



HALF YEAR RESULTS

THROUGH TO 28 DECEMBER 2014

DOMINO'S PIZZA ENTERPRISES AUSTRALIA NEW ZEALAND JAPAN FRANCE THE NETHERLANDS BELGIUM



EXECUTIVE TEAM

DON MEIJ

Group CEO/Managing Director

ANDREW RENNIE

CEO Europe

RICHARD CONEY

Group Chief Financial Officer



SECTION 1

THE HIGHLIGHTS





RESULT HIGHLIGHTS

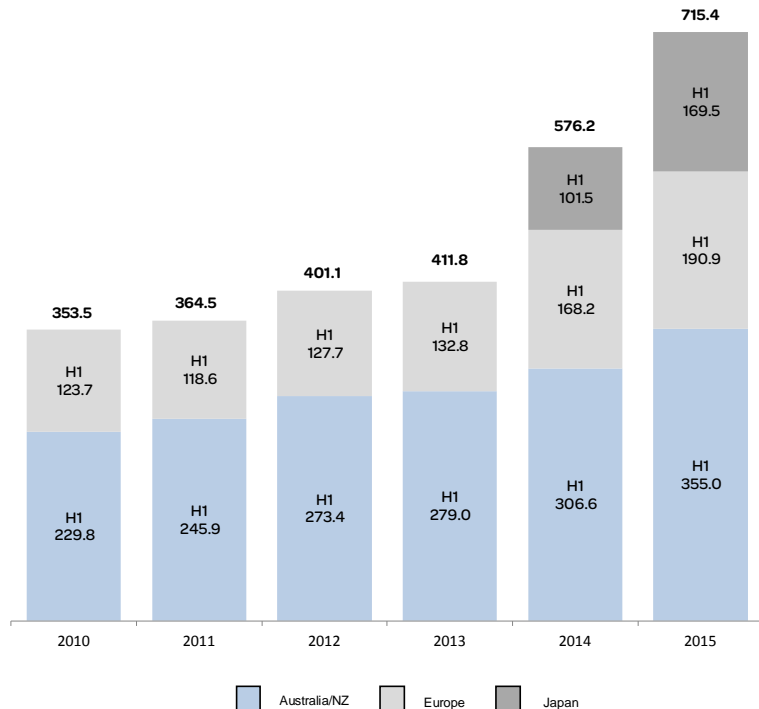
ANZ Network Sales (\$)	SSS +10.6%
Europe Network Sales (€)	SSS +7.5%
Japan Network Sales (¥)	SSS +1.2%
EBITDA ⁽¹⁾	+41.2%
NPAT ⁽²⁾	+44.2%
EPS ⁽¹⁾	+37.0%
Dividend (cps)	+39.0%
Free Cash Flow (\$m)	\$15.6m
Return on Capital Employed ⁽¹⁾	19.4%
Return on Equity ⁽¹⁾	20.9%

(1) Comparison to H1 14 underlying results
(2) Underlying NPAT growth after Minority Interest



NETWORK SALES

H1 \$m



	Total Sales	Same Store Sales
Australia/NZ	+15.8%	+10.6%
Europe (€)	+14.1%	+7.5%
Japan (¥) ⁽¹⁾	+74.3%	+1.2%

- ANZ SSS sales growth largely attributed to the success of the \$4.95 Cheaper Everyday campaign in AU, launch of Pizza Mogul and continued momentum in NZ
- EU sales have been extremely pleasing following on from the platform laid in H2 14, despite VAT increase in France (early 2014)
- Japan trading to expectations, rolling strong previous year's sales and the macro headwinds in Japan. Positive sales momentum in the holiday month of December has continued into the 2nd half
- Comparable total sales growth for the half in Japan strong at 15.8%, inclusive of strong store openings (adding July & August months under Bain ownership)⁽²⁾

(1) Japan sales in H1 14 only relates to the DPE ownership period from 3rd Sep 2013 to 29th Dec 2013
 (2) Based on unaudited sales figures for the full period Jul to Dec 2013, including the period prior to DPE ownership



NETWORK STORE COUNT

	H1 13	H1 14	H1 15
Australia/NZ stores			
Franchised stores	479	530	579
Corporate stores	91	80	67
Aus/NZ Network Stores	570	610	646
<i>Stadium outlets incl in above</i>	<i>29</i>	<i>29</i>	<i>17</i>
Net Stores added in period	11	25	34

European stores			
Franchised stores	318	346	383
Corporate stores	46	47	39
European Network Stores	364	393	422
Net Stores added in period	15	8	21

Japan stores ⁽¹⁾			
Franchised stores	-	49	85
Corporate stores	-	238	269
Japanese Network Stores	-	287	354
Net Stores added in period	-	287	34

Consolidated number of stores			
Franchised stores	797	925	1047
Corporate stores	137	365	375
Total Network Stores	934	1290	1422
Corporate store %	15%	28%	26%
Net Stores added in period	26	320	89

- New record first half store openings of 92 across the Group
- We are on track to exceed this total in the second half
- Opened 34 new stores in ANZ (also a first half record)
- Added 24 new stores to the European network, a first half record (there were 3 closures in France)
- Japan has added a record number of stores to the half, increasing store count by 34
- Franchise stores now account for 24% of store count in Japan versus 17% last year

(1) At time of acquisition, there were 260 stores in the Japan network



SECTION 2

FINANCIALS



PROFIT & LOSS

	H1 13 Statutory	H1 14 Underlying	H1 15 Statutory	+ / (-) H1 14 Underlying
	\$ mil	\$ mil	\$ mil	%
Revenue	140.8	265.4	343.6	29.5%
EBITDA	26.5	42.5	60.0	41.2%
Depreciation & Amortisation	(6.0)	(9.7)	(13.1)	34.3%
EBIT	20.5	32.8	47.0	43.3%
<i>EBIT Margin</i>	<i>14.6%</i>	<i>12.3%</i>	<i>13.7%</i>	
Interest	(0.3)	(1.1)	(1.2)	7.0%
NPBT	20.2	31.6	45.7	44.6%
Tax Expense	(5.7)	(10.3)	(14.7)	43.0%
NPAT before Minority Interest	14.5	21.4	31.1	45.4%
Minority Interest	0.0	(1.2)	(1.9)	64.5%
NPAT	14.5	20.2	29.1	44.2%

Performance Indicators

EPS (basic)	19.9 cps	24.7 cps	33.8 cps	37.0%
Dividend per Share	15.5 cps	17.7 cps	24.6 cps	39.0%
Same Store Sales %	1.5%	4.6%	8.6%	

- Revenue up 29.5%, or \$78.2m, to \$343.6m
- Strong operating performance in all regions has resulted in EBITDA up 41.2% to \$60.0m
- NPAT up 44.2% to \$29.1m
- EPS 33.8c, up 37.0% (statutory EPS up 57.9%)
- Interim dividend 24.6c (fully franked), up 39.0% on H1 14

NB: H1 13 and H1 15 do not contain any significant charges or abnormal items. H1 14 statutory results contain costs associated with the Japan acquisition and European restructuring costs, hence the use of underlying results for comparative purposes. Also note, the denominators for the purposes of calculating both the basic and diluted earnings per share have been adjusted to reflect the capital raising in FY14



GEOGRAPHIC SUMMARY

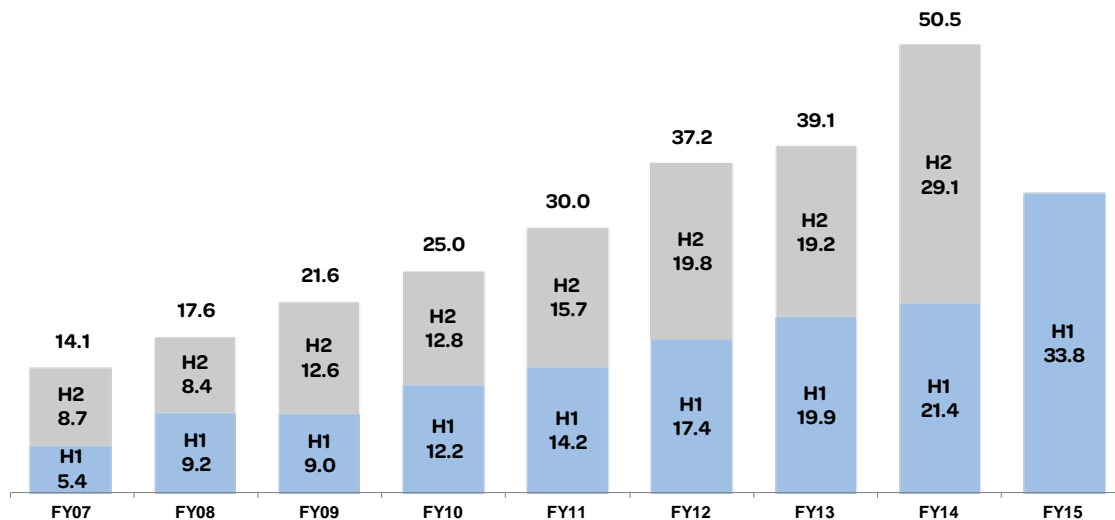
	H113 Statutory	H114 Underlying	H115 Statutory	+ / (-) H114 Underlying
	\$ mil	\$ mil	\$ mil	%
REVENUE				
Australia/NZ	87.3	97.7	102.2	4.7%
Europe	53.5	69.8	87.0	24.6%
Japan	-	97.9	154.3	57.6%
Total Revenue	140.8	265.4	343.6	29.5%
EBITDA				
Australia/NZ	23.3	28.3	35.1	23.9%
Europe	3.1	3.0	7.2	138.0%
Japan ⁽¹⁾	-	11.2	17.8	58.8%
Total EBITDA	26.5	42.5	60.0	41.2%
EBITDA MARGIN %				
Australia/NZ	26.7%	29.0%	34.3%	
Europe	5.9%	4.3%	8.3%	
Japan	-	11.4%	11.5%	
Total EBITDA Margin %	18.8%	16.0%	17.5%	
Average exchange rate for New Zealand	1.2734	1.1362	1.0974	
Average exchange rate for Europe	0.8163	0.6879	0.6919	
Average exchange rate for Japan		92.8826	96.9300	

- ANZ delivered very strong earnings growth predominantly due to double digit SSS and record store openings
- ANZ EBITDA margin of 34.3% is ahead of plan
- The revised management structure in EU and initiatives put in place have resulted in substantial EBITDA and margin growth
- Strong profit growth in Japan due to increased scale, along with excellent food and labour control in corporate stores
- Japan EBITDA growth on a like-for-like basis for the half is 27.2% (constant currency, Jul to Dec, underlying basis)⁽²⁾

(1) Japan EBITDA in H1 14 only relates to the DPE ownership period from 3rd Sep 2013 to 29th Dec 2013
 (2) Includes unaudited profit and loss figures relating to the period prior to DPE ownership ie. Jul & Aug 2013



EARNINGS PER SHARE



- EPS 33.8c, up 57.9% on H1 14 ⁽¹⁾
- Underlying EPS up 37.0% on H1 14 ⁽²⁾
- H1 EPS CAGR of 25.6% since listing

(1) Statutory growth
(2) Based on an underlying EPS in H1 14 of 24.7c



CASH FLOW

	H114	H115
	\$ mil	\$ mil
Net Profit After Tax before Minority Interest	18.6	31.1
Profit on Sale non-current assets	(2.0)	(1.9)
Depreciation & Amortisation	9.7	13.1
Change in Working Capital	2.7	5.9
Movement in current and deferred tax	(0.2)	5.6
Other	4.1	2.8
Operating Cash Flow	33.0	56.5
Capital Expenditure	(32.0)	(49.2)
Proceeds from Sale of PP&E & Intangibles	9.9	9.3
Loans repaid by/(to) Franchisees	(1.0)	(1.0)
Net cash investing activities	(23.0)	(40.9)
Free cash flow before Japan Acquisition costs	10.0	15.6
Japan Acquisition	(232.6)	0.0
Dividends Paid	(10.9)	(16.3)
Debt Movement	97.3	0.0
Proceeds from Shares Issued	152.0	1.2
Increase in Cash & Equivalents Held	15.8	0.5

- Strong operating cash flow of \$56.5m, being generated by all regions
- Timing benefits generated from working capital and tax
- Net capex increasing to \$40.9m, to leverage current momentum and accelerate growth of stores across all markets
- Despite increased investment, free cash flow \$15.6m compares favourably to H1 14



BALANCE SHEET

	FY14	H1 15	+ / (-) FY14
	\$ mil	\$ mil	\$ mil
Cash & equivalents	42.3	42.5	0.2
Trade & Other Receivables	36.6	46.7	10.1
Other Current Assets	24.3	31.9	7.6
Current Assets	103.1	121.1	17.9
Property, plant & equipment	93.3	113.7	20.4
Goodwill & other intangible assets	342.0	343.9	1.9
Other Non-current Assets	20.6	25.0	4.4
Non-current Assets	455.9	482.7	26.8
Total Assets	559.0	603.7	44.7
Trade & Other Payables	100.4	120.9	20.5
Borrowings	1.3	1.7	0.4
Other Current Liabilities	10.9	16.0	5.0
Current Liabilities	112.6	138.6	26.0
Borrowings	118.6	119.4	0.8
Other Non-current Liabilities	68.4	71.7	3.3
Non-current Liabilities	187.0	191.1	4.1
Total Liabilities	299.6	329.7	30.1
Net Assets	259.4	274.0	14.6
Issued Capital & Reserves	179.4	181.3	1.8
Retained Earnings	79.9	92.7	12.8
Equity	259.4	274.0	14.6

- Trade and other receivables increased in line with store growth
- Increase in Property, Plant & Equipment, \$20.4m, primarily as a result of investment new stores and continued digital development across the Group
- Trade & other payables up \$20.5m in line with store growth as well as timing of supplier payments in Japan



KEY FINANCIAL RATIOS

	H1 14 Underlying	FY14 Underlying	H1 15 Statutory
Net Debt to Equity	40.5%	30.0%	28.7%
Net Debt	\$104.0m	\$77.6m	\$78.6m
Interest Coverage	29.0x	29.8x	38.8x
Return on Equity	23.2%	19.8%	20.9%
Return on Capital Employed	23.4%	18.7%	19.4%

- Net debt in line with FY14 position
- Increased EBIT also leading to substantial improvement in interest coverage
- Return on Equity & Return on Capital are lower than H1 14 due to impact of the Japanese acquisition, but have improved since FY14 reporting period
- ROE increased to 20.9% and ROCE up to 19.4%



SECTION 3

AUSTRALIA /NZ





HIGHLIGHTS

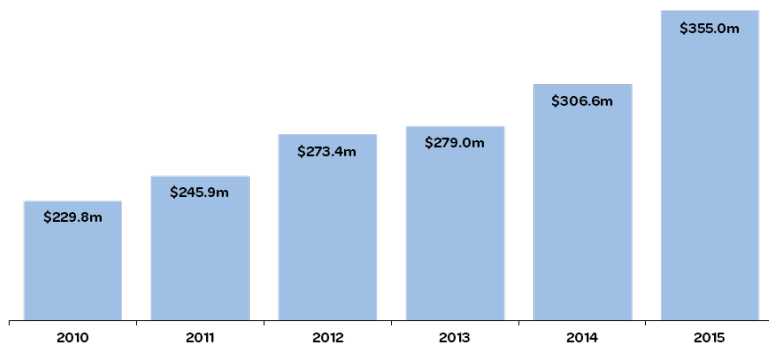
- Substantial sales growth generated from our \$4.95 Cheaper Everyday campaign and the launch of Pizza Mogul
- Strong store openings in H1 – our best first half since 2005
- New stores trading ahead of expectations
- New Zealand stores outperforming the Group for the second year
- DPE has materially contributed to the National Adfund to support the launch of Mogul and the \$4.95 Cheaper Everyday campaign



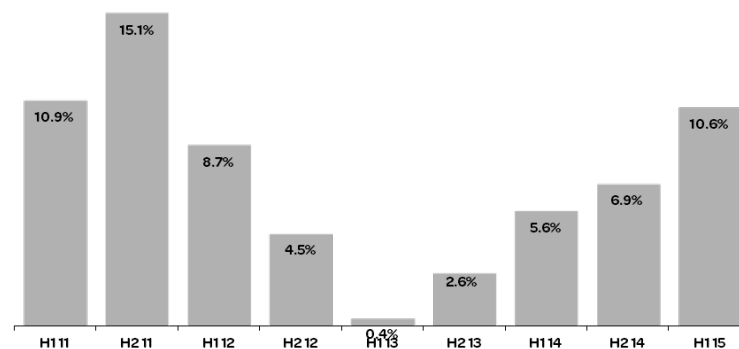


NETWORK SALES

Australia/NZ H1 Network Sales A\$



ANZ SSS Growth



- Network sales generated from the \$4.95 Cheaper Everyday campaign in AU and Pizza Mogul have contributed to our best first half SSS in 4 years
- Customer counts are also substantially higher
- Sales momentum in NZ with our value offerings has continued, leading the Group in both same store sales and customer growth



ACHIEVEMENTS

- Success of cheaper everyday campaign – including the launch, range expansion and pizza tracker campaign phases
- Bringing back square puff after 5,000 facebook fans voted for it – living and breathing our people powered pizza positioning
- Mogul – hitting over 160,000 pizzas created by our customers – again exemplifying our unique and powerful positioning of people powered pizza
- Launch of the My Slice program – an innovative structure that allows our best performing managers to share in corporate store profits and ultimately become franchisees





PRODUCT INNOVATION

- In addition to our value drivers, we continue to innovate and create a range of new menu options
- Added pulled pork to our Chef's Best range of pizzas which includes Chilli Lime Pulled Pork and Hickory BBQ Pulled Pork
- We reintroduced Puff Pizza, in response to overwhelming demand from our customers during a Facebook Q&A session with our CMO
- Enhanced our range of sides with the addition of donut bites, spicy chicken kicker bites and candy infused lava cakes
- Launch of the extra value range including Spicy Pepperoni, Bangers & Beef and Capricosa
- In New Zealand we introduced chicken tenders and a chicken sampler box





LOOKING FORWARD

- Significant technology rollout this half including GPS tracker
- Quick Ordering launched 12th January with 5 easy clicks. Will reduce even further this month and become 4 clicks with tokenisation
- New and improved online ordering experience to be rolled out this calendar year – will benefit all markets in 2016
- Electric push bike trial is bringing material cost savings to store P&Ls
- Testing new store formats





SECTION 4

EUROPE



EUROPE

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HIGHLIGHTS

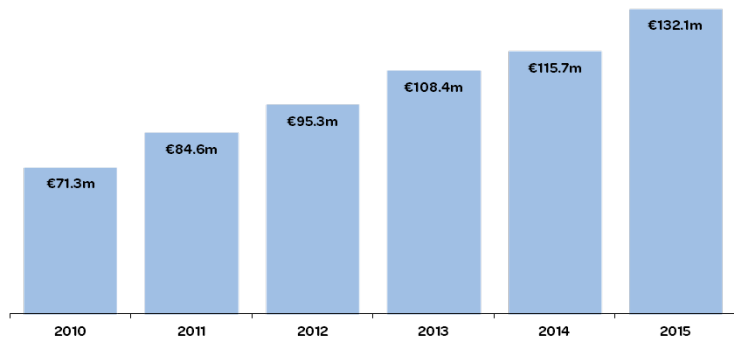
- Strong SSS despite rolling a VAT increase in France and a tough macro environment
- We have opened 24 new stores in Europe (a record number for first half new store openings)
- The DPE global online ordering system having a material impact on sales in The Netherlands. Pulse POS implementation underway in France which will roll by middle of 2015
- Belgium global OLO now fully implemented



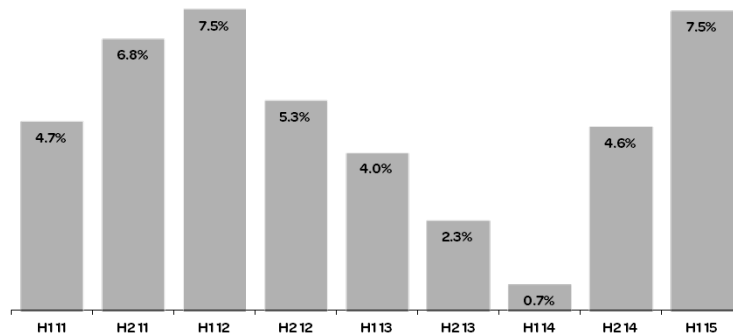


NETWORK SALES

European H1 Network Sales €



European SSS Growth



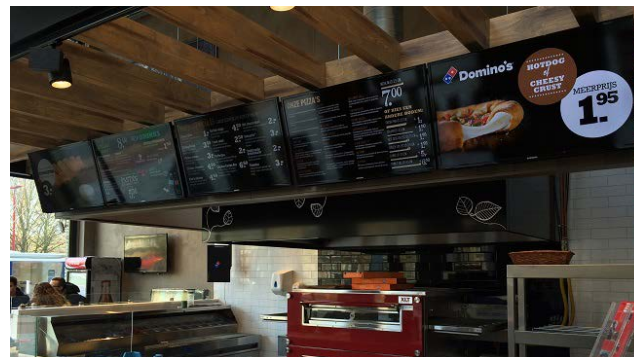
- Strong SSS in both France and The Netherlands has seen us achieve our best first half in three years
- The restructuring of the Marketing teams is delivering material results as well as the rollout of our global POS and online ordering platforms



EUROPE

ACHIEVEMENTS

- We have increased the Marketing team resources in both France and The Netherlands, including two new CMO's having a positive fresh influence on the brand and sales
- New marketing initiatives and branding providing us with good traction in France
- We have employed a new product development chef who is helping to develop a strong pipeline of innovative new menu items





EUROPE

PRODUCT INNOVATION

- New product launches in France and Belgium included the Sweet Chevre (Goat's Cheese & Honey) and the Magic Saumon (Salmon, Boursin creamy cheese and garlic)
- We also introduced the Cheesy Crust in Belgium following the popularity it received in France and The Netherlands
- The Hot Dog Crust, filled with a succulent hotdog sausage, was launched in The Netherlands along with the Zuurkool Pizza (Sauerkraut, bacon, smoked BBQ sauce and spinach)
- Our dessert range was expanded with the addition of Tiramisu and Mini Mango Cheese Cake

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LOOKING FORWARD

- Pulse rolling out in France over the middle of the year – expect to see benefits in H1 16
- New commissary still on track to open in early 2016 which will yield substantial freight and productivity savings
- Store rollout continuing to gain momentum in all regions
- Started rolling out the new Entice image in all 3 countries making the brand look more artisan
- Expecting further scale benefits to grow margins this half
- The restructured European management team led by Andrew Rennie is delivering material profit growth and we are aiming for our first double digit margin year in FY15
- Commodities look stable to slightly decreasing in 2015





SECTION 5

JAPAN





JAPAN

HIGHLIGHTS

- Opened 34 new stores during the first half of the year, 18 corporate and 16 franchised
- Record sales month of ¥4.4 billion in December
- The Can Do! Partners franchising program continues to gain momentum, with 19 stores operating at the end of the first half
- Opened stores in three new markets: Okayama, Fukushima, and Nara
- Relocated 19 stores to pick up friendly locations, including two franchise locations, along with remodelling three stores



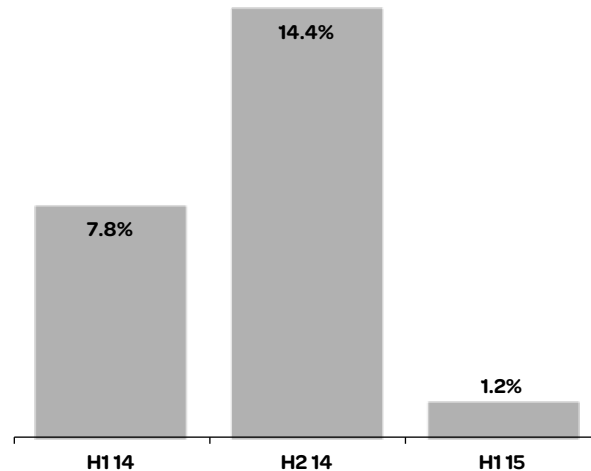


NETWORK SALES

	<u>H115</u>	<u>H114</u>	<u>Growth</u>
Full 6 months	¥16,428m	¥14,192m	15.8%

- SSS 1.2% in line with management expectations, having rolled introduction of TV advertising in prior periods
- Double digit sales growth, despite economic headwinds
- Sales growth on a comparable basis up 15.8%, (based on unaudited sales figures for the full period Jul to Dec 2013, including the period prior to DPE ownership)

Japan SSS Growth





ACHIEVEMENTS

- 34 new stores set a DPJ record for any half year period; 19 relocations was also a record
- Highest pick up sales in DPJ history: 42% of network sales in the first half versus 31% last year
- 147 stores set new monthly sales records in December; 201 stores set new weekly records, with 140 stores setting new daily records
- Service times were the best in DPJ history in the first half: 18 stores delivered in under 20 minutes, and 75 stores delivered in under 22 minutes
- Development of Mugen 2.0 stores; two stores opened with new styled counter fronts, fresh food highlights, drop lighting, digital menu boards and more comfortable waiting areas
- The Can Do! Partners franchising program continues to be a success with 19 stores under operation. The highest selling Can Do! Partners store reached ¥14.7m in sales for the month of December



JAPAN

PRODUCT INNOVATION

- We continued the journey of better ingredients and innovation with extensive research and sensory panels leading to product launches
- New seafood pizza features larger, tastier shrimp, crab flakes and spinach
- New chicken chunks, made of juicy thigh meat, complement our chicken line
- Plan to launch new softer hand tossed dough in the second half, accented by new, robust pizza sauce



LOOKING FORWARD

- Opening the 400th store prior to our 30th anniversary in September. Aim to finish the financial year above 380 stores
- DPJ will gain the #1 position in the pizza delivery segment before the end of calendar year 2015
- New tiered pick up menu launched in January, with entry prices starting at ¥1,000. Aim to provide better value to the marketplace, attract customers wanting a single pizza and increase market share
- Relocation of eleven stores to pick up friendly locations in the second half
- PULSE will begin rolling out before the end of the calendar year 2015
- Introduction of 10 Can Do! Partners stores in the second half



LIVE PIZZA TRACKER

NOW WITH ANDROID WEAR* & CHROMECAST SUPPORT.



SECTION 6

DIGITAL INNOVATION

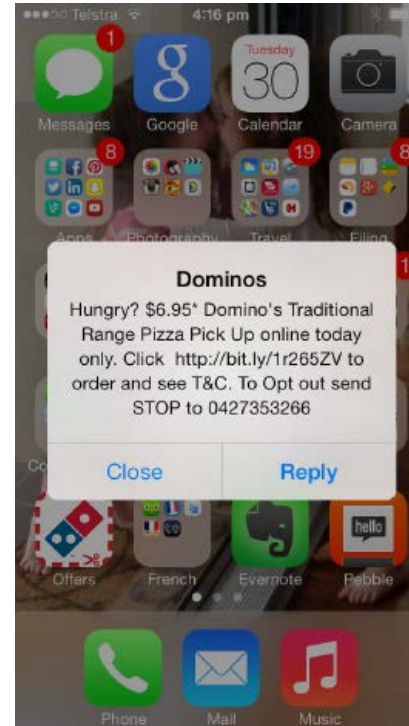
*Requires the Domino's App on a paired Android device.





AUSTRALIA/NEW ZEALAND

- Strong Online and Mobile sales growth with order counts +22.3% on pcp
- Launched a world first me-tailing initiative through the launch of the interactive Pizza Mogul website and App.
- Attracted over 55,000 registered Pizza Moguls users to the platform
- Maintained the #1 position in Online Pizza Market Share ⁽¹⁾
- A new market first with the release of Domino's Pizza Tracker for Android Smart Watches and Chromecast
- SMS marketing commenced in Australia to complement our successful email marketing campaign
- Increased activity around targeted advertising in order to develop more efficient advertising
- Used Social Media demand to bring back Square Puff



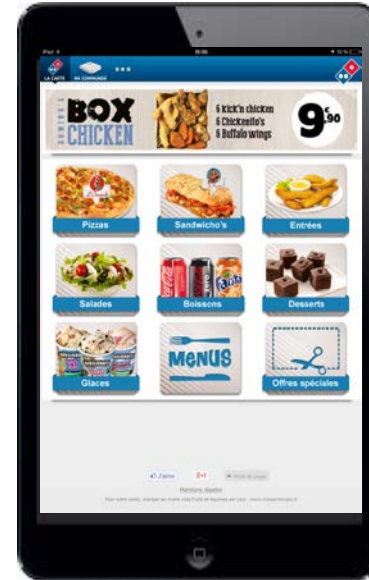
(1) Source: Hitwise



EUROPE

FRANCE

- First France store converted to DPE's global online ordering platform - the same platform which has driven strong digital growth in Australia, New Zealand & The Netherlands
- Strong Online and Mobile sales growth with record results
- Successful World Cup digital campaign, which utilised dynamic display advertising
- Increased email marketing activity, which has driven strong subscriber growth and sales results
- Facebook fans passed 400,000



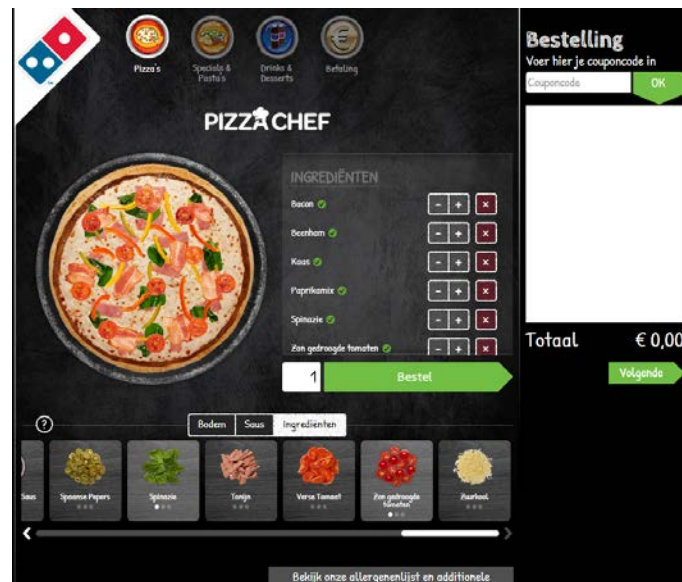
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EUROPE

THE NETHERLANDS & BELGIUM

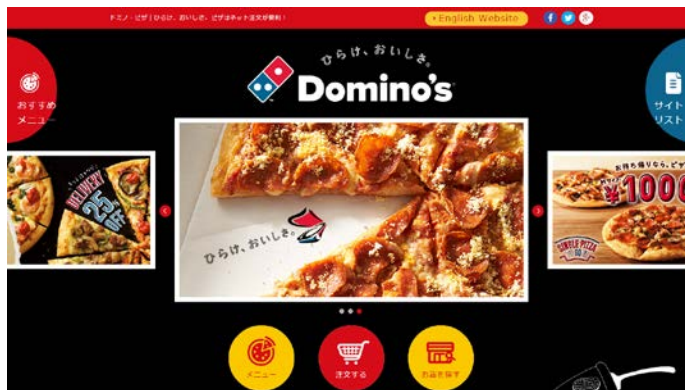
- Online sales in The Netherlands over 60%
- All Belgium stores converted to DPE's global online ordering platform and PULSE POS
- Domino's Pizza Chef launched in the Netherlands
- SMS marketing launched in The Netherlands to complement current successful email marketing program





JAPAN

- Launched a new HTML 5 ordering system and website
- Smartphone only promotions along with Facebook have been used to stimulate and drive customers to using our online platforms
- Special online promotional pricing to celebrate occasions such as our 350th store opening have also been used to increase online traffic
- Pulse POS project is underway and expected to begin rolling out by the end of the calendar year





SECTION 7

FUTURE OUTLOOK





GUIDANCE UPDATE

	<i>as at November 2014</i>	<i>FY15 Guidance</i>
SSS%	4-6%	6-8%
New Store Openings	175-185	180-200
EBITDA Growth ⁽¹⁾	in the region of 25%	in the region of 30%
NPAT Growth ⁽¹⁾	in the region of 25%	in the region of 32.5%
Net Capex	\$60-70m	\$70-80m

-
- The first half of the year has yielded better than expected results across the Group
 - As a result we are further upgrading our full year guidance across all areas
 - Capex growth largely associated with financing franchisees in Europe along with store growth and relocations in Japan
 - Continued store growth will see us celebrate our 1,500th store opening this half

(1) FY15 guidance for EBITDA and NPAT Growth compared to underlying FY14 results



TRADING UPDATE

Update through first 6 weeks of 2015

	<i>Australia/NZ</i>	<i>Europe</i>	<i>Japan</i>
SSS%	12.2%	11.5%	9.2%
New Store Openings	2	5	6

- First half sales momentum has continued across the Group
- Japan SSS strong during New Year period
- New store openings continuing in Japan and Europe, while ANZ traditionally slower over the Christmas holiday period

JUST
BECAUSE
IT'S FAST
DOESN'T
MEAN IT'S
RUSHED

It takes years
..... TO MAKE THE PERFECT PIZZA
Sourcing the finest ingredients
TESTING DIFFERENT RECIPES
and listening to the
THOUSANDS
OF SUGGESTIONS OUR CUSTOMERS MAKE
Only then can we deliver
FASTER *Fresher*
PIZZA IN MINUTES.



SECTION 8

SUMMARY



CONCLUSION

- First half results across the Group have been very pleasing, leading to substantial profit growth. This momentum has continued in the first 6 weeks of the second half and as a result we are upgrading our FY15 guidance. EBITDA guidance is lifted to be in the region of 30% and NPAT guidance is lifted to be in the region of 32.5% for the full year along with our SSS and new store count
- All regions have set new store opening records in the half, leading to the addition of 92 new stores to our network. We expect to exceed this number in the second half as we aim to roll out even more stores, assisting with the financing for some of these stores
- Network sales across Australia/NZ have been very strong, resulting in substantial profit and margin growth. DPE has made significant contributions towards the support of the Cheaper Everyday campaign and the launch of Pizza Mogul
- The restructured European management team led by Andrew Rennie is delivering material profit growth and we are aiming for our first double digit margin year in FY15
- A strong focus on operational efficiencies in Japan has delivered solid results in this market. A number of initiatives and developments in the coming months are expected to add to the profit growth
- Despite the various macro economic headwinds that we face across our markets, we remain very optimistic about the remainder of the year, confident in the strategies we have in place for continued and sustained growth
- Strong store growth this year and important technology initiatives under development are giving management a positive outlook for 2015-16



DISCLAIMER & 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.
- Domino's does not undertake any obligation to provide recipients of this presentation with further information to either update this presentation or correct any inaccuracies.
- While due care has been taken in preparing these statements, no representation or warranty is made or given as to the accuracy, reliability or completeness of forecasts or the assumptions on which they are based.
- 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 4D of the Domino's FY15 Half Year 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, only H1 14 statutory results have been adjusted for significant items (as shown in the DPE Half Year Results to December 2013 presentation), hence H1 13 and H1 15 numbers are both statutory and underlying.
- Due to the seasonality of the Japanese business, from Half Year FY14 onwards, we have changed the calculation of our half year ROE and ROCE calculations to be on a "Last 12 Months" (LTM) basis rather than for the half year annualised as has been done historically. This is still prepared on an underlying basis.