



FULL YEAR RESULTS

28 JUNE 2015

PRESENTERS FOR THE DAY

DON MEIJ

GROUP CEO & MANAGING DIRECTOR

RICHARD CONEY
GROUP CFO

ANDREW RENNIE
EUROPE CEO

SCOTT OELKERS
JAPAN CEO

NICK KNIGHT
AUSTRALIA & NEW ZEALAND
CEO



HIGHLIGHTS

YOUR PRESENTER IS

DON MEIJ

Group CEO & Managing Director



RESULT HIGHLIGHTS

Group Network Sales

SSS +8.6%

ANZ Network Sales

SSS +11.3%

Europe Network Sales

SSS +6.4%

Japan Network Sales

SSS +1.8%

EBITDA ⁽¹⁾

+34.4%

NPAT ^(1 & 2)

+40.0%

EPS ⁽¹⁾

+36.0%

Dividend (cps)

+41.1%

Free Cash Flow (\$m)

\$33.4m

Return on Capital Employed ⁽¹⁾

21.2%

Return on Equity ⁽¹⁾

23.3%

(1) Comparison to FY14 underlying results

(2) NPAT growth after Minority Interest



GROUP HIGHLIGHTS






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	FY13 Statutory	FY14 Underlying	FY15 Statutory	+ / (-) FY14 Underlying
	\$ mil	\$ mil	\$ mil	%
Revenue	294.9	588.7	702.4	19.3%
EBITDA	55.9	95.1	127.8	34.4%
Depreciation & Amortisation	(12.8)	(21.7)	(27.5)	26.6%
EBIT	43.1	73.4	100.3	36.7%
<i>EBIT Margin</i>	<i>14.6%</i>	<i>12.5%</i>	<i>14.3%</i>	
Interest	(0.4)	(2.5)	(2.5)	(0.3%)
NPBT	42.7	70.9	97.8	38.0%
Tax Expense	(12.3)	(22.2)	(29.4)	32.8%
NPAT before Minority Interest	30.4	48.7	68.4	40.4%
Minority Interest	0.0	(3.0)	(4.4)	46.1%
NPAT	30.4	45.8	64.0	40.0%
<i>Performance Indicators</i>				
EPS (basic)	41.5 cps	54.6 cps	74.2 cps	36.0%
Dividend per Share	30.9 cps	36.7 cps	51.8 cps	41.1%
Same Store Sales %	2.0%	5.8%	8.6%	

- Network sales up 18.5%, or \$230.5m, to \$1,479.8m
- Revenue up 19.3%, or \$113.7m, to \$702.4m
- Strong operating performance in all regions has resulted in EBITDA up 34.4% to \$127.8m
- NPAT up 40.0% to \$64.0m
- EPS 74.2c, up 36.0% (statutory EPS up 47.1%)
- Final dividend 27.2c (fully franked), bringing full year dividend to 51.8c, up 41.1%

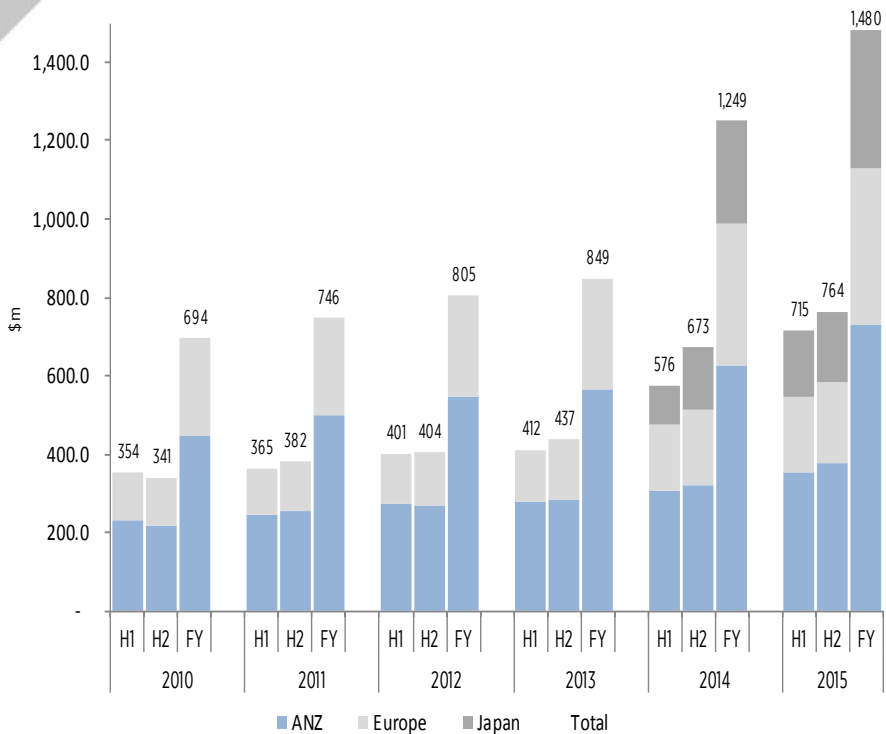
FY15 GUIDANCE ASSESSMENT

FY15 Guidance Assessment

	<i>As at February 2015</i>	<i>Actual Achieved</i>	
SSS%	6-8%	8.6%	
New Store Openings	180-200	177	
EBITDA Growth ⁽¹⁾	in the region of 30.0%	34.4%	
NPAT Growth ⁽¹⁾	in the region of 32.5%	40.0%	
Net Capex	\$70-80m	\$72.6m	

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

NETWORK SALES GROWTH



Total Sales Same Store Sales

Australia/NZ

+16.6%

+11.3%

Europe (€)

+13.5%

+6.4%

Japan (¥) ⁽¹⁾

+37.3%

+1.8%

- Group SSS 8.6% exceeding our guidance of 6-8%
- ANZ strong SSS growth largely driven by the success of the \$5 Cheaper Everyday campaign and continued growth in digital sales and Pizza Mogul
- EU strong SSS growth driven by strong marketing, product and digital developments
- Japan continues to trade to expectations during this phase of investment

(1) Japan sales in FY14 only relates to the DPE ownership period from 3rd Sep 2013 to 29th Jun 2014



NETWORK STORE COUNT

	FY13	FY14	FY15
Australia/NZ stores			
Franchised stores	501	551	606
Corporate stores	84	61	64
Aus/NZ Network Stores	585	612	670
<i>Stadium outlets incl in above</i>	<i>29</i>	<i>17</i>	<i>17</i>
Net Stores added in period	26	27	58

European stores			
Franchised stores	330	359	412
Corporate stores	55	42	40
European Network Stores	385	401	452
Net Stores added in period	36	16	51

Japan stores ⁽¹⁾			
Franchised stores	-	64	99
Corporate stores	-	256	285
Japanese Network Stores	-	320	384
Net Stores added in period	-	320	64

Consolidated number of stores			
Franchised stores	831	974	1117
Corporate stores	139	359	389
Total Network Stores	970	1333	1506
Corporate store %	14%	27%	26%
Net Stores added in period	62	363	173

Europe as % of Total Stores	40%	30%	30%
Japan as % of Total Stores	0%	24%	25%

- Almost tripled our organic store growth since FY13 with new record full year store openings of 177 across the Group
- Opened 59 new stores in ANZ (also a full year record, including 1 closure in the year)
- Added 54 new stores to the Europe network, a full year record, including 30 new stores in H2, a record organic growth for the half (there were 3 closures in EU)
- Japan has increased its store count by 64 in the year
- Franchise stores now account for 26% of store count in Japan

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



FINANCIALS

YOUR PRESENTER IS

RICHARD CONEY

Group Chief Financial Officer

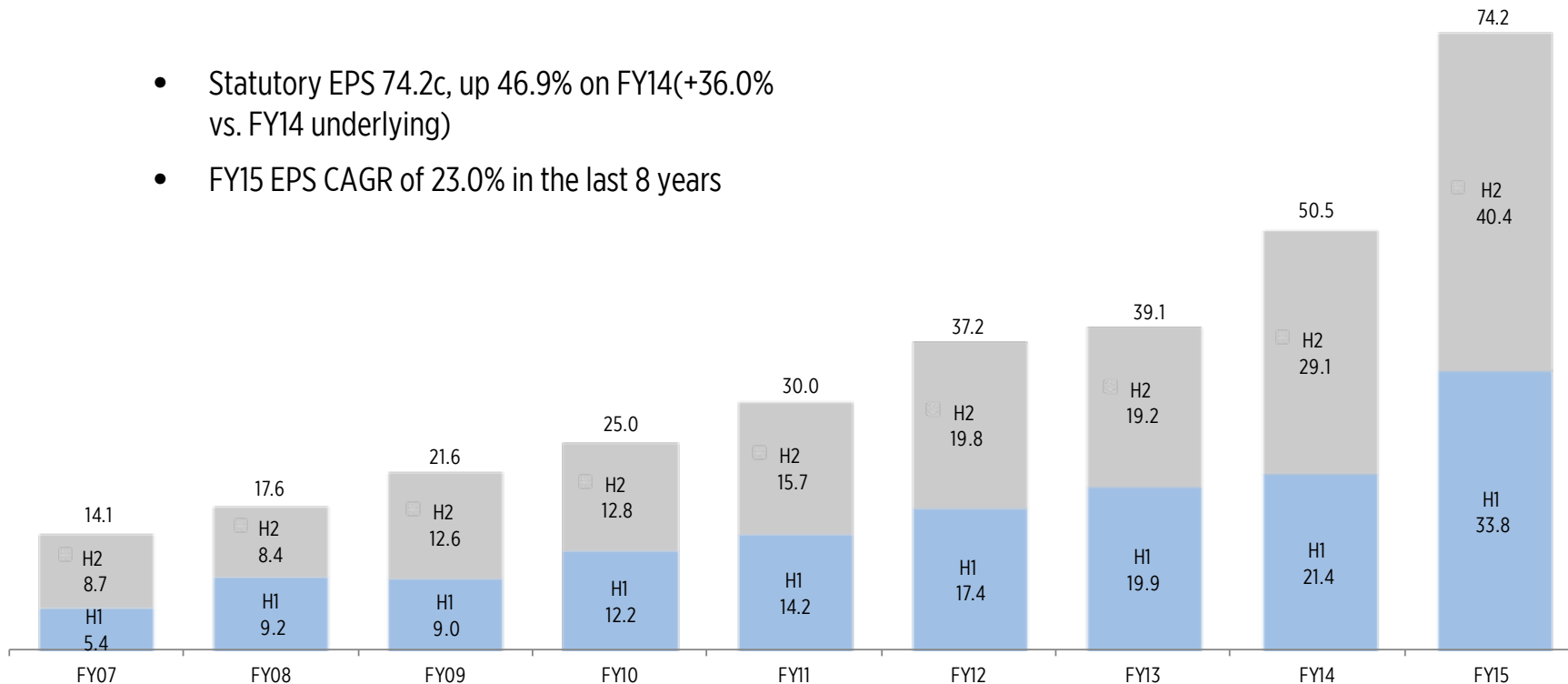
GEOGRAPHIC SUMMARY

	FY 13 Statutory	FY 14 Underlying	FY 15 Statutory	+ / (-) FY 14 Underlying
	\$ mil	\$ mil	\$ mil	%
REVENUE				
Australia/NZ	174.2	203.3	216.8	6.6%
Europe	120.7	144.4	171.3	18.6%
Japan	-	241.0	314.3	30.4%
Total Revenue	294.9	588.7	702.4	19.3%
EBITDA				
Australia/NZ	49.2	58.1	71.6	23.2%
Europe	6.7	9.5	18.3	92.3%
Japan	-	27.4	37.9	38.0%
Total EBITDA	55.9	95.1	127.8	34.4%
EBITDA MARGIN %				
Australia/NZ	28.2%	28.6%	33.0%	
Europe	5.6%	6.6%	10.7%	
Japan	-	11.4%	12.0%	
Total EBITDA Margin %	19.0%	16.2%	18.2%	
Average exchange rate for New Zealand	1.2497	1.1072	1.0759	
Average exchange rate for Europe	0.7949	0.6774	0.6964	
Average exchange rate for Japan		93.3800	95.5630	

- ANZ delivered another year of strong earnings growth driven by double digit SSS and record store openings
- Europe delivered unprecedented EBITDA growth of 92.3%, leveraging on prior managerial and structural investments
- Exceeded our half year Group EBITDA growth guidance of 30%
- Key milestone for Europe delivering a double digit EBITDA margin of 10.7%
- Japan EBITDA growth of 38.0% driven by record store openings and scale benefits

EARNINGS PER SHARE

- Statutory EPS 74.2c, up 46.9% on FY14(+36.0% vs. FY14 underlying)
- FY15 EPS CAGR of 23.0% in the last 8 years





CASH FLOW

	FY14	FY15
	\$ mil	\$ mil
Net Profit After Tax before Minority Interest	45.3	68.4
Profit on Sale non-current assets	(3.6)	(6.4)
Depreciation & Amortisation	21.7	27.5
Change in Working Capital	26.1	0.3
Movement in current and deferred tax	1.2	9.0
Other	0.1	7.3
Operating Cash Flow	90.7	106.0
Capital Expenditure	(63.8)	(88.3)
Proceeds from Sale of PP&E & Intangibles	23.7	27.4
Loans repaid by/(to) Franchisees	(2.3)	(11.7)
Net cash investing activities	(42.4)	(72.6)
Free cash flow before Japan Acquisition costs	48.3	33.4
Japan Acquisition	(232.6)	0.0
Dividends Paid	(26.1)	(37.6)
Debt Movement	80.4	3.0
Proceeds from Shares Issued	152.3	3.6
Increase in Cash & Equivalents Held	22.4	2.3

- Improved operating cash flow of \$106.0m being generated by strong profits from all regions
- One off working capital benefit from Japan acquisition in FY14
- Other operating cash flow increased due to non-cash costs associated with store relocations in Japan
- Net capex/investments grew in line with guidance as we continue to invest in digital and the accelerated roll out of stores in Japan

BALANCE SHEET

	FY 14	FY 15	+ / (-) FY 14
	\$ mil	\$ mil	\$ mil
Cash & equivalents	42.3	43.2	0.9
Trade & Other Receivables	36.6	43.9	7.3
Other Current Assets	24.3	29.5	5.2
Current Assets	103.1	116.5	13.4
Property, plant & equipment	93.3	121.6	28.3
Goodwill & other intangible assets	342.0	352.2	10.2
Other Non-current Assets	20.6	40.2	19.6
Non-current Assets	455.9	514.1	58.2
Total Assets	559.0	630.6	71.6
Trade & Other Payables	100.4	108.8	8.5
Borrowings	1.3	1.9	0.6
Other Current Liabilities	10.9	20.4	9.4
Current Liabilities	112.6	131.1	18.5
Borrowings	118.6	122.9	4.3
Other Non-current Liabilities	68.4	71.5	3.1
Non-current Liabilities	187.0	194.4	7.4
Total Liabilities	299.6	325.5	25.9
Net Assets	259.4	305.1	45.7
Issued Capital & Reserves	179.4	198.7	19.2
Retained Earnings	79.9	106.4	26.4
Equity	259.4	305.1	45.7

- Increase in Plant & Equipment and Intangibles of \$38.5m as a result of our continued investment in store growth and digital assets
- Increase in Other Financial Assets of \$19.6m predominately due to the financing of new store builds, including our Can Do! Partner franchising program in Japan
- Other current liabilities has increased due to timing of tax payments



KEY FINANCIAL RATIOS

	FY 14 Underlying	FY 15 Statutory
Net Debt to Equity	30.0%	26.8%
Net Debt	\$77.6m	\$81.7m
Interest Coverage	29.8x	40.9x
Return on Equity	19.8%	23.3%
Return on Capital Employed	18.7%	21.2%

- Net Debt to Equity and interest coverage has improved due to higher profits with no material increase in borrowings
- Net Debt continues to be in line with the prior year and expectations
- Return on Equity and Return on Capital Employed has increased, again as a result of strong profits in FY15



AUSTRALIA/NEW ZEALAND

YOUR PRESENTER IS

NICK KNIGHT

AUSTRALIA & NEW ZEALAND CEO



HIGHLIGHTS AND ACHIEVEMENTS

AUSTRALIA/NEW ZEALAND

- Appointment of Nick Knight to CEO ANZ, a role that has been vacant since Andrew Rennie moved to Europe. Don Meij remains involved in the ANZ business through his role as Group CEO. We are excited about the talent and depth we are creating in this fast growth business
- Record new store organic growth of 59 in ANZ
- New store models are performing well and reinforcing 900+ store outlook for ANZ
- Next generation Entice store image continues with 86% of stores now refurbished in this market
- Continued momentum of Cheaper Everyday which is proving to be a strong foundation for driving lunch sales and increasing the frequency of customers
- New Zealand SSS was the star performer in ANZ for the second year running



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HIGHLIGHTS AND ACHIEVEMENTS

AUSTRALIA/NEW ZEALAND

- Continued roll out of the Electric Push Bike initiative; improving store level profitability and community relations, through the reduction of noise pollution and providing cleaner more effective delivery in neighbourhoods
- Launched Domino's Live Pizza Tracker on both Android and iOS watches capitalising on the movement towards wearable technology
- The rollout of 4 Click Quick Ordering (AU) and 5 Click Ordering (NZ), Payment Tokenisation (AU) and Touch ID for iPhone/ipad App have increased customer frequency
- In our biggest change to pizza delivery in the Global Brand's 54 year history, GPS Driver Tracker (GPSDT) rolled out throughout Australia in July, allowing customers to track their order from store to their door
- Following GPSDT launch, we have seen a huge lift in net promoter scores, customer feedback, product quality and process ratings. Store margins have also increased with improved productivity, delivery counts and driver safety



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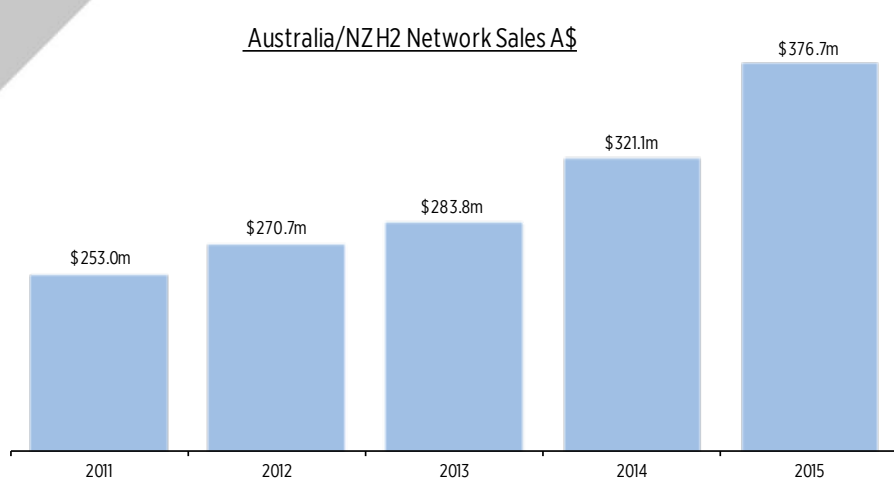


NETWORK SALES

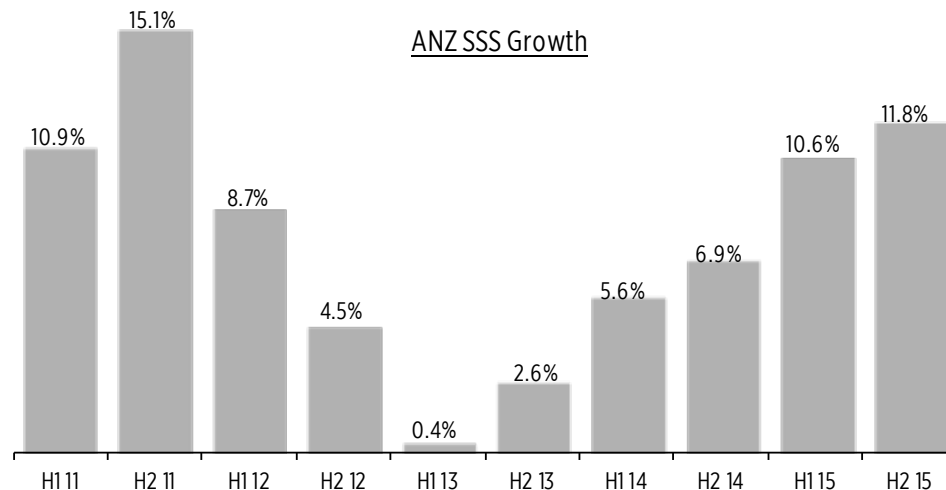
AUSTRALIA/NEW ZEALAND

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Australia/NZH2 Network Sales A\$



ANZ SSS Growth



- Network sales growth continues to be supported by \$5 Cheaper Everyday campaign and Pizza Mogul in Australia
- Digital, marketing and promotional activities also significantly contributing to higher SSS
- Record new stores also contributing to higher network sales



PRODUCT INNOVATION

AUSTRALIA/NEW ZEALAND

- Capitalising on street food trend by introducing Chef's Best Pulled Beef and Pulled Pork pizza ranges
- Our core menu is GMO FREE and our fresh dough made daily is preservative FREE
- Extra value layer providing customers greater variety including Italiano, Deluxe and Capriciosa
- Our Global Development Chef and his team have worked tirelessly to add even more choice to the menu including a number of popular desserts and sides such as Churros and Chicken Kicker Bites
- Having worked relentlessly over the past three years to reduce sodium, fats and sugars in our ingredients, we continue to focus on a menu that is tastier and better for our customers
- Without compromising on taste, we are committed to eliminating all artificial colours, flavours and preservatives from our menu over the next two years



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LOOKING FORWARD

AUSTRALIA/NEW ZEALAND

- We are currently rolling out a program to offer a 15 minute and 20 minute delivery guarantee (see Slide 36)
- We have fully rolled out our new responsive online ordering site and have immediately seen an increase in average ticket prices and on mobile orders (see Slide 35)
- We are providing customers with an even quicker way to order at the tap of a finger, launching 'Fast Favourite' in the coming months. This will form the foundation of many new ways to interact with Domino's in future years
- GPSDT will be one of the major drivers of sales in FY16. GPSDT to take our operational execution and customer service to new levels
- We will be launching a minimum of two new concept stores this year that will lay the foundation for future renovations and for any new organic stores
- We are forecasting a record store growth in ANZ for this year



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EUROPE

YOUR PRESENTER IS

ANDREW RENNIE

Europe CEO



HIGHLIGHTS AND ACHIEVEMENTS

EUROPE

- Franchise and Corporate stores are exceeding in all metrics in the Netherlands
- Corporate stores in France, particularly Paris, are starting to lead the growth
- Over 200 electric push bikes now delivering to customers. We have a growing number of stores in the Netherlands and France that are 100% electric
- Domino's France are working with National French Electricity Authority to roll out electric charge points in Paris
- We have implemented digital menu boards with rolling images and great value offers in a number of stores which has seen some great early results
- Franchisees in the Netherlands and France agreed to lift marketing contributions in excess of contractual obligations





HIGHLIGHTS AND ACHIEVEMENTS

EUROPE

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- Record organic growth in FY15, opening 54 new stores in Europe. Achieved the milestones of 200 stores in Netherlands/Belgium and 250 stores in France
- Strong SSS despite rolling a 3% VAT increase (Jan 14) in France and a tough macro environment
- Global online ordering continues to break records in all three countries. Netherlands now has over 60% of sales from online
- All stores in Belgium are now on the global online ordering platform
- Testing Domino's GPSDT in the Netherlands
- New Pizza Chef releases including popular Gyros pizza range and Sauerkraut topping added to the menu
- All old image stores will be refurbished within the next 18 months

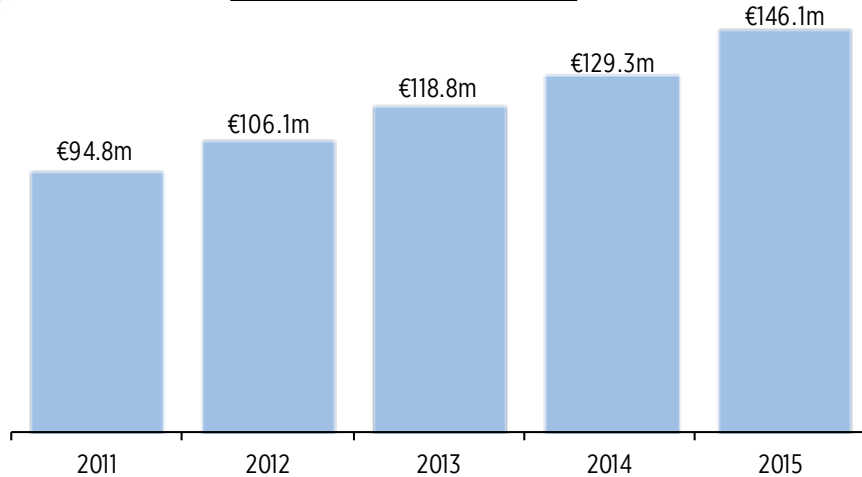




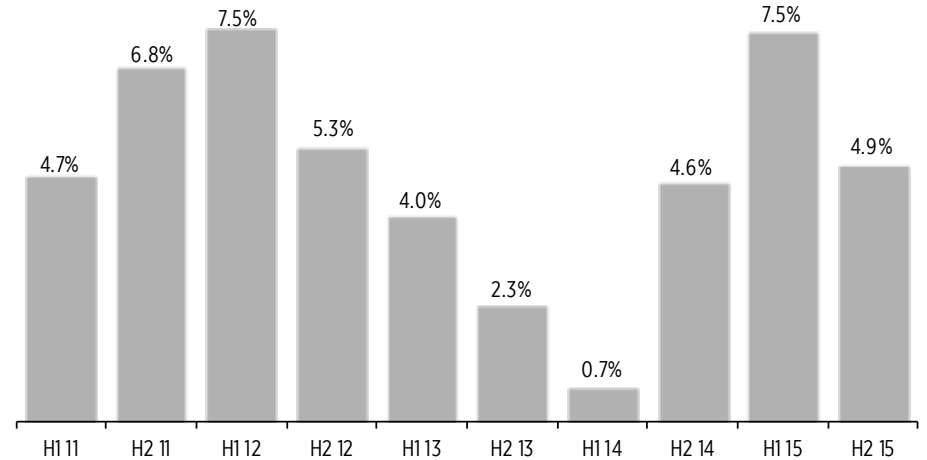
NETWORK SALES

EUROPE

European H2 Network Sales €



European SSS Growth



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

PRODUCT INNOVATION

EUROPE

- The high quality of our products remain the most important part of our journey and we have hired a new Product Development Chef in Europe
- In Belgium we introduced the Hot Dog Stuffed Crust, Gyros, Asparagus and Tiramisu, offering more variety than ever before to the popular menu
- In January 2015 we also introduced the Creamy Salmon, a delicious pizza with salmon, dill and fresh tomatoes
- Having a pizza shoarma on the menu, the Netherlands market wanted to offer customers something different- Introducing the Gyros pizza (highest selling pizza ever in the Netherlands market)
- We responded to market research adding popular, high quality, seasonal ingredients on a pizza, together with ham off the bone and a hollandaise sauce
- Tiramisu was also added to the menu in the Netherlands to meet the demands for an increasing dessert range



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LOOKING FORWARD

EUROPE

- GPSDT to be rolled out later in the year in the Netherlands
- Complete Pulse rollout in France this year
- Adding the ability to order via new growing digital mediums like social media
- Strong organic store growth trend continues in Europe
- New Paris commissary under way and expected to yield substantial freight and productivity savings
- Started rolling out the new Entice image in all three countries making the brand look more artisan
- Continue to roll out electric e-bikes and e-scooters in all countries
- Roll out of the new responsive online ordering platform across all countries





JAPAN

YOUR PRESENTER IS

SCOTT OELKERS

Japan CEO



HIGHLIGHTS AND ACHIEVEMENTS

JAPAN

- Constructed a total of 64 new stores in twelve months
- We have financed 29 new stores through our Can Do! Partners franchising program
- Franchised stores are now 26% of the system, up from 17% at the time of the DPE acquisition, and 20% at the end of FY14
- Television coverage continues to grow with scale
- Opened stores in five new markets in the second half: Yamaguchi, Gifu, Wakayama, Nagasaki and Kumamoto, totaling seven new markets in the fiscal year
- Relocated 31 stores to pick up friendly locations, along with remodeling 7 stores in the year

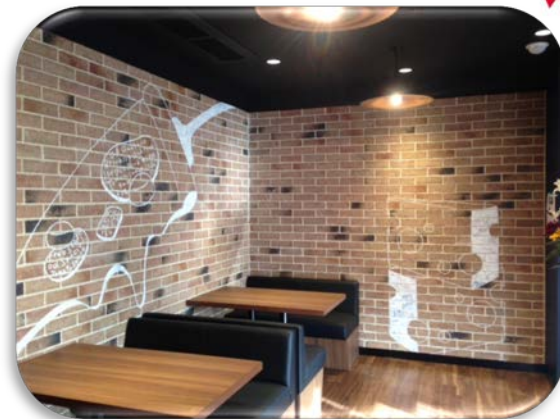




HIGHLIGHTS AND ACHIEVEMENTS

JAPAN

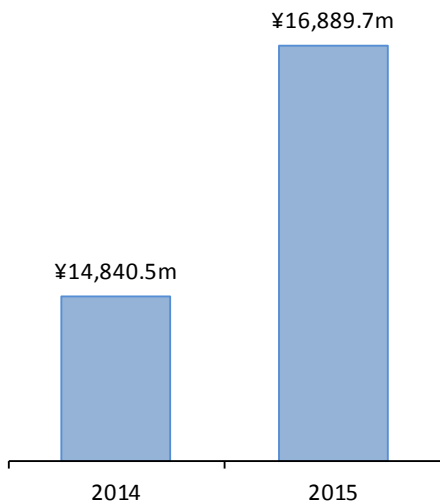
- Highest pick up sales in Dominos Japan history: 46% in the second half, versus 34% last year
- Opened the 350th store in December and finished the year at 384 stores
- Leveraged our learning and development tools to recruit and train 130 new managers from within the part time ranks
- Store operations continued to improve, with record inspection scores, record productivity numbers, record service times and over 22,000 children attending our in-store pizza school
- Launched a new HTML5 online ordering website
- Launch of the new Mugen 2.0 store design, which features the new “face-to-face” make lines and an enhanced pick up environment
- Ongoing sensory panel research has resulted in new innovative products offerings such as the new hand tossed dough



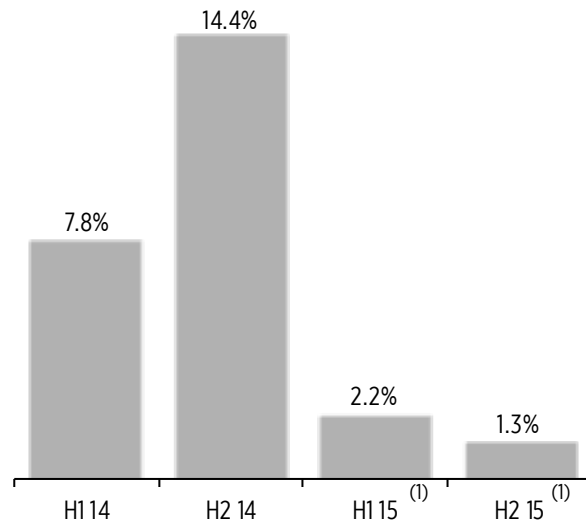
NETWORK SALES

JAPAN

Japan H2 Network Sales ¥m



Japan SSS Growth



- Achieved annual Same Store Sales (SSS) growth of 1.8% despite lapping high growth in 2014, impact of increase in sales tax and a tough economic environment
- Network sales grew 14.8%⁽²⁾ on a comparable full year basis

(1) Japan FY15 SSS realigned to Group policy

(2) 37.3% sales growth over the DPE ownership period from 3rd Sep 2013 to 29th Jun 2014



PRODUCT INNOVATION

JAPAN

- Launched new tiered pick up promotion in January, with entry prices starting at ¥1,000
- Conducting regular sensory panel research, resulting in the launch of new hand tossed dough with improved texture. The end result is a product we are all proud of. It's fluffy, has new texture and is proving extremely popular with customers
- Launched the summer campaign product, Summer Quattro, featuring unique tastes; Cajun Chicken and Tom-Yum-Goong





LOOKING FORWARD

JAPAN

- Upgrading our store outlook in Japan to 850 stores (up from 700 stores)
- Opening the 400th store prior to our 30th anniversary in September
- PULSE will begin rolling out before the end of the fiscal year
- Relocation of 26 stores to pick up friendly locations in the first half
- Introduction of 4 Can Do! Partner stores and 15 additional franchise stores in H1 16 helping achieve our goal of 30% franchise stores
- We will be 30% Franchised by fiscal year end (60 new stores)
- Continued expansion into tier two cities such as Nagoya, Fukuoka and Sendai
- Expansion onto the nation's biggest Social Networking Service, "LINE" beginning in September





DIGITAL

YOUR PRESENTER IS

DON MEIJ

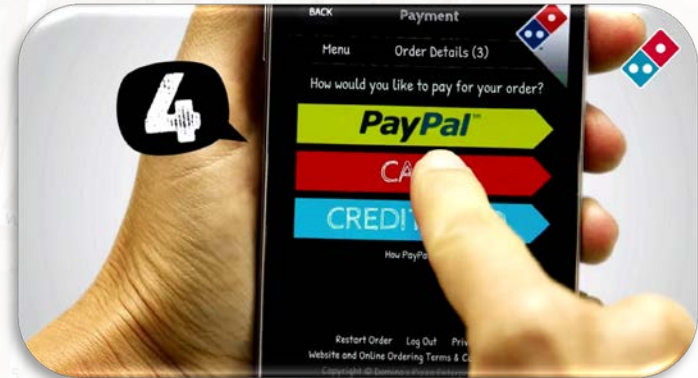
Group CEO & Managing Director

AUSTRALIA/NEW ZEALAND

- Having successfully delivered significant projects in FY15 we are continuing our investment in digital with in excess of 40 new projects in the pipeline for this year
- Strong online and mobile sales growth with order counts +26% on prior year
- Successful role of out of a new responsive online ordering platform in Australia (see slide 35)
- GPSDT national campaign rolled out across all stores in Australia and New Zealand in July (see slide 34)
- The innovative and interactive platform Pizza Mogul continues to increase customer frequency and provide unique user generated content - over 65K Moguls and over 202K pizza's created to date
- Launched Domino's Live Pizza Tracker on both Android and iOS watches capitalising on the movement of wearable technology
- The rollout of 4 Click Ordering (AU) and 5 Click Ordering (NZ), Payment Tokenisation (AU) and Touch ID for iPhone/ipad App have increased customer frequency with Domino's



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GPS DRIVER TRACKER (GPSDT)

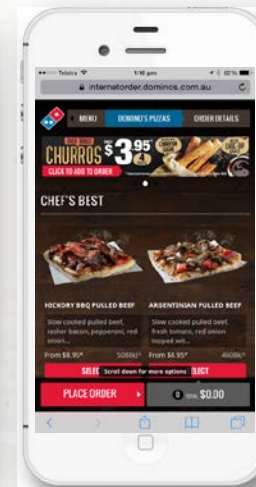
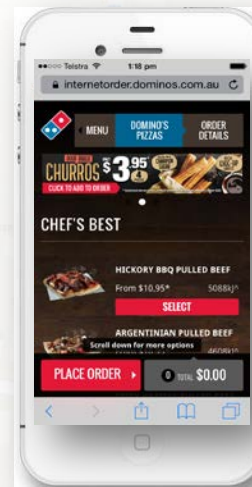
- This year saw us introduce the biggest change to pizza delivery in the Global Brand's 54 year history
- Domino's GPSDT was trialled in ACT in May and rolled out nationally across all stores in Australia in July and New Zealand in August
- GPSDT enables the delivery of faster, fresher and hotter pizzas, increased convenience and provides a unique customer engagement with their pizza delivery driver as they watch them on route from the store to their door in real time
- Early results have been outstanding with NPS scores, customer product, service and order process ratings running at a record high. Store margins have increased with improved productivity, increased delivery count and improved safety
- The awareness from car top sign exposure in our local communities also acts as advertising putting our brand front of mind and our drivers on display



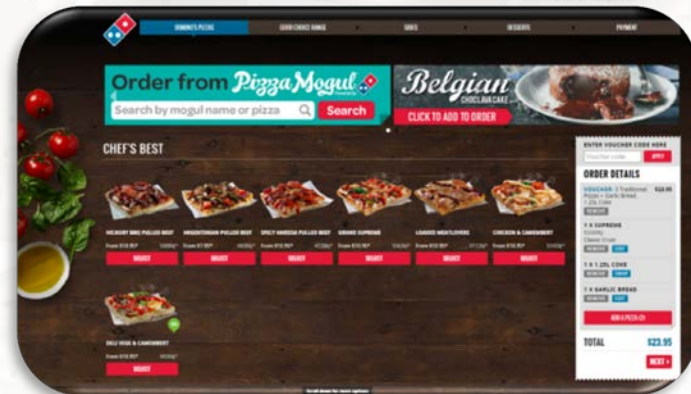


NEW RESPONSIVE ONLINE ORDERING

- Fresh new look and image
- A better and more visually enriched user friendly ordering experience
- The website seamlessly adjusts across any screen size
- An enhanced order details section
- Larger product shots – the very reason customers come to the website
- Improved Shopping Cart, allowing user to modify their orders more easily
- New and improved Voucher interface, allowing customers to better interact with vouchers
- Fixed "Add to Order" and "Place Order" buttons on mobile providing improved usability



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15 & 20 MINUTE GUARANTEE

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- In a QSR first, Domino's will activate a 15 and 20 Minute Delivery Guarantee for customers
- The algorithm behind this Guarantee, as well as GPSDT, means it is only activated when we can do this safely from an operations perspective - safety of our staff is always our number one priority
- When stores can deliver piping hot pizzas to the customers' door within 15/20 minutes, a 15 or 20 minute guarantee will be made available to them
- Customers will reap the benefits of piping hot, fresh pizzas, reduced waiting times, increased convenience
- The 15 and 20 minute guarantee will see us compete with take-away drive-throughs targeting people using fast-food drive-through outlets and revolutionising this sector
- Always putting the customer first and using technology to reduce the frustrations customers currently experience with the drive-through sector



EUROPE

- Introduction of Pizza Chef platform to allow customers the ability to customise their order
- The convenient platform of Quick Ordering was implemented in the Netherlands in December 2014 and Belgium in April 2015, allowing customers the ability to place their online order in as little as five clicks
- Over 60% of NL sales now coming from online, with mobile orders alone doubling this past year
- Live Pizza Tracker will be available on Apple Watch in August to Dutch customers
- Europe maintained a strong social media presence through interactive gaming and social media content





JAPAN

- Pulse point of sale project is underway and expected to begin rolling out by the end of the year
- Launched a new smartphone service which allows pinpoint delivery with GPS function in July
- Renewed the Domino's Live Pizza Tracker with attractive product images to maximise customers' appetite and expectation. Users can enjoy the lottery named "Mystery Deal" and win up to 50% off coupon
- Implemented the new HTML5 platform in our Japan business, offering more engagement for the customer and accommodating for expected seasonal growth
- Expansion into the nation's biggest SNS (Social Networking Service), "LINE" beginning in September
- A push on other progressive SNS platforms such as Twitter has seen Domino's Pizza Japan grow from strength to strength in this space





OUTLOOK

YOUR PRESENTER IS

DON MEIJ

Group CEO & Managing Director

FUTURE OUTLOOK – GROUP STORE COUNT

40



Australia/NZ
900 Stores



Europe
1,350 Stores



Japan
850 Stores



- We are upgrading our Japan store count forecast from 700 to 850 stores. This is based on territory optimisation as well as continued expansion across the country
- The ANZ and Europe store count targets remain unchanged
- The updated Group plan now reaches 3,100 stores by 2025
- We continue to look at ways to accelerate growth through network expansion, leveraging innovation and acquisitions. Since listing DPE has added 1,119 stores to the network





FY16 GROUP GUIDANCE

	<i>FY15 Actual</i>	<i>FY16 Guidance</i>
SSS%		
- ANZ	11.3%	6-8%
- Europe	6.4%	4-6%
- Japan	1.8%	1-2%
New Store Openings	177	180-200
EBITDA Growth	34.4%	in the region of 20%
NPAT Growth	40.0%	in the region of 20%
Net Capex	\$72.6m	\$70-80m

- Assumed AUD FY16 FX rates JPY – 96.00; EUR – 0.71 ; NZD – 1.08
- FY16 will be a 53 week year



TRADING UPDATE

Update through first 5 weeks of FY16

	<i>Australia/NZ</i>	<i>Europe</i>	<i>Japan</i>	<i>Group</i>
SSS%	13.36%	3.82%	(5.09%)	8.39%
New Store Openings	0	1	12	13

- ANZ SSS continues to show impressive growth supported by the launch of GPSDT and ongoing success of Cheaper Everyday
- Europe SSS continues its strong momentum rolling over from the World Cup held at the beginning of FY15
- Japan SSS rolling tough comparables from FY14



SUMMARY

YOUR PRESENTER IS

DON MEIJ

Group CEO & Managing Director



CONCLUSION

- Exceeded our Group EBITDA and NPAT guidance achieving +34.4% and +40.0% respectively
- Double digit ANZ SSS growth and impressive Group SSS of 8.6% have contributed to an exceptional result
- Record organic growth in DPE's 10 year history, nearly tripling our organic store growth since FY13, with new record full year store openings of 177 across the Group
- Digital development continues to be a key strategic focus for the group with key initiatives such as GPSDT and our new responsive website in ANZ
- The Can Do! Partner program in Japan will support our aggressive new store rollout plan, including expansion into new markets
- Significant scale benefits achieved in Europe, have delivered a double digit margin in 2015 and unprecedented EBITDA margin growth of 92.3%. This is leveraging on prior managerial and structural investments and we are expecting this to continue into the future
- A focus on listening to the customer and delivering on strong individual unit economics is at the core of what is driving our success



CONCLUSION (Cont.)

- We continue to push the boundaries of what is possible in digital innovation and adding convenience to our customer with multiple world-first initiatives, out-of-the-box digital innovation and investment right across the Group
- Pizza Mogul, GPS Driver Tracker, Pizza Tracker on Watches, our New Responsive Ordering sites and Quick Order platforms are just some examples of the many innovative successes launched in the last 12 months
- In 2016 we will continue to drive and deliver innovation at an increased pace, fuelling our growth. Some of these new innovations are designed to take share from other categories
- We have become an innovative company working with lean and agile principles to help deliver better products, new technology and ultimately resulting in improved engagement within our business
- We have increased Franchisee profitability through a number of incentive plans and digital innovations that increase customer frequency and improve operational efficiency
- In turn we are forecasting continued strong store growth, including upgrading the Japan future outlook to in excess of 850 stores, strong SSS and a strong EBITDA and NPAT growth in the region of 20% for FY16



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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 FY15 Full 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 FY14 statutory results have been adjusted for significant items (as shown in the DPE Full Year Results to June 2014 presentation), hence FY13 and FY15 numbers are both statutory and underlying.