Domino's Pizza Enterprises Limited
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www.dominos.com.au

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3 November 2021

Market Announcements Office
ASX Limited
Exchange Centre
20 Bridge Street
SYDNEY NSW 2000

Dear Sir/Madam,

ANNUAL GENERAL MEETING

I **attach** a copy of the presentation and prepared remarks for Domino's Pizza Enterprises Ltd's AGM, to be held today.

This information has been authorised for release by the Board of Directors.

Craig Ryan
Company Secretary

END

For further information, contact Nathan Scholz, Head of Investor Relations at investor.relations@dominos.com.au or on+614 1924 3517.



Domino's®

DMP ANNUAL GENERAL MEETING
NOVEMBER 3, 2021

AUSTRALIA NEW ZEALAND BELGIUM FRANCE THE NETHERLANDS JAPAN GERMANY LUXEMBOURG DENMARK TAIWAN

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JACK COWIN
CHAIRMAN

AUSTRALIA NEW ZEALAND BELGIUM FRANCE THE NETHERLANDS JAPAN GERMANY LUXEMBOURG DENMARK TAIWAN

DMP BOARD OF DIRECTORS



JACK COWIN
CHAIRMAN



ROSS ADLER
DEPUTY CHAIRMAN



DON MEIJ
GROUP CEO & MD



LYNDA O'GRADY
NON-EXECUTIVE DIRECTOR



USCHI SCHREIBER
NON-EXECUTIVE DIRECTOR



GRANT BOURKE
NON-EXECUTIVE DIRECTOR



DOREEN HUBER
NON-EXECUTIVE DIRECTOR



TONY PEAKE
NON-EXECUTIVE DIRECTOR

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RETIREMENT OF ROSS ADLER



- THE BOARD RECOGNISES ALMOST 20 YEARS' OF SERVICE OF DEPUTY CHAIR ROSS ADLER
- MR ADLER'S SERVICE WAS INSTRUMENTAL FROM THE IPO TO TODAY IN SHAPING DOMINO'S PIZZA ENTERPRISES LTD

"THIS COMPANY'S PRESENT AND FUTURE HAVE BEEN SHAPED BY ROSS."

- JACK COWIN, CHAIR

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APPOINTMENT OF TONY PEAKE

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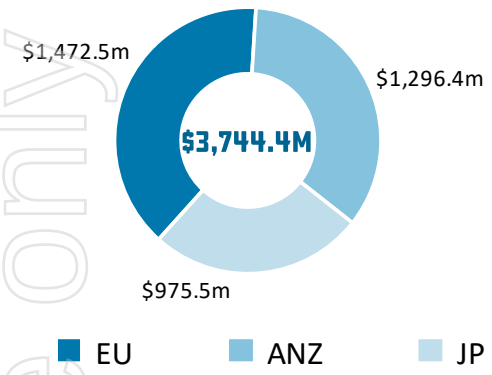
- DOMINO'S PIZZA ENTERPRISES LTD WELCOMES NEW DIRECTOR TONY PEAKE
- MR PEAKE BRINGS MORE THAN TWO DECADES' OF BOARD-LEVEL EXPERIENCE TO THE ROLE
- HIS APPOINTMENT PROVIDES ADDITIONAL DEPTH TO OUR AUDIT AND RISK COMMITTEE.



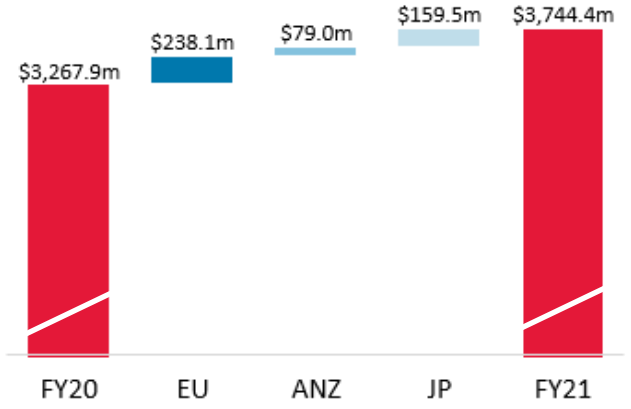
FY21 – RESULTS HIGHLIGHTS

NETWORK SALES

FY21 NETWORK SALES

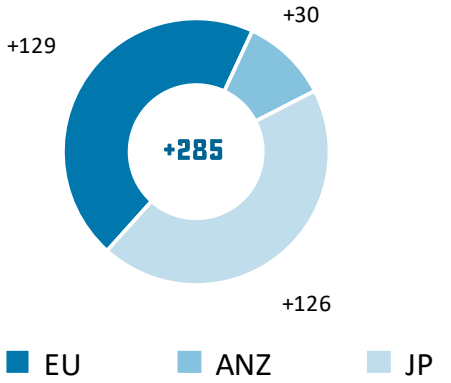


FY21 NETWORK SALES GROWTH

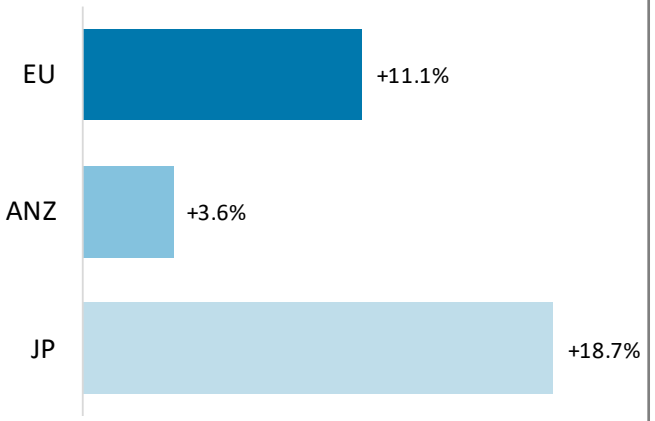


NEW STORE NETWORK ADDITIONS

FY21 ORGANIC NEW STORES

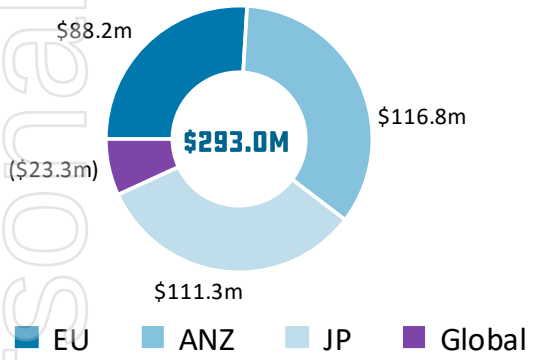


FY21 ORGANIC NEW STORES GROWTH

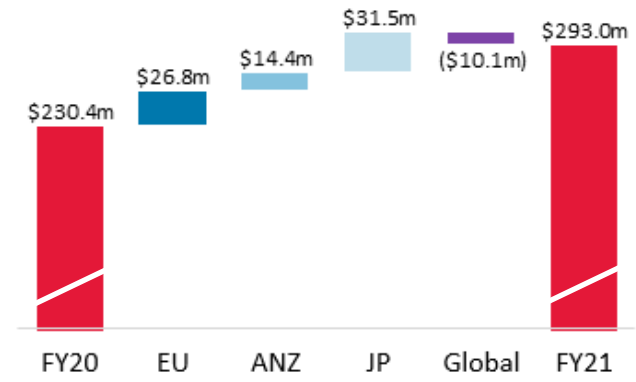


UNDERLYING EBIT(1)

FY21 EBIT

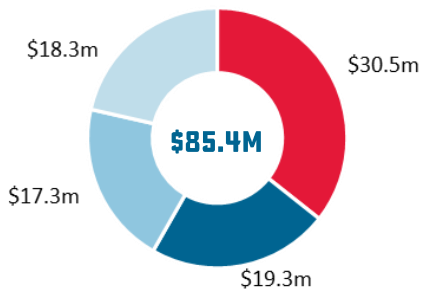


FY21 EBIT GROWTH



NET CAPEX (INVESTING ACTIVITIES)

FY21 GROUP CAPEX



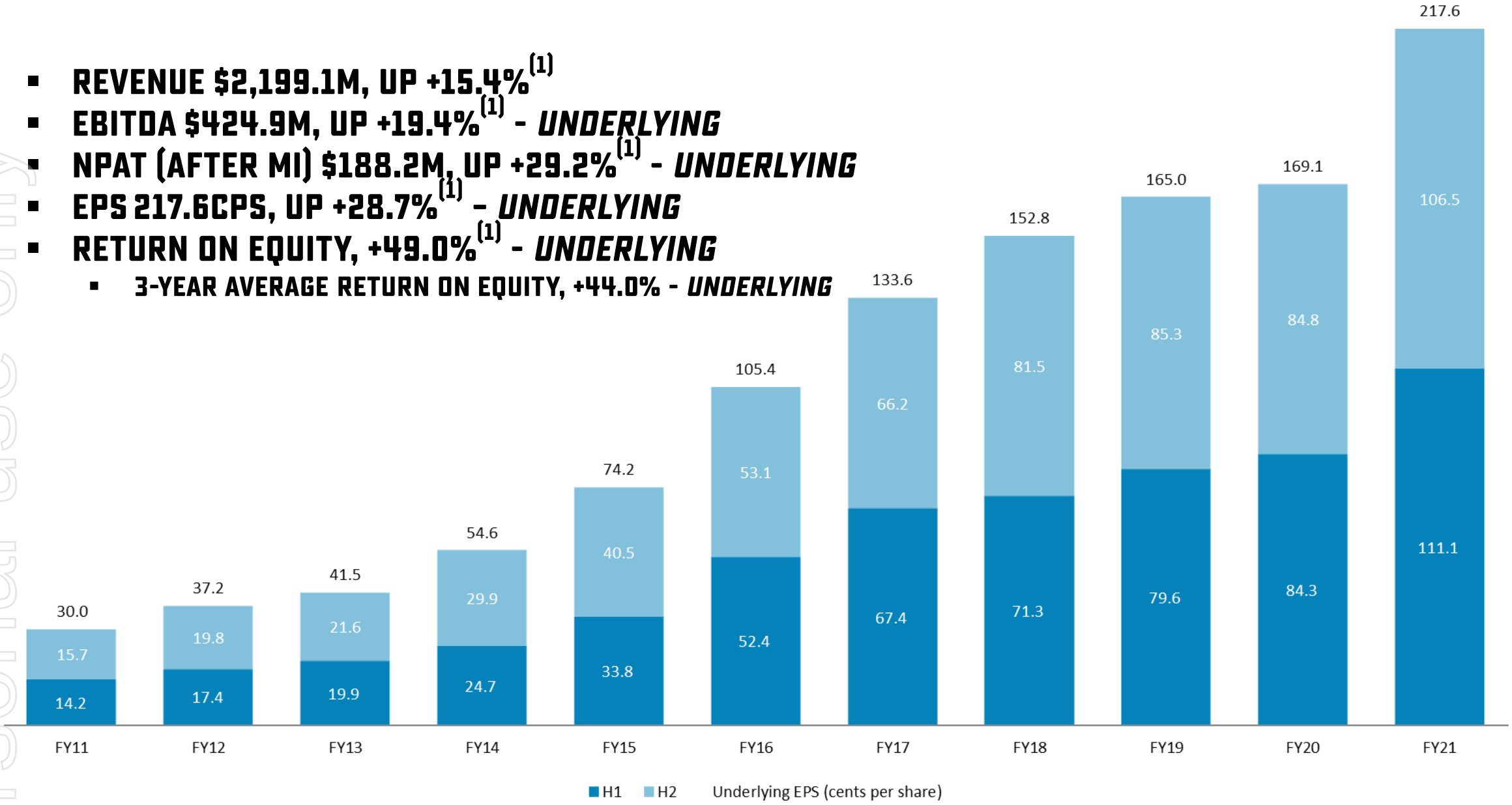
- CAPEX which Recycles
- Digital CAPEX
- Stay in Business CAPEX
- Other Investments

1) Underlying EBIT, including AASB16, excluding significant charges

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FY21 – RESULTS HIGHLIGHTS

- REVENUE $2,199.1M, UP +15.4%[1]
- EBITDA $424.9M, UP +19.4%[1] - *UNDERLYING*
- NPAT (AFTER MI) $188.2M, UP +29.2%[1] - *UNDERLYING*
- EPS 217.6CPS, UP +28.7%[1] – *UNDERLYING*
- RETURN ON EQUITY, +49.0%[1] - *UNDERLYING*
  - 3-YEAR AVERAGE RETURN ON EQUITY, +44.0% - *UNDERLYING*

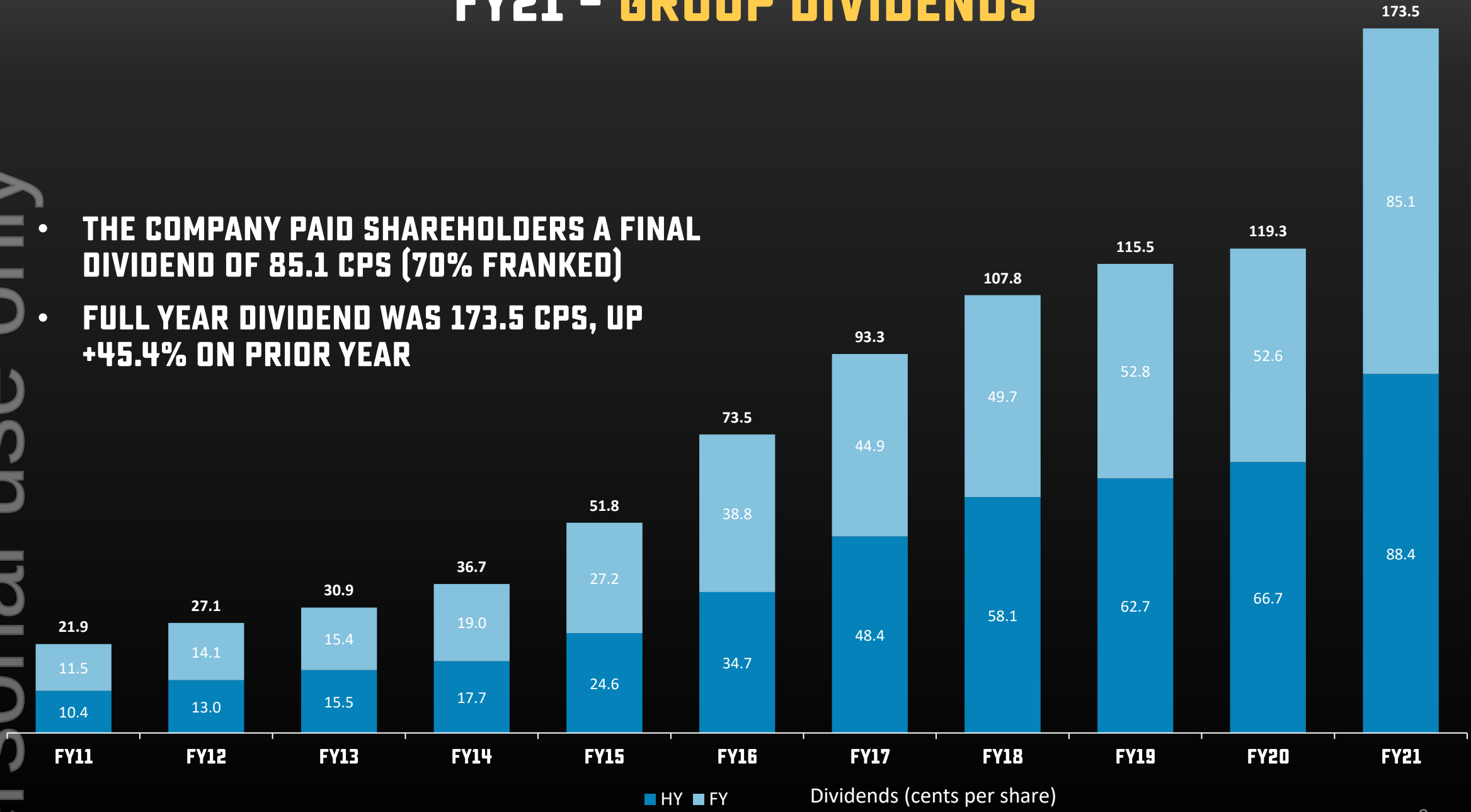


1 – FY21 underlying comparison to FY20 underlying

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FY21 – GROUP DIVIDENDS

- THE COMPANY PAID SHAREHOLDERS A FINAL DIVIDEND OF 85.1 CPS (70% FRANKED)
- FULL YEAR DIVIDEND WAS 173.5 CPS, UP +45.4% ON PRIOR YEAR



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Domino's Pizza Enterprises Ltd
Annual General Meeting
Chairman's Address
3 November, 2021

Slide 2. Jack Cowin – Chairman

Today I will provide you with an overview of our results, and our Group CEO and Managing Director Don Meij will outline more detail regarding how our teams successfully operated in this past financial year, as well as our expectations for the road ahead.

You will also have an opportunity to hear from two of our non-executive directors, Ms Lynda O'Grady, and Mr Tony Peake, whose re-elections are on today's agenda.

Slide 3. DMP Board of Directors

Ms O'Grady, and Non-Executive Director Uschi Schreiber, continued our board/shareholder engagement program this year, meeting with representatives of a cross section of our shareholders.

In addition to feedback regarding management and our business strategy, shared areas of focus in our discussions with shareholders included ESG and remuneration. The remuneration report is before you for a vote this afternoon, and Don will provide a broader ESG update shortly.

We have always set ourselves high standards, but we appreciated receiving positive shareholder feedback that our efforts and improved disclosure in these areas are noted. We recognise that you have placed your faith in our business and our future – and this is a responsibility we have always taken seriously.

We are committed to continuous improvement, and we look forward to further engagement and feedback from our shareholders next year.

Slide 4. Retirement of Deputy Chair Ross Adler

Today marks the official retirement of Ross Adler, our Deputy Chairman. Ross has approximately 20 years of service to Domino's, initially as an advisor prior to listing.

In 2005 as the major shareholder I identified initial directors who could join the board and guide the company ahead of listing. I had known and respected Ross for many years – his extensive corporate experience with Santos, the Commonwealth Bank and Austrade were formidable.

I was delighted Ross accepted our offer to become our inaugural chairman, throughout our rapid expansion he brought important public company experience to our company, managed by spirited young entrepreneurs.

Had I suggested to Ross that his position of chair of a $132 million company at listing would develop into a business with a market capitalisation of more than $11 billion, he may have been so skeptical he would not have taken the role.

But I am thankful he did. On behalf of the company, and shareholders, we are indebted to you for your contribution, and in helping us grow to the success we have enjoyed. This company's present and future have been shaped by Ross. Thank you.

Slide 5. Appointment of Tony Peake

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I have spoken previously of our approach to board renewal: by adding exceptional business leaders with decades of experience, from diverse geographical and professional backgrounds. It is an approach the board believes serves the best interests of our shareholders and Domino's Pizza Enterprises Ltd, and which has continued this year.

We have appointed Tony Peake as a Non-Executive Director. Tony is a chartered Accountant with more than two decades' of board-level experience across the public, commercial and not-for-profit sectors. Tony will have the opportunity to introduce himself to you shortly, but I note briefly his experience includes senior roles in Audit – he brings additional depth to our Audit and Risk Committee.

Slide 6. FY21 – Results highlights

This year again has shown the importance of operating a portfolio of operations across multiple regions in different stages of maturity.

With the acquisition of Taiwan, our 10th market, and a review of our modelling, Domino's now expects to operate more than 6,650 stores by 2033. We foresee significant upside, beyond 2033, in our existing businesses, particularly Europe and Asia.

Where other businesses in our category or broader industry immediately went on the defensive when COVID-19 arrived, Domino's Pizza Enterprises expanded our presence – opening more stores, marketing to more customers, donating more meals to the community.

The 2021 Financial Year was one of both growth, and reinvestment. Our store footprint expanded 10.7% to add 285 new stores. Network sales grew 14.6% to $3.74 billion, online sales accounted for 78.2% of sales at $2.93 billion (21.5% higher) and EBIT increased 27.2% to reach $293 million.

Slide 7. FY21 – Results highlights

This year the Company delivered an underlying return on equity of 49.0 per cent, and a three-year average return on equity of 44.0%.

Total shareholder returns were 76.75%, this placed Domino's Pizza Enterprises Ltd in the top 20% of ASX200 companies. With total shareholder returns since listing of more than 8,200%[1]; Domino's Pizza Enterprises Ltd has outperformed not only most companies in Australia but also some of the world's best-known technology companies listed on Wall Street. A long-term success story on the global stage.

As we have noted, it has been a privilege to trade during COVID-19. Domino's has risen to that privilege, and supported our communities, demonstrating it is possible to do good, and do well.

At the same time, Domino's made significant investments in ESG, Marketing, Store Development, and Digital Strategy and Insights. These will help make Domino's a more focused and strategic company – one that will continue to act boldly during this time of uncertainty. It does so confident in the purpose, values and strategy that has brought joy to customers, provided employment opportunities for team members, and helped franchisees and shareholders to prosper.

[1] Source: Nasdaq

Slide 8. Group Dividends

With expanded debt facilities, at lower margins, Domino's has sufficient resources for strategic acquisitions, including our option to move to 100% ownership of our German joint venture.

At the same time, the Board has determined it will increase our payout ratio from 70% to 80% in recognition of this new phase in the Domino's growth, and the expected free cash flow this will return.

I reiterate my comments at our previous AGM: This remains the most extraordinary period of growth I have seen in my career, and I pay tribute to the many thousands of franchisees and team members whose dedication and contribution delivered these results.

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DON MEIJ

GROUP CEO & MANAGING DIRECTOR

AUSTRALIA NEW ZEALAND BELGIUM FRANCE THE NETHERLANDS JAPAN GERMANY LUXEMBOURG DENMARK TAIWAN

GROUP - RESULTS HIGHLIGHTS

"Today's results are the dividends from previous long-term investments in our business. The results of tomorrow will flow from our reinvestment decisions today".

281 MILLION PIZZAS SERVED

285 NEW STORES OPENED

88,000+ TEAM MEMBERS

410,000+ HOT FRESH MEALS DONATED

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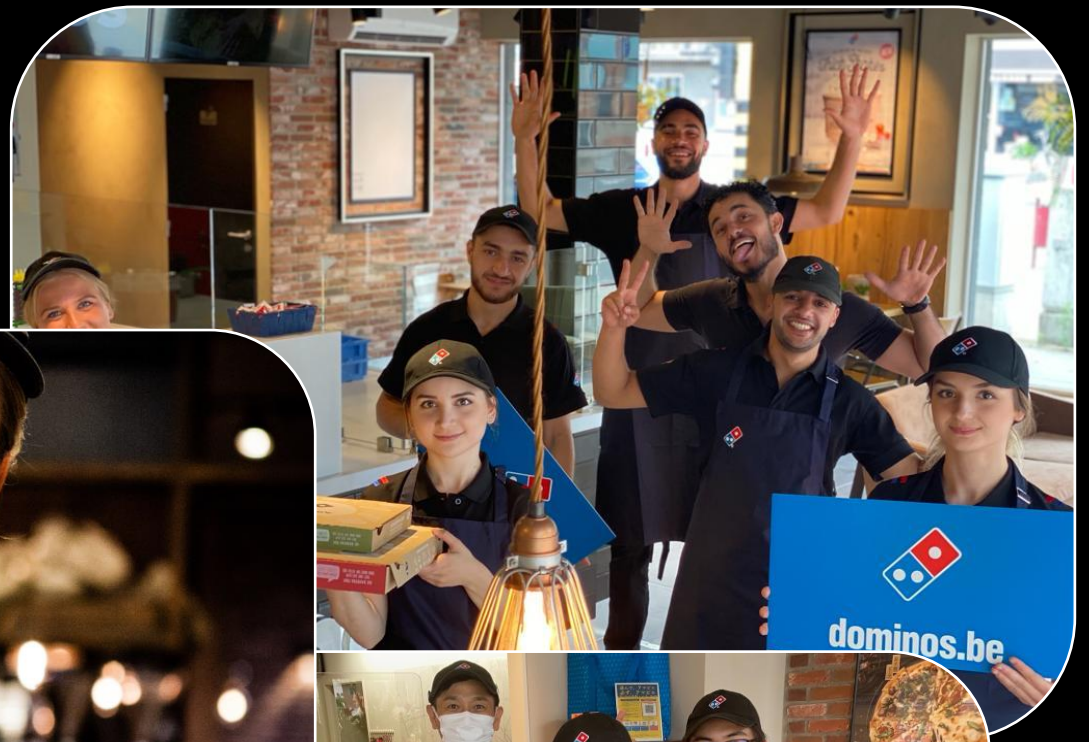


THANK YOU

MANAGEMENT THANKS OUR FRANCHISEES AND TEAM MEMBERS FOR THEIR **CARE**, **AGILITY** AND **EXCEPTIONAL WORK** DURING THIS TIME

OUR PEOPLE

- DOMINO'S PIZZA ENTERPRISES LTD, OUR CUSTOMERS AND COMMUNITIES, HAVE RELIED ON THE COMBINED EFFORTS OF TEAM MEMBERS ACROSS ALL MARKETS.
- THEY HAVE ADAPTED TO EXTRAORDINARY CHANGE DURING SIGNIFICANT UNCERTAINTY.







"OUR SOCIETY OWES A DEBT TO THIS YOUNG GENERATION – AND WE THANK THEM."

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PEOPLE DEVELOPMENT

- THROUGH GIVING PROGRAMS, INCLUDING **GIVE FOR GOOD**, WE WILL PROVIDE OPPORTUNITIES FOR MANY

- **WE HELP OUR PEOPLE GROW AND PROSPER**: TRAINING OUR TEAM MEMBERS WILL BENEFIT THEM AND OUR BUSINESS

- **OUR TEAMS WILL REFLECT OUR COMMUNITIES**, WITH INITIATIVES UNDERWAY TO IMPROVE DIVERSITY, INCLUDING AT A LEADERSHIP LEVEL

- WE WILL CONTINUE TO DELIVER FOR THE NEXT GENERATION, INVESTING IN OUR **'PATH TO EXCELLENCE'** TRAINING PROGRAM



DOMINO'S FRANCE EMERGING LEADER AND MULTI-UNIT FRANCHISEE MAHAZO ANDRIANIVOSOA

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FY21 PERFORMANCE SUMMARY

RECORD PERFORMANCE AS A DIRECT RESULT OF OUR LONG-TERM, STRATEGIC INVESTMENTS

EUROPE:

- INCREASING SCALE CONTINUES TO BENEFIT OUR BUSINESS – INCLUDING NATIONAL TELEVISION ADVERTISING
- OUR TEAMS DELIVERED WORLD-CLASS DELIVERY SERVICE BECAUSE OF MORE STORES, CLOSER TO CUSTOMERS

ASIA

- A STRATEGIC REVIEW OF OUR BUSINESS LIFTED THE SHORT- AND LONG-TERM TRAJECTORY FOR JAPAN
- JAPAN OPENED THE 800TH STORE TO CLOSE FY21, AND EXPECTS REACH THE NEW MILESTONE OF 2000 STORES
- DOMINO'S WELCOMES TAIWAN AS THE 10TH MARKET TO THE DPE FAMILY

ANZ

- THE MARKET IS SEEING THE BENEFITS OF AN IMPROVED FRANCHISEE BASE, INCLUDING THROUGH OPERATIONS 360
- PROJECT IGNITE IS INTENDED TO INCREASE STORE OPENINGS, DRIVEN BY EXISTING FRANCHISEES AND MANAGERS

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ANZ LEADERSHIP



- We thank recently retired ANZ CEO Nick Knight for his contributions over two decades of service
- From a teenager, Nick grew to become one of the best multi-unit franchisees globally, and an executive where he spearheaded a strategic improvement in our franchisee base.
- 30 year Domino's veteran David Burness has taken up the role of ANZ CEO
- David started as a delivery driver for then Silvio's Dial-A-Pizza in 1991. He has twice built multi-unit franchises, separated by service as Chief Operating Officer for Domino's Netherlands.



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LOOKING FORWARD – TWIN REGIONS



DOMINO'S BELGIUM MULTI-UNIT FRANCHISEE ISLAM YASSINE

WE WILL ALIGN OUR LEADERSHIP AND BUSINESS TWIN-REGIONS, FOCUSED ON EUROPE AND THE ASIA-PACIFIC (APAC)

- BOTH EUROPE AND APAC ARE EXPECTED TO BECOME LARGER THAN THE EXISTING DPE BUSINESS
- WITH A POPULATION BASE IN EACH OF ~180 MILLION PEOPLE, EACH HAS SIGNIFICANT OPPORTUNITY FOR GROWTH
- OUR STRATEGY REMAINS UNCHANGED: OUR TWIN REGION STRUCTURE WILL MAXIMISE OUR LONG-TERM OPPORTUNITIES



DOMINO'S JAPAN MULTI-UNIT FRANCHISEE EIICHI TANIZAWA

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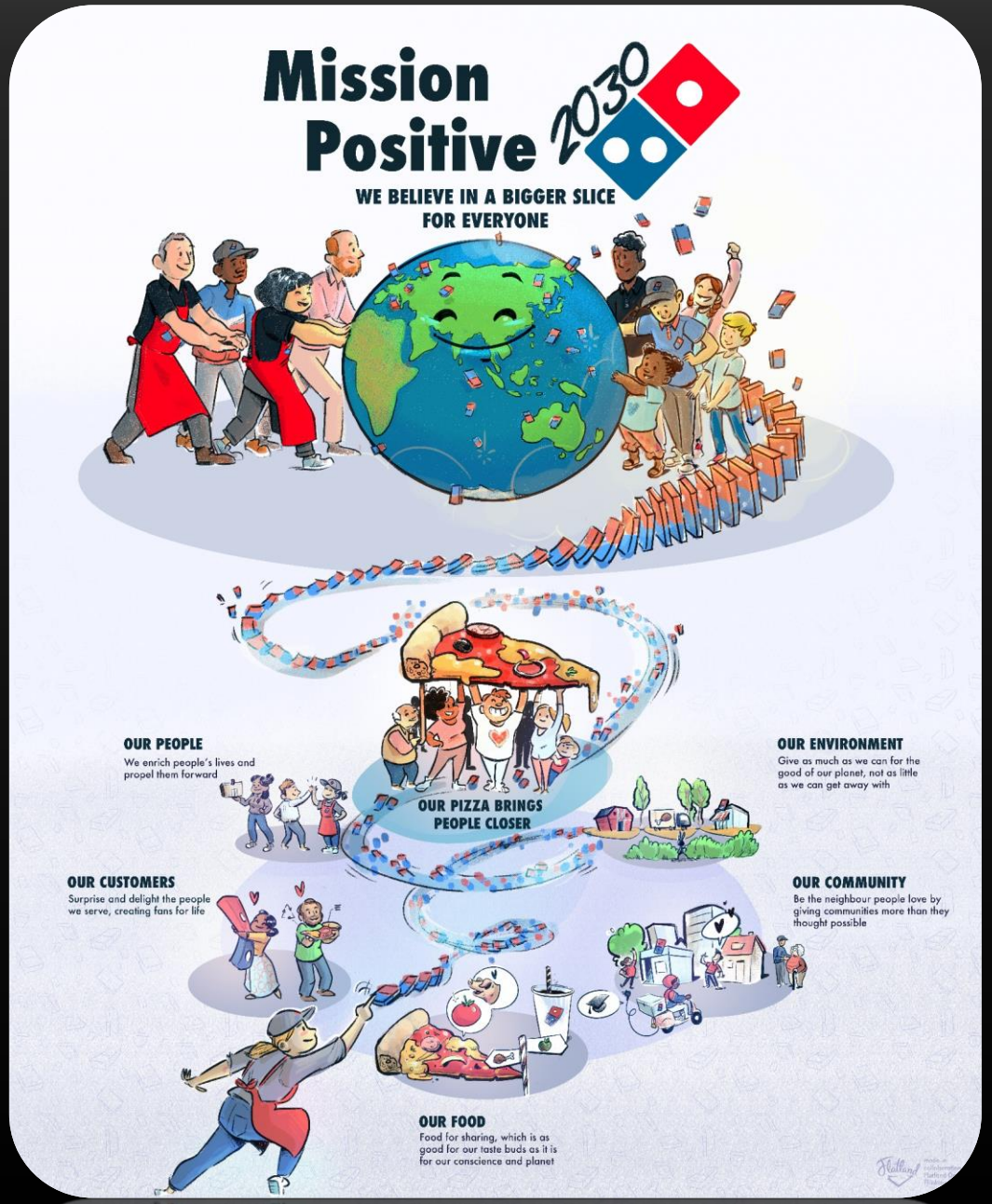
FY21 ESG UPDATE

WE HAVE MADE SIGNIFICANT PROGRESS IN OUR DOMINO'S FOR GOOD (ESG) PROGRAM THIS YEAR

- OUR DOMINO'S FOR GOOD PORTAL AND SUSTAINABILITY REPORT PROVIDE A REFERENCE FOR THE POSITIVE WORK ALREADY UNDERWAY
- WE HAVE APPOINTED OUR FIRST GROUP CHIEF OF ESG
- WE HAVE COMPLETED AND PUBLISHED OUR FIRST MODERN SLAVERY STATEMENT
- OUR BUSINESS PARTNER CODE OF CONDUCT HAS BEEN EXPANDED – DEFINING THE HIGH STANDARDS WE SHARE WITH PARTNERS
- WE HAVE COMMENCED OUR FIRST ASSESSMENT OF OUR FOOTPRINT – INCLUDING CARBON EMISSIONS, LAND AND WATER USAGE AND IMPACT ON BIODIVERSITY

WE HAVE DEVELOPED OUR ESG VISION:

MISSION POSITIVE 2030 – WE BELIEVE IN A BIGGER SLICE FOR EVERYONE



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LOOKING FORWARD – DOMINO'S FOR GOOD (ESG)

WE INTEND TO DRIVE FORWARD DOMINO'S FOR GOOD ACROSS ALL MARKETS

- FINALISING OUR ESG STRATEGY AND IDENTIFYING APPROPRIATE KPIS ACROSS ALL KEY PILLARS
  - OUR PEOPLE
  - OUR CUSTOMERS
  - OUR FOOD
  - OUR ENVIRONMENT
  - OUR COMMUNITIES
- WE WILL WORK WITH PARTNERS TO DEVELOP AN ETHICAL SOURCING POLICY AND IMPROVE VISIBILITY OF THE RISKS OF MODERN SLAVERY AND OUR ENVIRONMENTAL RISKS
- DPE WILL SET SCIENCED-BASED TARGETS TO DO OUR PART IN TACKLING CLIMATE CHANGE

IN THE NEXT 12 MONTHS, WE WILL SET TIME-BOUND AND SCIENCE-BASED TARGETS WITH AN INTERIM GOAL AND AN AMBITION TO REACH NET ZERO GHG EMISSIONS BEFORE 2050



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LOOKING FORWARD - OUR FOOD

WE ARE A PIZZA COMPANY AND AS WE IMPROVE OUR BUSINESS, WE WILL ALSO IMPROVE OUR MENU OFFERINGS.

- WE WANT TO OFFER FOOD WITHOUT REGRET - CUSTOMERS SHOULD FEEL GOOD ABOUT THE SAFETY AND QUALITY OF OUR MEALS **AND THE SUPPLY CHAINS THAT MAKE IT POSSIBLE**
- WE HAVE EXPANDED OUR PARTNERSHIP WITH COMPASSION IN WORLD FARMING (CIWF)
- THIS EXTENDS OUR BETTER CHICKEN COMMITMENT TO ADD AUSTRALIA AND NEW ZEALAND TO OUR EU COMMITMENT



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TRADING UPDATE FY22

GROUP TRADING UPDATE	FY21[1]	FY22[2]
NETWORK SALES	+14.9%	+8.0%
SAME STORE SALES	+8.4%	+4.3%
NEW STORE OPENINGS	74	64
STORES ACQUIRED	-	156
TOTAL STORES ADDED	74	220

1 FIRST 17 WEEKS OF TRADING FY21
2 FIRST 18 WEEKS OF TRADING FY22



MARKET	STORE COUNT FY22	STORES OPENED FY22	STORES ACQUIRED FY22
JAPAN	842	42	
TAIWAN	156	-	156
AUSTRALIA	722	-	
NEW ZEALAND	141	1	
BELGIUM	123	4	
DENMARK	21	2	
FRANCE	454	5	
GERMANY	377	8	
LUXEMBOURG	2	0	
NETHERLANDS	329	2	
GROUP TOTAL	3167	64	156

COUNTRY STORE COUNTS ARE AVAILABLE, UPDATED DAILY, AT HTTPS://INVESTORS.DOMINOS.COM.AU/STORES
NOTE: STORE OPENINGS ARE SKEWED TOWARDS THE END OF THE RESPECTIVE HALVES

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TRADING UPDATE FY22

DOMINO'S PIZZA ENTERPRISES LTD HAS DELIVERED POSITIVE SALES MOMENTUM DESPITE SIGNIFICANT SOCIETAL CHANGES

- SALES GROWTH HAS BEEN UNEVEN ACROSS REGIONS, WITH OPERATIONS AFFECTED BY LOCAL CONDITIONS
- CONDITIONS, INCLUDING ONGOING CHANGES IN CUSTOMER BEHAVIOUR, MAKE SHORT-TERM FORECASTS CHALLENGING

  - ASIA: TAIWAN INTEGRATION SHOWING PLEASING FIRST RESULTS
    JAPAN Q1 SALES WERE EXCELLENT, HOWEVER NETWORK SALES SINCE STATE OF EMERGENCY LIFTED HAVE BEEN NEGATIVE ON A 1-YEAR BASIS. MANAGEMENT IS CURRENTLY UNABLE TO FORECAST FY22 SALES AND IF EARNINGS WILL SURPASS FY21
  - EUROPE: INITIAL INDICATIONS POSITIVE NEWLY ACQUIRED DELIVERY CUSTOMERS ARE LARGELY BEING RETAINED AS SOCIETAL RESTRICTIONS EASE
  - ANZ: LOCAL CONDITIONS HAVE REFLECTED EXTENDED LOCKDOWNS, INCLUDING CLOSURE IN NZ. PROJECT IGNITE WILL LOWER EARNINGS IN H1 BEFORE LIFTING STORE OPENINGS THIS YEAR AND OVER THE MEDIUM TERM

- MANAGEMENT EXPECTS ENHANCED EFFICIENCY AT A STORE LEVEL WILL CONTINUE TO PROVIDE CUSTOMERS VALUE, GROWING UNIT SALES TO OFFSET SHORT-TERM INFLATION HEADWINDS
- STORE OPENINGS ARE ON TRACK AND DOMINO'S INTENDS TO SET A NEW RECORD FOR NETWORK EXPANSION THIS YEAR

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LOOKING FORWARD

OUR EXPECTATIONS FOR THE FUTURE ARE UNWAVERING

- WE WILL MORE THAN DOUBLE OUR BUSINESS OVER THE DECADE AHEAD, WITH CONTINUED GROWTH BEYOND
- IN ADDITION TO ORGANIC GROWTH, DOMINO'S REMAINS ACTIVE IN PURSUING ADDITIONAL MARKETS

- WE ARE FORTUNATE TO HAVE
  - THE CERTAINTY OF AN EXPERIENCED FRANCHISEE BASE EAGER TO EXPAND
  - A DIGITAL OFFERING THAT CONTINUES TO OUTPACE TOTAL SALES
  - A MENU THAT PROVIDES THE WORLD'S BEST SHARING FOOD
  - A TEAM THAT HAS PROVEN THEIR DEDICATION, RESILIENCE AND CUSTOMER FOCUS.

WE THANK OUR FRANCHISEES AND TEAMS FOR THEIR EFFORTS AND LOOK FORWARD TO SHARED SUCCESSES IN FY22

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INVESTOR INFORMATION

- **QUIET PERIOD**

  1 December through to Half Year Results

- **HALF YEAR RESULTS**

  23 February, 2022

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Domino's Pizza Enterprises Ltd
Annual General Meeting
Group CEO & Managing Director's Address
3 November, 2021

Slide 9. Introduction

Good afternoon. I would like to thank all of our shareholders and guests for joining us today.

Before I start, let me add to the Chairman's comments regarding our Deputy Chairman Ross Adler. Mr Cowin noted the significant contribution of Mr Adler to our business, and I'd like to personally note how fundamental this contribution was to setting Domino's on the right path, that has delivered us to this point. As a younger CEO, I can say I was fortunate to have the wisdom and guidance of one of Australia's most experienced executives. Mr Adler's contribution will continue to shape our company's future.

Slide 10. Group highlights

Our Chairman outlined to you the significant growth Domino's delivered this year, which was reflected in our financial performance.

The results you see in front of you were not the inevitable outcome of what was our privilege: of being able to keep our doors open to trade during a pandemic. Indeed even that privilege has not always been possible, most recently for our stores in New Zealand.

Instead, our growth in total sales, online sales, new store openings and profit were made possible because of a long-term strategy that laid the platform for our future.

More than a decade ago we made deliberate choices to expand beyond Australia, to implement High Volume Mentality, to grow the market for delivered food, ordered online, and to fortress our territories to serve our customers better. These choices made both our recent, and future, successes possible.

Slide 11. Thank you – most important highlights

But most importantly, it was the hard work and people-first focus of our team members in all markets that not only allowed us to trade, but to successfully navigate the most difficult conditions in our history.

It was their efforts that served up more than 280 million pizzas to bring our customers closer, including donating more than 410,000 hot, fresh meals to those in need of some human kindness.

It was the efforts of our people that allowed our network to expand by 285 new stores, each providing employment opportunities, and reinvesting in their local communities.

Slide 12. Our people

I'd like to take a moment to reflect on just what that means.

It should be no surprise when you look at your local supermarket, in your bricks and mortar retail store, and yes – in a quick service restaurant like Domino's – the team member serving you is frequently a teenager, working an after school job (perhaps their first).

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Our young people have adapted to home schooling, they've frequently not been allowed to catch up with friends and loved ones, including grandparents, they've not been allowed to travel, and in times of fear and uncertainty they've been asked to roll up their sleeves to help protect others.

At the same time they've turned up to their part time jobs, they've put on masks, they've stood behind plastic barriers, they've worked hard, and they've served their communities with a smile.

Our society owes a great debt to this young generation – and we thank them.

Slide 13. Franchise development / training etc

We have a responsibility to this generation, themselves future leaders in our society and our business.

That is why, through our registered charity Give for Good, we champion initiatives including university scholarships to help young people grow and prosper. I'm proud to advise that this year we recorded our 8 millionth micro donation to Give for Good, through our Round up for Charity tool. We intend to expand our charitable giving across all of our markets.

Further, we intend to live up to this responsibility by providing young people in all markets a role that makes a difference to their community, with training that makes them not only a more skilled Domino's team member but also more skilled in their future careers, within Domino's or beyond.

This core value of Domino's is mutually beneficial – as our industry faces the likelihood of labour shortages across the next decade, it is the employer with the best trained, most engaged and efficient team that can offer value to customers. We intend to be that employer.

We have a proven track record in providing opportunities to our team members to develop long-term careers as franchisee entrepreneurs in our business, and through our Pathway to Excellence program, launching next year, we will continue to deliver for the next generation.

Slide 14. FY21 performance summary

If I summarise the 2021 Financial Year – it was one of record performance as a direct result of our long-term, strategic investments.

In Europe, our business continued to benefit from increasing scale; more stores allowing us to reach more customers, including through more television advertising (which in multiple markets is only possible through a national purchase). Key to our performance across all European markets was the world class service customers received when they trialled Domino's – made possible because of our strategy to open more stores, closer to customers.

In Japan, a strategic review of our business; menu and pricing, marketing, store locations and density, even how we make dough for our stores, lifted both the short- and long-term trajectory for this market. We ended the 2021 Financial Year with 800 stores, and in partnership with our franchisees, we intend to rapidly pass the 1000 store milestone on our way to our 2000 store milestone by 2033.
We were pleased to announce in this past financial year the acquisition of our 10th market – Taiwan. Our experienced team in Japan has built a centre of excellence - now they are positioned to support the growth of Taiwan, under the leadership of new CEO, and multi-decade veteran, Martin Steenks, formerly of the Netherlands.

In Australia/New Zealand, we are seeing the benefits of our determined decision to work across the network to improve our franchisee base, including initiatives such as Operations 360. This has seen

some of our franchisees who no longer had the passion or capability to operate a Domino's franchise leave our business, concurrently with internal franchising that has helped fast-track young, multi-unit franchisees for the future. Continued improvement supported by our investments through Project Ignite, will see us grow internally to reach our 1200 store target.

It is management's view that these same, long-term investments that delivered us to this point, will continue to deliver results over the decade ahead.

Slide 15. ANZ Leadership

In noting the performance of this past year, I recognise the efforts of our recently retired Australia/New Zealand CEO Nick Knight.

Starting as a teenager in regional New South Wales, Nick grew to become a store manager, one of the best multi-unit franchisees in Domino's globally, and then a DPE executive. He spearheaded this strategic improvement in our franchisee base – which provides a stronger foundation on which we will build our future.

It is never easy to farewell a true Dominoid like Nick – but the measure of success of a leader is the team they inspire, and Nick has built a formidable team.

30 year veteran David Burness has taken up the role of ANZ CEO – David is a multi-award winner and, immediately prior to commencing as CEO, multi-unit franchisee. He started as a delivery driver for then Silvio's Dial-A-Pizza in 1991 while studying at university, and twice built multi-unit franchises, separated by service as Chief Operating Officer for Domino's Netherlands.

David is well placed to focus on continuing our clear strategy as we build the ANZ business.

It is a product of the culture of Domino's that our business has grown the future leaders of our business from within, across multiple markets – David Burness and Martin Steenks are the most recent and won't be the last. I congratulate both on their appointments.

Slide 16. Looking forward - Twin regions

When we announced these appointments in September it coincided with our decision to align our leadership and business around a twin-region structure, focused on opportunities in Europe and the Asia-Pacific (APAC) over the decade ahead.

Both regions currently have a population base of about 180 million people, and each has significant opportunity for both organic growth and acquisitions.

As we accelerate to 2030 and beyond, we will grow much larger businesses in both regions; each planned to be bigger than the entire Domino's Pizza Enterprises of today. To deliver this growth, our strategy remains unchanged: delivering hot, fresh meals, at an affordable price, safely and fast, from a store that is even closer to our customer.

With this twin-region focus, we intend to maximise our long-term opportunities using the strategies that have delivered long-term performance.

Slide 17. FY21 ESG update

Two years ago I stood in front of our shareholders and outlined our Purpose and Values including 'we do the right thing, because it's the right thing to do'.

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I noted that 'since our humble beginnings we have been working to do the right thing, but we recognise this is increasingly important to communicate to our communities and our shareholders.'

I am very pleased to advise we have made significant progress in this area this year:

Through our Domino's for Good online portal we have outlined the positive work already undertaken across our business, from packaging reduction, the increasing use of electric delivery vehicles, through to scholarship programs such as those I outlined earlier. This is now available for all to review. All of this – and more – is also captured in our first sustainability report, which you can also find on our website.

We have completed and published our first Modern Slavery statement, as part of our commitment to protect human rights throughout our supply chain

As part of this work, we have expanded our Business Partner Code of Conduct, to clearly define the high standards we have of partners with our business.

We already know that strong partnerships with our key suppliers and stimulating innovation throughout our supply chain will be key for us in reducing our footprint and using our scale for good.

We have started the first assessment of our footprint – including carbon emissions, land and water usage and our impact on biodiversity.

Our global ESG customer research confirmed the growing importance of ESG for our current – and potential – customers across all our markets. It also confirmed that we are focussing on the right actions, we should however improve our communications in this field.

Together with key stakeholders – ranging from our Global Leadership Team, ESG working group to franchisees from our various markets – we have developed our ESG Vision: Mission Positive 2030 – we believe in a bigger slice for everyone.

Each of these is a major step forward, but equally are only the latest steps of many in this important work.

Slide 18. Looking forward – ESG

Our next steps in the coming year include finalising our ESG strategy, including identifying appropriate key performance indicators and targets across our key pillars:

- Our people
- Our customers
- Our food
- Our environment
- Our communities

You can't improve what you don't measure. We are deciding on the best reporting framework that meets the needs of our business, our investors and our communities, and will improve our data collection, measurement and reporting against our goals.

You can already see some of this work in our reporting against our gender diversity and European Supply Chain emissions reduction goals – but we will do more.

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We have committed to setting science-based targets to do our part in tackling global climate change. Partnering with the SBT initiative will ensure that our efforts are ambitious and aligned with the latest science to limit global warming to the 1.5°C threshold.

We are embracing this responsibility to take action now and inspire our industry and supply chain partners. The journey has started with the measurement of the environmental impact of all our stores and entire supply chain, serving as a baseline for Domino's.

To demonstrate our commitment, I have signed the SBT initiative's 'Business Ambition for 1.5°C commitment letter' and shared this with the SBT initiative today. In the next 12 months, we will set time-bound and science-based targets with an interim goal and an ambition to reach net zero greenhouse gas emissions before 2050.

We will continue to improve our risk management, and will be working with our partners to develop an ethical sourcing policy, including improving our visibility of the risks of modern slavery and taking into account environmental risks.

Let me be clear, our ESG approach Domino's for Good is not about improving our image, but instead about improving our company. This is not the responsibility of one team, or our Chief of ESG, but everyone one of our leaders, franchisees and team members.

Slide 19. Looking forward – our food

We never lose sight that we are a pizza company and as we improve our business, we will also improve our menu offerings.

We do not intend to take away our customers' indulgence – but we can strive to deliver 'indulgent health'. Already you have seen us deliver reductions in fat content in our cheese in Australia, improved quality in the meats that top our pizzas and a reduction in 'artificials' – flavourings, colourings and preservatives.

We have also expanded our offerings to vegan, vegetarian and flexitarian customers – with plant-based cheeses and alternatives to our traditional proteins.

That effort has been recognised by our most important stakeholders – our customers. On World Vegan Day on Monday and, after more than 210,000 votes were cast, Domino's was recognised by leading plant-based magazine *Nourish* with the 'Vegan-Friendly Award'.

We want to offer food without regret – so customers feel good both about the safety and quality of our meals, and the supply chains that make it possible.

I'm pleased to advise we have expanded our partnership with Compassion in World Farming, extending our Better Chicken Commitment from Europe to now include Australia and New Zealand.

The benefit of our strong partnerships with world-leading suppliers is our ability to collaborate on the indulgent health offerings of the future – and I expect to update you in coming years on the results of initiatives we are exploring to reduce the carbon footprint of our supply chain.

Slide 20. Trading update

Year to date, we have grown total sales +8.0% (+4.3% on a same store sales basis).

Our network is already more than 7% larger, through the opening of 64 new stores, and the addition of 156 stores through the acquisition of Taiwan.

That comes on the back of +14.9% sales growth at this time last year (+8.4% on a Same Store sales basis) – this is continued strong growth during difficult and uncertain times.

Slide 21. Trading update

As they have been since the start of this pandemic, our operations are affected by local conditions including lockdowns and changes in customer behaviour. This has included the recent closure of our New Zealand operations, and some of the most restrictive community lockdowns we have experienced, implemented in Victoria and New South Wales, as our communities have been kept safe while we transition to this next phase of COVID-19.

Sales growth has, not surprisingly, been uneven across our markets. Societal changes as our communities transition out of COVID has seen so far our European businesses largely retain newly acquired delivery customers. Rebuilding our carry-out sales is still ongoing. In Japan, sales to September were excellent, but as the State of Emergency has been lifted, and restaurants, bars and shopping centres have reopened, network sales have been negative on a one-year basis.

There's no question the next 6-12 months will be challenging. That should not be surprising – the past 18 months have been just as challenging.

Importantly, across all markets, we have a materially larger business than the corresponding period pre-COVID-19. This includes our store footprint, and we intend to set a new record for DPE network expansion this year.

Our continuing responsibility to our team and community is to be responsive, agile and people focused – as we have been throughout.

Slide 22. Looking forward

Our long-term focus is why we provide an outlook, rather than short-term guidance.

As I look beyond the next few months, we are confident in our outlook of growing Same Store Sales 3-6% over the next 3-5 years, and adding 9-12% of our network through organic growth. We also remain active in pursuing additional markets.

Our expectations for the future are unwavering – we will more than double our business over the decade ahead, with continued growth beyond.

While we navigate ongoing uncertainty, we are fortunate to have the certainty of an experienced franchisee base eager to expand, a digital offering that continues to outpace total sales, a menu that provides the world's best sharing food, and a team that has proven their dedication, resilience and customer focus.

I thank them, and my colleagues, for their efforts this year.

Personally, I would not want to be leading any other team – and I thank you, our shareholders, for your continued investment and belief in our shared future.

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