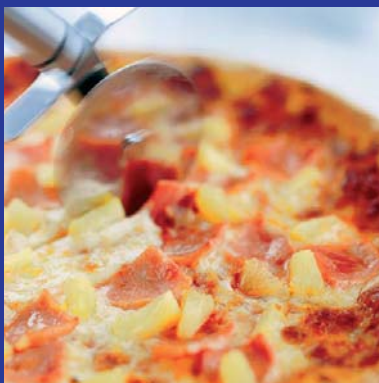
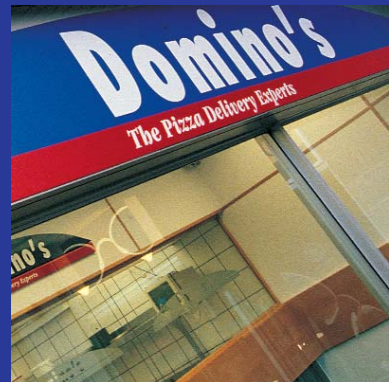


DOMINO'S PIZZA GROUP LTD

Company Information



Relax, it's Domino's®

WWW.DOMINOS.CO.UK
WWW.DOMINOS.IE

Our History

Domino's Pizza was founded in the United States on 12th December 1960 by a man called Tom Monaghan.

With \$500 in his pocket, Tom joined forces with his brother and together they opened a pizza delivery store in Ypsilanti, Michigan. They named it DomiNicks.

A year later, Tom traded his Volkswagen Beetle car for his brother's share of the store and later renamed his business Domino's Pizza. The three dots on our logo represent the three stores that Tom originally planned to open.

Through a little known format now called franchising, Tom enabled other people to invest in opening their own Domino's Pizza stores. By doing so he expanded the Domino's chain right around the globe, creating the world's leading pizza delivery company and one of the largest of all quick service restaurant chains in the world. He retired in 1998, giving the majority of the \$1bn he made through the sale of Domino's to charity.

Today there are more than 7,400 Domino's Pizza stores more than 50 countries, employing over 145,000 team members and involving almost 2,000 franchisees. Globally Domino's Pizza delivers more than one million pizzas every day.

Domino's Pizza opened its first UK store in Luton in 1985 and in ROI the first store opened in 1991 in Dublin. There are currently over 300 Domino's stores in the UK and Ireland.



FUN FACTS



We were founded in the USA in 1960 and our first UK store opened in 1985



We are the UK's number one pizza delivery company in both sales and units



We use only fresh dough and produced nearly 30 million dough balls in the last year



In 1991, we became the first pizza delivery company in the world to offer both online and interactive TV ordering on a nationwide basis



We were the first pizza delivery company to use Heatwave™ delivery technology



The UK's favourite pizza topping is pepperoni



We are a franchised business



We employ around 25 professional pizza makers, delivery drivers and order takers in each of our stores



We are the sponsors of The Simpsons on Sky One

Domino's Today

Domino's Pizza Group Limited, a subsidiary of Domino's Pizza UK & IRL plc, holds the exclusive licence to own, operate and franchise Domino's Pizza stores in the UK and Ireland. Shares of Domino's Pizza UK & IRL plc are traded on the Alternative Investment Market of the London Stock Exchange (symbol: DOM).

Domino's Pizza has a 20% share of the UK pizza delivery and takeaway market (estimated by Mintel to be valued at £575m in 2003).

UK AND IRELAND TOTAL STORES

337 (at 27 June 2004)

Of which:

Republic of Ireland 22

Northern Ireland 7

Scotland 21

Wales 9

WORLD-WIDE TOTAL STORES 7,000+

INTERNATIONAL MARKETS 50+

WORLD-WIDE TOTAL EMPLOYEES 145,000

WORLD-WIDE TOTAL FRANCHISEES 1,700

UK HEADQUARTERS

Lasborough Road

Kingston

Milton Keynes MK10 0AB

Tel: 01908 580000

WEB ADDRESSES

www.dominos.co.uk

www.dominos.ie



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A Community Service

Domino's Pizza believes that supporting the local communities in which we operate is just as important as delivering a hot and fresh pizza on time, every time. This is because we know that achieving our goal to become the best pizza delivery company in the UK and Ireland is only possible once we have earned the respect, admiration and trust of local customers.

We aim to do this in many ways – designing our stores in a sympathetic manner, employing local people, showing respect for the environment, encouraging our team members to be caring citizens, taking our skills into schools and colleges and supporting worthwhile local organisations. Domino's Pizza responds to hundreds of requests every year from organisations seeking help and we do this through the provision of free pizza certificates to raffle or auction for their causes.

Domino's franchisees and team members are given the autonomy to support relevant local community initiatives and charities that are of importance to their local customers.

Charities Of Choice

Domino's Pizza Group Ltd has selected Make-A-Wish Foundation® UK, as its charity of choice. Make-A-Wish Foundation® UK grants wishes to children with life threatening diseases.

In Ireland, Domino's Pizza supports Barretstown, the children's charity which provides medically endorsed programme of arts, adventure and fun activities for children with serious illnesses.



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Our Innovations

Domino's Pizza is widely recognised as the pioneer of the pizza delivery concept. Over the years, we have invented, or been first to use, most of the equipment and systems now used as standard by our industry. For example:

Delight Mozzarella

Domino's Pizza is the first national pizza company to offer a reduced fat cheese. Delight Mozzarella has 33% less fat than ordinary mozzarella, giving customers even more choice.

Hotter Delivery

Domino's HeatWave™ delivery bags were introduced to the UK in October 2000. Each heated hot bag contains a patented disc that is warmed by electricity. Once inserted into a special bag, this technology creates a 'portable oven' that minimises heat loss during delivery. The outer material of the bag is made with water-repellent nylon and inside the bag is 3M Thinsulate material, which eliminates unwanted moisture, keeping pizzas both hot and fresh.

The Commissary

To allow Domino's stores to concentrate on making and delivering pizzas, we developed a central commissary system. This relieves stores from long hours making dough, grating cheese and preparing toppings. Today, the commissary's production and distribution facilities provide high quality fresh dough and ingredients to all stores, keeping the company's pizza consistently delicious. Other pizza and food service companies across the world have adopted this same system.

Equipment

Fresh and delicious pizza has always been a priority at Domino's Pizza. Domino's was the first to use a fibreglass tray for dough, which simplified dough handling and ensured better preservation.

Domino's was the innovator behind the sturdy, corrugated pizza box, which prevents moisture from making the box soggy and stops the cheese sticking to the top during delivery. A delicious, crisp crust is one of the most important parts of the pizza. In search of the perfect crust, Domino's developed the pizza screen, a mesh tray that helps cook the pizza base more evenly than a tray made of wood or stainless steel.

Today it's hard to miss pizza delivery cars - thanks to Domino's Pizza. Domino's invented the 3-D car-top sign, which is currently used by a variety of industries, including taxis and driving schools.

E-Commerce

In 1999, Domino's Pizza became the first pizza delivery company in the world to offer nation-wide internet and interactive television ordering. Delivered pizza can be ordered via our website (www.dominos.co.uk) or via any of the UK's major interactive TV services. We call pizza ordered on our website 'e-pizza' and that ordered by interactive television 'tv-pizza'.



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Our Innovations

National Hotline

In 2004, Domino's launched a National Hotline, enabling customers to order pizza from their nearest store, without having to remember individual store numbers.

By dialling 087 12 12 12 12 from a landline, or a previously registered mobile, customers are connected to their nearest store. If their number is not registered, Domino's Pizza technology will triangulate the customer's co-ordinates and ask whether they would like to order from their nearest store or request the post code for the store they would like the delivery made to.

Text - 61212

Customers can also text message their post code to our SMS service which returns a message notifying the customer of their nearest store and its phone number.



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Pizza Making

We make every single pizza to order using fresh ingredients. We source our vegetable toppings from around the world, ensuring we use only seasonal produce, fresh from the ground. All of our cheese and the flour we use in our dough are produced in the UK.

Dough

We specially make our own dough balls and never freeze them like some pizza companies!

When a customer places an order, our pizza maker will select the right size of dough ball then 'stretch and slap' for just a few seconds to form the pizza base. The pizza makers' technique was invented by Domino's and keeps the base even and light, creating the perfect foundation for topping. Baked on steel mesh screens (another of our inventions!), Domino's pizzas come out of the oven crisp and light, not oily and fried. We make around 2.4 million dough balls every month in the UK and Ireland - that would create a stack of pizza over 880 miles high!

Sauce

Domino's secret recipe tomato sauce is made from fresh, vine-ripened Portuguese tomatoes. Using another of our inventions – the spoodle – sauce is carefully and evenly applied to the dough base. It is critical that precisely the right amount of sauce is used otherwise toppings will slip off!

Although our traditional sauce is a permanent and popular feature of a Domino's menu, we do experiment with exciting new sauce flavours such as herby 'Veg-A-Roma' or tangy barbecue.

Cheese

So that the traditional 'cheese pull' is created when our customers bite into their pizza slices, Domino's only uses 100% real mozzarella cheese. Our pizza makers are trained to know exactly how much mozzarella is needed – but customers can always have more if they want it! Alternatively, customers can opt for Delight Mozzarella, which has 33% less fat.

Toppings

From firm favourites like pepperoni, ham, pineapple and mushroom to limited edition specialities like Lamb Shish or Tandoori Chicken, our toppings are what make Domino's pizzas so exciting and diverse.

We regularly receive requests from customers who want to personalise a pizza with their favourite selection of toppings and that's why we have a 'Create Your Own' section on our menus that's packed with traditional and limited edition toppings.



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Store Tours

Domino's Pizza stores enjoy sharing their skills and knowledge with local people and we encourage schools and community groups to come and visit our stores to see behind the scenes. Many of our visitors learn how to make pizza with the Domino's experts!

We can theme store tours according to relevant classroom topics or matters of interest and like to work closely with organisers to make sure that the experience is fun, interesting and informative.

Past projects undertaken by people of all ages have included 'Safety & Hygiene', 'International Flavours', 'Running A Pizza Delivery Store' and 'Travelling The World For The Finest Ingredients'. There are many other topics to choose from and our store manager can tailor something specific to your requirements.

Our store tours are not limited to schools and colleges. We also host visits from play schemes, retirees, scouting and guiding organisations, social clubs and associations - in fact, anyone who's a member of our local community.

All tours are subject to the approval of a local manager or franchisee and times are restricted to outside of busy trading hours.

For details of your nearest store look on our website www.dominos.co.uk. If you know where to find your local store, simply drop in or phone to discuss store tours with the manager or franchisee.



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Business Structure (i)

Domino's Pizza in the UK and Ireland is run by a company called Domino's Pizza Group Limited. This company, which is a subsidiary of AIM listed Domino's Pizza UK & IRL plc, holds the exclusive master franchise licence to own, operate and franchise Domino's Pizza stores in England, Scotland, Wales and Ireland.

This means that Domino's Pizza Group Limited can grant entrepreneurs (franchisees) who want to open their own Domino's Pizza stores the right to do so. These franchisees benefit from using approved brand imagery, ingredients, recipes, packaging, marketing materials etc. Franchisees pay a fee of around £200,000 which buys them a fully fitted Domino's store.

Supporting all of our franchised and company owned stores is the corporate team who are based at our headquarters in Milton Keynes and at our production and distribution facilities in Milton Keynes, Naas and Penrith. Involving over 260 members, the corporate team is organised into a number of departments:

The Leadership Team - led by our chief executive Stephen Hemsley, this team is made up of department heads and is responsible for strategic decision-making.

Marketing - this department makes sure that we stay ahead of the game by understanding what our customers want and publicising our brand through innovative advertising, direct mail, e-commerce and PR. Marketing is also closely involved in the development and launch of new products and technology that makes Domino's stand out from the competition!

Franchise Sales - responsible for managing the new franchisee recruitment drive.

Food Service - responsible for manufacturing Domino's hallmark fresh dough at our company-owned facilities and for sourcing the fine, fresh ingredients used in stores, Food Service is a very important department with responsibility for making sure our ingredients meet strict food safety criteria. This department also sources, invents and/or manufactures all of the equipment used in our stores – from state of the art heated delivery technology to uniforms.

IT - as the first pizza delivery company in the world to offer customers both online and interactive ordering facilities, it's no surprise that IT is a very important part of our corporate and store level operations. Our IT team makes sure that all technology and e-commerce services are the best we can get to support our business and that they work efficiently. It surprises many people to learn how Domino's applies IT to virtually every aspect of running our business at store and corporate level.



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Business Structure (ii)

Human Resources - At Domino's Pizza Group, recruiting and retaining the best people is our priority and it's the job of Human Resources to make sure that we stay true to this commitment. This department helps us to attract and hold onto the very best professionals in the industry which is an important part of maintaining our leadership position.

Property - this department identifies and acquires property, secures planning permission, constructs and refurbishes our stores and manages all issues relating to property ownership, management and tenancy.

Finding the right property is key to Domino's growth plans and full details of property department activities can be obtained in our Property section of www.dominos.uk.com

Flawless Execution - responsible for training and operations issues, this department makes sure that Domino's stores fulfil the expectations of customers and communities. With activities ranging from world-class training and stringent store checks, Flawless Execution also supports Domino's personell with career development and the achievement of high standards!

Finance - encompassing budget planning, financial reporting, sales and purchase ledgers, public company diligence matters, payroll, accounts and credit services, Finance is one of the largest departments at Domino's. Among its wide range of other responsibilities, finance ensures that Domino's maintains healthy cashflow, it organises finance for franchisees, takes care of tax and legal matters and pays our team members and suppliers.

Do You Want To Join Our Team? - Check out www.dominos.uk.com for more information.



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Packaging

Pizza and side order boxes account for most of the packaging used by Domino's Pizza, although some small items such as dips and desserts are packaged in other materials. This fact sheet focuses on Domino's Pizza box packaging.

Design

Nearly 38 million pizza boxes are used by Domino's Pizza in a year, each one bearing the unique Domino's red, blue and white logo. The most important design elements are those that help keep the pizza oven-hot and fresh. A layer of corrugated paper encapsulated by board forms the main body of the box packaging and provides insulation. Each box is also punctuated with small ventilation holes to allow steam to escape, preventing the pizza from becoming "soggy".

Recycling & The Environment

A minimum of 80% of the corrugated board used for Domino's Pizza's box packaging is made from recycled paper. The remaining 20% is made from virgin pulp to increase the board's strength and this is specially sourced from sustainable forests.

Domino's Pizza box packaging is completely recyclable. There are many recycling points to be found locally and Domino's encourages customers to take used box packaging to these points for recycling. Alternatively, the Environment department at your local council may provide details of your nearest recycling collection point. See your local telephone directory for contact details.

Since most of our pizzas are delivered to customers' homes or collected by customers for consumption at home, Domino's Pizza stores create hardly any litter. Having said that, our team members are trained to keep their stores immaculately clean inside and out.

Safety

All cardboard used in Domino's Pizza's box packaging is accredited as being 'food-friendly' by the Food and Drug Administration in the USA. and only water-based inks are used to create the distinctive Domino's Pizza designs that appear on the boxes. All Domino's Pizza boxes are manufactured to British standards BS5750/ISO9000 certificate no: Q06314 and comply with all relevant EU legislation.

Useful contacts

The Pulp and Paper Information Centre, Tel: 01793 889600

The Corrugated Packaging Association, Tel: 01604 621002

For examples of our packaging, please contact your local Domino's Pizza store.



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The Origins Of Pizza

We commissioned food historian Colin Spencer to research the origins of our favourite food. Here are his conclusions:

There is no doubt that the source of pizza is flat, unleavened bread, which was the universal staple food of the ancient world. Wheat flour (made from the cereals grown then, emmer, spelt and einkorn) was mixed with water to make dough, kneaded into balls and then pummelled into flat discs. These were thrown onto very hot stones and cooked quickly over a fire. This method of hot stone cooking was used in the countries of the Middle East and was common to areas as far afield as Mexico and Scotland. The next step was to invert an iron pot over the stone which created a beehive oven. Clay ovens of this design have been found as early as 5000BC in the Balkans.

The obvious advantage of round flat breads is that they can be used as plates, handy receptacles for other foods. Spices and roasted seeds can be sprinkled over them, roast meats can be sliced upon them and sauces can be spread across them. Also, if the bread is soft and pliable, foods like baked fish can be wrapped in them, or they can be split and turned into pockets and then stuffed with food, as has always been done with pitta bread. Linguistically, of course, 'pizza' and 'pitta' are very close, the word 'pizza' was in use as early as 997AD in Gaeta, a port between Naples and Rome. But as the tomato was waiting to be discovered in the New World, any flavouring spread on the bread was likely to have been created from garlic, herbs and anchovies. Tomatoes made into a sauce was not used until the 16th century.

Unleavened flat breads were also eaten in early Britain and used as receptacles for food. Throughout the Anglo-Saxon period and the early Middle Ages the staple food of the peasant was a course flat bread made from maslin flour. This is a mixture of wheat, barley and rye, with a thick vegetable soup ladled onto it. The soup was thickened with dried beans or peas and would have had added kale and herbs. The bread soaked up any liquor and, of course, softened and became more digestible. The bread was baked on a round iron plate attached to a long wooden handle, similar in design to the long wooden 'peel' or 'paddle' used today to deal with pizzas cooked in the ovens which are heated to a blistering 400°C/750°F.

The Anglo-Saxons in the 9th and 10th centuries loved flat breads with sprinkled roasted cumin seeds over it. The Welsh used a very thin flat bread baked on an iron as wide as a man's arm from wrist to elbow, which was used to wrap around food - a perfect packed lunch.

The nobility used bread as plates, called trenchers. Large wholemeal loaves were baked and left for four days before being sliced thickly and squared off. As medieval cooking adored a wide range of rich and intensely flavoured sauces made from wine, ginger, garlic, saffron and spices in which to serve the meat, the bread trenchers soaked up a multiplicity of flavoured sauces. Among the very rich the trenchers were gathered up into a basket and given out as alms to the poor. So the poorest in Britain had a taste of what food was like for the very rich.

It is not surprising that pizza has conquered the world in the 20th century, for versions of the dish have proved themselves to be a daily source of nourishment in most countries for many centuries.



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Domino's Around The World



Toppings

Pepperoni may be the number one topping in the UK and Ireland, but tastes are obviously different around the world...

- Squid (Japan)
- Black Bean Sauce (Guatemala)
- Barbecued Chicken (the Bahamas)
- Capsicum (Australia)
- Lamb & Pickled Ginger (India)
- Fresh Cream (France)
- Chorizo - (Portugal)
- Grilled Lamb - (Netherlands)

Pizza Combinations

In Korea, the "Potato Pizza" is a big seller. Toppings include potato, onions, bacon mushrooms, corn pepperoni, extra cheese and...mayonnaise.

Taiwan's top selling pizza is a seafood delight with onions, peas, squid, shrimp and crab topping the pizza pie.

Pizza lovers in Australia don't skimp on the toppings with the popular Pan Supreme Pizza. This best seller includes cheese, mushrooms, onions, pepperoni, pineapple, ham, beef and capsicum, which is a type of chilli pepper.

Customers in Mexico can often be seen enjoying a Domino's Ranchera Pizza made with frijoles (beans), onion, jalapeños, chorizo and extra cheese.

In France the fromage has it with the popular "Four Cheese" pizza topped with goat's cheese, emmental, blue cheese and mozzarella. But Spain, not to be outdone, offers a five-cheese pizza with mozzarella, provolone, cheddar, parmesan and blue cheeses.

The Swiss like southwestern cuisine with the popular Tex Mex pizza. It is topped with onions, double beef, fresh tomatoes and jalapeño peppers.

In Greece, a favourite pizza is the Hellenic, which has pepperoni, onion, green pepper, fresh tomato, Greek olive, feta cheese and oregano.

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Domino's Around The World



International Facts

Hong Kong

Delivery times are primarily influenced by traffic conditions on elevators! It often takes drivers longer to travel vertically than horizontally, as access to elevators is so congested during "high peak" hours. This is due to the volume of people residing in high rises.

Virgin Islands

Drivers use landmarks for addresses because streets are not named in the Virgin Islands.

Japan

When we opened our first store in Japan in 1985, there was not a word in the Japanese language for pepperoni. Now pepperoni is one of the most embraced toppings in Japan.

Buildings in Japan are not numbered sequentially. Addresses are numbered by the order in which buildings were built. This makes for interesting delivery and training for our drivers.

Aruba

The franchise initially purchased motorcycles to deliver Domino's Pizza in Aruba. Not long after, they were forced to switch to small trucks due to the strong wind.

Ecuador

Quito, Ecuador is a city of one million people located 8,000 feet above sea level in the Andes Mountains. It has the highest elevation in Latin America delivering Domino's Pizza.

Guatemala

A traditional event is the annual "pizza chain" in Guatemala, last year's chain reached a record 1,250 meters. The event raises money for literacy in Guatemala.

Jamaica

The first Domino's Pizza store in Jamaica sold 6,000 pizzas in their first 16 days. The favoured island topping is pineapple.

India

Domino's has respected the Hindu reverence for the cow by omitting pepperoni, the beef based topping and replacing it with spicy chicken sausage.

Philippines

Site selection here is based on Feng-Shui services. Feng-Shui is the belief that businesses prosper with particular building design attributes and the placement of equipment inside.

continues...

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Domino's Around The World

International Facts

United Arab Emirates (UAE)

The streets in the UAE have been renamed three times over the past 30 years. All three names can still be officially used. This can be confusing so residents use landmarks, business and building names for reference. All names, plus the different references had to be mapped by the Domino's Pizza team, which had never been done before by any other business. It took weeks to accomplish.

Germany

A top tip when ordering pizza in Germany; choose "pepperoni" as a topping and you will get jalapenos.

Iceland

The first store, opened in Reykjavik in 1993, set an opening week world record selling more than 5,000 pizzas during the first week. Domino's Pizza franchisees, Gunnar Gudjonsson and Birgir Bieltvedt were recognised with the Most Pies in the Franchise Award for three of their highly successful Reykjavik stores. With 1999 annual sales averaging more than \$2 million each, these three stores are the top three busiest Domino's stores in the world outside of the U.S.

The Netherlands

Delivery scooters in the Netherlands are not allowed on the roads, they use designated bike routes, which are often quicker than travel on the roadways.

Poland

Phone ownership is approximately 30% among consumers in Poland, therefore carry-out sales are very strong.

Spain

The stores in the Canary Islands are closer to Africa than they are to Spain.



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More Information

Domino's can also supply the following information that might further assist your research.

[Analyst research, annual report & accounts, interim report and accounts, city presentations and plc statements -](#)

Available in the Investor Relations section of www.dominos.co.uk or by email to: investor.relations@dominos.co.uk

[Current menu and example packaging -](#)

Available from your local store.

[Franchise information -](#)

Available online in the Franchising section of www.dominos.co.uk or by email to: franchise.sales@dominos.co.uk

[Property/planning information -](#)

Available online in the Property and Planning section of www.dominos.co.uk or by email to: property@dominos.co.uk

[Careers and recruitment -](#)

Available online in the People section of www.dominos.co.uk or by email to: peoplefirst@dominos.co.uk

[Media enquiries -](#)

Please email: pressoffice@dominos.co.uk

[Customers -](#)

Please email: concerns@dominos.co.uk

Any other requests for information and company literature can be emailed to: inforequests@dominos.co.uk

Thank you very much for your interest in Domino's Pizza.



FUN FACTS



We were founded in the USA in 1960 and our first UK store opened in 1985



We are the UK's number one pizza delivery company in both sales and units



We use only fresh dough and produced nearly 30 million dough balls in the last year



In 1991, we became the first pizza delivery company in the world to offer both online and interactive TV ordering on a nationwide basis



We were the first pizza delivery company to use Heatwave™ delivery technology



The UK's favourite pizza topping is pepperoni



We are a franchised business



We employ around 25 professional pizza makers, delivery drivers and order takers in each of our stores



We are the sponsors of The Simpsons on Sky One