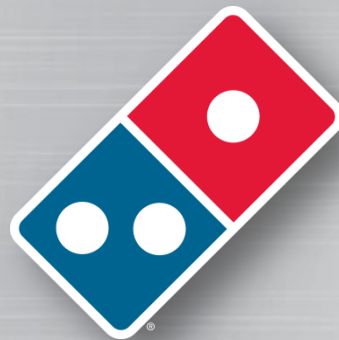




# Investor Presentation

January 2017



# 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 13,200 Stores

**51% International**  
Global Retail Sales

**IN OVER 80 DEVELOPED AND  
EMERGING MARKETS**

**7,979 STORES**



**49% Domestic**  
Global Retail Sales

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

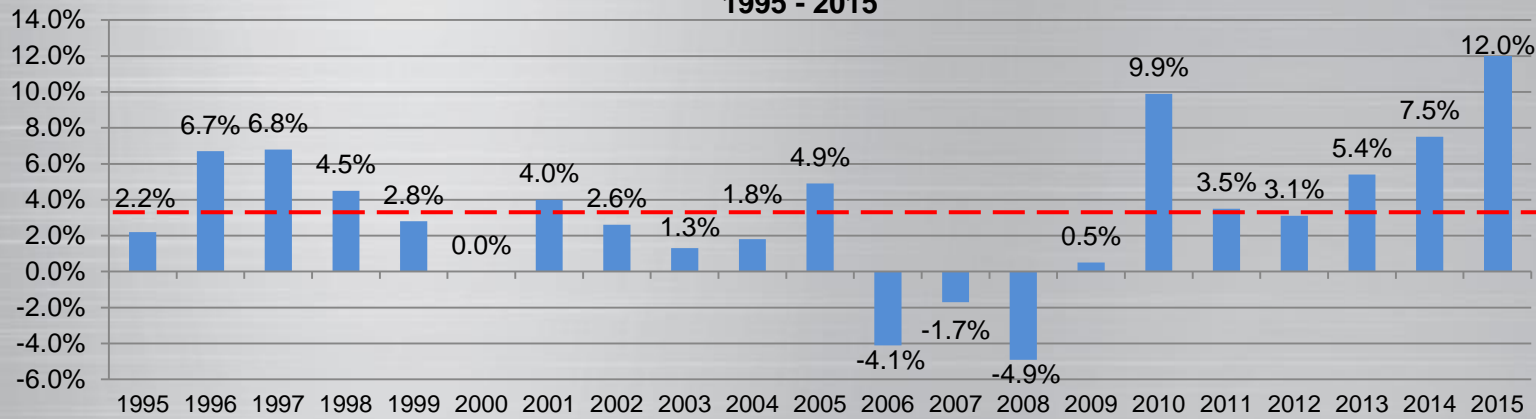
**5,273 STORES**



# Global Momentum

## Same Store Sales Track Record

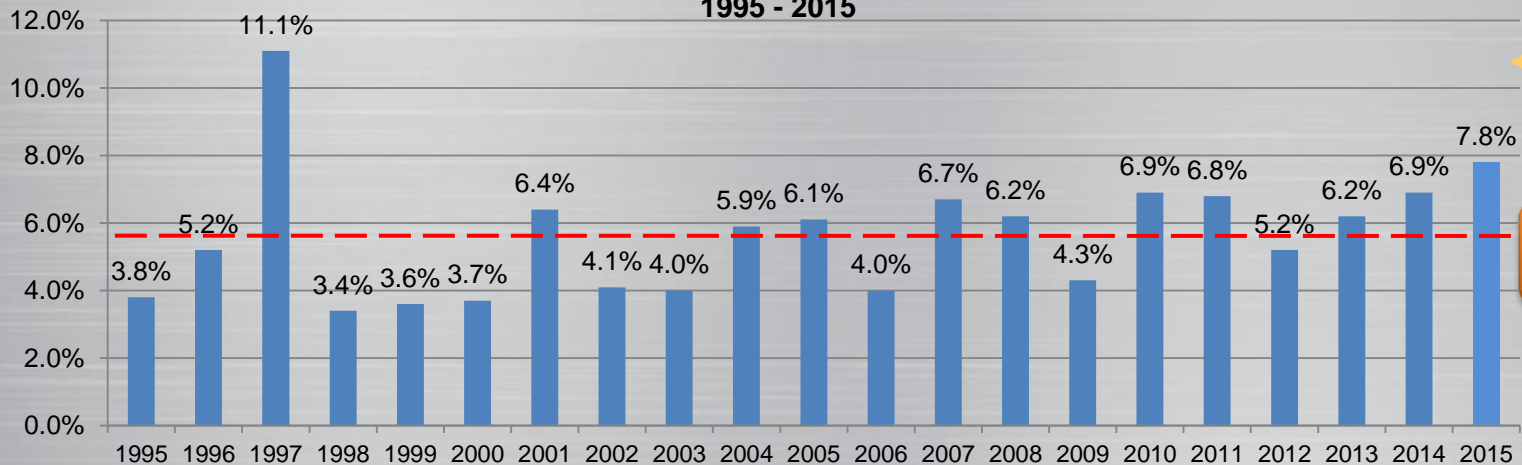
### U.S. Same Store Sales 1995 - 2015



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 91-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%\***

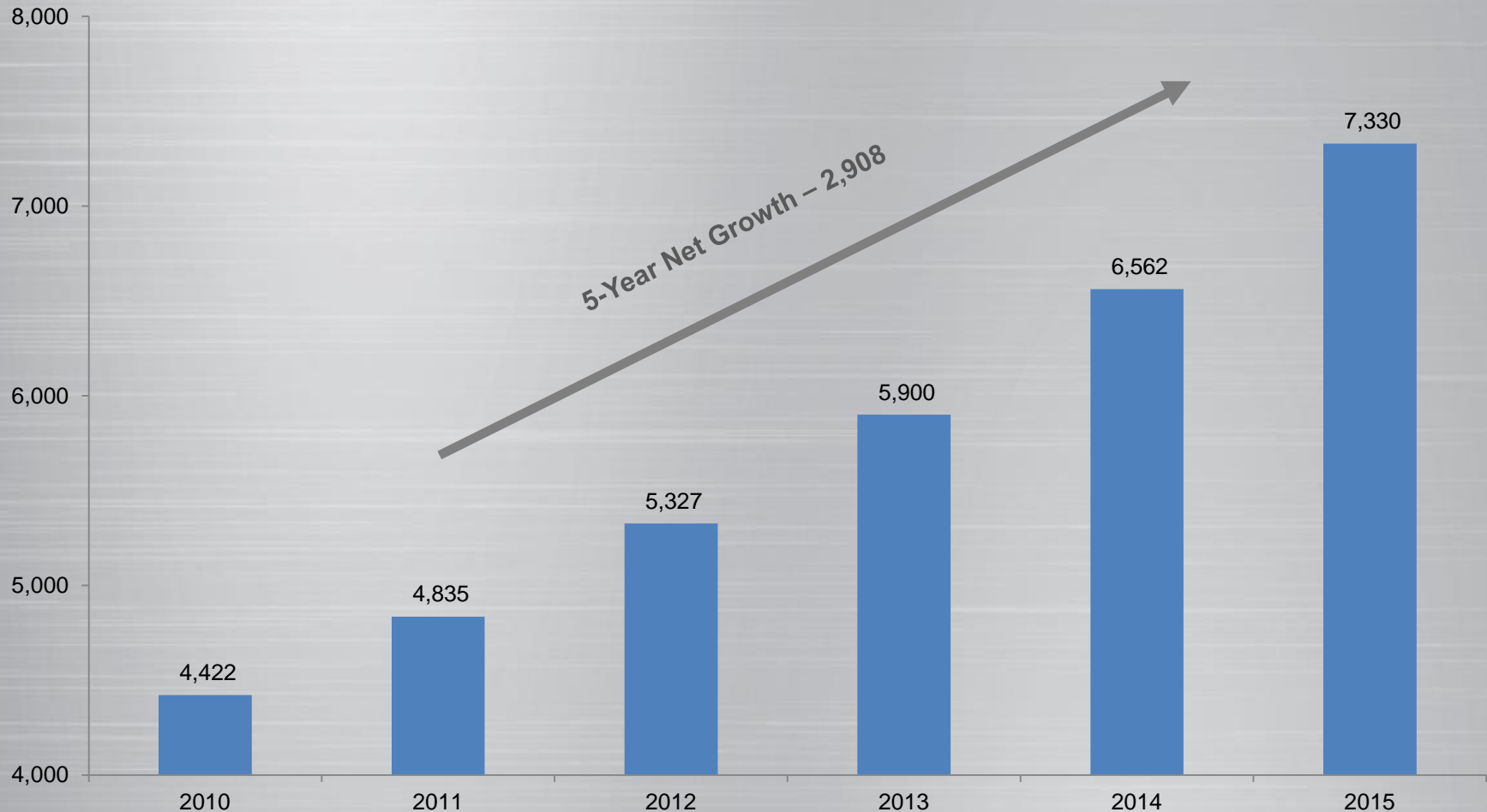


**DOMINO'S PIZZA  
VIETNAM**

# Global Momentum

## Strong International Store Growth

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	967	1,600
Australia / New Zealand	714	1,200
Japan	453	850
South Korea	426	500
Canada	422	700
France	298	1,000
Germany	213	1,000
Netherlands	197	300
Spain	186	350
<b>TOTAL</b>	<b>3,876</b>	<b>7,500</b>

### Emerging Markets

Top Markets	Last Disclosed Store Count*	Potential Store Count
India	1,081	1,800
Mexico	632	850
Turkey	466	700
Saudi Arabia	201	400
Malaysia	167	350
Brazil	155	500
<b>TOTAL</b>	<b>2,702</b>	<b>4,600</b>

- **#1 or #2 Pizza Delivery Market Position in Top 15 Markets**
- **Potential for Additional 5,500 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 October 27, 2016 (Q3'16). Australia/New Zealand, Japan, Netherlands, and France store count as of June 30, 2016 (H2'16). Germany store count as of December 15, 2016. India store count as of September 30, 2016 (Q2'17). United Kingdom store count as of October 12, 2016 (Trading Statement). All other countries based on DPZ's Q3 2016 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\***

<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.

DMP	Market Cap \$4,994M
	Store Count 1,983

### Jubilant FoodWorks Ltd.

JUBI	Market Cap \$1,062M
	Store Count 1,081

### Domino's Pizza Group PLC

DOM	Market Cap \$2,411M
	Store Count 983

### Alsea SAB de CV

ALSEA	Market Cap \$2,982M
	Store Count 888

Market cap numbers as of Sept. 9, 2016  
DPE store count as of Aug. 16, 2016 (FY'16)  
Alsea store count as of Oct. 27, 2016 (Q3'16)

Market cap numbers adjusted for local currency  
DPG store count as of Oct. 12, 2016 (Q3'16 Trading Statement)  
Jubilant store count as of Oct. 26, 2016 (Q2'17)

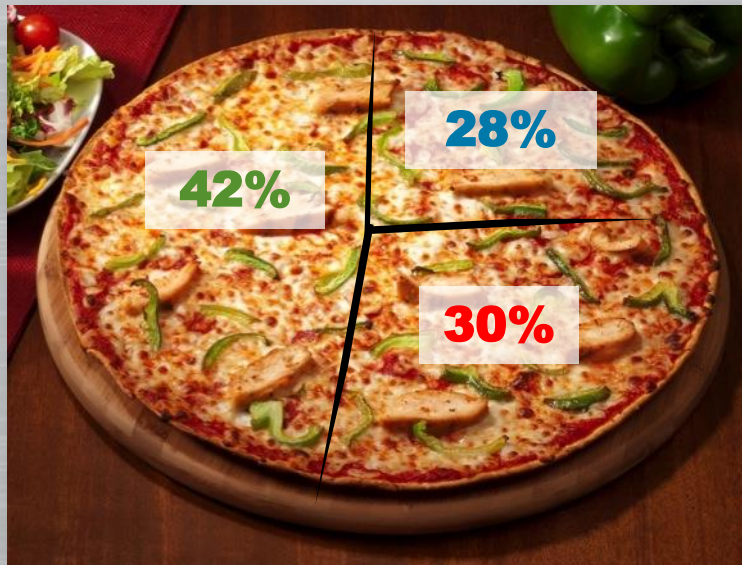
# U.S. Momentum



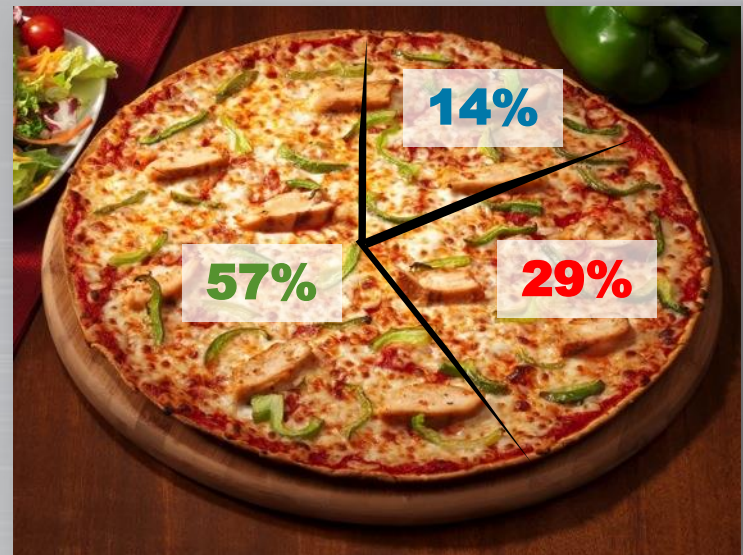
# U.S. Momentum

## Room to Grow

Pizza Delivery Market Share



Total QSR Pizza Market Share



■ Domino's Pizza

■ Other Major Pizza Chains

■ Small Chains and Independents

# 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

## 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**

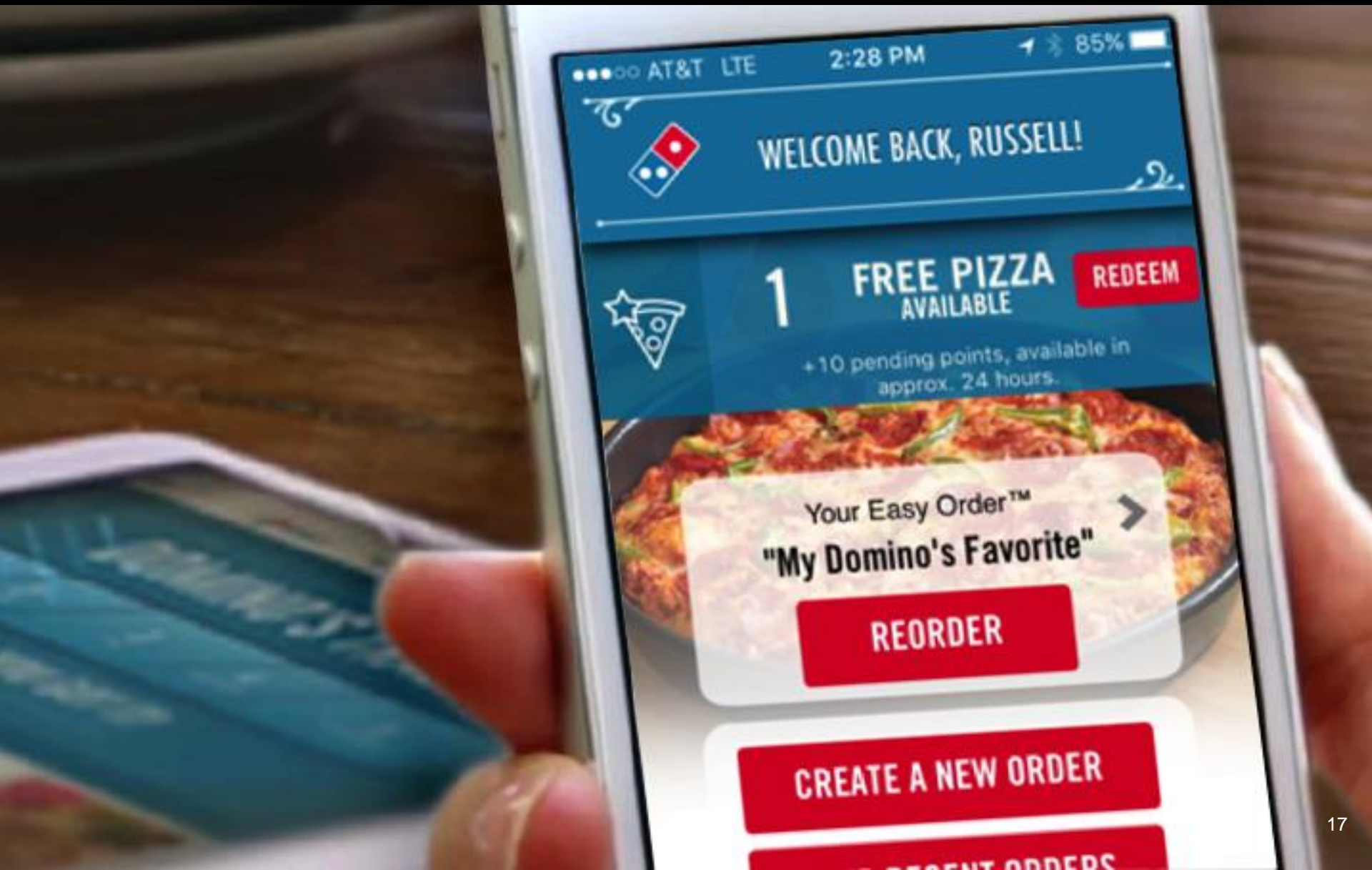
**1 Equipment and Supply Facility**

**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 \$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
- Now Taking Well Over Half of U.S. Orders via Digital
- Share 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
  - 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, and Facebook Messenger
  - Voice ordering for iPhone® and Android™ ordering apps



The image shows the exterior of a Domino's Pizza restaurant at night. The large glass windows are decorated with various menu items and signs. On the left, a sign lists 'SIDES & DESSERTS' including Breadsticks, Chicken, Chicken Wings, Chocolate Lava Crunch Cakes, and Cinna Stix. Below this, a 'SANDWICHES' sign lists Italian, Italian Sausage, Parmesan, Bacon Ranch, and Habanero. Further down, another 'CHICKEN' sign lists Mediterranean Veggie, Buffalo Chicken, and Philly Cheese Steak. In the center window, a large, illuminated 'OPEN' sign hangs from the ceiling, with 'NOW SERVING' above it and 'OVEN BAKED GOODNESS' below it. To the right of the 'OPEN' sign, a sign for '450' is visible. The interior of the restaurant is visible through the windows, showing a worker in a blue uniform behind the counter, red seating areas, and a menu board. A sign on the right window reads 'CAUTION! DELIVERY EXPERT COMING THROUGH'. The overall scene is brightly lit by the restaurant's interior lights and the 'OPEN' sign.

# 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

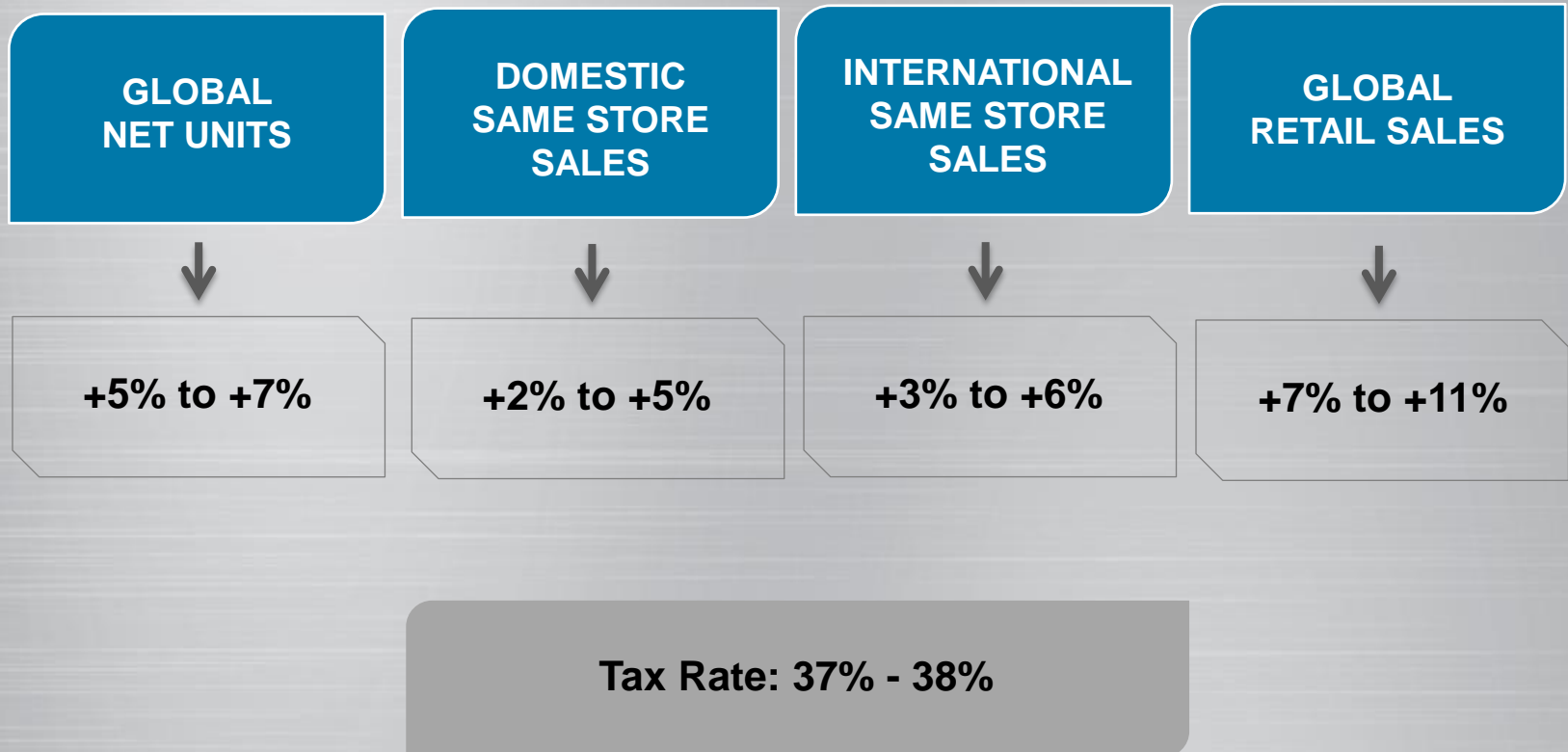
## EPS Growth



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**
  - 2012 debt balance of \$923M as of Q3 2016
    - Callable at par July 2017
  - 2015 debt balance of \$1.3B as of Q3 2016
  - Preferred Debt-to-EBITDA ratio is 3-6x
- **Have Used Free Cash Flow to:**
  - Pay quarterly dividends (\$80M in 2015)
  - Pay two special dividends (2007 and 2012)
  - Buy back shares
    - \$739M in 2015 (\$600M from ASR) and \$284M through Q3 2016



# Why Domino's?

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

**GLOBAL  
MOMENTUM**

**U.S. MOMENTUM**

**INNOVATIVE  
TECHNOLOGY  
LEADER**

**STRONG  
FRANCHISE  
MODEL**



They told me to chase my  
dreams. I called Domino's  
and ordered a large  
pepperoni pizza.



**Thank You**