



Domino's Pizza Enterprises Limited
1/485 Kingsford Smith Drive
Hamilton, QLD, Australia 4007
ACN: 010 489 326
www.dominos.com.au

1 November 2023

The Manager

Market Announcements Office

Australian Securities Exchange

4th Floor, 20 Bridge Street

SYDNEY NSW 2000

Dear Sir

2023 Annual General Meeting

Please find a copy of the presentation and prepared remarks for the Domino's Pizza Enterprises Limited 2023 AGM, to be held today.

For further information, contact Nathan Scholz, Head of Investor Relations at investor.relations@dominos.com.au or on +61-419-243-517.

Authorised for lodgement by the Board.

Craig Ryan

Company Secretary

END

ASIA PACIFIC | EUROPE

Domino's[®]

Annual General Meeting

1 November, 2023

ASIA PACIFIC | EUROPE

Domino's[®]

Annual General Meeting

1 November 2023

Chairman – Jack Cowin

**WE ARE
THE DOMINANT
SUSTAINABLE DELIVERY
QSR**

**IN EVERY
MARKET BY**

2030

GROUP – KEY METRICS

	FY22 Actual	FY23 Actual	Growth vs. FY22	
Network Sales	\$3,918.0m	\$4,005.6m	+\$87.6m	+2.2%
Online Sales	\$3,059.6m	\$3,132.8m	+\$73.2m	+2.4%
Same Store Sales Growth	-0.3%	-0.2%		
Network Store Count	3,387 stores	3,782 stores	+395 stores	+11.7%
EBITDA⁽³⁾	\$396.5m	\$347.2m	-\$49.3m	-12.4%
EBIT⁽³⁾	\$262.9m	\$201.7m	-\$61.2m	-23.3%
NPAT (after Minority Interest)⁽³⁾	\$165.0m	\$122.6m	-\$42.3m	-25.7%
EPS⁽³⁾	190.6 cps	139.4 cps	-51.3 cps	-26.9%
Dividend	156.5 cps	110.0 cps	-46.5 cps	-29.7%
Net CAPEX⁽⁴⁾	\$137.6m	\$159.1m		
Free Cash Flow⁽⁵⁾	(\$7.5m)	\$38.6m		

- **Network Sales growth +4.3% excluding FX⁽²⁾**
- **NPAT growth -23.6% excluding FX⁽²⁾**

1) FY23 - included one less trading week than FY22 (52 weeks vs. 53 weeks)

2) FX - Network Sales FX translation headwind c. \$79m vs. FY22, NPAT FX translation headwind c. \$5m vs. FY22

3) FY23 underlying compared to FY22 underlying, excluding significant charges – see Slides 14, 15 & 52 for further details

4) Excluding capital expenditure relating to acquisitions of \$328.9m

5) Free Cash Flow excluding capital expenditure relating to acquisitions, including Net lease principal payments – see slide 16 for further details

GROUP – RESTRUCTURING & STREAMLINING

- A significant program is well progressed to restructure our business.

It will deliver:

- **Material, near-term cost savings**
 - **Improved efficiency**
 - **Allow reinvestment to build the strongest foundation for future growth.**
- We recognise the contributions of our team members and thank them for their support during this time of change.

**TOGETHER WE WILL BUILD A STRONGER
DOMINO'S FOR THE LONG-TERM**



Closure of the loss-making Danish market (27 stores)



Closure of 56 stores across the group (provision for additional 18 store closures)

These stores were not expected to reach sustainable levels of sales or profitability in the short-term



Refranchising turnaround corporate stores

One-off impairment, which will accelerate refranchising



Delivering on planned commissary closures in S.E. Asia



Accelerated amortization of legacy IT assets

All new geographies were successfully integrated onto new generation Online Ordering Platform during FY23



Streamlining operations

Realigning and streamlining operations including centralising some responsibilities in shared services centres

DOMINO'S FOR GOOD

ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG)



- First QSR business globally to have our **science-based environmental targets validated**, based on the latest scientific guidance on Forest, Land and Agriculture
- Launched **Domino's Dairy Initiative** to drive an ethical and sustainable dairy supply chain.
- **Raised ethical standards on modern slavery** across our supplier network in Australia and New Zealand
- Implemented our **Responsible Sourcing Policy**, and subsequent **Deforestation and Human Rights policies**
- Expanded **in-store dough** making in Japan, Taiwan, Malaysia, Cambodia and Singapore, reducing carbon emissions and cost
- **Handiwork Project**, launched in France, introduced people with disabilities to our profession, and ultimately our workforce
- Fully rolled **Path to Excellence** in Australia and New Zealand with more than 25,000 team members now active. (NL & Japan completed in 2023), and other EU markets in FY24

WE BELIEVE IN A BETTER SLICE FOR EVERYONE

BOARD UPDATE

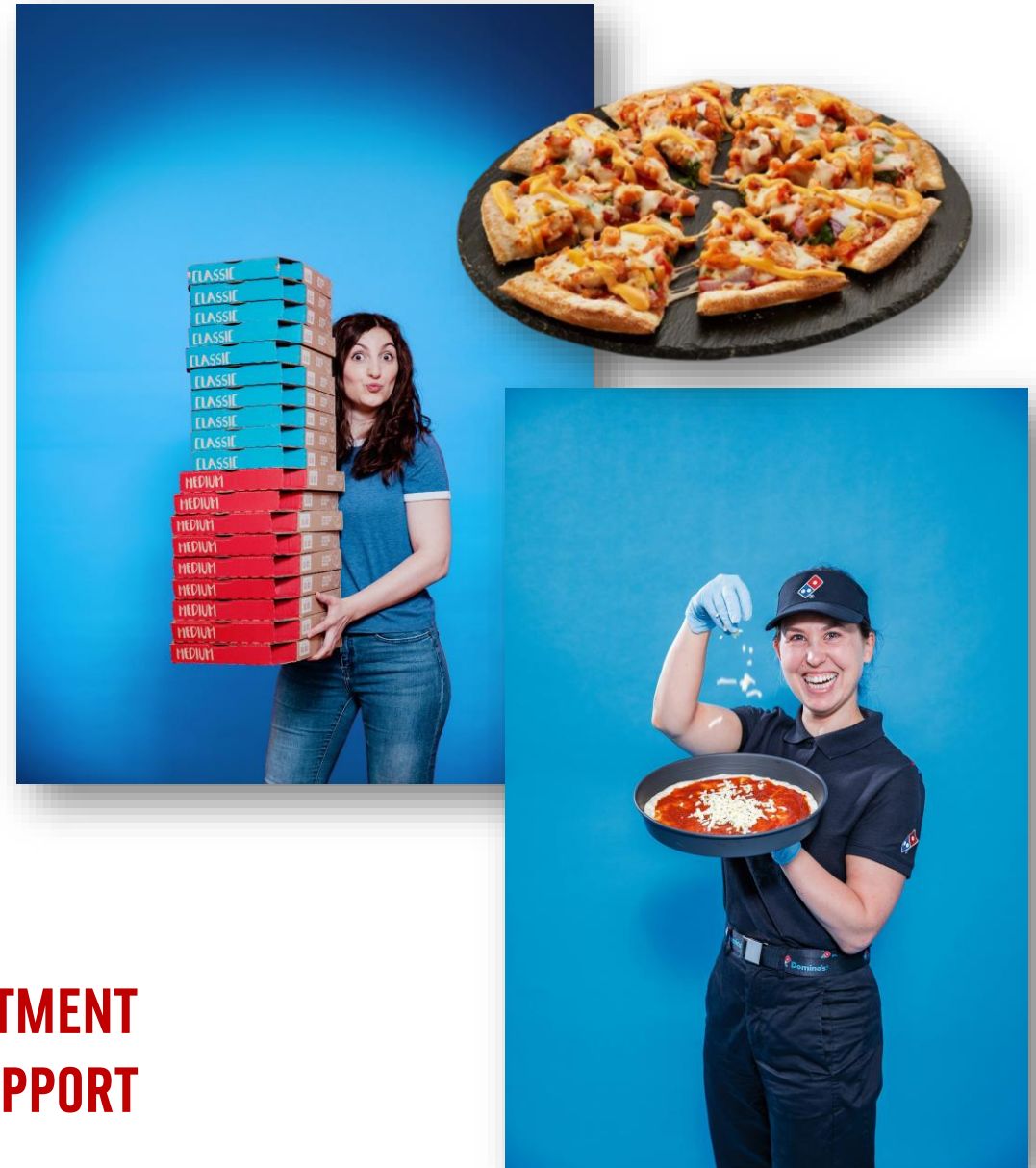
- Domino's thanks non-executive director **Doreen Huber** (retiring by rotation) for her contributions to the board of Domino's Pizza Enterprises Ltd
- Non-executive director **Grant Bourke** seeks re-election to the board
- Member of the Audit and Risk, and Nomination, Culture and Remuneration committees
- Mr Bourke has 30 years' experience with the Domino's brand, including as a franchisee and executive
- His Domino's experience has been recognised with leadership awards in Australia and from master franchisor Domino's Pizza Inc.



OUTLOOK

OUR BUSINESS AND OUR TEAM HAS FACED **NEW CHALLENGES**

- Everyone in Domino's Pizza Enterprises Ltd is focused on our most important task – **servicing our customers.**
- Our focus on continuous improvement for the customers of today and tomorrow, that will see Domino's Pizza Enterprises Ltd achieve on our mission, and our potential.



**WE THANK OUR TEAM MEMBERS FOR THEIR COMMITMENT
AND OUR SHAREHOLDERS FOR YOUR CONTINUED SUPPORT**

2023 DMP AGM Presentations

Chairman's Presentation

2. Introduction

On behalf of the board of directors of Domino's Pizza Enterprises Ltd, I would like to thank our shareholders who are joining us here today in Brisbane, as well as those joining us online from around the world.

This is a truly global business, with more than 3800 stores operating in 12 markets in the Asia/Pacific and Europe, and our shareholders reflect that international focus.

3. Mission

This year DPE has reached some important milestones.

In December, we celebrate 40 years of the Domino's brand in Australia, with the first store opened here in south-east Queensland.

And in October, Domino's Japan opened their 1000th store in that market – becoming the DPE market with the highest store count and the third largest international market for Domino's. This is a significant achievement given we acquired 75% of the business a decade ago when it operated just 256 stores, with a long-term target of 600 stores.

The mission of Domino's Pizza Enterprises Ltd is to be the Dominant, Sustainable, Delivery QSR in every market by 2030 – and with the continued execution against our strategy we intend to deliver on that mission.

4. Group: Results Highlights

As our shareholders are aware, the 2023 Financial Year did not reach our expectations, with underlying EBIT of \$201.7 million, -23.3% lower than the prior year.

We grew our store footprint after recent closures, by 395 stores (+11.7% higher than the previous year). This included the acquisition of 287 stores in our three newest markets of Malaysia, Singapore and Cambodia, and 200 organic new stores opened across the group and 5 new mobile pizza kitchens in Australia.

As part of our store optimisation program – a necessary initiative to reduce costs and reinvest in our franchisee partner base – we closed 83 stores (including our exit from the Danish market) with a further 14 low-trading stores closed, primarily in Europe.

While sales in constant currency were +4.3% higher across the group at \$4.01 billion dollars, on a like-for-like basis sales were -0.2%. The reduction in volumes affected Domino's earnings and margins, and those of our Franchisee Partners.

Accordingly, earnings per share were 139.4 cents per share, -26.9% lower than the prior year.

5. Group – restructuring and streamlining

I've spoken frequently of my belief that building a quick service restaurant brand is similar to building a 100 storey building, where it is only when you've reached scale as symbolised by the upper floors, that you build the most profitable enterprise.

To do so requires solid foundations. Management and the board are aligned on a significant program underway to restructure our business. This program will deliver material, near-term cost savings,

improve efficiency, and allow reinvestment to build the strongest foundation for future growth.

There are two other parts to this program that are most significant, in addition to the decision to exit the Danish market.

Firstly, reducing the size of the corporate store network through closing underperforming stores and accelerating the refranchising of others.

Secondly, streamlining our core operations to identify efficiencies. As part of this program Domino's is reducing the number of Domino's team members in support offices, including through the implementation of shared services for some back of house functions.

I would like to acknowledge to our team members in Domino's support offices, including those who have recently left the Domino's business, that the board recognises changes such as these are not easy.

But together we believe they will build a stronger Domino's Pizza Enterprises Ltd for the long-term, one which helps our team members grow and prosper, through a more sustainable, profitable franchisee partner base.

6. Domino's for Good

The Domino's brand has had a long-term presence on the global stage.

With more than 6 decades since its founding in the United States, and 4 decades on these shores, Domino's Pizza Enterprises Ltd intends to be a trusted custodian of this brand for many decades ahead.

Sustainability, for our Franchisee Partners, our shareholders, our communities and our planet, must be a core part of this future.

I am pleased to commend to you the latest Sustainability Report, published today, which outlines our ongoing progress towards a better slice for everyone.

Key highlights this Financial year include:

- We are the first quick service restaurant chain globally to have our science-based environmental targets validated, based on the latest scientific guidance on Forest, Land and Agriculture.
- This means an independent organisation, the Science Based Targets initiative, has reviewed our targets and confirmed the pathway to reach them meets internationally recognised scientific standards.
- We launched our **Domino's Dairy Initiative** with our main dairy supplier to drive an ethical and sustainable dairy supply chain.
- We **raised ethical standards on modern slavery** across our supplier network in Australia and New Zealand.
- We took further steps in ensuring responsible business conduct with our new Responsible Sourcing policy, and subsequent Deforestation and Human Rights policies. These are now available on our website.
- We started rolling out **in-store dough** making in Japan, Taiwan, Malaysia, Cambodia and Singapore. This reduced carbon emissions and cost per product for our stores.
- The **Handiwork Project**, launched in October last year in France, is a groundbreaking initiative aimed at introducing individuals with disabilities to our profession, with the ultimate goal of welcoming them into our workforce
- Our Global Learning Program - **Path to Excellence** – which was introduced in FY22, has been fully rolled out in Australia and New Zealand with more than 25,000 team members now active. Our Global Rollout Plan continues to progress with Netherlands and Japan due to be fully deployed in by December 2023, and other EU markets in the first half of 2024.

7. Board Update

Non-executive director Doreen Huber, who was due to retire by rotation this year, is not standing for re-election today as a non-executive director.

Doreen is one of Germany's most respected business entrepreneurs and food technology experts. She has been a member of the board for one term, and during that period we have benefited from her contribution to the business and her insight into the European food and technology sectors.

The board would like to thank Doreen for her service to the board of Domino's Pizza Enterprises Ltd, which concludes after today's meeting.

This year non-executive director Grant Bourke seeks your support for re-election to the board.

The board supports this resolution. In the interests of transparency I note that some proxy advisors have recommended against the resolution because Grant's tenure may give rise to a view he is not independent.

Grant has been a part of Domino's since 1993, growing to be one of the largest franchisees in Australia at that time with eight stores. In 2001, he vended his stores into the company in exchange for a shareholding.

He subsequently held key management roles in Australia and Europe, before joining the board as a non-executive director in 2008. For his service to Domino's as a franchisee and executive, Grant has been inducted into the Domino's Hall of Fame, and the Domino's Pizza Enterprises Ltd Hall of Fame, alongside numerous other awards recognising his leadership.

I have worked alongside Grant as a co-founder of this business, as a shareholder, and as the Chairman of Domino's Pizza Enterprises Ltd,

and in my experience Grant has always demonstrated his keen understanding of the business, his alignment with the interests of shareholders and his independent approach.

On behalf of the board, I commend him to you for your consideration.

8. Outlook

The past few years consistently brought new challenges our business, and our team, needed to face.

Throughout ongoing change and periods of great uncertainty, everyone involved in Domino's Pizza Enterprises Ltd has been focused on our most important task – serving our customers.

From myself as Chair, to Don Meij and his leadership team, through to our Franchisee Partners and our deliver experts who deliver hot, fresh meals safely to our customers' doors – we know that we are judged on every pizza we serve.

It is this focus on continuous improvement for the customers of today and tomorrow, that will see Domino's Pizza Enterprises Ltd achieve on our mission, and our potential.

I thank every one of those individuals for their commitment to their roles, and to you, our shareholders for your continued partnership and support.

Domino's®

Annual General Meeting

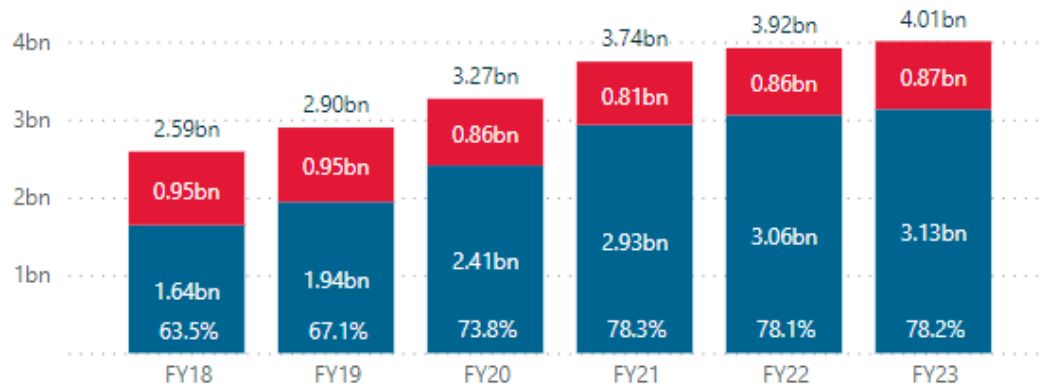
1 November 2023

Group CEO & Managing Director – Don Meij

GROUP NETWORK SALES (AUD) ⁽¹⁻⁵⁾

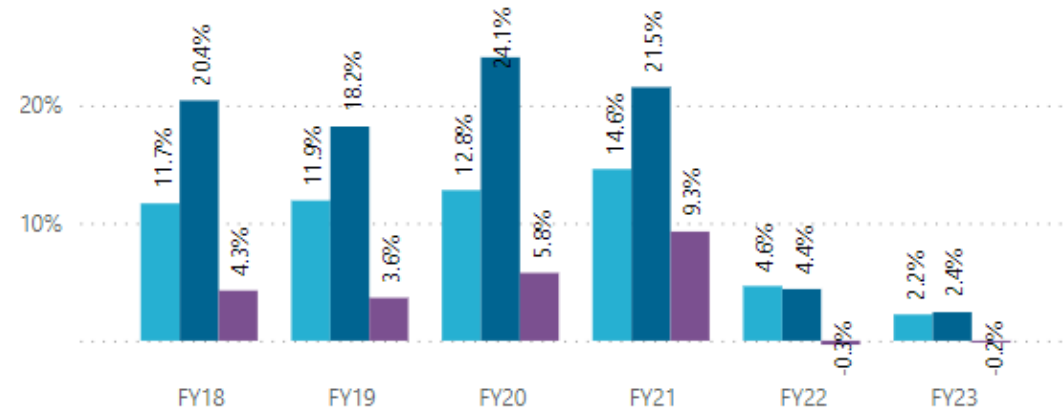
Sales

● Online Sales ● In-store Sales ● Sales Online %



Growth

● Sales Growth ● Sales Online Growth ● Same Store Sales Growth



- Network Sales +2.2% (+\$87.6m) – DPE cycled an additional trading week and an FX translation headwind of c. \$79m vs. FY22 (Network Sales +4.3% in constant currency)
- Group Online Sales +2.4%, noting a shift in ordering from delivery to carry-out
- Same Store Sales -0.2% – primarily attributable to lower performance in Japan and Taiwan

1) FY23 - included one less trading week than FY22 (52 weeks vs. 53 weeks)
 2) Total Network Sales growth – is calculated using Full Year average FX rates, as reported during the respective periods
 3) SSS % - is calculated in constant currency and excludes the benefit of the additional trading week in FY22
 4) Online Sales - including sales via aggregator platforms
 5) Online Sales % - is calculated as total Online Sales divided by total Network Sales (including acquisitions)

FY23 – YEAR IN REVIEW

FY23 WAS A CHALLENGING YEAR FOR OUR FRANCHISEE PARTNERS AND DOMINO'S PIZZA ENTERPRISES LTD

- We worked to protect the profitability of our Franchisee Partners despite unprecedented cost pressures
- This was the right focus, but our results were not to our expected standards
- Our pricing changes (including surcharges) lowered order volumes

WE ARE ALREADY SEEING GROWTH IN SALES AND STORE PROFITABILITY WHERE WE ARE FOCUSED ON HVM⁽¹⁾



TRADING UPDATE

	Full Year Results		Trading Update ⁽¹⁾ First Weeks of Trade	
	FY22 Actual	FY23 Actual	FY23 Actual YTD	FY24 Actual YTD
Network Sales Growth	4.6%	+2.2%	-1.8%	+12.7%
Same Store Sales Growth	-0.3%	-0.2%	-1.0%	+2.7%
New Organic Store Additions	+294 stores +10.0% of network	+205 stores +6.1% of network	+41 stores	+42 stores

- Same Store Sales YTD positive in all markets excl Taiwan and Japan, with volume building strategies delivering sales growth and stronger unit economics
- SSS +2.7%: Asia -6.8%, ANZ +7.0% and Europe +3.8%, with Benelux and Germany delivering strong sales growth
- The Christmas trading period in Japan will be an important factor for H1, with high quality operations and new product development in place
- With continued focus, management intends to deliver continued momentum in ANZ and Europe and a turnaround in sales performance in Japan

1) Network Sales and new store growth during first 16 weeks of trade

INSPIRED PRODUCTS AND SERVICES

CURRENT SALES MOMENTUM IS BUILT ON OUR FUNDAMENTALS: **PRODUCT + SERVICE + IMAGE**

- **New Product Development (NPD)** has been reinvigorated to build a multi-year calendar of new products and limited time offers (LTOs)
- New products such as **My Domino's Box** and **Crispy Chips** target new customers and new occasions
- **Innovation in packaging** showcases our brand, reduces waste, and delivers a hotter, fresher product to our customers

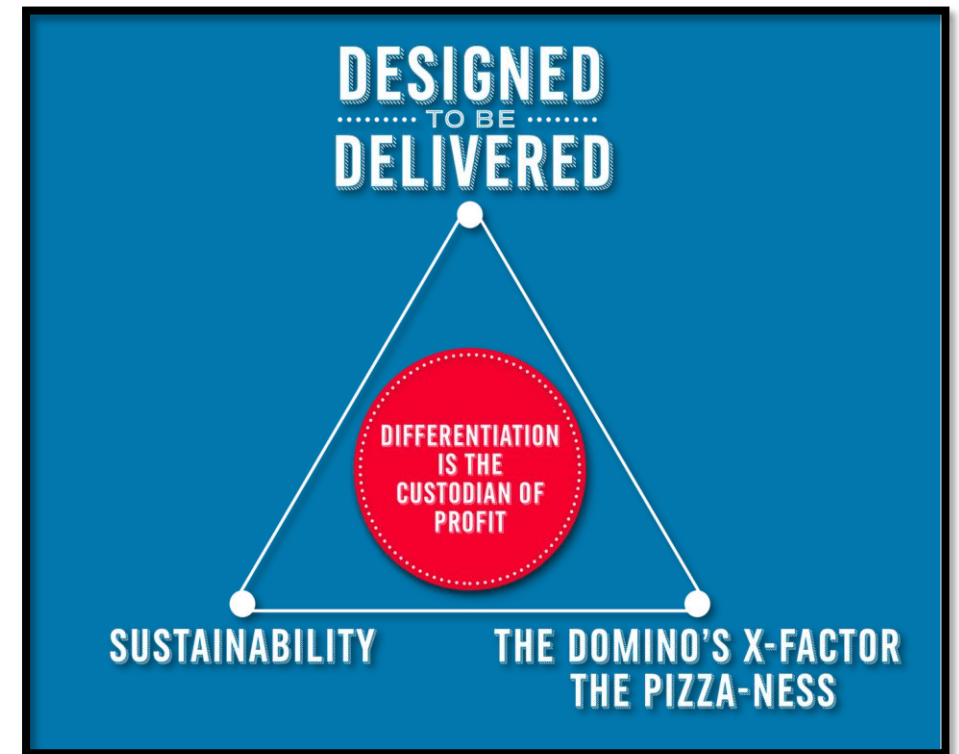


INSPIRED PRODUCTS AND SERVICES

OUR NPD PHILOSOPHY: **SUSTAINABLE**, DESIGNED TO BE **DELIVERED**, WITH **'PIZZA-NESS'**

- Where we deliver on our new product philosophy customers are responding
- New products such as **Domino's Crispy Chips** and the **Doner Kebab Pizza** grow sales and margins
- Domino's intends to:
 - Refresh our core menu with seasonal specials
 - Target new customers or occasions
 - Launch LTOs that develop social media buzz

**OUR NEW PRODUCT DEVELOPMENT IS THE STRONGEST IN YEARS
WITH NEW PRODUCTS IN TESTING OR READY FOR LAUNCH**



A FOCUS ON PRODUCT QUALITY

WE ARE DEVELOPING **INSPIRED PRODUCTS** FOR OUR FRANCHISEE PARTNERS TO SERVE

- Our products succeed when they delight customers
- **Product quality** – as rated by customers – is essential to success
- We are rewarding stores that reach ‘**Club 1845**’ benchmarks
 - **13 stores** reached 18 minutes average delivery time and 4.5/5 product quality rating for an entire quarter
- Domino’s is using existing incentive programs to target higher product execution by stores.



OUR FOCUS ON PRODUCT QUALITY IS DELIVERING FOR CUSTOMERS AND FRANCHISEE PARTNERS WHO SERVE THEM

CHASE EVERY ORDER

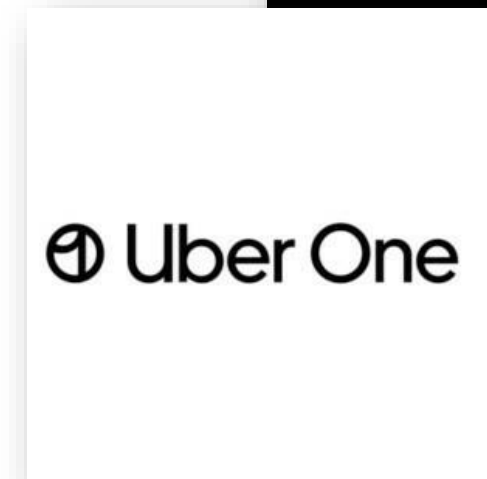
FY23 WAS A **CHALLENGING YEAR** FOR OUR FRANCHISEE PARTNERS AND DOMINO'S PIZZA ENTERPRISES LTD

- Domino's new global partnership with Uber benefits DPE and Franchisee Partners
- Existing team members serve additional delivery orders, at lower fees

ADDITIONAL ORDER VOLUMES GROW SALES AND MARGINS FOR STORES

- Management is focused on growing profitable volumes including:
 - A return to pre-COVID trading hours (including late night)
 - Launching up to four major customer acquisition weeks per year
 - Building weekly volumes by ensuring weekly sales specials

**HVM DELIVERS VALUE FOR CUSTOMERS
AND FRANCHISEE PARTNERS IN ALL MARKETS**



Our global partnership gives us more access to high-frequency Uber One subscribers – an additional source of incremental order volumes

A NEW FOUNDATION FOR OUR FUTURE

DOMINO'S IS DELIVERING IMPROVED UNIT ECONOMICS TO BUILD A **STRONGER, MORE SUSTAINABLE** FUTURE

- Domino's is well progressed on our strategic initiatives
- ~1/3rd of anticipated savings will be shared with our Franchisee Partners
 - The **Danish business was closed** at the end of FY23. Despite world-class operations DPE was unable to offset the legacy brand damage from the previous owners
 - **Underperforming corporate stores** have been identified and **closed**, with those in 'turnaround' refranchised to existing Franchisee Partners or store managers
 - The **closure of Asian commissaries**, coupled with roll-out of in-store doughmaking, will be finalised next half
 - **Restructuring our support offices**, including the removal of some roles, is almost finalised with the establishment of Shared Services and Centres of Expertise underway.



**BY REINVESTING IN OUR FRANCHISEE PARTNER BASE,
DOMINO'S IS BUILDING A STRONGER, MORE SUSTAINABLE FUTURE**

DOMINO'S FOR GOOD

A SUSTAINABLE FUTURE IS AT THE HEART OF OUR BUSINESS

- We are making meaningful progress as part of our Domino's for Good program
- Domino's is committed to **Net Zero emissions by 2050**
 - Reducing our absolute Scopes 1 and 2 GHG emissions by 46.2%
 - Reducing our Scope 3 GHG emissions by 55% per pizza sold
- Forest, Land and Agriculture
 - Reducing our absolute Scope 3 FLAG GHG emissions by 33.3%
 - Zero deforestation across our primary deforestation-linked commodities by the end of 2025



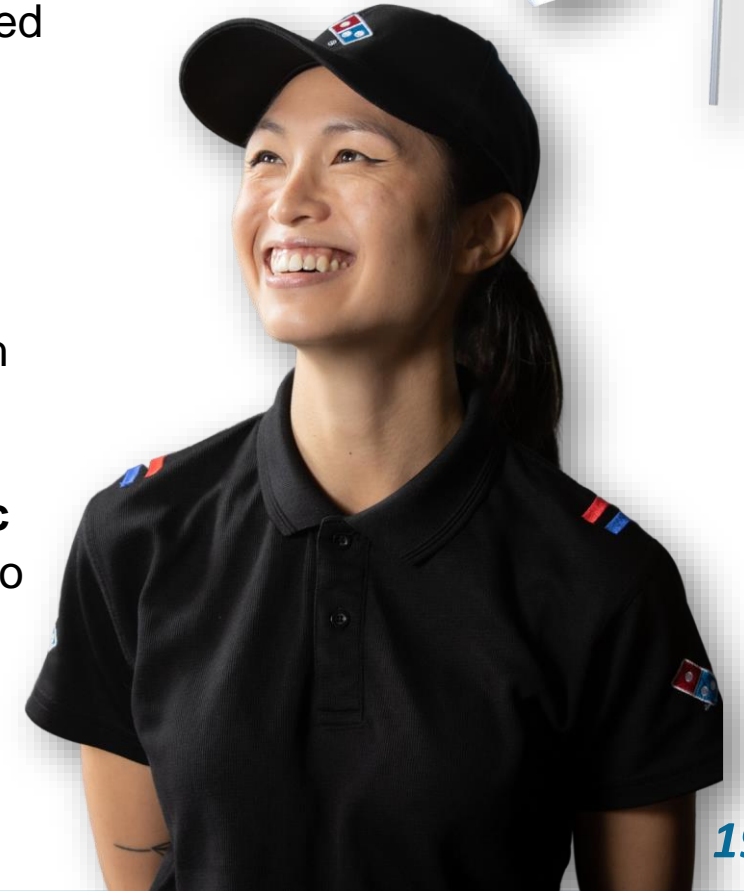
WE BELIEVE IN A BETTER SLICE FOR EVERYONE

More information can be found in our 2023 Sustainability Report, published today: <https://dominosforgood.dominos.com.au/>

OUTLOOK

DOMINO'S IS FOCUSED ON **REBUILDING UNIT ECONOMICS AND FRANCHISEE PARTNER PROFITABILITY IN FY24**

- Commodities pricing continues to be challenging, but long-term partnerships will ensure cost increases in H2 are slight
- Management is focused on delivering sales growth in **Japan** and accelerated momentum in **France**
- Management does not expect changes to previously forecast earnings, materially higher than FY23 largely due to strategic initiatives
- H1 24 is delivering strong sequential growth vs H2 23, with earnings growth for the Full Year delivered in H2 24
- With the initiatives underway, from **new product development** to **strategic cost reductions**, franchisee partners will benefit from improved earnings, to return to our store growth outlook in FY25



**WE ARE
THE DOMINANT
SUSTAINABLE
DELIVERY QSR**

**IN EVERY
MARKET BY**

2030

Group CEO presentation

9. Introduction

Good afternoon. The past Financial Year was one of the most challenging in our Company's history.

Through the release of our Financial Results in August, the details of those challenges have been well canvassed – my intention today is to give you a clear understanding of the lessons we are applying to build a stronger, more sustainable business that delivers an improved performance this year, and for the long-term.

10. Group Network Sales

In the 12 months to the end of June we grew network sales +2.2% to \$4 billion, with online sales continuing their strength - +2.4% to \$3.1 billion.

To put that in perspective, when we pioneered online ordering in 2005 we completed 0.1% of sales online – now it's almost 80%.

We added 395 stores, growing our network by +11.1%, including through the acquisition of 287 stores in Malaysia, Singapore and Cambodia.

However, with same store sales -0.2%, in an environment of rapidly escalating costs for food, packaging, energy and labour – unit economics and the returns of our Franchisee Partners were affected, and the earnings of Domino's Pizza Enterprises Ltd were -23.3% lower with EBIT of \$201.7 million.

11. FY23 – Year in Review

When I addressed our shareholders at this time last year, we were responding to higher costs across all markets.

We were working to protect the profitability of our Franchisee Partners despite unprecedented cost pressures. At the same time, we

were serving our customers by providing them choice for a high-quality meal delivered for an affordable price.

This was the right focus, but our results were not to the standards we anticipated or require.

We kept our Franchisee Partners whole but made some mistakes on pricing, largely for deliveries, whether by lifting prices more than we needed, or through surcharges that customers did not welcome.

The effect of these changes were lower ordering volumes – affecting our stores and food sales through our warehouses.

It was a lesson hard learned, and not soon forgotten.

How do we know this was the cause, and not a larger, macro-economic issue tied to consumer behaviour or the future of delivery?

Because today we are applying the lessons learned, starting here in Australia and New Zealand, and we intend to deliver similar improvements in Europe and in Asia.

12. Trading update

Year to date we have grown Network Sales +12.7% versus the prior year, which is +2.7% higher on a Same Store Sales basis.

Of our 12 markets, 10 have positive Same Store Sales Year to Date, with the exception of Japan and Taiwan – the latter cycling COVID lockdowns.

In Europe, we are pleased with Same Store Sales growth within our medium-term outlook for the region with a strong performance led by the Benelux, then Germany.

France, although positive, is still yet to achieve the same momentum as the other larger markets and we are applying a high level of focus to this market.

We believe with continued focus we can deliver continued momentum in Europe and a turnaround in Japan through the initiatives we have already implemented here.

In Japan, management is confident in our ability to return to sales and customer count growth. Our operations are world class, our product development is strong, and now we need to have the right marketing in place to win customers in a low ordering-frequency environment.

The Christmas trading period is very important in this context – and with the plans in place we are cautiously optimistic on a stronger Christmas partially offsetting our negative sales year to date, giving us momentum into the second half.

Importantly, Australia/New Zealand is delivering a step-change in performance compared to the prior year. This market's initiatives have broad application across our business.

13. Inspired products and services

Our current sales momentum in ANZ is built on the fundamentals; growing customers through product, service and image.

I was fortunate to speak to our Franchisee Partners across ANZ over the past few weeks, taking them through our strategy for the next three years.

I reminded them we are in the business of creating and selling inspired products and services. And like any other retailer, our success relies on developing and executing those products to win the continued loyalty of our customers.

That is exactly what we are doing.

We have launched new products such as the My Domino's Box – which targets the single customer occasion and goes head to head with QSR competitors to take share, including at lunch times.

The My Domino's Box concept was developed in Australia, first launched in Asia, and after delivering success in those markets is now rolling out in Europe.

It delivers an unbeatable price for customers, strong returns for our Franchisee Partners, showcases the range Domino's has to offer, and does so with less packaging and a reduced environmental footprint.

Packaging is important – it is one of the most visible symbols of our brand, and an essential part of our meals being designed for delivery. That is why we spent considerable time to reimagine the humble pizza box, to launch a new 'D-Box' exclusively to Domino's, that retains heat better, protects our customer's meal, and showcases our brand with every order.

14. Inspired products and services (slide 2)

These are perfect examples of our product development philosophy – a meal that is sustainable (both from an environmental and franchisee economics standpoint), is designed to be delivered (even if the customer is the delivery expert), and has a 'pizza-ness' to the meal.

Where we are delivering on this food development philosophy, we are seeing a positive customer response. This includes new products such as Domino's Crispy Chips – which have a unique 'pizza salt' and are designed to be delivered, as well as the Doner Kebab pizza launched in Germany – both of which contributed to higher Same Store Sales in their markets.

We are not stopping here – we have one of the strongest product development programs in years, with new products in testing or ready for imminent release.

Whether it's refreshing our core menu with seasonal specials, targeting new customers and occasions (such as delivering snacking

options) or limited time offers that develop social media buzz – we expect our customers will love them as much as we do.

15. A focus on product quality

New products succeed when they delight the customer. That is why we are focused on product quality, as measured by our customers

We know from our data analysis that orders with a delivery time of 18 minutes or less, and a product quality score of more than 4.5 out of five, have meaningfully higher customer satisfaction scores and sales.

This year we have been rewarding ‘Club 1845’ stores who reach this achievement. I would like to congratulate the 13 stores globally who reached this level of excellence for an entire quarter – led by the Lubbenau store in Germany, which remained a Club 1845 store for an impressive six consecutive months.

Here in ANZ we are incentivising stores that increase their product quality scores, as well as providing additional training to the lowest performing stores in our network. Customers are telling us their meals are higher quality, and they’re voting with their wallets with higher Same Store Sales.

We know our customers love our menu and our high quality ingredients, and it’s essential our Franchisee Partners and their teams are committed to continuously delivering on our customers’ expectations.

Because when we deliver a higher quality product, our customers reward our stores with higher margins – recognising the meals we serve are exceptional value.

A focus on product quality, and on delivering inspired products and services to our customers, is a win for those customers and for our Franchisee Partners who serve them.

16. Chase every order

With the fundamentals strong – we must be relentless in chasing every profitable order.

Domino's new global partnership with Uber benefits Domino's Pizza Enterprises Ltd and our Franchisee Partners. For many years we have been engaging with aggregator platforms, using them as a customer acquisition platform where we fulfil the order using our existing team members and fleet.

Our new partnership delivers immediate benefits to Franchisee Partners in Australia/New Zealand, Japan and France through a lower fee, and access to high-frequency, Uber One subscription customers.

ANZ is leading the way, establishing a Global Centre of Expertise for aggregator channels, which is why this is the fastest growing channel for Domino's sales. The lessons will be applied across all markets, finding ways to maximise our share where customers are ready to order.

During the peaks of COVID we had to change some of our typical sales growth strategies in favour of social distancing.

It's time to bring those back – we've gained traction already in returning to pre-COVID trading hours, rebuilding our late night trading, and customers and Franchisee Partners alike have embraced the return of our volume-building customer acquisition 'Boost Weeks' or 'Mega Weeks' as they're called in some markets.

Just last week in Australia/New Zealand, a 50% off Mega Week brought in the highest customer counts in our business in more than four years.

We have reintroduced 50% off Tuesdays, where we discount our premium and traditional pizzas, giving customers the opportunity to trial our highest quality pizzas at a discounted price. And it is working

– customers are giving us high product quality scores and coming back again and again to buy these pizzas.

In fact – these higher margin pizzas are now outselling our value range pizzas for the first time in our history.

The essence of High Volume Mentality is that removing the bottlenecks to increasing orders flows through to our Franchisee Partners' bottom lines.

Which means, most importantly, these volume growth strategies not only deliver great value for our customers, but are also delivering stronger unit economics for our Franchisee Partners.

We are setting our sights higher – to win share in the Quick Service Restaurant industry we intend to show customers who are ordering burgers, fried chicken, and other ready-to-eat meals that Domino's offers extraordinary value compared to any of their other meal choices.

Importantly, these strategies are not unique to Australia/New Zealand, and we are implementing the same approaches in our other markets.

The fundamentals of HVM, work across all markets. We are seeing the benefits already in Europe and intend to deliver the same improvements in Asia.

17. A new foundation for our future

We are working to deliver a step-change in unit economics, to make a stronger, more sustainable business, primed for long-term growth.

We know the past few years have been challenging for our Franchisee Partners.

Building sustained growth will rely on a solid foundation.

That's why we announced a suite of business improvement initiatives designed to restructure our business, to leverage our increasing global reach and scale, and to reinvest the dividends of that approach into building more profitable Franchisee Partners.

We are well progressed on the first year of this program:

- We closed the Danish business at the end of FY23. Despite the world-class operations of the team in Denmark, they were unable to offset the legacy of brand damage from the previous owner.
- We have closed a small number of underperforming corporate stores and accelerated the sale of others to high-performing Franchisee Partners.
- We are well advanced on closing our commissaries in Asia and have written down the value of some legacy IT assets in our newest markets.
- And we have almost finalised our restructuring plans that include the reduction of some roles in our support offices in each region.

As we anticipated, we have made the most progress in the Asia/Pacific region, followed by Europe. In Europe we are well progressed in Germany and the Benelux. Although France is taking slightly longer than anticipated, we expect this work will be completed in the first quarter of the upcoming calendar year.

In restructuring our business, we are focusing on what makes the biggest difference for our Franchisee Partners, our customers and the communities we serve.

As a large, multinational company with our stores operating somewhere in the world 24 hours a day, we are building a future where we can provide the support that they need with a consistent, streamlined approach.

I know change is challenging, both for those team members who continue to work in our support offices and for those whose future will not be working in Domino's. In keeping with our values, we are supporting those who are leaving Domino's, including by providing outplacement support where appropriate.

I would particularly like to thank those who have left Domino's for their contributions to building the business we have today.

The decisions we have made are difficult, but management is confident they are the right ones for our long-term future.

We are building a stronger, more sustainable future for our Franchisee Partners and for Domino's Pizza Enterprises Ltd.

18. Domino's for Good

Sustainability is at the heart of our business.

It means not only delivering a better outcome for our planet, but also a more sustainable business for our Franchisee Partners.

We are committed to Net Zero emissions by 2050 and I am pleased with the validation of our targets by the Science Based Targets initiative.

In addition to targeting Net Zero, we have also committed to reduce greenhouse gas emissions by 65% per product sold by 2030 compared to 2020 emissions and to halt deforestation in our supply chain by 2025.

These are ambitious goals – but we intend to reach them working hand-in-hand with our Franchisee Partners.

19. Outlook

This Financial Year is one of rebuilding.

Through the plans we are implementing, our Franchisee Partners will earn the rewards of their hard work, and we have no doubt our shareholders will benefit from a more prosperous, sustainable future.

Commodities pricing continues to be challenging due to macro factors like war and climate change.

We have taken long positions where we can to ensure supply availability and cost control, and have a new, long-term partnership for our global cheese supply. Therefore, we are expecting only slight increases to store food baskets in the Second Half of this Financial Year.

I acknowledge we have some challenges still to address, largely to deliver sales growth in Japan and accelerate momentum in France, but we remain confident in our ability to do so in the near term.

While those challenges continue, we do not expect any changes to our previously forecast growth in earnings this Financial Year.

Earnings in the First Half are expected to be materially higher than the Second Half 2023, however the Full Year over Year growth will be delivered in the Second Half.

In February at our Half Year earnings results we will provide a further update on the savings achieved through our restructuring program and the ongoing benefits for our Franchisee Partners and the business.

20. Conclusion

This December we celebrate 40 years of the Domino's brand in Australia.

I have been a proud member of the Domino's team for more than 36 years.

Every time I walk into one of our stores, here in Australia, or in one of our 11 international markets, I have renewed confidence in our future.

Each day we have Franchisee Partners, store managers and team members put on their uniform, their apron, and a name badge with the Domino's logo, and they work hard to deliver for their customers and the communities we serve.

As leaders in our business, it's our responsibility to help them deliver on our mission, and we intend to work hard to support them.

I look forward to sharing the stories of their success when we meet here again next year.