

FULL YEAR RESULTS

Year Ending 3rd July 2016



SLOW

WHERE IT MATTERS

FAST

WHERE IT COUNTS

AUSTRALIA • NEW ZEALAND • BELGIUM • FRANCE • THE NETHERLANDS • JAPAN • GERMANY

PRESENTERS

Don Meij
Group CEO & Managing Director

Richard Coney
Group CFO

Nick Knight
Australia & New Zealand CEO

Andrew Rennie
Europe CEO

Scott Oelkers
Japan CEO





RESULTS HIGHLIGHTS

GROUP SSS%	+10.9%
ANZ SSS%	+14.8%
EUROPE SSS%⁽¹⁾	+8.2%
JAPAN SSS%	-2.1%
EBITDA⁽¹⁾	+40.9%
NPAT⁽¹⁾	+43.6%
EPS⁽¹⁾	+41.9%
DIVIDEND (CPS)	+41.9%
FREE CASH FLOW (\$m)⁽²⁾	\$21.6m
RETURN ON CAPITAL EMPLOYED	21.6%
RETURN ON EQUITY	25.2%

(1) FY16 Underlying comparison to FY15 Statutory, including acquisitions from the date of DPE ownership, but excluding one-off significant charges

(2) Adjusted to exclude Sprint and German acquisitions



GROUP HIGHLIGHTS

	FY 14 Underlying	FY 15 Statutory	FY 16 Statutory ⁽¹⁾	Significant Charges ⁽²⁾	FY 16 Underlying	+ / (-) FY 15 Statutory
	\$ mil	\$ mil	\$ mil	\$ mil	\$ mil	%
Network Sales	1,249.3	1,479.8	1,964.1		1,964.1	32.7%
Revenue	588.7	702.4	930.2		930.2	32.4%
EBITDA	95.1	127.8	167.2	12.7	180.0	40.9%
Depreciation & Amortisation	(21.7)	(27.5)	(38.1)	1.7	(36.4)	32.6%
EBIT	73.4	100.3	129.1	14.4	143.6	43.1%
<i>EBIT Margin</i>	<i>12.5%</i>	<i>14.3%</i>	<i>13.9%</i>		<i>15.4%</i>	
Interest	(2.5)	(2.5)	(3.3)		(3.3)	34.5%
NPBT	70.9	97.8	125.8	14.4	140.3	43.4%
Tax Expense	(22.2)	(29.4)	(39.2)	(3.3)	(42.6)	44.7%
NPAT before Minority Interest	48.7	68.4	86.6	11.1	97.7	42.8%
Minority Interest	(3.0)	(4.4)	(4.2)	(1.5)	(5.7)	30.2%
NPAT	45.8	64.0	82.4	9.6	92.0	43.6%

Performance Indicators

EPS (basic)	54.6 cps	74.2 cps	94.4 cps		105.4 cps	41.9%
Dividend per Share	36.7 cps	51.8 cps	73.5 cps		73.5 cps	41.9%
Same Store Sales %	5.8%	8.6%	10.9%		10.9%	

- Network sales up 32.7%, +\$484.3m, to \$1,964.1m
- Revenue up 32.4%, +\$227.8m, to \$930.2m
- Underlying EBITDA up 40.9%, +\$52.2m, to \$180.0m
- Underlying NPAT (after Minority Interest) up 43.6%, +\$28.0m, to \$92.0m
- Underlying EPS 105.4c, up 41.9% (statutory EPS up 27.2%)
- Final dividend 38.8c (70% franked), bringing full year dividend to 73.5c, up 41.9% on FY 15

(1) Additional trading week vs. prior comparable period

(2) Significant charges detailed on page 10



FY16 GUIDANCE ASSESSMENT

	<i>FY15 ACTUAL</i>	<i>FY16 GUIDANCE</i>	<i>ACHIEVED</i>	
SSS%				
ANZ	11.3%	11-13%	14.8%	✓
EUROPE⁽¹⁾	6.4%	8-10%	8.2%	✓
JAPAN	1.8%	-2-0%	-2.1%	✓
NEW STORE ADDITIONS	177	460-500	484	✓
EBITDA GROWTH⁽¹⁾	34.4%	in the region of 35%	40.9%	✓
NPAT GROWTH⁽¹⁾	40.0%	in the region of 35%	43.6%	✓
NET CAPEX	\$72.6m	\$180-195m	\$220.8m⁽²⁾⁽³⁾	✓

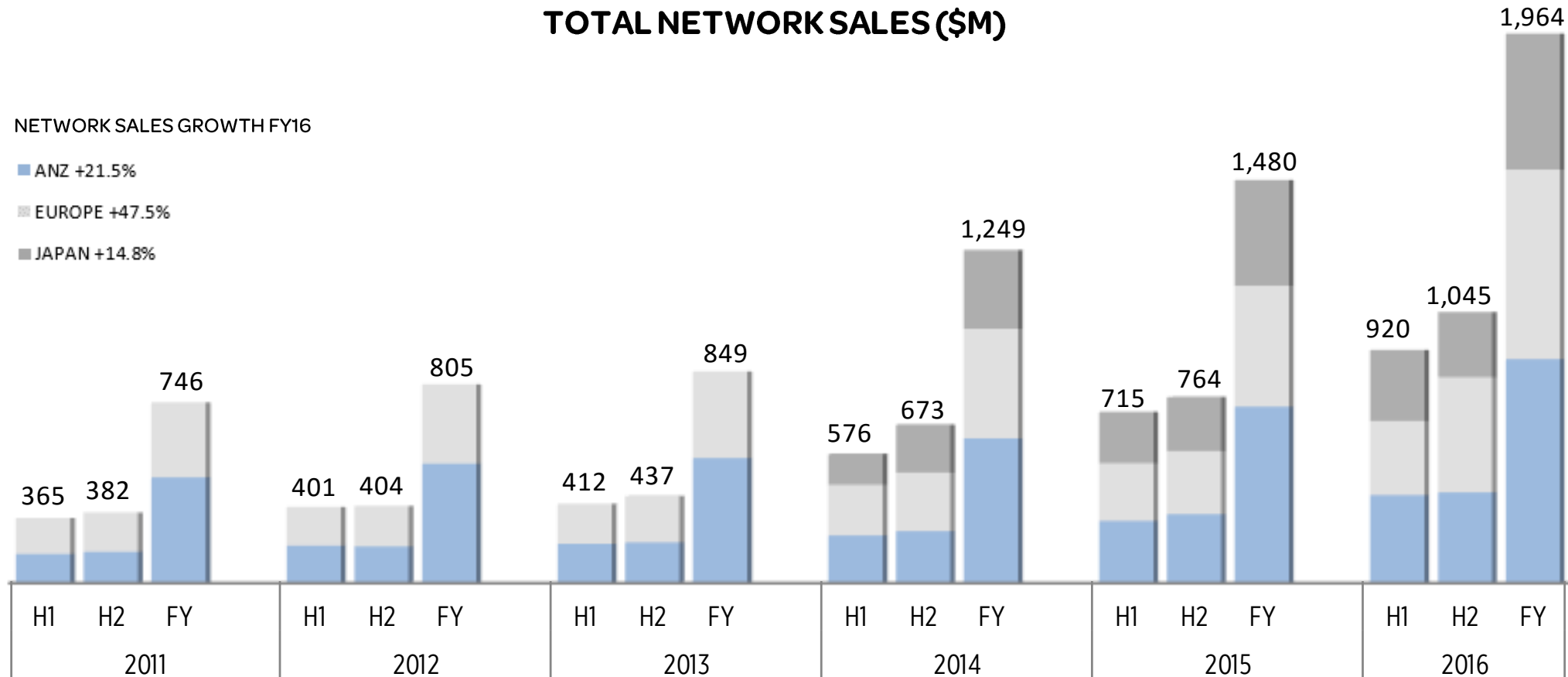
(1) FY16 Underlying comparison to FY15 Statutory, including acquisitions from the date of DPE ownership

(2) Includes accelerated Earnout payment to Joey's vendors of \$33.7m, due to faster conversions than planned. Payment forecast in FY17, but now paid in FY16.

(3) Excludes share of German acquisition funded by minority shareholder (DPG UK)



NETWORK SALES GROWTH



- Strong Group SSS: 10.9%, outstanding ANZ SSS growth: 14.8% and strong EU SSS: 8.2%
- Japan SSS were -2.1%, in a tough economic environment. Expecting recent digital technology innovations to provide growth in FY17



NETWORK STORE COUNT

	FY 14	FY 15	FY 16
Australia/NZ stores			
Franchised stores	551	606	649
Corporate stores	61	64	65
Aus/NZ Network Stores	612	670	714
<i>Stadium outlets incl in above</i>	<i>17</i>	<i>17</i>	<i>17</i>
Net Stores added in period	27	58	44

European stores			
Franchised stores	359	412	753
Corporate stores	42	40	63
European Network Stores	401	452	816
Net Stores added in period	16	51	364

Japan stores			
Franchised stores	64	99	133
Corporate stores	256	285	320
Japanese Network Stores	320	384	453
Net Stores added in period	320	64	69

Consolidated number of stores			
Franchised stores	974	1,117	1,535
Corporate stores	359	389	448
Total Network Stores	1,333	1,506	1,983
Net Stores added in period	363	173	477

Japan as % of Total Stores	24%	25%	23%
Europe as % of Total Stores	30%	30%	41%

▪ 484 stores added to the network, a DPE record:

- 49 new stores opened in ANZ⁽¹⁾
- 366 stores added in Europe⁽²⁾:
 - 64 organic new stores
 - 12 Domino's Germany stores acquired
 - 290 Joey's Pizza and Pizza Sprint stores acquired, of which 41 were converted to Domino's in FY16
- 69 new stores opened in Japan

▪ Japan's franchise stores now make up 29% of its FY16 network

(1) There were 5 store closures in ANZ, including two low trading leisure centre stores
 (2) There were 2 low trading store closures in Europe



FINANCIALS



GEOGRAPHIC SUMMARY

	FY 14 Underlying	FY 15 Statutory	FY 16 Underlying	+ / (-) FY 15 Statutory
	\$ mil	\$ mil	\$ mil	%
REVENUE				
Australia/NZ	203.3	216.8	268.0	23.6%
Europe	144.4	171.3	260.9	52.3%
Japan	241.0	314.3	401.4	27.7%
Total Revenue	588.7	702.4	930.2	32.4%
EBITDA				
Australia/NZ	58.1	71.6	91.7	28.0%
Europe ⁽¹⁾	9.5	18.3	40.8	122.8%
Japan ⁽¹⁾	27.4	37.9	47.5	25.5%
Total EBITDA	95.1	127.8	180.0	40.9%
EBITDA MARGIN %				
Australia/NZ	28.6%	33.0%	34.2%	
Europe	6.6%	10.7%	15.6%	
Japan	11.4%	12.0%	11.8%	
Total EBITDA Margin %	16.2%	18.2%	19.3%	
New Zealand average FX	1.11	1.08	1.09	
Europe average FX	0.68	0.70	0.66	
Japan average FX	93.38	95.56	85.02	

- The Group achieved another excellent underlying EBITDA growth year of 40.9%, exceeding our guidance of in the region of 35%
- ANZ again achieved outstanding annual EBITDA growth of 28.0%. With an EBITDA margin rising to 34.2%, we are on track to achieve 38% in less than three years
- Exceptional underlying EBITDA growth in Europe of 122.8%. The EBITDA margin increased to 15.6%
- Strong EBITDA growth of 25.5% in Japan, partly benefitting from stronger Yen

(1) FY16 Underlying comparison to FY15 Statutory, including acquisitions from the date of DPE ownership



SIGNIFICANT CHARGES

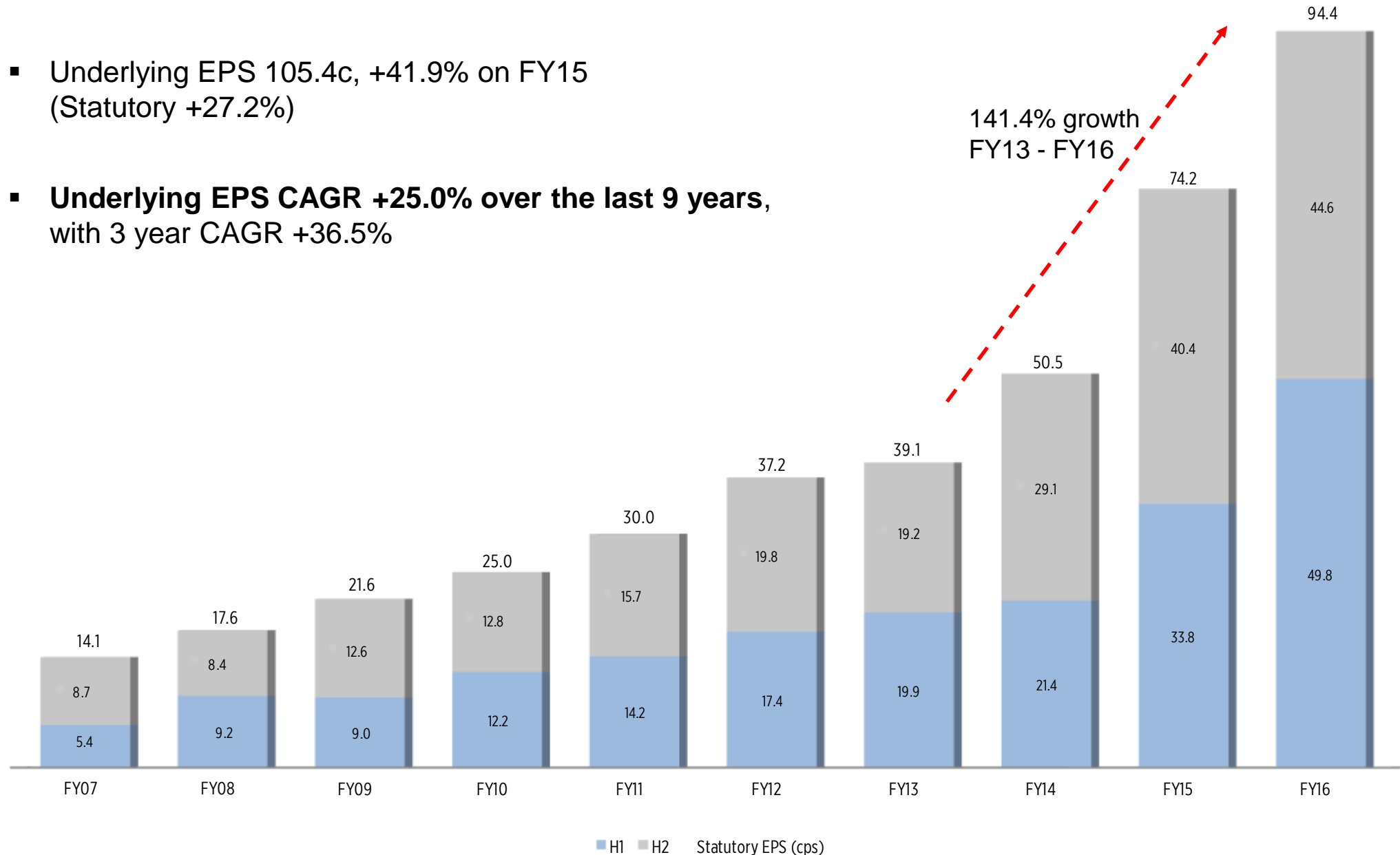
One-off Costs in the Year

	\$'000	
Germany - Transaction	3,346	▪ Transaction costs including advisory and accounting fees
Germany - Conversion and Integration	4,323	▪ Conversion and integration fees including restructuring and rebranding Joey's and Sprint stores to Domino's
Pizza Sprint - Transaction	2,038	
Pizza Sprint - Conversion and Integration	4,065	▪ French Commissary relocation, primarily relating to redundancy costs as a result of relocating the Paris Commissary
French Commissary Relocation	663	
TOTAL NPBT IMPACT	14,435	



EARNINGS PER SHARE

- Underlying EPS 105.4c, +41.9% on FY15 (Statutory +27.2%)
- Underlying EPS CAGR +25.0% over the last 9 years,** with 3 year CAGR +36.5%





CASH FLOW

	FY 15	FY 16
	\$ mil	\$ mil
Net Profit After Tax before Minority Interest	68.4	86.6
Profit on sale of non-current assets	(6.4)	(9.7)
Depreciation & amortisation	27.5	38.1
Change in working capital	0.3	(8.8)
Movement in current and deferred tax	9.0	13.1
Other	7.3	9.1
Operating cash flow	106.0	128.5
Capital expenditure	(88.3)	(132.1)
Proceeds from sale of PP&E & intangibles	18.9	20.8
Loans repaid by/(to) franchisees	(3.2)	4.3
Net cash used in investing activities	(72.6)	(106.9)
Free cash flow	33.4	21.6
Acquisitions of Pizza Sprint & Joey's Pizza	0.0	(157.1)
Dividends paid	(37.6)	(54.0)
Debt movement	3.0	153.5
Debt and equity contributions from minority interests	0.0	43.2
Proceeds from shares issued	3.6	7.9
Net cash generated from financing activities	(31.1)	150.5
Increase in cash & equivalents held	2.3	15.0

- Continuing strong operating cash flows, despite the non-recurring impact of European acquisition costs of \$14.4 million and timing of supplier payments, particularly in Japan
- Net capex & investments grew ahead of guidance predominantly due to early payment of German Earnout of \$33.7m, foreign exchange and accelerated store openings in Japan
- Additional debt movement due to European acquisitions (excluding Minority Interest) and a short term working capital facility in Japan



BALANCE SHEET

	FY15	FY16	+ / (-) FY 15	
	\$ mil	\$ mil	\$ mil	
Cash & equivalents	43.2	60.3	17.2	
Trade & Other Receivables	43.9	72.1	28.3	▪ Trade & Other Receivables increased due to organic growth in all markets and the European acquisitions
Inventories	12.3	16.7	4.4	
Other Current Assets	17.2	33.3	16.1	▪ Other Current Assets increased mainly due to acquisitions & additional short term financing to franchisees in Japan
Current Assets	116.5	182.4	65.9	
Property, plant & equipment	121.6	188.1	66.4	▪ PPE increased mainly due to accelerated store roll out in Japan & growth in Europe.
Goodwill & other intangible assets	352.2	697.6	345.4	
Other Non-current Assets	40.2	57.6	17.4	▪ Goodwill increased mainly due to acquisitions in Europe, Digital investments and FX movement
Non-current Assets	514.1	943.3	429.2	
Total Assets	630.6	1,125.7	495.1	
Trade & Other Payables	108.8	150.7	41.8	
Borrowings	1.9	36.3	34.4	▪ Trade & Other Payables increased as a result of Europe acquisitions and timing of year end
Other Current Liabilities	20.4	74.0	53.6	
Current Liabilities	131.1	261.0	129.8	
Borrowings	122.9	285.5	162.6	▪ Other Current Liabilities increased mainly due to a reclassification of the Japan put/call liability from Non-current Liabilities
Other Non-current Liabilities	71.5	184.7	113.2	
Non-current Liabilities	194.4	470.2	275.8	
Total Liabilities	325.5	731.2	405.6	
Net Assets	305.1	394.5	89.5	▪ Total Current Borrowings increased due to Europe acquisitions, FX and short term working capital requirements, due to timing of year end close
Issued Capital & Reserves	198.7	259.7	61.1	
Retained Earnings	106.4	134.8	28.4	
Equity	305.1	394.5	89.5	▪ Other Non-current Liabilities increased due to Europe acquisition put/call liability relating to minority interest, plus revaluation of currency swap in Japan



KEY FINANCIAL RATIOS

	FY 15 Statutory	FY16 Underlying	
Net Debt to Equity	26.8%	66.4%	▪ Gearing has increased as a result of Pizza Sprint and German acquisitions
Net Debt	\$81.7m	\$261.5m	▪ Interest Coverage and Return on Capital Employed have still increased as a result of very strong underlying profits
Interest Coverage	40.9x	43.5x	▪ Return on Equity has increased at a greater rate due to the European acquisitions being funded via a long term debt facility
Return on Equity	23.3%	25.2%	
Return on Capital Employed	21.2%	21.6%	



AUSTRALIA AND NEW ZEALAND



HIGHLIGHTS AND ACHIEVEMENTS ANZ

- Franchisee same store profitability at **record levels**
- Rolled out “**Slow Where it Matters, Fast Where it Counts**” philosophy through project 3-10. The aim is to have a pick-up order complete in 5 minutes and a delivery in under 10 minutes
- Opened **49 new Domino’s stores** and achieved record sales weeks across 576 stores
- Australia celebrated its **600th store opening** in East Bundaberg, during May 2016
- Launched **DRU**, the world’s first autonomous delivery vehicle and our first public-facing DLAB project. Achieved global coverage and taking our first step on our Artificial Intelligence (AI) journey
- Placed at number 20 in the world on the Forbes Global list of **100 Most Innovative Growth Companies**





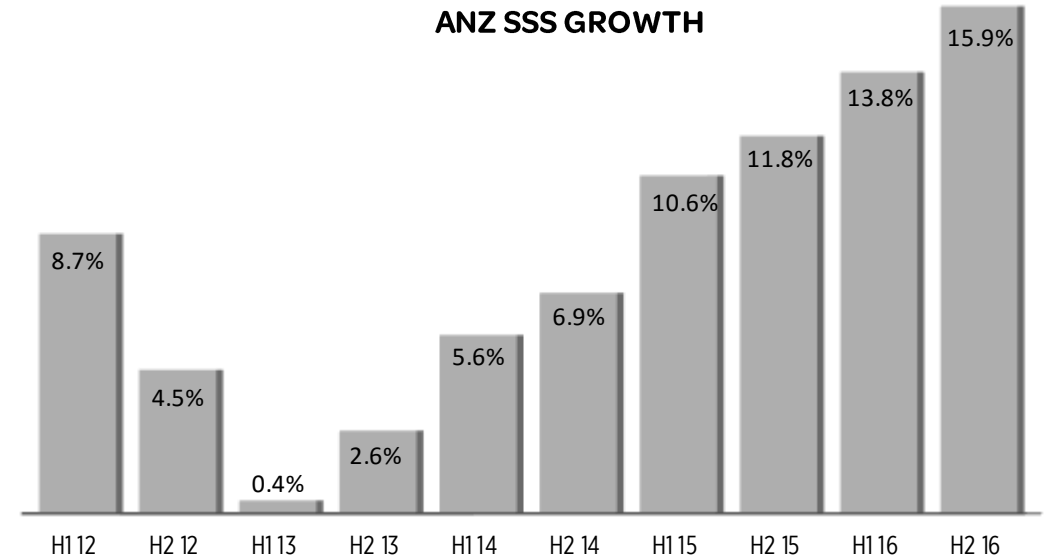
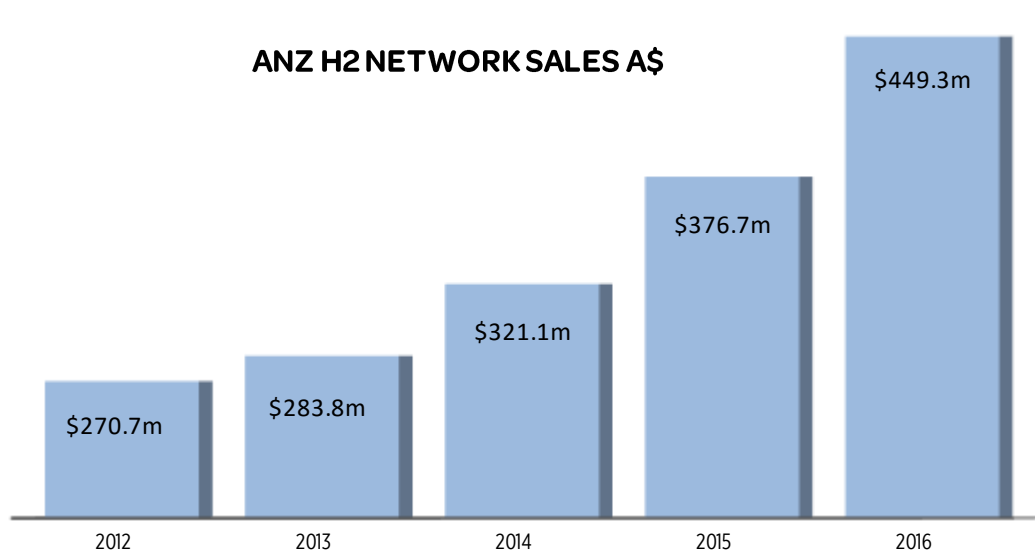
HIGHLIGHTS AND ACHIEVEMENTS ANZ

- Launched DPE's first ever technology series “**Abacus**” to showcase our digital development and first-to-market technology
- Continued investment and rollout of our revolutionary new **e-Bikes** across the network
- Successfully rolled out our “**More Than Just Pizza**” campaign across all channels to remind our customers that we offer a wide range of products and technology
- Launched “**On-Time Cooking**” which enables pick-up customers to always receive hotter, fresher, pizzas straight out of the oven
- Continued the rollout of the “**Next generation Entice Image**” with 92% of stores now refurbished





NETWORK SALES ANZ

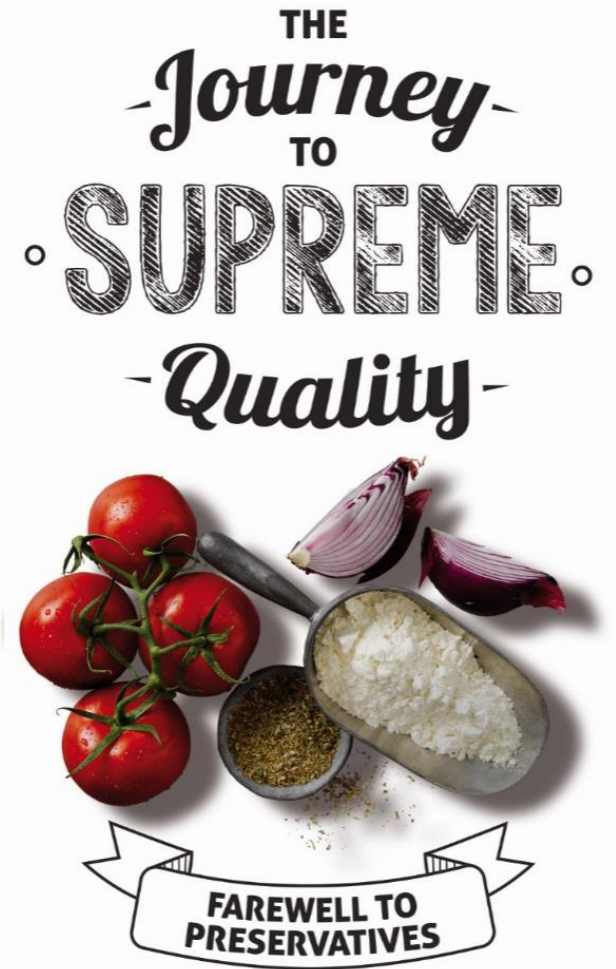


- ANZ continued exceptional double-digit growth for 2 consecutive years, with NZ in its 3rd year of double digit growth
- H2 16 sales up 19.3%, +\$72.6m, due to the compounding effect of new store openings and strong SSS growth



LOOKING FORWARD ANZ

- Continuing to work on project 3-10, with safer, more efficient deliveries, whilst investing in world class ordering platforms and new payment methods. We will have 150+ enabled stores by H1 17 and 300+ by FY17
- Biggest menu launch since 2008 to be unveiled in FY17
- Introducing 2 new food categories in the 2nd half, to drive more occasions
- We plan to open an additional 65 new stores across ANZ
- Further development of DRU, with him set to embody a bigger, more holistic Artificial Intelligence, enhancing the customer experience
- Management expects a notable increase in labour costs in the H2 17 in Australia. Management has been planning for this increase for more than 7 years and we believe the initiatives that we have built up in the business will mean that Franchisee profitability will continue to grow, despite these increases
- Delivering a menu free of preservatives and artificial colourings that's better for our customers





EUROPE



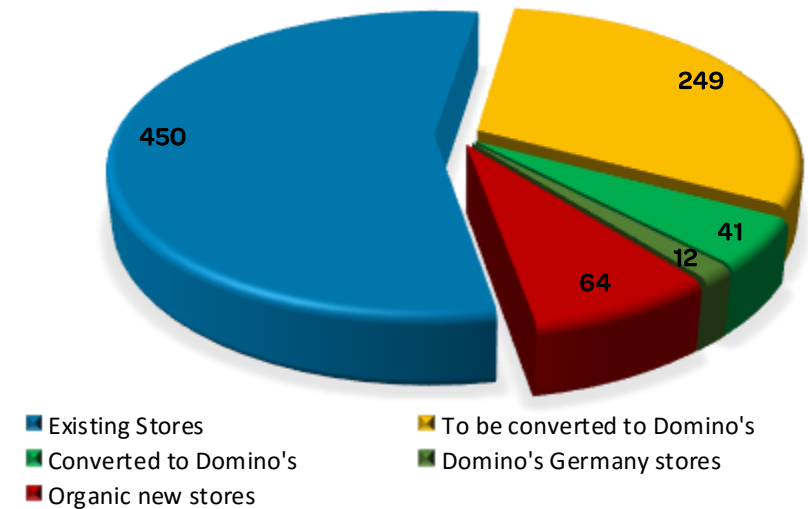
Domino's



HIGHLIGHTS AND ACHIEVEMENTS EUROPE

- **Successfully completed acquisitions** of Pizza Sprint in France, Joey's Pizza and Domino's Germany
- **366 stores added in Europe**, including a record 64 organic new store openings in France, the Netherlands & Belgium and 41 successful conversions
- **Record EBITDA growth of 122.8%** predominantly driven by our organic store growth and continued scale benefits. Only a small contribution from Sprint and Joey's, as they were not acquired until later in the financial year
- **Partnership formed with the Mayor of Paris** to roll out 100% electric delivery vehicles over the next 2 years
- 1/3 of deliveries across Belgium and the Netherlands are now completed using **e-bikes**, with stores continuing to convert
- Domino's achieved the **best rated pizza chain in the Netherlands** on all 10 quality aspects, as confirmed by new GfK study and the second highest QSR rating for brand recognition, behind McDonalds

EU STORE COUNT





HIGHLIGHTS AND ACHIEVEMENTS EUROPE

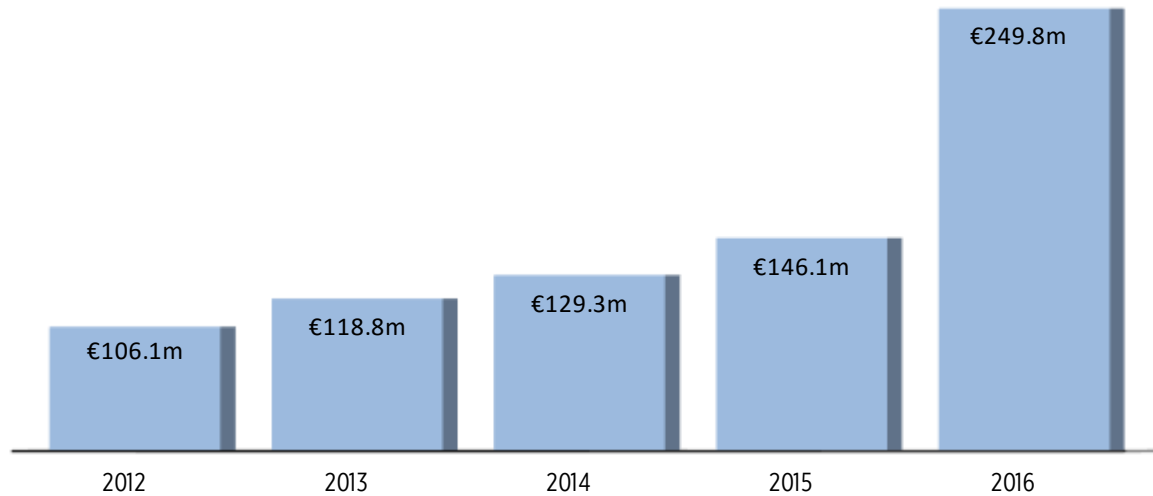
- Domino's France has increased its brand penetration by securing sponsorship agreement with **French Football League 2**, which is followed by 58% of the population
- **“Les Signatures”** range launched in France, appealing to the 35+ demographic and lifting quality perception
- Opened 3 **new store concept designs** in France: City, Urban and Bistro
- The Netherlands and Belgium were a particular highlight, opening a combined 37 new stores in FY16 and having the highest SSS% growth in Europe
- Belgium's Net Promoter Score grew by 10 per cent in the last year, to record levels
- Pulse is 100% rolled-out in Belgium and 50% rolled-out in France



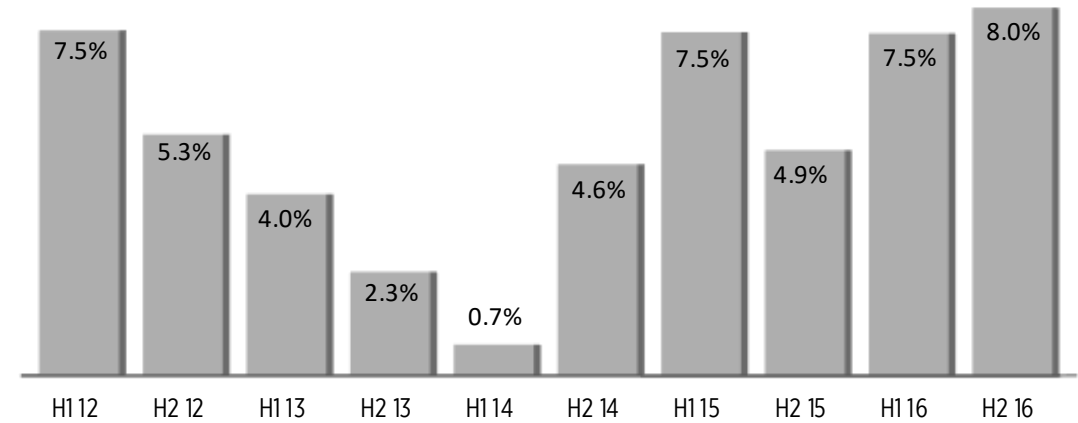


NETWORK SALES EUROPE

EUROPEAN H2 NETWORK SALES⁽¹⁾



EUROPEAN SSS GROWTH⁽¹⁾



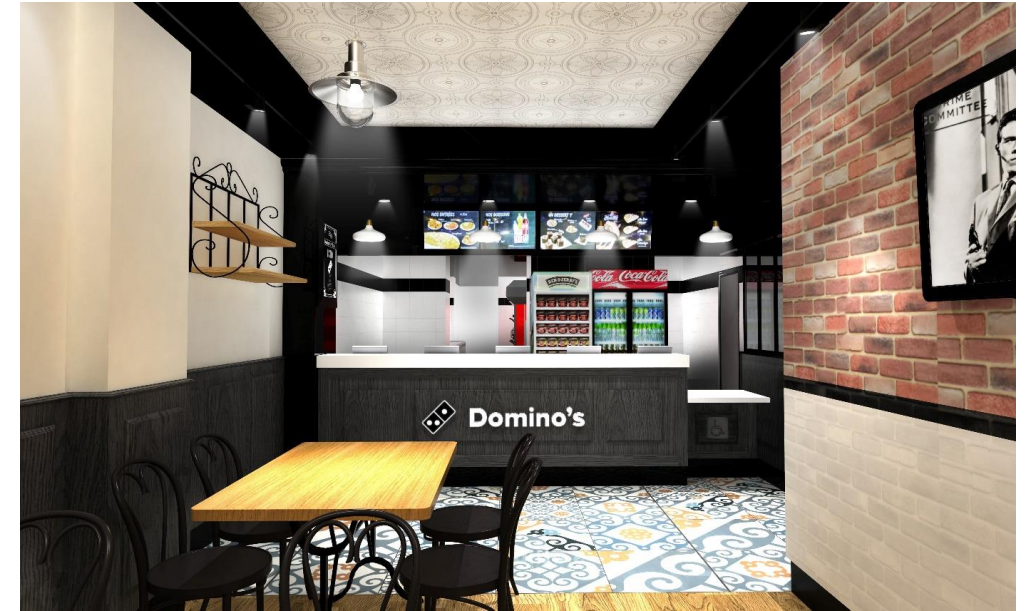
- H2 16 Sales up 71.0%, +\$103.7m, as a result of strong SSS growth, record organic store openings and acquisitions

(1) Including acquisitions from the date of DPE ownership



LOOKING FORWARD EUROPE

- EBITDA margin growth continues to accelerate and **on track to pass 20% in the next 2 years**
- Expecting record organic new store growth in FY17
- Store milestones:
 - France passed 300 stores in July
 - The Netherlands will exceed 200 stores in September
 - Belgium will pass 50 stores in FY17
- Pulse and OneDigital will be fully rolled out in France by H1 17
- Joey's Pizza planned to convert to Domino's by H1 17, including Pulse rollout and OneDigital
- Pizza Sprint planned to convert to Domino's by FY17
- GPS Driver Tracker to be fully rolled out in the Netherlands by H1 17





NEW FRANCE COMMISSARY

- Opening and fully operational in October
- Most automated Domino's commissary in the world
- Robotic dough placement system, a world first
- Robotic tray stacking, a world first
- Automated tray washing
- "Pick to light" system which gives 80% efficiency gains
- Similar technology being rolled out to the other 2 commissaries
- Annualised savings for the new commissary in the region of €2m





EUROPE ACQUISITIONS



EUROPE ACQUISITIONS

PIZZA SPRINT

- The acquisition of Pizza Sprint in France is highly complementary to our existing store network, accelerating entry into regions where DPE is less penetrated
- Converted stores are trading well above expectations with the best up 70% year-on-year. Online Order (OLO) % post conversion has also increased 3 times compared to Pizza Sprint average
- Strong appetite from converted Pizza Sprint franchisees to open more stores
- Pizza Sprint is transitioning to Pulse and leveraging DPE technology and scale benefits
- Our expectation is that all stores will be converted to Domino's by the end of FY17

JOEY'S PIZZA

- There is significant long term growth potential for DPE in Germany, with chain pizza currently only c. 20% of the market
- DPE is now the market leader in Germany, with over 200 stores
- Converted Joey's stores are showing increased SSS growth, even after removing hamburgers from the menu
- OneDigital, Pizza Tracker, Apps and other DPE innovation are being rolled out in Germany
- The first German DPE Domino's store opened in Böblingen (southern Germany), during May
- All Joey's Pizza stores are planned to be converted to Domino's by the end of H1 17, including Pulse and OneDigital



Domino's

Pizza



JAPAN

PIZZA
CHEESE MELT

BUY 1
GET 1
FREE!

PIZZA
CHEESE MELT





HIGHLIGHTS AND ACHIEVEMENTS JAPAN

- Constructed a record of **69 new stores** in 12 months
- Rolled out **GPS Driver Tracker** across our Japan network
- We now have 38 stores in our **Can Do! Partners** franchising program
- Franchised stores now comprise 29% of the network, growing to a total of 133 stores
- Opened stores in **five new markets**: Sendai, Shiga, Tokushima, Toyama and Yamanashi
- Relocated 34 stores to carry-out friendly locations, along with remodeling 6 stores in FY16





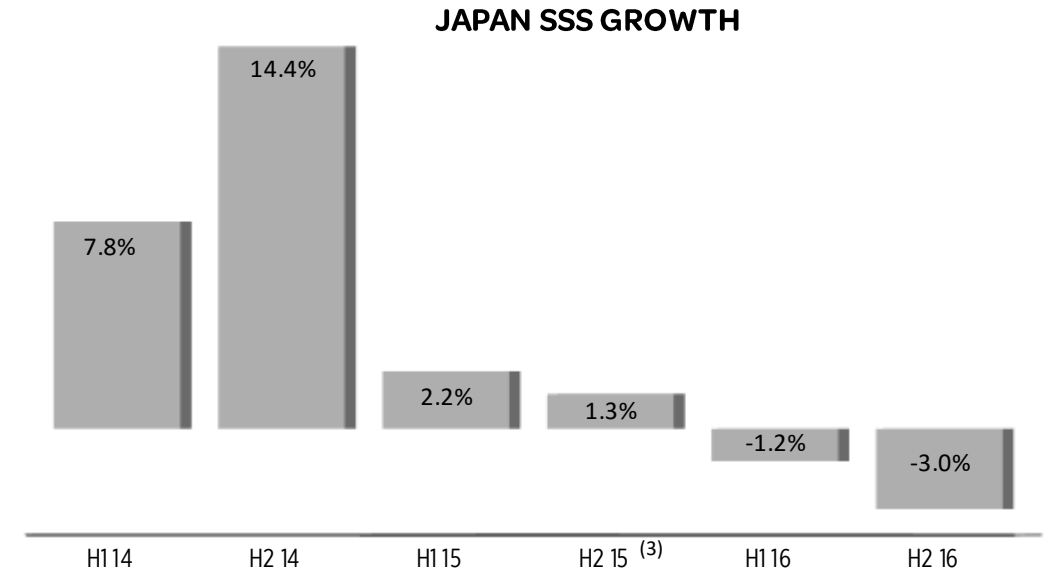
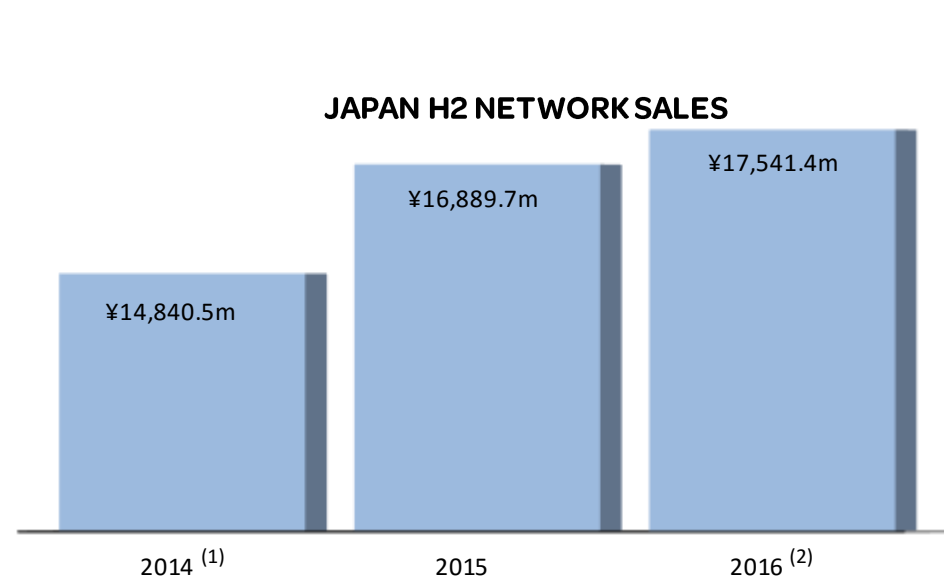
HIGHLIGHTS AND ACHIEVEMENTS JAPAN

- **Highest carry-out sales percentage** in DPJ history: 45% in FY16
- Prior to our 30th anniversary DPJ opened its **400th store**, finishing the year at 453 stores
- Launched the **new Mugen 3.0 store design** in H1 16, featuring a face-to-face transparent makeline. 73 stores converted so far
- Over 40,000 participants in the **Kids Pizza Academy**, double the number compared to last year





NETWORK SALES JAPAN



- Sales up 3.9%, +¥651.7m during the second half of the year
- Japan had best in class unit economics, expanding with more scale, driving us to continue our course for strong store expansion
- Same store sales were tough in H2 16, but note that we executed a heavy rollout of IT projects in Japan, including GPS Driver Tracker, Pulse and “BOGO Button”. Benefits from these projects will gain momentum throughout the year

(1) From the date of DPE ownership

(2) Due to the timing of half year end, H1 16 benefitted from New Year's Day trading, so comparative sales are lower in H2 16 vs. H2 15

(3) SSS calc. realigned to Group policy from H1 15 onwards



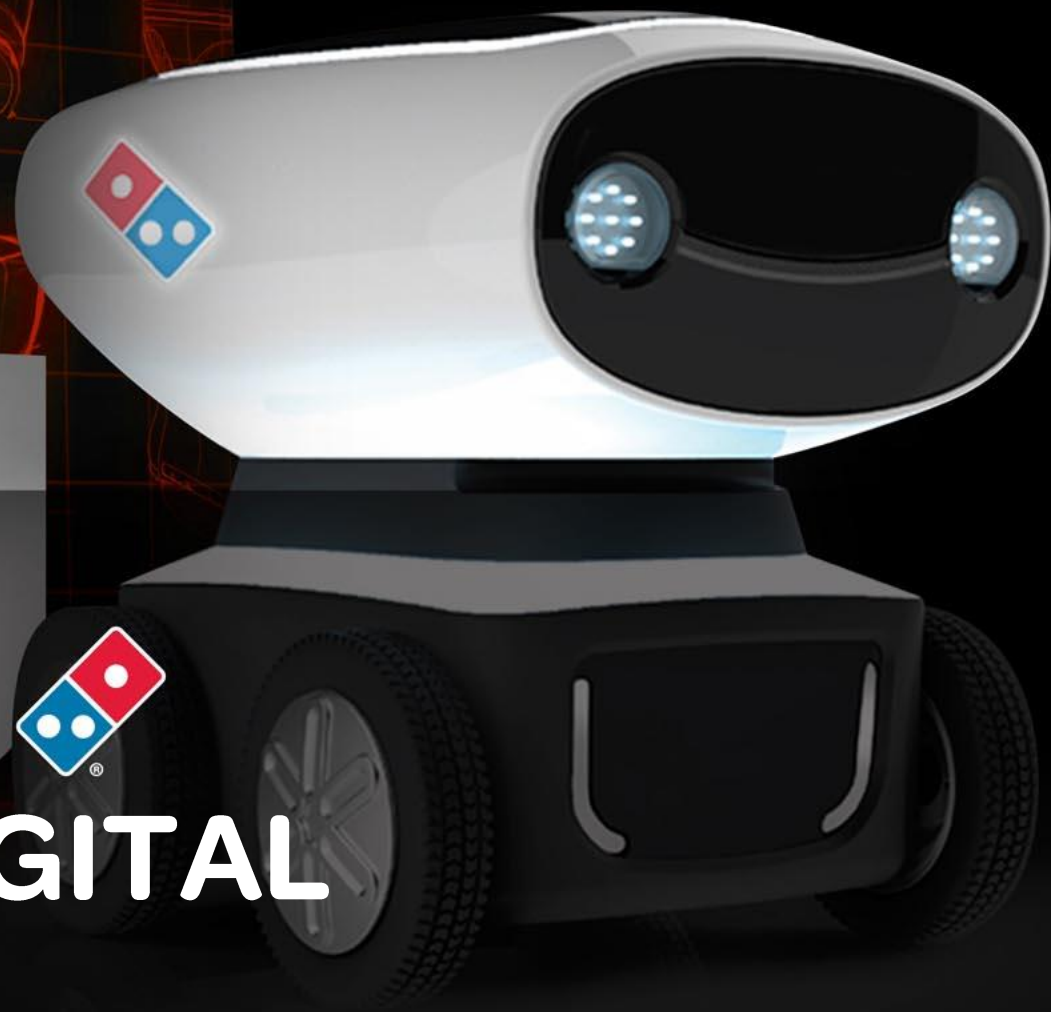
LOOKING FORWARD JAPAN

- DPJ to open its 500th store in FY17
- Pulse POS rollout to be completed throughout the system in August, ending the fastest rollout of Pulse in any country worldwide
- We will complete the installation of a new telephone system designed to maximise phone call answering efficacy at the store level
- OneDigital will begin its phase in launch in the coming months, with a target rollout completion of October
- We are planning to relocate an additional 9 stores to carry-out friendly locations in H1 17
- 5 additional Can Do! Partners stores and 10 new franchise stores are planned in H1 17
- Pursuing further expansion opportunities into new regional markets in H1 17



DRU

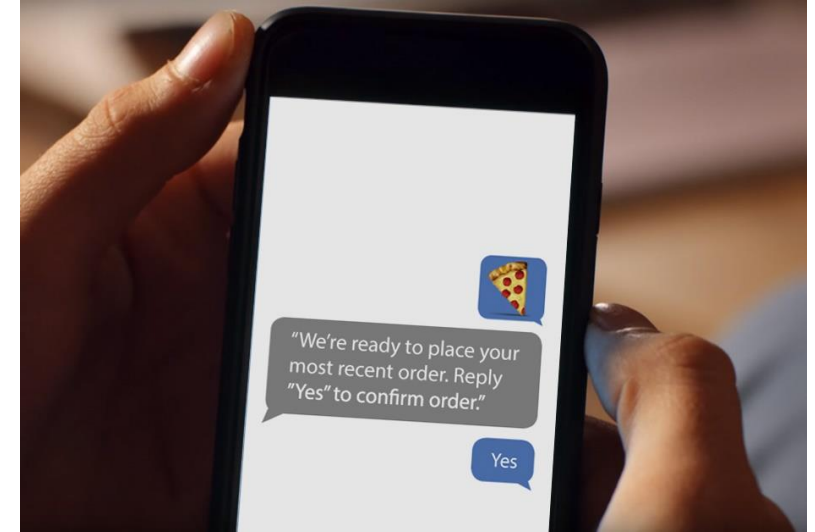

DIGITAL





DIGITAL ANZ

- Year-on-year online sales growth of 33% in ANZ
- Local Australian Development Digital team drove over 80 digital projects across the Group
- 15/20 Minute Service Guarantees – utilising new technology and algorithms to offer customers faster and safer deliveries
- “On-Time Cooking” launched in June 2016. Using opt-in geolocation technology to ensure pick-up customers receive fresher, hotter pizza straight from the oven
- Launched DLAB, a dedicated innovation space set to encourage out-of-the-box thinking
- Unveiled DRU globally in March 2016. Undertaking customer trials to make improvements and working with relevant regulators
- Introduced a new level of convenience for customers with SMS ordering, allowing customers to place their last pizza order or their “Fast Favorite” in just a few seconds, by texting the word “pizza” or using the pizza emoji





DIGITAL NETHERLANDS & BELGIUM

- Year-on-year online sales growth of 44% in the Netherlands, with year-on-year online sales growth of 125% Belgium
- Started online tactical promotions and online only Mega Weeks, leading to record digital sales
- Increased presence in the wearable technology space with the introduction of Domino's Live Pizza Tracker via the Apple Watch
- With the help of OneDigital, the Netherlands continues to lead the way in online ordering, surpassing 73% of online sales and achieving a weekly record result of 92% for delivered online sales
- Started to implement GPS Driver Tracker in the Netherlands, leveraging ANZ innovation
- Additional online payment methods, including Paypal and Bancontact/Mr. Cash, the number one debit-transaction method in Belgium





DIGITAL FRANCE

- Year-on-year online sales growth of 69% in France
- Best in class stores on Pulse Point of Sale and OneDigital in France achieving over 70% of sales online
- Continuing to roll out OneDigital, improving convenience and usability
- OneDigital is helping to drive online sales in France with converted stores achieving in excess of 50% online sale in their strongest weeks
- Entered into exclusive partnerships with 20th Century Fox Home Entertainment and beIN Sports TV network
- Rolled out WebToPrint platform, which allows stores to order and personalise all promotional POS





DIGITAL JAPAN

- Year-on-year digital growth of 31% in Japan
- Work is close to completion on delivering OneDigital to the Japan market
- GPS Driver Tracker is live and running in Japan stores, offering customers transparency over their delivery
- Launched a more convenient ordering process with the “BOGO Button” in February, successfully encouraging carry-out customers to order online
- Established a new online order platform, “LINE”, the nation’s largest Social Networking Service in September
- DPJ achieved #1 ranking in the Nikkei Digital Marketing “Social Media Contribution to Sales Increase” category⁽¹⁾



(1) Ref: <http://corporate.nikkeibp.co.jp/info/newsrelease/20160222.shtml>



DIGITAL OUTLOOK

- We will continue to take on Drive-Thru sales from other categories with project 3-10: faster, safer delivery and world class ordering platforms
- Another huge year of projects, with first to market innovations and the completion of all DPE markets to OneDigital by the end of FY17
- Launch of “Zero Click” in the coming months in Australia. Simply open the app and the order is complete
- Apple Pay and Android Pay payment methods to be delivered in Australia by FY17
- Launching various DPE digital innovations, such as: “GPS Driver Tracker” & “15/20 Minute Guarantee” in the Netherlands
- Further exploring the role of AI in the company, with continued development and enhancement of DRU
- Evolve the media strategy across the business to be more aggressive, utilising capability in online, social and digital video to gain greater customer reach and efficiency





FOOD INNOVATION



FOOD INNOVATION ANZ

- Launched the new Melbourne pizza range: 4 new pizzas that reflect the different tastes and unique flavours of Melbourne
- Expanded our popular chicken range by adding succulent new products: Chicken Lollipop and Chipotle Chicken Kickers
- Added a decadent new White Chocolate Mousse with Caramel Popcorn, for a limited time only
- Brought back the popular prawn pizza range for the summer
- Added 50% more cheese to our Cheesy Garlic Bread
- Continued on our “Journey for Supreme Quality” ahead of schedule. Delivering a preservative, colour and artificial free menu in FY17





FOOD INNOVATION EUROPE



- Due to popular demand, Cheeseburger pizza will remain on the menu after its successful launch in Belgium and the Netherlands
- Seasonal introduction of local specialties such as bitterballen and beignets
- Successful addition of impulse buy products to the menu, such as chocolate chip and caramel cookies
- Launched a third new pizza range in France called “Les Signatures”, further strengthening our brand
- Domino’s Germany now offers customers a new menu, including some of Domino’s most popular pizzas and a wide variety of chicken and desserts
- We are close to finishing the 100% preservative and additive free journey



FOOD INNOVATION JAPAN

- Japan saw the first ever upgrade to our hand-tossed dough, launched in the summer and designed specifically to cater for Japanese consumers' taste
- Pan Pizza launched in October and the campaign product “Quattro Rich Winter”, featuring the new dough, hit the highest sales on record
- Domino's Japan is almost entirely artificial preservative and colouring free, continuing to focus on taste and high quality ingredients





Netherlands
Germany
Belgium
France

Japan



OUTLOOK

Australia

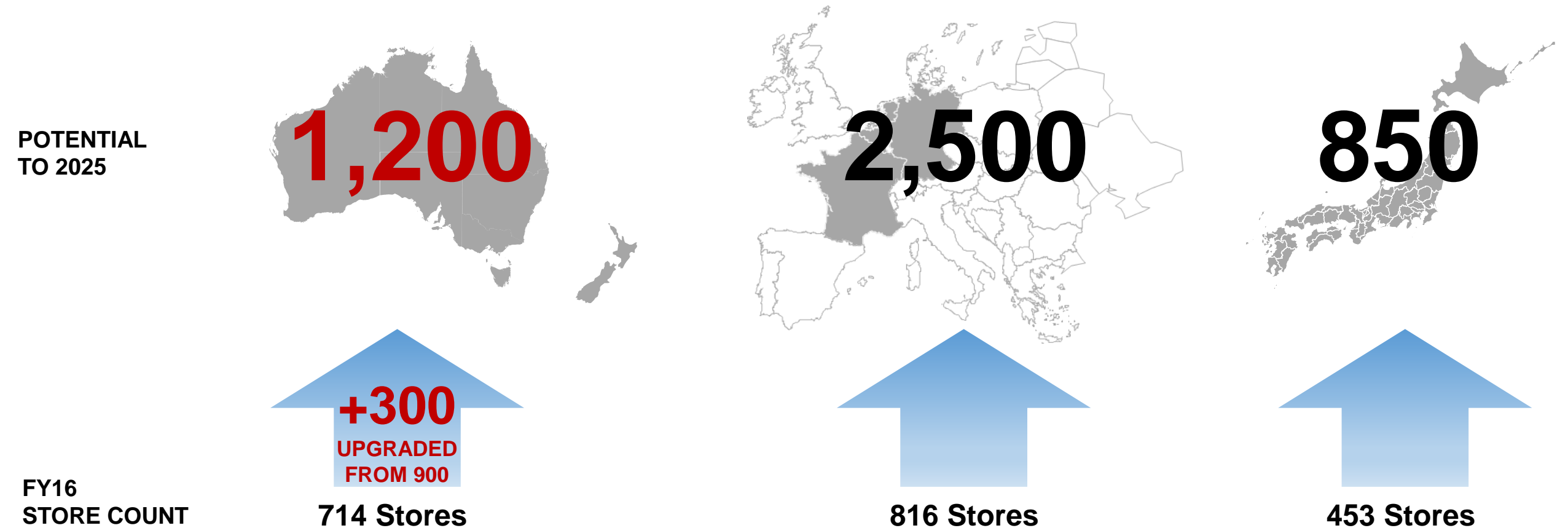
NZ

JUNE 2016
1,983 STORES

JUNE 2025
4,550 STORES



FUTURE OUTLOOK - GROUP STORE COUNT



- ANZ future outlook has been upgraded by 300 stores, to 1,200, with Group store potential increased to 4,550 stores by 2025
- DPE continues to look at ways to accelerate growth through network expansion, leveraging innovation and acquisitions

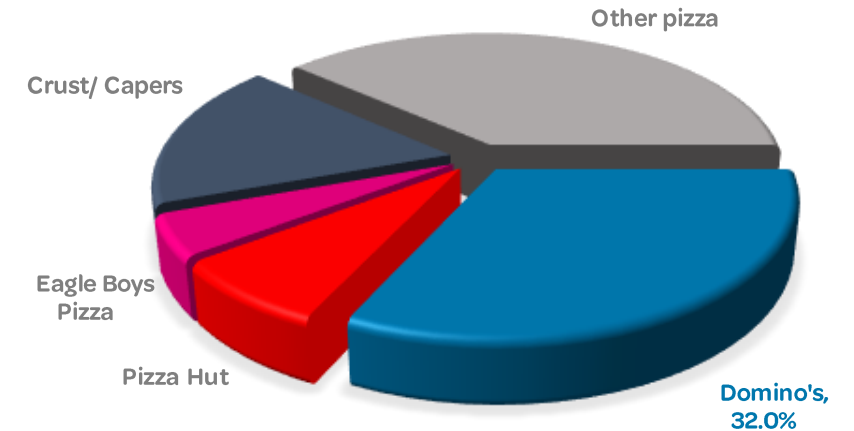


FUTURE OUTLOOK – ANZ STORE COUNT

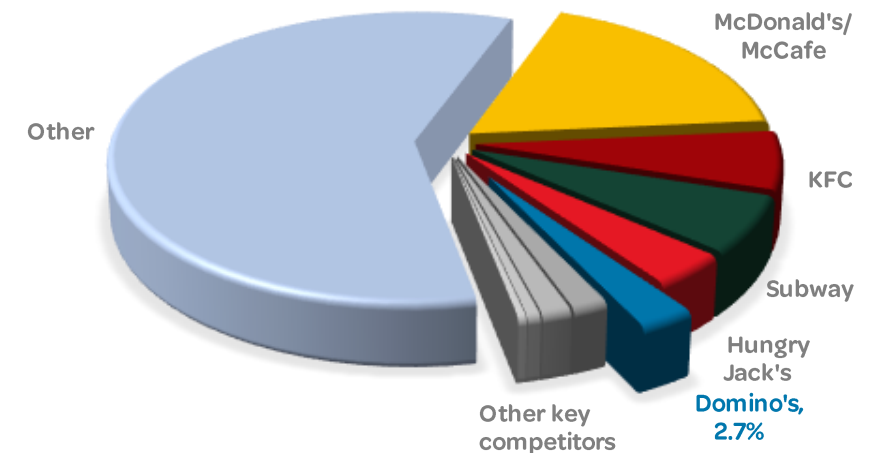
ANZ STORE UPGRADE: +300 (from 900 to 1,200 stores)

- DPE is already very strong in the Pizza space, with the highest market share⁽¹⁾
- As we see the store network reaching capacity, due to strong sales performance, we are upgrading our future store outlook
- We have used sophisticated predictive analytics and data tools to map out a future of 1,200 stores: 1,000 in Australia and 200 in New Zealand
- A combination of project 3-10 and adding 2 new food categories will give DPE a bigger slice of QSR the market
- As DPE continues on its journey to hotter, healthier, faster, fresher and more colourful food, we anticipate expanding and revolutionising the QSR industry further, continuing to win market share

DOMINO'S % OF PIZZA⁽¹⁾



DOMINO'S % OF QSR⁽¹⁾



(1) Source: The NPD Group/CREST © AU, Spend – Year End June



FY17 GROUP GUIDANCE

	FY16 ACTUAL	FY17 GUIDANCE
SSS%		
ANZ	14.8%	10-12%
EUROPE⁽¹⁾	8.2%	5-7%
JAPAN	-2.1%	0-2%
NEW STORE ADDITIONS⁽¹⁾	484	175-195
EBITDA GROWTH⁽²⁾	40.9%	in the region of +25%
NPAT GROWTH⁽²⁾	43.6%	in the region of +30%
NET CAPEX⁽³⁾	\$220.8m	\$85-95m

(1) FY16 includes 302 stores acquired from Pizza Sprint, Domino's Pizza and Domino's Germany

(2) FY16 Underlying comparison to FY15 Statutory, including acquisitions from the date of DPE ownership

(3) FY16 Includes CAPEX of \$113.9m relating to acquisitions of Pizza Sprint, Joey's Pizza and Domino's Germany



FY17 TRADING UPDATE

Trading update as at 07-Aug

	<i>ANZ</i>	<i>EUROPE</i>	<i>JAPAN</i>	<i>GROUP</i>
SSS%	14.5%	5.8%	-3.4%	8.9%
New Store Openings	5	4	7	16

- Our strongest start to the year for Group SSS and new store openings in ANZ and Europe
- Europe and ANZ SSS momentum continues in all countries
- The Joeys and Pizza Sprint conversions continue to progress ahead of plan with an additional 48 stores converted during the first 5 weeks of trading, taking the total to 89 thus far
- Japan SSS are challenged in the current economic environment. However, they are outperforming the competition whilst executing heavy rollout of IT projects, including GPS Driver Tracker, Pulse and OneDigital among others. Benefits from these projects will gain momentum throughout the year



SUMMARY



CONCLUSION

- Due to record store openings, strong SSS and efficiencies derived from our digital expansion, we have exceeded Group guidance with underlying EBITDA +40.9% and NPAT +43.6%
- Our success has been shared with our Franchisees, with ANZ and Europe Franchisee profitability at record levels
- FY16 saw DPE successfully complete acquisitions of Domino's Germany, Joey's Pizza and Pizza Sprint, adding 302 stores to the Network, with converted stores trading well ahead of expectations
- Significant organic new store growth of 182, in addition to conversions and acquisitions
- EBITDA growth in Europe of 122.8% is mostly organic, with acquisitions only settling in late January/early February
- DPE is now market leader in Germany, with significant growth potential as we introduce DPE platforms and innovative ordering solutions that have proven results in our other markets
- Continued to roll-out DPE best in class technologies including: DRU, "On-Time Cooking", "SMS Ordering", "Quick Order" and "15/20 minute guarantees", which we plan to leverage across all our markets



CONCLUSION

- We expect 10-12 minute delivery and 5-6 minute carryout to be a significant driver of sales over the next 3-5 years. 10 minute delivery set to target Drive-Thru customers from our largest QSR competitors
- Ahead of schedule to deliver customers a menu that's better for them, through our journey for supreme quality – including a menu 100% free of preservatives, artificial flavours and colourings
- The new French Commissary will save DPE in the region of €2m per year and be the most automated Domino's Commissary in the world
- As a result of the extraordinary growth and demand that we are experiencing in ANZ, a significant part of the system is starting to hit capacity. We have therefore calculated that the future ANZ network will be in excess of 1,200 stores, up from the previous guidance of 900
- Due to the strong momentum and scale we are achieving in Europe, along with efficiencies from our new Commissary and digital platforms, we are bringing forward guidance that we will hit a 20% EBITDA margin within 2 years
- As a result of the confidence in our strategy, we are offering guidance today of EBITDA growth to be in the region of +25% and NPAT growth to be in the region of +30% for FY17



DISCLAIMER AND IMPORTANT INFORMATION

- Domino's Pizza Enterprises Limited (Domino's) advises that the information in this presentation contains forward looking statements which may be subject to significant uncertainties outside of Domino's control.
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- Actual future events may vary from these forecasts and you are advised not to place undue reliance on any forward looking statement.
- A number of figures in the tables and charts in this presentation pack have been rounded to one decimal place. Percentages (%) have been calculated on actual figures.

Statutory Profit and Underlying Profit

- Statutory profit is prepared in accordance with the Corporations Act 2001 and Australian Accounting Standards, which comply with International Financial Reporting Standards (IFRS).
- Underlying profit is the Statutory profit contained in Appendix 4E of the Domino's FY16 Financial Report adjusted for significant items specific to the period. Comparisons to prior periods in financial statements are generally made on an underlying basis, rather than statutory. In this document, FY16 and FY14 statutory results have been adjusted for significant items (as shown in previous Market Presentations), hence FY14 and FY16 numbers contain both statutory and underlying results.