

WHY DO WE EXIST?

AT OUR BEST

THE **HARD-WIRED HUMAN NEED FOR SOCIAL CONNECTION** - SEEMINGLY BETTER ENABLED THAN EVER BEFORE - **IS BREAKING DOWN.**

PEOPLE CRAVE BELONGING, WHILE THEY ASSERT THEIR **RIGHT TO BE DIFFERENT.**

WE SMASH THE PREVAILING WISDOM WHICH SAYS **YOU CAN'T HAVE QUALITY, SPEED AND LOW PRICE...**

THUS PUTTING **THE WORLD'S MOST DELICIOUS AND VERSATILE BONDING FOOD** WITHIN REACH OF **EVERY PERSON.**

AUSTRALIA

NEW ZEALAND

BELGIUM

FRANCE

NETHERLANDS

JAPAN

GERMANY

LUXEMBOURG

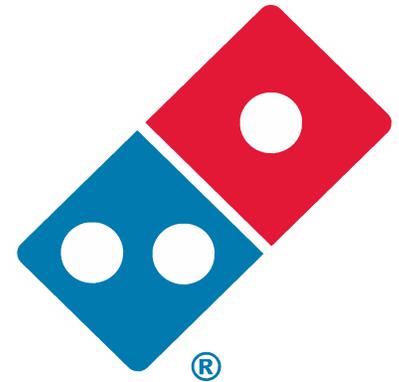
DENMARK





**OUR PIZZA
BRINGS PEOPLE
CLOSER**

ONE BRAND,
ONE CORE FOCUS,
ONE PURPOSE.



THE **GROWTH IN THE HOME PIZZA MARKET WILL CONTINUE** AS
A RESULT OF **LONGER WORKING DAYS** AND THE INCREASE IN
DUAL CAREER HOUSEHOLDS SUPPORTING DEMAND FOR
FRESHLY COOKED, DELIVERED FOOD

DOMINO'S PIZZA AUSTRALIA NEW ZEALAND LTD SHARE OFFER - **2004**



TIME IS THE
ENEMY OF FOOD



CUSTOMERS SEE A DIFFERENCE!

TIME OUT OF THE OVEN



“FRESH”

“OLD AND COLD”

AUSTRALIA
5:27
FERNY GROVE
AUG 2019

AUSTRALIA
4:58
EATONS HILL
SEP 2019

NETHERLANDS
3:36
GRONINGEN FLORESSTRAAT
JUL 2018

JAPAN
2:38
YOTSUYA
NOV 2018



AUSTRALIA
7:20
EATONS HILL
MONTH OF SEP 2019





COGNITIVE ROSTERING

PREDICTIVE ORDERING

PROJECT 5

FAST BAKE OVENS

PROJECT 1

GPS

EBIKES

PROJECT 2

PROJECT 3

PROJECT 4

PROJECT
3TEN

TODAY, YOU'RE GOING TO HEAR FROM **MEMBERS OF OUR GLOBAL LEADERSHIP** ON HOW WE'RE GOING TO APPLY OUR **DEEP HISTORY OF FORTRESSING OUR BUSINESS** TO **BUILD SCALE** IN THE DECADES AHEAD.





DOMINO'S EUROPE

ANDRE TEN WOLDE - COO EUROPE

AUSTRALIA

NEW ZEALAND

BELGIUM

FRANCE

NETHERLANDS

JAPAN

GERMANY

LUXEMBOURG

DENMARK

OPE EUROPE

BENELUX

DENMARK

185,000,000 CONSUMERS
[THAT'S 55% OF ALL CONSUMERS IN OPE'S MARKETS]

FRANCE

GERMANY

AUSTRALIA

NEW ZEALAND

BELGIUM

FRANCE

NETHERLANDS

JAPAN

GERMANY

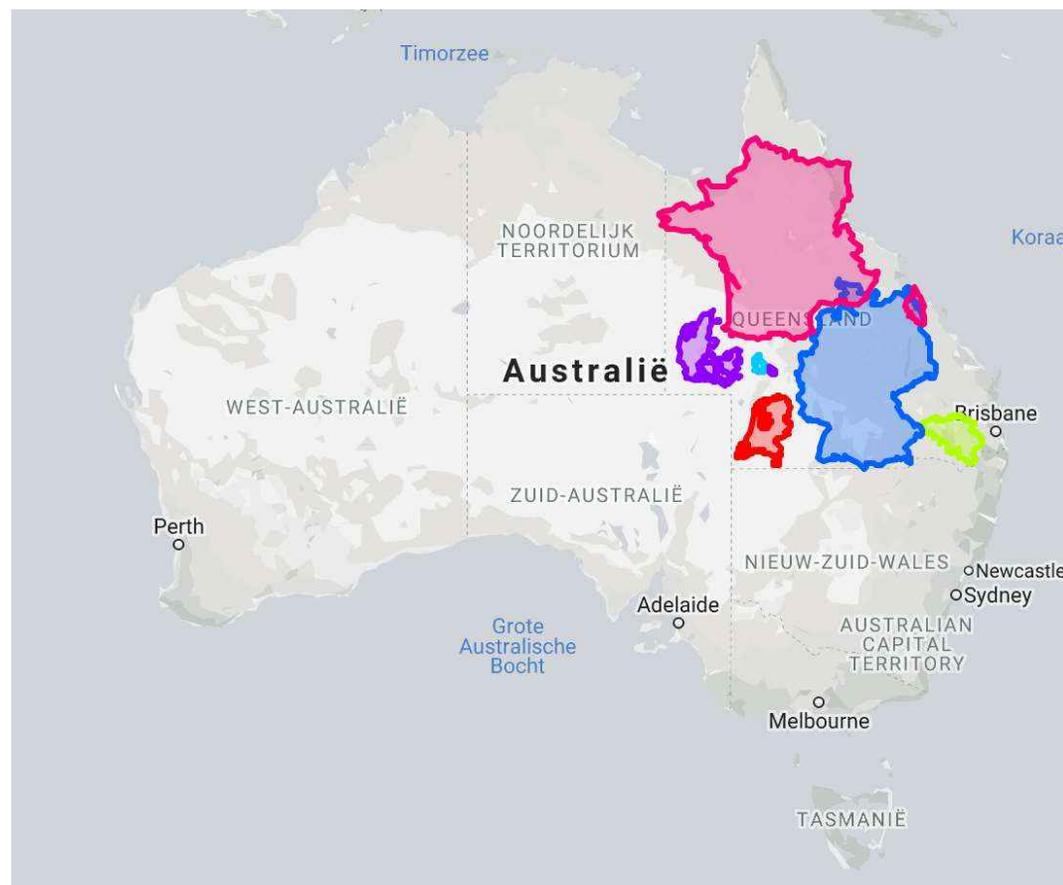
LUXEMBOURG

DENMARK



OPE EUROPE

- **59% OF THE SIZE OF QUEENSLAND**
- **1,097 STORES**
- **186,500 INHABITANTS PER STORE**
- **€ 713 MILLION IN NETWORK SALES**
- **65% DIGITAL**
- **CLOSE TO 3 STORES PER FRANCHISEE**



Source: <https://thetruesize.com>

AUSTRALIA

NEW ZEALAND

BELGIUM

FRANCE

NETHERLANDS

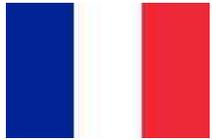
JAPAN

GERMANY

LUXEMBOURG

DENMARK





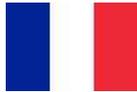
THE FRENCH LOVE PIZZAS

2ND LARGEST MARKET IN THE WORLD
LA FRANCE EST LE 2ÈME PAYS AU MONDE QUI
CONSOMME LE PLUS DE PIZZAS, APRÈS LES ÉTATS-UNIS

FRANCE IS THE 2ND COUNTRY IN THE WORLD THAT CONSUMES THE MOST PIZZA, AFTER THE UNITED STATES



USA
13KG/AN

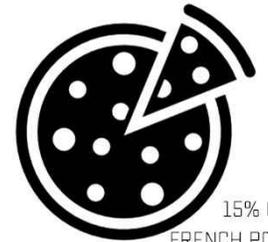


France
10kg/an



ITALIE
5KG/AN

7.7M
EAT PIZZAS
AT LEAST
ONCE PER WEEK



15% OF THE
FRENCH POPULATION
OVER 15 YO

26 PIZZAS

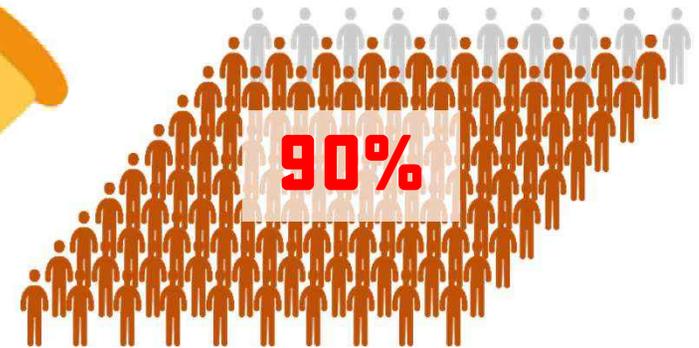
EATEN PER
SECOND

IN FRANCE

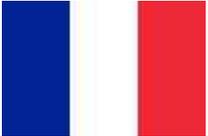


819 MILLION
PIZZAS

SOLD PER YEAR



90%
90% OF THE FRENCH POPULATION
OVER 15 YEARS OLD EAT PIZZA



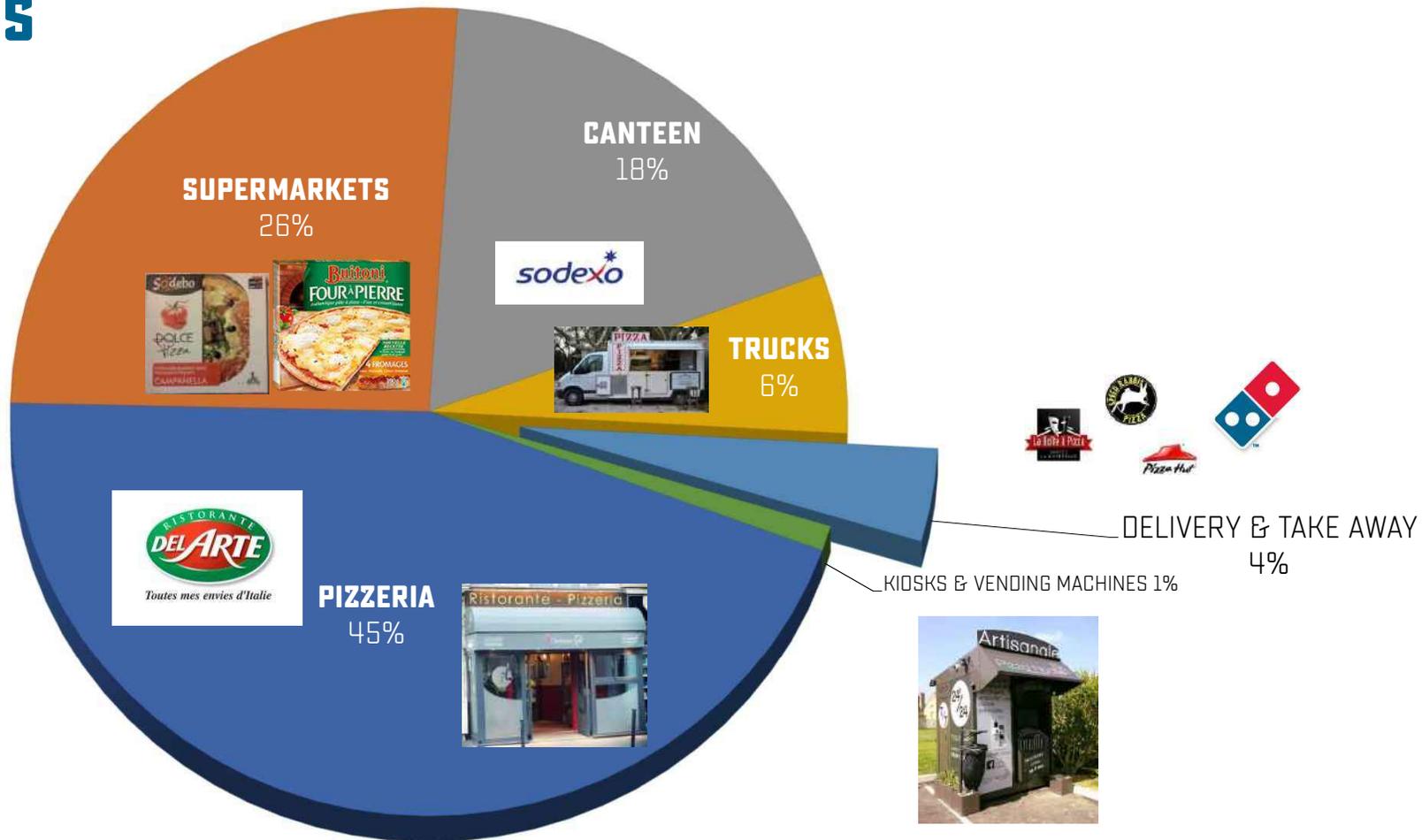
PIZZA: PART OF THE CULTURE FOR MORE THAN 125 YEARS

- **1851** : Start of the Italian Immigration in France
 - 2 million Italians crossed the borders between 1873 and 1914.
- **1891**: 1st Pizzerias in Marseille :
 - 14 years before the 1st Pizzeria in New York
 - 70 Years before Milan and the north of Italy and 60 Years before Australia.
- **1950**: Pizzas accessible in all big cities in France
- **1962**: Launch of the 1st Pizza truck in the world in Marseille
- **1987**: Launch of Pizza Hut in France
- **1989**: Launch of Domino's Pizzas



AUSTRALIA NEW ZEALAND BELGIUM FRANCE NETHERLANDS JAPAN GERMANY LUXEMBOURG DENMARK

THAT IS WHY YOU CAN BUY PIZZAS IN MORE THAN 100,000 PLACES



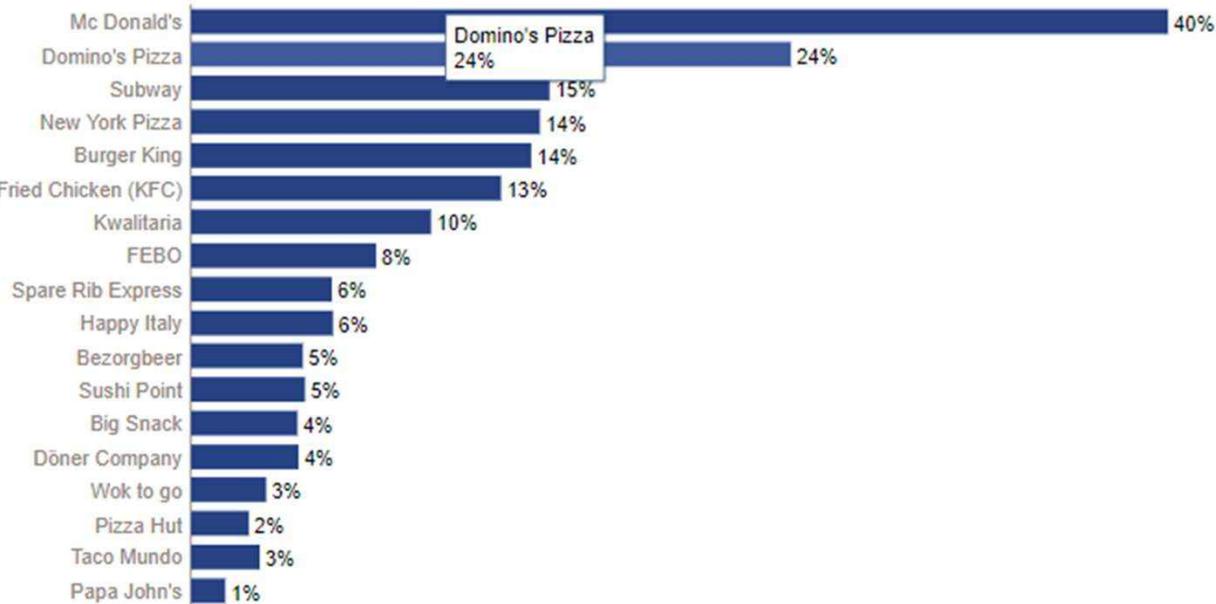
AUSTRALIA NEW ZEALAND BELGIUM FRANCE NETHERLANDS JAPAN GERMANY LUXEMBOURG DENMARK



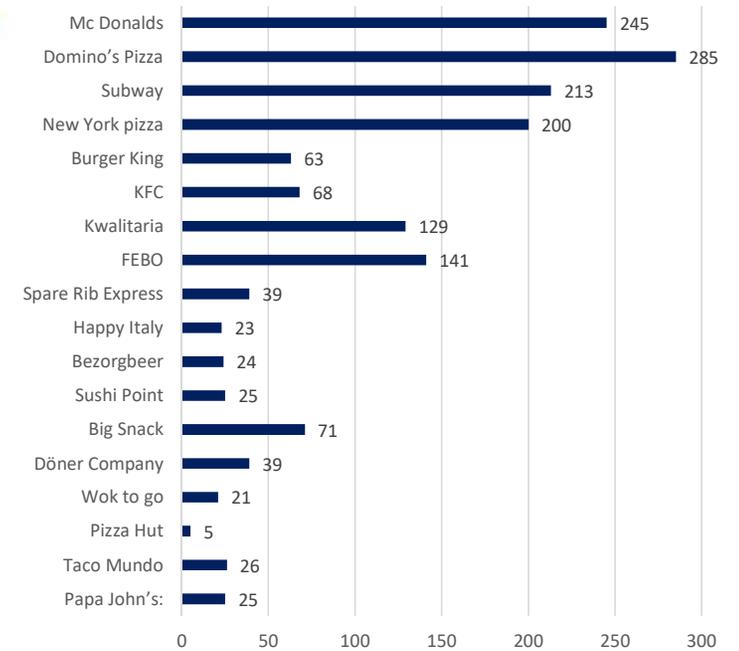
OPE NETHERLANDS

PENETRATION OF DOMINO'S SECOND HIGHEST IN TOTAL QSR MARKET. ONLY MCDONALDS HAS HIGHER PENETRATION. IN THE DELIVERY MARKET DOMINO'S HAS THE HIGHEST PENETRATION.

Q2 2019



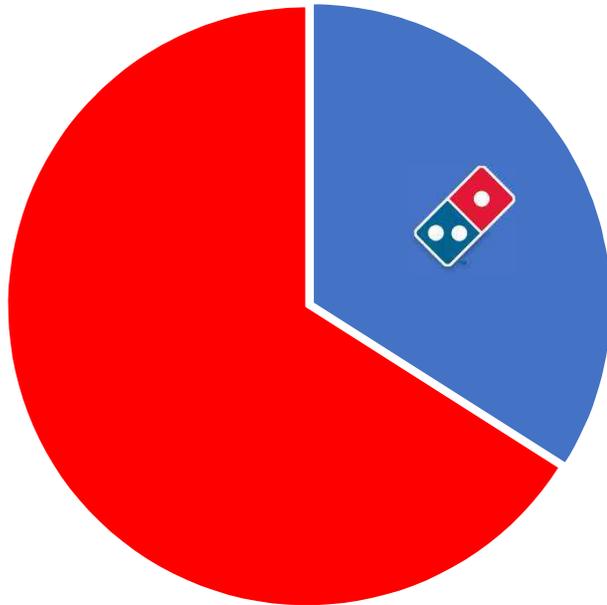
STORES





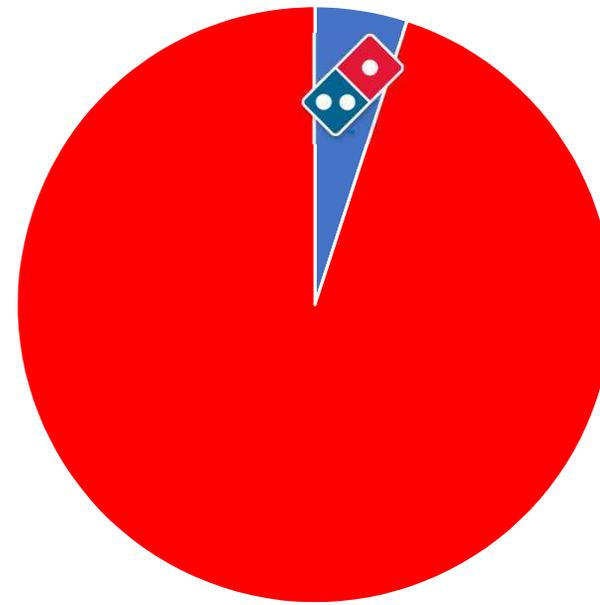
MARKET SHARE DOMINO'S 34% IN PIZZA MARKET BUT JUST 5% IN TOTAL QSR

SHARE OF PIZZA



■ Domino's Share ■ Other Pizza Restaurants

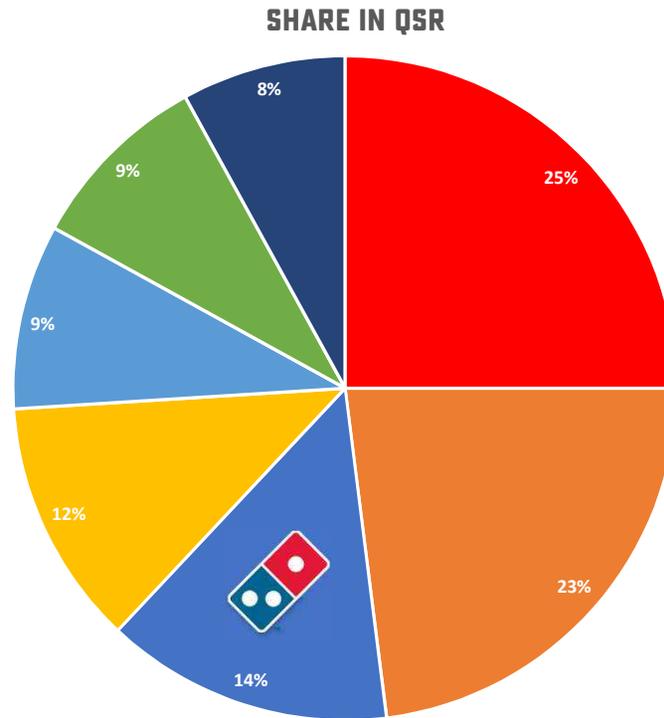
SHARE OF QSR



■ Domino's Share ■ Other QSR



ASIAN AND FAST FOOD HIGHEST SHARE IN QSR MARKET FOLLOWED BY PIZZA



■ Asian ■ Burgers / Fries ■ Pizza ■ Sandwiches ■ Other Meals ■ Grill ■ Dutch/French

AUSTRALIA

NEW ZEALAND

BELGIUM

FRANCE

NETHERLANDS

JAPAN

GERMANY

LUXEMBOURG

DENMARK



TV SPEND

BENELUX

NETHERLANDS: OPTIMAL. BELGIUM AND LUXEMBURG: NO TV

FRANCE

VERY LOW TV PRESENCE

GERMANY

FIRST VERY LIGHT TV STARTED 2 WEEKS AGO

DENMARK

NO TV



WHAT IF?

EUROPE HAD THE
CURRENT
PENETRATION OF:
THE NETHERLANDS

MEANING 1 STORE
PER 78,000
CUSTOMERS:

2,372
STORES

EUROPE HAD THE
CURRENT
PENETRATION OF:
THE UK

MEANING 1 STORE
PER 56,500
CUSTOMERS:

3,274
STORES

EUROPE HAD THE
CURRENT
PENETRATION OF:
ANZ

MEANING 1 STORE
PER 35,000
CUSTOMERS:

5,286
STORES

EUROPE HAD THE
CURRENT
PENETRATION OF:
ICELAND

MEANING 1 STORE
PER 15,669
CUSTOMERS:

11,806
STORES

REMEMBER OUR **OFFICIAL EUROPE FUTURE OUTLOOK IS 2,850 STORES, +160%, BY 2025-2030**

AUSTRALIA

NEW ZEALAND

BELGIUM

FRANCE

NETHERLANDS

JAPAN

GERMANY

LUXEMBOURG

DENMARK



FORTRESSING

DEBUNKING THE MYTHS

AUSTRALIA

NEW ZEALAND

BELGIUM

FRANCE

NETHERLANDS

JAPAN

GERMANY

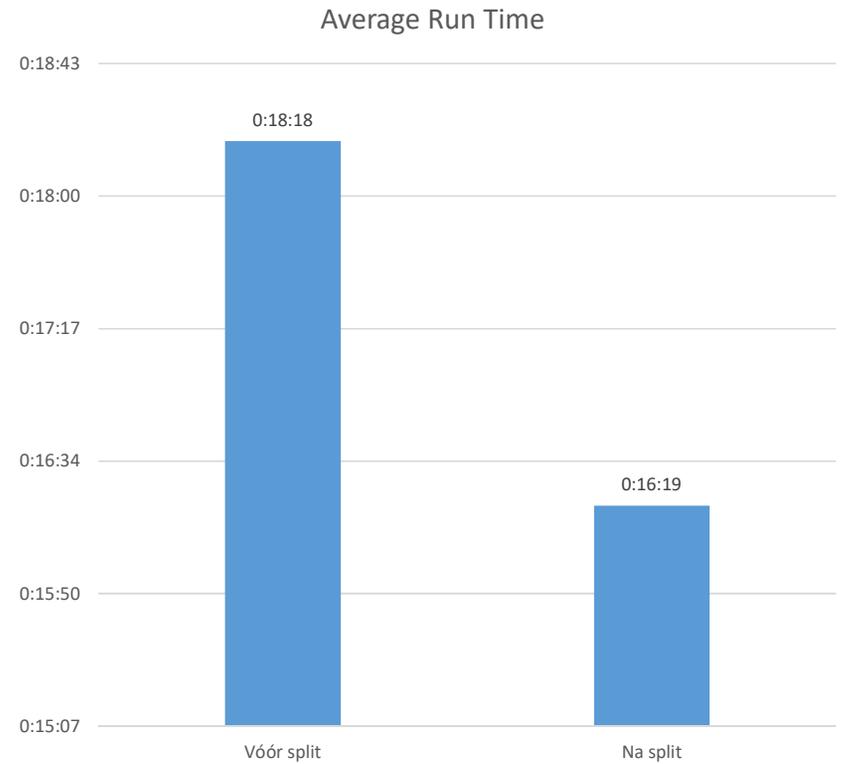
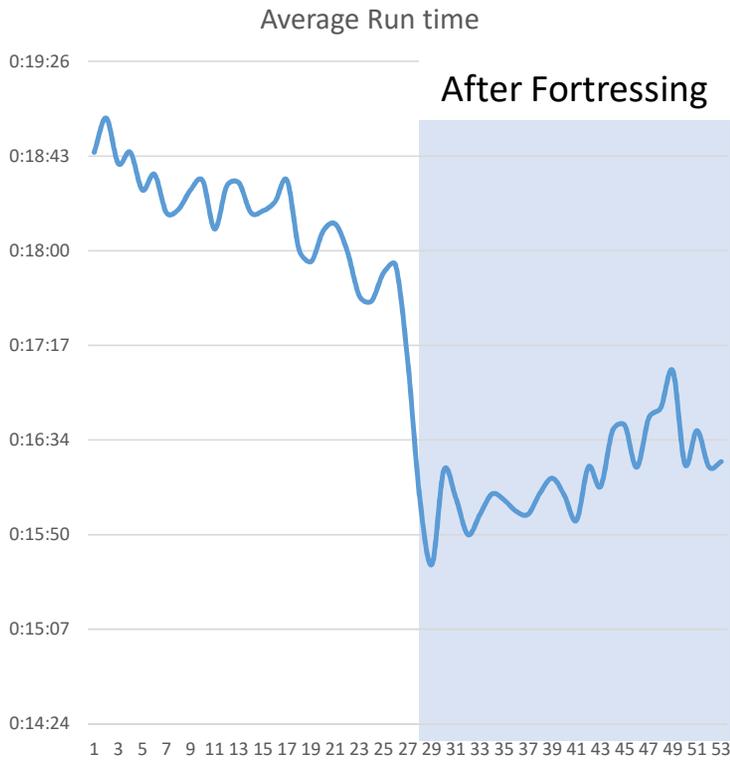
LUXEMBOURG

DENMARK





REDUCTION OF THE RUN TIME BY FORTRESSING STORES: THE RUN TIME DECREASES WITH AN AVERAGE OF 2 MINUTES





THE REDUCTION OF THE AVERAGE RUN TIME REDUCES THE WAGE COSTS PER ORDER

WEEKLY LABOUR DECREASE

More than 16 hours



YEARLY LABOUR DECREASE

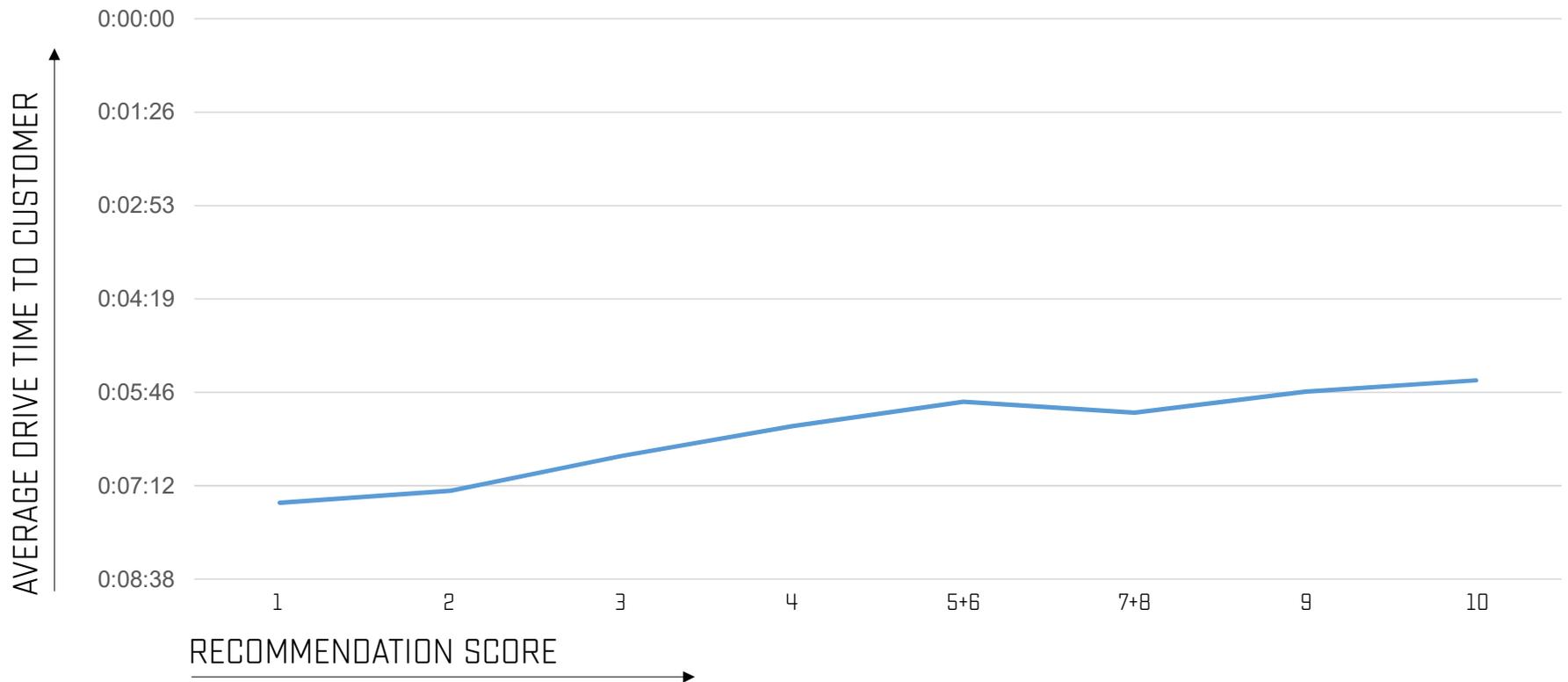
More than 832 hours





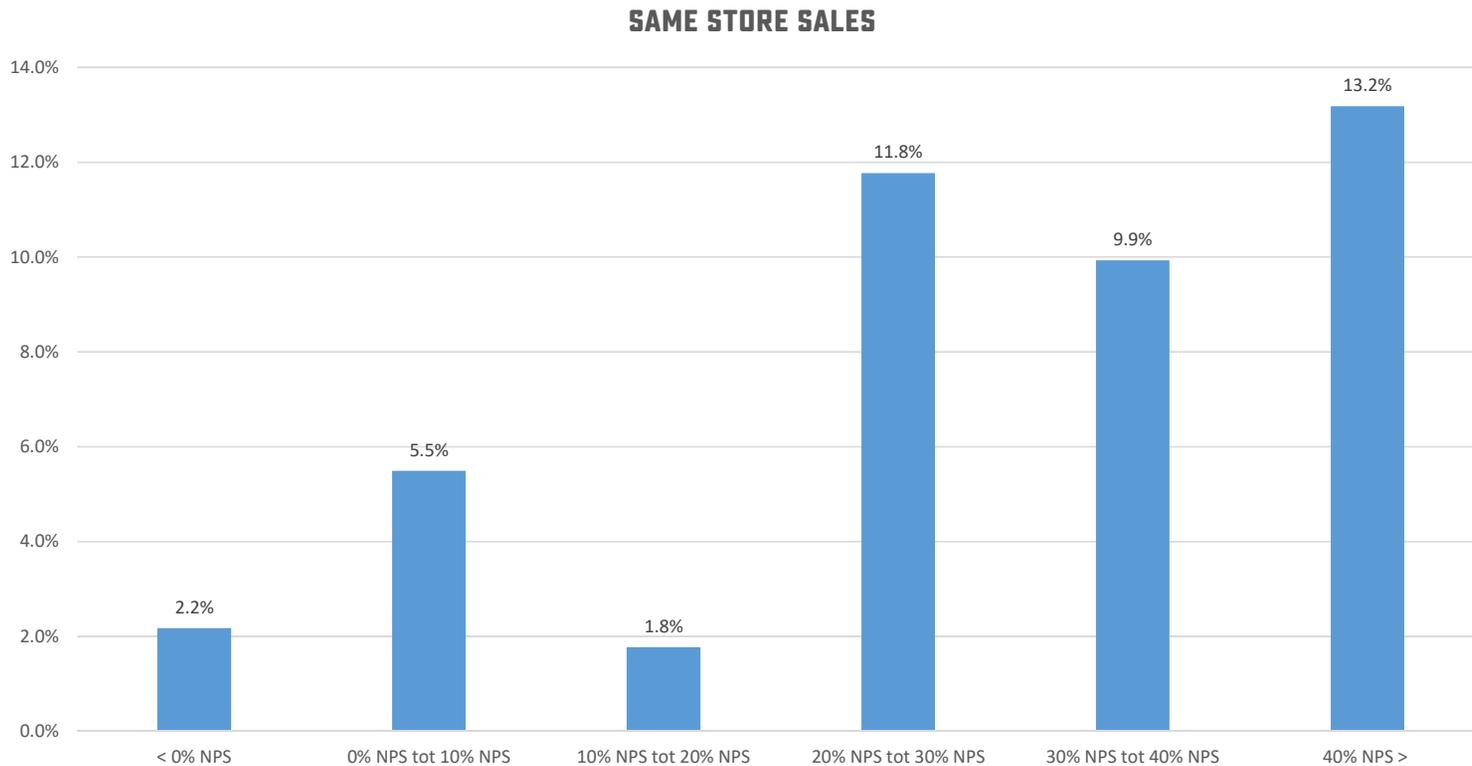
DRIVE TIME TO THE CUSTOMER HAS A POSITIVE EFFECT ON NPS

AS THE AVERAGE DRIVING TIME DECREASES, THE NPS INCREASES





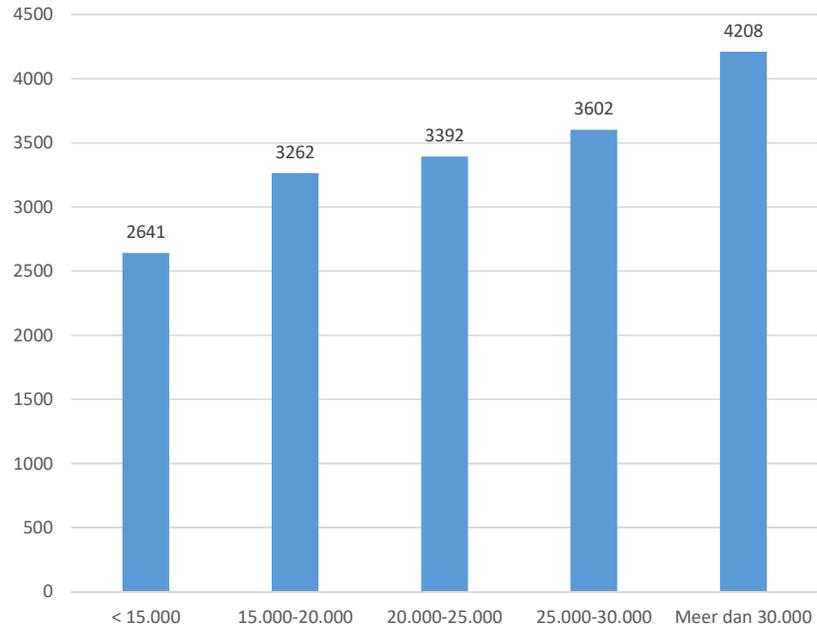
THERE IS A STRONG CORRELATION BETWEEN NPS AND SSS: A RELATIVELY HIGH NPS TRANSLATES INTO RELATIVELY HIGH SAME STORE SALES



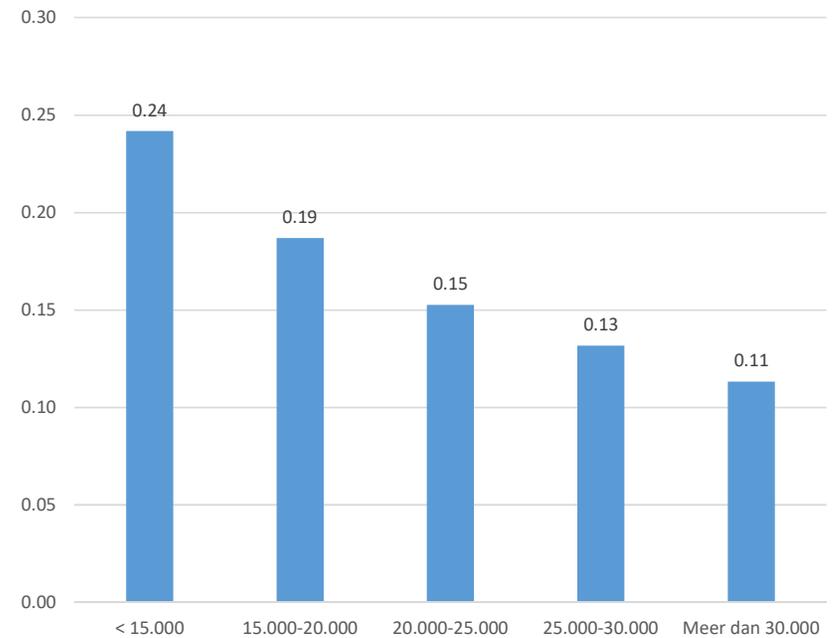


TOTAL ORDERS HIGHER FOR STORES WITH HUGE DELIVERY AREAS, BUT ORDERS PER HOUSEHOLD ARE WAY LOWER

ORDERS MAY X #HOUSEHOLDS DELIVERY AREA

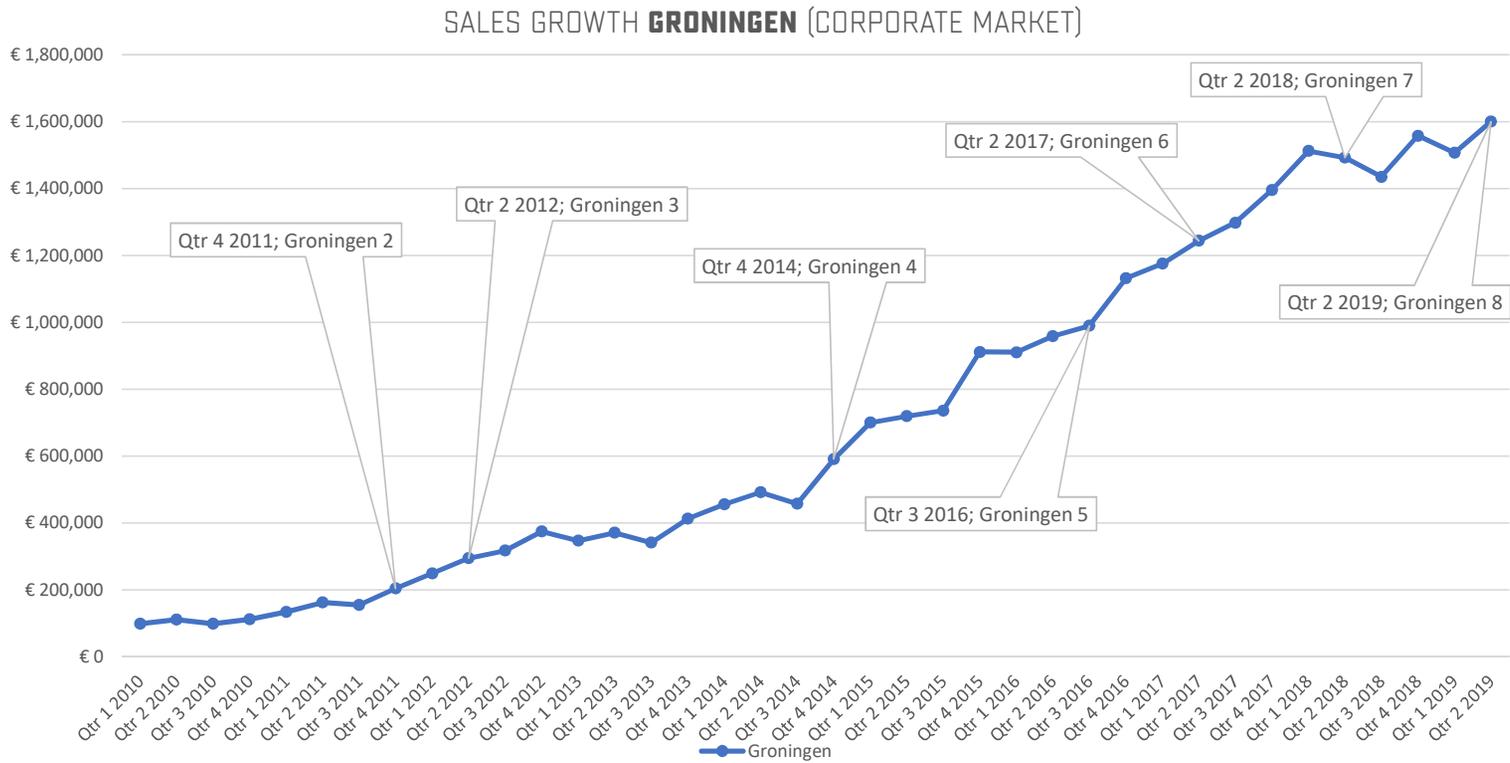


ORDERS PER HOUSEHOLD, PER MONTH





GRONINGEN HAS ACHIEVED SIGNIFICANT SALES GROWTH AS A RESULT OF FORTRESSING THE MARKET WITH ROUGHLY ONE STORE PER YEAR





LEIDEN HAS ACHIEVED SIGNIFICANT SALES GROWTH AS A RESULT OF FORTRESSING THE MARKET.



AGGREGATORS

CONTINUING TO DEBUNK THE MYTHS

AUSTRALIA

NEW ZEALAND

BELGIUM

FRANCE

NETHERLANDS

JAPAN

GERMANY

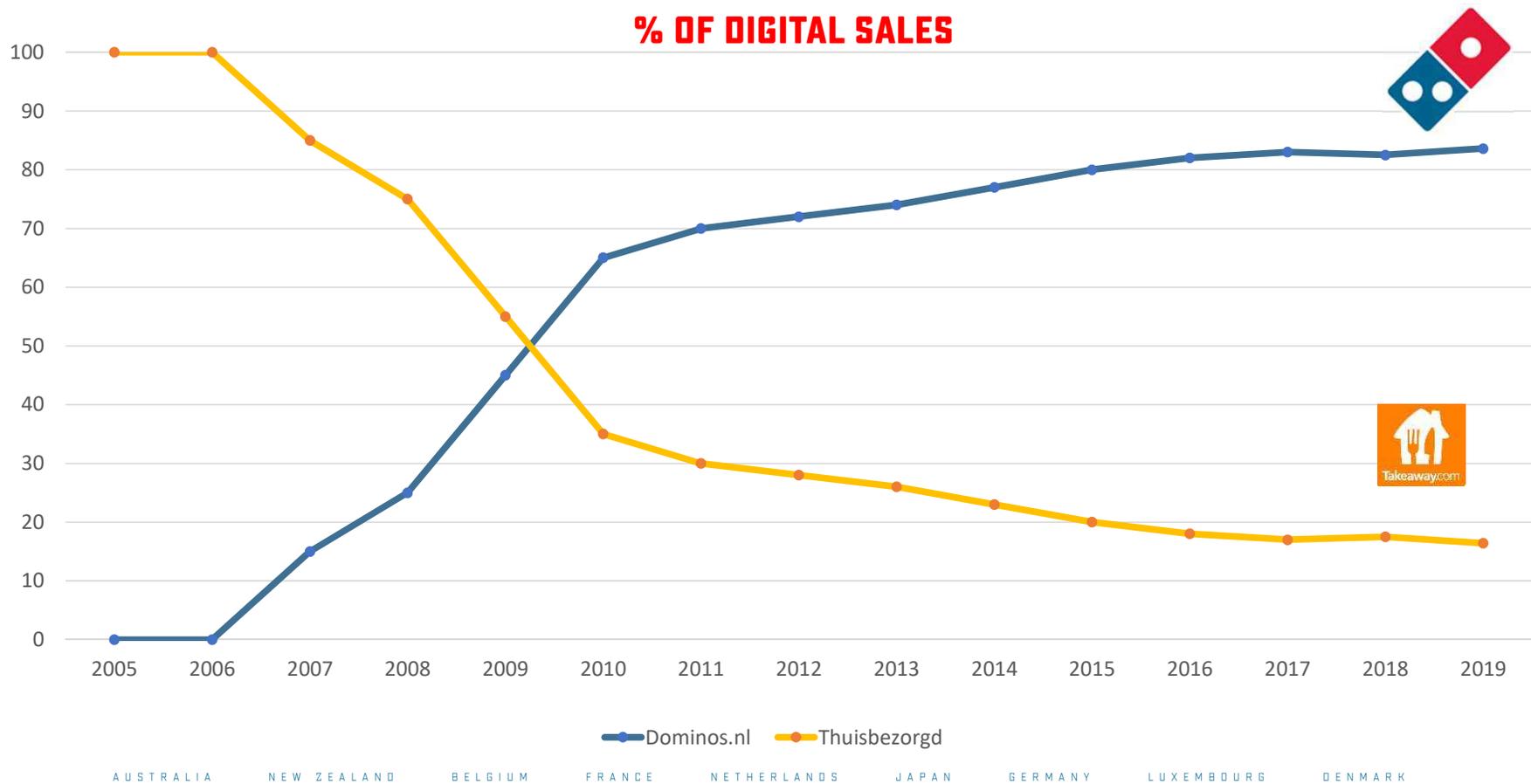
LUXEMBOURG

DENMARK



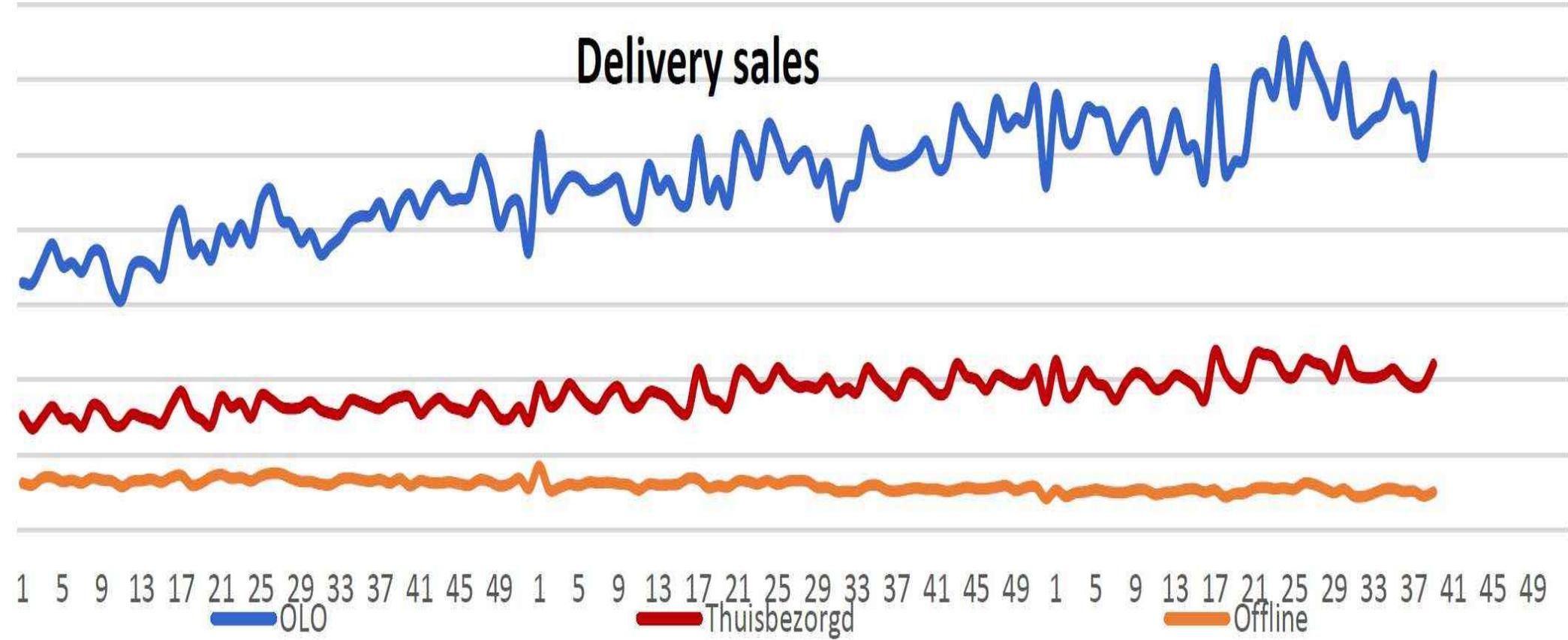
AGGREGATORS ARE NOT NEW

% OF DIGITAL SALES



AGGREGATORS: PART OF A GROWING MARKET

Delivery sales



AUSTRALIA

NEW ZEALAND

BELGIUM

FRANCE

NETHERLANDS

JAPAN

GERMANY

LUXEMBOURG

DENMARK





DIGITAL FORTRESSING

INCREMENTAL CUSTOMERS

- USE AGGREGATORS AS 'SEARCH ENGINE FOR FOOD'
- IF DOMINO'S IS NOT IN THE SEARCH ENGINE, THE PURCHASE GOES TO A COMPETITOR

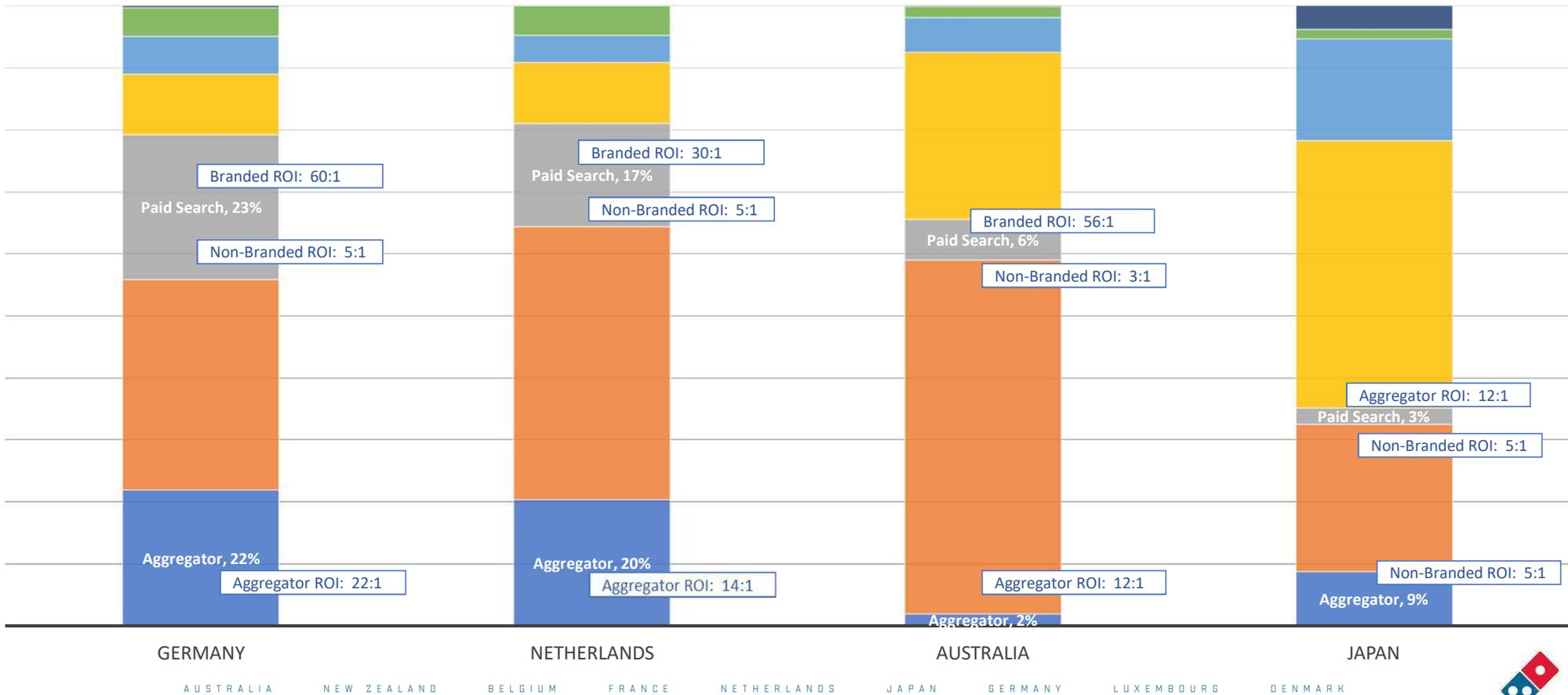
ADVERTISING

- LOWERS THE COST OF ADVERTISING AS WE RANK HIGHER THAN COMPETITORS ON PRICE AND DELIVERY SPEED
- CONVERSELY RAISES THE COST OF ADVERTISING FOR OTHER OPERATORS WHO DON'T RANK AS HIGHLY



IT'S A DIGITAL ADVERTISING CHANNEL

DIGITAL ORDER SHARE BY LEAD SOURCE - JUL '19



AGGREGATOR ORDERS: THE DIFFERENCES

DOMINO'S DIFFERENTIATORS: BOTH ON AND OFF AGGREGATORS

WE DELIVER

- OUR TEAM MEMBERS
- OUR SINGLE BRAND - UNIFORMS AND VEHICLES
- OUR FOCUS ON SAFETY
- OUR COMMITMENT TO DOMINO'S CUSTOMER SERVICE
- OUR REWARDING CAREERS - TRAINING, WAGES, SUPERANNUATION, INSURANCE
- OUR COMMITMENT TO COMMUNITY - INCLUDING TAXES PAID

AGGREGATOR ORDER VS DOMINO'S ORDER

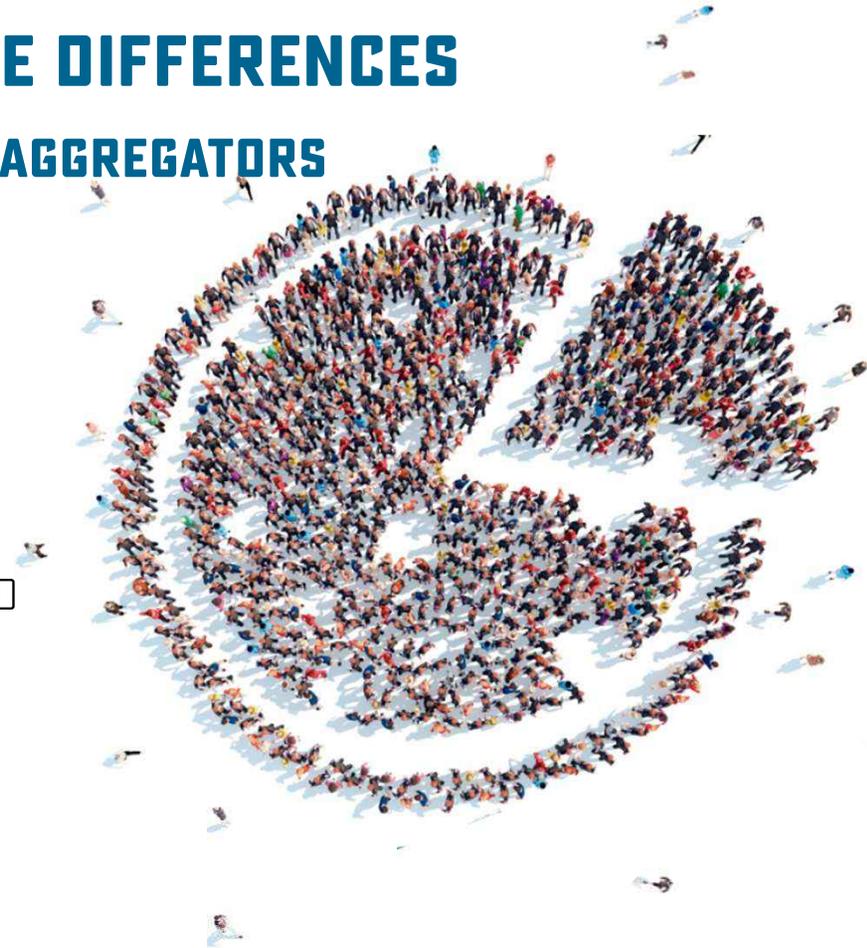
HIGHER TICKET FOR DOMINO'S ORDER

NO DISCOUNTING FOR AGGREGATORS

DELIVERY SURCHARGE FOR AGGREGATORS

- (FLOWS THROUGH TO STORE)

FEE TO AGGREGATOR AT COMMERCIAL RATES



AUSTRALIA

NEW ZEALAND

BELGIUM

FRANCE

NETHERLANDS

JAPAN

GERMANY

LUXEMBOURG

DENMARK





DOMINO'S ANZ

NICK KNIGHT
CEO, AUSTRALIA/NEW ZEALAND

AUSTRALIA

NEW ZEALAND

BELGIUM

FRANCE

NETHERLANDS

JAPAN

GERMANY

LUXEMBOURG

DENMARK

ANZ - OUR GROWTH

825

FY19 STORE COUNT

1200

2025-2028 STORE TARGET





**THE MOST PENETRATED
MAJOR MARKET IN THE
WORLD?**

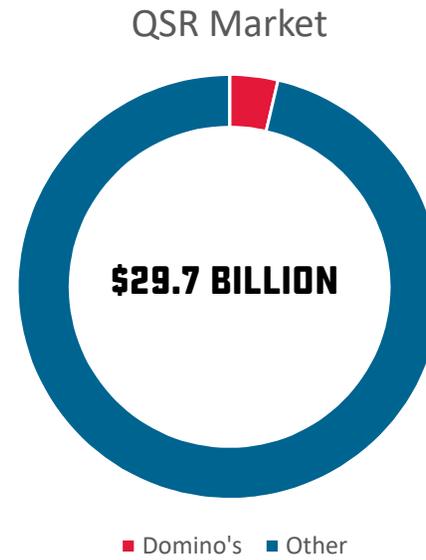
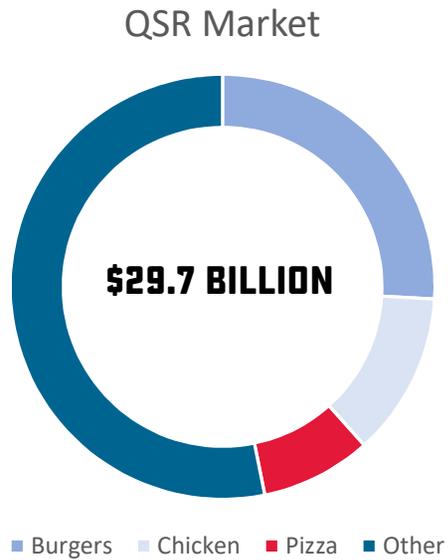
OCEANIA

PHYSICAL

LARGEST ISLANDS: GUINEA, NEW GUINEA, AUSTRALIA



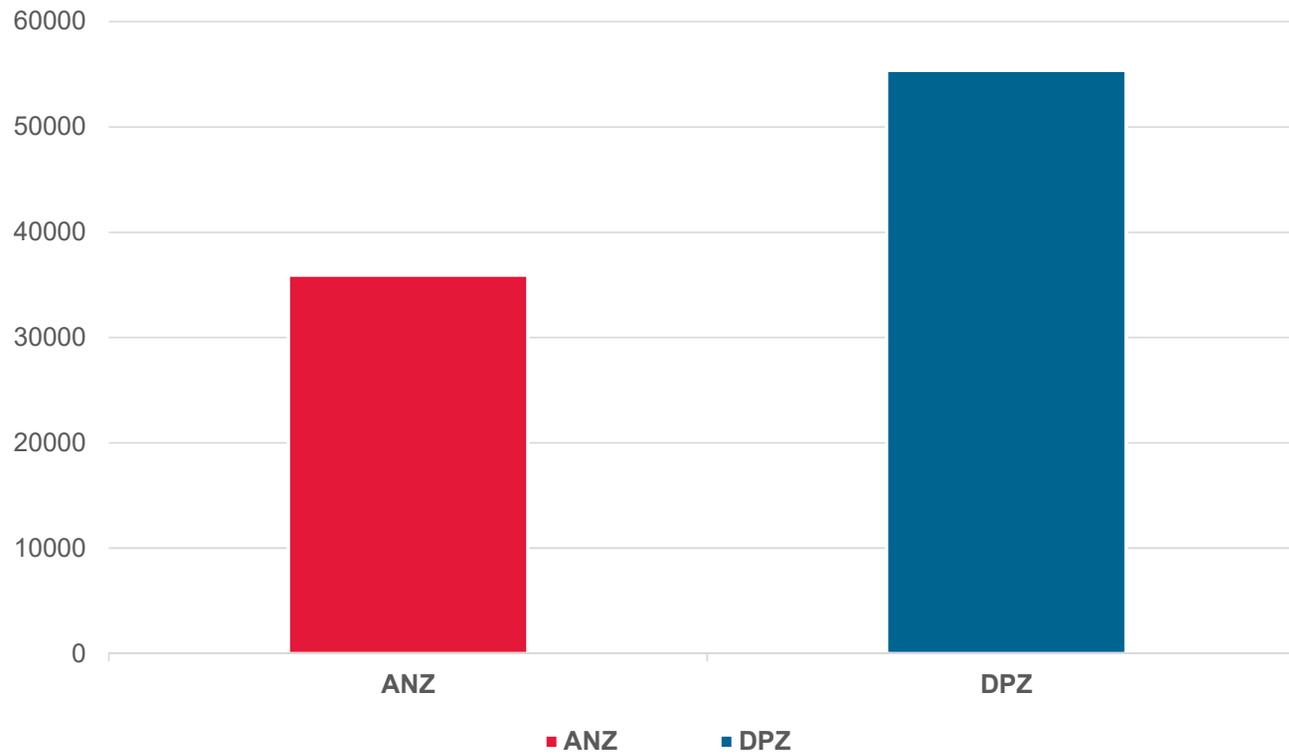
MARKET POSITION



DOMINO'S SHARE OF QSR SPEND 3.6%
DOMINO'S SHARE OF QSR PIZZA SPEND 43.8%



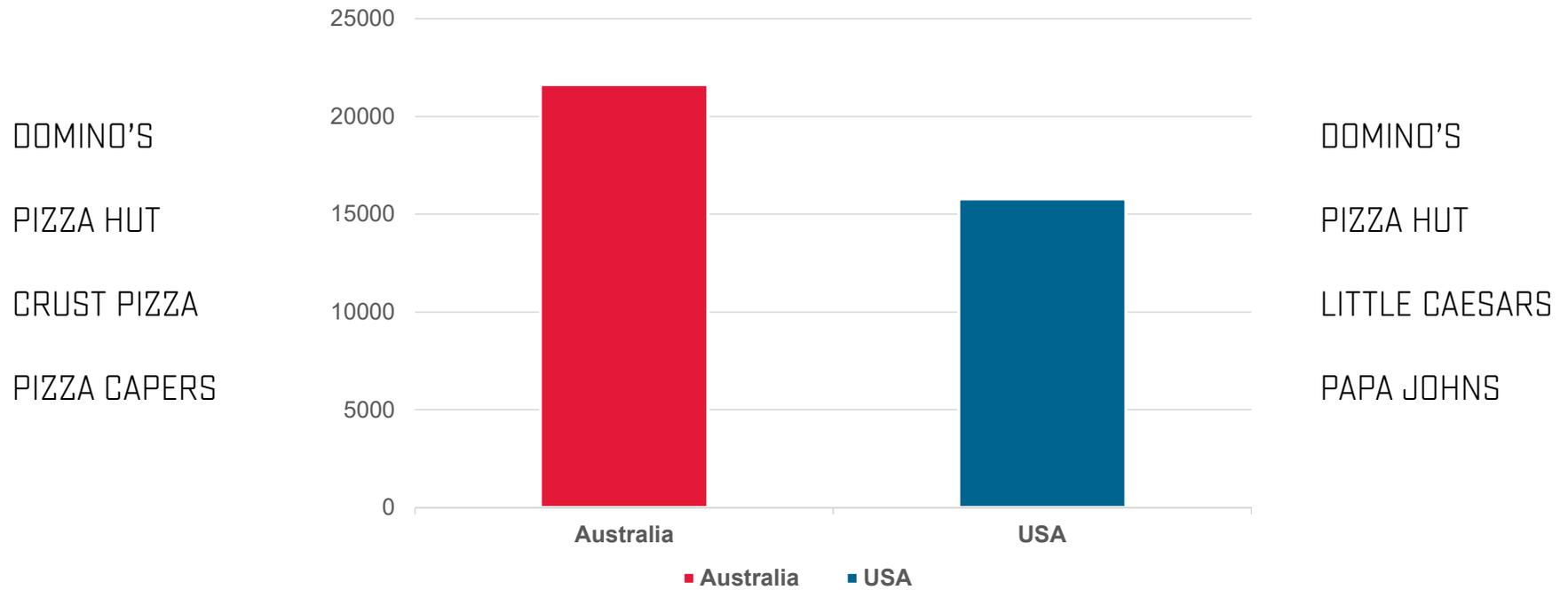
ANZ VS OTHER MARKETS



Population per Domino's store – Data as at FY2019



PIZZA CATEGORY - THE TOP 4



Population per store using current, publicly available data





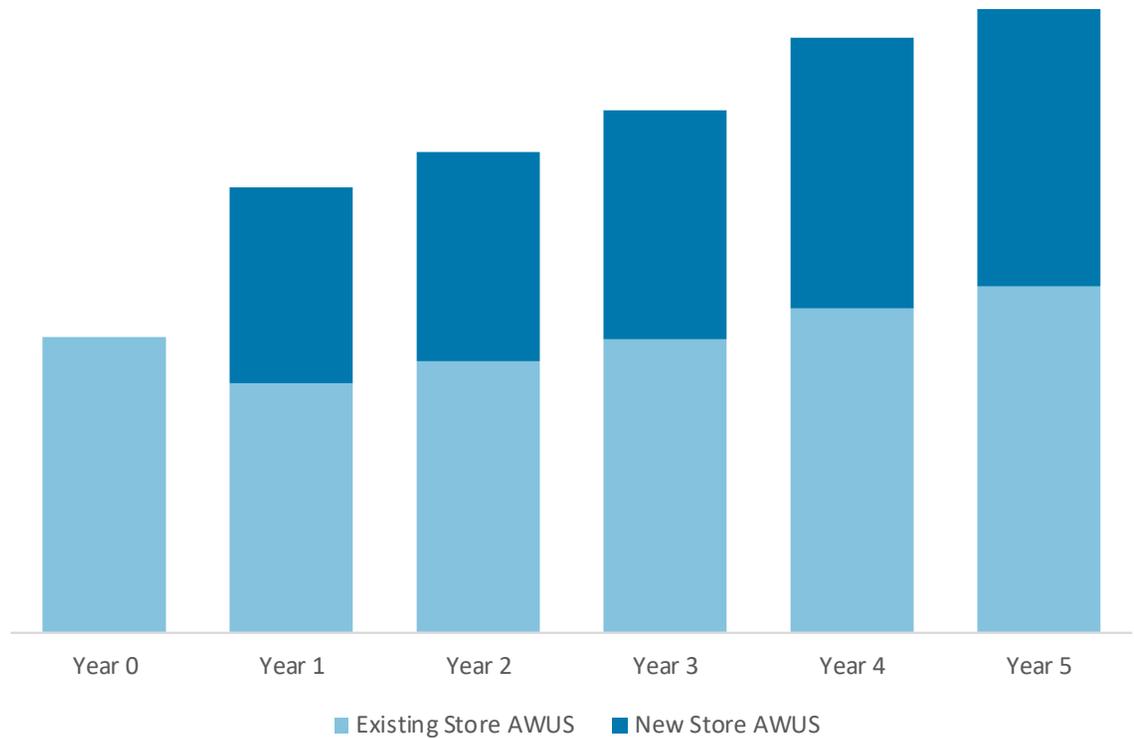
**“35,000 PEOPLE PER STORE
IS MATURE”**

**“28,000 PEOPLE PER STORE
IS NOT ACHIEVABLE”**



FORTRESSING TO GROW

+211% AWUS IN 5 YEARS

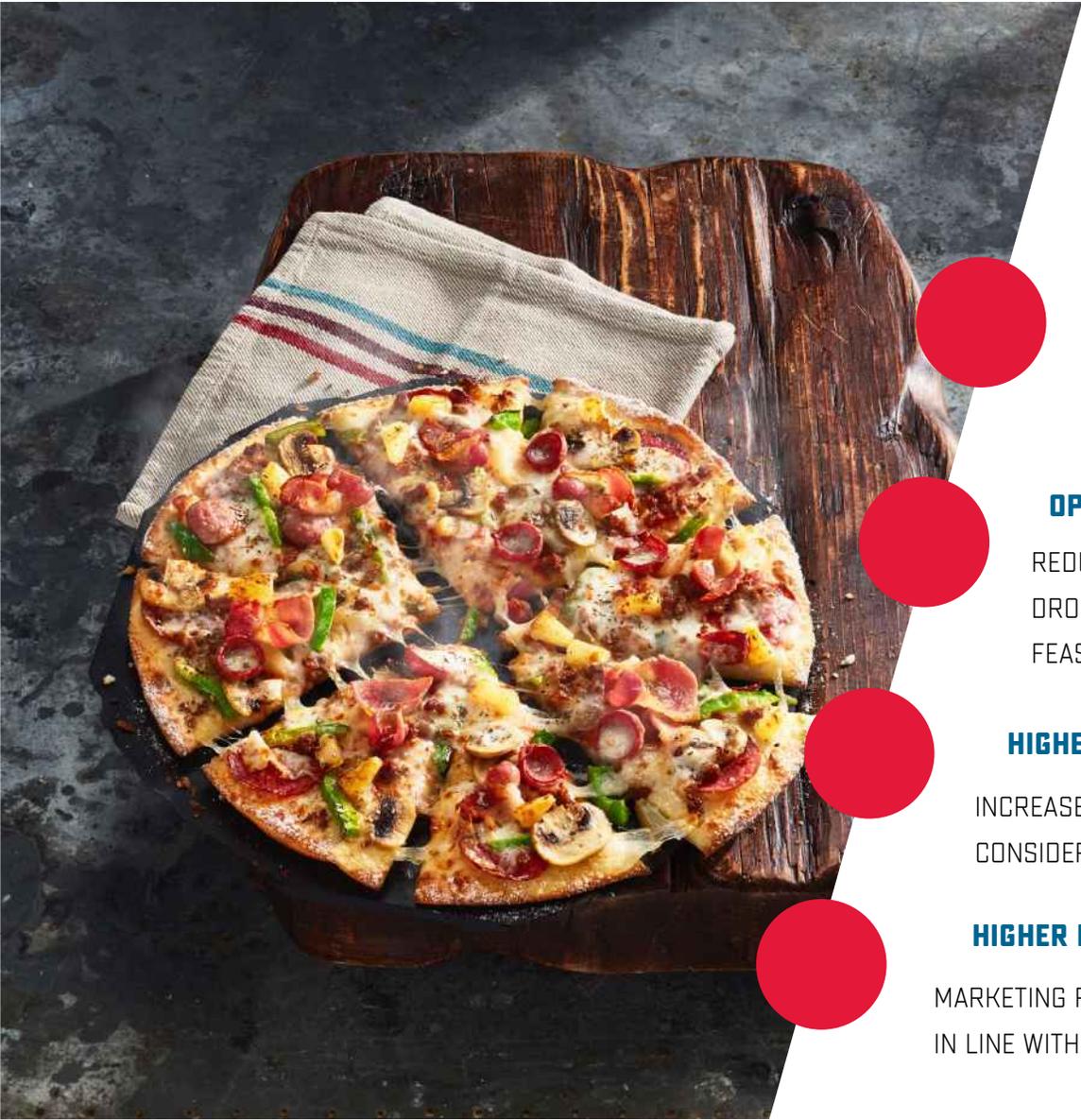


- ORIGINAL STORES RECOVERED SALES IN TWO YEARS.
- TERRITORY SALES MORE THAN DOUBLED IN FIVE YEARS.

(1) AWUS = Average weekly sales of a store

(2) Analysis based on 98 fortified between 2012 and 2017, data sourced from Domino's data warehouse





FORTRESSING BENEFITS

ADDITIONAL SALES

INCREMENTAL SALES FROM CARRY-OUT CUSTOMERS
ADDITIONAL DELIVERY CUSTOMERS FROM LOWER DELIVERY TIMES

OPERATIONAL COSTS REDUCE

REDUCED DELIVERY RUN TIMES CUT LABOUR COSTS: WAGES PER DELIVERY DROP, MILEAGE COSTS REDUCED, AND ALTERNATIVE VEHICLES BECOME FEASIBLE (INCREASING LABOUR AND MILEAGE BENEFITS)

HIGHER BRAND CONSIDERATION

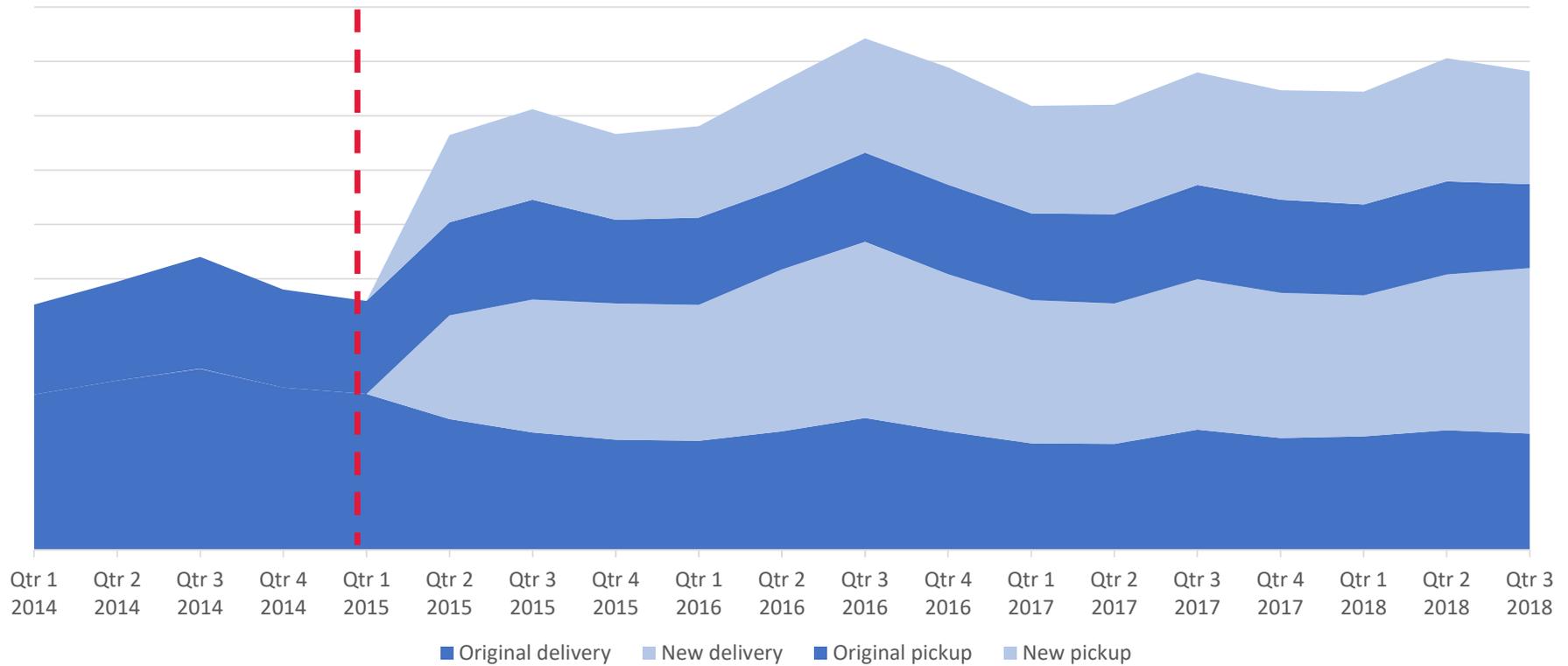
INCREASED STORE DENSITY IS CLOSELY CORRELATED WITH MEAL CONSIDERATION BY CUSTOMERS

HIGHER MARKETING ROI

MARKETING RETURN ON INVESTMENT LIFTS, PARTICULARLY FOR LOCAL PRINT, IN LINE WITH MARKET PENETRATION



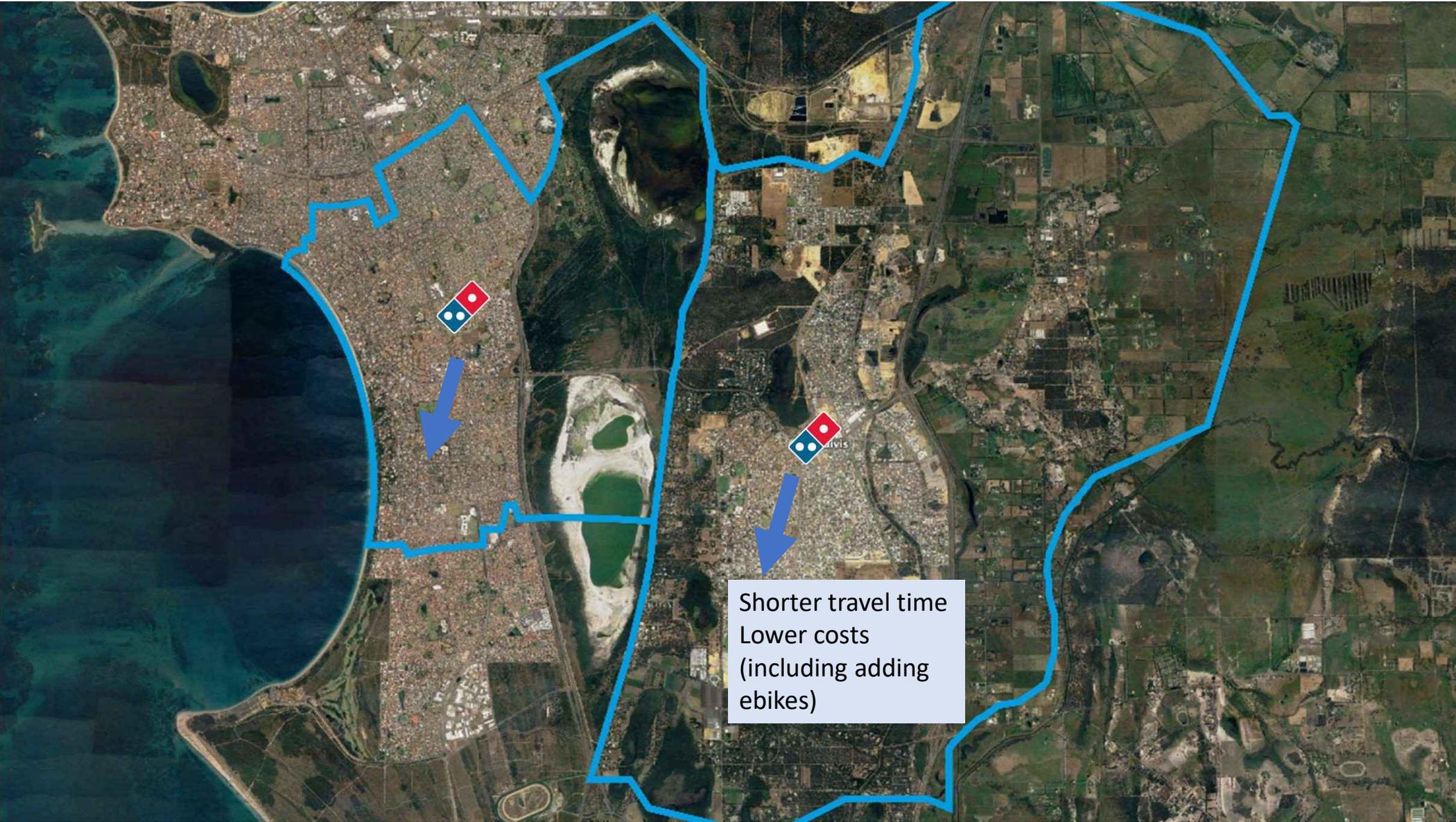
FORTRESSING TO GROW - A TERRITORY





Shorter travel time
Lower costs
(labour + vehicle)

Longer travel time
Higher costs
(labour + vehicle)

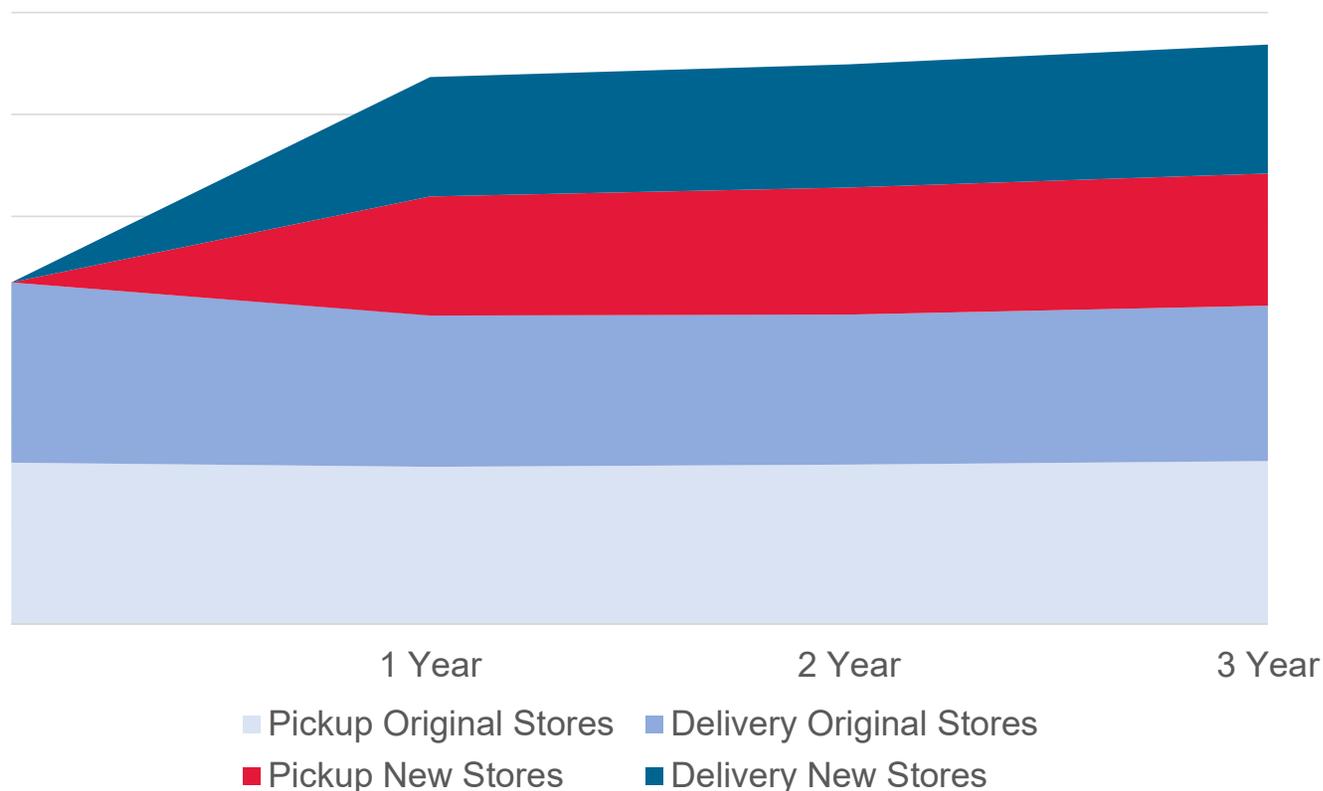


Shorter travel time
Lower costs
(including adding ebikes)

FORTRESSING DOES NOT IMPACT PICKUP SALES

- **PICKUP SALES FROM ORIGINATING STORE ARE ALMOST ENTIRELY UNAFFECTED BY THE SPLIT**

- **NEW STORES GENERATE NEW PICKUP SALES AND CONTINUE GROWTH**

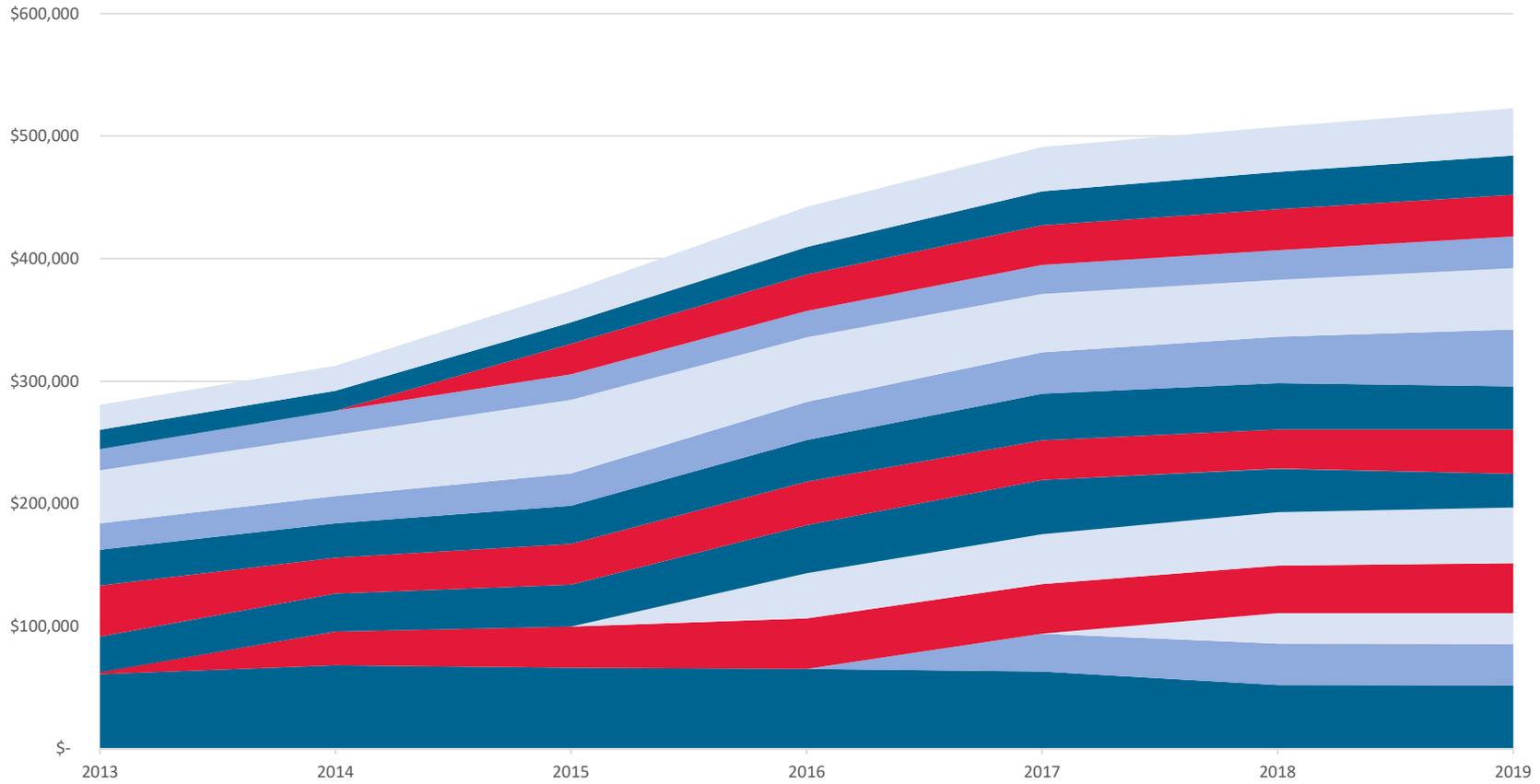


* DATA FROM 30 TERRITORY CHANGES RESULTING IN 69 FORTRESSED STORES COMPLETED IN 2015 AND 2016

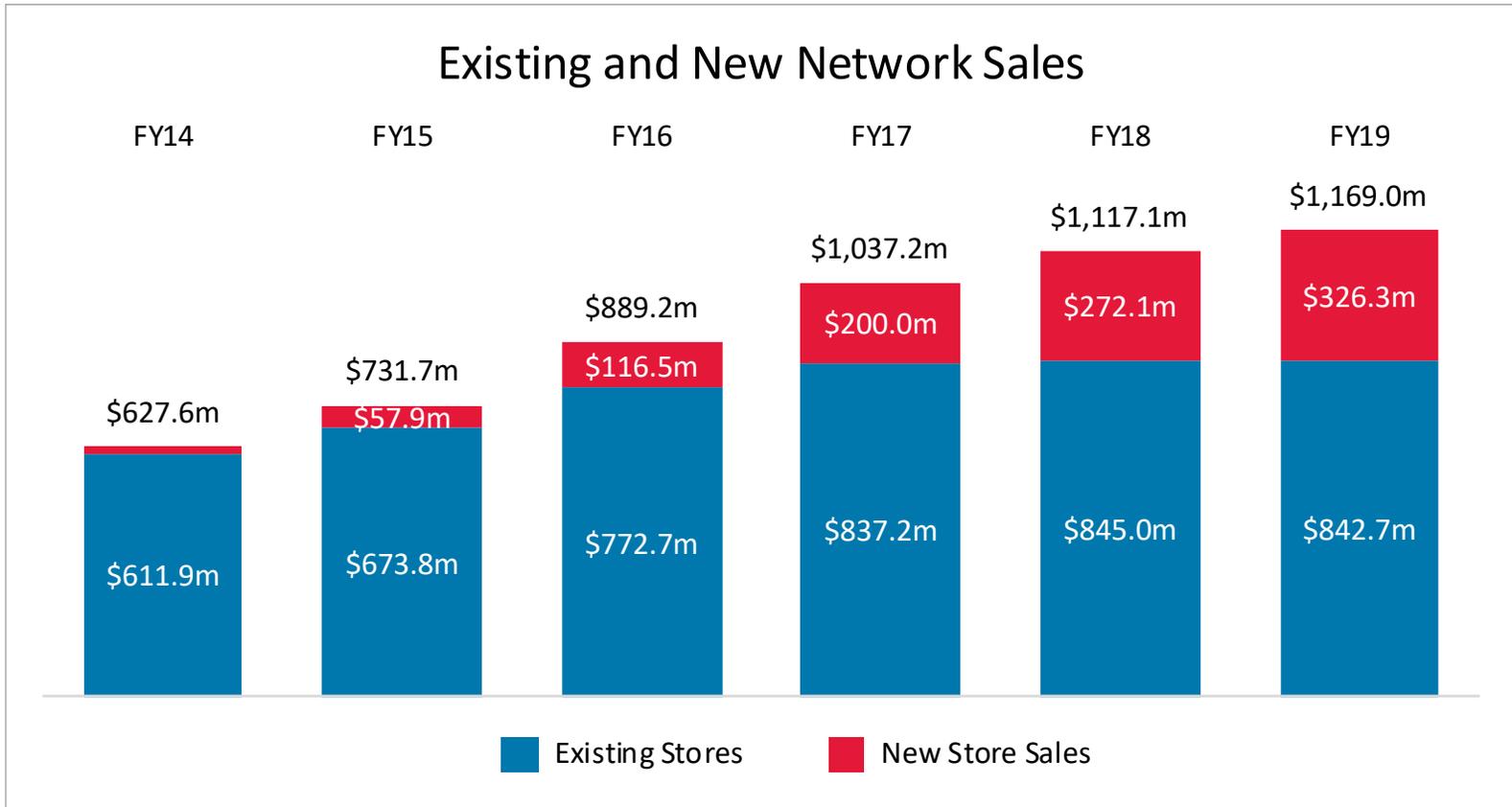
AUSTRALIA NEW ZEALAND BELGIUM FRANCE NETHERLANDS JAPAN GERMANY LUXEMBOURG DENMARK



FORTRESSING TO GROW - A TV MARKET



FORTRESSING TO GROW - A COUNTRY



(1) New stores include all stores opened after 30/06/2013





**“35,000 PEOPLE PER STORE
IS MATURE”**

**“28,000 PEOPLE PER STORE
IS NOT ACHIEVABLE”**



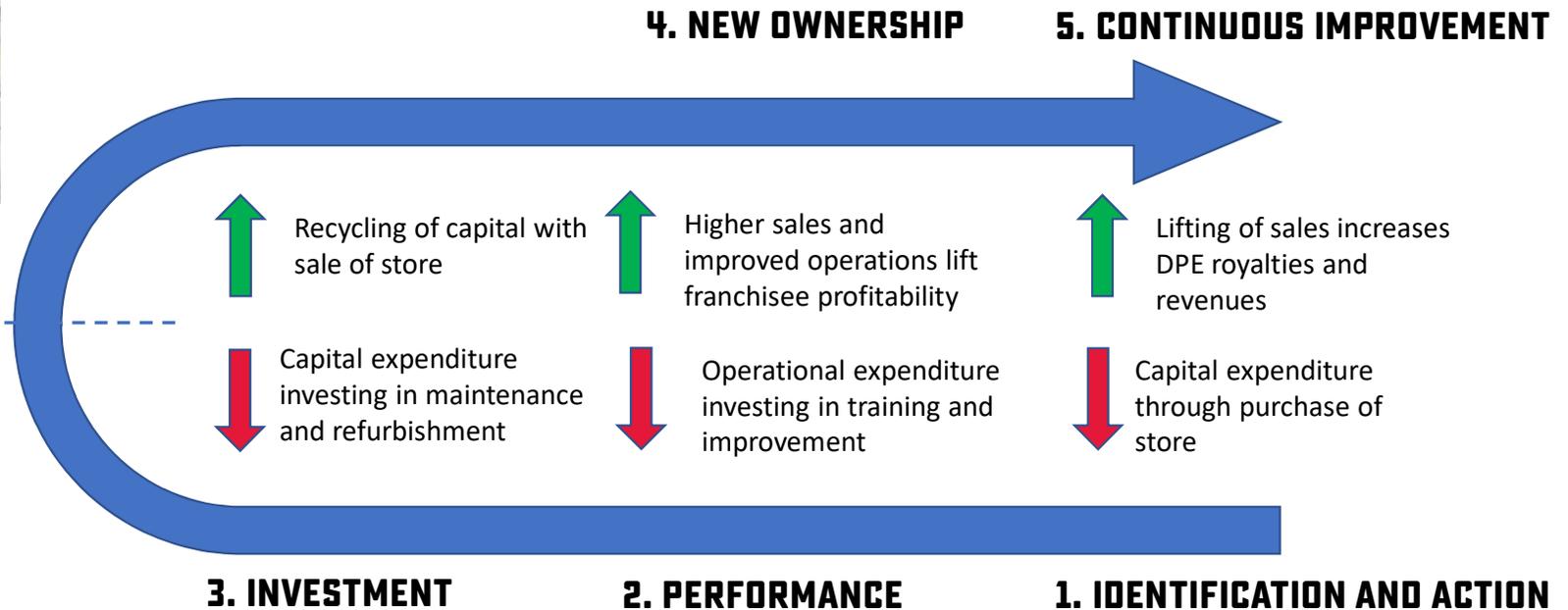
WE'VE ALREADY SHOWN IT'S POSSIBLE



FORTRESSING WITH HIGH QUALITY FRANCHISEES



**SALE TO
FRANCHISEE
(TYPICALLY EQUAL TO
OR GREATER THAN
CARRYING VALUE)**

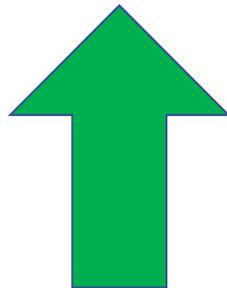


FORTRESSING WITH HIGH QUALITY FRANCHISEES

FRANCHISEE "F"	NEW FRANCHISEE "B"
55.5%	78.3%
28.10 minutes	23.16 minutes
-21.2%	28.8%

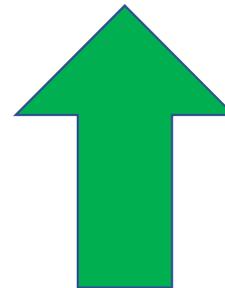
- ONE DRIVER, ONE DELIVERY ✓
- FASTER DELIVERIES ✓
- SATISFIED CUSTOMERS ✓

+24.5%



SALES GROWTH
\$5618/WEEK

\$2942/week



PROFIT GROWTH
\$152,983/YR

Australian store – ownership change October 2018. Profit annualised.

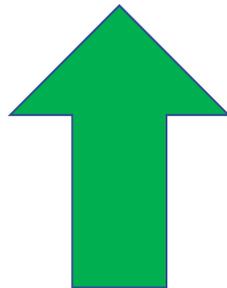


FORTRESSING WITH HIGH QUALITY FRANCHISEES

FRANCHISEE "F"	NEW FRANCHISEE "B"
78.9%	79.2%
20.87 minutes	20.54 minutes
30.3%	28.3%

- ONE DRIVER, ONE DELIVERY ✓
- FASTER DELIVERIES ✓
- SATISFIED CUSTOMERS ✓

+21.6%



SALES GROWTH
\$3992/WEEK

\$1364/week



PROFIT GROWTH
\$70,967/YR





PRODUCT QUALITY IS KEY

DOM PIZZA CHECKER UPDATE

MATCHING

CAPTURES A PHOTO OF THE PIZZA AND MATCHES IT TO AN ORDER ON THE PACK SCREEN IN UNDER 3 SECONDS

GRADES

ANALYSES THE PIZZA AND DISPLAYS A GRADE BASED ON THE CHEESE + BORDER + SPREAD

REMAKES

IDENTIFIES BAD PIZZAS AS A REMAKE AND DISPLAYS POP-UP AND SOUND NOTIFICATION TO ALERT STORE. IF THE REMAKE IS ACCEPTED IT IS DISPLAYED ON THE MAKE LINE.

CUSTOMER EXPERIENCE

REAL TIME PIZZA IMAGES SENT TO CUSTOMERS WHO ORDER ONLINE



Good: 4
Bad: 364
Non-pizza: 195
Uploaded: 0
FPS: 0

Reload config file

Force good

Record

Failed to upload to server:<http://0.0.0.0:8092>



THE ADOPTION PROCESS

**EARLY
ADOPTERS**

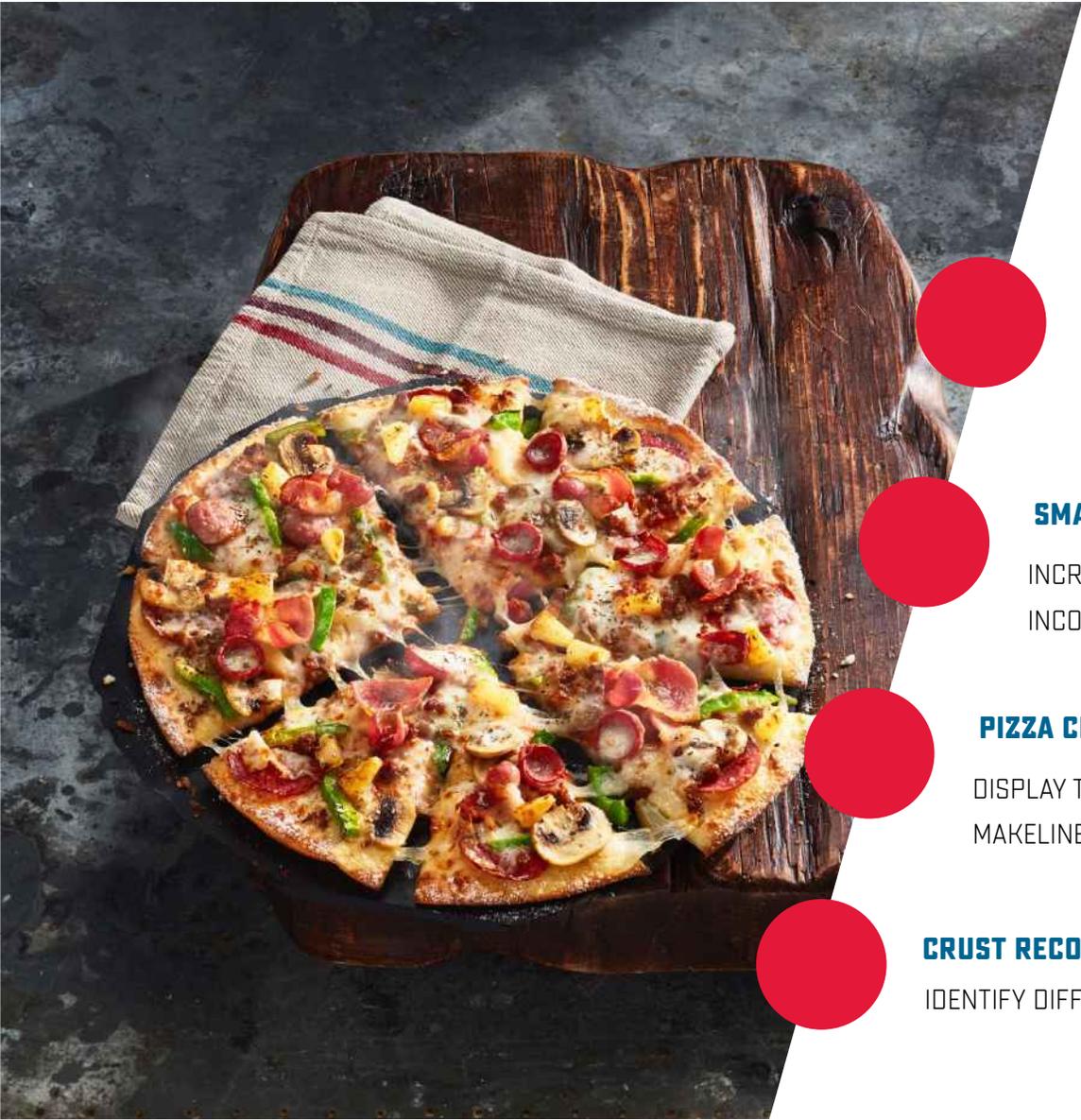
**NETWORK
AVERAGE**

LATE ADOPTERS

ADOPTION, EXECUTION AND IMPROVEMENT

- **FRANCHISEE AND OPERATIONS TEAM ALIGNMENT**
 - INCORPORATING PIZZA CHECKER FOR 'SCORECARD' BONUS SYSTEM
 - WEEKLY RANKINGS SHARED INTERNALLY
 - 1:1 FOLLOW-UPS FOR STORES FALLING BELOW PEERS
- **PIZZA CHECKER INCORPORATED INTO OER PROCESS**
 - FOCUSED ON STORES WITH BELOW AVERAGE PIZZA QUALITY
 - IDENTIFYING STORES WITH POOR CUSTOMER OUTCOMES





IN THE PIPELINE

GRADING V2

INCREASE ACCURACY OF GRADING ACROSS ALL PIZZAS AND CRUST TYPES

SMARTER MATCHING

INCREASE THE % OF PIZZAS MATCHED TO ORDERS AND REDUCE INCORRECT MATCHING AND PARTIAL MATCHES

PIZZA CHECKER SCORES DISPLAYED ON MAKELINE

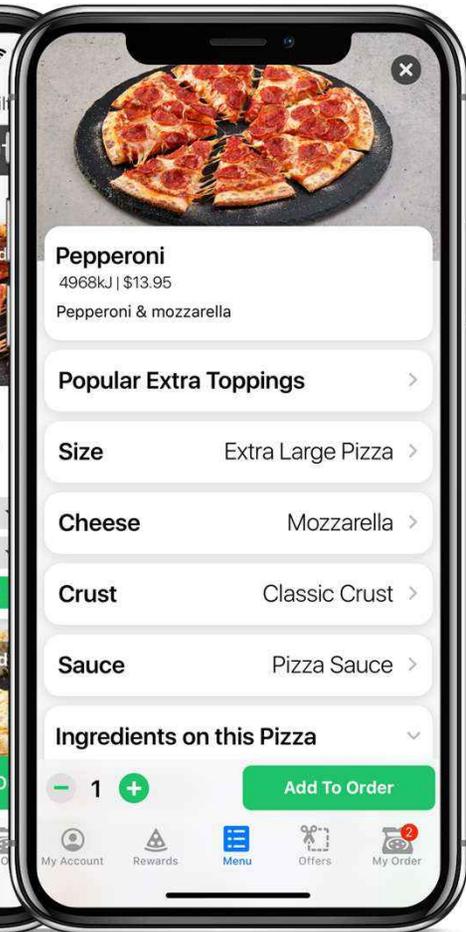
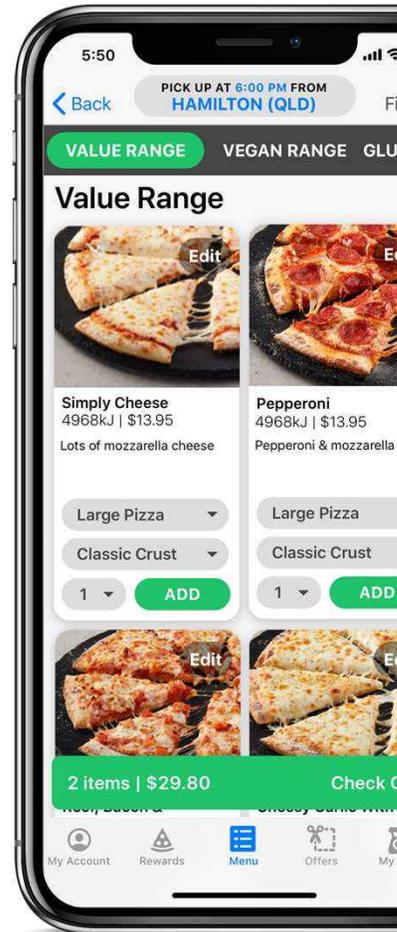
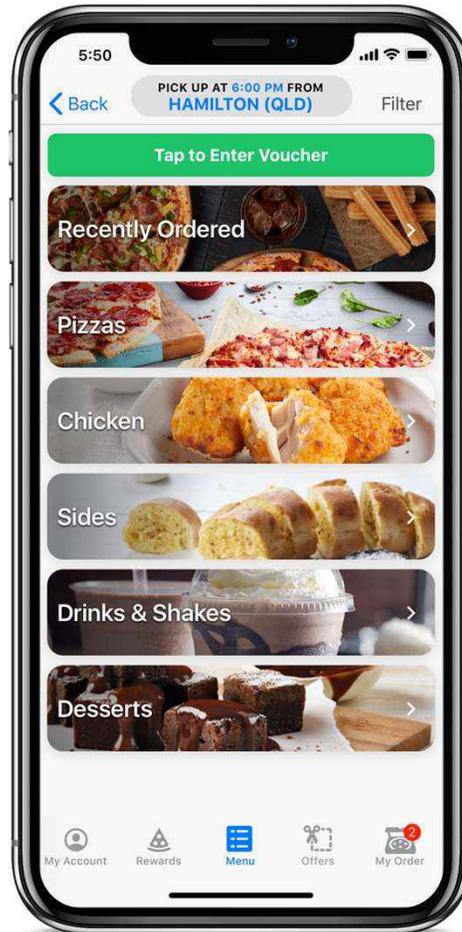
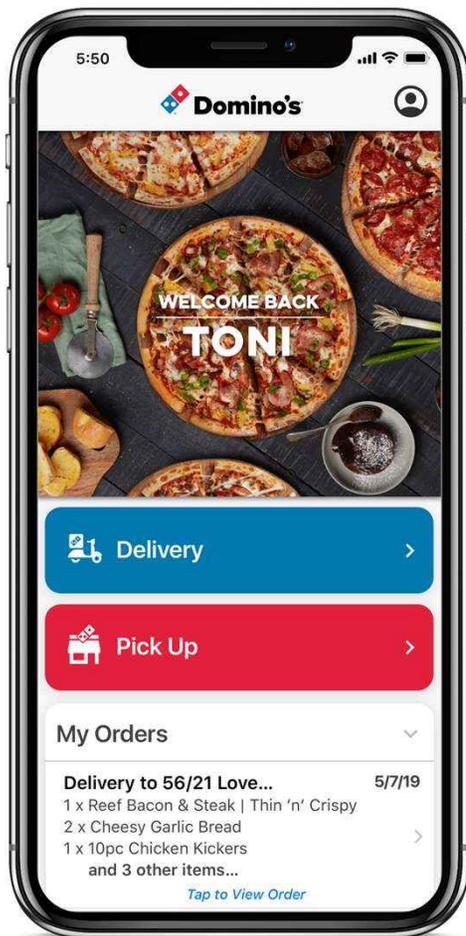
DISPLAY THE PIZZA CHECKER SCORES AS A LIVE FEED ON THE MAKELINE TO EMPOWER TEAM MEMBERS

CRUST RECOGNITION

IDENTIFY DIFFERENT BASE TYPES



TECHNOLOGY IS INCREASINGLY EXPECTED





JAPAN

JOSH KILIMNIK

AUSTRALIA

NEW ZEALAND

BELGIUM

FRANCE

NETHERLANDS

JAPAN

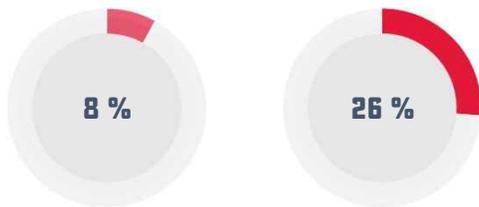
GERMANY

LUXEMBOURG

DENMARK

JAPAN - DELIVERY PIZZA MARKET POSITION

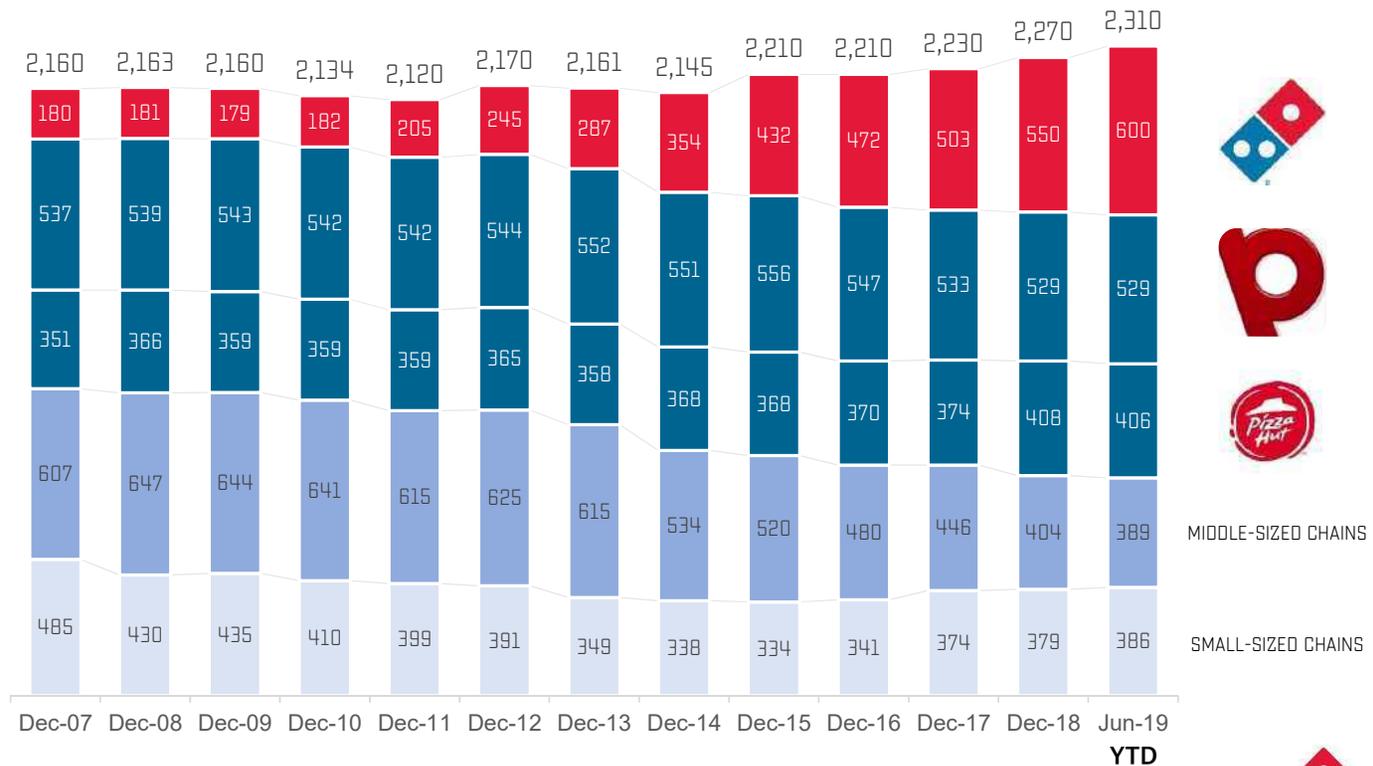
STORE COUNT TREND OF JAPAN PIZZA DELIVERY CHAINS



MARKET SHARE OF **DOMINO'S**



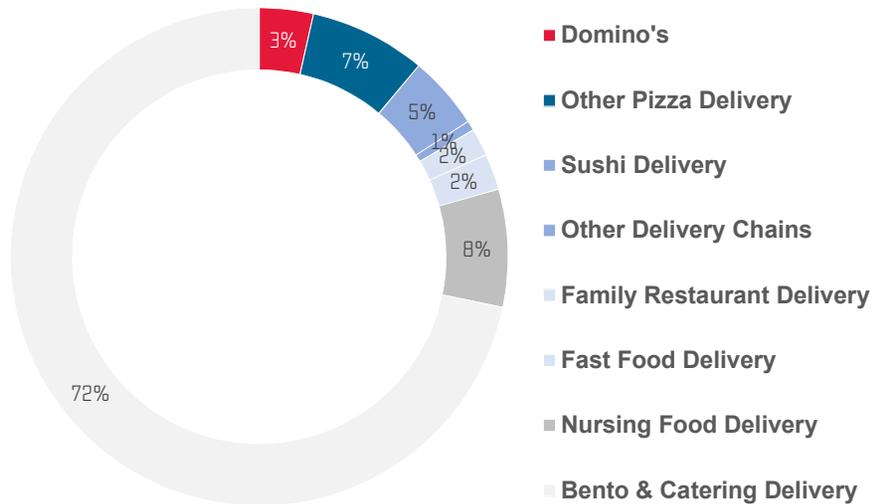
MARKET SHARE OF **3 MAJORS**



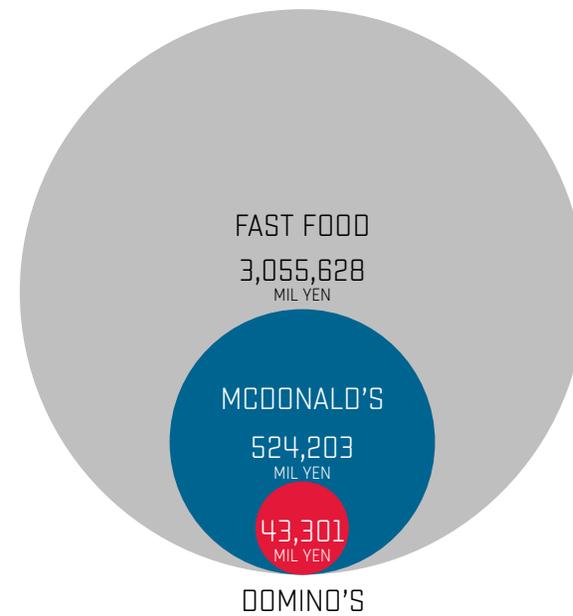
AUSTRALIA NEW ZEALAND BELGIUM FRANCE NETHERLANDS JAPAN GERMANY LUXEMBOURG DENMARK

JAPAN - MARKET POSITION

MARKET SHARE OF FOOD DELIVERY
(REVENUE)



REVENUE COMPARISON

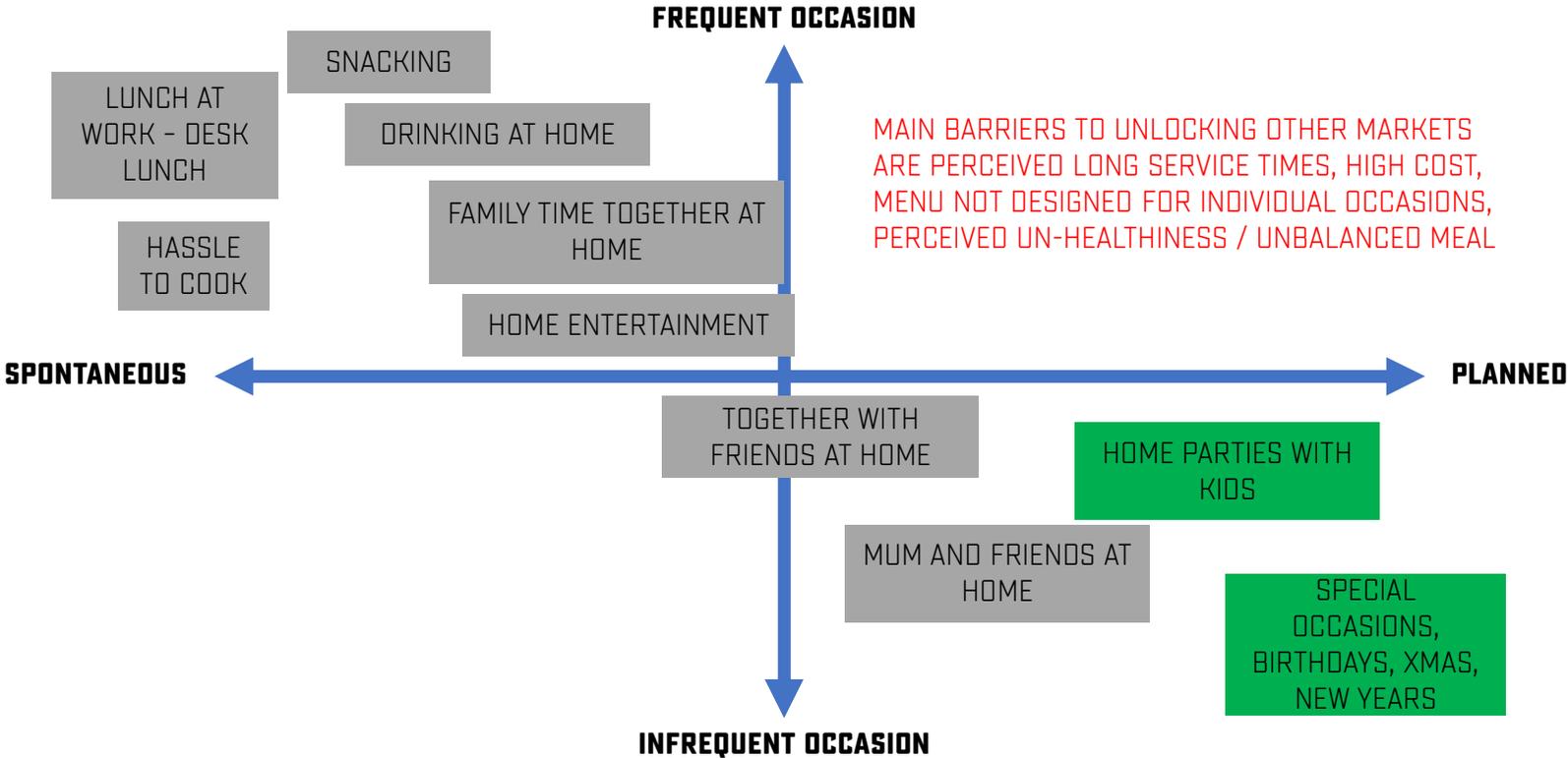


Note: As of December 2018, researched by Fuji Keizai



JAPAN - BARBELL STRATEGY

PIZZA IS ONLY TAKING A SMALL SLICE OF THE MARKET



AUSTRALIA NEW ZEALAND BELGIUM FRANCE NETHERLANDS JAPAN GERMANY LUXEMBOURG DENMARK



NEW RANGE PRICING



AMERICAN CLASSIC

PICK-UP: Y799-

DELIVERY: Y1,800-



NEW YORKER RANGE

PICK-UP: Y2,500-

DELIVERY: Y3,300-



SUPERSTAR RANGE

PICK-UP: Y3,800-

DELIVERY: Y3,800-

* AVAILABLE FOR BOGO



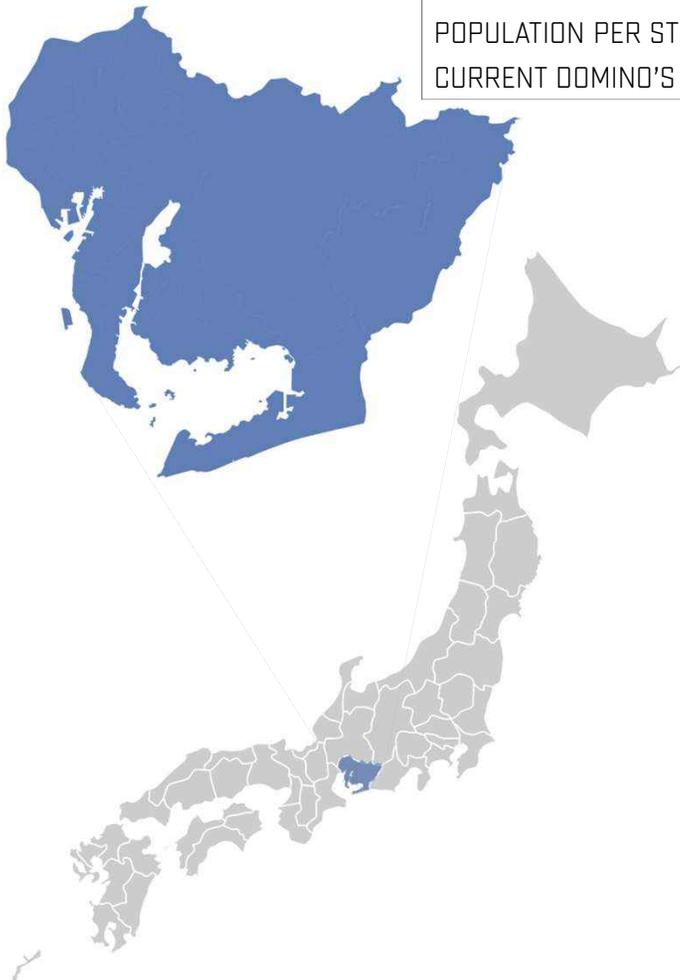
JAPAN - NEW PRODUCTS

- HISTORICALLY MENU OFFERINGS HAVE ONLY CATERED FOR THE ONE-OFF/CELEBRATION
- WE ARE ADDING A BARBELL STRATEGY, WITH TWO NEW RANGES TO TARGET COMPETITOR MARKET SHARE



AUSTRALIA NEW ZEALAND BELGIUM FRANCE NETHERLANDS JAPAN GERMANY LUXEMBOURG DENMARK





NAGOYA

POPULATION: **7.5MIL**

POPULATION PER STORE: **142,000**

CURRENT DOMINO'S STORE: **53**

JAPAN FORTRESSING - NAGOYA

NEW STORES

NEW STORES IN BOTH EXISTING BUSINESS AREAS AND WHITE SPACES WHERE NO DOMINO'S STORE OPERATES YET

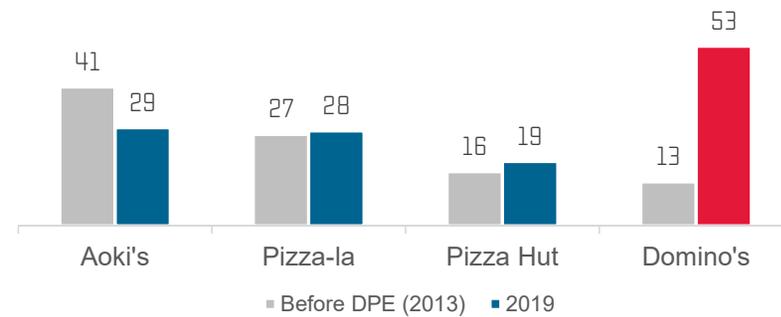
RELOCATION

RELOCATED STORES TO OPTIMISE DELIVERY OPERATIONS AND NEW STORE ROLLOUT

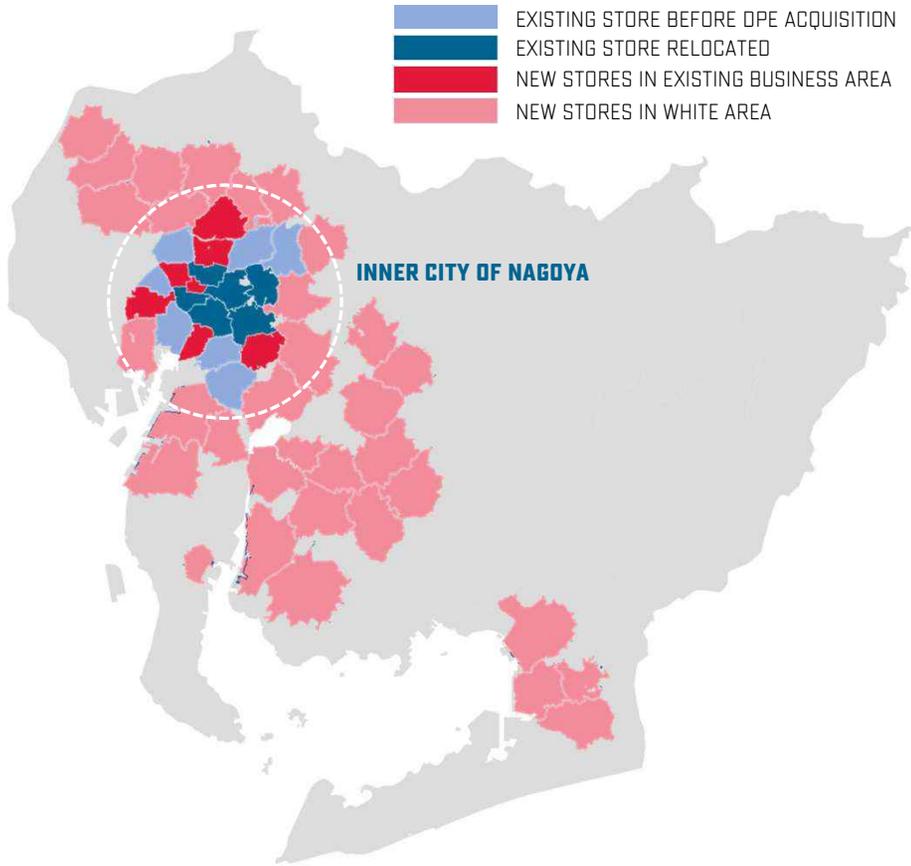
COMPETITOR STORE CLOSE

BY MAKING OUR STORES CLOSE TO CUSTOMERS, COMPETITORS STORES HAVE EXITED FROM THE MARKET

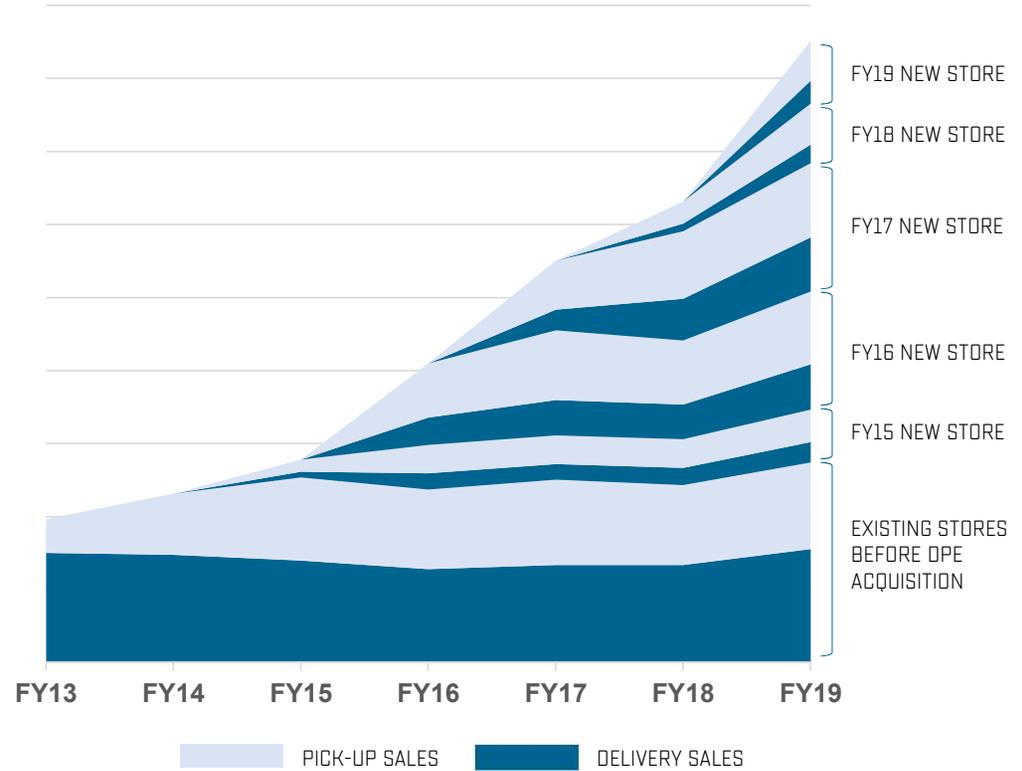
NAGOYA STORE GROWTH



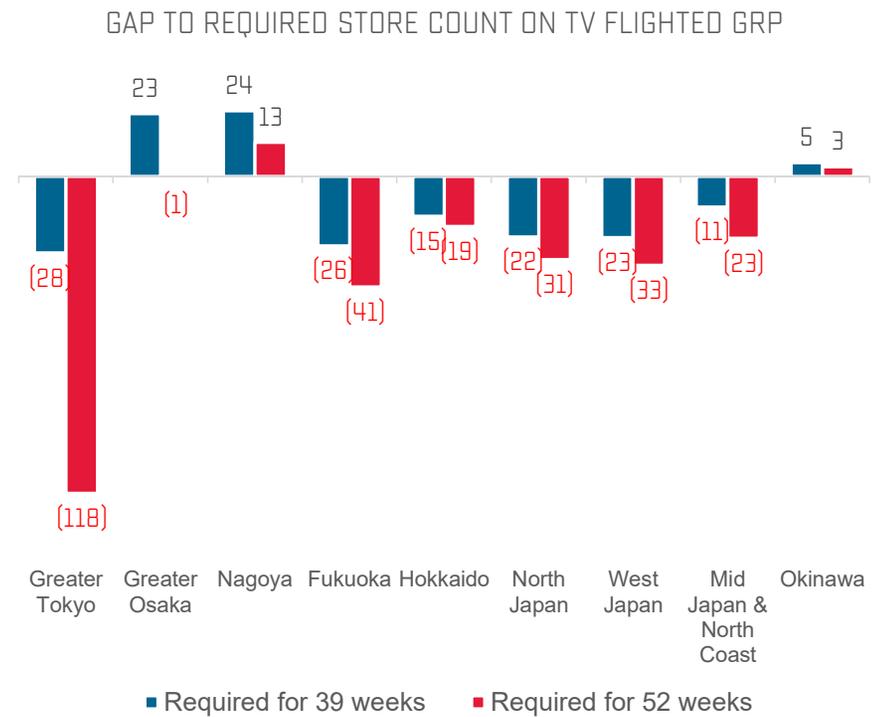
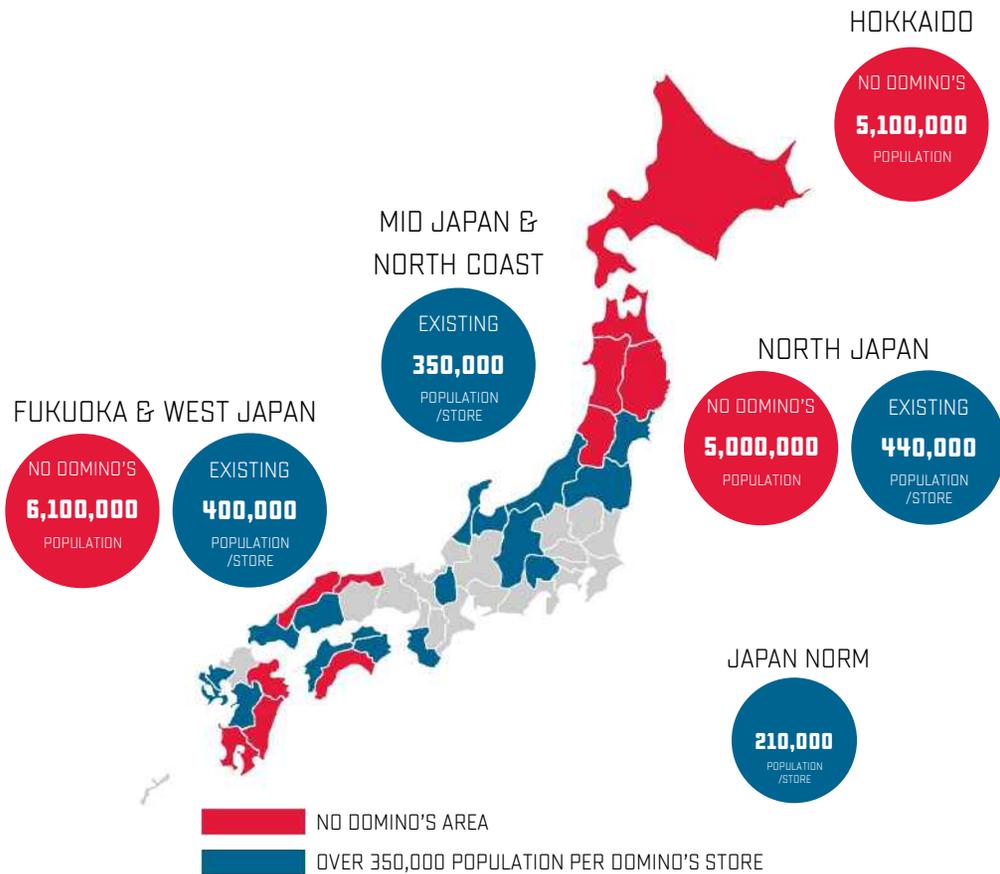
JAPAN - FORTRESSING



ACCUMULATIVE SALES OF NAGOYA



OTHER MARKETS - FURTHER OPPORTUNITIES



PROJECT 3TEN

14

STORES

UNDER 10-MIN. DELIVERY

14 JAPAN STORES ALREADY
ACHIEVE UNDER 10-MIN
DELIVERY WEEKLY.

19.2

MIN

AVERAGE DELIVERY TIME

AVERAGE DELIVERY TIME OF
350 CORPORATE STORES IS
NOW 20-22 MINUTES AND THE
CURRENT RECORD IS 19.2 MIN.

40%

BY 2020

E-BIKE

FOCUSING ON E-BIKES ESPECIALLY IN INNER CITY
STORES TO REALISE FASTER DELIVERY, BETTER
RETENTION, AND MORE PROFITABILITY.
40% EBIKE IN TOKYO BY 2020 AND 60% BY 2022

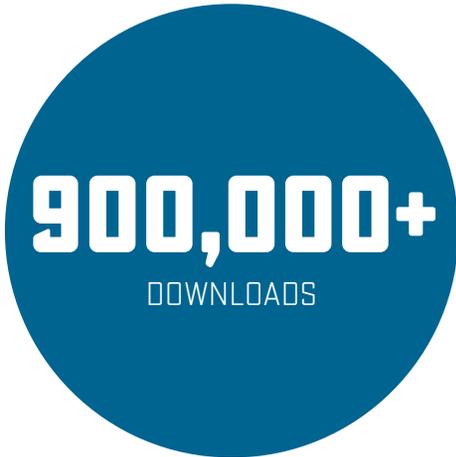


TECHNOLOGIES DRIVE SALES



OWNED MEDIA

CURRENT SALES THROUGH OWNED MEDIA, EDM AND COUPON APP, IS NOW APPROXIMATELY 15% OF TOTAL SALES



COUPON APP

COUPON APP HAS BEEN ALREADY DOWNLOADED INTO OVER 900K DEVICES OF CONSUMERS.



Q&A

