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4 May 2021

CEO Presentation - Macquarie Conference

Domino's Pizza Enterprises Ltd Group CEO & MD Don Meij will be delivering a presentation this morning (10:15am) at Macquarie's 23rd Annual Australia Conference.

No trading update is being provided during this presentation.

The presentation is attached to this announcement. A copy of the video used in the presentation is available at: <https://investors.dominos.com.au/videos/2021/2/24/2020-year-in-review>

This release has been authorised for release by Group CEO & Managing Director, Don Meij.

END

For further information, contact Nathan Scholz, Head of Investor Relations at investor.relations@dominos.com.au or on +614 1924 3517.



LESSONS FROM THE PANDEMIC

2030 + BEYOND

DON MEIJ
GROUP CEO & MANAGING DIRECTOR

Domino's

AUSTRALIA

NEW ZEALAND

BELGIUM

FRANCE

THE NETHERLANDS

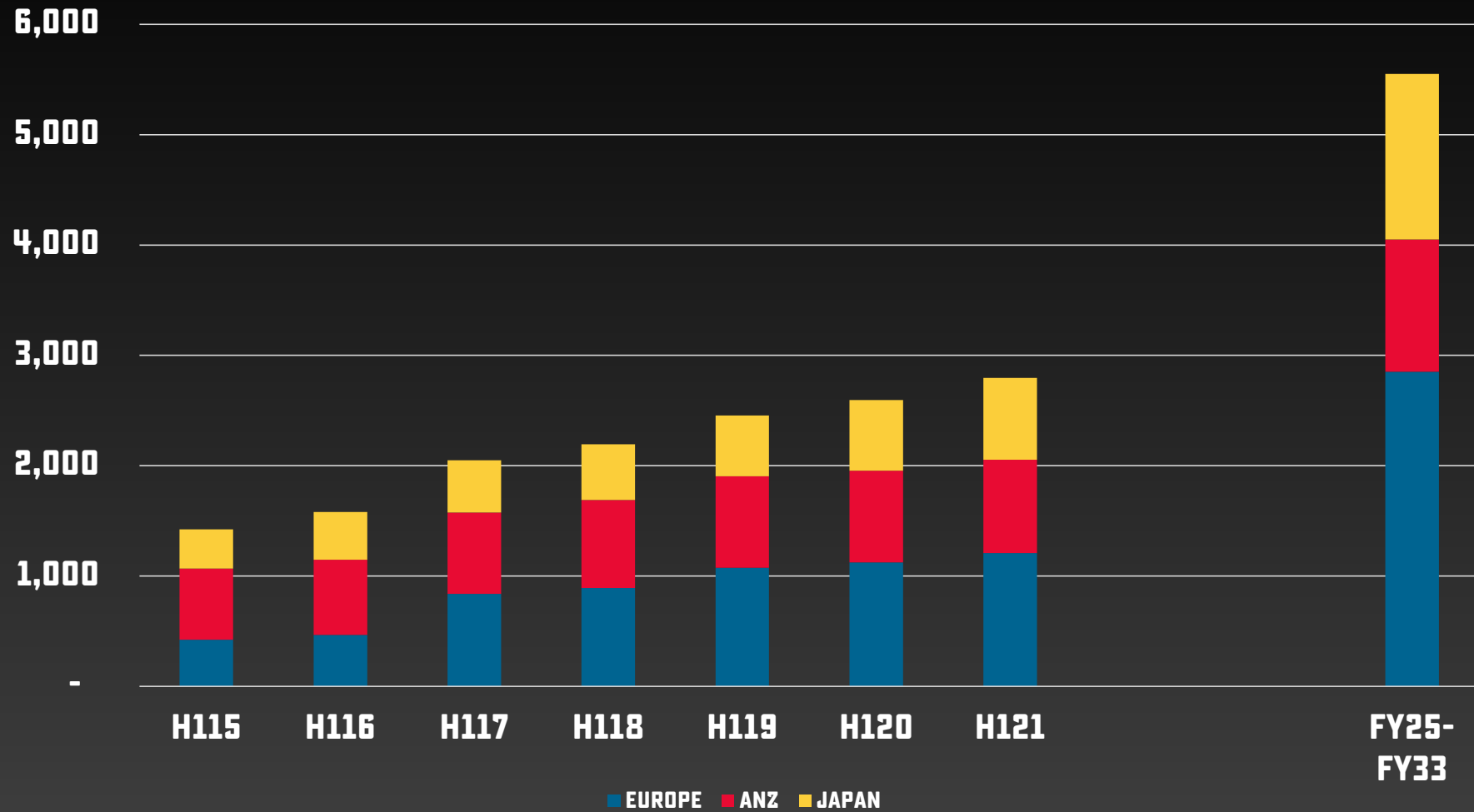
JAPAN

GERMANY

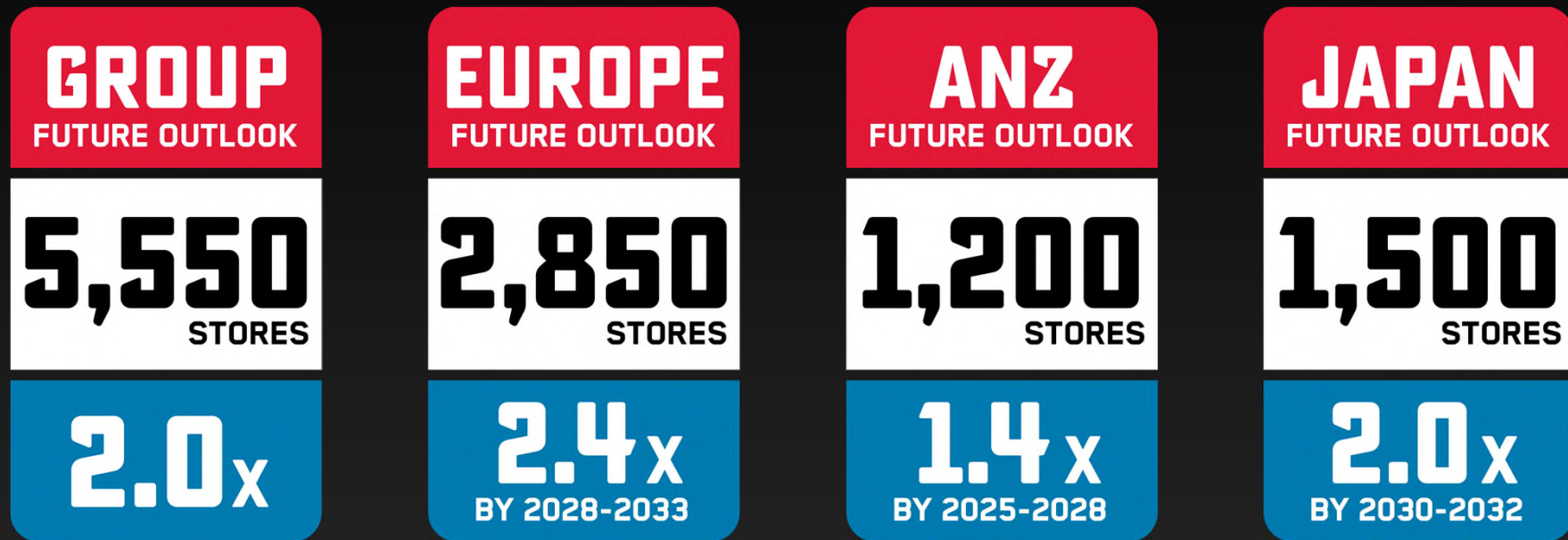
LUXEMBOURG

DENMARK

2031: DOUBLING OUR STORE FOOTPRINT



2031: **DOUBLING** OUR STORE FOOTPRINT



2031: EXPERIENCED COUNTRY LEADERSHIP FOR THE FUTURE



DISCLAIMER UP FRONT

WE LIVE IN THE MOST DRAMATICALLY
CHANGING TIME IN OUR LIFETIMES. NO ONE HAS
A CRYSTAL BALL. THE COMMENTS, PREDICTIONS
AND RECOMMENDATIONS ARE NOT
GUARANTEED





IT IS A
PRIVILEGE,

NOT A RIGHT
TO BE OPEN
DURING THIS TIME



5 PILLARS OF TRUST

1. TEAM MEMBERS
2. CUSTOMERS
3. FRANCHISEES
4. COMMUNITY
5. GOVERNMENT

100%

STABILITY

NO FRANCHISEES HAVE LEFT
THE SYSTEM DUE TO COVID-19

13,000+

EMPLOYMENT

ADDITIONAL TEAM MEMBERS
HIRED IN ALL REGIONS

220,000+

GIVING

HOT, FRESH MEALS DONATED
TO THOSE IN NEED

15M+

PROTECTION

ADDITIONAL PPE INCLUDING MASKS,
GLOVES AND PERSPEX SHIELDS

2 BUSINESSES UNDER ONE ROOF



A long-exposure photograph of a highway at night, showing light trails from cars. The sky is dark with some stars visible. The text is overlaid on the image.

FAST FORWARD

THE AGE OF DELIVERY

FOCUS: OUR PURPOSE AND VALUES

WHY DO WE EXIST?

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.

OUR PIZZA BRINGS PEOPLE CLOSER

AT OUR BEST

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.

1

THE DELIVERY BOOM

2

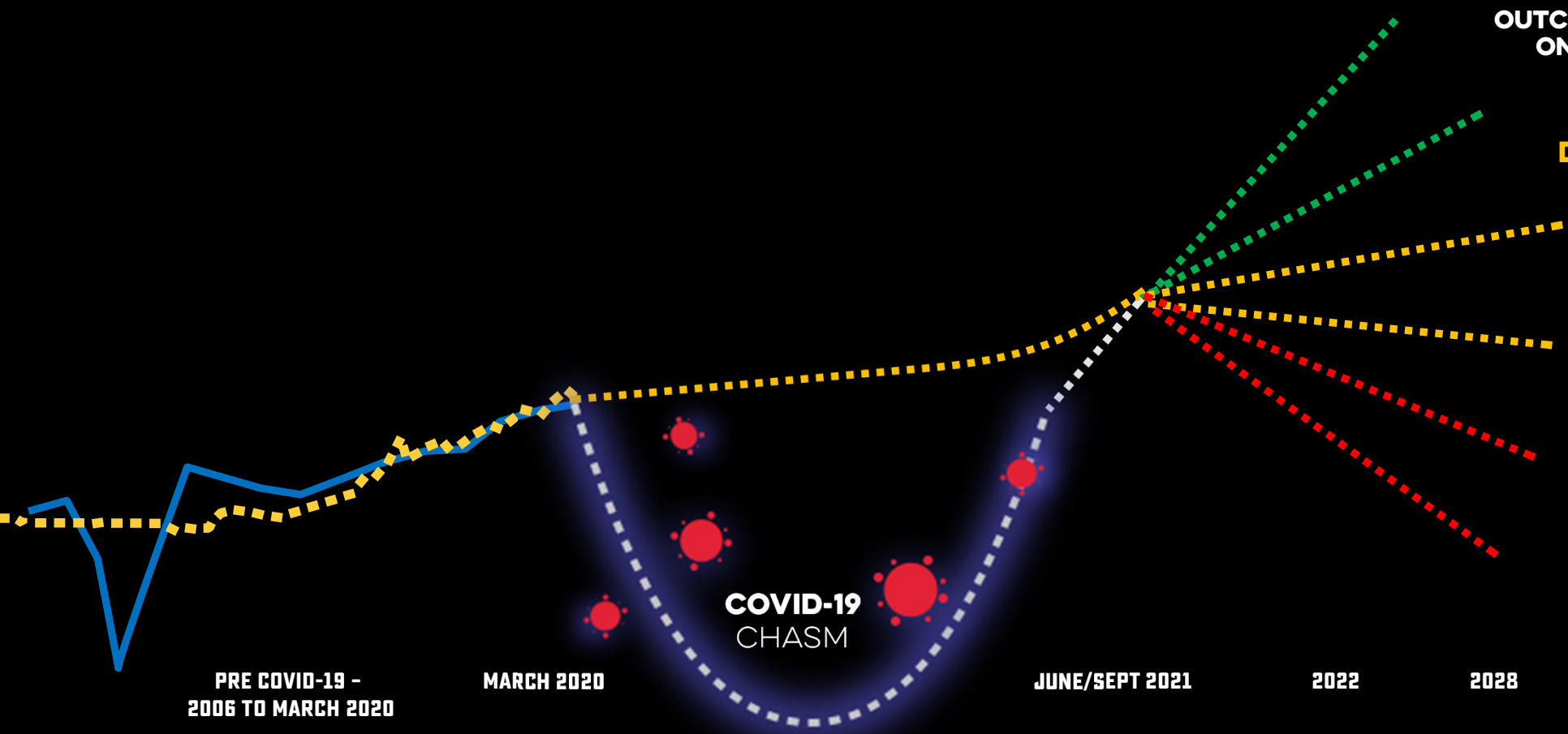
THE AGE OF UNCERTAINTY

3

THE DELIVERY EXPLOSION

OUTCOME DEPENDENT
ON 3 X-FACTORS

VALUE
CREATIVITY
DEDICATION



WHY DO WE DESERVE TO EXIST?

WHAT
FOOD
WILL THEY
ORDER?

HOW WILL IT BE
DELIVERED?

HOW
WILL THEY
ORDER?



I CAN'T TELL YOU THE WHAT - BUT WE KNOW THE WHY

THEY WANT
TO **CHOOSE**
WHEN AND
WHERE THEY
EAT

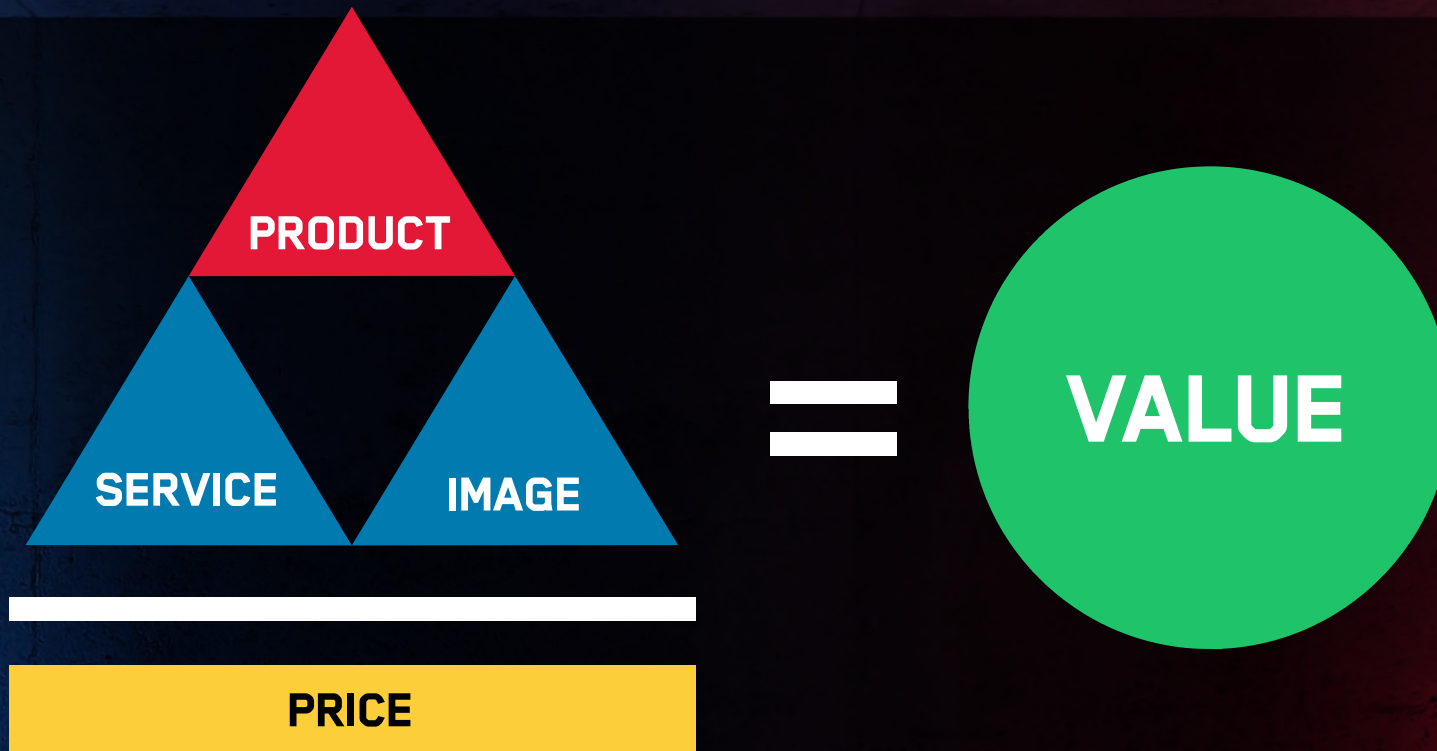
THEY WANT
VALUE

THEY WANT
SUSTAINABLE
AND
ETHICAL
CHOICES

THEY WANT
TO ORDER IN
A WAY THAT IS
SIMPLE, AND
REWARDING

THEY WANT IT
FAST





**“A TIME TO
DO GOOD,
AND WELL”**



TEAM



FRANCHISEES



CUSTOMERS



COMMUNITY



GOVERNMENT



**FOR MORE VISIT:
[INVESTORS.DOMINOS.COM.AU/VIDEOS](https://investors.dominos.com.au/videos)**

