



DMP ANNUAL GENERAL MEETING NOVEMBER 4, 2020

JACK COWIN
CHAIRMAN

AUSTRALIA NEW ZEALAND BELGIUM FRANCE THE NETHERLANDS JAPAN GERMANY LUXEMBOURG DENMARK

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

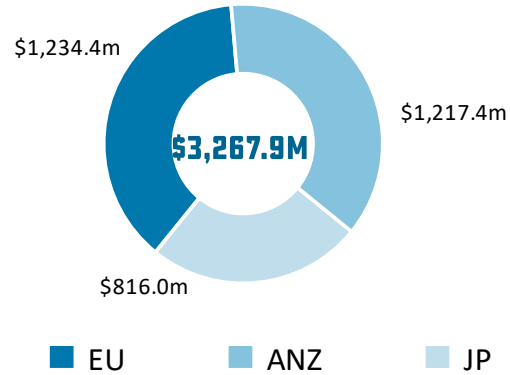


DOREEN HUBER
NON-EXECUTIVE DIRECTOR

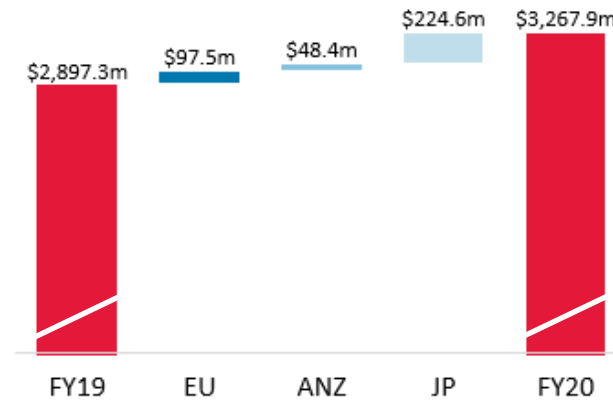
FY2020 - RESULTS HIGHLIGHTS

NETWORK SALES

FY20 Network Sales



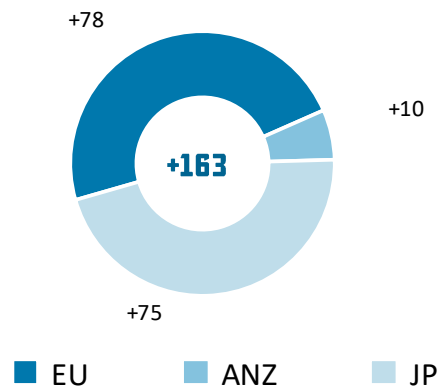
FY20 Network Sales Growth



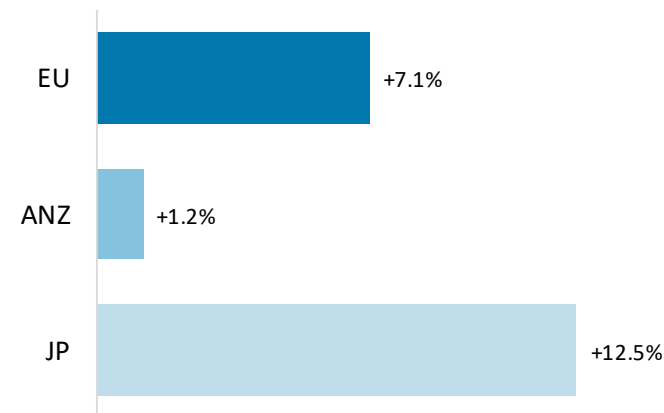
NETWORK SALES \$3,268M, UP +12.8%
ONLINE SALES \$2,357M, UP +21.4%

STORE GROWTH

FY20 Organic New Stores



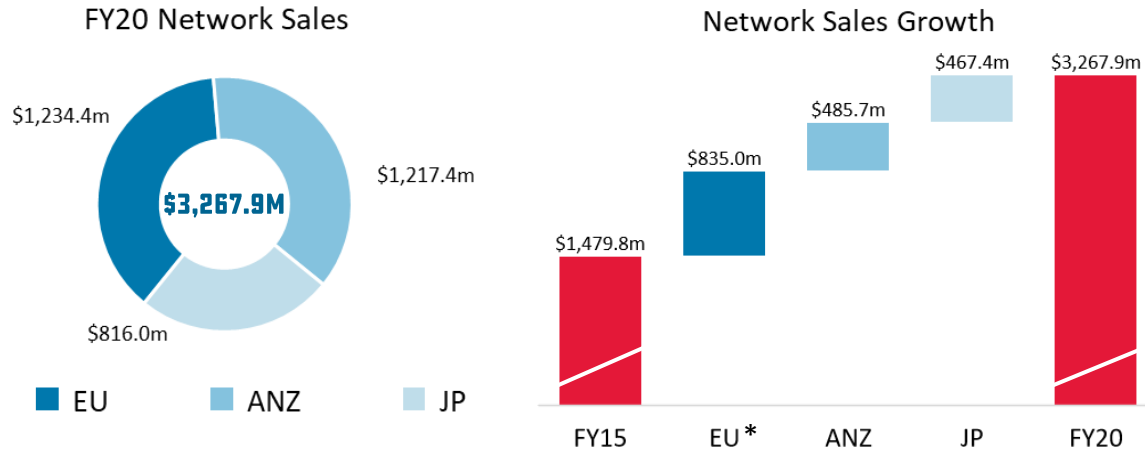
FY20 Organic New Stores Growth



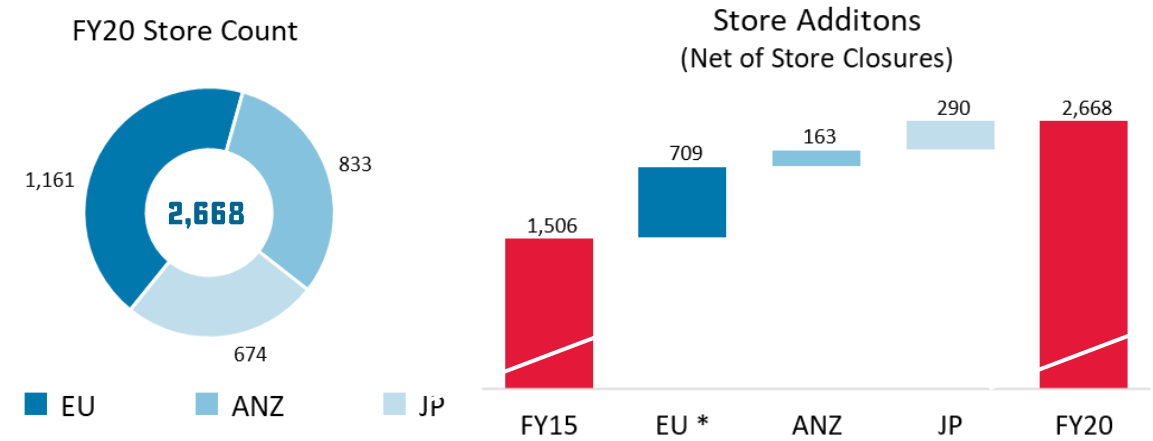
ORGANIC STORE COUNT GROWTH +163 STORES
TOTAL STORE NETWORK 2,668 STORES

A TRACK RECORD OF GROWTH - FY15 TO FY20

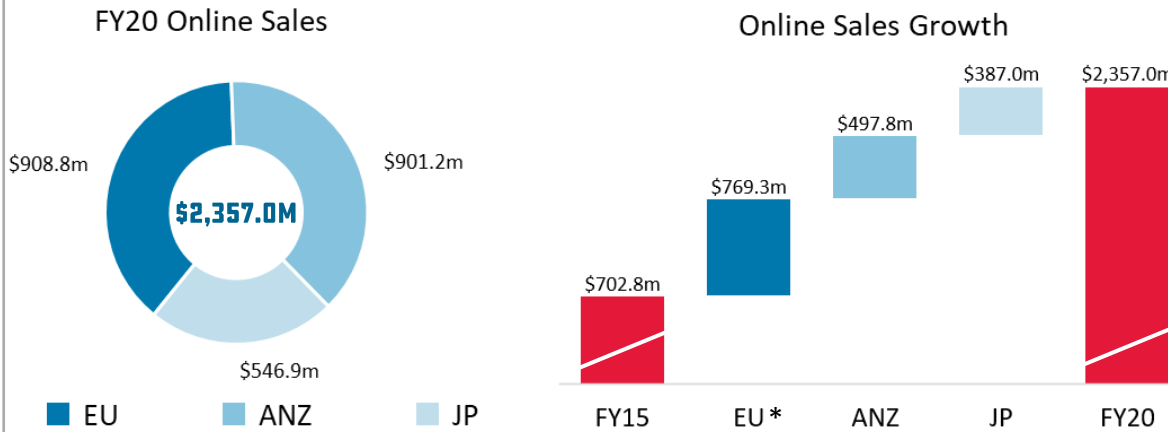
NETWORK SALES



STORE COUNT

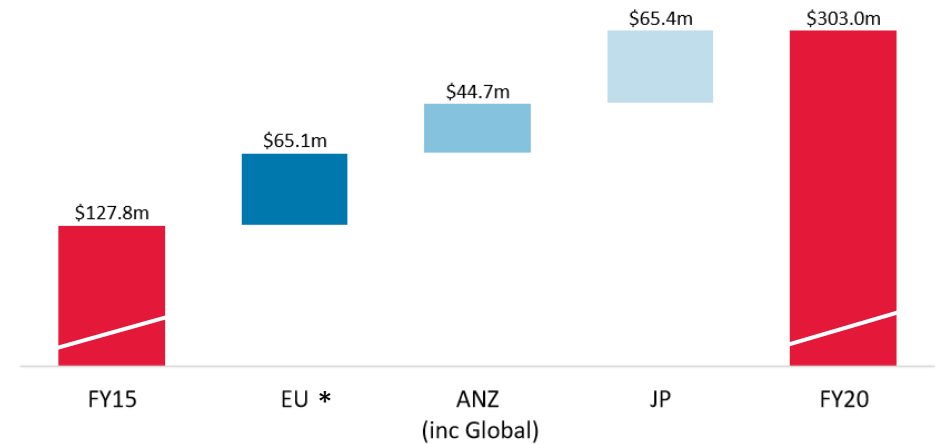


ONLINE SALES



EBITDA

EBITDA Growth



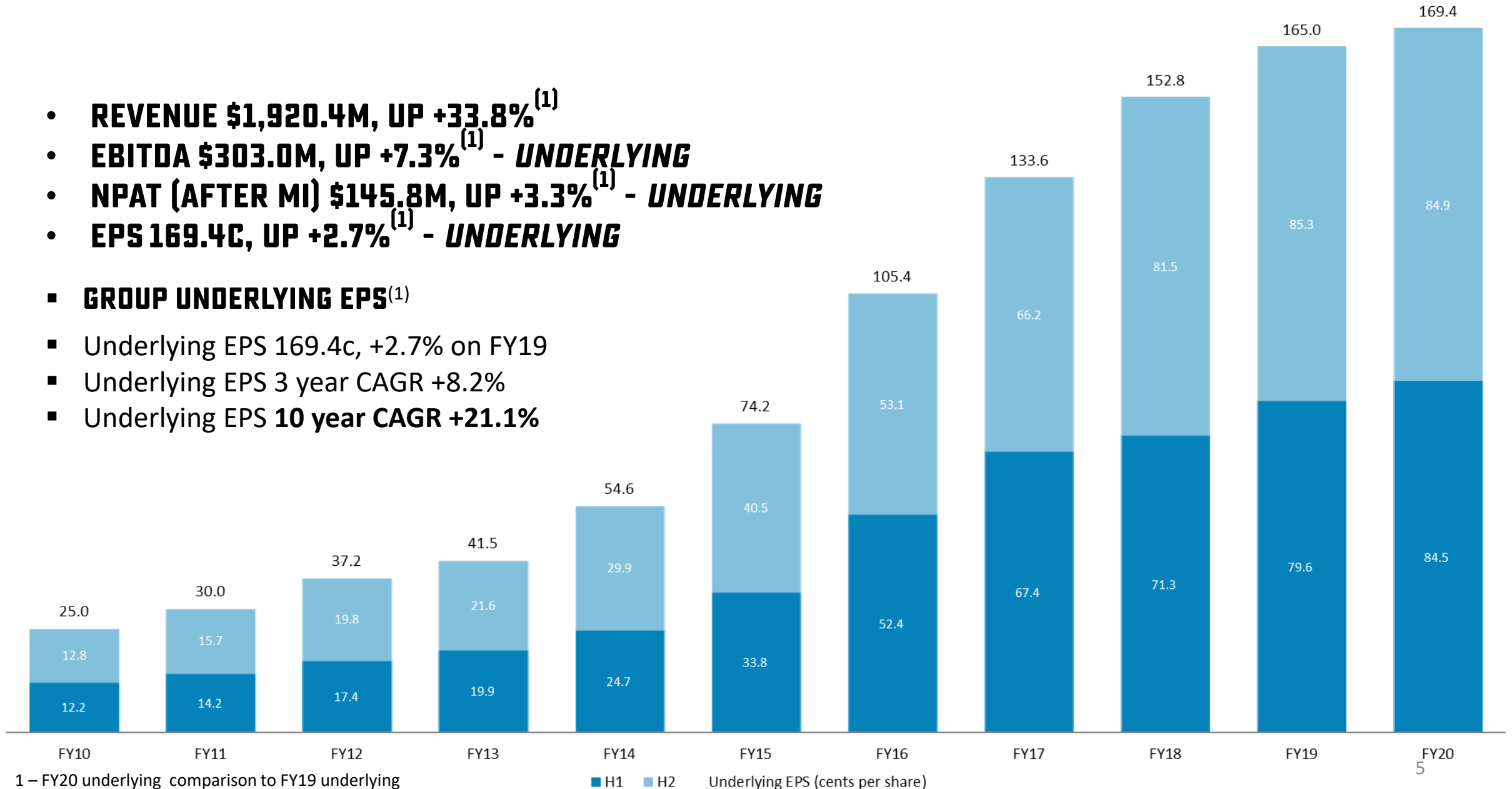
* Including acquisitions from date of DPE ownership

FY2020 - RESULTS HIGHLIGHTS

- **REVENUE \$1,920.4M, UP +33.8%⁽¹⁾**
- **EBITDA \$303.0M, UP +7.3%⁽¹⁾ - UNDERLYING**
- **NPAT (AFTER MI) \$145.8M, UP +3.3%⁽¹⁾ - UNDERLYING**
- **EPS 169.4C, UP +2.7%⁽¹⁾ - UNDERLYING**

- **GROUP UNDERLYING EPS⁽¹⁾**

- Underlying EPS 169.4c, +2.7% on FY19
- Underlying EPS 3 year CAGR +8.2%
- Underlying EPS 10 year CAGR +21.1%

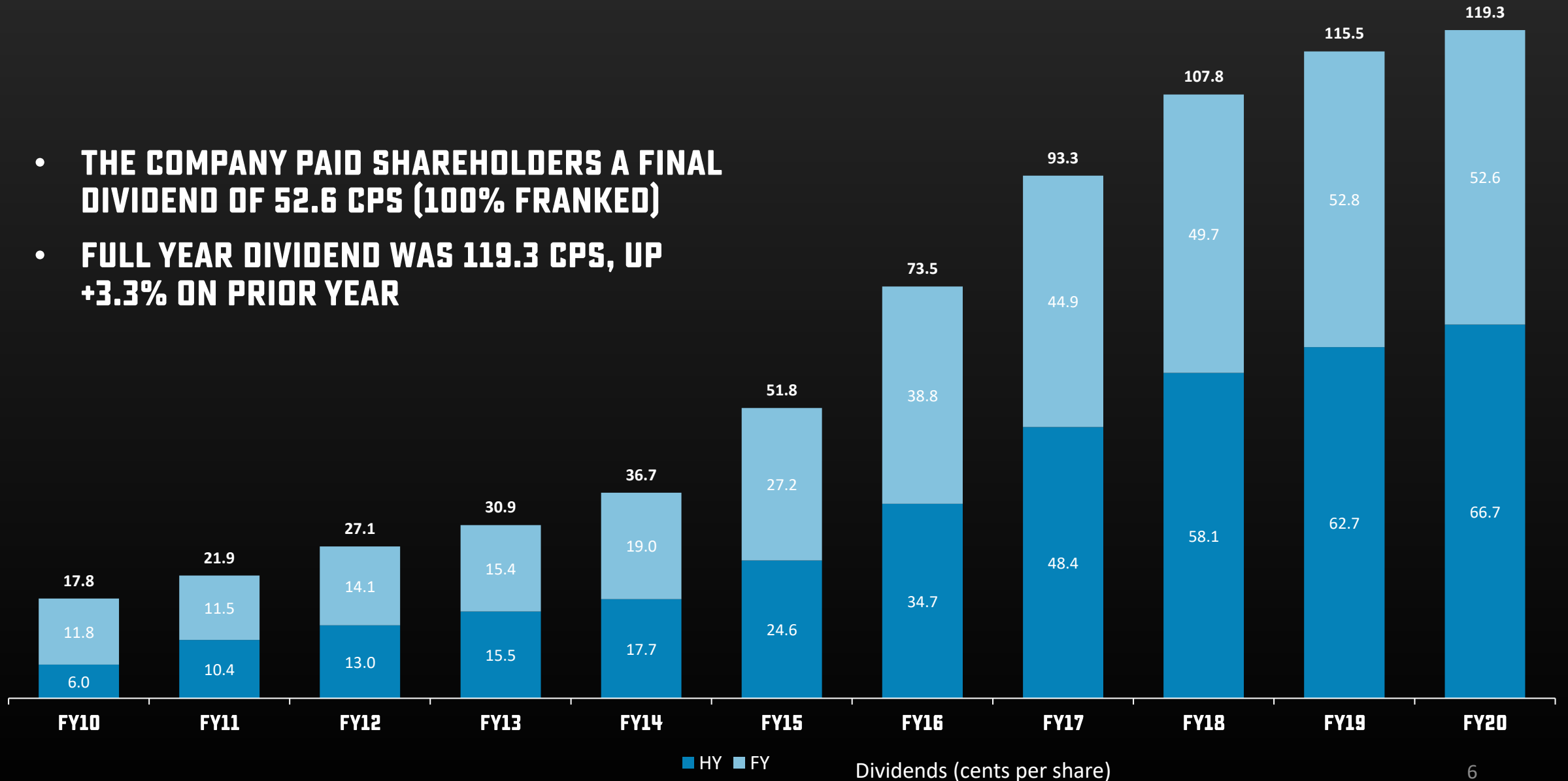


1 – FY20 underlying comparison to FY19 underlying

FY2020 - RESULTS HIGHLIGHTS

GROUP DIVIDENDS

- **THE COMPANY PAID SHAREHOLDERS A FINAL DIVIDEND OF 52.6 CPS (100% FRANKED)**
- **FULL YEAR DIVIDEND WAS 119.3 CPS, UP +3.3% ON PRIOR YEAR**



Dividends (cents per share)

Slide 1. Jack Cowin – Chairman

Good afternoon and welcome to Domino's Pizza Enterprises 2020 Annual General Meeting.

Throughout COVID-19, Domino's has prioritised the health and wellbeing of team members, customers, and the community.

This priority, coupled with travel restrictions in place, meant the Board decided to conduct this year's AGM as a virtual meeting. We appreciate the interest and engagement of our shareholders who are joining us from around the world.

This afternoon I will provide a brief overview of our results, and our Group CEO and Managing Director Don Meij will provide more detail and an update on trading conditions this year.

You will also have an opportunity to hear from two of our non-executive directors, whose re-elections you will vote on at this meeting.

Slide 2. DMP Board of Directors

Despite the restrictions of COVID-19, the Board continued our ongoing shareholder engagement, seeking feedback and input on company strategy, management performance, remuneration structures, and ESG.

It is my hope that shareholders recognise that our actions – including our expanded ESG reporting, and changes to our remuneration report this year – show our commitment to continuous improvement.

For example, Domino's planned to reach the Australian Institute of Company Directors 30% target for female non-executive directors and we exceeded this goal. I believe we can all agree we did so without compromising; that every role should be filled by the best possible candidate.

The renewal we have undertaken over recent years, expanding the board and adding exceptional business leaders with decades of experience – from diverse geographical and professional backgrounds – serves the best interests of our shareholders and Domino's Pizza Enterprises Ltd.

Slide 3. FY2020 – Results Highlights

I noted in the Annual Report the second half of the 2020 Financial year was the most extraordinary time of change I have experienced in five decades in this industry. To successfully trade through this period, and to do so with continued strong growth, is an impressive achievement made possible because of the values of this company, and our people.

Growing network sales 12.8% to \$3.268 billion, and adding 163 new stores to close the year at 2668 stores, is a significant achievement. To do so when the communities in which we operate were gripped by a pandemic, reflects our customers' trust in our people to continually put safety first.

Many companies recognised this year the importance of digital food ordering, and delivery – a strategy that Domino's has been implementing for more than a decade. Even with an already

significant contribution of digital sales to our stores, online sales grew a further 21.4% this year: this remains an important channel for growth.

The particularly strong contribution to our growth from Germany and Japan again reinforces the strategic importance of operating a high-quality portfolio of countries, each presenting a long-term opportunity we intend to build out.

Slide 4. A Track Record of Growth

Indeed, we can see the value in this strategy when we consider the contribution of our three regions over the past five years.

85% of our new stores since FY15 have been added in Europe and Japan, contributing more than \$1.3 billion in additional network sales this Financial Year, and an extra \$130 million in earnings.

This track record of growth gives us confidence in our ability to deliver continued expansion in all of our markets.

Slide 5. FY2020 Results Highlights

Domino's financial performance this year was not pre-destined when the pandemic arose – but was the direct result of the planning, innovation, strategy and execution of management, franchisees and team members.

These efforts increased revenue 33.8%, delivering EBITDA of \$303.0 million, and earnings per share of 169.4 cents. The same long-term strategy that has seen us continue to perform during COVID-19 has also delivered an underlying EPS compound Annual Growth Rate over the past decade of 21.1%.

Over the same period, Domino's has expanded its return on equity, from 20.4% in FY11, to 40.8% in FY20, an average return on equity of 30.2% over the past decade.

Shareholders have benefited from this approach: I am pleased to report Domino's Pizza Enterprises Ltd delivered total shareholder returns of 83.79% this Financial Year, ranking 2nd in the ASX100.

Shareholders have also been rewarded over the long-term; a recent analysis found Domino's Pizza Enterprises was the best performing stock among large Australian-listed companies over a 10-year period, with Total Shareholder Returns averaging 33.2% per annum.

Slide 6. Dividends

Domino's Pizza Enterprises is pleased to have been able to maintain our 70% dividend payout ratio again this year, with a final dividend of 52.6 cents per share (100% franked). The full year dividend was 119.3 cents per share, up 3.3% on the prior year.

This has been the most extraordinary period of change I have seen in my career. The board would like to express our special thanks to our team members and franchisees who have served our customers, and our communities, and to Management for consistently putting people first.



DMP ANNUAL GENERAL MEETING NOVEMBER 4, 2020

DON MEIJ
GROUP CEO & MANAGING DIRECTOR

AUSTRALIA NEW ZEALAND BELGIUM FRANCE THE NETHERLANDS JAPAN GERMANY LUXEMBOURG DENMARK

OUR PURPOSE

WHY DO WE EXIST?

THE HARD-WIRED HUMAN NEED FOR SOCIAL CONNECTION - SEEMINGLY BETTER ENABLED THAN EVER BEFORE - IS BREAKING DOWN.

PEOPLE CRAVE BELONGING, WHILE THEY ASSERT THEIR RIGHT TO BE DIFFERENT.

OUR PIZZA BRINGS PEOPLE CLOSER

AT OUR BEST

WE SMASH THE PREVAILING WISDOM WHICH SAYS YOU CAN'T HAVE QUALITY, SPEED AND LOW PRICE...

THUS PUTTING THE WORLD'S MOST DELICIOUS AND VERSATILE BONDING FOOD WITHIN REACH OF EVERY PERSON.



GROUP - RESULTS HIGHLIGHTS

100%

STABILITY

NO FRANCHISEES HAVE LEFT
THE SYSTEM DUE TO COVID-19

13,000+

EMPLOYMENT

ADDITIONAL TEAM MEMBERS
HIRED IN ALL REGIONS

220,000+

GIVING

HOT, FRESH MEALS DONATED
TO THOSE IN NEED

15M+

PROTECTION

ADDITIONAL PPE INCLUDING MASKS,
GLOVES AND PERSPEX SHIELDS





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

THANK
You



OUR PEOPLE



NETWORK HIGHLIGHTS

2700

GROUP

PASSED 2600 DOMINO'S BRANDED STORES
IN OPE TERRITORIES IN FEBRUARY 2020
PASSED 2700 STORES IN SEPTEMBER 2020

100

BELGIUM

OPENED 100TH DOMINO'S STORE IN JUNE 2020

300

NETHERLANDS

OPENED 300TH DOMINO'S STORE IN MAY 2020

700

JAPAN

OPENED MILESTONE 650TH STORE IN MARCH 2020
OPENED 700TH STORE, AND BECAME LARGEST
COUNTRY BY STORE COUNT IN SEPTEMBER 2020



RECOGNITION

DOMINO'S INTERNATIONAL AWARDS

- **GOLDEN FRANNY**
DOMINO'S JAPAN
- **GOLDEN FRANNY**
DOMINO'S NEW ZEALAND
- **GOLDEN FRANNY**
DOMINO'S BELGIUM
- **GOLDEN FRANNY**
DOMINO'S FRANCE
- **QA AMBASSADOR OF THE YEAR**
DOMINO'S AUSTRALIA/NEW ZEALAND
- **QA AMBASSADOR OF THE YEAR (EMENA)**
DOMINO'S NETHERLANDS
- **DPI REGIONAL SUPERVISOR OF THE YEAR (PACIFIC REGION)**
ROSS KRUGER (AUSTRALIA)
- **DPZ INTERNATIONAL MANAGER OF THE YEAR**
EMIKA KOBAYASHI (JAPAN)

STICHTING ADVERTEERDERSJURY NEDERLAND

- **EMPLOYER BRANDING CAMPAIGN**
DOMINO'S NETHERLANDS

FOOD SERVICE AWARD

- **FOOD DELIVERY**
DOMINO'S BELGIUM

PETA VEGAN FLAVOURS

- **BEST VEGAN PIZZA, FRANCE**
VEGAN SUPER VEGGIE

INMA STRATMARKETING SL

- **PIZZA OF THE YEAR, AS VOTED BY CONSUMERS**
DOMINO'S FRANCE (FOURTH CONSECUTIVE YEAR)



FY20 PERFORMANCE

FRANCHISEES AND TEAM MEMBERS EXECUTING A PROVEN STRATEGY HAVE NAVIGATED THE FIRST STAGES OF COVID-19,

ANZ

Widespread investments in safety and franchisee support boosted confidence throughout the pandemic's early stages

Experienced franchisees and store managers developed new ways of working, to resource rapid growth in deliveries

EUROPE

Local operations responded to rapidly changing local conditions including societal lockdowns that had an outsized effect on carry-out customers

A 'mission mentality' united team members across Europe – to serve local communities with demonstrated levels of safety

JAPAN

Extensive focus on High Volume Mentality allowed team members to exceed customer expectations during record growth in carry-out and delivery

Multi-year changes in our operations have grown the market and provided confidence in an even stronger, long-term future

TRADING UPDATE **FY21**

	FY20 ¹	FY21 ²
GROUP NETWORK SALES	+10.6%	+14.9%
GROUP SAME STORE SALES	+4.1%	+8.4%
GROUP NEW STORE OPENINGS	42	74

1 FIRST 17 WEEKS OF TRADING FY20

2 FIRST 17 WEEKS OF TRADING FY21



COUNTRY	STORE COUNT	STORES OPENED FY21
JAPAN	712	38
AUSTRALIA	703	4
NEW ZEALAND	136	2
BELGIUM	105	5
DENMARK	13	0
FRANCE	427	12
GERMANY	339	9
LUXEMBOURG	1	0
NETHERLANDS	306	4
GROUP TOTAL	2742	74

COUNTRY STORE COUNTS ARE AVAILABLE, UPDATED DAILY, AT
[HTTPS://INVESTORS.DOMINOS.COM.AU/STORES](https://investors.dominos.com.au/stores)

NOTE: STORE OPENINGS ARE SKEWED TOWARDS THE END OF THE RESPECTIVE HALVES

LOOKING FORWARD

OUR MEDIUM TERM OUTLOOK REMAINS UNCHANGED, AS WE NAVIGATE THE CHALLENGES OF COVID-19

- Industry-wide changes as more customers choose delivered food, ordered online, has 'Fast Forwarded the Age of Delivery'
- Management will continue to adapt marketing and operational approaches, in order to serve more customers in all markets
- Domino's customer-first approach, delivering value for customers in challenging conditions, has never been more important
- With ongoing strong performance Management expects to open a record number of new stores in FY21

	3-5 Year Outlook
Annual Same Store Sales Growth	+3-6%
Annual Organic New Store Additions	+7-9%
Annual Net CAPEX⁽¹⁾	\$60-100m

- 3-5 Year Outlook unchanged
- Management Outlook provides an illustration of our medium-term annual growth expectations, but does not constitute specific earnings guidance

1) Excluding capital expenditure relating to acquisitions

LOOKING FORWARD

ANZ

As one of the few QSR businesses in Australia to deliver customer count and sales growth during H2 20, Management intend to build on the successful pillars in place including \$5 value range and \$15 delivery

New stores, and the refranchising of corporate stores, will position franchisees to maximise their delivery territories for growth

EUROPE

Conditions are expected to continue to vary across local markets and are challenging where COVID-19 case numbers are high

Management will respond to changes in customer behaviour; increased deliveries and restrictions affecting carry-out sales

JAPAN

Exceptional service during recent surges, particularly with delivered meals, were the direct result of extensive planning and training, and have provided confidence in the opportunity to retain and serve increased order counts as the 'new normal'

Continued focus on broadening Domino's appeal to every-day meals; record customer volumes are still expected in the peak Christmas holiday period

ENVIRONMENT, SOCIAL, GOVERNANCE

**WE WANT TO BE AN EMPLOYER OF CHOICE
ACROSS THE WORLD**



**OUR MENU SHOULD OFFER DIETARY AND
ETHICAL CHOICES, FREE OF ARTIFICIAL
ADDITIVES, AND ETHICALLY SOURCED**



**WE SHOULD GIVE BACK TO THE
COMMUNITIES IN WHICH WE ARE A PART -
BE GENEROUS AND BROAD IN APPLICATION**



**WE SHOULD REDUCE OUR WASTAGE AND
EMISSIONS**



ENVIRONMENT

WE WILL REDUCE OUR WASTAGE, AND EMISSIONS

Domino's Pizza Enterprises Ltd recognises the science of climate change, and the need to play our part to reduce emissions

- Australian stores have reduced emissions by more than 500 tonnes of CO₂ equivalent through energy usage reductions
- The Nieuwegein Supply Chain Centre is purpose built to maximise efficiency while reducing our environmental footprint
- A move away from fossil fuels is well progressed in Europe, with meaningful moves to electrify our delivery fleet

AND WE INTEND TO DO MORE:

- We will reduce our European Supply Chain Centre fleet emissions by 20% by 2025⁽¹⁾
- By 2030, Domino's Pizza Enterprises Ltd intends for our electricity supply to stores to be carbon neutral
- We will assess our entire business, to allow us to set science-based reduction targets, which we will report on

OUR MENU SHOULD OFFER DIETARY AND ETHICAL CHOICES, FREE OF ARTIFICIAL ADDITIVES, AND ETHICALLY SOURCED

- We will review our agreements with our world-class suppliers, ensuring our entire supply chain reflects Domino's Values
- As an example: our European, and Australia/New Zealand operations, will use only cage-free eggs by 2025



SOCIAL

WE WANT TO BE AN EMPLOYER OF CHOICE ACROSS THE WORLD

- **WE HELP PEOPLE GROW AND PROSPER:** Our business is a meritocracy, which thrives on setting and exceeding our targets
- By 2030, Domino's intends to reach gender diversity at the Board, Global Leadership and Country Leadership levels with at least 40 percent female representation. Every person in their role, regardless of gender, has earned it by their talent, and their hard work. That is not going to change.
- **WE DO THE RIGHT THING, BECAUSE IT'S THE RIGHT THING TO DO:** We are proud to have established our Partners Foundation in Japan: an internal, non-profit organisation to help team members in times of special need or tragedy.
- **WE WILL BE GENEROUS AND PROVIDE JOYFUL EXPERIENCES:** We have expanded our charity giving programs in Australia and Europe, and added a new pillar in Japan; Feed the Need



GOVERNANCE

TRADING DURING COVID-19 IS A PRIVILEGE, NOT A RIGHT. DOMINO'S INTENDS TO LIVE UP TO THAT PRIVILEGE

- Domino's is proud of the opportunities for employment the Company has been able to provide during COVID-19
- Domino's will hire even more Australians over the next year, but will not rely on JobKeeper or JobMaker support
- A limited number of franchisees received government support during this pandemic (in addition to support from Domino's) – an internal auditing process is underway to review the application of this support
- Confidence in the quality of our franchisee network is important to our customers and shareholders – a whistleblower hotline and regular compliance checks regarding wages, and food safety and hygiene are 'business as usual'



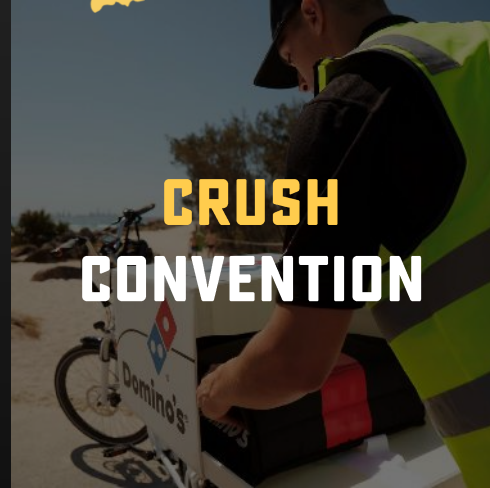
OUR VALUES

OUR PIZZA BRINGS PEOPLE *closer*



**BE GENEROUS
AND PROVIDE
JOYFUL
EXPERIENCES**

We have a responsibility to care for our customers, our team and the communities who depend on us. We hold ourselves to a high standard of integrity, recognising how valuable, yet fragile, trust can be.

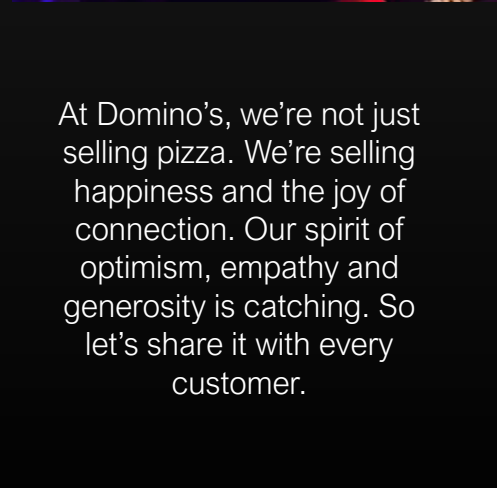


**CRUSH
CONVENTION**

We want to make people better off – our team, our franchisees, our investors, and our communities. We balance commercial goals with a determination to give our team members rewarding experiences, opportunities and a great place to work.



**INVEST TO
CREATE
DEVOTION**



At Domino's, we're not just selling pizza. We're selling happiness and the joy of connection. Our spirit of optimism, empathy and generosity is catching. So let's share it with every customer.

**DO THE RIGHT
THING BECAUSE
IT'S THE RIGHT
THING TO DO**

We all know there are three main drivers in the food business – fast service, affordable prices and good quality. Traditional thinking says you have to settle for two out of three. We want to seamlessly deliver all three. Again. And Again.



**HELP PEOPLE
GROW AND
PROSPER**

At Domino's we're not just aiming for customer satisfaction. We want to create customer devotion. A satisfied customer may come back again. But a devoted customer is a customer for life.

INVESTOR INFORMATION



- **INVESTOR DAY 'VIRTUAL'**

30 November – (no trading update)



- **QUIET PERIOD**

4 December through to Half Year Results



- **HALF YEAR RESULTS**

17 February, 2021



Slide 7. Don Meij – Group CEO & Managing Director

Thank you Jack, and good afternoon to all of our shareholders and guests to our first (and hopefully last) ‘Virtual’ Annual General Meeting.

Slide 8. Our purpose

When I stood in front of you at our AGM 12 months ago to release to you our Purpose and Values, I didn’t foresee that we would have to conduct this next meeting virtually.

I also didn’t expect that our Purpose and Values would be tested so quickly, in the grip of a pandemic.

In updating you on our progress, I am most pleased to report that, in the worst crisis our company has seen, when our purpose and values were tested – these values, our franchisees, our people, and our Company have risen to the challenge.

Slide 9. Group – Results highlights

Our Chairman reported on our strong financial performance in this past financial year, in what has been extraordinary circumstances.

Our first decision during COVID-19 was to put people first – from hiring more team members, and investing in safety equipment, to donating meals to those in need.

Our values-driven approach ensured not one franchisee left our business due to COVID-19 – it has been a privilege to serve our customers and communities during this time.

Slide 10. Thank you

For our business to survive, to serve, and to grow during this time has only been possible because of our people – our franchisees and our team members, in stores, in corporate offices and in our distribution network.

Watching our team of more than 60,000 people come together, to put safety first, to innovate, to find new solutions – makes me proud to be their colleague.

I would like to thank each and every one of them for their efforts this year.

Slide 11. Our People

With more than 60,000 team members, we have 60,000 individual stories, each equally important.

From multi-unit franchisees Fabrice and Carole in France, faced with the first market-closure in our history, and young delivery experts in every country (like Zane in Australia, and Bent in Germany) to exceptional store managers Stoko and Emika in Japan – who were recognised as some of the world’s best.

We invest because we want to have the best food, and the best technology in the business.

But our most important investment is in helping our people grow and prosper – every day, and even more this year, this long-term investment paid dividends.

Slide 12. Network Highlights

When I presented to our shareholders at our Annual General Meeting in 2015, we were pleased to celebrate key milestones – including the Group’s 1500th store, and we had significantly increased our store network in Japan to 384 stores.

Just five years later, we opened our 2600th store in the Group, including passing the 100th store in Belgium, the 300th store in the Netherlands, and the 650th store in Japan. Already this Financial Year we have opened the Group’s 2700th store, and our 700th store in Japan, with this country overtaking Australia as the largest market by store count in our business.

When I look forward over the next five years, I am excited about the next milestones we will achieve – as we grow to our goal of more than 5,550 stores by 2033.

Slide 13. Recognition

Our team members are relentless in chasing performance, improvements, and ultimately records.

Setting a new standard is rewarding, but even more important is seeing others lift their performance to try to match and better it.

While management, and our people, don’t chase prizes, it is pleasing to see that others have recognised the hard work and outcomes our team members have achieved.

What stands out is the range of award winners cover all facets of our business – from our operations to our safety and supply chain, our digital technology and marketing, and our food.

Whether in stores or in our offices, our people – through their conscientious approach to their work, and the projects they’ve delivered, have been the best in their country, and even the world’s best.

I’d particularly like to highlight the recognition received from our master franchisor – some of the most sought after in our business, with strong showings from our teams in Australia/New Zealand and Japan.

Slide 14. FY20 Performance

In our Annual Report, we set out in detail the extraordinary period of change that we have responded to this year.

This was in some ways, a tale of two halves: in the first half we were delivering on our strategy, our operational performance was in line with our expectations. We were very pleased with how all markets were delivering against our short- and medium-term plans.

In the first Half of the Financial Year we had opened 85 new stores, with sale store sales growth within our medium term outlook at 4.1%, total sales increasing 10.6%, with online sales contributing with 18.8% growth, to more than \$1.1 billion for the half.

Then COVID hit all of the communities in which we live – we responded, fast, preparing our franchisees with changes to our operations to trade through these conditions. We saw uncertainty in the face of the pandemic and, as I’ve outlined, we invested in our people, our customers and our business.

It was not luck, but hard work, experience, and a long-term strategy that allowed us to deliver another year of record results in the face of the worst economic and health crisis in our company’s history.

In Australia – our team members had to discard their muscle memory of the successful ways in which they've operated for many years – being the first to launch initiatives such as Zero Contact Delivery at a time when many Australians were skeptical of the threat of COVID-19.

In Europe – we responded to a market closure as the government encouraged businesses to close. We took this important lesson and applied it, and a mission mindset, to all of our countries, to focus on serving our customers and our neighbourhoods.

We recognised that, the legal authority to operate was not enough, but we required the endorsement of government, franchisees, customers, team members, and our communities.

We embraced the view that “Trading during this time was a Privilege, not a Right”, and applied it to every aspect of our business.

In Japan – where the repositioning of our business as a more affordable, every-day occasion coincided with a desire by customers to avoid crowded spaces and dine-in, we served the most significant growth in customers and orders that I expect to see in my career. The refocusing of our business, and extensive groundwork in building a High Volume Mentality, meant our team was able to serve, and delight, this influx of new customers.

Slide 15. Trading Update FY21

In all markets our focus is on navigating through the current challenges while delivering on our long-term strategy.

We have opened 74 new stores, a record for this time of year, and reflecting the high level of appetite in our franchised and corporate business to meet customer demand.

Network Sales growth, at +14.9% - is higher than at our previous AGM, and our Group Same Store Sales growth is more than double, off a higher base, at 8.4%. The engine of this growth, our digital platforms, continues to outperform our total sales growth at more than 20%, reflecting we provide the convenience and simplicity our customers are seeking.

These are very positive results in conditions that remain challenging for our communities – our Same Store Sales have decelerated from an even stronger update at the Full Year, largely because – as expected – sales growth across our group is now more normalised than at the initial peaks, in all regions above our medium-term outlook.

I would like here to make special note of Japan, Germany and France. As we outlined at the Full Year results, Germany and Japan have continued to outperform in equal parts due to the local virus conditions, and the assertive actions of management.

France has started the year very well with 12 stores opened already. Management and our Franchisees are very positive on the store opening pipeline in France.

Slide 16. Looking Forward

We believe that COVID-19, rather than unexpectedly changing the dynamics of our industry, have 'Fast Forwarded the Age of Delivery' that we have been preparing for since we first made deep investments in our digital technology.

Accordingly, our view for the medium term remains unchanged, with industry-leading Same Store Sales growth, a sizeable contribution with new stores, and a prudent use of capital to delivery growth.

Indeed, we anticipate this Financial Year Domino's Pizza Enterprises Ltd, and our Franchisees, will open a record number of new stores.

Slide 17. Looking Forward – 2

In communicating with our shareholders and team members, we have been clear that:

- i) We do not have a crystal ball, and we need to operate with the view this pandemic will extend for one to three years
- ii) We must not be complacent, but instead be bold and invest to position us for our future
- iii) A focus on delivering value for our customers, through product, service and image, remains key.

Our performance during this pandemic has not been luck – but the outcome of a proven strategy and an exceptional team.

We expect ongoing uncertainty in the communities in which we operate, including the potential for an economic downturn. We will use this opportunity to prepare for what's next; building on our successful strategies such as \$15 any pizza in Australia/New Zealand and the 2nd pizza for 2 Euros in Germany.

We will test and implement new approaches including Car Park Carry-out in all regions, No Minimum Delivery in Japan, and Project 3TEN innovations such as Call-on-Arrival and enhancements of our Predictive Ordering.

Most importantly, we will listen to our customers, responding to changes in society, and in customer behaviour.

The same customer focus that delivered us to this point, will be the key to our future success.

Slide 18. Environmental, Social, Governance

When I spoke at this meeting last year, I noted the increasing importance of communicating 'doing the right thing' to our communities and shareholders.

We identified four key pillars: our people, our food, our community, and our environment, and I committed we would engage with our communities to develop measurable targets. As a result of that work, we are making even clearer that our customers are at the centre of that work.

Domino's works best when we have ambitious goals to go after – from expanding into new markets, to moving online, and Project 3TEN.

Starting today, we are setting more goals. This is the next step, not the final step.

Slide 19. Environment

Protecting our environment is a non-negotiable.

Environmental initiatives are not only good for the planet, but also for our stores.

We have always been focused on reducing food wastage, saving electricity and reducing water – because using our precious resources is a cost to our business as well as our society.

The depth of commitment and expertise in our people has identified innovative ways to deliver these savings, in discrete projects in all of our markets. For example;

- In Japan, we implemented water saving devices that now save more than 60 megalitres of water each year.
- In many markets we are replacing petrol-powered delivery vehicles with electric bicycles, motorcycles and scooters.
France expects to have 100% of delivery vehicles electric powered by the end of 2023 (up from 51% now), with no fossil fuel reliance transport to be purchased in the Netherlands from January 1 2021.
- In all markets we have implemented recyclable materials into our packaging, as much as local regulations allow, and in our supply chain we are working to reduce the volume of packaging needed to deliver ingredients.
- We are separating and recycling waste from food preparation and customer areas in Japan, and all European markets are making progress towards the same goal.

But we want to do more, and we will do more.

Let me be clear – Domino’s Pizza Enterprises recognises the science, and urgency, of addressing climate change, and we will be part of the solution.

- We will reduce the emissions of our European Supply Chain Centre fleet by 20% by 2025
- By 2030, we intend for the electricity supply to our stores to be carbon neutral
- And, starting next year, we will begin the assessment of the carbon footprint of our entire business, to allow us to set science-based reduction targets – which we will report on.

How will we reach these targets?

We don’t yet have all of the answers, but we believe a focus on a target, rather than a particular technology or other solution, will allow us to identify the most effective approaches for every store, in every country.

Just as our growth will be responsible, so will our food supply: we will work with our world-class suppliers to review our Business Partner Code of Practice – ensuring our entire supply chain reflects Domino’s values.

Slide 20. Social

Businesses work best when they reflect our communities.

For some time, we haven’t been able to say that throughout the entire business – and we intend to change that.

We believe there have been reasons, from lower numbers of female delivery drivers, store managers and franchisees – but we’re not in the business of finding excuses.

- By 2030, Domino’s intends to reach gender diversity at the Board, Global Leadership and Region/Country Leadership levels: with at least 40 percent female representation

Every person in their role, regardless of gender, has earned it by their talent, and their hard work. That is not going to change. As our Chairman noted, we tackled diversity at a board level while selecting the best person for each role.

That will be the same throughout our business – this is not about setting a quota, but instead working towards identifying any barriers to the best people advancing, and addressing them; from recruitment, through the entire career journey.

In the rest of our business our people, including our franchisees, will help us find solutions. It will be the same for our social initiatives.

Slide 21. Governance

At the start of this pandemic, Domino's made clear that we would be cautious about accepting government support.

Where we received this support, albeit limited, and largely where markets were required to close in France and New Zealand, our Company multiplied it with investments into safety equipment, charitable giving, and support for our franchisees.

We also ensured no executive received a bonus for the achievement of profitability targets for any country receiving this support – including me.

This Financial Year we intend to hire and employ even more team members, but we will not receive JobKeeper or JobMaker for our head office or our corporate stores.

Where a small number of franchisees receive (or have received) government support, we are actively reviewing compliance with the conditions of these funds.

The strength of our brand requires public trust, and these checks will join our frequent and widespread compliance checks regarding safety, food hygiene, and team member pay.

Slide 22. Conclusion

From the first day I put on a Domino's uniform, I've been proud to work in the pizza business.

As we have innovated, grown to new markets, and provided opportunities for jobs and careers to many thousands of our people, informing you of our successes – was my pleasure.

Today, having navigated this unique challenge, informing you of the care and attention our people have shown for our franchisees, team members, communities, and customers - is my privilege.