



Domino's Investor Day 2015



Patrick Doyle
President and CEO

Legal Stuff

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These statements may relate to future events or our future financial performance and are subject to known and unknown risks, uncertainties and other factors that may cause our actual results, levels of activity, performance or achievements to differ materially from those expressed or implied by these forward-looking statements. This presentation and our accompanying comments do not purport to identify the risks inherent in an investment in Domino's Pizza and factors that could cause actual results to differ materially from those expressed or implied in the forward-looking statements. These risks include but are not limited to those risk factors identified in Domino's Pizza, Inc.'s Annual Report on Form 10-K for the fiscal year ended December 29, 2013, as well as other SEC reports filed by Domino's Pizza, Inc. from time to time. Although we believe that the expectations reflected in the forward-looking statements are based upon reasonable estimates and assumptions, we cannot guarantee future results, levels of activity, performance or achievements. We caution you not to place undue reliance on forward-looking statements, which reflect our estimates and assumptions and speak only as of the date of this presentation and you should not rely on such statements as representing the views of the Company as of any subsequent date. We undertake no obligation to update the forward-looking statements to reflect subsequent events or circumstances. In light of the above, you are urged to review the disclosures contained in the Domino's Pizza, Inc. SEC reports, including the risk factors contained therein.

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Today's Line Up

- **Patrick Doyle, CEO**
- **Richard Allison, President, Domino's International**
- **Russell Weiner, President, Domino's U.S.A.**
- **Michael Lawton, Chief Financial Officer**

The Top Three Questions Asked

- What has driven Domino's success to date?
- Can the success continue?
- Can that success drive shareholder value?

How Have We Been So Successful?

- Leader in delivery
- Franchise model focus
- International master franchise model
- Effective supply chain
- Great team
- Efficient use of cash / balance sheet
- Got our food right
- Breakthrough advertising / communication
- Industry-leading consumer technology

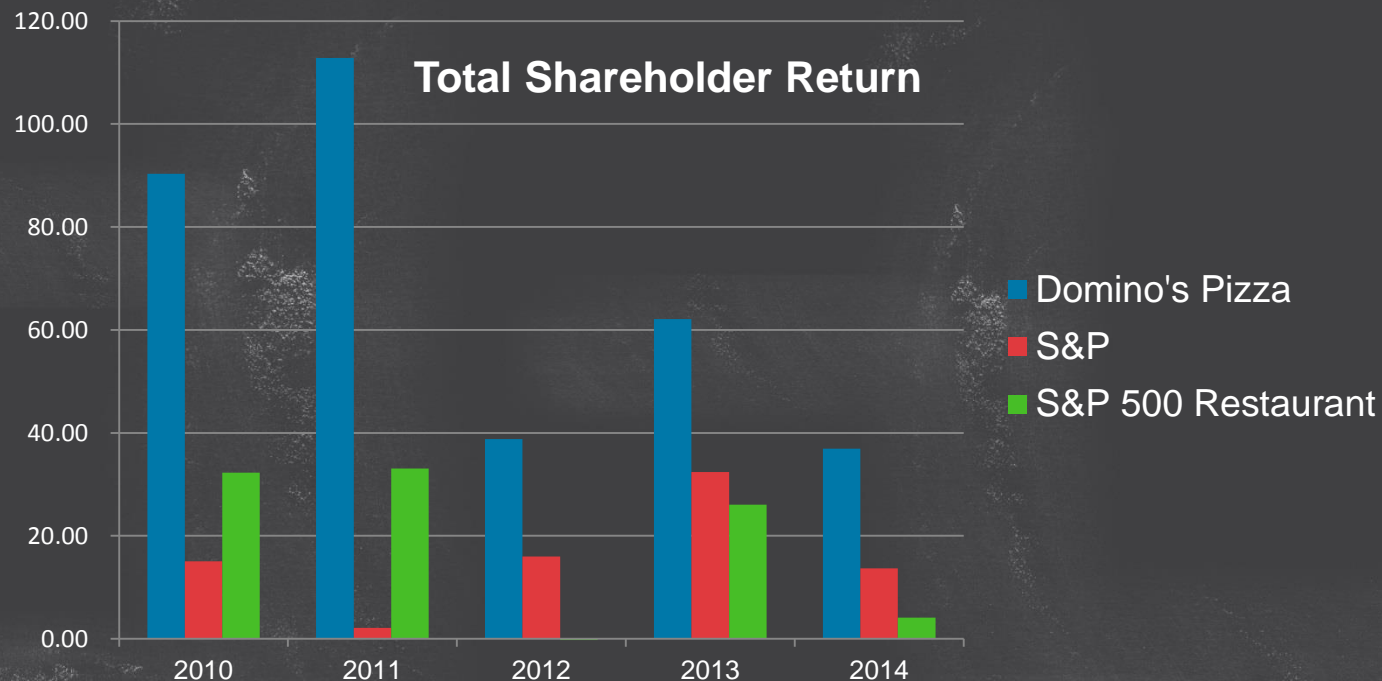
Can the Success Continue?

- Just getting started on technology
- Store reimages / relocations will reflect overall brand strength
- Unit economics focus will drive store growth
- Hospitality / in-store experience remains a big opportunity
- Room for market share growth around the world

Can We Keep Driving Shareholder Value?

- Fundamental brand strength drives returns
- Constant focus on shareholder-friendly use of cash / balance sheet
- Not reliant on “catalysts”

Strong Track Record for Our Shareholders



Source: Bloomberg

Total Shareholder Return = $(\text{Price}_{\text{end}} - \text{Price}_{\text{begin}} + \text{Dividends}) / \text{Price}_{\text{begin}}$



Ritch Allison

President, Domino's International

Executive Summary

FUNDAMENTALLY STRONG BUSINESS



- Robust Growth
- Balanced Portfolio

SIGNIFICANT GROWTH OPPORTUNITY



- Long Runway in Existing Markets
- Push into Sub-Saharan Africa

KEY INITIATIVES FOR 2015



- Technology Deployment
- Pizza Theater Transformation

Fundamentally Strong Business



Cendere, Turkey

2014 Was a Year of Important Milestones

Q1

- Paraguay opens
- India opens 700th store

Q2

- Domino's opens 11,000th store
- Domino's opens 6,000th international store

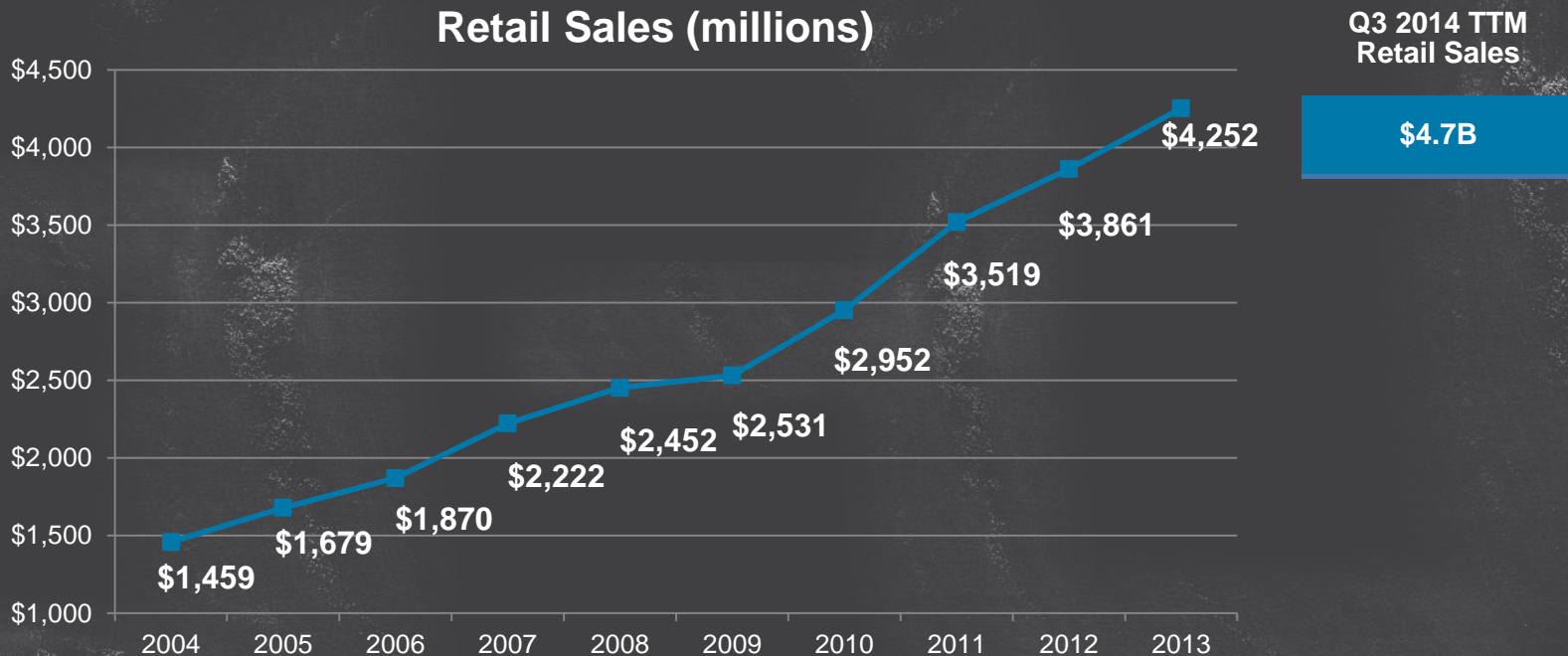
Q3

- Norway opens
- South Korea opens 400th store
- Brazil opens 100th store

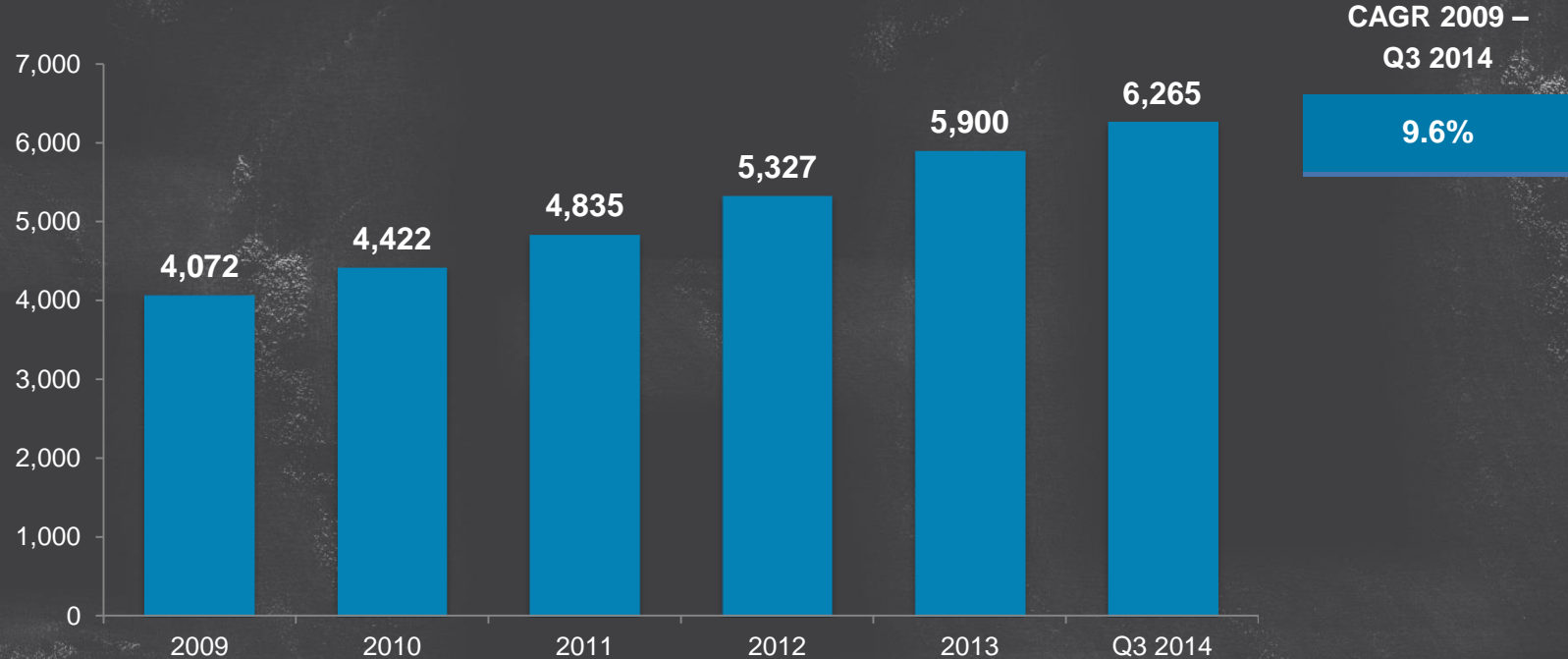
Q4

- India and the United Kingdom both open 800th store
- Turkey opens 400th store
- South Africa and Kenya markets open

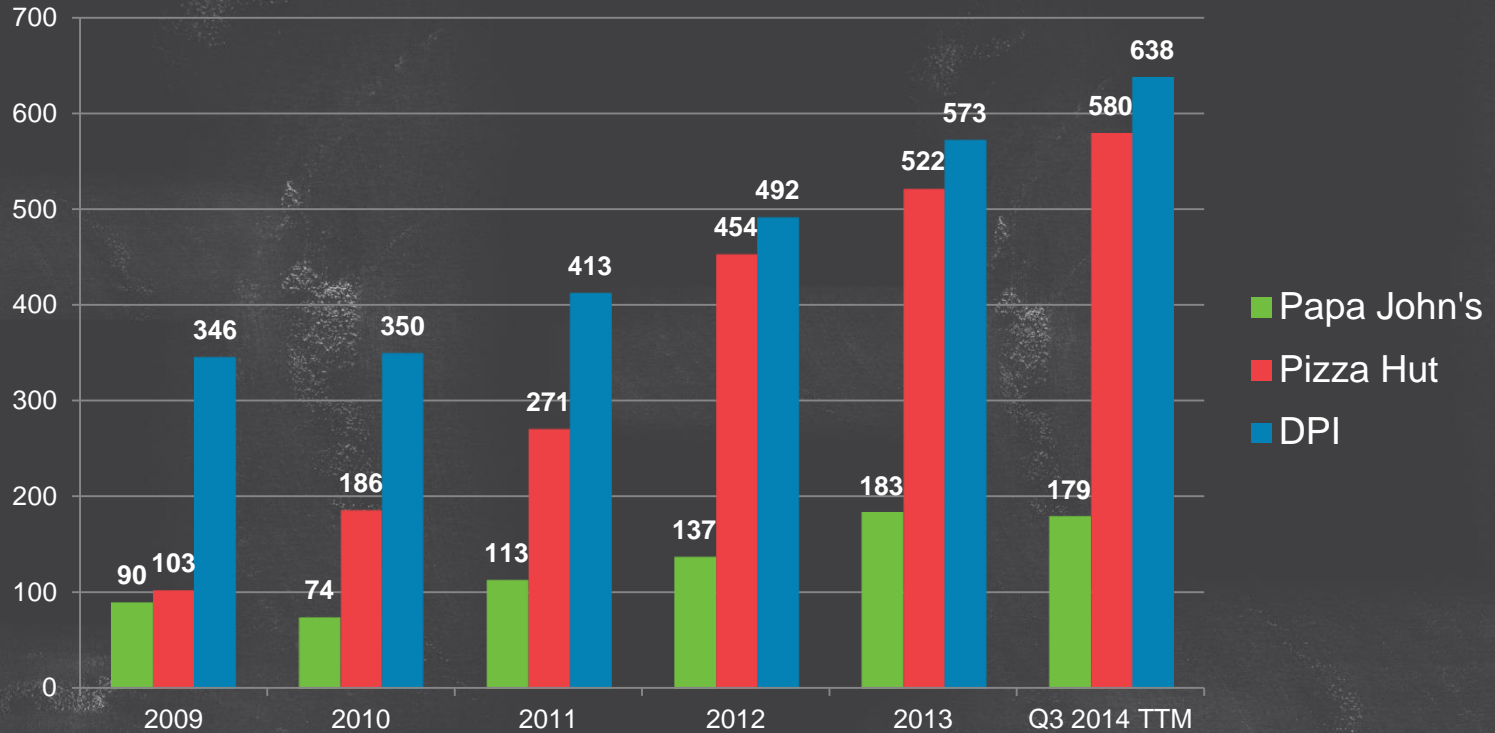
Nine-Year Sales CAGR of 12.6%



Accelerated Pace of Store Count Growth Since 2009



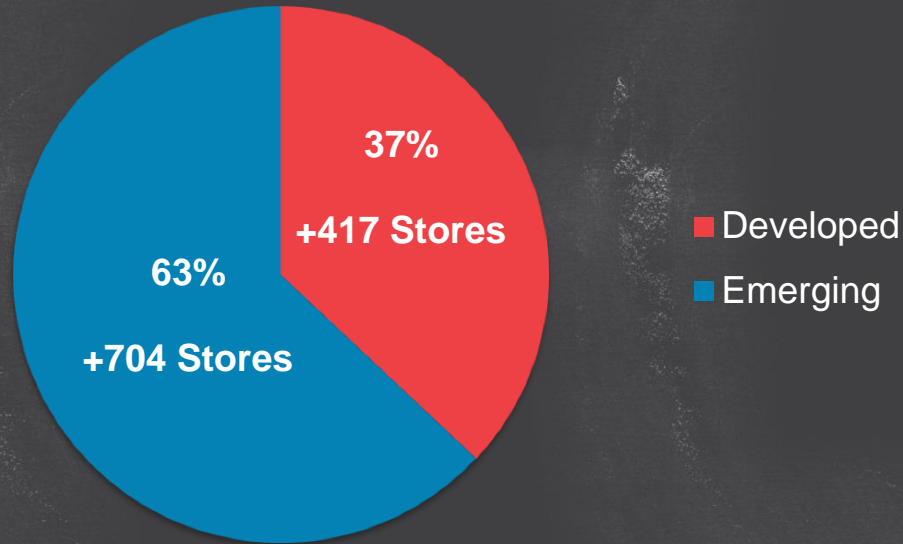
Net Store Growth: Better Than Top Two Competitors



Pizza Hut counts exclude licensees

Growing Store Base in Both Developed and Emerging Markets

Two-Year Net Store Growth
Q3 2012 vs. Q3 2014



Significant Growth Opportunity



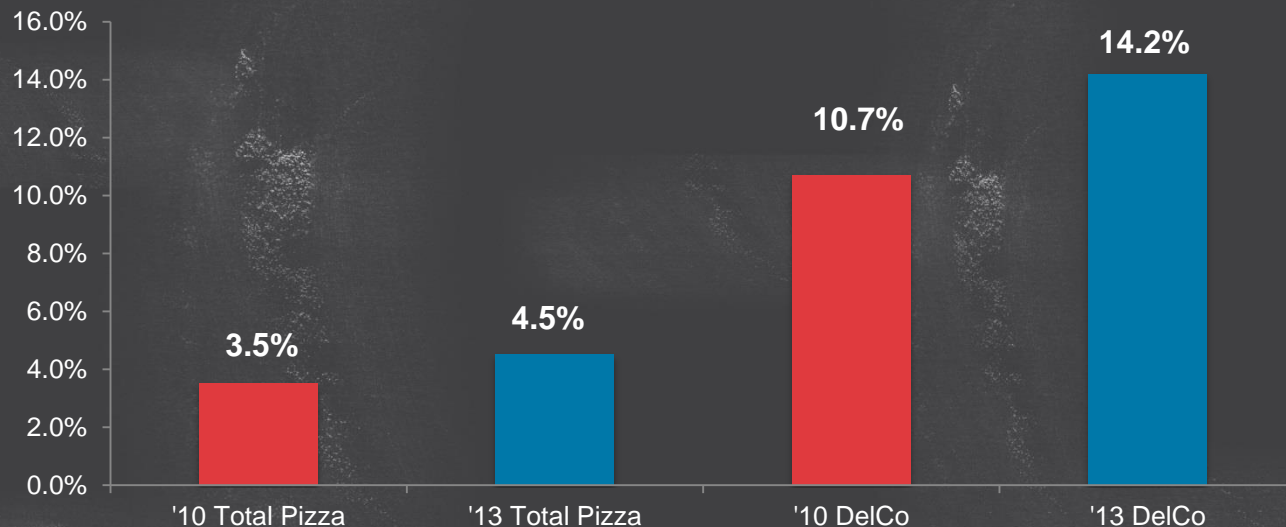
Johannesburg, South Africa

International Pizza Market \$90B+ and Growing

- **International Market for Total Pizza Expected to Continue Growing at Historic 3% CAGR**
 - Expected to be ~\$117 billion by 2020
- **International DelCo Market is Forecasted to Grow ~33% by 2020**
 - DelCo expected to be ~\$40 billion by 2020

Our Share Is Growing and Still Has Significant Upside

2010 vs. 2013 Estimated Domino's Pizza
Share of International Pizza Market



Our 15 Largest Markets* Have Potential for ~4,000 Additional Stores

Developed Markets

Top Markets	Q3 2014 Store Count*	Potential Store Count
United Kingdom	791	1,200
Australia / New Zealand	599	900
South Korea	400	500
Canada	383	650
Japan	334	700
France	235	850
Netherlands	151	300
Taiwan	131	150
Spain	128	300
TOTAL	3,152	5,550

Emerging Markets

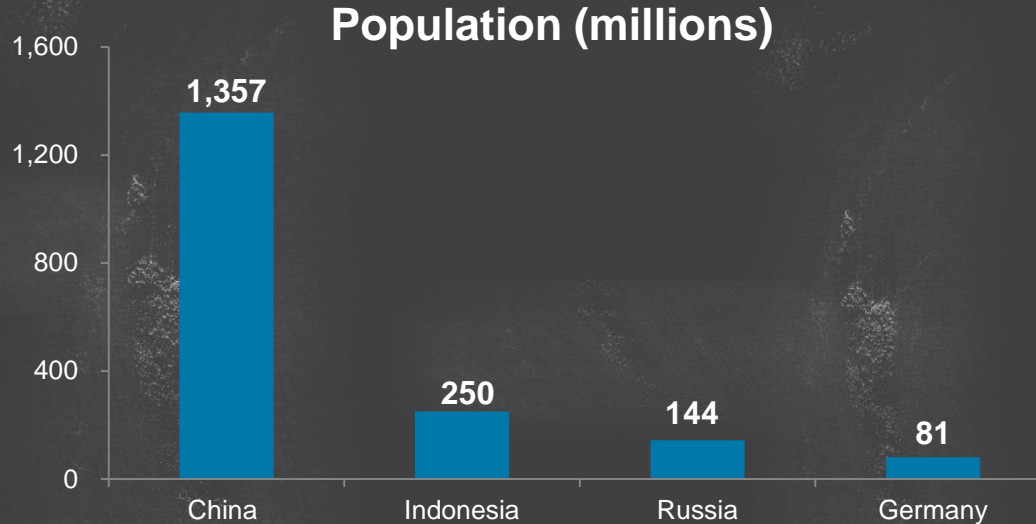
Top Markets	Q3 2014 Store Count*	Potential Store Count
India	781	1,300
Mexico	596	700
Turkey	398	700
Malaysia	120	300
Saudi Arabia	112	250
Brazil	100	500
TOTAL	2,107	3,750

#1 or #2 pizza delivery market position in top 15 markets

Delivery market position and potential store count based on Domino's Pizza International and master franchisee estimates

*Based on DPZ's Q3 2014 reported store count

Some Early Stage Markets Could Have High Growth Potential



- The population of these four countries = 1.83 billion people
- Domino's Pizza International currently only has 151 total stores in these markets

Sub-Saharan Africa

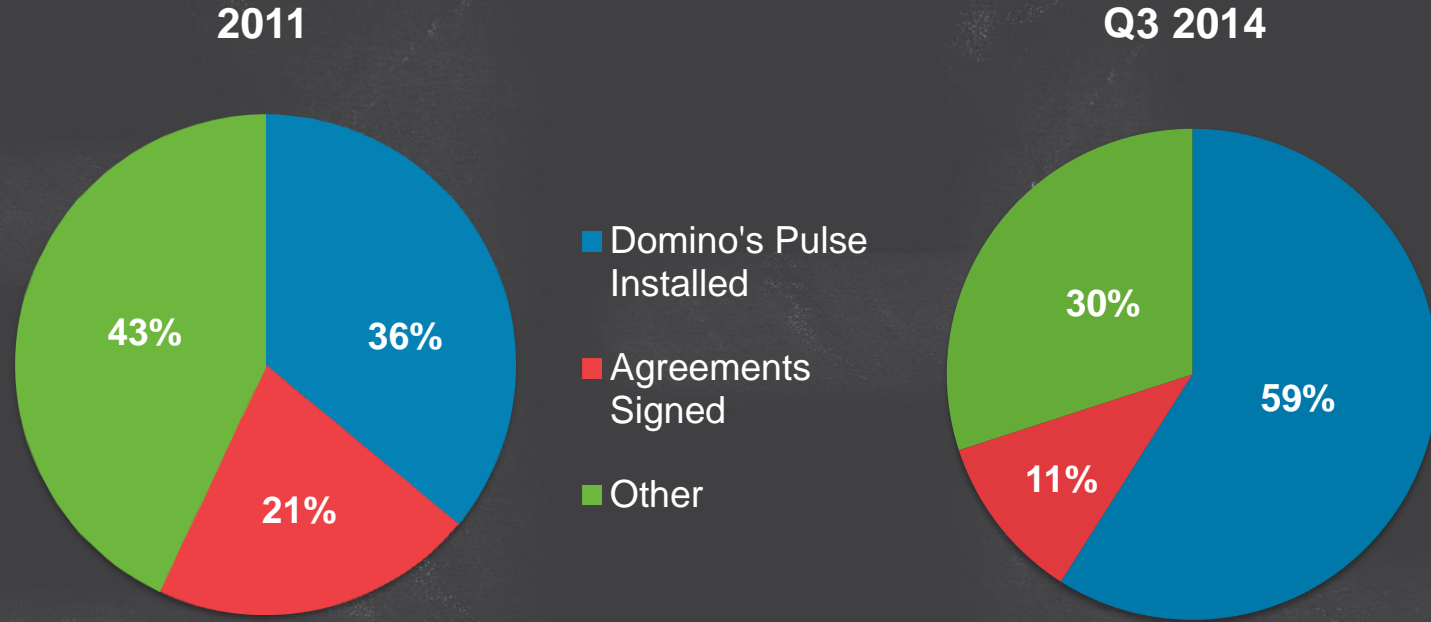
- **Domino's Currently Present in South Africa, Nigeria and Kenya**
- **Initial Response in These Markets Has Been Strong**
- **South Africa Partner is Taste Holdings**
 - Publicly traded
 - Approximately 150 units under two brands
 - Vast majority expected to convert within two years



Key Initiatives for 2015



Continue International Domino's Pulse Deployment



Technology Expanding Globally

- **3,700+ International Stores on Domino's Pulse as of Q3 2014**
 - At least six additional markets and 700 stores to be deployed in 2015
- **Back-end Franchisee Data System Linked to Domino's Pulse is Now in 2,600+ International Stores and Growing**
 - Allows for robust business analytics, planning and benchmarking

Technology Expanding Globally

- **41% Average for Online Ordering Sales Among All International Markets**
- **Four Markets Have Digital Sales Over 50%**
- **Opportunities**
 - Many large markets working to increase their online ordering percentages
 - Some markets still do not have online ordering
 - Others that have online still do not have mobile capability

Pizza Theater Transformation

- **Year End 2014**
 - 2,200 international stores in new image
- **Plans for 2015**
 - Reimage ~1,000 more existing stores in new image
- **Substantially Complete by 2017**



Pizza Theater Transformation



Ushiku, Japan

Pizza Theater Transformation



Mexico City, Mexico

Pizza Theater Transformation



London, U.K.

Conclusion

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- Push into Sub-Saharan Africa

KEY INITIATIVES FOR 2015



- Technology Deployment
- Pizza Theater Transformation



Russell Weiner
President, Domino's U.S.A.

Executive Summary

INDUSTRY LEADER



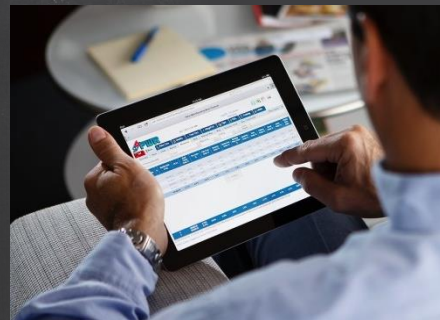
- Exceptional Sales Growth
- Clear Leader in Delivery and Technology

PERFORMANCE AND INNOVATION



- Repeatable Formula for Success
- Balanced Innovation

KEY INITIATIVES FOR 2015

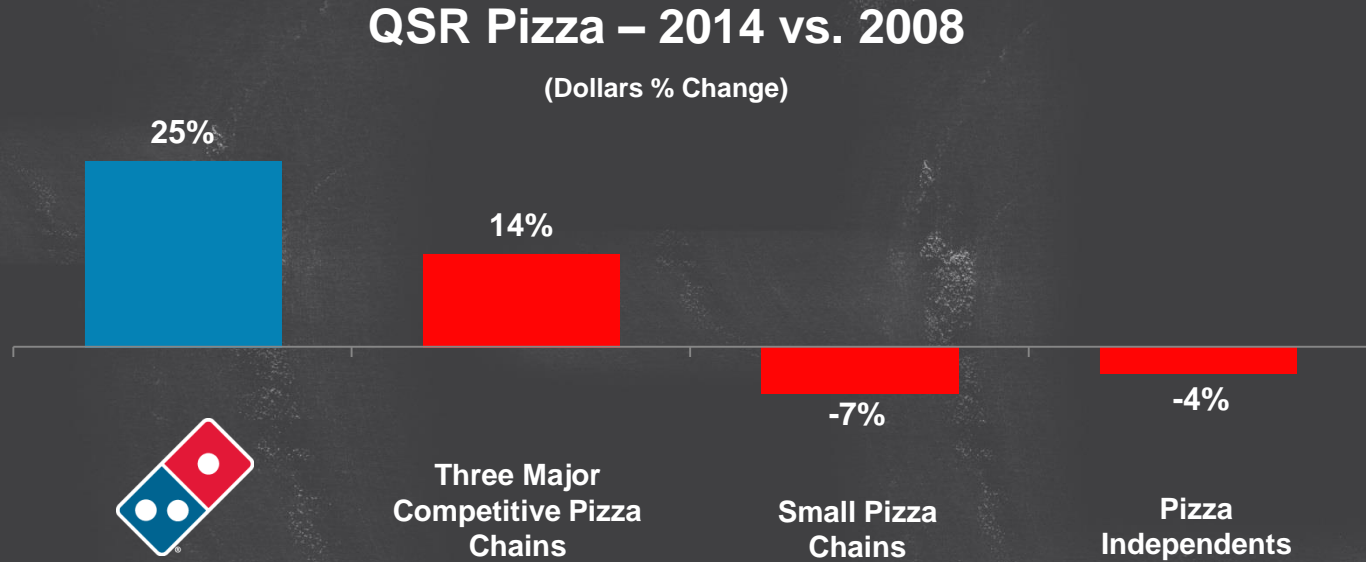


- Continued Innovation
- Retail Transformation through Reimaging
- Store Growth

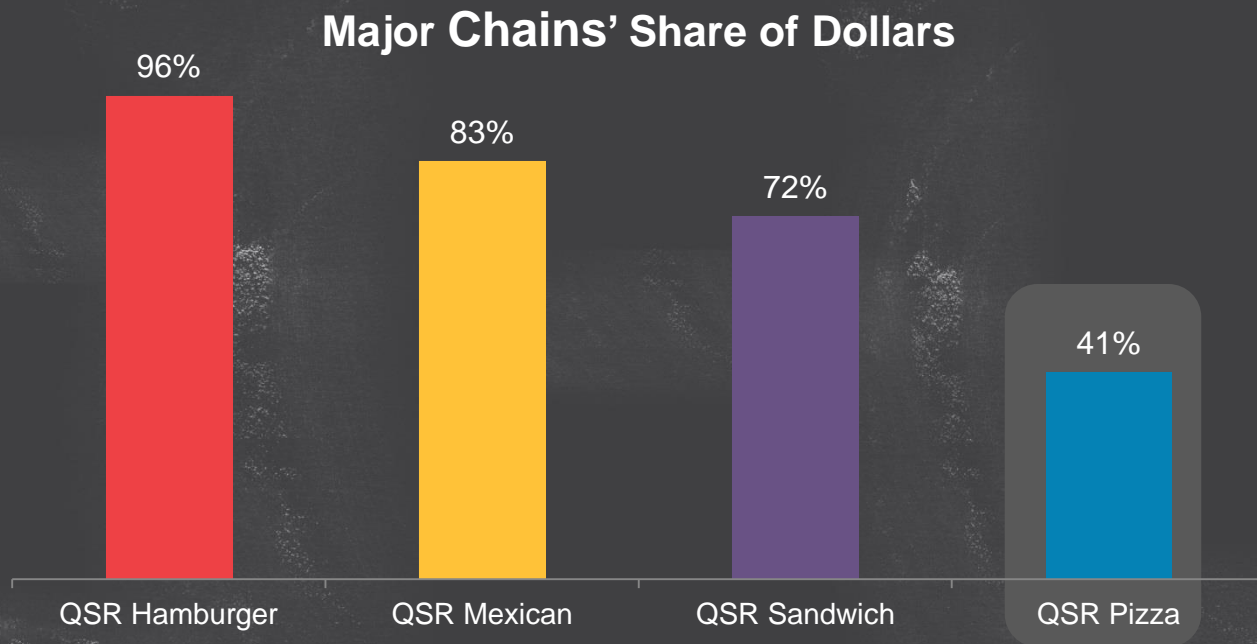
Industry Leader



Over the Last Six Years Domino's Has Been a Clear Leader in Sales Growth



Fragmented Category Offers Room to Grow



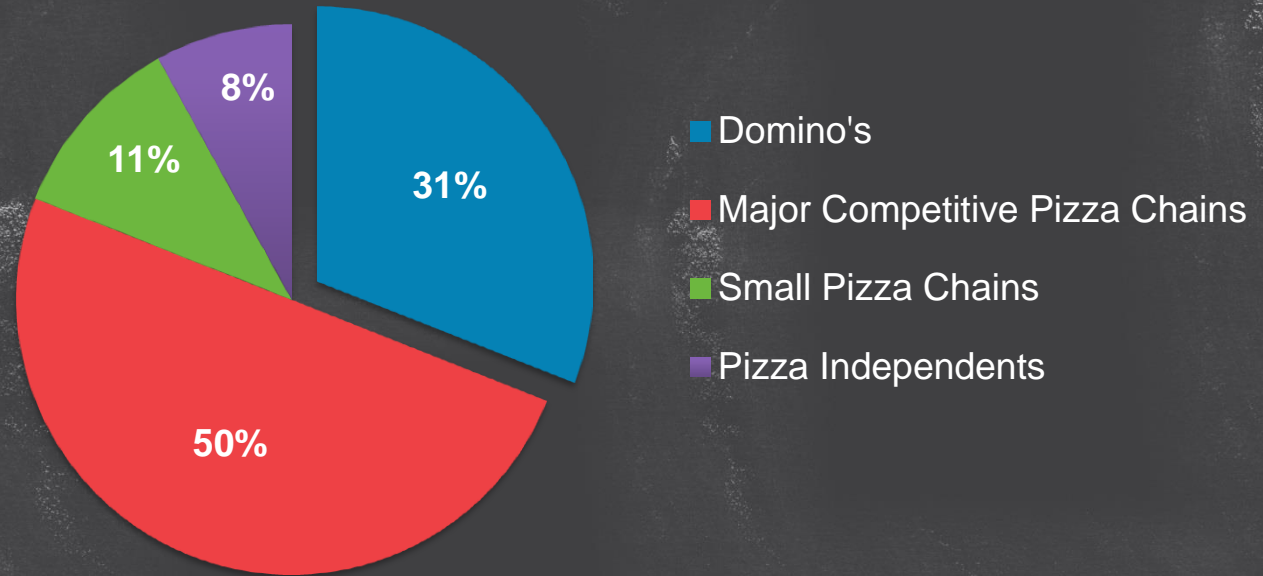
One Out of Four Delivered Pizzas is from Domino's



Source: The NPD Group/CREST®, Years Ending September 2008 and 2014. Share of Delivery Consumer Spending

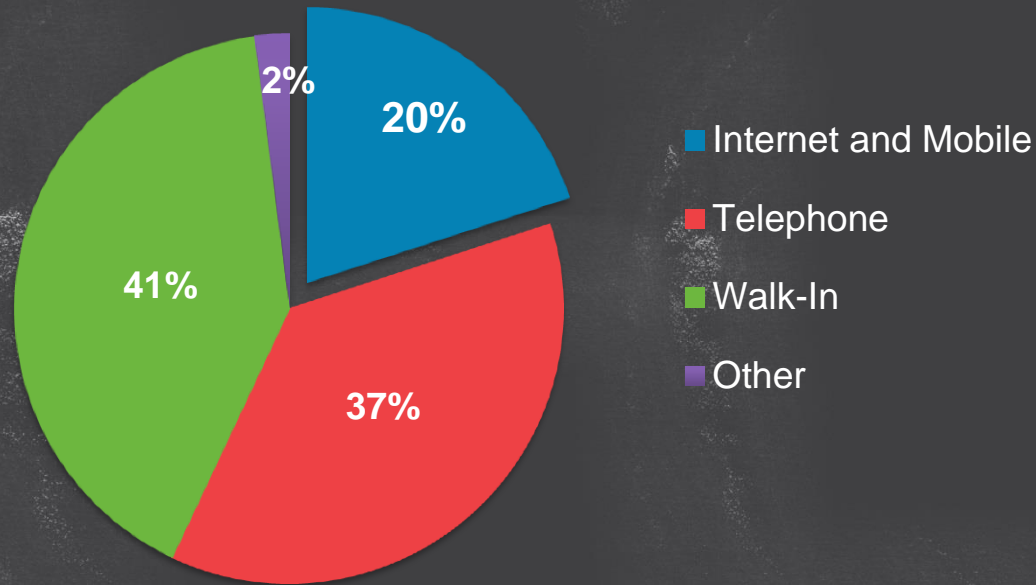
Almost a Third of Pizzas Ordered Online are from Domino's

Share of Online Dollars - QSR Pizza



Digital Sales Have Room to Grow in QSR Pizza

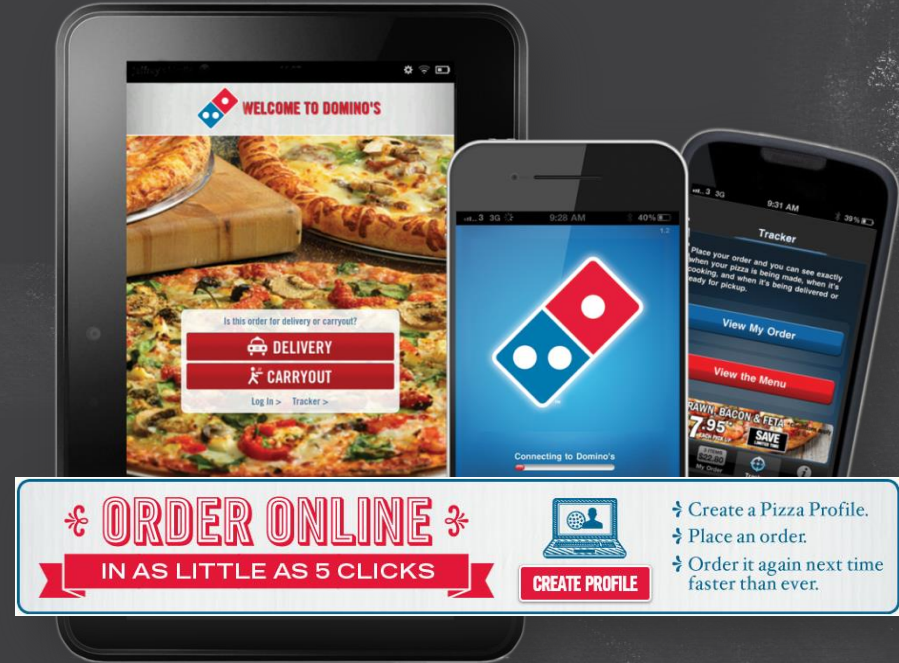
Share of Dollars by Order Type – QSR Pizza



Online Ordering Hit 50% Milestone in 2014

By the end of 2014, digital sales were at 50% in the U.S.

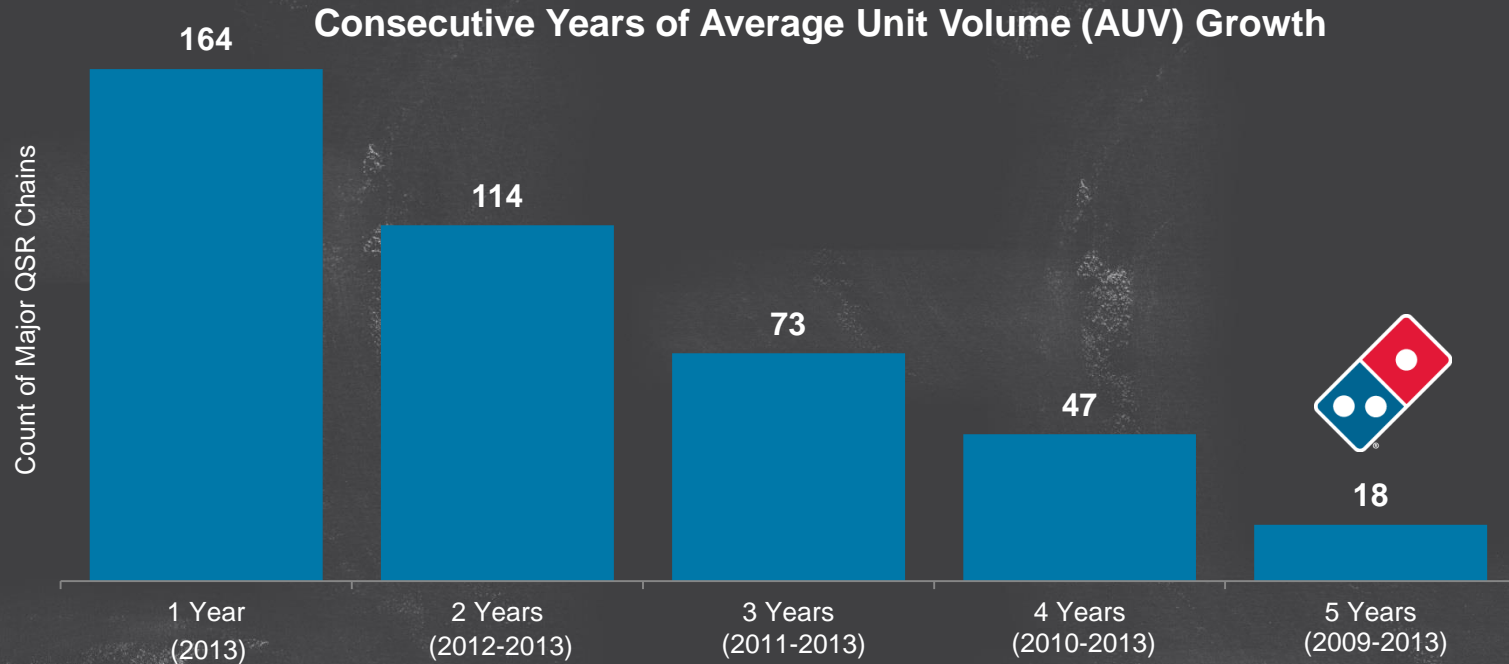
Global run rate for digital sales now estimated at \$4.0 billion



Performance and Innovation



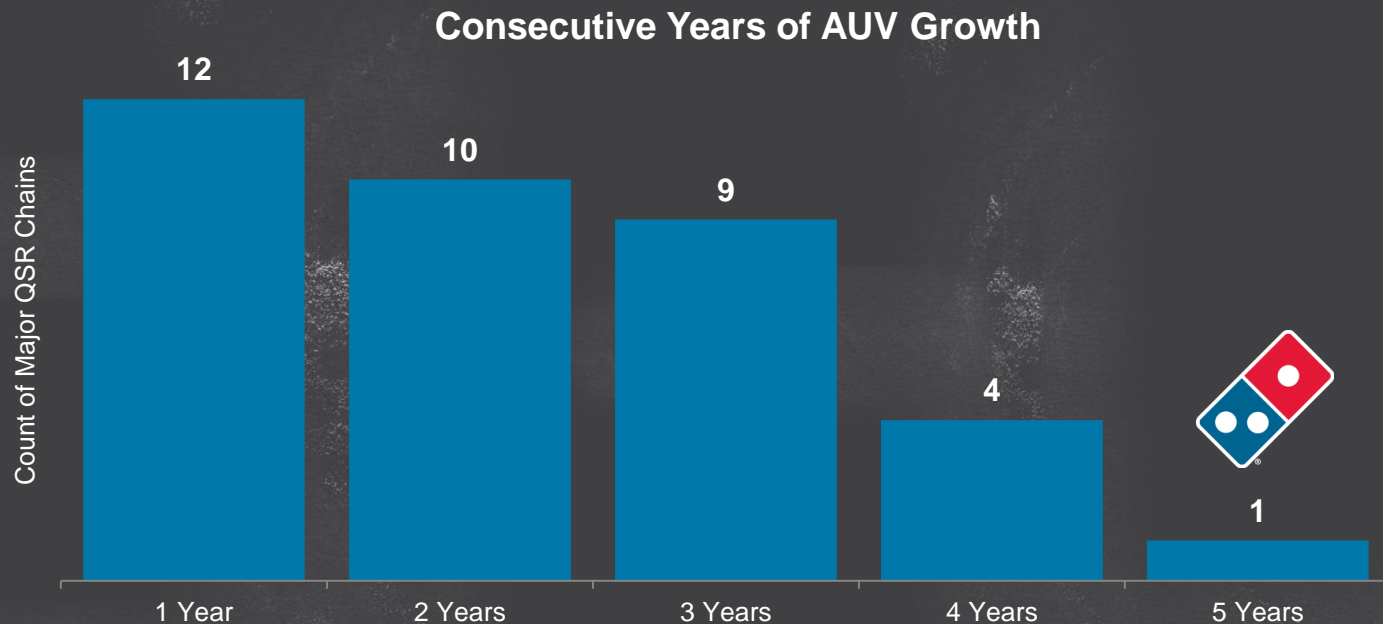
Only 18 QSR Chains Have Posted 5+ Years of Consecutive Growth



Source: company 10-K filings and Technomic's QSR AUV data, 2008-2013. Total count of eligible chains ranging from 248 (2008) to 254 (2013)

18 QSR chains with consecutive years of growth from 2009-2013 included: Domino's Pizza, Chick-fil-A, Popeyes Louisiana Kitchen, Papa Murphy's, Tim Hortons, Whataburger, Wingstop, Steak 'n Shake, Caribou Coffee, Taco John's, Krispy Kreme, Dutch Bros. Coffee, Sizzler, Pizza Ranch, Tully's Coffee, Freddy's Frozen Custard & Steakburgers, Paradise Bakery & Café, Pal's Sudden Service

Only One 2,000+ Store QSR Chain Has Posted Five Years of Consecutive Growth

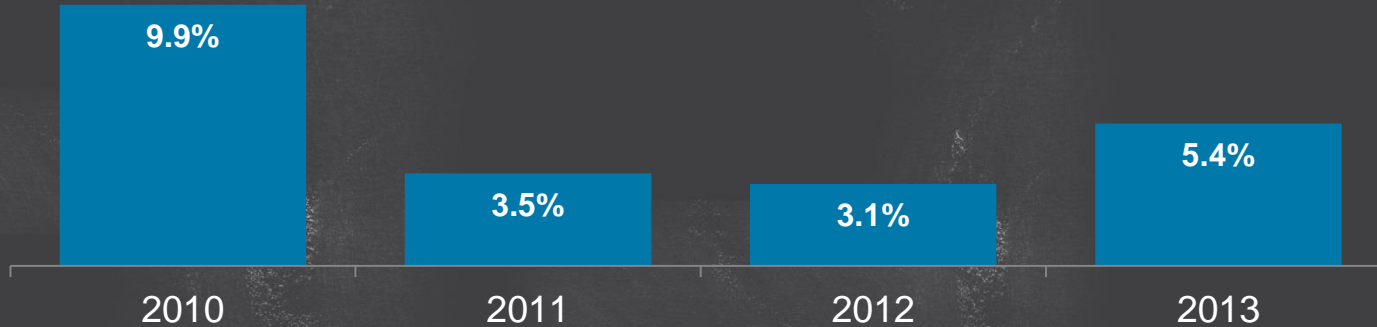


Source: company 10-K filings and Technomic's Top 17 QSR Chains (by units) AUV data, 2008-2013. Major QSR chains defined as the 17 chains with 2,000 or more domestic units

1 Year: Dairy Queen, Little Caesars; 2 Year: Taco Bell, Papa John's, Baskin Robbins; 3 Year: Wendy's, SONIC, Jack in the Box; 4 Years: Subway, Starbucks, Dunkin' Donuts

Strong Growth through a Balance of Product and Technology Innovation

Same Store Sales Growth



Innovation

Products

New & Inspired Pizza

Stuffed Cheesy Bread,
Artisan, New Chicken

Handmade Pan Pizza,
Parmesan Bread Bites,
Gluten Free Crust

Technology

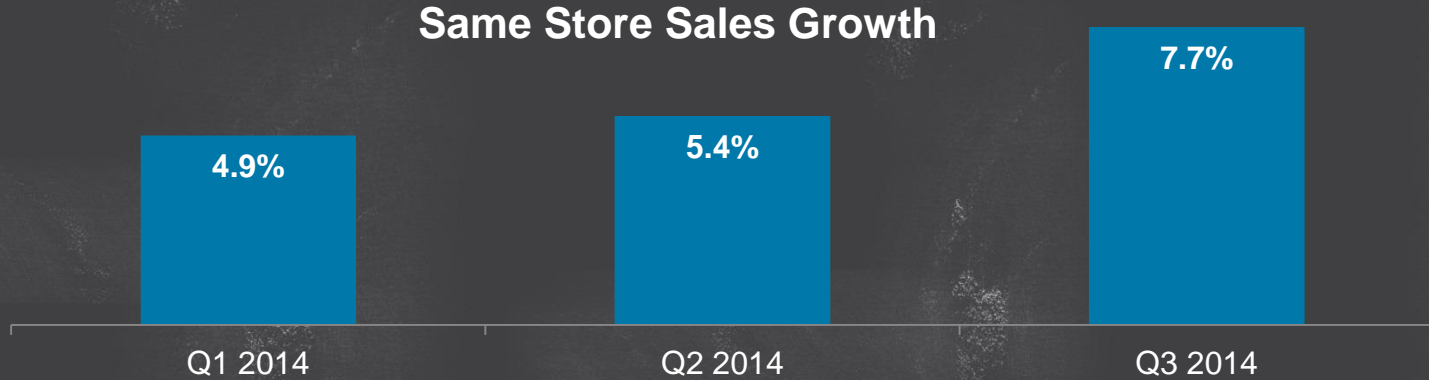
Mobile Web,
Audible OLO Tracker

iPhone® app, Pizza Hero

Android™ and Kindle
Fire™ app

Windows Phone 8® app,
Profiles / Easy Order

Strong Growth through a Balance of Product and Technology Innovation



Innovation

Products		Specialty Chicken	
Technology	Ford SYNC® announcement	iPad® app, Google Wallet™, Group Ordering	Voice Ordering, Pebble Watch Tracker

Key Initiatives for 2015



Proven Innovation Strategy Will Continue

- **Technology News that Drives the Business**
 - Positive brand halo
 - Closer customer relationships
 - Higher satisfaction and profitability
 - Long runway
- **Selective New Product Platforms that Are Sustainable**
 - No “product of the month”
 - Simplifies operations, more efficient supply chain
 - Keeps bar high for new products
 - Pipeline full

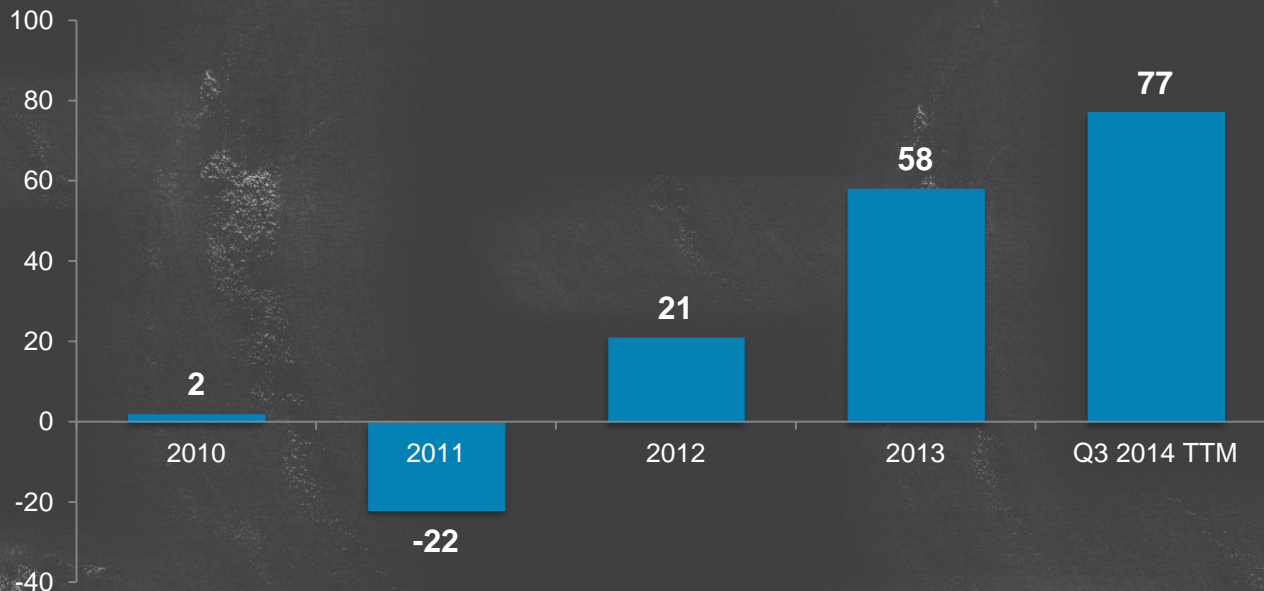
Store Reimaging Will Continue to Transform Our Brand at Retail

- **Year-End 2014**
 - 1,000+ domestic stores reimaged
- **Plans for 2015**
 - Nearly all remaining corporate stores to be reimaged or relocated
 - 1,000 more domestic stores will be reimaged
- **Substantially complete by 2017**



Domestic Store Count Accelerates

Domino's Domestic Store Growth (net)



5,016 total domestic stores as of Q3 2014

Conclusion

INDUSTRY LEADER



- Exceptional Sales Growth
- Clear Leader in Delivery and Technology

PERFORMANCE AND INNOVATION



- Repeatable Formula for Success
- Balanced Innovation

KEY INITIATIVES FOR 2015



- Continued Innovation
- Retail Transformation through Reimaging
- Store Growth

New Advertising Breaks February 2





Michael Lawton
Chief Financial Officer

Global Strength

SUCCESSFUL FRANCHISEES



- Franchise Profitability

LOOKING AHEAD AT 2015



- Updates on Commodities, G&A and Impact of Currency

LONG RANGE OUTLOOK

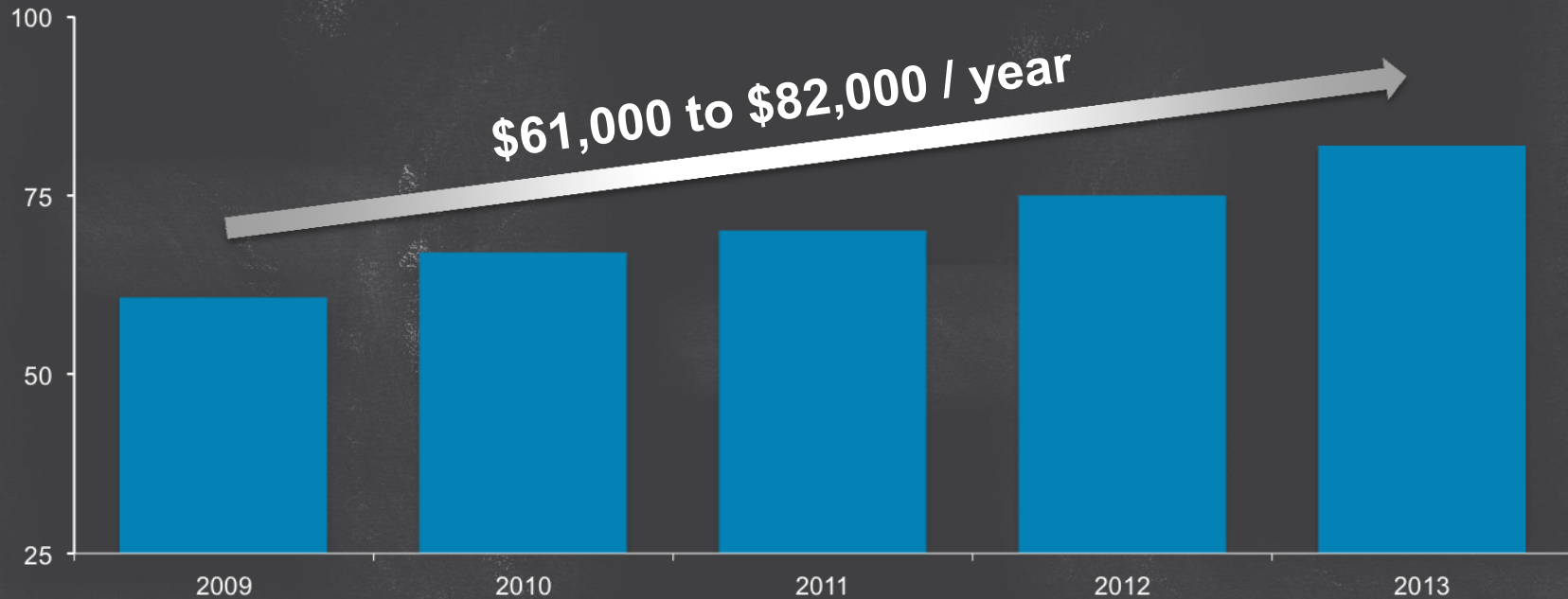


- 2015 Updates

Successful Franchisees



Franchise Profitability Continues to Grow



Expecting over \$85K in 2014

Looking Ahead at 2015



Looking Ahead at 2015

Note: 2015 is a 53-week year

DOMINO'S PIZZA 2015 FISCAL CALENDAR						
PERIOD 1 (Dec 29 - Jan 26)						
Mon	Tue	Wed	Thu	Fri	Sat	Sun
29	30	31	1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
PERIOD 2 (Jan 26 - Feb 22)						
Mon	Tue	Wed	Thu	Fri	Sat	Sun
26	27	28	29	30	31	1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
PERIOD 3 (Feb 23 - Mar 22)						
Mon	Tue	Wed	Thu	Fri	Sat	Sun
23	24	25	26	27	28	1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
PERIOD 4 (Mar 23 - Apr 19)						
Mon	Tue	Wed	Thu	Fri	Sat	Sun
23	24	25	26	27	28	29
30	31	1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
PERIOD 5 (Apr 20 - May 17)						
Mon	Tue	Wed	Thu	Fri	Sat	Sun
20	21	22	23	24	25	26
27	28	29	30	1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
PERIOD 6 (May 18 - Jun 14)						
Mon	Tue	Wed	Thu	Fri	Sat	Sun
18	19	20	21	22	23	24
25	26	27	28	29	30	31
1	2	3	4	5	6	7
8	9	10	11	12	13	14
PERIOD 7 (Jun 15 - Jul 12)						
Mon	Tue	Wed	Thu	Fri	Sat	Sun
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	1	2	3	4	5
6	7	8	9	10	11	12
PERIOD 8 (Jul 13 - Aug 9)						
Mon	Tue	Wed	Thu	Fri	Sat	Sun
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31	1	2
3	4	5	6	7	8	9
PERIOD 9 (Aug 10 - Sept 6)						
Mon	Tue	Wed	Thu	Fri	Sat	Sun
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31	1	2	3	4	5	6
PERIOD 10 (Sept 7 - Oct 4)						
Mon	Tue	Wed	Thu	Fri	Sat	Sun
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	1	2	3	4
PERIOD 11 (Oct 5 - Nov 1)						
Mon	Tue	Wed	Thu	Fri	Sat	Sun
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	1
PERIOD 12 (Nov 2 - Nov 29)						
Mon	Tue	Wed	Thu	Fri	Sat	Sun
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
PERIOD 13 (Nov 30 - Jan 3)						
Mon	Tue	Wed	Thu	Fri	Sat	Sun
30	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31	1	2	3



Quarter Reference by Period:

- Q1 = Period 1-3
- Q2 = Period 4-6
- Q3 = Period 7-9
- Q4 = Period 10-13

Looking Ahead at 2015

Commodities

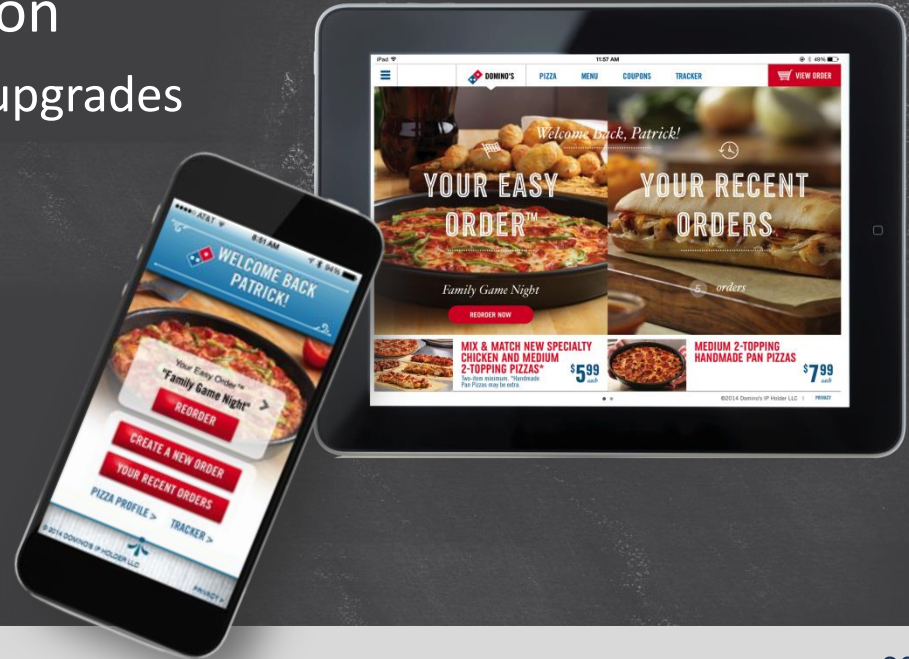
- Food basket outlook is favorable
- Project -2% to -4%



Looking Ahead at 2015

G&A

- Range of \$265 - \$270 million
 - Technology innovation and upgrades
 - International growth
 - Depreciation
 - 53rd week



Looking Ahead at 2015

Impact of Currency

- Market currently projecting ~\$8 - \$12M negative impact
- Diversified portfolio of more than 75 markets



Looking Ahead at 2015

Impact of Currency – Modeling

- A 1% strengthening of the dollar against our basket of currencies has roughly a 1.8 cent impact on EPS
- A 10% move in the price of cheese has roughly a 1.5 cent impact on EPS

Long Range Outlook



Looking Ahead at 2015

Cap Ex Increase

- Updated Long Range Outlook of \$50 - \$60 Million*
 - Technology
 - Company store reimaging - leading the way
 - Supply chain centers



*Update to previous outlook

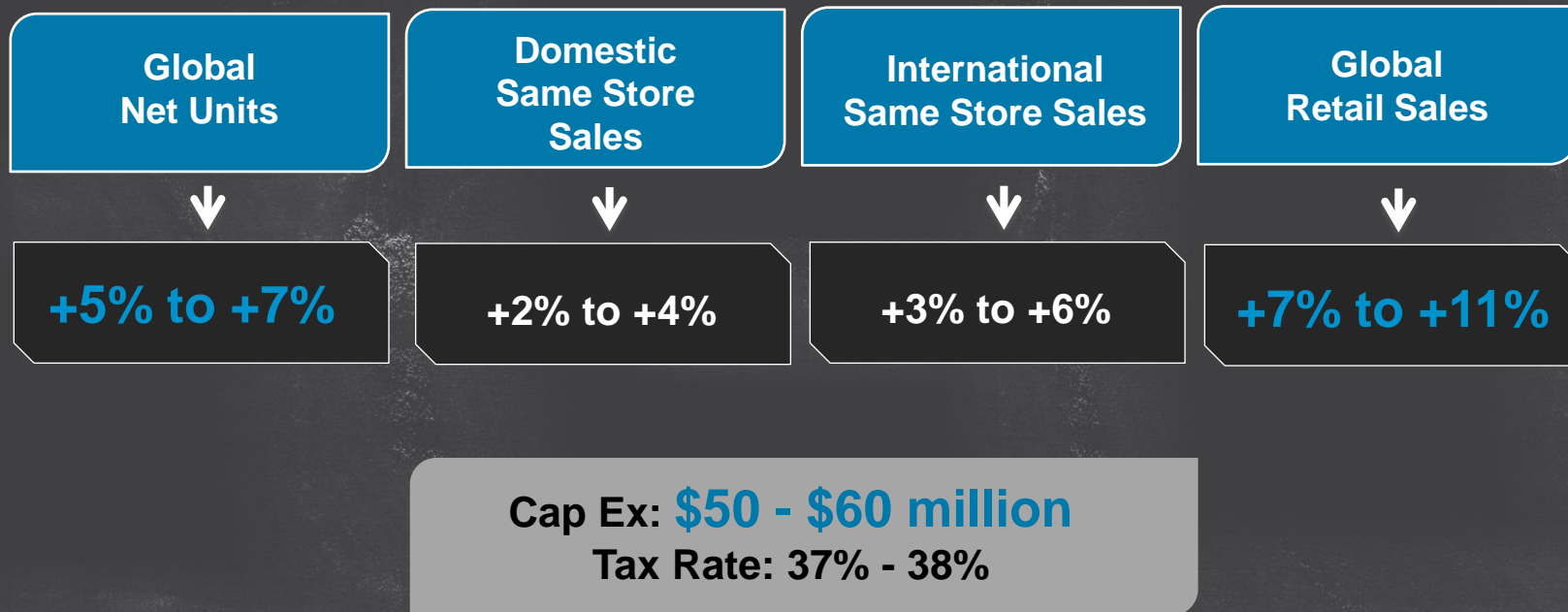
Looking Ahead at 2015

Global Net Units Increase*

- Updated long range outlook to +5% - +7%
- Store growth opening trends accelerated over last few years



Looking Ahead at 2015





Q&A