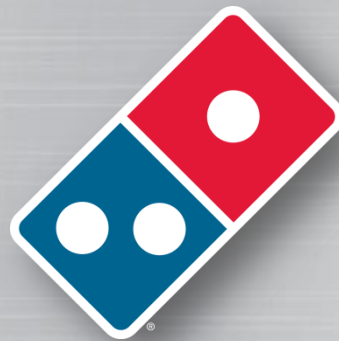




# Investor Presentation

August 2016



# Legal Stuff

This presentation and our accompanying comments include “forward-looking statements.”

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 January 3, 2016, 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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# Domino's – Iconic Brand

**GLOBAL  
MOMENTUM**

**U.S. MOMENTUM**

**INNOVATIVE  
TECHNOLOGY  
LEADER**

**STRONG  
FRANCHISE  
MODEL**





## Global Momentum



# Global Momentum

## Enterprise of More Than 12,900 Stores

**51% International**  
Global Retail Sales

**IN OVER 80 DEVELOPED AND  
EMERGING MARKETS**

**7,691 STORES**



**49% Domestic**  
Global Retail Sales

**~840 U.S. INDEPENDENT  
BUSINESS OWNERS**

**5,245 STORES**

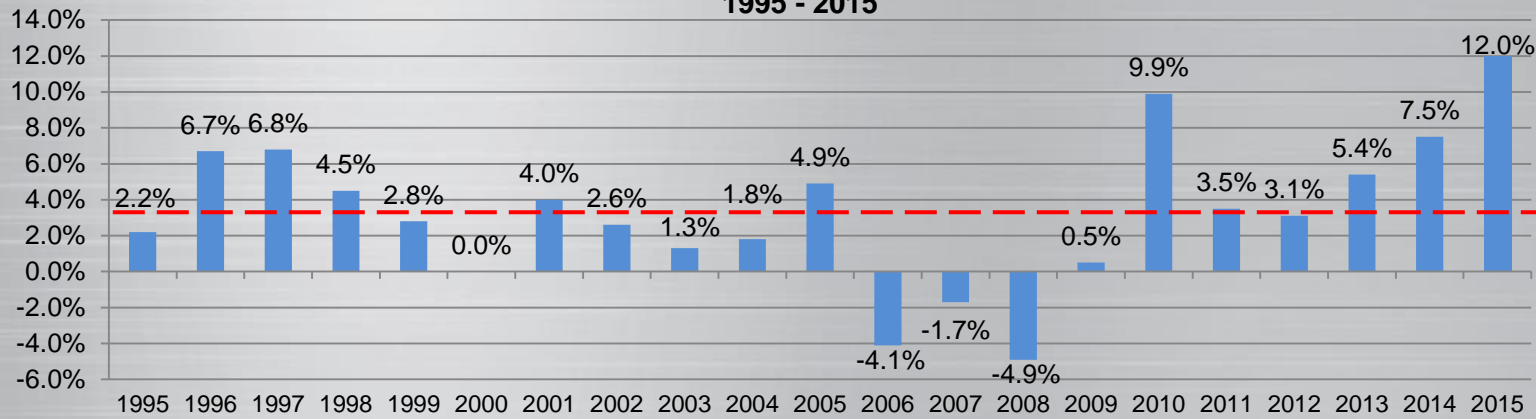




# Global Momentum

## Same Store Sales Track Record

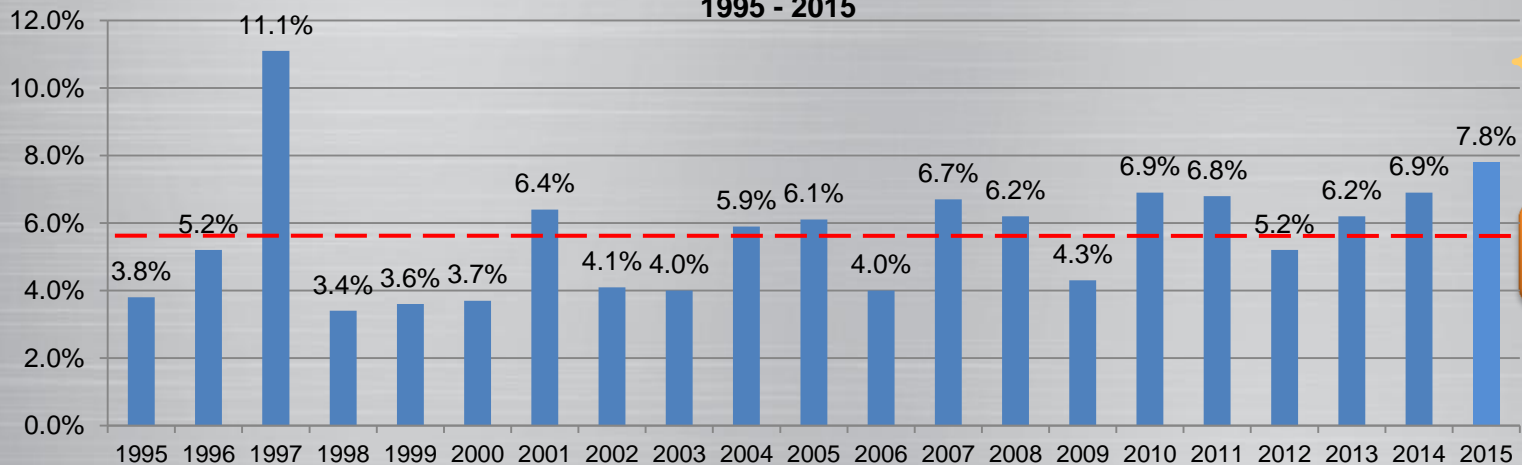
### U.S. Same Store Sales 1995 - 2015



17 out of 21  
years of  
positive sales

**Avg:**  
**+3.3%**

### International Same Store Sales 1995 - 2015



22 consecutive  
years of  
positive sales

**Avg:**  
**+5.6%**

International sales exclude the impact of foreign currency exchange rate changes

# Global Momentum

## Robust International Growth

- **Unprecedented 90-Quarter Record of Consecutive Same Store Sales Growth**
- **Master Franchise Model**
- **Profits Driven by Franchise Royalties**
- **Ranks Among the Top Publicly-Traded Restaurant Companies by Store Count**

**Five-Year International  
Retail Sales CAGR of  
11.5%\***



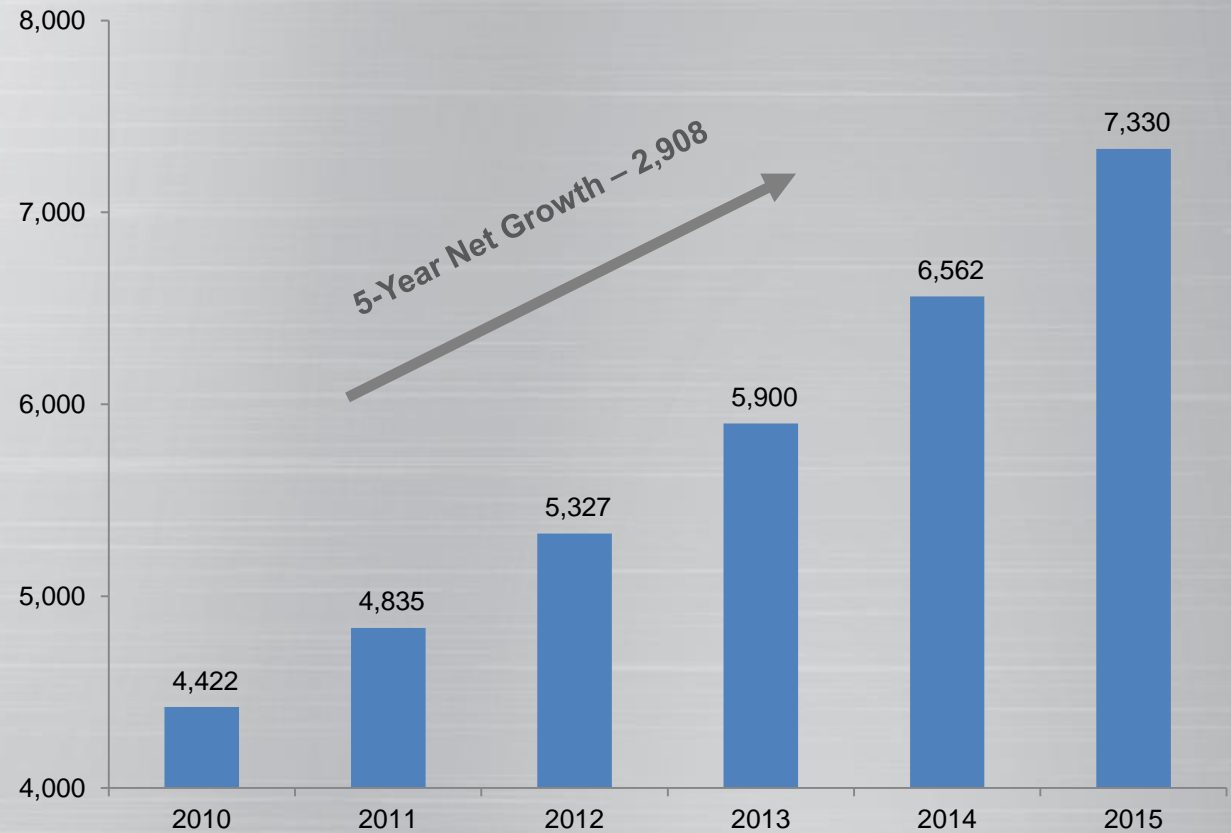
**DOMINO'S PIZZA  
VIETNAM**

# Global Momentum

## Strong International Store Growth

OVER 95% OF THE  
WORLD'S  
POPULATION IS  
OUTSIDE THE U.S.

International Store Count





# Global Momentum

## Balanced Growth and Opportunity – Our 15 Largest Markets\*

### Developed Markets

Top Markets	Last Disclosed Store Count*	Potential Store Count
UK / Ireland	946	1,200
Australia / New Zealand	664	900
South Korea	422	500
Japan	432	850
Canada	412	650
France	259	1,000
Netherlands	174	300
Spain	179	350
Taiwan	130	150
<b>TOTAL</b>	<b>3,618</b>	<b>5,900</b>

### Emerging Markets

Top Markets	Last Disclosed Store Count*	Potential Store Count
India	1,026	1,800
Mexico	625	850
Turkey	465	700
Saudi Arabia	188	250
Malaysia	159	350
Brazil	152	500
<b>TOTAL</b>	<b>2,615</b>	<b>4,450</b>

- **#1 or #2 Pizza Delivery Market Position in Top 15 Markets**
- **Potential for Additional 4,100 Stores in Top 15 Markets Alone**

Delivery market position and potential store count based on Company and master franchisee estimates  
 Australia/New Zealand, Japan, Netherlands, and France store count as of Feb. 17, 2016 (H1'16)  
 United Kingdom store count as of July 28, 2016 (H1'16)

Mexico and Spain store count as of July 28, 2016 (Q2'16)  
 India store count as of May 26, 2016 (Q4'16)  
 All other countries based on DPZ's Q2 2016 timing

# Global Momentum

## Impressive International Growth in Our Category

**Among the Fastest Growing  
American QSR Chains in Terms of  
International Store Count**

**Store Count Has Grown Faster  
Internationally than Pizza Hut  
or Papa John's**

### **Five-Year International Store Growth\***

<b>Domino's:</b>	<b>+ 2,908</b>
<b>Pizza Hut®:</b>	<b>+ 2,429</b>
<b>Papa John's®:</b>	<b>+ 796</b>



**DOMINO'S PIZZA  
THAILAND**

\*1/1/2011-12/31/2015

Note: Papa John's excludes Canada, Alaska and Hawaii from international numbers

# Global Momentum

## Strong International Franchise Base

More than Half of  
International Stores  
Owned by Four Public  
Companies



### Domino's Pizza Enterprises Ltd.

Australia, New Zealand, Japan, Netherlands, France,  
Belgium, Germany

DMP	Market Cap \$4,481M
	Store Count 1,580

### Jubilant FoodWorks Ltd.

India, Sri Lanka

JUBI	Market Cap \$1,126M
	Store Count 1,026

### Domino's Pizza Group PLC

United Kingdom, Ireland, Germany, Switzerland

DOM	Market Cap \$2,376M
	Store Count 962

### Alsea SAB de CV

Mexico, Colombia, Spain

ALSEA	Market Cap \$3,112M
	Store Count 873



# U.S. Momentum

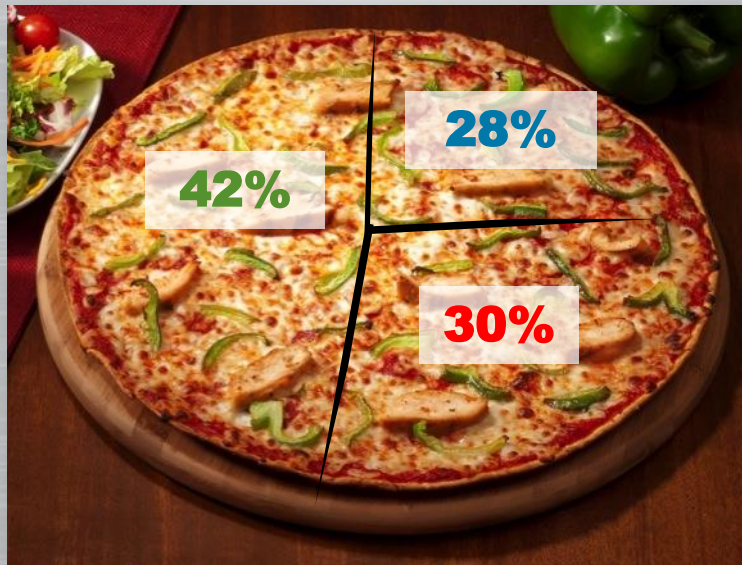




# U.S. Momentum

## Room to Grow

Pizza Delivery Market Share

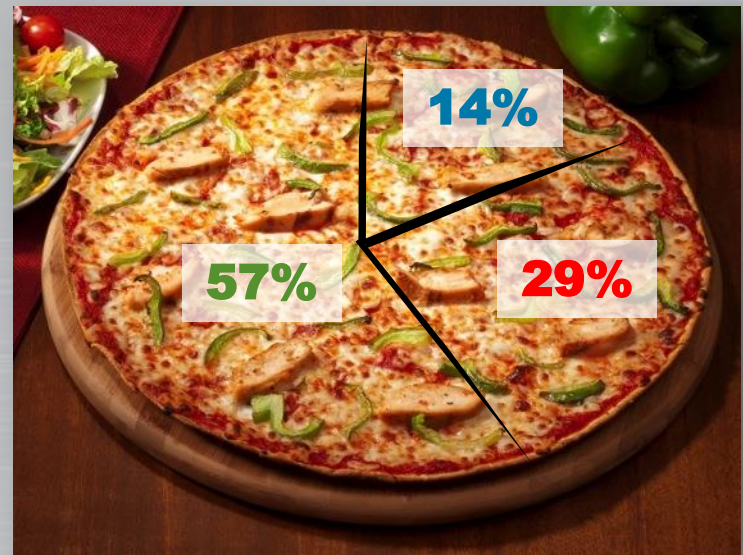


■ Domino's Pizza

■ Other Major Pizza Chains

■ Small Chains and Independents

Total QSR Pizza Market Share



# U.S. Momentum

## 2010 Started Brand Turnaround

- **Reinvented Core Pizza – Improved Food Quality on Menu**
- **Brand News Moved from Limited Time Products to:**
  - Product platforms
  - Transparency
  - Technology
  - Value
- **Marketing that Continues to Resonate with Consumers**
- **Increasing Franchisee Profitability**
- **2010-2015 Domestic Retail Sales\* CAGR of 7.7%**



\*Domestic retail sales is defined as total retail sales at franchise and Company-owned stores in the contiguous U.S.



# U.S. Momentum

## Next Step – Store Reimage



**Reimage Standard is Global, Not Just in the U.S.  
Expect to Be Substantially Complete by 2017**

# U.S. Momentum

## Global Supply Chain – Key Component



**16 dough manufacturing and food distribution centers**

**1 Equipment and Supply Facility**

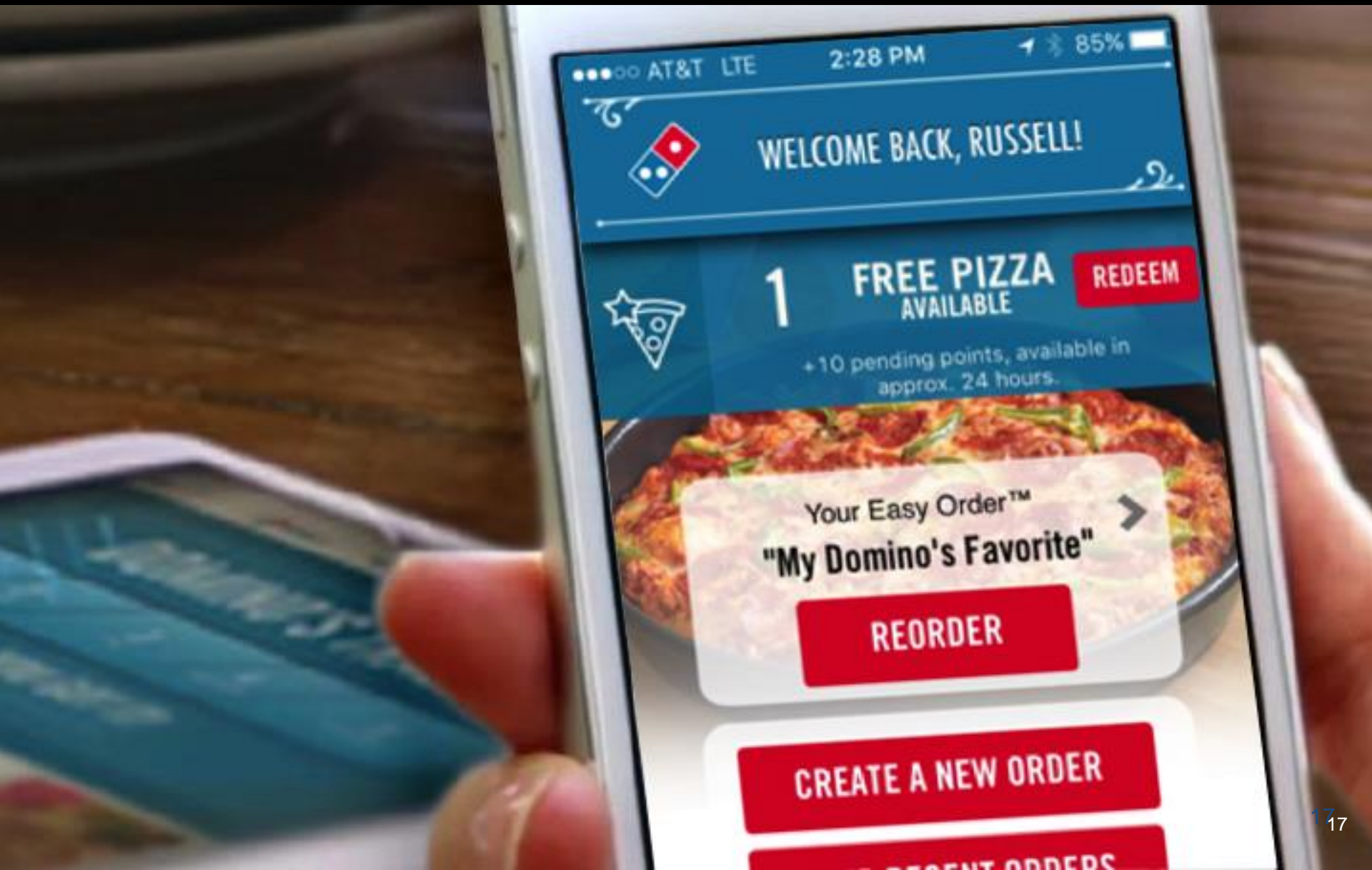
**1 Vegetable Processing Center, 1 Pressed Product Plant**

**Pass-through pricing and profit sharing with franchisees**

**7 dough manufacturing and food distribution centers in Canada, Alaska and Hawaii**



# Innovative Technology Leader





# Innovative Technology Leader

## Estimated \$4.7 Billion Annually in Global Digital Sales\*

- Domino's iPhone® and Android™ Apps Are Higher Rated on iTunes® and Google Play™ than Pizza Hut® and Papa John's®
- Domino's Apps Available for Approximately 95% of Smartphones
- U.S. Digital Orders Were Over 50% of Total Sales at End of 2015
- Sharing Technology Learnings Globally



\*International digital sales estimate based on reported sales information and other data from franchisees for FY2015

# Innovative Technology Leader

## Building Blocks for Future Advances

- **Proprietary POS System**
- **Industry-Leading Digital Ordering Experience**
  - Pizza Profiles allows customers to save their favorite orders and speeds up ordering
  - Domino's AnyWare™ platform expanding: Apple Watch, Amazon Echo, Ford SYNC®, Samsung Smart TVs®, Pebble and Android™ Wear smartwatches, tweet-to-order and text-to-order
  - Voice ordering for iPhone® and Android™ ordering apps
  - Launched an online loyalty program in late 2015





# Strong Franchise Model





# Strong Franchise Model

## Pizza Store Unit Economics

- **Cost-Efficient Store Model**
  - Delivery and carryout
- **Moderate Cost to Open / Operate**
  - Small square footage
  - Makeline, oven and POS system
- **Yields Significant Cash Flow**
- **Average Franchise Store EBITDA in U.S. Has Increased Seven Consecutive Years**
  - \$125K+ in 2015\*

**DOMINO'S PIZZA**  
**CARLSBAD, CALIFORNIA**



\*Average store economics are internal Company estimates based on unaudited results reported by franchise owners

# Strong Unit Economics = Better Store Growth



# Strong Franchise Model

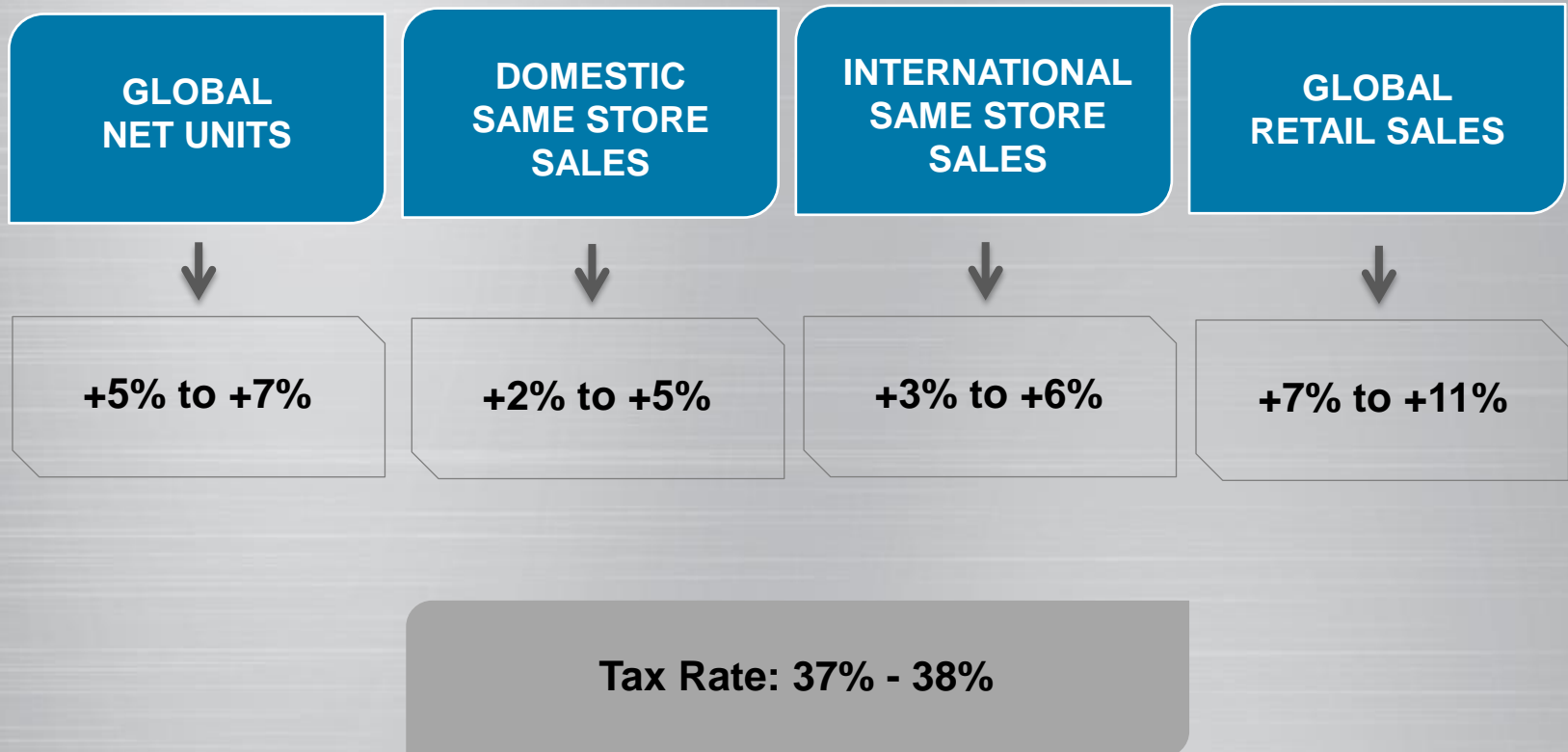
## EPS Growth



Certain diluted EPS amounts are adjusted for items affecting comparability  
Items adjusting reported EPS are detailed in the respective Earnings Release on Form 8-K

# Strong Franchise Model

## Long Range Outlook





# Strong Franchise Model

## Building Shareholder Value

- **97% Franchised Business with Historically Steady Cash Stream**
- **Cost-Efficient Store Model with Moderate Capital Requirements**
- **Franchise Model Functions Well with Leverage**
  - Completed refinancing transaction in October 2015
    - \$1.3B in new fixed rate notes (blended rate of 4.1%)
  - Remaining existing debt of \$963M upon completion (5.216%)
  - Debt-to-EBITDA ratio at 5.3x upon completion (3-6x is preferred)
  - \$600M Accelerated Share Repurchase (completed in Q1 2016)
- **Have Used Free Cash Flow to:**
  - Buy back shares
    - \$739M in 2015 (\$600M from ASR) and \$224M through Q2 2016
  - Pay quarterly dividends (\$80M in 2015)
  - Pay two special dividends (2007 and 2012)

**DOMINO'S PIZZA  
BRAZIL**



# Why Domino's?

## One of the World's Top Public Restaurant Brands

**GLOBAL  
MOMENTUM**

**U.S. MOMENTUM**

**INNOVATIVE  
TECHNOLOGY  
LEADER**

**STRONG  
FRANCHISE  
MODEL**



He told me it was either  
him, or the pizza. I chose  
the pizza.



**Thank You**