



Domestic

- 5,195 franchise stores
- 392 company-owned stores
- 5.5% standard domestic royalty rate
- Average cost to open a new store \$275-350K
- 27 consecutive quarters of positive same store sales
- U.S. average reported annual EBITDA per franchise store up eight years in a row
 - 2017 was a record \$135K

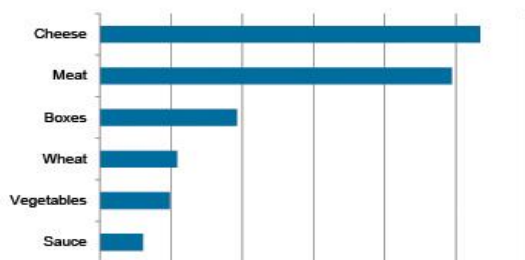
International

- 9,269 franchise stores
- No company-owned stores
- ~3.0% average international royalty rate
- 24 consecutive years (96 quarters) of positive same store sales

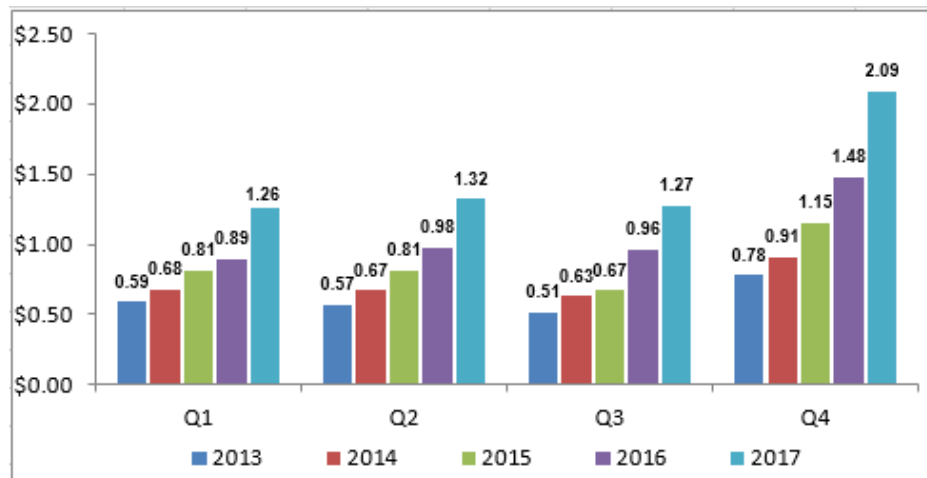
Supply Chain & Fresh Dough Production

- Sells and delivers food, equipment and supplies to U.S. and Canadian stores
- 19 supply chain facilities in contiguous U.S.
- 7 supply chain facilities outside the contiguous U.S. (Canada, Alaska and Hawaii)
- Manufactures fresh dough, thin crust and processes certain vegetables
- Franchise partnership – profit-sharing agreement
- Pass-through pricing to stores on most items – reduces volatility
- 2018 commodity food basket projected to be roughly +2-4% compared to 2017
- Q4 average cheese block price = \$1.64/lb.

Relative Magnitude of Six Largest Commodity Costs



Adjusted EPS Growth



Certain EPS amounts are adjusted for items affecting comparability. Items adjusting reported EPS are detailed in the respective earnings release on Form 8-K.

Capital Structure

- Franchise model works well with leverage (\$3.2 billion total debt)
- Completed latest refinancing transaction in July 2017
 - Debt added in 2017 includes \$1.6 billion in new fixed rate notes and \$300 million in variable rate notes (blended rate of 3.61%)
 - Existing \$1.3 billion (2015 fixed rate notes, blended rate of 4.1%)
 - Debt-to-EBITDA ratio at 5.9x upon completion (3-6x is stated range)

Use of Cash

- Buy back shares
 - \$750 million current repurchase authorization
 - \$1.06 billion in 2017, including \$1 billion ASR completed Q3 2017
 - \$300 million in 2016 and \$739 million in 2015
- Pay dividends
 - Quarterly dividends of \$84 million (2017), \$74 million (2016) and \$80 million (2015)
 - Special dividends in 2007 and 2012

3-5 Year Outlook

- Global net units: +6% to +8%
- Domestic same store sales: +3% to +6%
- International same store sales: +3% to +6%
- Global retail sales: +8% to +12%

(Outlook does not constitute specific earnings guidance. Domino's does not provide quarterly or annual earnings estimates.)