



2024



CORPORATE STEWARDSHIP REPORT

LETTER FROM THE CEO

Russell Weiner
Chief Executive Officer



We have a rallying cry at Domino's, 'Sell more pizza, have more fun!' Central to that cheer is the word MORE, and as a brand we know we can always do more – MORE Sales, MORE Stores, MORE Profits, and MORE for our

communities and our team members. That's why our new strategy is called Hungry for MORE. This strategy outlines a blueprint for future growth and provides a structure for our corporate priorities, including brand stewardship.

Since 2020, when we established a formalized stewardship program, Domino's has focused on building a strong foundation through a deeper understanding of our impact as a brand and identifying opportunities for improvements. This work serves as a roadmap, connecting the Hungry for MORE strategy to stewardship for our communities, customers, franchisees, team members, and the planet.

Applying the Hungry for MORE strategy to stewardship strengthens our ability to make a positive impact across everything that we do. The four strategic pillars of the Hungry for MORE strategy are focused on how we will accomplish this by providing the Most Delicious Food, Operational Excellence, and Renowned Value, all Enhanced by our Best-in-Class franchisees.

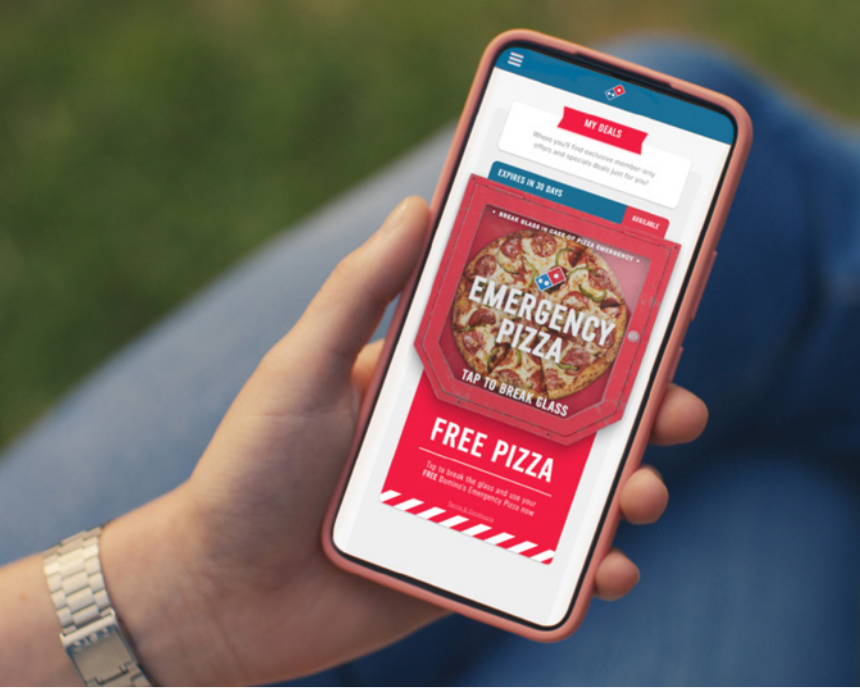
- **Most Delicious Food**

Our focus on the 'most delicious food' involves collaboration between our product development, quality assurance, and procurement teams to source our ingredients and drive innovation sustainably. Through our Supplier Code of Conduct and diligent Product Quality and Safety program standards, we convey our expectations for our growing base of varied suppliers. Looking ahead, our ingredient sourcing policies and menu development will continue to evolve, increasing accessibility and availability of more sustainable food options for a wider range of consumers.

- **Operational Excellence**

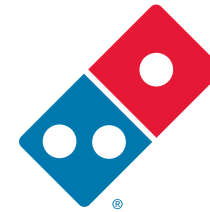
Our commitment to operational excellence in stores and in our supply chain includes a commitment to sustainability. In our supply chain, we are implementing new "stop loading" practices to improve productivity, job ease, and satisfaction for team members. At the store level, we continue to examine innovations to create energy efficiencies and are collaborating with our store design team to build more sustainable stores over time. Further, we are evolving our data collection process with a new platform to better measure our decarbonization progress.





- **Renowned Value**

Providing renowned value in our business extends beyond the customer, as we strive to create value for our team members and in our communities. We are proud of our programs focused on team member equity and inclusivity, and were honored this year to earn a top score of 100 on the Human Rights Campaign Corporate Equality Index. We also maintained pay equity across job families for all corporate team members in our offices, stores and supply chain centers for our salaried and hourly positions. In addition, our new MORE strategy enables us to do more for our community, including raising MORE funds for our national charity partner, St. Jude Children's Research Hospital. Over the past 20 years we have raised over \$126 million in customer donations, joining St. Jude in their mission to find cures and save children around the world.



In 2023, we raised over \$16 million to support St. Jude in the development and opening of The Domino's Village, a 140-unit housing facility for families with children receiving treatment and care at the hospital. Earlier this year, I was thrilled to announce our commitment to raising a total of \$300 million for St. Jude by the 30th year of our partnership in 2034. Being the #1 Pizza Company in the world means embracing the responsibility to do even more, and our Hungry for MORE strategy lets us do just that.

- **Enhanced by Best-in-Class Franchisees**

The fourth component of our Hungry for MORE strategy recognizes that everything we do is enhanced by our best-in-class franchisees. We are committed to building an enduring brand and a sustainable and resilient business for our current and future franchisees. With MORE sales and MORE stores, we have more opportunities for new franchisees. Through our new Power of Possible Fund we aim to expand these opportunities so that MORE delivery experts or other store team members can achieve the dream of becoming a franchisee.



I am as encouraged today about the future of our business as I have ever been. Our Hungry for MORE strategy, coupled with the foundation we've set for our stewardship efforts, enables us to embrace responsibility and maximize our impact as we do MORE for people and our communities.

Russell Weiner
Chief Executive Officer

COMMITMENT TO OUR CORE VALUES

Domino's is a purpose-inspired and performance-driven company with exceptional people committed to *feeding the power of possible, one pizza at a time*. At the heart of our brand is a commitment to a set of values that define our core beliefs on how we run our business, treat our people, support our franchisees and serve our customers.

The image shows a grid of six boxes with a white border. The top-left box is blue and contains the Domino's logo (two red and blue dominoes). The top-right box is red and contains the text 'OUR PURPOSE FEED THE POWER OF POSSIBLE >>> ONE PIZZA AT A TIME <<<'. The middle-left box is blue and contains 'PUT PEOPLE FIRST'. The middle-right box is blue and contains 'CHAMPION OUR CUSTOMERS'. The bottom-left box is red and contains 'DO THE RIGHT THING'. The bottom-right box is red and contains 'GROW & WIN TOGETHER'.

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.

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.

CHAMPION OUR CUSTOMERS:

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

GROW AND 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.

STEWARDSHIP VISION AND PILLARS

Domino's stewardship vision is 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 addressing 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.



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ENVIRONMENTAL FOOTPRINT



CARBON FOOTPRINT

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

- For our corporate operations and U.S. franchise stores, we currently plan to focus on energy. Energy and fuels are the primary drivers of our scopes 1 & 2 emissions, so we are focused on finding ways to reduce these emissions and scaling what works over time to our franchisees, whose emissions from which will be in our Scope 3.
- For our suppliers, we intend to focus on engagement to accelerate common objectives.
 - Food suppliers contributing to our Forest, Land and Agriculture (FLAG) related to our scope 3 emissions are prioritized for engagement based on where we believe we have alignment and ability to impact our supply chain together.
 - Other suppliers, such as for logistics, are also critical to our approach and will be engaged throughout the normal course of business to address opportunities to decarbonize.

Beginning with the 2025 report, we will include our international franchisee emissions from their store and supply chain center activities in our scope 3 emissions inventory. We're proud that several of our largest international master franchisees are already setting their own targets and taking action to reduce their emissions.

OWNED OPERATIONS

- Over 2022 and 2023, we initiated pilot projects to reduce energy usage and worked to identify further opportunities across our supply chain centers and corporate stores. Energy reduction results at stores plus ongoing data collection will help inform future energy work across our owned operations.
- We partnered with a leading climate consultancy to develop a renewable energy framework based on Domino's unique business model, operations and priorities.

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



SUPPLY CHAIN

- **Utilities:** We tested sub-metering in five supply chain centers, which we hope will help us understand the energy impact of each piece of equipment.
- **Outbound logistics:** We began rolling out a new way to load and deliver product from our supply chain centers to stores called Stop Loading. This model allows delivery drivers to significantly reduce their idle time during deliveries at stores. Reducing idle time overall continues to be a focus across all supply chain centers, both through Stop Loading and other programs.



CORPORATE STORES

- We tested Energy Management Systems (EMS) in two corporate store markets – Virginia and Texas – and gathered important learnings and insights. Smart thermostats and central control points for heating and cooling showed early results in both energy and cost reduction. Sub-metering within the store is also helping teams identify equipment maintenance opportunities.

STORE DEVELOPMENT

- The results from the EMS pilot will be used to inform recommendations to franchisees that wish to reduce their carbon footprint.

All of these learnings will be vital to our scope 3 emissions from U.S. franchisees as well as future supply chain expansions or builds.

SUPPLIERS

As we further explored our scope 3 FLAG emissions data, we have begun using a tiered system to address our highest emission-generating suppliers and commodities first. Our top four food suppliers represent the largest opportunity to reduce FLAG emissions, and in 2023 we began engaging with each of them in-depth.

- Through visits to their operations and best-practice sharing, each of these top four suppliers have informed us that they have already begun their own decarbonization journeys and are largely aligned with our science-based targets.
- As we seek to identify the most effective partnership opportunities for decarbonizing our food supply chain with these suppliers, we have been prioritizing better data collection and use.
- While we focus on reducing emissions aligned with our science-based targets as a top priority, we are also focused on addressing other topics with these suppliers, including water, animal welfare, logistics, and waste.

Through these critical partnerships, and as we identify the next tier of suppliers where we have opportunity to partner, we expect to further develop programs, processes and tactics to drive emissions reductions.



SCIENCE-BASED TARGET INITIATIVE (SBTI) UPDATE

In 2021, we set ambitious science-based targets for climate, and we are developing plans to reduce our absolute emissions while growing the business.

- *Reduce absolute scope 1 and 2 greenhouse gas emissions 50.4% by 2032 from a 2021 baseline.*
- *Reduce absolute scope 3 non-FLAG greenhouse gas emissions 30% by 2032 from a 2021 baseline.*
- *Reduce absolute scope 3 FLAG greenhouse gas emissions 36.4% by 2032 from a 2021 baseline.*
- *Achieve net zero emissions by 2050.*

We submitted our science-based targets for validation in 2023 and through that validation process are planning to update our footprint and 2021 baseline emissions to include store and supply chain activities from our international master Franchisees as part of scope 3 emissions, in alignment with the latest guidance from the Greenhouse Gas Protocol. These results are expected to be included in the 2025 Stewardship Report. While we are awaiting final validation of our targets, we don't expect significant changes. The following table shows our estimated emissions:

SCOPE	2021 EMISSIONS (BASELINE) (Kg of CO2e)	2023 EMISSIONS (Kg of CO2e)
Scope 1	126,589,740	121,160,962
Scope 2 (Location Based)	41,953,268	38,479,781
Scope 2 (Market Based)	52,567,224	41,703,280
Scope 3	3,845,944,466	3,937,759,075
Total Emissions (using scope 2 Market-Based)	4,025,101,430	4,100,623,316

ENERGY CONSUMED (IN GIGAJOULES)*	
Energy Source	2023
Fuel (Natural Gas/Propane/Diesel)	323,183.87
Electricity	385,496.54
Total Energy Consumed	708,680.41

*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.

Our pursuit of science-based targets will be balanced with our Hungry for MORE strategy and our overall Company growth blueprint, as we navigate our path forward towards ultimately achieving our environmental goals.



PARTNER SPOTLIGHT

Leprino Foods, the world's largest mozzarella cheese maker and top producer of whey protein and dairy ingredients, has provided several ideas for ways we can engage as partners to further our total stewardship, including hosting a group of individuals across procurement and ESG in 2023 to discuss the pathway to meet our collective priorities.

Leprino has already developed policies and programs that are highly aligned to Domino's priorities across climate impact, water risk, animal care standards, and continued business growth and innovation. They are leading the way by embedding this impact into their ongoing project work across energy and water, including a new state-of-the-art efficient plant in Texas, and financially supporting projects that make business and sustainability sense.

Leprino works very closely with the entire dairy value chain to continually research and understand the landscape, the receptiveness of various dairy products by consumers, and support farmers in their endeavor to reduce environmental impact, while setting them up for long-term success. Beginning in 2022, Leprino has provided a supplier-specific emissions factor for Domino's to use in our greenhouse gas emissions calculations, which makes our footprint more robust. They're also working toward providing an even more complete data set on emissions by 2027.

Leprino developed a rewards-based program to bring more farmers onto the National Dairy Farmers Assuring Responsible Management Environmental Stewardship (FARM ES) platform. The program is meaningfully supporting both farmer livelihoods and the most science-based on-farm responsible practices that will flow through to be a part of Domino's impact.

Leveraging their connection to the entire dairy and agriculture industry, Leprino supported a group of organizations, including Domino's, to advocate for improvements to the Greenhouse Gas Protocol, the leading standard-setting body. This work resulted in credit for more on-farm dairy activities throughout the dairy value chain.

To read more about the work Leprino is doing, [click here](#).



WATER

As a food company, water is essential for us. 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. 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.

WATER RISK ASSESSMENT

- In early 2023, we completed our first water risk assessment, and identified several risk mitigation measures along with opportunities to improve our own water use practices. Water risk results were shared with cross-functional teams across the Company – from engineering to store development and construction to procurement.
- After refreshing our total water inventory, several key findings will help guide our ongoing water risk assessment work:
 - Animal-based proteins, such as chicken, pork, and beef, have high water consumption compared to relatively low procurement volumes, predominantly driven by upstream irrigation demand associated with feed mix production.
 - Mushrooms have a very high-water consumption due to high water demand during cultivation, which also includes maintenance of a humid indoor environment.
 - Despite high procurement volumes, dough ingredients (primarily flour) have relatively low water consumption due to wheat's high water efficiency during cultivation.
- We aligned to Science Based Targets Network step 1 methodology, and assessed for quality, quantity, water sanitation and hygiene (WASH) and extreme weather events risks using the World Resources Institute's (WRI) Aqueduct and World Wildlife Fund's (WWF) Water Risk Filter.
 - Included in scope were all our owned operations – supply chain centers and corporate stores – and key raw materials.
 - Since purchased goods represent over 90% of our water footprint, we assessed the top water intensive key ingredients and materials, which includes animal proteins, sauces, cheese, vegetables, and corrugated cardboard consumer packaging.

- Within the key purchased goods, nine commodities represent 75% of Domino's water consumption footprint and our procurement leaders conducted a materiality ranking.
- We surveyed suppliers across the nine commodities in scope and had great response rates:
 - Risk assessment covers 86-100% of sourcing volume for each commodity
 - 130 supplier-owned facilities assessed using precise locations
 - 100+ agricultural regions assessed to the state or province level (or more specific)

WATER RISK MITIGATION

Using the results of the water risk assessment, we've begun prioritizing risk mitigation measures across our business units.

- Raw materials opportunities include:
 - Embedding water conversations with our top suppliers into our emerging overall supplier engagement strategy.
 - Focusing on chicken, pork and cheese suppliers, given the embedded water footprint from feed crop production.
- Corporate stores opportunities include:
 - Recommendations for water-efficient equipment to be incorporated into building considerations.
 - Potential to include water risk considerations within future store build geographies.
 - Operations innovation processes and efficiency opportunities.

We continue to evaluate whether setting specific water reduction targets is appropriate for our business teams and, if so, which framework to use. As our efforts to embed sustainability practices into our business evolve, key performance indicators and any associated targets will help drive the overall environmental and business outcomes we seek.

WATER USE

Based on 2023 utility bills, the total water withdrawal at our Supply Chain Centers in the U.S. and Canada was 499 megaliters (ML), supporting activities from food preparation to cleaning and sanitation. All material withdrawals were from freshwater, third-party municipal systems. Our water consumption, primarily representing the water used in our processes from dough production at our Centers, was approximately 68 ML. Over the same period, we discharged approximately 431 ML of water from our Supply Chain Centers, which included wastewater released to municipal sewage systems managed in compliance with local environmental regulations.

2023 WATER USE BASELINE WATER STRESS	
TYPE	High or Very High
WITHDRAWAL	12%
CONSUMPTION	12%



Tyson

PARTNER SPOTLIGHT

Tyson conducted a water risk assessment in partnership with the World Resources Institute (WRI) to assess water risk and develop a water stewardship strategy. Sites were categorized as Tier 1 (high risk), Tier 2 (medium risk), and Tier 3 (little to no risk).

Of Tyson's sites that produce product for Domino's, North Richland Hills in Texas is considered a Tier 1 location and therefore is part of Tyson's Contextual Water Plans program with specific, time-bound objectives that set the desired outcome to include both a component that speaks to Tyson's water performance and a component that addresses the basin's conditions. North Richland Hills is also certified to the Alliance for Water Stewardship's

International Water Stewardship Standard. All other sites that produce for Domino's are Tier 3 with little to no water risk.

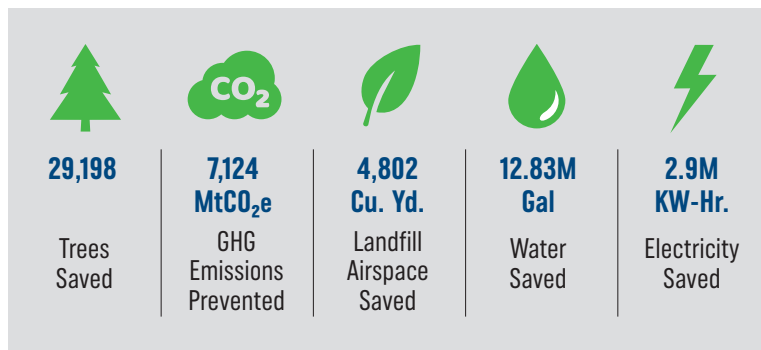
To read more about the work Tyson is doing on sustainability, [click here](#).

WASTE

As the number one pizza company in the world, we know that we have a responsibility to help advance a circular economy, and we believe that starts with evolving and innovating our waste management practices 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.

SOLID WASTE & RECYCLING

Our waste and recycling partner WM (formerly Waste Management) supports store recycling and complex supply chain center diversion programs for 83% of our supply chain centers located throughout the U.S. and Canada. The diversion programs include mixed recycling, cardboard, plastic tray recycling, dough, organics, and used oil. We diverted over 3,700 short tons from landfill in 2023, generating the following estimated environmental impacts from WM:





WM's Compactor Monitoring Service (CMS) has been an effective solution for driving efficiency for Domino's and allowing our employees to be more productive. Going beyond simple compactor monitoring, CMS combines an automated solution with a human element to continuously track performance of each compactor, improve tons per haul and monitor anomalies.

The monitoring equipment communicates compactor data to WM's server and informs Domino's supply chain centers when a compactor's optimal or target fullness will be reached. WM's specialists track, analyze, schedule, and confirm the hauls needed to achieve the best schedule based on our usage profiles and anticipated volume trends.

When WM installed a monitor to optimize haul volume in a pilot program at the supply chain center in Katy, Texas, the location had fewer compactor pickups and reduced costs, plus reduced emissions from fewer trucks servicing the site. Average tons per haul at Katy increased 438%, dropping from an average of 9 hauls per month to 3, and saving tens of thousands of dollars per year. Based on this results, we are evaluating the possibility of expanding this initiative into other centers in the future.

FOOD WASTE: STORES

Domino's is proud to serve food that is made-to-order, and as such there is already relatively lower food waste occurring at stores throughout our system. As a best practice, Domino's store teams – both corporate and franchise teams – order and track the incoming food daily and weekly as designed to minimize excess food orders and, ultimately, food waste. All stores use one point-of-sale system that tracks food variance and helps keep food waste at a minimum. These practices not only help reduce overall food waste throughout the system, but also contribute to the overall profitability and operational excellence of Domino's stores around the U.S.

DENALI PARTNER SPOTLIGHT

Domino's and Denali have been working hard on reducing food waste since Denali became a Domino's vendor in 2021 for our Southern California supply chain center. Denali adds value to the waste reduction process by delivering Domino's food waste directly to livestock production facilities within the U.S. or taking it to one of its partner-or company- owned food-to-feed processing facilities. There, it is processed and blended with other commodities to be used or marketed as a high-quality feed supplement to local livestock production operations. This is a closed loop process, diverting food waste and nutrients away from landfills to beneficial uses like animal feed, compost, and energy.

In 2023, Denali removed an estimated 176.4 tons of food waste, bringing the total food waste removed to 572.9 tons since the partnership began. According to the United States Department of Agriculture (USDA), 30-40% of food supply in the United States goes to waste each year.

Domino's and Denali's partnership objective is to replenish the earth by repurposing waste. This work is important in building soil fertility, making farmers more resilient, minimizing greenhouse gas emissions, and reducing reliance on both fossil fuels and on landfills.

To read more about Denali's work, [click here](#).

RESPONSIBLE SOURCING

LAND USE

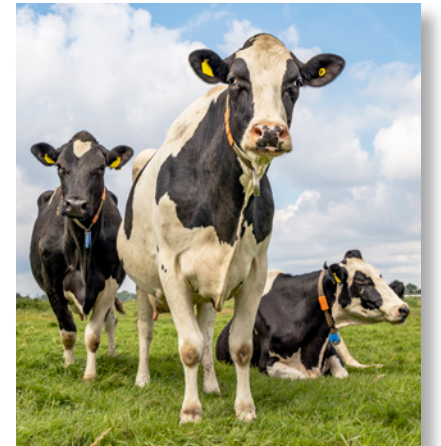
As a food company, the topic of land use within our sourcing practices is of importance for a range of reasons, including the greenhouse gas emissions from agricultural land use change.

As discussed earlier, our science-based targets for FLAG and non-FLAG emissions are currently undergoing validation. In alignment with the expected validation of these targets, per the Science Based Target initiative FLAG criteria, Domino's is committed to no deforestation in our primary deforestation-linked commodities by the end of 2025. While several of our commodities are linked with potential deforestation risks, we believe palm oil and soy, both present in our pizza dough and some bread sides, represent our biggest deforestation risk. Additionally, in preparation for our commitment, we are continuing our internal risk assessment process for palm oil and soy, along with other potentially high-risk deforestation-linked commodities like beef, cocoa, and timber, with the intention of gaining further transparency into our entire value chain.

SOURCING

Substantially all of our food ingredients sold in the U.S. and Canada are grown and raised in the U.S. By focusing on U.S. supplier partnerships, we address environmental and social impacts like minimizing travel distance to our supply chain centers and stores and reducing the overall risk profile for deforestation.

2023 was the first year in which Domino's began to incorporate emissions from land-use change and non-land use change activities, following the GHG Protocol Land Sector and Removals Draft Guidance and SBTi's Science Based Target-Setting Guidance. Using this guidance, we are continually evaluating the relative emissions from FLAG-based activities and will apply relevant learnings to address the impacts of deforestation and land use change in our supply chain.



We have been limiting palm oil-linked deforestation for several years in partnership with our palm oil suppliers and by sourcing RSPO Certified materials. 100% of the palm oil product in our pan pizza dough and bread sides is RSPO (Roundtable on Sustainable Palm Oil) certified via RSPO's Mass Balance supply chain model and is traceable to the mill.



PARTNER SPOTLIGHT

AAK is a global leader in specialty and semi-specialty oils and fats and has consistently demonstrated its

commitment to sustainability, making significant strides toward environmental stewardship and responsible sourcing. As a key supplier of palm oil for Domino's, AAK's commitment to responsible sourcing sets them apart as an environmentally forward-thinking partner. They have made sustainable agriculture and deforestation-free supply chains central to their overall sustainability strategy called "Making Better Happen." AAK is focused on improving traceability of all raw materials through supply chain monitoring and supplier engagement. Improved traceability enables AAK to understand the potential risks and negative sustainability impacts of their operations and engage to mitigate them. The most substantial opportunity to minimize impact comes from their highest volume commodity: palm oil. Historically, the rapid expansion of palm oil plantations has contributed to significant deforestation, which is recognized as a major contributor to GHG emissions. Knowing the location of the palm oil mills is key to understanding whether production is linked to deforestation; therefore, AAK committed to 100% traceability to plantations and 100% verified deforestation-free palm by 2025. As of 2023, AAK has achieved 93% traceability to plantations, as well as 83% verified deforestation-free palm. This significant progress reaffirms their commitment to sustainable practices and responsible sourcing throughout the value chain.

To learn more about the work AAK is doing, [click here](#).

PACKAGING

We know that packaging is another major contributor to our overall waste footprint. By investigating advancements in material use and recyclability, and reducing the amount of packaging needed to operate our supply chain, 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.



PIZZA BOXES

- We have worked hard to develop pizza boxes that work for almost all of our products. Those boxes are made with over 70% recycled content and we actively encourage consumers to recycle the boxes so that the fibers can go back into recycled content and ultimately support better material choices.
- As part of our work running our supply chain business in Canada, we supported the market in their decision to switch consumer facing boxes, including all pizza and all side order boxes, to a kraft substrate instead of a bleached white substrate. This change addresses the needs of the local Canadian markets.
- We have also made the important transition away from intentionally-added polyfluoroalkyl substances (PFAS) across our pizza boxes.

SINGLE-USE PLASTIC

- In the few items where we do use single-use plastic (forks, dip cups, and salad packaging, among others), we are actively pursuing solutions to provide such items only upon customer request and evaluating other materials that are viable and available for our U.S. system.
- In 2023, we began a project to change our fork specification by reducing the amount of plastic we used by 41%, or an estimated 256,000 lbs. annually.

- In 2023, we decided to transition all of our gift cards from single-use PVC plastic to paper certified by the Forest Stewardship Council (FSC). The first paper cards went into production in late 2023 and they'll be rolled out through all current outlets over the course of 2024 as inventory allows.

SUPPLIER PACKAGING

- In 2023, Domino's increased the size of our inbound case packs for provolone cheese and green peppers. This allows for more product to be packed in each box that our suppliers send to us. By maximizing the amount of product in each box, we reduced the amount of packaging needed to receive those items by over 1.1 million pounds per year.



ANIMAL AGRICULTURE

Our approach to animal welfare is based on honoring the Five Freedoms, as reported on our website, endorsed by the World Organization for Animal Health. We continue to learn and evolve our approach via partnerships with suppliers and industry experts.

Domino's requires that all suppliers comply with USDA regulations on the humane treatment of animals as a baseline for all animal care. It's important to highlight that Domino's does not own, raise, transport or process the animals used for our products. Domino's



purchases pork, beef and poultry ingredients from suppliers who obtain their products from farmers and ranchers who raise and care for their animals in compliance with local, state, and federal guidelines, industry best practices and the support of farm animal veterinarians. Domino's has published our animal care principles, which can be found in our reporting library, and remains committed to creating an animal care policy for applicable suppliers.

We support the efforts of the dairy industry, at farms both large and small, to use best management practices as outlined by the National Dairy Farmers Organization in the Farmers Assuring Responsible Management (FARM) program.

To learn more about our Animal Welfare Principles, [click here](#).

ANTIBIOTICS

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 care about the food we serve to customers and our families, and we want it to be safe. We also support the care and wellbeing of animals, including those that are sick and may require antibiotics to become well.

We believe that no meat in the U.S. food supply can have antibiotic residue in it when it is sold to the public, and we respect the ongoing assessment and regulatory evolution in this area.

Chicken

- We do not purchase broiler chicken that receive fluoroquinolones or steroids. Accordingly, Domino's mandates that all major poultry suppliers have a USDA Process Verified Program (PVP) for the proper use of No Antibiotics Important to Human Medicine (NAIHM) when they update their PVP certification for each raw material facility that provides Domino's products.

More than 96% of our products use chicken sourced from farms that are enrolled in the approved USDA Process Verified Program for Responsible Use of Antibiotics as defined by the World Health Organization.

Pork and Beef

- Although the poultry industry has reacted rapidly to providing new antibiotic protocols, it is not quite as straightforward or easy in the production of pork and beef. We believe that the pork and beef industries have made a considerable amount of progress. However, for us to consider antibiotic restrictions in the pork and beef we purchase, there is still more work that needs to be done before the amount of available supply is accessible by suppliers that meet Domino's requirements. Specifically, we intend to transition to pork and beef sourced from animals raised without the routine use of antibiotics important to human medicine once a sufficient supply of such pork and beef is available in the U.S. market. This needs to come from suppliers who satisfy our food safety, quality, cost, and other product standards, and who can demonstrate their ability to reliably source and distribute these products with appropriate business continuity measures.

ANIMAL HOUSING

Pork

- Domino's supports the humane treatment of animals including group housing for pregnant sows, but it does not control the supply chain. We do not own, raise, transport or process animals and are limited to supply available to us. While Domino's is a small minority purchaser in the pork industry, we will continue to exert the influence we have with the U.S. pork industry to maximize the time that pregnant sows spend in group housing, away from gestation crates.

The livestock industry continues to increase the number of animals raised without the use of gestation crates, but the transition is not complete. We commend efforts to eliminate

gestation crate usage in the restaurant industry. While we continue to assess how our blended meat ingredients may be ultimately transitioned, we have taken measures to source from suppliers utilizing group housing and are pleased that over 50% of the bacon currently distributed in our supply chain is group housing compliant.

We reiterate our commitment to animal welfare and purchasing group-housed pork if and when we determine that a sufficient supply of such pork is available within the supply chain that meets Domino's quality assurance and product continuity standards.

FOOD SAFETY AND NUTRITION

Domino's prioritizes serving safe and quality food, and we are committed to protecting Domino's customers and maintaining their trust. As such, meaningful farm-to-customer food safety and quality standards are a critical part of Domino's business. Domino's food safety and quality assurance, supply chain and operations teams work closely with our ingredient and packaging suppliers, distribution facilities, franchisees, and restaurants to source and serve safe and quality food.

SUPPLIERS

Domino's food safety and quality programs begin with our ingredient suppliers. In the U.S. and Canada, Domino's stores serve ingredients from third-party ingredient suppliers that are nearly all certified by one of the Global Food Safety Initiative (GFSI) schemes. GFSI certification is widely recognized as a gold standard program to indicate that food production facilities are operating with structured, comprehensive, and effective food safety programs. Additionally, U.S. and Canadian suppliers are expected to adhere to our Supplier Code of Conduct which outlines additional human rights, environmental, integrity and food safety expectations.



SUPPLY CHAIN CENTERS

Domino's supply chain centers produce fresh dough and distribute more than 240 other products to Domino's stores across the U.S. and Canada multiple times per week. Our supply chain center employees receive relevant food safety training, designed to uphold our food safety standards. In addition to regular state and local regulatory inspections, we leverage a certified inspector to conduct regular food safety audits at each supply chain center. We have a dedicated food safety and quality assurance team that works to partner with our operations, maintenance, and engineering teams at the centers to maintain safety and quality of the dough we produce and ingredients we distribute to restaurants.

STORES

Domino's restaurant food safety standards are reviewed and updated annually to reflect new learnings. Additionally, Domino's operations team conducts regular restaurant operations assessments, part of which focuses on key food safety metrics. Restaurant audits form the foundation for continuous improvement, training, and new tools to ensure we are continuously evolving our in-restaurant execution. In 2023, Domino's partnered with our third-party audit provider to conduct store food safety evaluations globally.

NUTRITION

Transparency is an important component of trust, and we provide our entire ingredient and allergen list for the products Domino's sells online. We also provide a nutrition calculator on [dominos.com](https://www.dominos.com) that can provide full nutrition information on the millions of combinations of products on our menu.



DOMINO'S SMART SLICE PIZZA

Domino's delicious and nutritious Smart Slice Pizza was developed specifically for school meals and can meet all the USDA Guidelines for inclusion in the National School Lunch Program. The pizza is handmade in local Domino's Pizza stores on a whole grain rich crust with 100% real lite mozzarella cheese and delivered hot right on time for school lunch.

Introduced in 2009, Domino's Smart Slice Pizza is currently served at school lunch in over 20,600 schools in 1,280+ school districts across the U.S.

In 2023, over 55 million slices of Domino's Smart Slice Pizza were served in schools across America.



EMPOWERING PEOPLE

Our mission to 'feed the power of possible, one pizza at a time', starts with our people. Domino's team members have a passion for innovation and learning, a commitment to our core values and to delivering the joy of pizza worldwide. We believe that fostering a sense of belonging for everyone promotes a culture where anything is possible. That is why we are committed to building an environment that welcomes, seeks to understand and values everyone's contribution. We are made better together.

Our Empowering People efforts, focus on three pillars:

STRATEGIC FRAMEWORK		
 <p>Workforce – focused on the diversity of our workforce at all levels of the organization.</p>	 <p>Workplace – focused on ensuring that our company-owned stores, offices, and supply chains are inclusive.</p>	 <p>Marketplace – focused on ensuring our brand reaches our customers and is relevant to consumers in the neighborhoods we serve.</p>

*Reference to Domino's in this section and in the employment context refers to Domino's corporate stores, supply chain centers and offices. The information contained in this report does not reflect statements on behalf of franchisees.

WORKFORCE

WORKFORCE COMPOSITION

At Domino's, we believe attracting, retaining and developing a workforce whose background and experiences represent the communities we serve is a competitive advantage, helping us meet the needs of our customers, team members, and franchisees. We are committed to reporting our diversity representation at all levels. Goals have been established based on market labor trends projected to 2030, and are outlined in the table below. Progress and opportunities are reviewed annually with our senior leaders and Board of Directors.



"Do the Right Thing" and "Put People First" are two of our core values at Domino's that are crucial elements of our commitment to building and strengthening our culture every day. We take pride in celebrating the diversity of our team, which enhances our ability to innovate and operate successfully in over 90 countries around the world.

- RUSSELL WEINER, DOMINO'S CEO

GOAL	2022	2023
44% of women in management and leadership positions for U.S. corporate roles by 2030	40%	43%
43% of women in management and leadership positions for U.S. store roles by 2030	36%	41%
28% of Black, Indigenous, People of Color in management and leadership positions for U.S. corporate roles by 2030	24%	23%

You can find our EEO-1 report [here](#).

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 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.

In 2023, we are proud to have maintained pay equity across job families for all team members* in our offices, corporate-owned stores and supply chain centers for our salary and hourly positions. This strong result was achieved through proactive examination of pay, in collaboration with third-party experts. Previously, Domino's removed all questions from the application and interview process related to pay history; removing a key barrier and enabling candidates to be paid in line with their peers and salaries in the market. Pay and salary rates for all positions are regularly reviewed to monitor equitable pay practices across Domino's.

*Excluded from the review are CDL Drivers, who were paid on an activity model.

EMPLOYEE WELLBEING AND INCLUSIVE BENEFITS

Our commitment to 'put people first' means that we work to ensure that our team members feel valued and supported. We know that our team members enable our success, and we remain committed to their overall wellbeing and development. Domino's offers a comprehensive benefits package to eligible team members in the U.S., including several benefits designed to promote an inclusive workplace and other programs to help eligible members manage and optimize their health.

In 2023, our health plan advancements included enhanced adoption assistance benefits, enhanced parental leave benefit providing birth mothers up to 14 weeks of 100% paid leave and non-birth parents up to 6 weeks of 100% paid leave, and increased child care tuition discount from 20% to 25%.



CORPORATE EQUALITY INDEX

Domino's received a top score of 100 in the Human Rights Campaign Foundation's 2023-2024 Corporate Equality Index (CEI), the nation's foremost benchmarking survey

and report measuring corporate policies and practices related to LGBTQ+ workplace equality. Domino's joined the ranks of 545 major U.S. businesses that also earned top marks this year. Our efforts in satisfying all the criteria earned a score of 100 and the designation as recipient of the Equality 100 Award: Leader in LGBTQ+ Workplace Inclusion.

The findings of this comprehensive assessment of LGBTQ+ workplace equality reaffirms our commitment to creating an inclusive culture, and we celebrate not only with our LGBTQ+ team members but also our entire team.



WORKPLACE

TEAM MEMBER ENGAGEMENT

Domino's is committed to fostering an engaged culture in the workplace where people are respected and appreciated, and where team members listen, learn, and support each other.

We define team member engagement as the strength of the connection team members feel toward the work they do, their teams and the overall organization. Every year our aim is to proactively and continuously listen to our team members' sentiment around their work, direct manager, teams, culture, and overall commitment to the brand. Through deep analyses and leader-led listening sessions, we strive to validate our efforts and commit ourselves to making year-over-year improvement as we propel Domino's to be a workplace of choice.

BUSINESS RESOURCE GROUPS

One of the ways we engage our team members is through our business resource groups (BRGs), which are open to all team members regardless of demographics. In 2023, our BRGs held company-wide fireside chats featuring inclusive topics and speakers, provided best practice sharing, and helped team members enhance professional skills and nurture meaningful work connections. Our five BRGs serve as trusted advisors to functional business groups while continuing to foster a culture of belonging, inclusion and allyship.

- **WiSDOM** (Women at Domino's)
- **BLISS** (Black Leaders Innovating, Strategizing and Succeeding)
- **LatiDo** (Latinos and Hispanics at Domino's)
- **True Colors** (LGBTQIA+, representing all colors)
- **SOAR** (focused on varying abilities at Domino's)



PIZZA PREP SCHOOL

Pizza Prep School, an immersive experience for non-store team members and business partners. Participants dive into Domino's store culture, gaining a comprehensive understanding of store operations by running a fully-functioning Domino's store located in the World Resource Center, our corporate headquarters. This experience connects non-operators to store operations, helping them to better understand their contributions to the system and fostering a deeper appreciation for the operational complexity and successes of our store teams.

PREPARING OUR LEADERS: LAUNCHING LEADERSHIP ESSENTIALS

In 2023, we launched Leadership Essentials, a transformative program designed to empower all Domino's people leaders. This initiative provides a foundational understanding of key leadership frameworks, while emphasizing the critical importance of areas such as culture, engagement and inclusivity. Aligned with Domino's values and leadership competency framework, Leadership Essentials focuses on vital subjects including giving and receiving feedback, coaching for high performance, and inclusive leadership behaviors.

TRUCK DRIVER DEVELOPMENT PROGRAM

Domino's Driver Development Program is taking participants on new roads. The program, which was recently revamped and expanded, focuses on developing a talent pipeline for one of our most critical talent segments - Domino's truck drivers. This program provides supply chain center team members working in non-driving roles the opportunity to earn their Commercial Driver License and become safe, professional semitruck drivers for Domino's. The Driver Development Program pays for team members to go to driving school and obtain a CDL license, and offers mentoring by experienced Domino's drivers. This program has increased our retention rate among participants by more than 25% points and exemplifies putting people first. It is also designed to enable business continuity for all our Domino's products to reach our stores and franchises across the U.S. and Canada.



Domino's launched its Driver Development Program in 2021 to give supply chain center team members the opportunity to earn their CDL and become drivers.

One graduate, Juan Ruiz, of our Arizona supply chain center said, *"Domino's gave me not only the opportunity to expand my career within the company, but also the belief in my ability to accomplish this goal. Never in my wildest dreams did I think I would be driving a tractor-trailer."*





MARKETPLACE

FRANCHISEE DIVERSITY

We are proud that substantially all of our franchisees in the U.S. started as delivery experts or in other in-store positions – which speaks to the power of what’s possible with our brand. As we execute our Hungry for MORE strategy, delivering MORE sales and MORE stores, we also embrace our commitment to do even more to build an enduring brand for both our current and future franchisees. In keeping with that commitment, we will launch a new Power of Possible Fund in the back half of 2024, which will continue to expand opportunities to achieve the dream of becoming a franchisee. Over the next five years, Domino’s has committed \$5 million to support new franchisees on their journey to entrepreneurship.

DIVERSIFYING OUR ADVERTISING

Our marketplace efforts continue to be focused on important initiatives in media and advertising. To further reflect the diversity of our customers, team members and the communities we serve, Domino’s committed to the allocation of 2% of our 2022 upfront media budgets to diverse-owned media companies, production houses and content creators and committed to double it to 4% in 2023. In 2023, we achieved this goal by increasing our TV & video agency led media budget to 4% spent with diverse-owned companies.

We previously added a minority-owned digital agency to our roster and have implemented a process that is designed to create more diversity in our production/post-production work. In addition to marketing to broad, diverse English-speaking audiences, we will continue to invest in reaching customers who view Spanish language programming. We will maintain strong stewardship of the marketing dollars provided by our independent franchisees, through the use of data from our media mix model and industry research, to identify the most cost-effective manner to reach diverse audiences.

OPENING SHOT

In 2023, Domino’s and its advertising agency, WorkInProgress, piloted Opening Shot, a program created to provide candidates from underrepresented backgrounds with the opportunity to attend a real-life advertising production at no expense to the candidate, with the goal of inspiring them to enter the industry.

The Opening Shot pilot resulted in placing three individuals at national television video productions. Learnings from participants and agency teams have been used to improve the program. *“We are proud to be able to partner with WorkInProgress on this program and invite other brands to do the same with their agencies,”* said Kate Trumbull, senior vice president, chief brand officer at Domino’s. *“It has been inspiring to connect with these young individuals and get them excited about what role might be right for them in advertising.”*



Alena Cuebas, the first Opening Shot participant, attended the Domino’s Carryout Tips shoot in Los Angeles, directed by Camila Zapiola. Alena has since been accepted into Denver Ad School and will graduate in June of 2024. *“I very much enjoyed my experience in the Opening Shot program,”* said Cuebas. *“It changed my path for the future and created a solid foundation for my future in the advertising industry. I am leaving this experience knowing way more than I walked into it. I will use what I have learned while participating in Opening Shot to add a different level of professionalism in the classroom. I now have firsthand experience and way more knowledge of how the advertising industry works.”*

As the program looks to expand, WorkInProgress is calling on other agencies and brands to participate so more candidates can engage in the program, with the intent to increase the number of people from diverse backgrounds interested in pursuing a career in advertising.

COMMUNITY IMPACT

NATIONAL PARTNERSHIP - ST. JUDE

St. Jude Children's Research Hospital is leading the way the world understands, treats and defeats childhood cancer and other life-threatening diseases. Its researchers and doctors work together to turn laboratory breakthroughs into lifesaving treatments for children from across the U.S. and around the world.

Since 2004, Domino's has proudly supported St. Jude and its lifesaving mission through fundraising by asking customers to add a donation to their pizza order. Thanks to the generosity of these customers and many others, St. Jude can provide cutting-edge treatments at no cost to families – so they can focus on helping their child live.

THE DOMINO'S VILLAGE

In fall 2023, a brand new housing facility opened on St. Jude's campus in Memphis, Tennessee. The building, named The Domino's Village in honor of a ten-year commitment made by Domino's in 2020, exists as a home away from home for patient families during their treatment at St. Jude. It offers a peaceful respite with independent living accommodations, as well as enrichment spaces for residents to gather and build community.

The six-story, 307,110-square-foot building can house up to 140 families in one, two and three bedroom fully-furnished apartments, designed to accommodate different lengths of stay and family sizes.

This housing facility was created with St. Jude families in mind, with spaces to provide comfort and support for families during their St. Jude journeys.

- **Community kitchen:** Families can reserve the community kitchen for special functions.
- **Dining room:** Families can enjoy breakfast, lunch and dinner at The Domino's Village.
- **Arts and craft room:** A perfect space for patients looking to unleash their creativity.
- **Fitness room:** This room features state-of-the-art fitness equipment and space for yoga and other group fitness classes.
- **Rec room:** A space for the whole family to enjoy with foosball, a pool table and gaming stations.
- **Toddler room:** A beach-themed play space with a walk-in lighthouse and colorful murals to inspire imaginative play.
- **Outdoor playground:** This space includes accessible play equipment, outdoor grills, patio tables, a large LED movie screen and a walking path.
- **Pedestrian bridge:** The walking bridge offers safe and easy access to campus.



Community kitchen



Rec room



Outdoor playground



Domino's celebrated the opening of The Domino's Village on Sept. 27, 2023, with a ribbon-cutting ceremony.

ST. JUDE WALK/RUN TO END CHILDHOOD CANCER

Domino's franchise and corporate team members show up for the kids of St. Jude every September for the St. Jude Walk/Run to End Childhood Cancer. These events happen in cities across the country. In 2023, 30 teams of over 500 people participated – representing franchise organizations, and corporate team members from headquarters, corporate-owned stores and supply chain centers. The national Domino's team raised more than \$275,000 through participating, counting toward Domino's commitment to St. Jude.

EXPANDED COMMITMENT

Record-high fundraising in 2023 – largely driven by adding the ability to round up and donate on iOS apps – led Domino's to expand its 2020 commitment to St. Jude. In the first 20 years of partnership, Domino's raised more than \$126 million for St. Jude, primarily through the Thanks and Giving campaign. Domino's added the ability to round up all year on dominos.com in 2020, driving more than \$3 million in incremental donations. Adding round up on iOS apps in 2023 drove an additional \$3 million in donations, resulting in a total of \$16 million raised in 2023. Domino's expanded its commitment to St. Jude for an additional four years and a total of \$300 million raised by 2034 – when we will mark 30 years of partnership.

PARTNERS FOUNDATION

Taking care of the community of people inside Domino's is vital 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, distributing over \$33 million since its inception. The Partners Foundation recently added homelessness to its assistance categories, with guidelines developed to assist team members facing eviction from their homes.



The Partners Foundation is generously funded with donations received primarily through voluntary payroll deduction programs, franchisee contributions and various fundraising activities. In 2023, the Partners Foundation distributed nearly \$2.8 million in assistance to more than 1,900 corporate and franchisee team members including, 600 franchisee team members impacted by the earthquake in Turkey.

\$2.8M
in assistance to more than
1,900 team members



CORPORATE GIVING

Domino's corporate giving program allows us to demonstrate our values and uplift the communities in which we live and serve. In 2023, Domino's donated more than \$125,000 worth of pizza and gift cards – approximately 15,000 pizzas – to first responders, volunteers and people in need, and gave more than \$2 million in grants to nonprofit organizations in line with our giving priorities. Our priorities center around three key categories that are highly relevant to ensuring our communities are places where we, our business and our team members can thrive: Agriculture & the Environment, Empowerment & Opportunity and Food & Housing.

2022 - 2023

GIVING PRIORITY	Agriculture & the Environment	Empowerment & Opportunity	Food & Housing	Total
2022 TOTAL \$	\$550K	\$970K	\$265K	Over \$1.79M
2023 TOTAL \$	\$750K	\$725K	\$650K	Over \$2.13M

AGRICULTURE & THE ENVIRONMENT

Domino's recognizes the importance of farmers for both our business and our communities. We are proud to give directly to organizations that impact and strengthen the agriculture industry and that promote the success and well-being of farmers.



Domino's has been a proud supporter of the National Future Farmers of America (FFA) since 2017 – an intracurricular organization that prepares students for success in the agriculture industry by providing vital education and leadership experience. Domino's donated \$300,000 in each of 2022 and 2023, helping deliver collegiate scholarships, grants for agricultural experiences, and sustainable agriculture education resources for teachers.

American Farmland Trust and the Brighter Future Fund

American Farmland Trust (AFT) launched its Brighter Future Fund in 2020 to assist farmers in successfully launching, growing, and sustaining farms in the face of forces impacting the food and agricultural system. Funding is awarded in microgrants to help a wide range of farmers 1) Improve farm viability; 2) Access, transfer, or permanently protect farmland; or 3) Adopt regenerative agricultural practices.

According to AFT, the impact of Brighter Future grants drives new solutions for resolving key challenges by:

- Strengthening local food systems to be more resilient to disruptions caused by global events as well as providing equitable access to healthy food;
- Creating greater equity in opportunities for historically underserved farmers;
- Ensuring the availability of sufficient clean water and habitats for threatened wildlife;
- Improving long-term farm viability and community vitality.

Domino's supported the Brighter Future Fund in 2022 and 2023, funding more than 15 grants to farmers across the United States.



One farmer included Dazmonique Carr, an urban farmer in Detroit, who was able to purchase 14 abandoned city lots to grow her farm from half an acre to two acres. This empowered Carr to increase operations of her mobile grocery store business and increase food access in her neighborhood.

Learn more about Carr, AFT and the Brighter Future Fund [here](#).

FOOD & HOUSING INSECURITY

As a pizza company, we have a unique ability to support the basic needs of underserved members of our community. Domino's makes monetary contributions to nonprofit organizations working to address food and housing insecurity. We contribute to food banks to support the demand for food pantries, increasing food access to people in the communities surrounding our headquarters, corporate-owned stores and supply chain centers. Additionally, we're focused on supporting nonprofits providing emergency housing, transitional housing and supportive housing – programs that combine housing and wraparound services in a supportive setting.



Domino's Partners with the International Rescue Committee to Help Families Access Housing

Domino's has launched a new partnership with the International Rescue Committee (IRC) by donating \$100,000 in 2023 to help grow the IRC's Housing Pilot Program, which will provide families with access to housing in Northern California.

Building upon the IRC's expertise in resettlement housing, case management and financial capability services, the IRC's new Housing Pilot Program is designed to address the housing affordability, availability, and accessibility challenges faced by the IRC's clients. The program uniquely integrates housing counseling services with financial assistance solutions to create longer term housing stability for clients and set them on a path to economic wellbeing, safety, and empowerment.

The IRC's Housing Pilot Program is an innovative solution to address housing insecurity by delivering housing services coupled with financial literacy. This approach will provide stability while enriching the neighborhoods we serve.

"Bold commitments from across sectors are needed to match the scale of today's humanitarian needs," said Madlin Sadler, Chief Operating Officer at the IRC. "We are grateful for our partnership with Domino's, which enables the IRC to support and serve our clients as they integrate into new communities."

Domino's Team Members Take Action to Help Food Banks Address Summer Feeding Needs

As schools close for summer break, many families lose access to the main source of food that feeds their children and turn to local food pantries for help. As a result, food pantry demand largely increases in the summer. Domino's donated more than \$215,000 to more than 30 food banks, pantries and food rescue organizations in 2023, and Domino's team members across the country took part in hunger relief initiatives to help alleviate the pressure on these local organizations.



Team members from a Domino's supply chain center in Houston volunteered at Houston Food Bank – an organization that services 18 counties in Southeast Texas – to sort and repackage shelf stable food in the warehouse. Meanwhile, at Domino's corporate headquarters in Ann Arbor, Michigan, team members generously donated food and funds to benefit Food Gatherers – a Feeding America partner that Domino's has supported for more than 20 years. More than \$1,300 and 330 lbs. of food were collected to help Food Gatherers with summer feeding initiatives.

Ann Arbor team members also participated in an event to help Food Gatherers feed local children. They decorated paper bags with colorful pictures and inspiring quotes, and stuffed them with delicious, kid-friendly lunch items. Team members packed more than 150 lunches that were donated to Food Gatherers for distribution in the Ann Arbor area.

EMPOWERMENT & OPPORTUNITY

At Domino's, we strive to champion our customers by making monetary and in-kind donations to nonprofit organizations on a mission to help people reach self-sufficiency and find their own power of possible through scholarship, job training, youth development, and beyond.



In 2023, Domino's made grants to more than 100 local nonprofit organizations to support programming striving to unlock 'the power of possible' for vulnerable populations. These organizations, including Peace Neighborhood Center in Michigan, Lighthouse Charities in Nevada and Lowcountry Orphan Relief in South Carolina, serve communities across the country, including where Domino's has corporate operations. In 2022 and 2023, Domino's also funded scholarships through the United Negro College Fund (UNCF) for ten students each year.

Mentorship at 100 Black Men of Greater Detroit

The organization 100 Black Men of America is a national nonprofit organization committed to the intellectual development of youth and the economic empowerment of the African American community. Mentoring is the cornerstone of 100 Black Men and its network of chapters, which deliver unique programs to address

specific needs in their local communities. Between 2022 and 2023, Domino's donated a total of \$125,000 to five 100 Black Men chapters – Baltimore, Detroit, Houston, Las Vegas and Phoenix – to support youth mentoring.



100 Black Men of Detroit launched Detroit Project Success, a mentoring program, to increase the on-time high school graduation rate in Detroit. More than 600 youth have participated in the mentoring program since its inception in 2010. In 2022 and 2023, the on-time graduation rate for mentees was 100%.

"Support from great sponsors like Domino's is the key to our success," said Donald Ferguson, chair of the mentorship program at the 100 Black Men of Greater Detroit, Inc. "Not only does Domino's provide the needed funding – they get involved in our programming. We are pleased that several members of the Domino's family are also members of the 100 Black Men chapter in Detroit."

Domino's team members supported the mentees in 2022 and 2023 by collecting school supplies and volunteering at oratorical contests. To celebrate mentees meeting their goals, Domino's donates gift cards as a reward, and provides pizza to group events like movie night.

SUPPLY CHAIN CENTER COMMUNITY OUTREACH PROGRAM LAUNCH

Domino's launched the Supply Chain Community Outreach program in 2023, which resulted in a total of \$300,000 in donations to 44 nonprofit organizations identified by Domino's 30 supply chain centers across the U.S. and Canada. Team members were challenged to come together to identify organizations aligned with Domino's giving priorities that made a difference in their community. Organizations including emergency shelters, Boys & Girls Clubs, food banks, veterans organizations, and FFA chapters at local high schools are just a few examples of the incredible organizations that team members identified.



The program is Domino's first centralized effort to contribute directly to nonprofit organizations in the neighborhoods surrounding its supply chain centers. Many centers selected organizations with strong ties to team members. Some team members visited facilities to learn more about their work and present the donation. Others hosted pizza parties or attended events. While some center team members had engaged with these organizations prior to the program launch, the program offered an opportunity for many to establish a connection to the community.

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 oversight of Domino's Board of Directors.

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. 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.

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 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, [click here](#).

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. While the Company does not directly participate in any climate-related lobbying activities, the Company is a member of trade associations and coalitions such as the International Franchise Association, the National Restaurant Association and the National Retail Federation 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.



CORPORATE GOVERNANCE

BUSINESS DEALINGS AND TEAM MEMBER EDUCATION

At Domino's, we are committed to acting ethically and with integrity in our business dealings and relationships, and are committed to promoting compliance with applicable laws and protecting the dignity and rights of all people connected to our business. [Our Code of Business Conduct and Ethics](#) for Directors, Officers and Employees provides straightforward information about our commitment to act in accordance with our ethical and legal obligations.

All Domino's corporate employees are required to complete training in key compliance areas on a quarterly basis, including business conduct and ethics, fair dealing, compliance with laws, rules and regulations and reporting of illegal or unethical behavior. In addition, certain Domino's corporate employees are also required to complete additional training relevant to their job functions.

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.

To learn more about Information Security and Data Privacy, [click here](#).

ADDITIONAL MATTERS

NOTE ON MATERIALITY

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.

FORWARD LOOKING STATEMENTS

While Domino's is actively working to achieve its environmental, social, and governance ("ESG") goals, these goals are forward-looking statements that reflect expectations as of the date of this report, not historical facts or guarantees of future performance, achievement, or results. There is no guarantee that Domino's will meet its goals or increasing stakeholder ESG expectations. 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 December 31, 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.

WEBSITE LINKS

Website links included in this report are for convenience only. Information contained on or accessible through such website links is not incorporated herein and does not constitute a part of this report. Information in links relating to our industry partners is the information of those respective partners.



ABOUT THE BUSINESS

Domino's is the largest pizza company in the world with more than 20,500 locations in over 90 markets around the world as of December 31, 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 a business owner 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 2024 Stewardship Report is Domino's fourth 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 Stewardship Report is a comprehensive look at Domino's stewardship strategy and initiatives and covers the 2023 calendar year.

As of the end of our 2023 fiscal year, approximately 96% of Domino's stores in the U.S. were owned and operated by independent franchisee business owners. 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 based on best corporate footprinting practices which are in alignment with the Greenhouse Gas Protocol (GHGP). 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. Information relating to our industry partners contained herein reflects our current belief and understanding of the projects they have in process in addition to those being undertaken with the company. Domino's management is responsible for the preparation and integrity of the data in this report.

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.



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



David Roady
Senior Vice President,
Communications &
Chief of Staff



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



Maureen Pittenger
Executive Vice President,
Chief Human
Resources Officer



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



Ross Behrman
Senior Vice President,
Team USA



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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