



2023



**CORPORATE
STEWARDSHIP REPORT**
ANNUAL SUMMARY



LETTER FROM THE CEO

FROM RUSSELL WEINER, CHIEF EXECUTIVE OFFICER

At Domino's, we often describe ourselves as "a brand in progress," meaning that as a company we are always learning, growing, and striving to get better. You may notice that this year's report and our Stewardship website have a new look and feel as we refine our process for reporting on this important topic. In 2022 we did a lot of learning to solidify our understanding of how we can best measure and recognize our impact on the world, as well as apply the stewardship lens to business decisions. I'm proud that we've made a commitment to net-zero carbon emissions by 2050, and our fleet of over 1,000 electric delivery vehicles across franchised and corporate stores is one way we can begin reducing our environmental impact, one delivery at a time. This noteworthy brand action in 2022 makes Domino's the largest electric pizza delivery fleet in the country and is a great example of how we have a positive impact on the planet and drive results for the bottom line. Not only do electric vehicles help reduce carbon emissions at the stores, but they also provide

an opportunity to attract potential drivers without cars. We also used our stewardship lens in our latest supply chain center in Indiana, applying new processes and technologies that can lower the impact of our facility and ones like it in the future.

Domino's brand stewardship extends not only to our environmental impact, but also to our efforts to provide opportunity, build an equal and inclusive workforce, and to be a good neighbor in communities around the country. We are making progress in all four of these stewardship pillars, and we also know we are never done with this important work. You will find key metrics and accomplishments from 2022 in this report, with more of our stewardship strategies on our website.

Thank you for taking this journey with us.

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ABOUT OUR BUSINESS

Domino's is the largest pizza company in the world with more than 19,800 locations in over 90 markets around the world as of January 1, 2023, and operates two distinct service models within its stores with a significant business in both delivery and carryout. Founded in 1960, we are a highly recognized global brand, that focuses on value while serving neighborhoods locally through our large worldwide network of franchise owners and U.S. Company-owned stores. We are primarily a franchisor. Franchising enables an individual to be their own employer and maintain control over all employment-related matters and pricing decisions, while also benefiting from the strength of the Domino's global brand and operating system with limited capital investment by us.

The Domino's business model is straightforward: Domino's stores handcraft and serve quality food at a competitive price, with easy ordering access and efficient service, enhanced by our technological innovations. Our hand-tossed dough is made fresh and distributed to stores around the world by us and our franchisees.

Domino's generates revenues and earnings by charging royalties and fees to our franchisees. Royalties are ongoing percent-of-sales fees for use of the Domino's® brand marks. We also generate revenues and earnings by selling food, equipment and supplies to franchisees through our supply chain operations primarily in the U.S. and Canada and by operating a number of Company-owned stores in the United States. Franchisees profit by selling pizza and other complementary items to their local customers. In our international markets, we generally grant geographical rights to the Domino's Pizza® brand to master franchisees. These master franchisees are charged with developing their geographical area, and they may profit by sub-franchising and selling food and equipment to those sub-franchisees, as well as by running stores. We believe that everyone in the system can benefit, including the end consumer, who can purchase Domino's menu items for themselves and their family conveniently and economically.

The Domino's business model can yield strong returns for our franchise owners and our Company-owned stores. It can also yield significant cash flows to us, through a consistent franchise royalty payment and supply chain revenue stream, with moderate capital expenditures. We have historically returned cash to shareholders through dividend payments and share repurchases. We believe we have a proven business model for success, which includes leading with technology, service and product innovation and leveraging our global scale, which has historically driven strong returns for our shareholders.



ABOUT THIS REPORT

Our 2023 Stewardship Summary Report is Domino's third report that encompasses the impacts of our United States and Canadian based supply chain, including supply chain centers, our corporate-owned stores, corporate office operations, and U.S. franchised stores. This annual stewardship summary report covers the 2022 calendar year (January 1, 2022 – December 31, 2022). As of the end of our 2022 fiscal year, approximately 96% of Domino's stores in the U.S. were owned and operated by independent franchisee business owners.



This report is a summary report focusing on 2022 metrics and highlights. Going forward, we intend to issue a summary report every year and a lengthier report with more detailed updates biannually, beginning with our 2024 report detailing our 2023 efforts. Where franchised store data was unavailable, for modeling purposes it was extrapolated from Domino's corporate store data, as we believe that our corporate store footprint is generally representative of a Domino's store operational footprint in the U.S. In limited occurrences where data was not available, estimations were made.

We worked with a third-party consultant, Quantis, who specializes in robust, best-practice greenhouse gas (GHG) accounting, to calculate our Scope 1, 2, and 3 footprints. Quantis provides independent verification for this environmental impact data. Data in this report reflects estimates using methodologies and assumptions believed to be reasonable and accurate. Those estimates, methodologies and assumptions may change in the future as a result of new information or subsequent developments. Domino's management is responsible for the preparation and integrity of the data in this report.

Please contact stewardship@dominos.com with any questions.

DOMINO'S STEWARDSHIP PILLARS AND OUR VALUES

Our vision for stewardship is for Domino's to feed the power of possible every day for the communities we serve, our people, and the planet. We do this with our pizza and by living our values every day.

Fulfilling this vision requires focusing on those efforts that are most important to our business and stakeholders. We have four pillars of stewardship that guide our work.



ENVIRONMENTAL FOOTPRINT

Focus on science-based climate targets and actions to reduce our greenhouse gas emissions, reduce water impact and minimize waste.



RESPONSIBLE SOURCING

Increase supply chain transparency, maintaining our supplier standards and food safety requirements, enhancing our animal care standards, and amplifying our efforts to reduce deforestation.



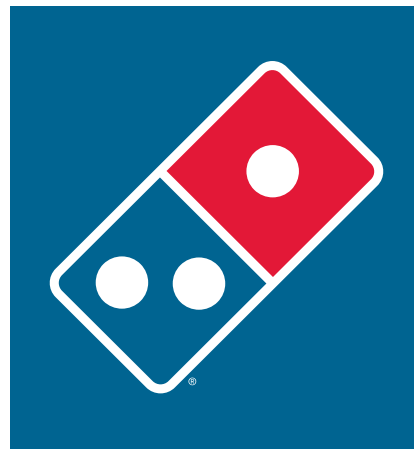
EMPOWERING PEOPLE

Create a company culture that provides a safe, inclusive, and diverse workplace, with development pathways and supportive benefits.



COMMUNITY IMPACT

Strengthen our commitment to local communities and national partners, while expanding support of new meaningful organizations.



FEED THE POWER OF POSSIBLE
 >>>> ONE PIZZA AT A TIME <<<<

DO THE RIGHT THING

We act with integrity and make disciplined decisions, even when it's difficult or unpopular. High ethical standards and uncommon honesty are at the heart of how we work together. We are committed to safely and responsibly serving our customers, and to giving back to the communities where we live and work.

PUT PEOPLE FIRST

We create an inclusive culture, knowing our people are core to our success. We treat each other with dignity and respect, and we value the differences each team member brings. We strive to be a company where all team members can bring their full selves to work and know that they can belong, contribute and reach their potential.

CHAMPION OUR CUSTOMERS

We deliver on our promises, treating each order and interaction as an opportunity to deepen relationships by delivering great product, service and experiences. We hold ourselves accountable, and if we don't deliver on a promise, we are committed to making it right.

CREATE INSPIRED SOLUTIONS

We are a company built on entrepreneurship and innovation. We get better every day by having the humility and the courage to embrace and lead change. Together, we unlock our collective potential to be bold and think big. We have a bias for action – to solve customer needs in new and relevant ways.

GROW & WIN TOGETHER

We are not playing a finite game. We are committed to building an enduring brand that outlives any of our individual contributions. We will grow together, deliver exceptional results together, celebrate wins together, have fun together, and leave the Domino's brand in a better place for those that come after.

ENVIRONMENTAL FOOTPRINT



Our business is impacted by the health of our planet. We believe it is our responsibility to be good stewards of the natural resources that feed the power of possible throughout our value chain, each and every day.

OUR GOALS FOR DOMINO'S ENVIRONMENTAL FOOTPRINT

GOALS	SCOPE	BASELINE (2021)* (Kg of CO2e)	2022 (Kg of CO2e)
Domino's Pizza, Inc. commits to reduce absolute scope 1 and 2 GHG emissions 50.4% by 2032 from a 2021 base year.	Scope 1	126,589,740	125,233,374
	Scope 2 (Location Based)	41,953,268	39,597,623
	Scope 2 (Market Based)	52,567,224	43,059,258
Domino's Pizza, Inc. commits to reduce absolute scope 3 non-FLAG GHG emissions 30% by 2032 from a 2021 base year.	Scope 3	3,845,944,466	3,831,881,246
Domino's Pizza, Inc. commits to reduce absolute scope 3 FLAG GHG emissions 36.4% by 2032 from a 2021 base year.			
By 2050, achieve net zero emissions	Total Emissions (using scope 2 Market-Based)	4,025,101,430	4,000,173,878

*2021 Emissions have been updated from those included in our 2022 Stewardship Report due to increased data modeling accuracy.

CLIMATE

Our anticipated approach for reducing our total greenhouse gas emissions to achieve our science-based targets is twofold:

1. For our owned operations and U.S. franchisees we currently plan to focus on energy.
2. For our suppliers we intend to focus on engaging to accelerate common objectives.

We use the Greenhouse Gas Protocol and emissions factors from a variety of well-known sources to calculate scope 1, 2, and 3 emissions.

Energy, including direct fuel use, is the primary driver of our scopes 1 and 2 emissions, so we are focused on finding ways to reduce these emissions and scaling what works over time.

ENERGY CONSUMED (IN GIGAJOULES)*	
Energy Source	2022
Fuel (Natural Gas/Propane/Diesel)	361,840
Electricity	410,079
Total Energy Consumed	771,919

*Includes Domino's corporate-owned supply chain centers, stores, and offices. Calculated using EIA conversion factors, following the GHG protocol. All electricity consumption is supplied from grid electricity. Numbers include rounding.

2022 HIGHLIGHTS

- In 2022, we began development of our strategy focused on efficiency, electrification, and renewable energy along with preliminary intervention modeling and business case estimations.
 - Scope 2 saw a reduction in 2022 due to applying the EPA's eGrid and Green-e emission factors to our location-based and market-based calculations. This provided greater granularity in our emission factors for electricity use.
- We began rolling out the largest electric pizza delivery fleet to corporate and franchised stores nationwide.

WATER

As a food company, we rely on water to grow and make the food we sell, and to operate and clean the facilities we manage. Water quantity, quality and other risks are important for us to address throughout our value chain, and that is grounded in our waste-water and stormwater plans. Since these risks vary and are highly localized, our approach will be designed to incorporate the context of each location, its risks and our role in that water system.

2022 HIGHLIGHTS

- Based on 2022 utility bills for Domino's corporate-owned stores, offices and supply chain centers, Domino's withdrew 779.62 megaliters of water and discharged 684.55 megaliters. We consumed an estimated 95.07 megaliters of water from dough production and making pizza sauce at our stores. The total consumption of water was estimated to be 114,873.22 megaliters. All material withdrawals were from freshwater, third-party municipal systems.
 - As our facilities are spread across the U.S. and Canada, they generally reflect the water risk across the region. Approximately 25% of 2022 total estimated withdrawal

and approximately 29% of 2022 total estimated consumption was estimated to be in water stressed areas, defined as 'high' or 'extremely high' base line water stress by World Resources Institute's (WRI) Water Risk Atlas tool, Aqueduct.

WASTE

As the number one pizza company in the world, we know that we have a responsibility to advance a circular economy, and we believe that starts with evolving and innovating our waste management practices in order to reduce waste and improve packaging throughout our value chain. Our supply chain centers, stores, and corporate headquarters each present unique challenges that we are committed to tackling head on.

2022 HIGHLIGHTS

- During 2022, Domino's estimated waste from its corporate headquarters, supply chain centers, and corporate-owned stores. We estimated that 22,139 short tons of waste (70%) were disposed of in landfills and 9,539 short tons of various waste streams (30%) were recycled. We do not generate material quantities of hazardous waste.
- The main sources of waste in our operations are excess pizza dough at supply chain centers, ingredient packaging, unused food in corporate stores as well as general office waste at our corporate offices.
 - 57% of supply chain operational waste was diverted from landfill in 2022
 - 75% of supply chain centers maintained dough waste diversion programs in 2022





RESPONSIBLE SOURCING



For Domino's, responsible sourcing means acknowledging the role we play in driving innovation and supplier partnerships to provide the highest quality and safest food possible. We are doing this through our efforts around land use change, packaging sustainability, animal agriculture practices, and transparency with nutrition and ingredient information. Additionally, suppliers are expected to adhere to our Supplier Code of Conduct which outlines additional human rights, environmental, integrity and food safety expectations. For more information on our Supplier Code of Conduct, see below.

[LEARN MORE](#)

OUR GOALS FOR RESPONSIBLE SOURCING

GOALS	2022
 <p>We are committed to no deforestation across our primary deforestation-linked commodities by the end of 2025</p>	 <p>100% palm oil in pan dough and bread sides is RSP0 certified via mass balance and traceable to mill</p>

LAND USE

We are committed to zero deforestation in our supply chain by 2025, aligned to our Science-Based Targets for Forests, Land and Agriculture (FLAG), which are currently in the validation stage. We believe that palm oil, an ingredient in our pan dough and some bread sides, represents our biggest deforestation risk, which we have been addressing for several years in partnership with our supplier. Due diligence on other potentially high-risk commodities including soy, beef, cocoa, and timber is underway.

2022 HIGHLIGHTS

- 100% of the palm oil product in our pan pizza dough and bread sides is RSP0 certified via mass balance and is traceable to the mill.



PACKAGING

We know that packaging is another major contributor to our overall waste footprint. By investigating advancements in material use and recyclability, we are working toward enhancing the total circularity of our packaging, reducing the end-of-life burden on our supply chain centers, stores and consumers. We have also made the important transition away from intentionally added polyfluoroalkyl substances (PFAS) across all consumer packaging.

2022 HIGHLIGHTS

- We introduced a new pizza box design that includes messaging to remind consumers to check for recycling in their community, since over 70% of the U.S. is estimated to have access to pizza box recycling according to an access study by Resource Recycling Systems. Our boxes are also sourced with over 70% recycled content. For more information about pizza box recycling, see below.

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ANIMAL AGRICULTURE

Our approach to animal welfare is based on honoring the Five Freedoms, endorsed by the World Organization for Animal Health, and we continue to learn more via partnerships with suppliers and industry experts. To see our Animal Welfare Principles, see below.

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Overuse of certain antibiotics in animal agricultural practices can present a risk to human, animal, and environmental health. Therefore, we work with our suppliers to understand their policies and practices and are deepening our partnerships across animal agriculture to address this risk. We intend to transition pork and

beef sourced from animals raised without the routine use of medically important antibiotics for disease prevention as supply becomes available.

2022 HIGHLIGHTS

- Over 98% of our chicken is from animals raised without antibiotics that are important to human medicine.

FOOD SAFETY

Domino's food safety and quality assurance, supply chain and operations teams prioritize food safety and product quality from farm-to-customer. We work closely with our suppliers, supply chain centers and stores to ensure that our customers can continue to trust us for safe and high-quality food.

2022 HIGHLIGHTS

- Our supply chain center employees receive relevant food safety training, and in addition to frequent state and local regulatory inspections, we leverage a certified inspector to conduct food safety audits at each supply chain center.
- Domino's leverages both internal and third-party food safety experts to provide enhanced food safety training to store employees and to conduct annual unannounced food safety evaluations at our stores with a focus on building and sustaining a strong food safety culture.
 - ▶ All eligible corporate and franchisee stores were visited at least once during 2022.
- We provide our entire ingredient and allergen list for the products Domino's sells online. We also provide a nutrition calculator on dominos.com that can provide full nutrition information on the millions of combinations of products on our menu. For more information about nutrition, see below.

[LEARN MORE](#)





EMPOWERING PEOPLE

The power of possible starts with our people. We strive to be a company where all team members can belong, contribute, and reach their potential. Domino's team members are filled with a passion for innovation and learning, a commitment to our core values and the joy of pizza worldwide.

Information in this report related to Domino's as an employer refers to Domino's Pizza LLC and team members in our corporate stores and supply chain centers, as well as our office and field support teams.

EMPOWERING PEOPLE

Domino's has invested in rigorous assessment and reporting to strategically define inclusive talent outcomes. Outcomes are based on market labor data and trends projected to 2030.

GOALS	2022
44% of women in management and leadership positions for U.S. corporate roles by 2030*	40%
43% of women in management and leadership positions for U.S. store roles by 2030*	36%
28% of Black, Indigenous, People of Color in management and leadership positions for U.S. corporate roles by 2030	24%

* Represents updated target resulting from most recent demographic and labor market availability information.

INCLUSION & DIVERSITY

Fostering a culture of inclusion and diversity is simply the right thing to do. We believe creating a sense of belonging for everyone promotes a thriving culture of innovation where anything is possible. That's why we are committed to building a culture that welcomes, seeks to understand, and values everyone's whole self. We are made better together.

Inclusion and diversity efforts have been crafted with strategic framework that encompasses three pillars:

- Workforce** – focused on the diversity of our workforce at all levels of the organization.
- Workplace** – focused on ensuring that our company-owned stores, offices and supply chains are inclusive.
- Marketplace** – focused on ensuring our brand reaches and is relevant to all consumers.



Our board of directors has established an Inclusion & Diversity Committee, which meets regularly and provides oversight, guidance and support for our Company's inclusion and diversity initiatives, as well as monitoring and measuring progress against our goals.

2022 HIGHLIGHTS

- In 2022, we began capturing and working to increase the percentage of our TV & video agency led media budget that was spent with diverse-owned companies.

OUR COMMITMENT TO DIVERSE TALENT

We actively monitor and measure the progress of our efforts to foster diverse talent in our workforce - including race/ethnicity and gender - to reflect the diversity of the communities we serve. Our inclusion and diversity strategy includes support programs, inclusive benefits, workplace learning, community giving, volunteerism, support of employee resource groups, and recruitment strategies that engage broader and intersectional diverse identities.

2022 HIGHLIGHTS

- Domino's previously committed to make available our 2022 Consolidated EEO-1 data. We will continue to provide employment opportunities without regard to race, color, religion, creed, gender, pregnancy, national origin, citizenship status, marital status, age, disability, genetic information, uniformed service, military or veteran status, or any other characteristics protected by applicable federal, state or local law such as height, weight, sexual orientation, and gender identity and expression.

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PAY EQUITY

Domino's commitment to creating an inclusive work environment is built on a foundation of providing equal access to employment opportunities and equal earning potential for our team members. Every year we assess if there are any statistically significant gaps in pay for substantially similar groups of team members after controlling for variables that would impact pay, such as level, job family, management role, location, and age as a proxy for experience.

2022 HIGHLIGHTS

- In 2022, we are proud that we maintained pay equity across job families for all team members in our offices, stores and supply chain centers for our salary and hourly positions.* This result has been accomplished by proactively examining pay in partnership with third-party experts.
- We transitioned to our new Career Framework in 2022. Career Framework modernizes how we organize, level and title our jobs, helping us attract and retain great talent. Clarity of how jobs relate to one another assists team members as they build and navigate their careers. The Framework also includes level-based salary ranges for more effective compensation management.

*CDL drivers' compensation is based on a dynamic pay structure not integrated into traditional salaried or hourly pay structures.



OPPORTUNITY IN FRANCHISING

The spirit of entrepreneurship and the opportunity to go from delivery expert to franchisee makes Domino's a truly unique brand. We have a strong history of internal growth. Substantially all of our U.S. franchisees started as delivery experts or in other in-store positions – which speaks to the power of what's possible with our brand. In 2020, we established the Black Franchisee Opportunity Fund (BFOF), with the goal of supporting current and future Black team members on their journey to entrepreneurship. The BFOF not only reduces the obstacles many face in their desire to franchise – the initial capital – but it also provides additional support along the way. Recipients receive a \$50,000 grant to use toward the purchase or build of their first store, as well as expenses associated with attending Franchise Management School. Recipients also receive financial and franchisee mentorship as part of the program.

2022 HIGHLIGHTS

- In 2022, 51% of new franchisees were women and/or Black, Indigenous, People of Color (BIPOC) representing an increase from 21% in 2021.

CORPORATE EMPLOYEE WELL-BEING AND DEVELOPMENT

Our commitment to 'put people first' means that we work to ensure that our team members feel valued and supported. Our team members enable our success, and we remain committed to their overall well-being and development. Domino's offers a comprehensive benefits package to eligible team members, including several benefits designed to promote an inclusive workplace like:

- Paid parental leave programs
- Adoption reimbursement
- Fertility benefits
- Discounted childcare tuition
- Medical plans covering domestic partners and gender affirming surgery.

We also offer eligible team members:

- A 401(k) plan
- Education assistance
- Access to financial education
- A back-up childcare network
- Access to legal assistance.

Domino's offers other wellness and support programs to help eligible team members manage and optimize their health. These no-cost programs include:

- Smoking cessation
- Diabetes and hypertension management
- At-home physical therapy
- Emotional support through Domino's team member assistance program, which is available to all part-time and full-time team members and their dependents.
- Access to an outside wellness platform featuring 4,000+ videos on topics like mindfulness, exercise, nutrition, sleep, and financial well-being.

2022 HIGHLIGHTS

- In 2022, we extended coverage in our benefit program to Domestic Partners, providing access and benefits equivalent to a spouse for all plans.
- We enhanced our benefit offering for part-time team members who work 30+ hours each week, aligning with health plans available to full-time team members.
- We provided additional mental and emotional health support for U.S. team members by expanding the number of visits from 5 to 8 as part of our Employee Assistance Program (EAP).
- We also increased our tuition discount for childcare through Learning Care Group from 10% to 20%.

CORPORATE TEAM MEMBER ENGAGEMENT AND RETENTION

Domino's is committed to fostering an inclusive culture in the workplace where people are respected and appreciated and where team members listen, learn and support each other. This work includes tracking the overall employee experience through annual engagement and empowerment surveys, measuring sentiment, and providing opportunities for feedback such as listening sessions and holding workforce town halls. Domino's defines employee engagement as the strength of mental and emotional connection team members feel toward the work they do, their teams, and the overall organization. We aim to provide resources and support so that our team members can be their best and whole self every day. These include early leadership and pipeline programs, as well as continued investments in frontline team member wage rates in our U.S. Company-owned stores.

One of the ways we ensure employees bring their best and whole self to work every day is through our employee resource groups (ERGs). In 2022, ERGs held company-wide fireside chats featuring inclusive topics and speakers, provide best practice sharing, and help team members to become better leaders and promote an inclusive culture. Our ERGs seek to provide diverse networking and forums for team members to find community and connection, express their needs, as well as provide an opportunity to come together to support local community initiatives. We currently have ERGs representing our Black, Hispanic and LGBTQ+ communities, as well as women in the workforce and individuals with disabilities, with more to potentially come based on team member interest.

2022 HIGHLIGHTS

- In 2022, our inclusion and diversity aggregate score on employee engagement survey was 72%. We have set an ambition to achieve 80% by 2030 to ensure all employees feel a sense of belonging.

COMMUNITY IMPACT



For Domino's, community impact means delivering a difference to the communities in which we live and serve. We are focused on supporting national organizations that are meaningful to our brand, as well as local organizations that make an impact in our corporate markets, in the communities that house our supply chain centers, and organizations that support our inclusion and diversity initiatives.

OUR GOALS FOR COMMUNITY IMPACT

GOALS	2022*
Beginning in 2020, raise \$100 million for St. Jude by 2030	\$40,000,000
Beginning in 2020, donate \$1 million over three years to organizations dedicated to uplifting Black men, women and children in our communities	\$1,000,000
Beginning in 2022, donate \$1.5 million over 5 years to the National Future Farmers of America Organization (FFA)	\$300,000

* Reflects cumulative amounts through 2022.

NATIONAL PARTNERSHIP – ST. JUDE

Each year, all domestic Domino's stores participate in St. Jude's Children's Research Hospital's annual *Thanks and Giving* campaign. During this 11 week-long campaign, Domino's asks customers to donate to St. Jude during the ordering process in stores, over the phone, on dominos.com, and on mobile apps. Outside of the campaign window, Domino's customers can round up their order total to donate the change to St. Jude. Funds raised beginning in 2020 go toward a commitment to raise \$100 million in ten years, to help open **The Domino's Village**, a patient housing facility on St. Jude's campus.

2022 HIGHLIGHTS

- In 2022, we raised \$13.3 million toward our goal for St. Jude.

CORPORATE GIVING

Alongside our St. Jude partnership, we have a variety of other partners and tactics within our corporate giving strategy that helps Domino's have a successful business within a thriving community. Our approach to giving is largely driven by supporting nonprofit organizations in the locations where we have corporate operations, which also encourages and enables team member volunteerism within their local communities. We vary our type of support across national and local partners based on maximizing our impact.

Our corporate giving priorities center around four topics that are highly relevant to ensuring our communities are places where we, our business, and our team members can thrive: Agriculture, Empowerment & Opportunity, Environmental Responsibility, and Food & Housing.

2022 HIGHLIGHTS

- Agriculture
 - 2022 was the first year of Domino's new five-year, \$1.5 million commitment to the National Future Farmers of America Organization (FFA), increasing from our prior five-year, \$1 million commitment. In 2022, the \$300,000 helped fund: 1. Collegiate scholarships for students pursuing agriculture, 2. Grants for students' supervised agriculture experiences and 3. The development of educational materials for teachers on topics related to sustainable agriculture.
 - Domino's funded five microgrants to provide financial assistance to BIPOC and LGBTQ+ farmers and food

producers as part of American Farmland Trust's Better Future Fund.

- Empowerment & Opportunity
 - Domino's donated to more than 60 organizations whose missions empower underserved people in our communities through varying programs, including entrepreneurship coaching, job skills, literacy, and youth development with a focus on ongoing partnerships with organizations supporting Black men, women, and children.
- Environmental Responsibility
 - In 2022, Domino's funded the planting of 13 fruit orchards in Dallas neighborhoods to address environmental injustice and tree equity through One Tree Planted and its Urban Forestry Action Fund.
- Food & Housing Insecurity
 - In 2022, we donated to more than 25 food pantries and banks, shelters and other nonprofit housing resources in communities near our headquarters and corporate stores.

GIVING PRIORITY	Agriculture	Empowerment & Opportunity	Environmental Responsibility	Food & Housing
2022 TOTAL \$	Over \$350K	Over \$970K	Over \$200K	Over \$265K



THE DOMINO'S PIZZA PARTNERS FOUNDATION (the "Partners Foundation")

Taking care of the community of people inside of Domino's is vitally important too, which is why our internal Partners Foundation is so important to our efforts to give back as a brand. Formed in 1986 as an independent nonprofit organization, the Partners Foundation's primary objective is to provide financial assistance to Domino's franchise and corporate team members in need.

The Partners Foundation is generously funded with donations received primarily through voluntary payroll deduction programs, franchisee contributions and various fundraising activities.

2022 HIGHLIGHTS

- In 2022, the Partners Foundation distributed over \$3 million dollars in assistance to more than 3,500 team members including \$1 million dollars to over 2,000 team members in Ukraine.
- The Partners Foundation has distributed over \$30 million dollars since its inception in 1986.

\$3M
dollars in assistance to more than 3,500 team members



STEWARDSHIP GOVERNANCE

Domino's has a commitment to strong corporate governance practices. These practices provide a framework by which Domino's management develops and implements a strategic vision designed to ensure long-term and sustainable growth of the business for the benefit of its various stakeholders (including its franchisees, team members, shareholders and the communities they serve) under the supervision of Domino's Board of Directors.

Given the importance of the Company's stewardship initiatives, the entire Board has determined to retain general oversight of such initiatives and support the implementation of the Company's stewardship priorities rather than delegate these efforts to a specific Committee of the Board. Currently, the Board takes the approach that certain matters are most appropriately overseen by the Board as a whole. For other topics, the most appropriate Committee of the Board should maintain oversight.

At the operational level, a cross-functional team comprised of members of the Company's Leadership Team and other senior leaders within the Company assess and manage stewardship risks and shape strategy for the organization, which is ultimately under the direction of the Company's Executive Vice President and Chief Financial Officer. These executives are responsible for setting direction and driving accountability as we work to address material issues, work with key stakeholders and measure and report our progress.

CORPORATE GOVERNANCE

For more information on our general corporate governance practices, see below.

[LEARN MORE](#)

POLITICAL CONTRIBUTIONS AND LOBBYING

Domino's does not have a political action committee (PAC) and does not currently use company funds for direct political contributions. The Company is a member of trade associations and coalitions that represent a broad spectrum of views on industry and policy issues that generally align with our long-term strategic priorities. We believe that we have effective policies in place to ensure the appropriate oversight and disclosure of our political and lobbying activities, including compliance with applicable disclosure laws.

INFORMATION SECURITY AND DATA PRIVACY

Technological innovation is vital to the Domino's brand and its long-term success. Domino's respects the privacy of individuals and has designed a broad information security policy covering its business in the United States recognizing the importance of privacy and committing to treat personal information with care in today's digital environment.

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STAKEHOLDER ENGAGEMENT

Throughout the year, we engage with many of our stakeholders from franchisees, employees, investors, suppliers, and others. This engagement takes many forms, from employee townhall meetings

to regular conversations with suppliers and as-needed discussions with others. Through this stakeholder engagement, we share our priorities and progress and incorporate feedback. Learning from others, seeking out best practices, and evaluating various trends and opportunities informs our overall approach to stewardship and sustainable business ambitions.

ADDITIONAL MATTERS

FORWARD LOOKING STATEMENTS

This stewardship report does not cover all information about our business. References in this report to information should not be construed as a characterization regarding the materiality of such information to our financial results or for purposes of the U.S. securities laws. Statements in this report that are not strictly historical in nature constitute "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995. These statements involve significant risks and uncertainties and you should not place considerable reliance on such statements. Important factors that could cause actual results to differ materially from our expectations are more fully described in our filings with the Securities and Exchange Commission, including under the section headed "Risk Factors" in our Annual Report on Form 10-K for the fiscal year ended January 1, 2023. All forward-looking statements speak only as of the date hereof and should be evaluated with an understanding of their inherent uncertainty. Except as required under federal securities laws and the rules and regulations of the Securities and Exchange Commission, or other applicable law, we will not undertake, and specifically disclaim, any obligation to publicly update or revise any forward-looking statements to reflect events or circumstances arising after the date hereof, whether as a result of new information, future events or otherwise. You are cautioned not to place undue reliance on the forward-looking statements included herein or that may be made elsewhere from time to time by, or on behalf of, us. All forward-looking statements are qualified in their entirety by this cautionary statement.



SENIOR LEADERSHIP



Art D'Elia
Executive Vice President,
International



Christopher Thomas - Moore
Senior Vice President,
Chief Digital Officer



Cindy Headen
Executive Vice President,
Chief Supply Chain Officer



Debbie Sweeney
Senior Vice President,
Franchise Relations &
System Engagement



Frank Garrido
Executive Vice President,
Chief Restaurant Officer



Joe Jordan
President,
U.S. and Global Services



Kate Trumbull
Senior Vice President,
Chief Brand Officer



Kelly Garcia
Executive Vice President,
Chief Technology Officer



Kevin Morris
Executive Vice President,
General Counsel and
Corporate Secretary



Kirk Armstrong
Senior Vice President,
Supply Chain Services



Maui Thai-Tang
Senior Vice President,
Global Product Engineering



Mike Davis
Senior Vice President,
U.S. Technology Enablement
and Delivery



Ross Behrman
Senior Vice President,
Team USA



Sam Jackson
Executive Vice President,
Human Resources



Sandeep Reddy
Executive Vice President,
Chief Financial Officer



Stefania Gvillo
Senior Vice President,
Chief Analytics &
Insights Officer



Russell Weiner
Chief Executive Officer



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