



Investor Presentation

July 2017



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 January 1, 2017, 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 14,200+ Stores

51% International
Global Retail Sales

**IN OVER 85 DEVELOPED AND
EMERGING MARKETS**

8,779 STORES



49% Domestic
Global Retail Sales

**~800 U.S. INDEPENDENT
BUSINESS OWNERS**

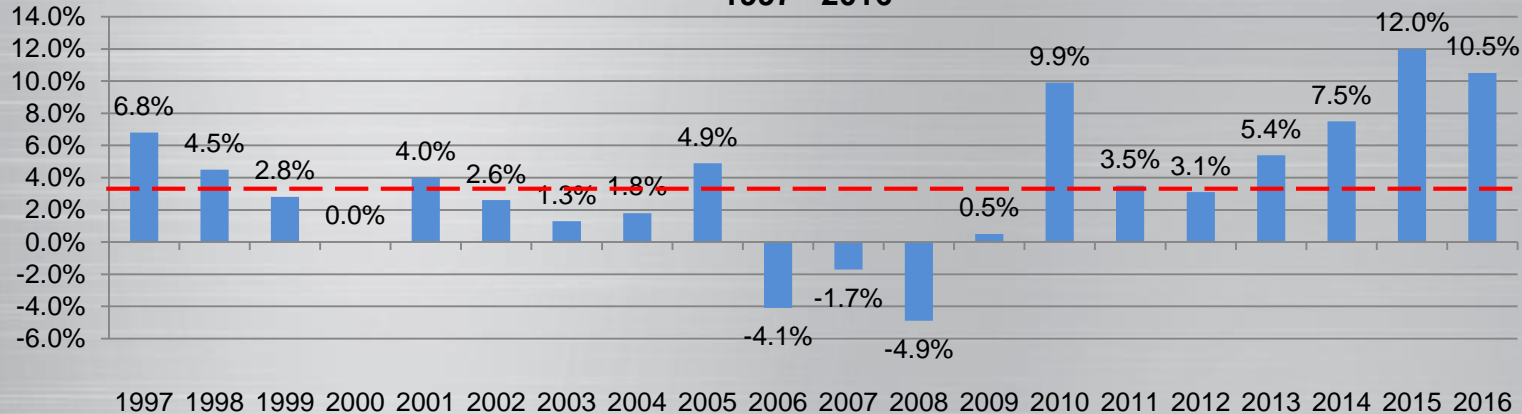
5,438 STORES



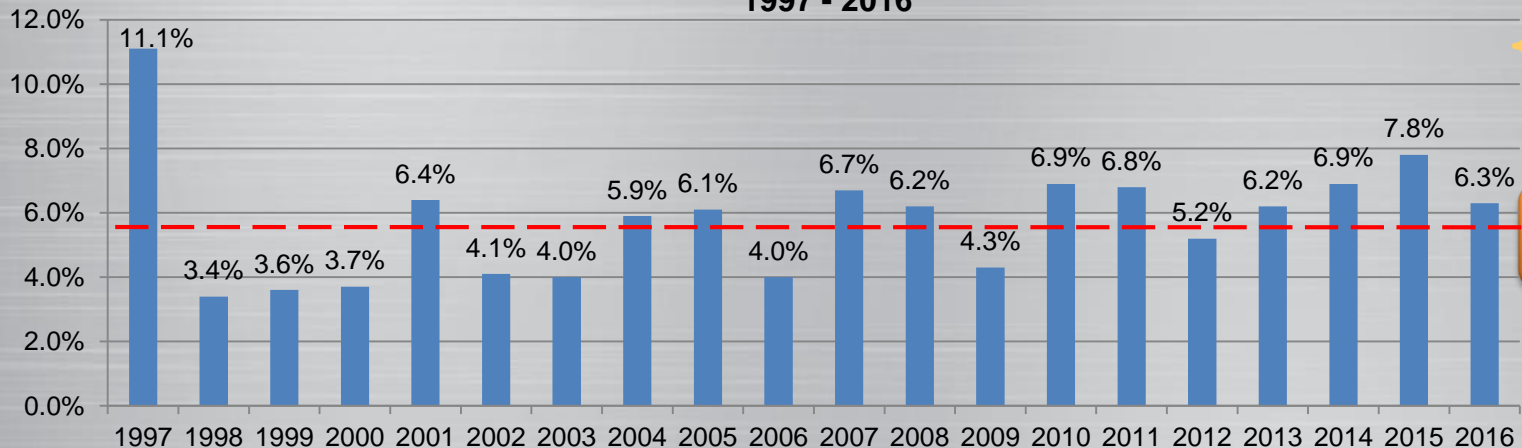
Global Momentum

Same Store Sales Track Record

U.S. Same Store Sales
1997 - 2016



International Same Store Sales
1997 - 2016



International sales exclude the impact of foreign currency exchange rate changes

Global Momentum

Robust International Growth

- **Unprecedented 94-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
9.5%***

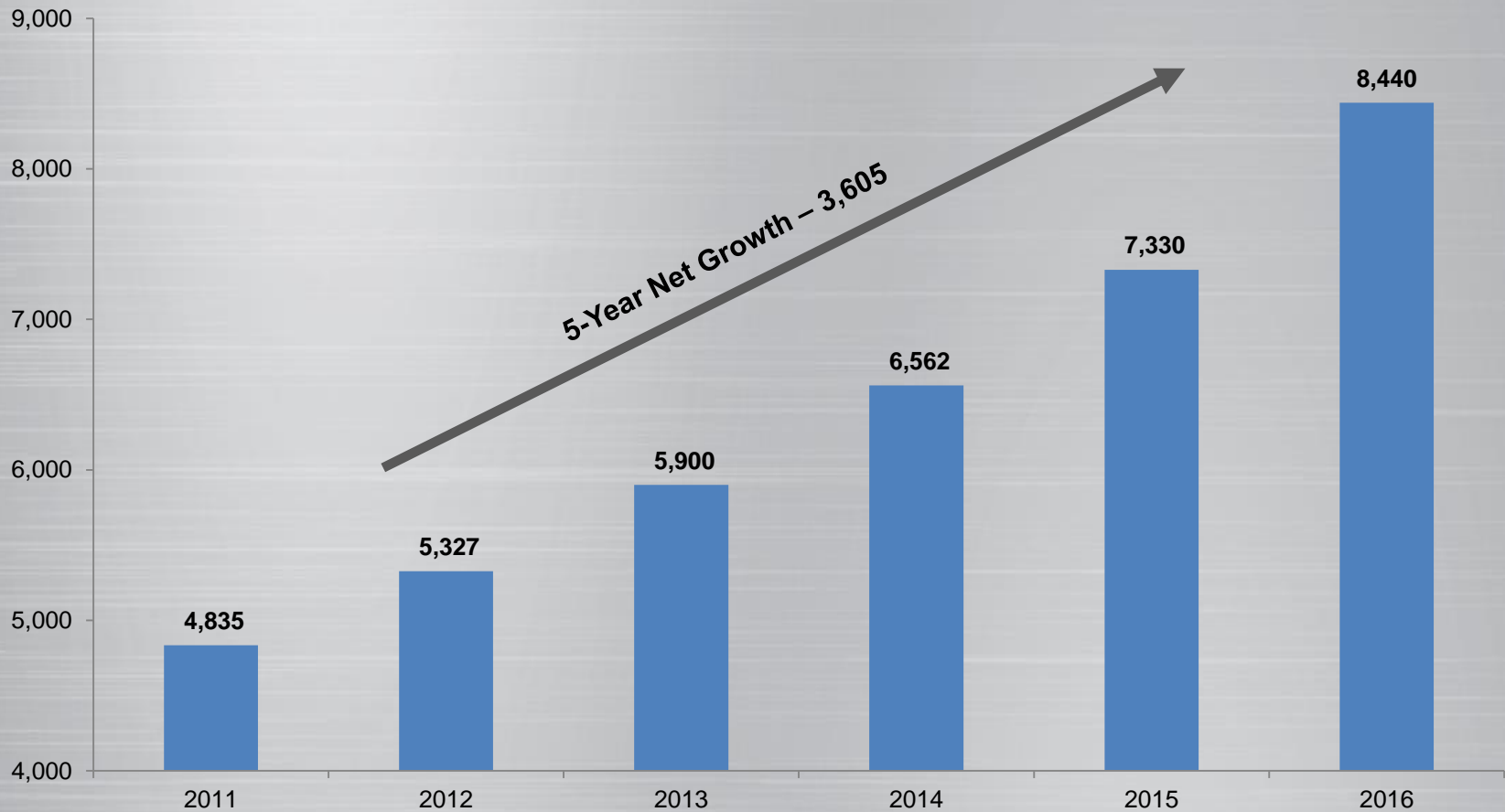


**DOMINO'S PIZZA
VIETNAM**

Global Momentum

Strong International Store Growth

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	997	1,600
Australia / New Zealand	738	1,200
Japan	472	850
Canada	446	700
South Korea	441	500
France	325	1,000
Germany	213	1,000
Netherlands	208	300
Spain	204	350
TOTAL	4,044	7,500

Emerging Markets

Top Markets	Last Disclosed Store Count*	Potential Store Count
India	1,117	1,800
Mexico	663	850
Turkey	488	700
Saudi Arabia	225	400
Malaysia	201	350
Brazil	184	500
TOTAL	2,878	4,600

- **#1 or #2 Pizza Delivery Market Position in Top 15 Markets**
- **Potential for Additional 5,200 Stores in Top 15 Markets Alone**

Delivery market position and potential store count based on Company and master franchisee estimates.
Mexico and Spain store count as of Q1'17 release (April 27, 2017). Australia/New Zealand, Japan, Netherlands, Germany, and France store count as of H1'17 release (Feb. 16, 2017).
India store count as of Q4'17 release (May 31, 2017). United Kingdom store count as of FY'16 release (March 9, 2017). All other countries based on DPZ's Q2 2017 reported store count.

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*

Domino's:	+ 3,605
Pizza Hut®:	+ 2,651
Papa John's®:	+ 834



**DOMINO'S PIZZA
THAILAND**

*1/1/2012-12/31/2016

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.

DMP	Market Cap \$4,174M
	Store Count 2,048

Jubilant FoodWorks Ltd.

JUBI	Market Cap \$935M
	Store Count 1,117

Domino's Pizza Group PLC

DOM	Market Cap \$2,292M
	Store Count 1,013

Alsea SAB de CV

ALSEA	Market Cap \$2,847M
	Store Count 941

Market cap numbers adjusted for local currency.

DPE store count and market cap as of H1'17 release (Feb. 16, 2017). DPG store count and market cap as of FY'16 release (March 9, 2017).

Alsea store and market cap as of Q1'17 release (April 27, 2017). Jubilant store count and market cap as of Q4'17 release (May 31, 2017).

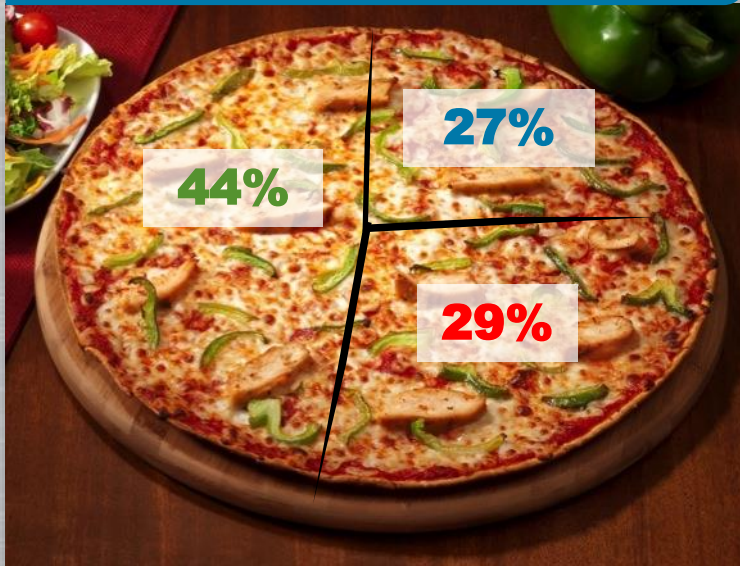
U.S. Momentum



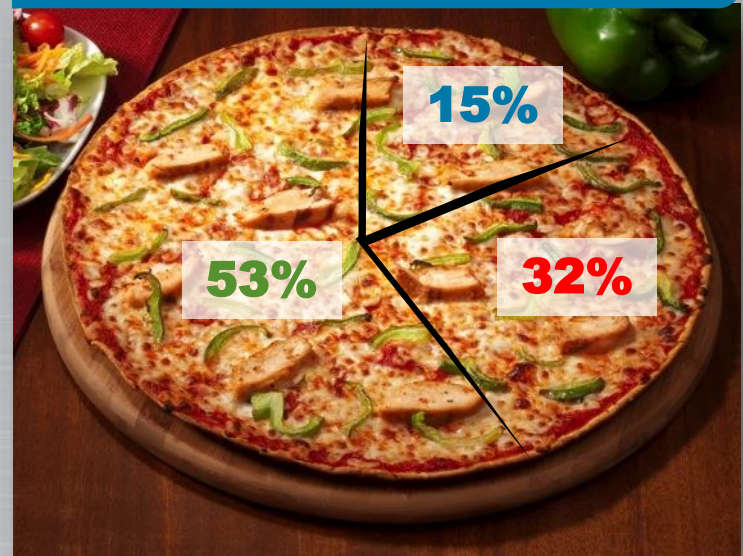
U.S. Momentum

Room to Grow

**Pizza Delivery Market Share
2016**



**Total QSR Pizza Market Share
2016**



■ Domino's

■ Other Major Pizza Chains

■ Small Chains and Independents

	2011	2012	2013	2014	2015	2016
Domino's Delivery Share	21.9%	22.0%	23.0%	24.4%	26.7%	27.2%

Source: The NPD Group/CREST® - year-ending December 2011-2016 share of dollars

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**
- **2010-2016 Domestic Retail Sales* CAGR of 8.2%**



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

U.S. Momentum

Store Reimaging



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

U.S. Momentum

Supply Chain – Key Business Segment



16 dough manufacturing and food distribution centers

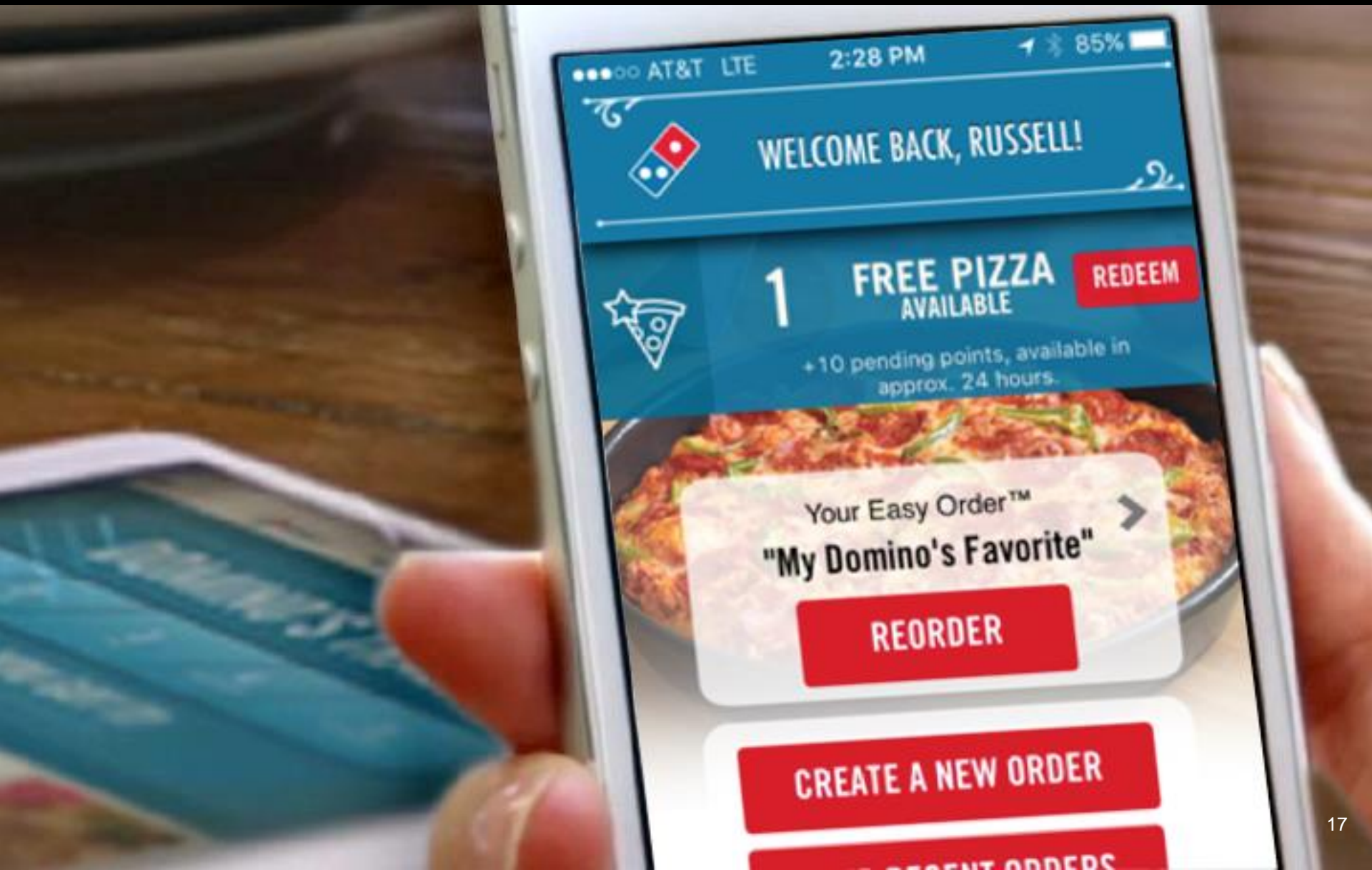
1 Equipment and Supply Facility

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 \$5.6 Billion Annually in Global Digital Sales*

- Proprietary POS System
- Domino's iPhone® and Android™ Apps Are Higher Rated on iTunes® and Google Play™ than Pizza Hut® and Papa John's®
- Over 60% of U.S. Sales via Digital
- Share Technology Learnings Globally



*International digital sales estimate based on reported sales information and other data from franchisees for FY'16

Innovative Technology Leader

Building Blocks for Future Advances

- **Industry-Leading Digital Ordering Experience**

- Pizza Profiles allows customers to save their favorite orders and speeds up ordering
- Launched a digital loyalty program in late 2015
- Domino's AnyWare™ platform expanding: Apple Watch, Amazon Echo, Ford SYNC®, Samsung Smart TVs®, tweet-to-order and text-to-order, Facebook Messenger and Google Home
- Voice ordering for iPhone® and Android™ ordering apps



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 Eight Consecutive Years**
 - \$133K in 2016*

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

3-5 Year Outlook



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**
 - \$3.2 billion total debt (completed latest refinancing 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 3.54%)
 - 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)
- **Have Used Free Cash Flow to:**
 - Buy back shares
 - \$739M in 2015 (\$600M from ASR), \$300M in 2016 and \$13M in Q1 2017
 - Pay quarterly dividends
 - \$80M in 2015 and \$74M in 2016
 - 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**



It's just one of those days...
To fist pump because I just
ordered a Domino's Pan
Pizza.



Thank You