



THE MARKET

Pizza is a \$30 billion-per-year industry, and approximately 3 billion pizzas are sold in the United States annually through 61,269 pizzerias. Each man, woman, and child in America eats an average of 46 slices of pizza a year, with pepperoni ranking as America's favorite topping. In 2001, Domino's Pizza sold 400 million pizzas worldwide.

Founded in 1960, Domino's is the recognized world leader in pizza delivery, operating a network of more than 7,100 company-owned and franchised stores in the United States and more than 50 international markets. In December 1998, investors, including funds managed by Bain Capital Inc., a leading private equity investment firm, together with management and others, acquired a 93 percent stake in the company. Currently, Domino's is the largest privately held restaurant chain in the world, and the eighth largest of all restaurant chains.

ACHIEVEMENTS

Ever wonder who invented 3-D car-top signs on taxis and driving school cars? Or why people expect food deliveries in *30 minutes or less*? Domino's Pizza, the pizza delivery experts, pioneered these and other revolutionary "firsts" in the pizza industry, while continuing to be the recognized world leader in pizza delivery. For example, did you know Domino's created the . . .

Domino's HeatWave® Bags — Introduced in 1998, these patented heating devices keep pizzas oven-hot during deliveries. The inner material of the bag is made of 3M™ Thinsulate insulation, which eliminates unwanted moisture and keeps pizzas hot and crisp.

Spoodle — This saucing tool combines the best features of a spoon and a ladle, cutting down the time spent saucing a pizza. The Spoodle was introduced at the 1985 World's Fastest Pizza Maker competition by the winner, Jeff Goddard.



Corrugated Pizza Box — This design keeps moisture from weakening the box, while preventing cheese from sticking to the top during delivery.

Unique Franchising System — Domino's "cornerstone" eligibility requirement to apply for a Domino's franchise is to have successfully managed a Domino's Pizza store for at least 12 months. Of course, no one could hope to manage any business without learning the basics. This system, which keeps the best managers in the company and gives all store employees an incentive to excel, has proven successful over the last 42 years.

college campus in Ypsilanti, Michigan. Once the business model was proven successful, Domino's began delivering to a massive pizza-craving population of thousands of college students living on campuses across the country.

In 1978, the 200th Domino's store opened, and things really began to cook. By 1983, 1,000 Domino's stores were in operation, including the opening of the first international store in Winnipeg, Canada. Because of its relentless expansion, Domino's was recognized in 1985 as the fastest-growing foodservice chain in history, with 951 units opened in one 12-month period! By 1989,

Domino's had opened its 5,000th store and in 2001 Domino's clipped the ribbon on its 7,000th store worldwide, in Brooklyn, New York.

Today, there are more than 7,100 stores — including more than 2,300 outside the United States.

HISTORY

What began as one man's dream has evolved into a company at the top of a competitive and thriving industry. The Domino's Pizza story is about teamwork, integrity, hard work, and having fun. It's about ambition, drive, and determination to do it better than anyone else!

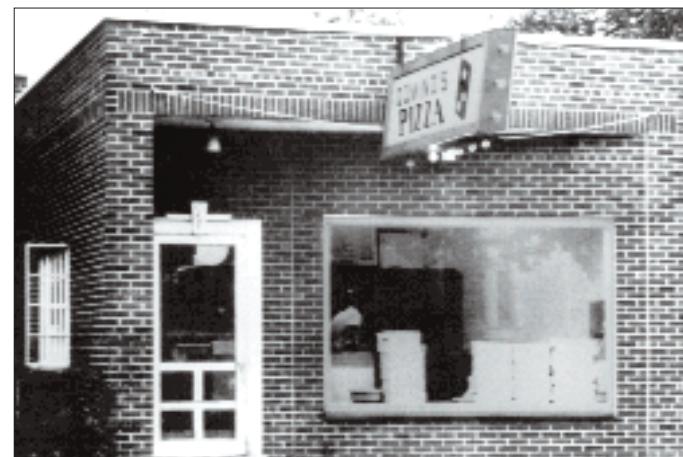
Like most corporate success stories, Domino's started out small — with just one store in 1960 on a



THE PRODUCT

It all began with a simple concept: hot, fresh pizza and a cola delivered to your door.

After sticking to its "pizza and cola" only concept for 30 years, Domino's unveiled Pan Pizza in 1989, making it the company's first new product



since its original menu was established. Domino's began offering its customers new products at a dizzying pace in the early 1990s. Continuing its tradition of innovation in the marketplace, Domino's rolled out its highly successful Thin Crust Pizza (created by the team of franchisees in St. Louis, Missouri), bread sticks (the company's first non-pizza menu item), and Buffalo Wings, a side dish whose success shocked even the company and proved to be a great add-on to any size order.

In 1995, Domino's launched its Ultimate Deep Dish Pizza (which replaced Pan Pizza) and in 1996 rolled out flavored crusts, for limited-time promotions.

To launch the New Year in 2001, Domino's delivered its first-ever dessert to its customers' doors: Domino's Cinna Stix®, freshly baked bread sticks covered in cinnamon and sugar, with creamy icing for dipping.

In the fall of 2002, Domino's became the first national chain to roll out top-quality delivered chicken with Domino's Pizza Buffalo Chicken Kickers, tender cuts of all-white chicken breast with a kick of Buffalo-style flavor baked through and through.

RECENT DEVELOPMENTS

In February 2002, Domino's Pizza acquired 82 franchised stores in the Phoenix, Arizona market, making it the largest store acquisition in the company's history.

Domino's International division recently established Domino's first regional resource center with a majority-stake purchase of the franchise in the Netherlands, setting the stage for expansion on the European continent.

In Mexico, Domino's Pizza is now bigger than McDonald's® and Burger King® combined and is the largest quick-serve restaurant chain in the country!



Domino's Pizza began a long-term national partnership with the Make-A-Wish Foundation in 2001. Through this alliance, Domino's is dedicated to delivering wishes to children with life-threatening illnesses and assisting the foundation with its benevolent volunteer efforts through heightened awareness and direct contributions.

PROMOTION

Domino's recent ad campaign, "Get the Door. It's Domino's." was launched in 2001 to focus on Domino's expertise and core premise: delivery. The message is simple. Domino's Pizza



consistently brings a hassle-free, convenient meal solution to your door.

"Get the Door. It's Domino's." ads have run on television, radio, and in print and feature a doorbell as the icon representing delivery. The ads are snapshots into everyday life — a family watching TV together, a young man staring into his refrigerator waiting for something appetizing to pop out at him, a frisky dog running to the door when he hears the doorbell ring — all ending with a Domino's delivery person seen in the reflection of the doorbell. The campaign has even extended to Domino's website, www.dominos.com, which features Domino's commercials' signature doorbell sound effect.

BRAND VALUES

For more than four decades, Domino's has delivered pizza and innovation to homes around the world. By promoting Domino's core pizza products as part of a family-friendly meal, Domino's has continued to deliver on the brand promise of being the in-home pizza meal experts.

For all products, Domino's Total Satisfaction guarantee states Domino's commitment to making "Perfect 10" pizzas: "If for any reason you are dissatisfied with your Domino's Pizza dining experience, we will re-make your pizza or refund your money."

Because of Domino's focus on taking great care of its customers and setting high standards of quality and consistency, Domino's Pizza has improved in all categories of the annual American Customer Satisfaction Index (ACSI). The ACSI, conducted by the University of Michigan Business School and the National Quality Research Center, surveys American consumers on a variety of topics related to their experiences with quick-service restaurant chains. After ranking sixth in 1999 and 2000, Domino's moved up to second place in 2002. Its overall score improved 9 percent and showed the greatest year-over-year improvement of all Quick Service Restaurant chains studied. That improvement level also ranks as the single best improvement since the survey began in 1994.

Behind the company's success is an exceptional team of pizza makers, delivery persons, store managers, franchisees, and many others — all working together with one vision: to be the best

pizza delivery company in the world. By utilizing the company's guiding principles — *demanding integrity, putting people first, taking great care of customers, making "Perfect 10" pizzas every day, operating with smart hustle and positive energy* — Domino's 140,000 team members around the globe are accomplishing amazing results.

THINGS YOU DIDN'T KNOW ABOUT DOMINO'S PIZZA

- In 2001, Domino's Pizza used 26.5 million pounds of pepperoni.
- Domino's Pizza uses a lot of cheese. In fact, Domino's uses more than 152 million pounds of cheese a year. That is 75,000 cows producing 6 to 8 gallons of milk every day of the year.
- Domino's World's Fastest Pizza Maker makes 14 pizzas in 2 minutes and 35 seconds.
- Domino's drivers cover 9 million miles each week in the United States alone. (*That's 37.5 round trips to the moon every week!*)
- Super Bowl Sunday ranks among the top five days for pizza deliveries annually, up there with Thanksgiving Eve, New Year's Day, New Year's Eve and Halloween.
- Ever wonder about what the three dots stand for in the Domino's Pizza logo? They represent the first three Domino's Pizza stores. The plan was to add a dot for every new store. However, with Domino's current store count over 7,100, that would have been quite impossible to continue.
- Because of the volume of people residing in high-rise buildings in Hong Kong, delivery times are influenced by traffic conditions on elevators! It often takes drivers longer to travel vertically than horizontally, as access to elevators is congested during "high peak" hours.
- When the first Domino's store opened in Japan in 1985, the Japanese had no word for pepperoni. Now pepperoni is one of the most embraced toppings in Japan, and the word has entered the Japanese language.