



29 September 2017

In addition to providing the Annual Report, in 2017 Domino's Pizza Enterprises Limited is also making available to its shareholders a separate commentary on the results in an electronic and interactive form, as a website.

Our fully functional website can be accessed at the link below:

<http://dominosinvestors.com.au/annualreport2017/>

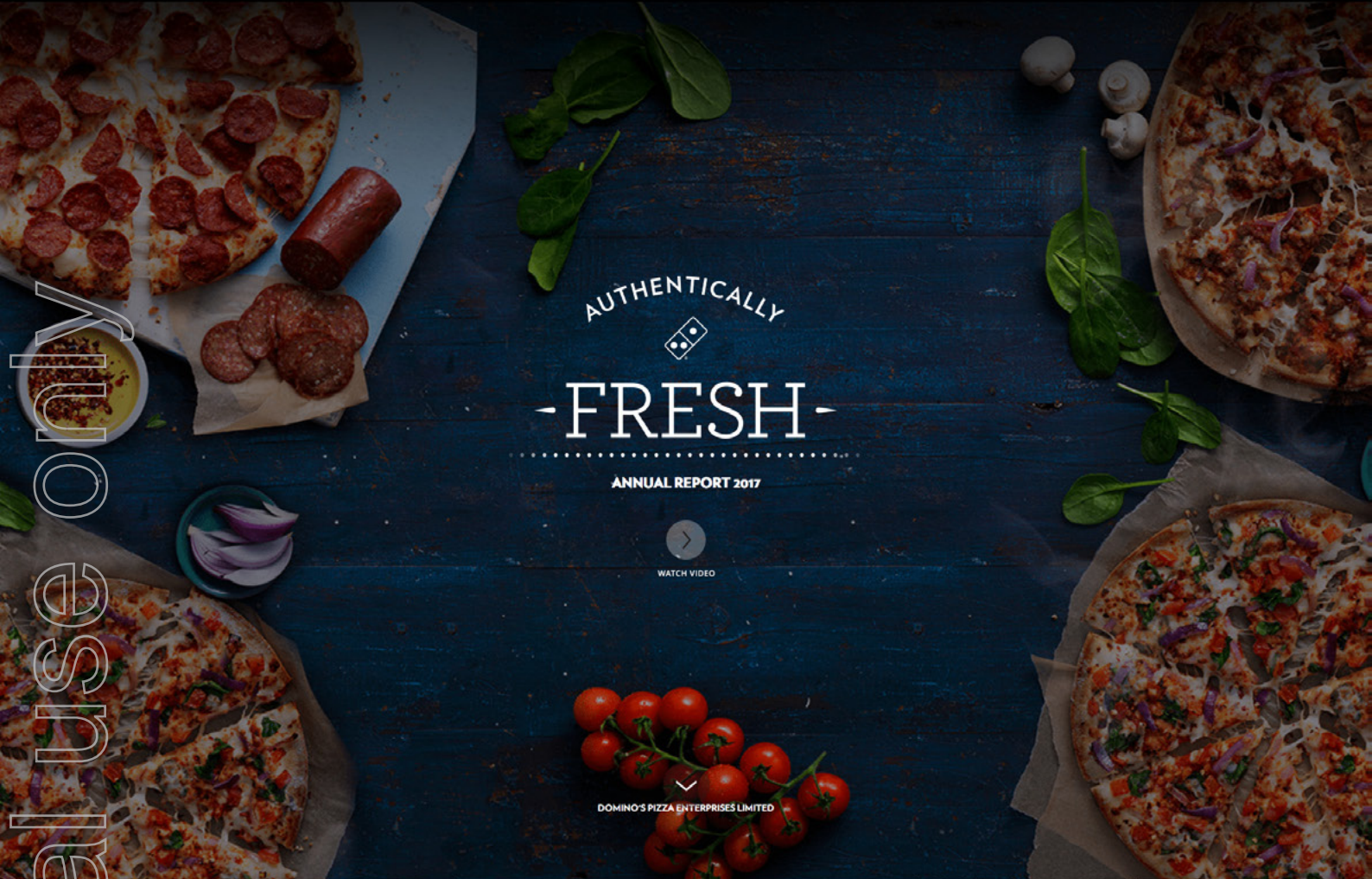
A PDF version of the commentary follows.

Craig Ryan
Company Secretary

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Jack Cowin
CHAIRMAN'S OVERVIEW



Don Meij
CEO'S REPORT



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2017 ANNUAL REPORT

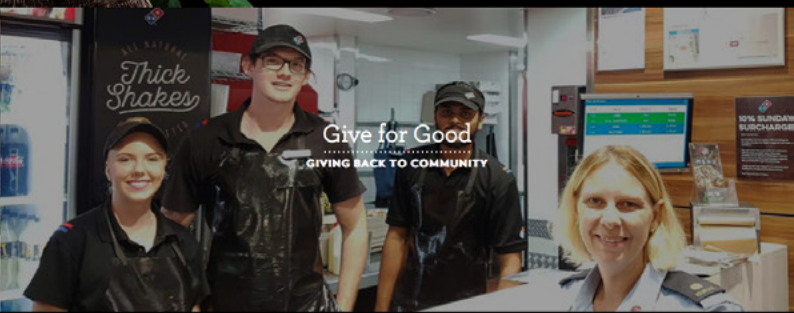
Refined Products

DELIVERING A FRESH

APPROACH



Breaking New Ground
OUR MARKET EVOLUTION



Give for Good
GIVING BACK TO COMMUNITY



Jack Cowin

CHAIRMAN'S MESSAGE



The past financial year has been another year of records for Domino's Pizza Enterprises Limited (ASX: DMP). On operational and financial metrics, from average delivery times and online sales, through to Network Sales and EBITDA, the Company performed strongly.



Dear Shareholders,

The past financial year has been another year of records for Domino's Pizza Enterprises Ltd (ASX:DMP). On operational and financial metrics, from average delivery times and online sales, through to Network Sales and EBITDA, the Company performed strongly.

Financial Year 2017 demonstrated the benefits of Domino's multi-region strategy and investment in technology and menu improvements. Network Sales (\$2,318.5m) exceeded \$1 billion in both halves for the first time, and were exceeded in the second half with sales of \$1,162.9m.

The Company's ability across seven markets to leverage its competitive advantages; including scale, technology and high-quality food, saw underlying Net Profit After Tax increase to \$118.5m (up 28.8% on the prior corresponding period), revenue increase 15.4% to \$1,073.1m, and EBITDA increase 28.3% to \$230.9m.

It is particularly pleasing these results came in a year of embedding, rather than adding, acquisitions. Network sales were 8% higher on a Same Store Sales (SSS) basis, led by particularly strong performances in Australia and New Zealand (+13.6% SSS) and Europe (+2.8% SSS).

Shareholders were paid a final dividend of 44.9c per share (50% franked). This brought the full year dividend to 93.3 cents per share, following the interim dividend of 48.4 cents per share, an increase of 26.9% on FY16.

Across all markets, the Company continued to invest in customer-focused initiatives including technology and menu enhancements.

\$2,318.5M

FY17 NETWORK SALES

\$230.9M

EBITDA GROWTH

13.6%

ANZ SAME STORE SALES

UP 26.9%

ON THE FINAL DIVIDEND PAID LAST YEAR

UP 28.3%

EBITDA GROWTH

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Australia and New Zealand opened 66 new organic stores this Financial Year, each leveraging existing and new technology enhancements. These contributed to 30% online sales growth for this market for the Full Year, and EBITDA growth of 25.8%.

Domino's European operations opened 72 organic new stores for the year, a record for the market, and delivered EBITDA growth of 47.1%, the highest in the Group. Europe finished the Full Year at 865 stores. Domino's online ordering platform OneDigital remains a competitive advantage, and an opportunity to build additional sales. OneDigital is now live in all European markets, lifting online sales above 45% in France and 55% in Germany (the highest in Europe). The Netherlands/Belgium grew online sales by +42%.

In Japan, Domino's opened 40 new stores in the Financial Year, and continued to add more Franchisees to the network. Franchisee-owned stores now account for 183 of the country's 493 stores, or 37 per cent of the network. Revenue from Japan reached \$418.1m, up 4.2% on FY16, increasing EBITDA by \$8.1m or +17.0%. Building on 3.6% SSS growth in H217, Domino's anticipates positive customer count and Same Store Sales growth for FY18 in Japan.

Domino's is a Company that is constantly learning, and improving, in order to put our customers first. That is why we say we are 'hungry for better'. Accordingly, FY18 will be another exciting year full of opportunity for the Company, our customers, and our shareholders, and we thank you as you join with us in the months and years ahead.



JACK COWIN
NON-EXECUTIVE CHAIRMAN

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MENU > ☰

Don Meij

CEO REPORT

This year was another year of firsts for Domino's, with investments in areas including technology - with the introduction of Artificial Intelligence (AI) in DRU Assist - the expansion of quality in our menus - best highlighted by the Taste the Colour menus in Australia and New Zealand - and new food categories, including ice cream which is now a pillar in the Australian business.



This year was another year of firsts for Domino's Pizza Enterprises, with investments in areas including technology – with the introduction of Artificial Intelligence (AI) in DRU Assist – the expansion of quality in our menus – best highlighted by the Taste the Colour menus in Australia and New Zealand – and new food categories, including ice cream which is now a pillar in the Australian business.

These investments in new areas of food, in upgrading our food, and in new technologies, led to some extraordinarily strong growth in 2017 – 8.0% Same Store Sales Growth for the group, and 178 organic new stores, a record for the group. This growth delivered an underlying NPAT of \$118.5m, an increase of 28.8% over FY16, and underlying EBITDA of \$230.9m.

ANZ

It was another exceptional year of growth in Australia/New Zealand, with 13.6% SSS growth for the year, and a 16.6% increase in total network sales. This growth was delivered in 52 weeks, compared to a 53 week FY16.

We had another record year of organic growth for Australia and New Zealand where we added 66 new stores, ending the financial year with 777 stores. Our growth in Australia and New Zealand was delivered predominantly because of the extraordinary online business we have created. Our online sales, after 11 years in Australia/New Zealand, grew a further 30% in FY17. This level of online growth was delivered because Domino's continues to improve our existing platforms, continually A/B testing to lift conversion rates and the speed of our site - making it much more engaging for consumers.

At the same time, Domino's launched significant new technology, such as our DRU AI. In 2017 we announced we are now an 'AI-first' company, which means we are going to develop more of our back-of-house and consumer-facing technology using AI and machine learning. This will ensure we can improve productivity in our stores and provide a better, more engaging outcome for our consumers.

For all of the incredibly engaging technology that we create at Domino's Pizza Enterprises, we can never forget that we are a food company first, and we are passionate about how we are recreating and democratising food. In 2017 we once again reinforced that we can be exceptional at making great pizza.

In October we had the highest like-for-like sales in our Australian history. We delivered 23% SSS growth, a major contributor to the group earnings throughout the year. With our launch of "Taste the Colour" we were able to bring back the vibrancy of food, to highlight we are serious about making great pizza. At the same time we invested in a new pillar, with an all-natural ice cream. Our first ice cream products, Thick Shakes, are served at -14 degrees, making it a very deliverable product and the beginning of an investment in more ice cream products to come in 2018.

We also focused on the implementation in 2017 of Project 3/10, where we now have the systems and the tools to be able to execute a delivery in about 10 minutes and our progress continues, with our third generation of Ideas and technology, to enable our stores to reach this goal.

EUROPE

This past financial year Europe continued to illustrate how it will be a significant growth engine for Domino's Pizza Enterprises for many years to come. Our total network sales grew 26.9% and we had same store sales of 2.8%. This delivered an underlying EBITDA growth of 47.1% with a margin of 18.4%, showing strong growth over the past three years.

\$2,318.5M

FY17 NETWORK SALES

\$230.9M

EBITDA GROWTH

13.6%

ANZ SAME STORE SALES

UP 26.9%

ON THE FINAL DIVIDEND
PAID LAST YEAR

UP 28.3%

EBITDA GROWTH

We opened a record number of organic new stores, 72, ending the financial year with an incredible 865 stores across the four countries. Underpinning this growth is once again (like Australia/New Zealand) our online order and sales growth. In France we acknowledge an issue with the implementation of our One Digital platform, which ultimately led to a slight miss with our overall earnings guidance. Nonetheless, we were still able to grow online sales by 32%.

In the Netherlands/Belgium, against a backdrop of all of the global aggregators in that market, we were still able to still achieve online growth of 42%. In our newest market, Germany, we grew our online business by 50% in FY17.

We were excited to see the beginning of Project 3/10 in Europe with the implementation of GPS Driver Tracker in the Netherlands, and we are already writing records in the Dutch business for deliveries, where a number of stores are consistently delivering in under 10 minutes.

JAPAN

Our Japan business grew network sales by 4.9%*, with SSS at -0.6%. We were able to grow our EBITDA by an additional \$8.1m (up 17% on FY16). These earnings were achieved in part because we added 40 new stores to the system, finishing the Financial Year with 493 stores. One of our significant investments in 2017 was our continual focus on franchising, where we were able to add 50 new franchised stores to the system: franchisees now make up 37% of our stores.

*4.9% network sales increase in local currency, and 8.4% increase in network sales in Australian dollars.



LOOKING FORWARD

ANZ

Our expectation is Domino's will open a record number of organic new stores in the coming Financial Year, and these will once again be achieved by mostly internal franchisees. Last year 91% of new store openings were from existing Domino's franchisees or team members, and we expect a similar result in the year ahead. Our online ordering platform will continue to deliver growth, and we will continue to expand our investments in Artificial Intelligence and machine learning, making our platform far more engaging and moving at a higher speed.

Domino's will continue to invest in our food; in the first six months of this Financial Year we are launching 20 new pizzas and side items, with a heavy focus on premium ingredients. There will be some pizzas that will enhance our customers' favourites and there will be new, exciting flavours we are excited to launch before Christmas. We will expand our Ice cream offerings, leveraging our significant investment in our all-natural ice cream with an expansion in Thick Shakes offerings, into sundaes, and other very exciting products that will launch in the first six to nine months of the year.

Project 3/10 will continue to be a core focus and a serious competitive advantage for Domino's Pizza Enterprises. We will continue to roll out new equipment, new technology, and new operational training so that we can achieve deliveries in about 10 minutes, and we are getting even closer to achieving a three-minute carry-out.

EUROPE

This year we will benefit from One Digital being live in all four countries. These markets are now able to use our learnings and development from Australia/New Zealand, and will be able to pick the best and most appropriate-to-market pieces of new technology. We will see the continued expansion of GPS Driver Tracker, the first 15 and 20 minute guarantees executed in various markets, the benefits of improved conversion rates and higher speeds, and we will continue to look to ways to execute against Project 3/10.

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It is our expectation that Project 3/10 will be ignited in Belgium this year, as we will have rolled out the GPS Driver Tracker system. Another forward-looking project in which we are investing in Germany, and now in the Netherlands, is our partnership with Starship, where we have a small, automated robot able to deliver orders in and around the CBD of parts of Germany and the Netherlands. This is a very important project for automated delivery that will be part of our future for Domino's Pizza Enterprises.

In 2016, we opened the world's most automated commissary, just outside Paris, and in 2017 we expect to achieve the productivity advantages coming from that new commissary.

One of the things we are proud of at Domino's is always looking well into the future at our challenges, and how we can be more efficient, productive, safer, and a business that is more engaging to our consumers. That is highlighted by our DRU Drone by Flirtey partnership in NZ. It is our expectation that in this Financial Year we will demonstrate the next generation of drones, specifically a larger drone that can deliver to a further point in any delivery area, expanding to regular deliveries through a number of stores in 2018. This is a very significant, forward-thinking project, that will make our stores safer, more engaging for our customers, and will further enhance our ability to deliver to our customers in a more efficient manner.

We expect to achieve a number of milestones this Financial Year. We expect that by store count we will become the largest QSR in the Netherlands, an extraordinary feat having gone beyond being the largest pizza company by store counts, to be the largest system in the country. We will also open our 50th store in Belgium and by the end of the Financial Year it is our expectation we will be the largest pizza delivery company in the country, completing our market leading position in all seven of the countries in which we operate.

JAPAN

In the first quarter, we will open our 500th store in Japan, and roll out our One Digital Platform. This is software we have been able to roll out incredibly well in our other six countries. It is significant that in all seven countries we will be able to benefit from, and leverage, the One Digital platform.

I'm very excited that as we implement enhancements such as 20-minute guarantee, that the One Digital platform will be far more engaging and will deliver higher conversion rates in Japan. While it is still unknown how large the impact will be, management is quietly confident it will make a difference in Japan. Throughout the 2017 financial year we did a significant amount of research in the Japanese market and this financial year we will benefit from that research, rolling out some new and innovative products. The Pizza Sando product, an oven-baked sandwich sold for about ¥500, is bringing new customer counts and traffic into our business. This is just one example of Domino's expanding our reach and engagement with the Japanese consumer through our products.

We have always acknowledged that the Japanese consumer doesn't eat similar amounts of pizza that we see in our other six countries, however management is always focused on trying to find new ways of getting our products into the hands of our customers in Japan and that will come in new ways that we expand on in this financial year.

SUMMARY

All of the extraordinary things we achieve at Domino's Pizza Enterprises are the result of the hard-working team members throughout the world, and hard-working team members that work for inspiring and entrepreneurial Franchisees, who work tirelessly to earn the respect of our customers.

At Domino's we have a philosophy that we never arrive; that every day we are hungry to be better for our customers. We are hungry to make sure that our service is better, that our products and their execution are more engaging for our customers, and that our technology gets better and better, while at the same time providing productivity advantages to our Franchisees.

I would like that thank you, our shareholders, for your confidence in investing in our business. I'd like to thank the Board for their support, encouragement, and drive, to make this a better and better business. Finally, I would like to thank the Leadership Team across our Global operations, for their tireless sacrifice in creating a business that we're extremely proud of. Thank you very much.



DON MEIJ
GROUP CEO & MANAGING DIRECTOR



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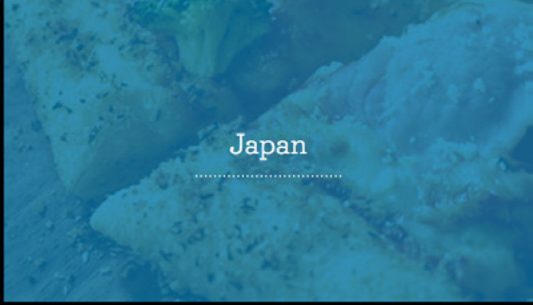
Breaking New Ground
OUR MARKET EVOLUTION



Australia &
New Zealand



Europe



Japan



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AUSTRALIA & NEW ZEALAND

HIGHLIGHTS & ACHIEVEMENTS

HIGHLIGHTS & ACHIEVEMENTS	AUSTRALIA & NEW ZEALAND	EUROPE	JAPAN
	DIGITAL INNOVATION	FOOD INNOVATION	LOOKING FORWARD



RECRUITMENT DRIVE

Off the back of the success of the Taste the Colour launch in September 2016, Domino's announced it was putting food innovation at the heart of the business and the Company was looking to add thousands of new team members to keep up with demand. Domino's said it would hire an extra 2,500 new team members, everything from pizza makers, store workers, delivery drivers, store managers and franchisees.

8%
GROUP SAME STORE SALES GROWTH

178
TOTAL NEW STORES
ACROSS THE GROUP

2,000+

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QUEEN STREET CONCEPT STORE



In April 2017, DPE opened a brand-new concept store at 371 Queen Street in Brisbane. Similar to a traditional Italian pizzeria, the store uses hand-stretched dough for its pizza bases and customers can choose to add more premium ingredients to their pizza including prosciutto, bocconcini and gorgonzola.

The Queen Street store really places pizza making front and centre, as customers can see their pizza being created by staff right in front of their eyes.

The dine-in concept store is located in the heart of Brisbane's CBD and DPE is keen to roll out further new stores based on this concept in select high-foot-traffic locations.

TOTAL NUMBER OF STORES

Domino's OneDigital online platform is now live in all seven markets.

WE CARE



DPE's 'We Care' campaign launched in May 2017, reminding customers of the Company's 100% customer satisfaction guarantee and promising to address customer concerns.

After completing extensive market research, DPE uncovered the top frustrations for customers including missing garlic breads, uneven pizza slices and poorly distributed pepperoni.

'We Care' focused on product quality and service quality and promised customers the Company would do better. DPE encouraged customers to let the Company know when they are unhappy so DPE can provide a replacement or a refund.

The new campaign focused on real store owners and real customers. All 700+ stores across ANZ closed for one hour over a weekend for a training session for team members, designed to address the most common customer complaints, before the launch of the campaign.



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AUSTRALIA & NEW ZEALAND

DIGITAL INNOVATION

AUSTRALIA & NEW ZEALAND

EUROPE JAPAN

HIGHLIGHTS & ACHIEVEMENTS

DIGITAL INNOVATION

FOOD INNOVATION

LOOKING FORWARD

DRU DRONE BY FLIRTEY



In November 2016, Domino's partnered with world-leading drone developers Flirtey to make the world's first commercial delivery of pizza by drone to a customer's house in New Zealand, approved by the country's aviation regulator.

The first order was a Peri Peri Chicken Pizza and a Chicken and Cranberry Pizza to a customer in Whangaparaoa, 25km north of Auckland. The unmanned aerial vehicle, DRU Drone by Flirtey, was autonomously controlled using GPS navigation, overseen by a team of drone experts and a qualified and experienced drone pilot.

The delivery followed a number of operational and product trials, including food temperature testing and liaison with the New Zealand government.

DPE believes that drone delivery will become an essential component of pizza deliveries and an essential addition to our delivery fleet, to ensure more customers can receive hotter, fresher pizza.

DRU Drone by Flirtey can avoid traffic congestion and traffic lights, and safely reduce the delivery times and distances by travelling directly to customers' homes. DPE and Flirtey will extend the dimensions, weight and distance of the deliveries to reach a larger delivery area in the near future.

8%

GROUP SAME STORE SALES GROWTH

178

TOTAL NEW STORES ACROSS THE GROUP

2,000+

TOTAL NUMBER OF STORES

Domino's OneDigital online platform is now live in all seven markets.

DRU Drone by Flirtey will create jobs as the Company will look to hire additional team members whose roles will focus on drone order loading and fleet management.

This was the first time a drone delivery service had been approved for store-to-door deliveries as Flirtey received a Part 103 Unmanned Aircraft Operators Certificate from the Civil Aviation Authority in New Zealand.

DRU Drone by Flirtey, as a delivery method, is designed to work alongside Domino's current delivery fleet and ultimately will be fully integrated into online ordering and GPS systems.



ZERO CLICK

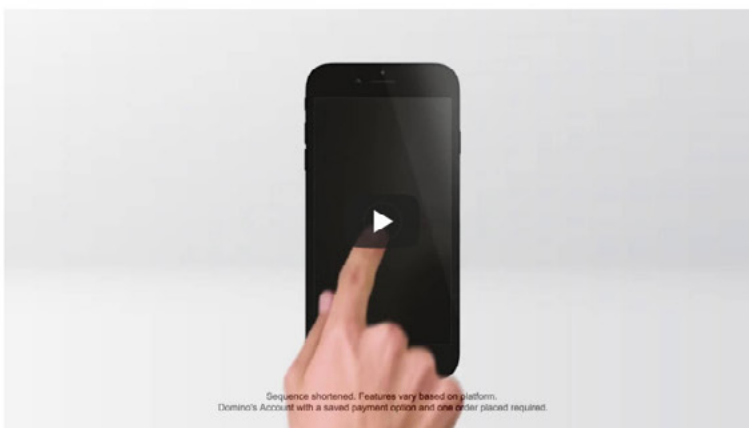
DPE launched the easiest way to order a pizza, Zero Click, in September 2016. The App allowed customers to place an order for a pizza, without even the touch of a button.

To order, a customer simply has to open the App and after a 10 second countdown, Zero Click will place their favourite order or a choice of one of their four most recent orders.

Zero Click is a standalone free App, which can be downloaded from the Apple iTunes store or Google Play. Customers simply log in to their Domino's account to place their first order.

If 10 seconds is too long, customers with an iPhone can turn the dial on the screen to speed up the order and receive that piping hot pizza faster.

For iPhone users, Domino's customers can order with voice activation by easily asking Siri "Hey Siri, open Zero Click". To ensure the ordering experience with Zero Click is secure, iPhone users can enable TouchID.



INSTAGIFT

Launched just before Christmas in 2016, InstaGift is a completely digital gift card that allows customers to give the gift of pizza to friends, loved ones and colleagues. Pizza lovers had been calling out for pizza gift cards for a long time and Domino's delivered.

Removing all the barriers that exist with cumbersome physical gift-card-based systems, every stage of using an InstaGift is online, from purchase to redemption.

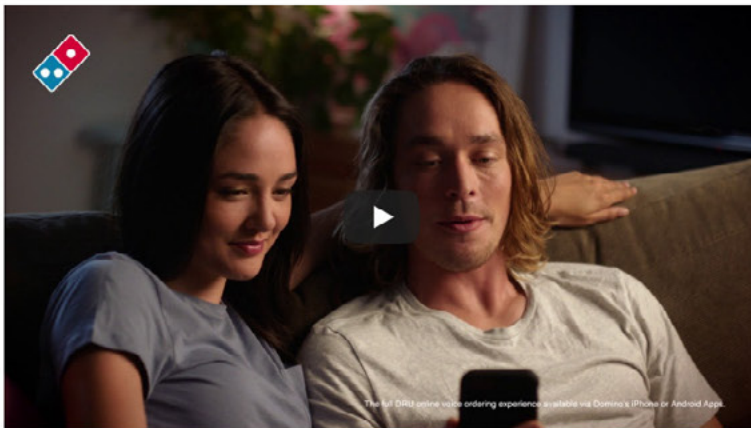
InstaGifts can be used to purchase any item from Domino's menu, are able to be personalised, and are sent to the recipient in an instant. They are available in a number of different designs, from Happy Birthday and Congratulations to Happy Anniversary and Happy Housewarming. They can even be sent anonymously which is ideal around Christmas time for a Secret Santa gift.

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InstaGifts can be purchased for any amount ranging from \$5 to \$1,000. Bulk InstaGifts were also launched for corporate buyers wanting to reward employees or customers with meals from Domino's.



DRU ASSIST



Domino's took its first steps into Artificial Intelligence in March 2017 with the launch of DRU Assist, a virtual, voice-activated assistant, which was a first for the Australian Quick Service Restaurant (QSR) industry.

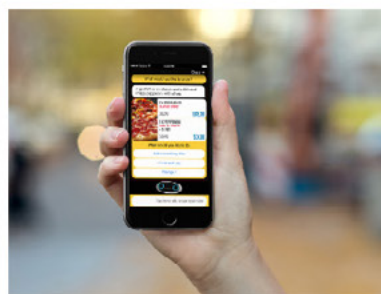
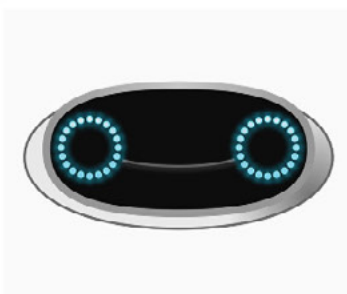
Domino's customers can ask DRU Assist, either via text on the internet, or voice recognition in the Domino's App, to order their favourite pizzas, sides and desserts and make customisations to their order.

The latest addition to the DRU (Domino's Robotic Unit) platform, DRU Assist helps customers place their favourite order faster, find out what's new and get a great deal, while also adding personality to the online ordering process.

With a natural language voice engine powered by Nuance, DRU Assist chats to customers with his cheeky, fun personality. He is constantly learning and improving his recognition skills from each customer experience.

DRU Assist and AI will become the leading future platform for ordering, management, marketing and delivery as part of the DRU platform, a machine learning and AI ecosystem. Domino's will continue to work with third-party partners to integrate the DRU Assist platform into other devices and channels, including smart home devices.

At time of printing, DRU Assist had more than 1 million interactions with customers, with that number increasing all the time.



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AUSTRALIA & NEW ZEALAND

FOOD INNOVATION



AUSTRALIA & NEW ZEALAND

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LOOKING FORWARD



TASTE THE COLOUR

In September, Domino's unveiled the Company's biggest menu launch since 2009, with improvements to popular pizzas as well as introducing new pizzas, sides, ingredients and desserts. While other fast food companies were homogenising, plasticising and to some extent, dehumanising food, where it's just something that's mass manufactured and what we consider to be 'grey' food, DPE launched 'Taste the Colour'.

The 'Taste the Colour' menu launch was so successful in Australia and New Zealand that the Company smashed its highest ever Same Store Sales record in October.

To really take pizza flavours to the next level, DPE improved its core range of pizzas including the BBQ Meatlovers and Supreme, with the addition of more premium quality toppings and ingredients including maple-cured rasher bacon and cherry wood smoked leg ham.

New items included:

Creamy Chicken Carbonara Pizza, BBQ Lamb and Bacon Pizza, Lamb Tzatziki Pizza, Chicken Fajita, Tandoori Chicken, Firebreather, Vegorama, New BBQ Meatlovers, New Supreme, Chilli Pork, BBQ Pork and Onion, Korean Spiced Sticky Wings, Mac'n'Cheese Croquettes, Spicy Prawns, Poutine, Triple Choc, Cookie Brownie, Choc Chip Cookie, Caramel Fudge Pie, etc.

8%

GROUP SAME STORE SALES GROWTH

178

TOTAL NEW STORES ACROSS THE GROUP

2,000+

TOTAL NUMBER OF STORES

Domino's OneDigital online platform is now live in all seven markets.

Months in the making, the new menu launch included additional new premium ingredients like slow cooked lamb, tri coloured capsicum, parmesan cheese and fresh spring onion.

DPE encouraged customers to 'Taste the Colour' and taste the improved premium ingredients.



THICK SHAKES

DPE announced in November that it would launch Thick Shakes and Ice-Cream to its menu in a staged roll-out across Australia and New Zealand.

Aiming to target 10 per cent of the \$700 million Thick Shakes and smoothies market, Domino's Thick Shakes and Ice-Creams are available for home delivery.

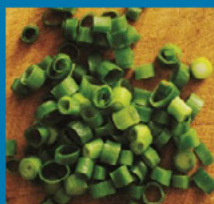
They are made from real Ice-cream, not soft serve, and chilled at -14C meaning customers receive a cold drink that stays cold during delivery. Currently available in two flavours, Chocolate Malt and Malted Vanilla, DPE Thick Shakes are made from all-natural ice cream and have helped franchisees add another snacking alternative to the menu, providing customers with more choice. By leveraging their investment in Thick Shake machines with new flavours and Sundaes, Franchisees and DPE, will have a new pillar for growth.



PRESERVATIVE FREE JOURNEY

Two years ago, DPE announced it would remove all preservatives from its menu. 96% of the Company's menu is now free from artificial colours, flavours and preservatives.

We are still working towards this goal, while ensuring we continue to provide our customers with great tasting ingredients at an affordable price.



BOLOGNESE GARLIC BAGUETTE

Proving the Company really is more than just pizza, DPE launched the Bolognese Garlic Baguette to the menu in H2 17. The product was developed by a team member at head office and demand for it was first tested on social media on the Company's Facebook page, which has over 1 million followers.

The product post was more popular than anything DPE had posted previously. Customers were calling out for it to be added to the menu, and the post reached more than 1 million fans on the DPE Facebook page. So, the decision was made to add it to the menu where it has been a success and led to new variations.



NEXT GEN

DPE worked with Australian start-up Nexba to develop the largest range of all-natural soft drinks available from an Australian fast food company.

Next Gen is a product which is better for customers because it is naturally sugar-free. Its introduction follows a number of steps that DPE has taken to create a menu that is free from preservatives, artificial colours and artificial flavours.

Domino's launched Next Gen because the Company understands customers want choice and they want to consume items that are better for them.

Next Gen contains nothing artificial and is available in Cola and Lemon flavours in all stores in Australia.

Each Next Gen drink uses natural sweeteners, contains less than 11 calories and zero sugar. Nexba was awarded the 2017 Product of the Year in the Beverage category, which was decided by thousands of Australian shoppers participating in a survey from leading global research firm Nielsen.



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AUSTRALIA & NEW ZEALAND

LOOKING FORWARD



AUSTRALIA & NEW ZEALAND

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HIGHLIGHTS & ACHIEVEMENTS

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LOOKING FORWARD

ICE CREAM

In ANZ, DPE will leverage Franchisees' Investments in the ice cream category by extending our all-natural, premium, ice cream offerings, driving sales and occasions. The full rollout is expected to be completed in H1 18, adding premium ice cream-based desserts – a key new pillar for Australian growth.

DPE will increasingly use real-time data, providing Franchisees and Management with insights across a number of key best-practice areas.



TANDA AND WORKPLACE BY FACEBOOK

Tanda, our new intelligent rostering system, has started to use machine learning, assisting Franchisees with potential staffing efficiencies. Tanda is cloud-based and, as a result, multi-unit Franchisees are able to review live management data, across multiple outlets.

8%

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2,000+

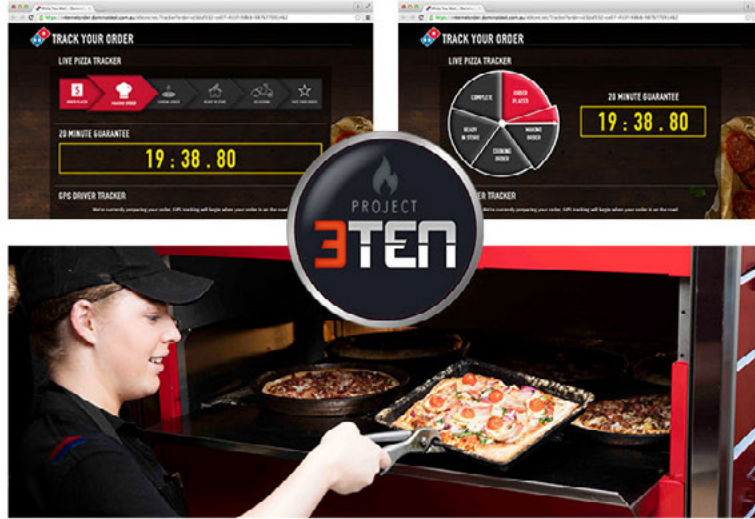
TOTAL NUMBER OF STORES

Domino's OneDigital online platform is now live in all seven markets.

DPE has launched Workplace by Facebook in our Domino's community. This tool will be used even more to help celebrate, acknowledge, share and communicate real-time data quickly and efficiently to Franchisees and Managers – we already have close to 7,000 active members.

PROJECT 3/10 PHILOSOPHY

The Project 3/10 philosophy will continue to deliver increased customer satisfaction and sales, cost savings and efficiencies across our network. To support Project 3/10 we will continue to rollout E-bikes across our network. More than one in four stores are now actively using this efficient method of delivery.



QUALITY FRESH AND REAL TASTY



DPE launched the first phase of the new menus in H1 18, with Quality Fresh in Australia and Real Tasty in New Zealand.

After conducting extensive customer research, Domino's is giving customers more choice as the new menus will see 20 tasty new pizzas and sides introduced over 20 weeks.

Customers across Australia and New Zealand love high quality ingredients and the new pizzas introduced gives customers more of what they want.

DOMINO'S ANYWHERE

DPE launched Domino's Anywhere in July which makes online ordering easier for customers as it allows them to drop a location pin using GPS locators, for stores to deliver to parks, beaches and other locations without specific street addresses.

A first for the Australian Quick Service Restaurant industry, customers can now drop a pin on their phone and order their piping hot pizza directly to their picnic blanket or beach towel. As pizza is a social sharing meal, many DPE customers want to enjoy it on a day out with the family, and not be limited to a house or office.

Domino's Anywhere enables customers to order to any location within 100m of a road, which is in a store's delivery area, to ensure the meal meets DPE's high standards of temperature and freshness.

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PAYPAL BILL SPLIT

Following the successful launch of PayPal Bill Split, Domino's customers can now use their social logins, including PayPal, Facebook and Google Plus, to access their Domino's account.

Social logins means customers can select their previous and regular orders even easier and logged-in customers will see a menu tailored from their favourite and most frequent orders.



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The benefits to all markets from the Company's global network, in terms of gaining key learnings from the other markets are huge, and customers are reaping the benefits of these shared learnings.

DPE can tailor and implement the technological and digital developments, predict future trends and reduce and eliminate customer friction points – the learnings are endless for working out customer's needs.

THE NETHERLANDS AND BELGIUM

Belgium and The Netherlands had a record year for store openings with 38 in total, which lead to them surpassing the 250-store milestone.

There was a significant increase of the lunch business, which doubled, through a significant step-up in stores now being open for lunch, and an intensive marketing campaign using social media influencers and radio promotions focused on lunch.

Both the Netherlands and Belgium had record-breaking Mega Weeks with full buy-in from all stores and aggressively tiered, differentiated price points for both lunch and dinner.

We continued the roll out of Project 3/10 in The Netherlands, which lead to a significant improvement in service, Estimated Delivery Times (EDT) and an increase in Net Promoter Scores in participating stores.

8%

GROUP SAME STORE SALES GROWTH

178

TOTAL NEW STORES ACROSS THE GROUP



2,000+

TOTAL NUMBER OF STORES

Domino's OneDigital online platform is now live in all seven markets.

FRANCE

DPE opened its 2,000th store, in France, in July 2016. The growth in existing stores in the French market has been exceptional and it has been obvious that we need even more stores to help service customers efficiently.

Domino's France opened its 350th store in Mouvaux, in the north of France and ended FY17 with 350 stores in total. A further 22 Pizza Sprint stores were converted to Domino's - these achieved double digit Same Store Sales growth.

France completed a record number of openings with 55 new stores opened throughout the year. These includes the first traditional store with the 'Bistrot' image. This store will be our pilot store in terms of training, innovation and product testing.



Domino's France is focusing on training and consistency, to improve our customers' experience. The 'Master Product' program was launched to the entire network. Master Product is an operational training reference to ensure products are consistent and of an exemplary quality throughout the network.

The main objective of the Master Product training project is to unite teams, so every customer, wherever they are, can enjoy consistent, quality Domino's pizzas. The training vigorously tests employees and ensures there is a Master Product participant present in each store who is trained in this consistent manner.

GERMANY

Germany completed the final conversion of all Joey's Pizza stores to Domino's in December, which was six months ahead of schedule.

Cementing market leadership in Germany, there are now more Domino's stores in Germany than any other pizza chain.

The final conversion was completed one year after the acquisition and the stores are now able to leverage the benefits of the Company's larger scale across Europe and internationally.

In addition to rebranding the former Joey's stores and aligning procedures and menus, all Domino's stores in Germany are now on the same IT platform, providing further efficiencies and making customer ordering even simpler. This process was complex but proceeded well ahead of schedule, which is a testament to all involved. It means we are well placed to serve the world's fifth largest pizza market.

Domino's Germany now has 211 stores and has just recently opened its second store in Düsseldorf.



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THE NETHERLANDS AND BELGIUM

GPS Tracking was launched in The Netherlands, across the market and in all vehicle types; our E-bikes, scooters and cars. This was launched with a large TVC campaign as well as an online and social activation called 'Follow the Pizza'. It generated a significant buzz, positive customer feedback and improved service, resulting in increased Net Promoter Scores (NPS).

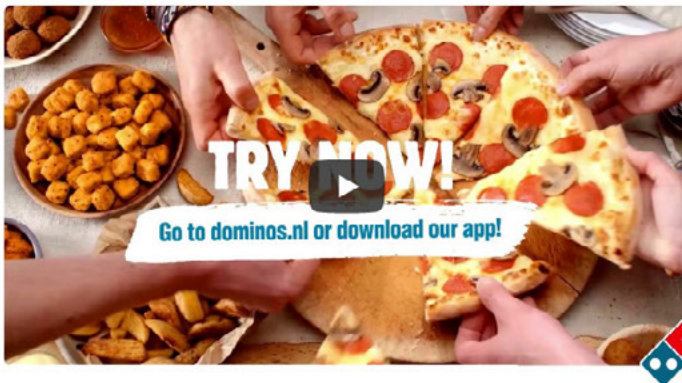
Offers App was launched in The Netherlands and Belgium, with an aggressive entry offer encouraging consumers to download it. Locally the App was renamed 'Domino's Deal App' and initial downloads have been strong thus far.

Domino's Express was launched in the Netherlands, which allows customers to get a 20-minute delivery guarantee, at a fixed price.

Order Anywhere was introduced in the Netherlands, after a huge media launch to promote it to the market. This enabled customers to be able to order their pizza to a location such as parks and beaches, on the basis of their mobile phone's GPS location.

New digital milestones were reached in both markets, with respectively 90% of delivery sales in the Netherlands, and 80% of delivery sales in Belgium, now digital.

For Franchisees, innovation is delivering results. Belgium and the Netherlands launched ingredient pricing which helps Franchisees better manage profit margins online in OLO.



FRANCE

Domino's France completed a number of digital project this financial year. The new public website was launched at the end of September and star ratings on the website and OneDigital were launched in December.



MyPizz', which is the French Pizza Chef App, was used to introduce new customers to the brand and to Domino's digital experience. This lifted OLO sales and added a point of difference to Domino's from its competitors.

Quick Order is now available on Apple and Android watch and improves the customer's online ordering experience. This saves customer's time as it allows them to order pizza in a few simple clicks and takes approximately 20 seconds. OneDigital provides the business with a world-leading online ordering platform and Quick Order grows sales and purchase frequency.

The Promo's App in France is a new channel to drive online sales and to grow incremental online sales. The country made a concerted effort to increase the amount of electronic direct mail (EDMs) sent as well as the amount of people on the EDM database and the local website improvements generated more than 45% in OLO sales.

France has been sending new EDMs to customers which include more attractive offers and have been generating 10% of online sales and have doubled the click-through rate.

8%

GROUP SAME STORE SALES GROWTH

178

TOTAL NEW STORES
ACROSS THE GROUP

2,000+

TOTAL NUMBER OF STORES

*Domino's OneDigital online platform is
now live in all seven markets.*

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GERMANY

Domino's Germany introduced Domino's Offers App, which puts the best deals in the palms of our customers' hands. Alongside France, Belgium and The Netherlands, customers in Germany no longer have to search for coupons and vouchers from their local store, because they are all located in the one easy-to-find, and use, location.



In March, DPE announced a European pilot program for pizza deliveries using autonomous robots in Germany; Starship deliveries on behalf of Domino's DRU.

Under the program, robots owned by Starship Technologies make deliveries within a one-mile radius around selected Domino's stores in Hamburg, with plans to launch this in Dutch cities soon too.

The launch follows Domino's Australian trials using DRU (Domino's Robotic Unit), a ground-based robot, and DRU Drone by Flirtey trials in New Zealand, both of which were a world-first.

Bringing robot pizza deliveries to reality has been a huge focus for Domino's digital team, who hope to progress this innovative technology in each country that we operate.

Robotic delivery units complement our existing delivery methods, including cars, scooters and e-bikes, ensuring customers receive the freshest, hottest pizza, delivered directly to them, wherever they are.

Domino's growth plans over the next five to 10 years means we simply won't have enough delivery drivers if we do not look to add to our fleet through initiatives like autonomous deliveries.

Launched in July 2014 by two Skype co-founders, Starship Technologies is a company that shares a lot of synergies with Domino's because it's always looking to improve convenience for the customer.

The Company's robots drive autonomously but currently are monitored by humans who can take over control at any time. Starship recently announced \$17.2 million (€16.5m.) in seed funding, led by Mercedes-Benz Vans. The funding accelerates the development of pilot programs in Europe and the US.



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THE NETHERLANDS AND BELGIUM

Belgium and The Netherlands saw an extremely successful Burger Range promotion, which was an extension of the already successful Cheeseburger Pizza.

The market also had the most successful limited time offer ever in the Netherlands, with the Quattro Gusto promotional pizza.

8%

GROUP SAME STORE SALES GROWTH

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FRANCE

Domino's France launched a new value range of five pizzas, the 'Les Bons Plans' range which included the Margherita, a Classique Jambon, Spéciale Merguez, L'Originale Pepperoni and L'Olives Origan.

France launched two new pizzas in the Signatures range with high quality ingredients and flavours including the Signatures Raclette and Jambon de Savoie and the Signatures Salame Piccante.

France launched two new pizzas in the 'les Incontournables' range called the Pepper Beef Pizza and the Deluxe Pizza.

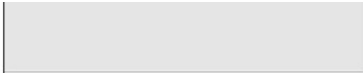
Two new desserts were launched including the Choco Bread, which is pizza dough sticks with a chocolate hazelnut sauce, and the Cookie Brownie, which is a black chocolate cake with a crispy chocolate chip cookie.



GERMANY

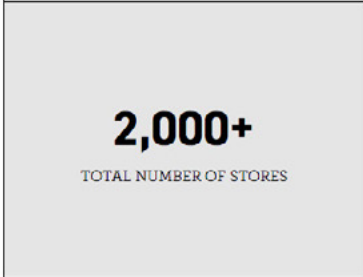
Domino's Germany introduced new products to its menu including the Pizza Kebab Royal, which is part of the Classic Gourmet range, and Chicken Kickers.

The Company also introduced the Chicken Box, which contains Chicken Wings, Chicken Strippers and Chicken Kickers, to help increase the side options on the menu.



178

TOTAL NEW STORES
ACROSS THE GROUP



2,000+

TOTAL NUMBER OF STORES

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GERMANY

The Taste the Colour campaign launched at the beginning of July proved to be very successful with the German market. The lessons learned from the Australian launch were reviewed and tailored to our local market, to maximise its success.

Further technical developments of GPS Tracking will be rolled out in Germany, and the country will launch the 20-minute delivery guarantee in FY18.

Tanda, our new Intelligent rostering system, will launch this year, bringing further efficiencies into stores for Franchisees.

New ordering apps will be developed on iOS and Android and Dominos Germany will continue working with Starship Technologies, further testing robot deliveries in the country.

We are also continuing to grow and strengthen our corporate team in Germany, with experienced operators from our other European teams.



8%

GROUP SAME STORE SALES GROWTH

178

TOTAL NEW STORES ACROSS THE GROUP

2,000+

TOTAL NUMBER OF STORES

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FRANCE

France appointed Stoffel Thijs as CEO, continuing our growth from within, reflecting the strength and depth of our European teams.

Stoffel is a 20-year Domino's veteran and one of the most successful operators. He started as a delivery driver, working his way through Franchising, Corporate Operations and Management has been a key part of the Corporate store growth in the Netherlands and the recent conversion of Joeys in Germany.

The appointment of Stoffel will also significantly free up Andrew Rennie's time, enabling him to have a greater focus on Domino's European strategy.

Domino's France will relaunch its 'Mardi Fous' ("Crazy Tuesday") value offering, with new lunch offers planned in H118, to boost midday sales.

We are planning yet another year of record store openings and will roll out a voice picking implementation process to commence in the Commissary, further enhancing efficiencies.



BELGIUM AND THE NETHERLANDS

Domino's is currently the second biggest QSR in the Netherlands and is expected to exceed McDonalds in store count during FY18. In Belgium, Domino's is expected to become the #1 pizza delivery brand during FY18.

We are forecasting to open our 50th store in Belgium and are expecting to roll out the GPS Driver Tracker technology in the country in H218.

We will start daily Domino's Robotic Unit (DRU) deliveries in H218, in cooperation with Starship Technologies.

We are continuing to replace scooters with our E-Bike rollout and aim to be 100% electric by 2020.



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Japan had a huge year as it achieved the highest carry-out sales in DPJ history in FY17. DPJ constructed a total of 40 new stores in 12 months and ended FY17 with 493 stores in total.

Franchised stores increased by 50 stores in FY17, reaching 183 stores owned by more than 100 Franchisees, which equates to 37% of the system. We aim to continue to increase this number.

DPJ developed new stores, focusing on Greater Nagoya and the north coast of Japan, and opened its first 100% E-Bike store in April.

Nine stores were relocated to carry-out friendly locations, along with remodeling four stores throughout the year. More than 300 stores are now Mugen design stores.

8%

GROUP SAME STORE SALES GROWTH

178

TOTAL NEW STORES ACROSS THE GROUP

2,000+

TOTAL NUMBER OF STORES

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Japan completed the roll out of the Pulse Point Of Sale (POS) system in February and launched the OneDigital platform in July.

Japan achieved the highest carry out sales in DPJ's history in FY17 and also achieved the highest digital sales in DPJ history, by 49% and 58% respectively.

DPJ launched Apple Pay in February, increasing payment options for customers.

Japan introduced new tools designed to increase engagement and conversions, reducing customer abandonment and driving sales. DPJ also continuously optimised internal and external digital media activity, such as email and search marketing, to help drive sales and efficiencies.



8%

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DPJ launched a special Mayonnaise Quattro Pizza promotion throughout Winter and launched an Avo-Taco-Honey Quattro Pizza featuring avocado, octopus, and honey ham throughout Spring.

DPJ focused on new products like 'Pizza Sando' targeted for single consumers, a new segment in which DPJ has a small market share.



In Q417, a relaunch of the 'Single Pizza to Go' promotion nearly doubled the strike rate of single pizzas for carry out.



2,000+

TOTAL NUMBER OF STORES

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Japan has a busy 12 months ahead with the 500th store due to open in September 2017.

DPJ launched the OneDigital platform in July, which will enable increased digital sales, as seen in other DPE markets.

The Company continues to build stores and increase the number of franchisees in the business.

On July 3, DPJ introduced a simplified menu, with a new tiered pricing, making the online ordering experience easier for customers. Higher customer counts and positive Same Store Sales are anticipated from these initiatives.



8%
GROUP SAME STORE SALES GROWTH

178
TOTAL NEW STORES
ACROSS THE GROUP

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GIVE FOR GOOD

GIVING BACK TO COMMUNITY

GIVE FOR GOOD

CHOCOLATE FOR CHARITY

DIVERSITY AT DOMINO'S

PARTNERS FOUNDATION



DPE along with its franchisees and employees are committed to supporting the communities in which we operate throughout Australia.

With stores in regional and metropolitan areas across every state and territory, Give for Good focuses on initiatives that give back to the communities that are doing it tough. Whether it is a natural disaster affected regional town, to a metropolitan city launching a youth education initiative, Give for Good has diversified its giving practices to ensure as many people benefit from the support as possible.

Our giving philosophy focuses on four key areas where we aim to develop sustainable best practices and innovative ideas to make a difference:

- Education & Young Adult Initiatives;
- Disaster Relief;
- Food & Sustainability; and
- Leadership & Entrepreneurship



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CHOCOLATE FOR CHARITY

GIVE FOR GOOD

GIVE FOR GOOD

CHOCOLATE FOR CHARITY

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Chocolate for Charity was established in 2016 as a way for Domino's to provide customers the opportunity to make a charitable donation via the purchase of Domino's signature Choc Lava Cake.

Ten cents from every Choc Lava Cake sold is donated to a variety of charities and initiatives across Australia that align with the Domino's Give for Good core values of Food & Sustainability, Education and Young Adult Initiatives, Leadership & Entrepreneurship and Disaster Relief.



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DIVERSITY AT DOMINO'S

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GIVE FOR GOOD

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PARTNERS FOUNDATION



At DPE, we value, respect and leverage the unique contributions of people with diverse backgrounds, experiences and perspectives.

Over the past 12 months, DPE has made further developments in the space of diversity and inclusion. DPE undertook a number of initiatives to support Diversity and Inclusion including:

- Facilitating a 'perspectives on leadership for women' course for five head office team members.
- Conducted additional unconscious bias workshops for team members and facilitated refresher programs for those who had previously completed this.
- Continued DPE's mentoring program. DPE opened the course up to men as well as women to encourage more of a diverse workforce. 40 people were involved in this program and every Leadership Team member was involved.

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PARTNERS FOUNDATION

GIVE FOR GOOD

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GIVE FOR GOOD

CHOCOLATE FOR CHARITY

DIVERSITY AT DOMINO'S

PARTNERS FOUNDATION



At DPE we know our team members are the heart of our business. We truly believe in our mantra of People Powered Pizza and we know we couldn't be the number one pizza company in each of our markets without the passion of our staff, from our in-store team members on the makeline to our delivery experts out on the road. Domino's Partners Foundation is an internal non-profit organisation established to assist team members in a time of need or tragedy, as a result of natural disasters, unexpected afflictions and other emergencies.

Since its inception, the Partners Foundation has helped countless Domino's team members and their families with financial, emotional, intermediary and advisory assistance throughout Australia.

We look forward to being able to continue to offer support to our team members as we grow our fundraising initiatives over the next 12 months.