



Domino's Pizza Investor Day

Marking 50 Years of Global Success

December 9, 2010

Forward-Looking Statements



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

These statements 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, 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, 2010, 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. 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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Presentations made today are from individual publicly-traded companies. Their content does not necessarily reflect overall DPZ results in its role as the franchisor.



J. PATRICK DOYLE

President and Chief Executive Officer











India – 9,000th store opening

Top Publicly-Traded International Restaurant Brands

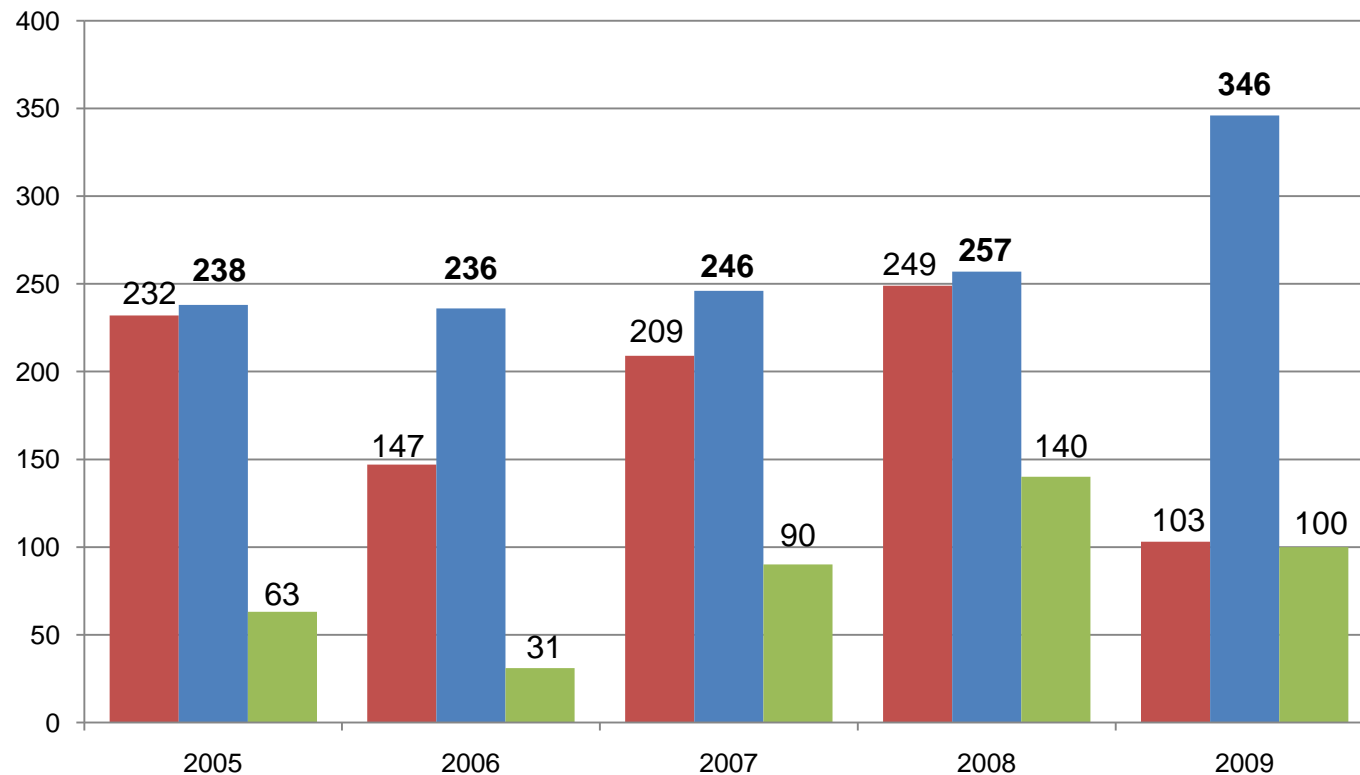


		<u>International Store Count</u>
	McDonald's:	18,481
	Yum! Brands:	17,665
	Starbucks:	5,727
	Domino's Pizza:	4,264

Leading International Unit Growth



Domino's Adds More New Stores Per Year



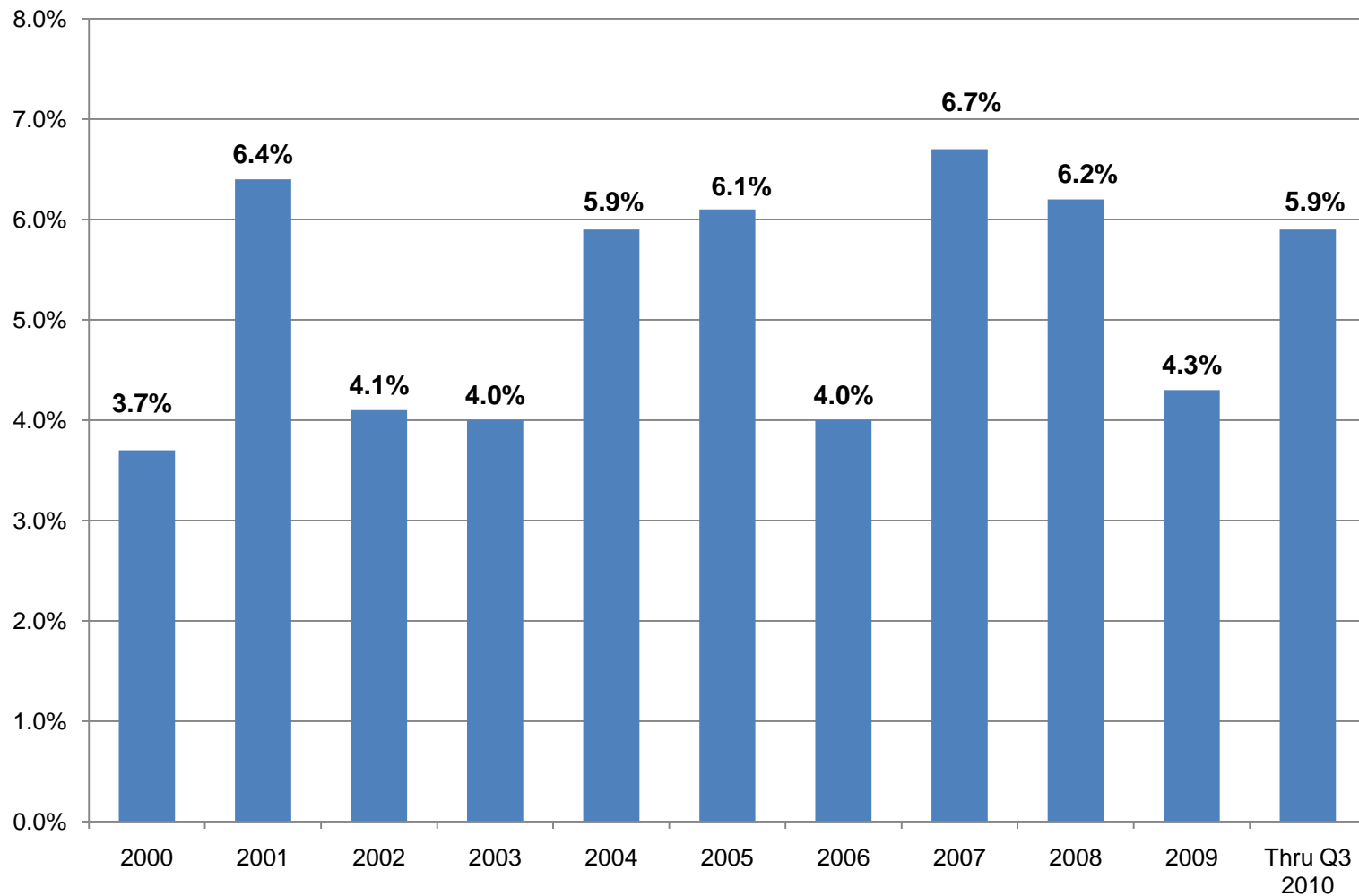
5-Year Growth:

■ Domino's: +1,323 ■ Pizza Hut: + 940 ■ Papa John's: + 424

Sixteen Years of Positive Sales



International Same Store Sales Growth



International: Q3 2010



Combined Market Capitalization



\$3.2 Billion

Agenda





AN EARLY VIEW OF 2011

Michael T. Lawton

Executive Vice President and Chief Financial Officer



March 1, 2011

2011 Modeling Inputs



Cap Ex: \$20-\$30 million



Tax Rate: 39%



Currency: Weakening dollar

2011 Commodities



Up Slightly



vs. 2010

Sales: Long-Range Outlook



International
Same Store Sales

+3% to +5%

Domestic
Same Store Sales

+1% to +3%

Domestic Same Store Sales Outpace Industry

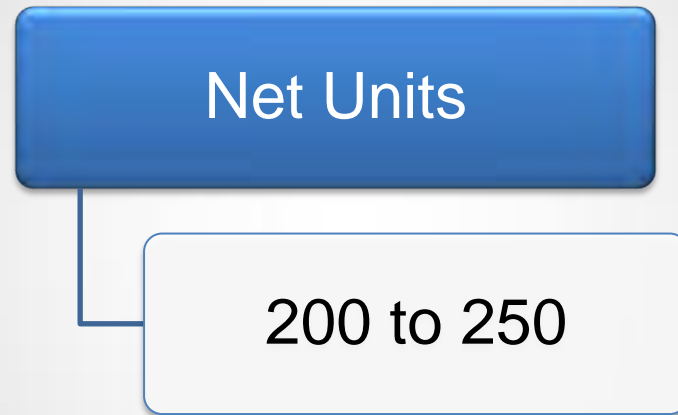
Two-Year Trend: 2009-2010

	<u>Q1</u>	<u>Q2</u>	<u>Q3</u>
	+15.3%	+8.1%	+11.7%
	(0.1%)	+0.5%	(0.6%)
	+2.0%	0.0%	(5.0%)

	<u>1Q10</u>	<u>2Q10</u>	<u>3Q10</u>
Domino's	14.3	8.8	11.7
Papa John's	(0.4)	0.4	(0.6)
Pizza Hut	5.0	8.0	8.0

	<u>1Q09</u>	<u>2Q09</u>	<u>3Q09</u>
Domino's	1.0	(0.7)	0.0
Papa John's	0.3	0.1	0.0
Pizza Hut	(3.0)	(8.0)	(13.0)

Store Growth: Long-Range Outlook



Long-Range Outlook



Reflects 65 markets and 9,169 stores



Thank You

Next: Chris Moore - CEO, Domino's Pizza UK & Ireland



DOMINO'S PIZZA UK & IRL PLC
9 December 2010



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The Team

Chris Moore Chief Executive Officer

Lee Ginsberg Chief Financial Officer



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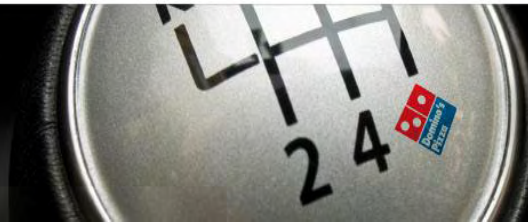


The Business

- UK started in 1985, Ireland in 1991
- 643 stores at 26 September 2010
 - Potential for at least 1,200
- Mature store AWUS to Q3 2010 of £15,096 (\$24,154)
- Top 10 stores internationally in sales
- 133 franchisees
 - Average 4.8 stores each
 - 100 franchisees by 2015
 - Circa 10 stores each



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The Business (cont.)

- Three commissaries
 - Supplying franchisees' food, equipment and supplies
 - Only one additional needed
 - Limited expansionary capital expenditure needed
- Circa 21,000 people in Domino's system
 - Only 325 employed by plc
 - HQ 125
 - Commissaries 200
- Only need maximum 500 people to support 1,200 stores

SIGNIFICANT OPERATIONAL GEARING BENEFITS



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System Sales Momentum

System Sales have doubled since 2006



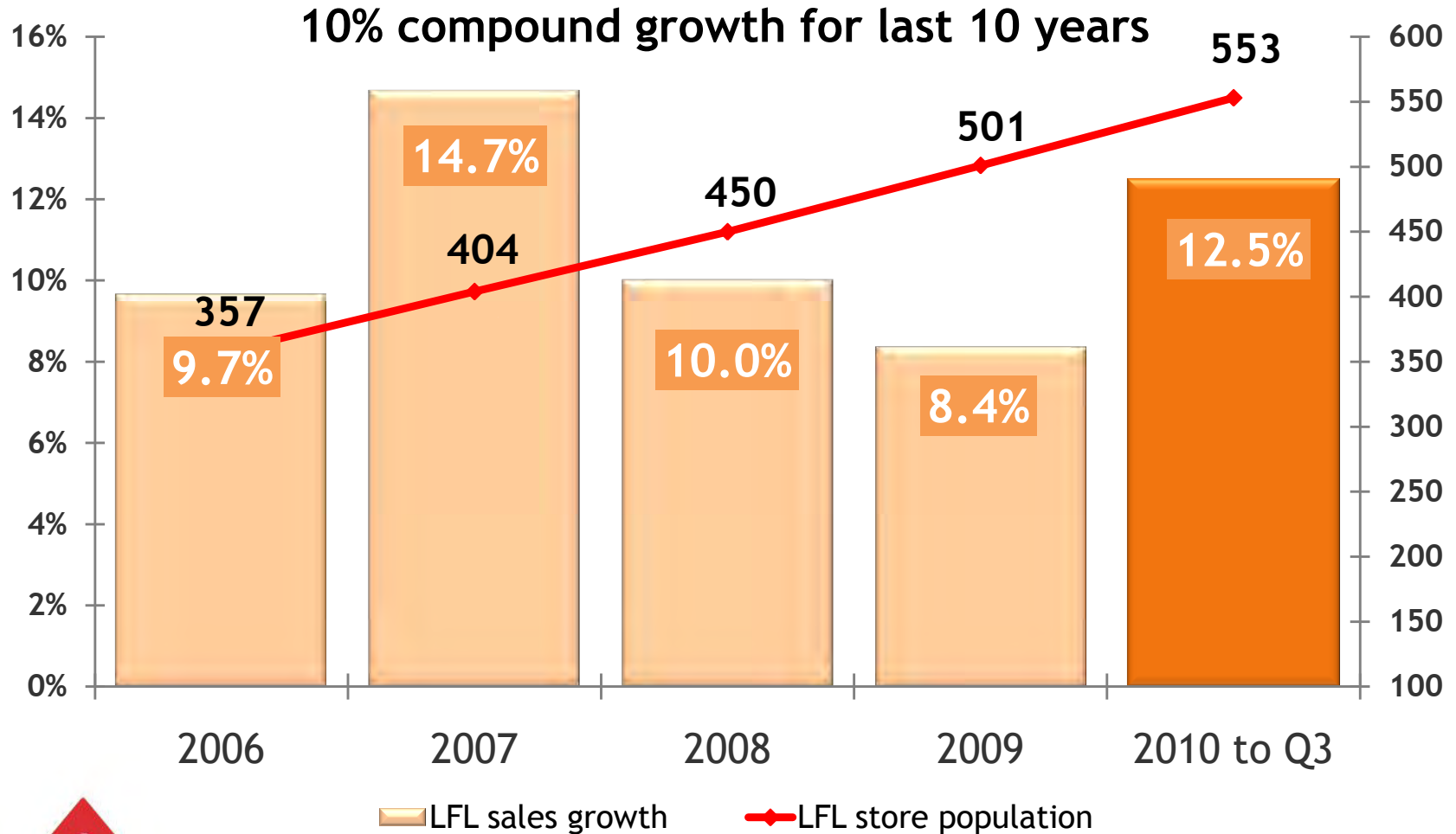
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Mature Store Sales Growth



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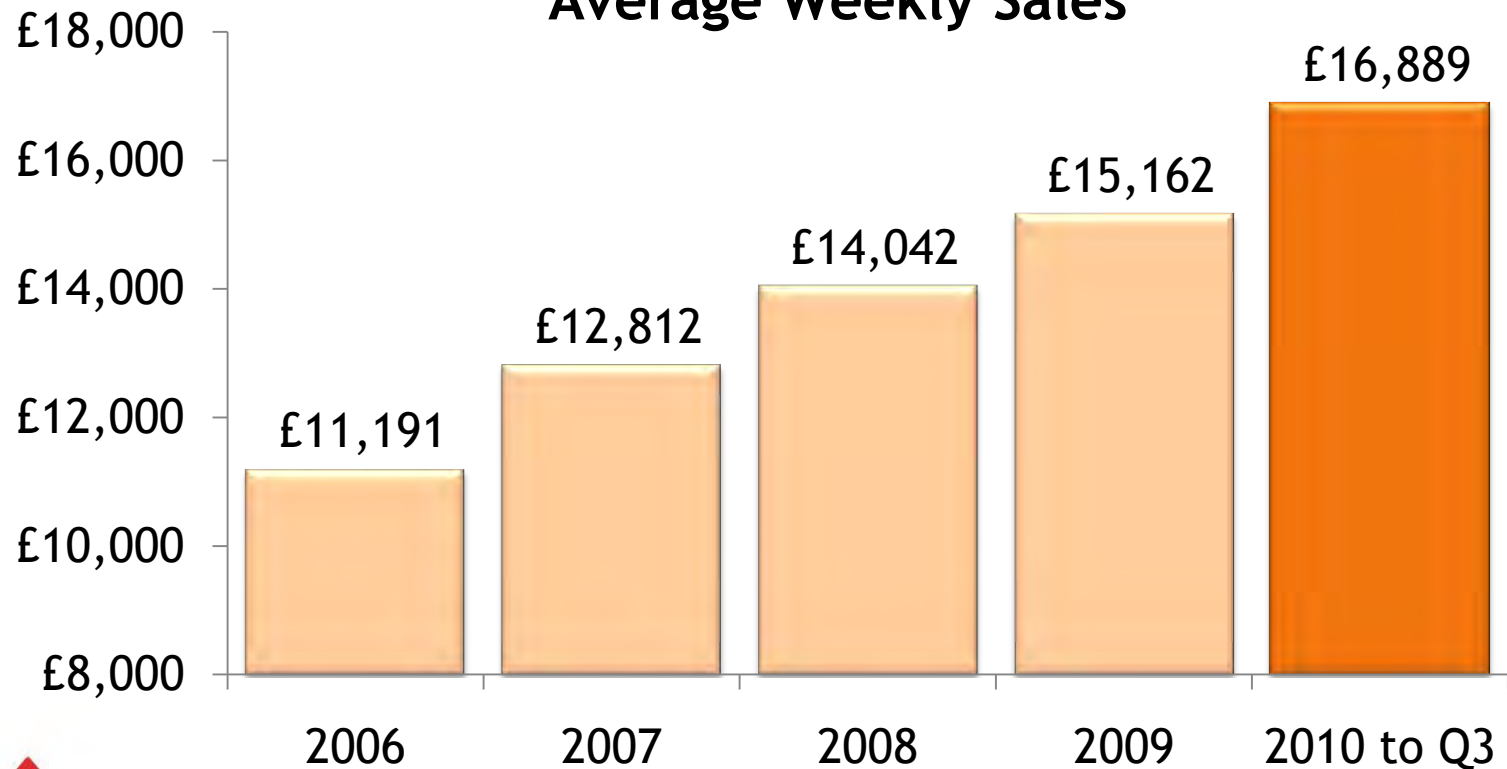
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Constant Mature Store Sales Growth

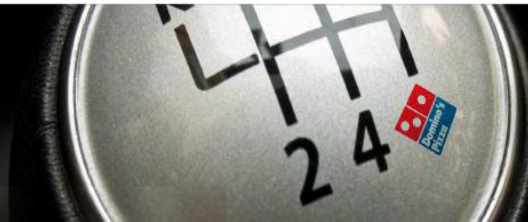
2006 Mature Store Sales Have Grown 51%, an Additional £296k p.a.



2006 Mature Store Population Average Weekly Sales



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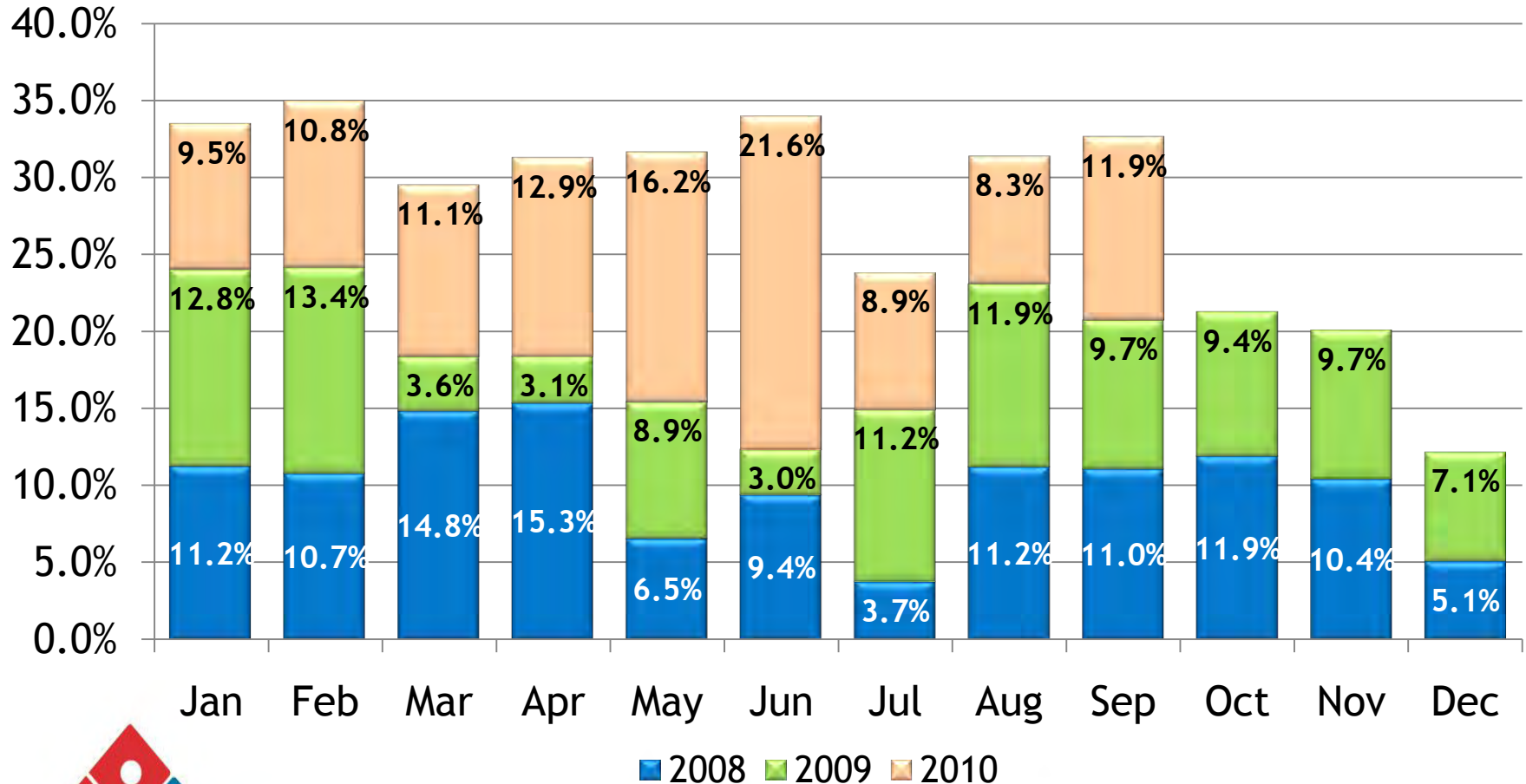


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Like-for-Like Sales Growth by Month

Q3 2010 Up 9.9% and 12.5% YTD



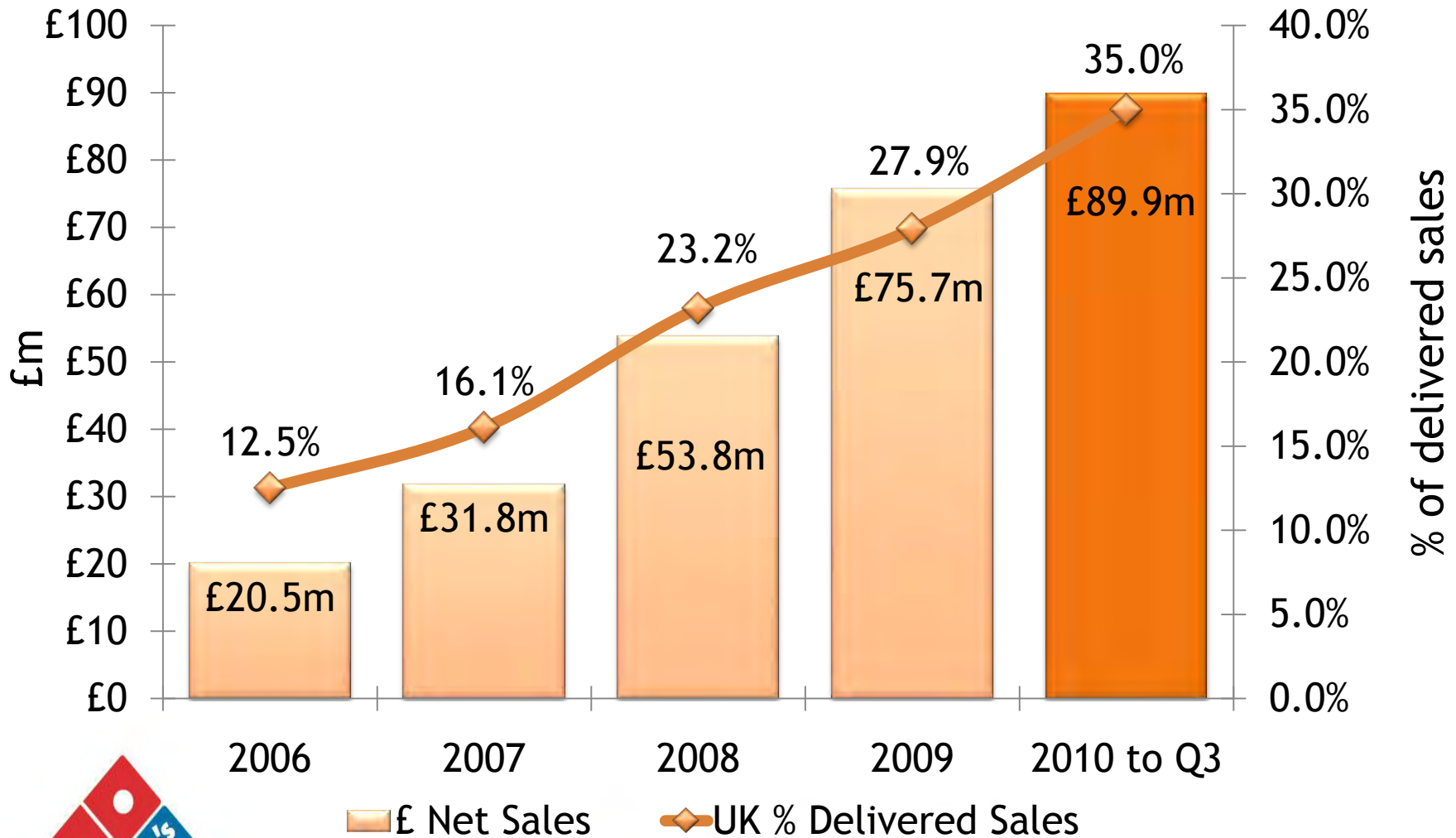
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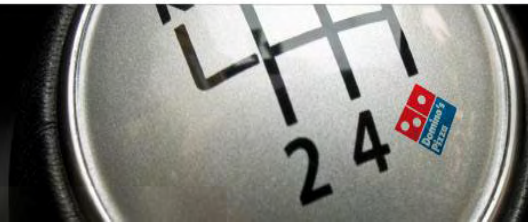
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E-commerce Goes from Strength to Strength

Biggest Week; 43% of UK Delivered Sales



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E-Commerce Support

- iPhone apps already deliver 6%+ of online sales
- Optimised Blackberry site now live
- iPad and Android app to follow shortly
- Social Media “widget”
- Facebook and Foursquare activity
- PPC: £1:£98 in September



**Feed your friends,
get some cash.**

You too can add this widget to your Facebook, MySpace or blog and earn CASH from each order!

All you have to do is to install our cash-rewards widget on to your social networking page or personal web space and wait for the sales to roll in.

Each time a customer clicks through your widget and purchases from Domino's Pizza – you will earn 0.5% of commission on the value of every purchase.



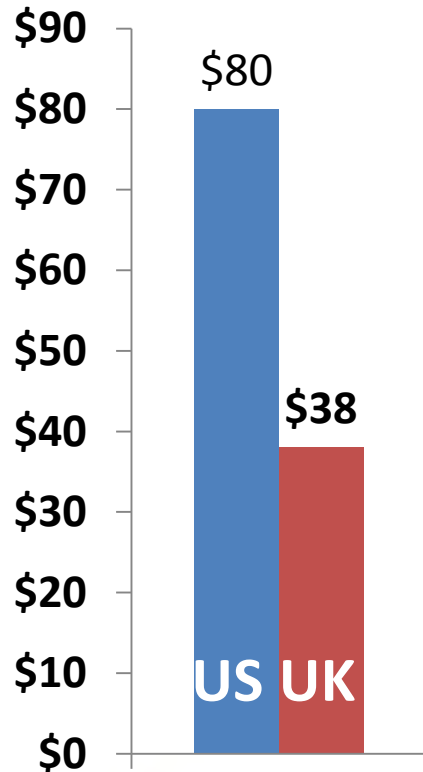
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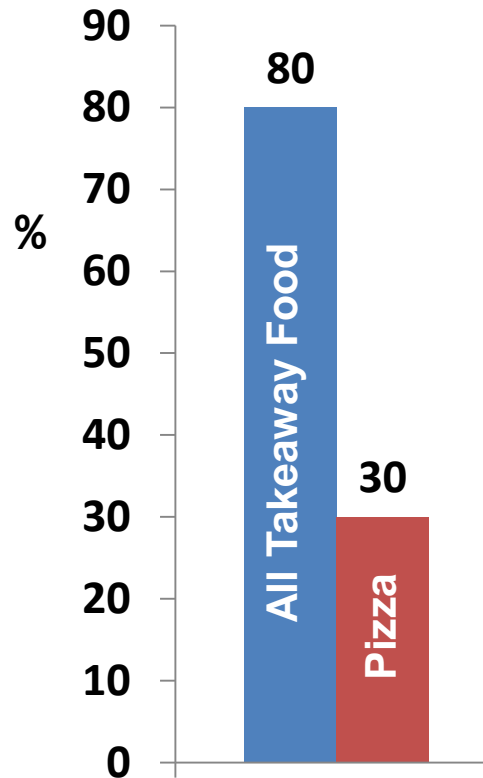
Huge Market Potential

Average Annual Household Spend on Pizza Delivery and Take-Away



2009

% of UK Households that order take-away food

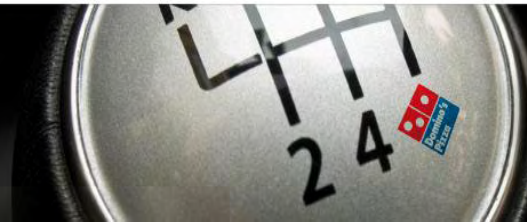


2009

- Demographic trends in our favour
- UK penetration 16.5%
- Average order frequency 34 days
- Weak competition
 - Pizza Hut c.280 stores
 - PJs c.120 stores

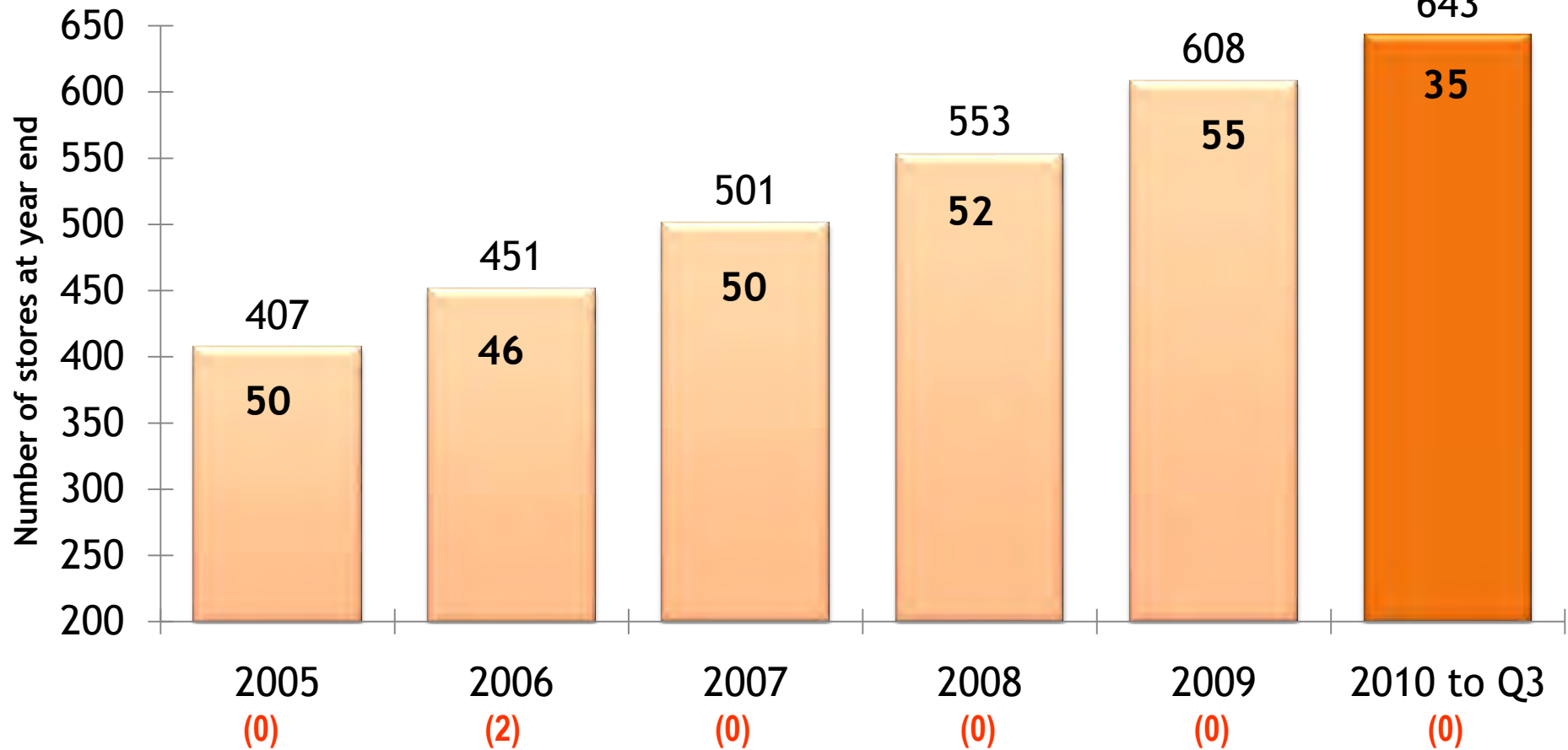
Source: Mintel Pizza & Pasta Report Jan '10 (UK), NPD Crest June '10 (US)

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New Store Openings



() = no. of closures



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Appetite for Growth

- Resilience to credit crunch continues
 - Approx. £17 million franchisee capex YTD including refits
- Belief in Domino's brand strength
 - Franchisees and banks
- 2010 new stores trading at record levels
- 2,052 franchisee enquiries YTD, 7 new franchisees
- 27 stores changed hands in H1 2010, average consideration £450k



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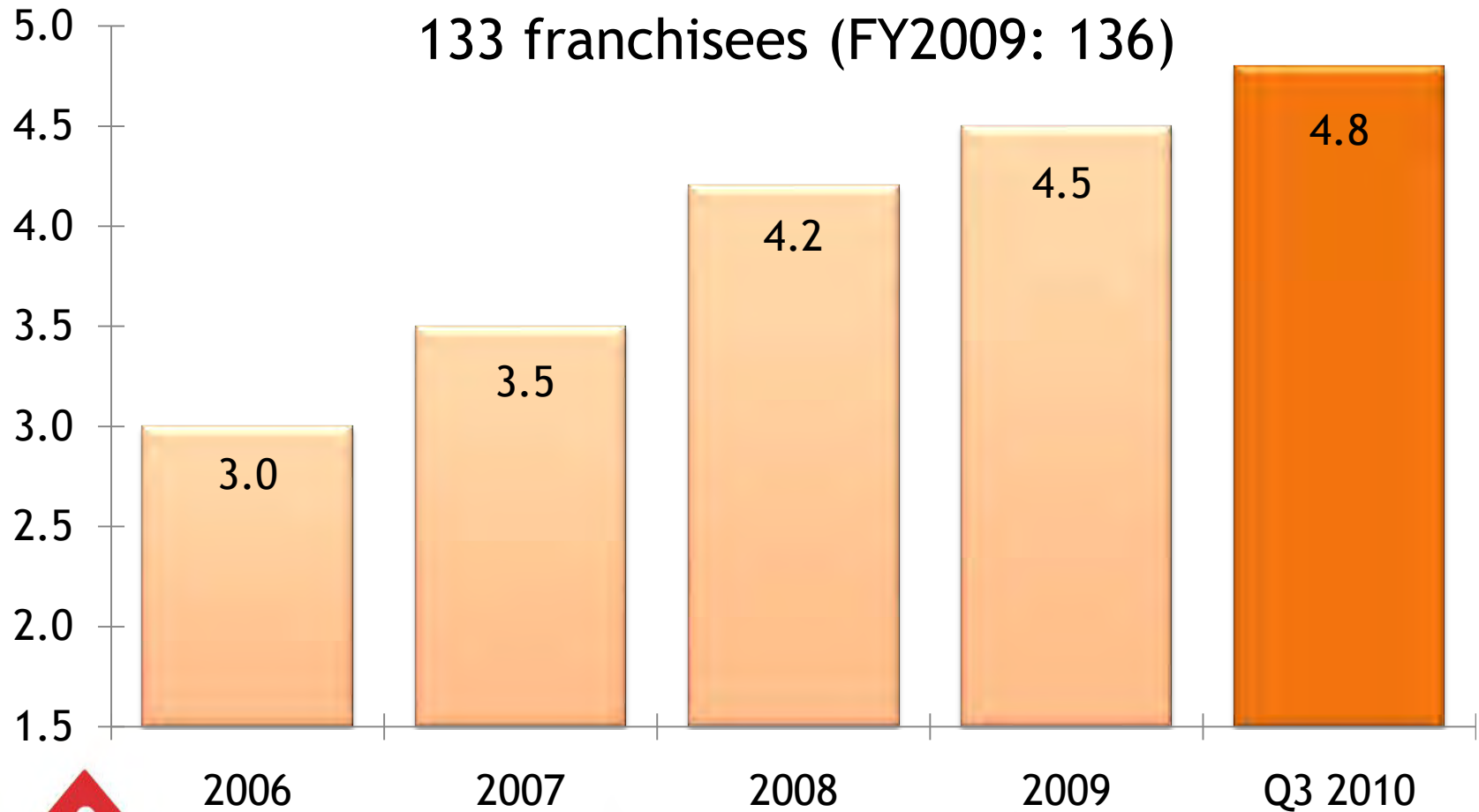


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Appetite for Growth (cont.)



Store: franchisee ratio
133 franchisees (FY2009: 136)

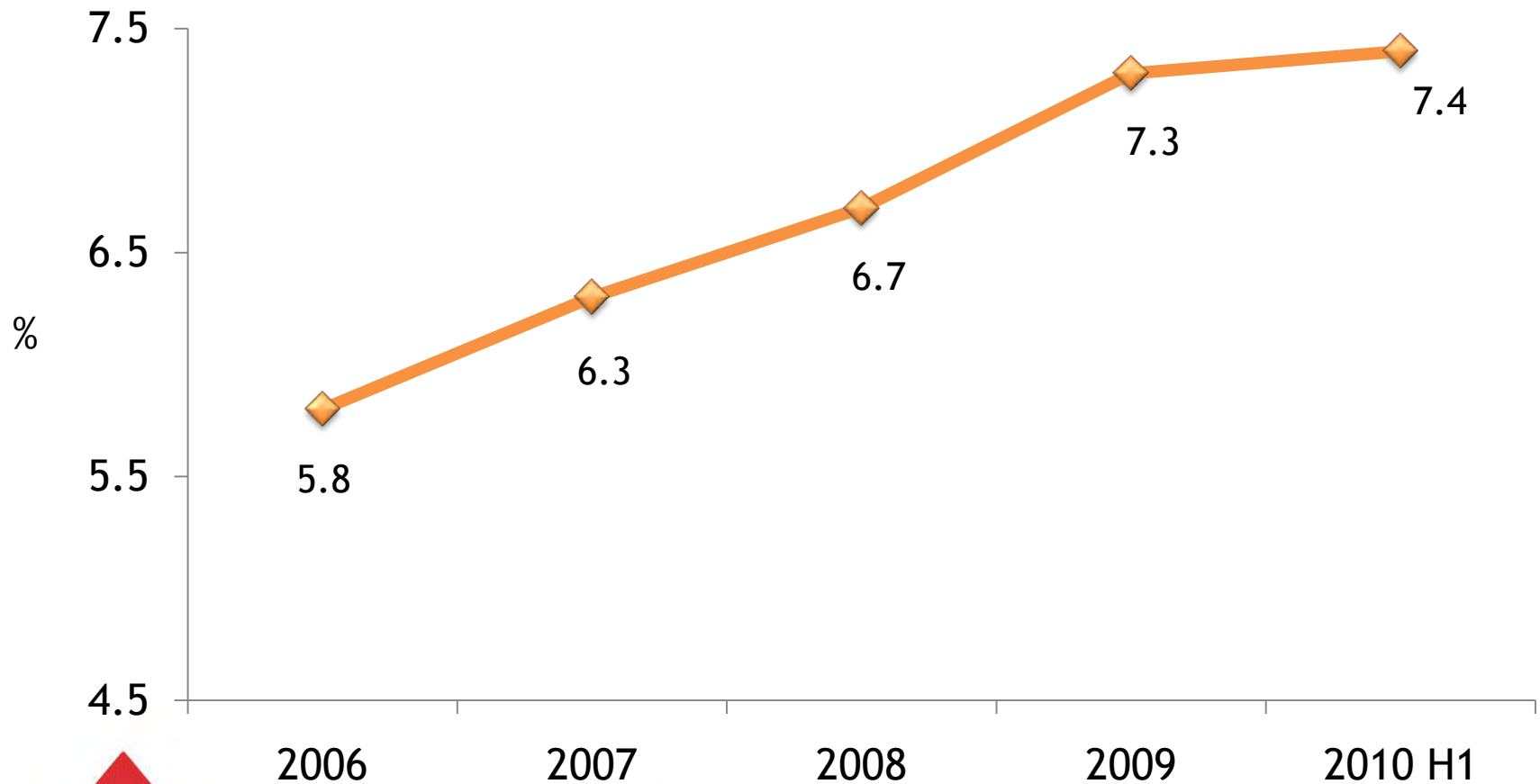


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PBT/System Sales % - The Margin Progression

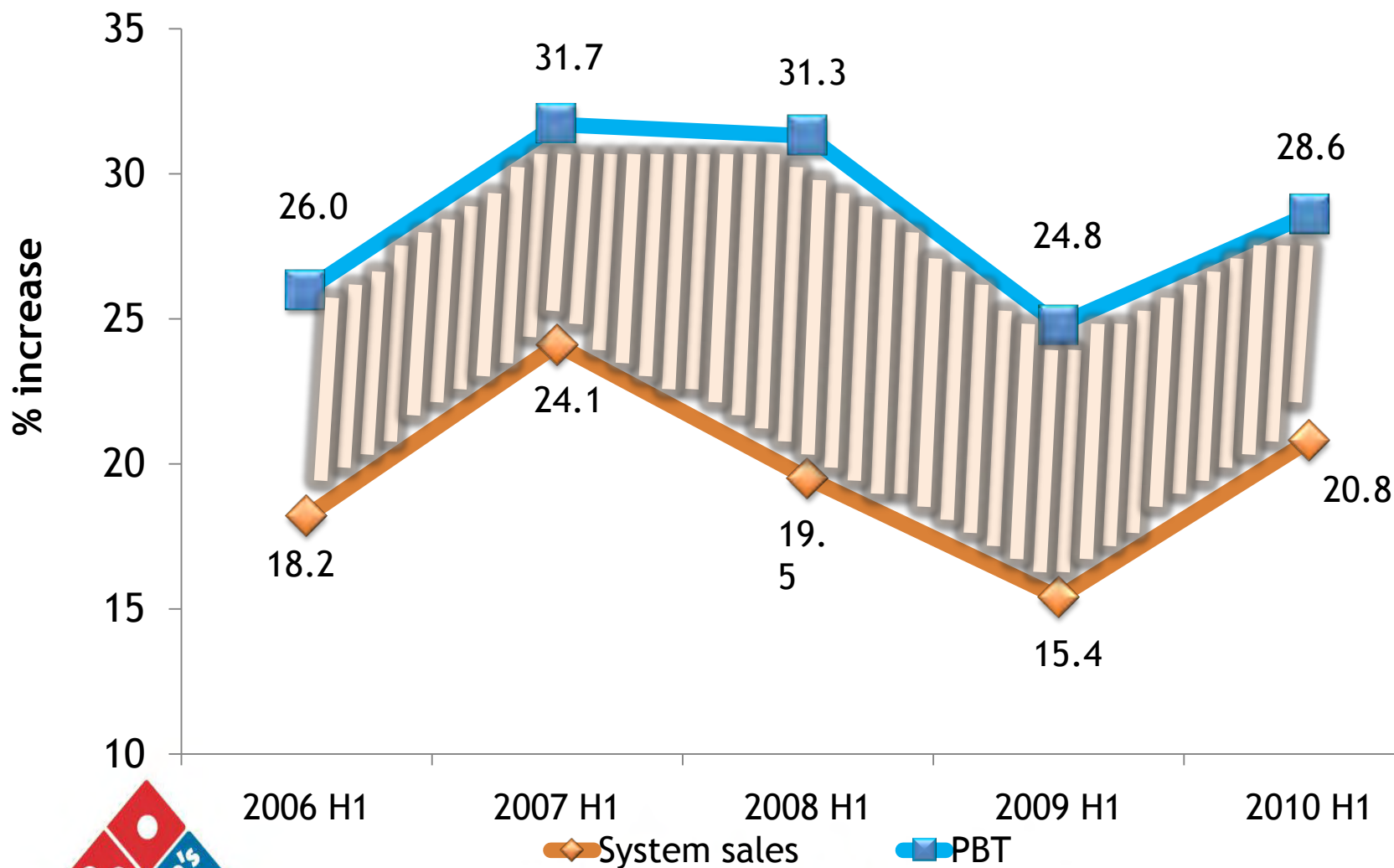


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The Operational Gearing Story



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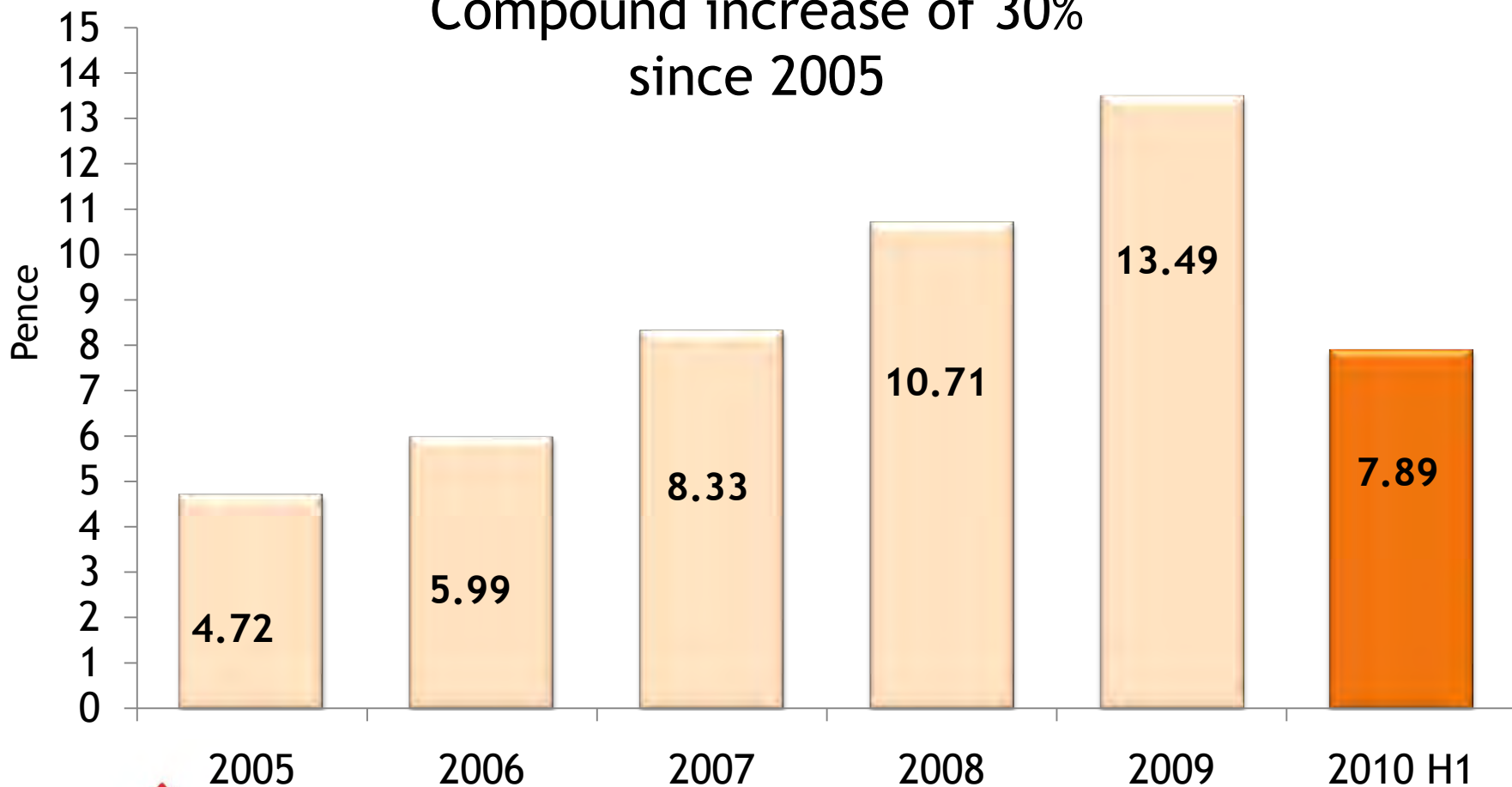


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Diluted Earnings per Share Growth*



Compound increase of 30%
since 2005



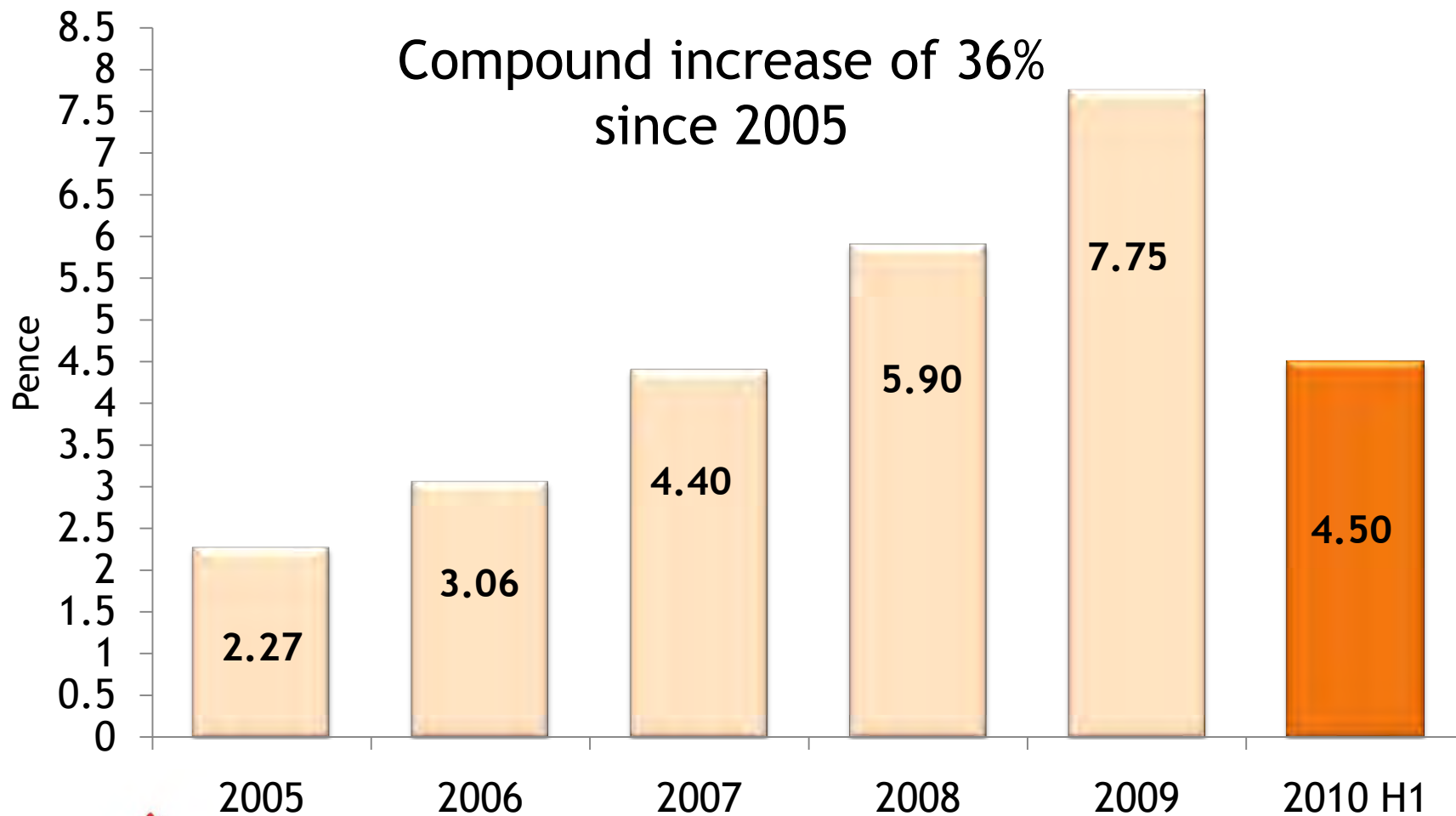
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* Pre-exceptional items



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Dividends per Share Growth



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Where it All Began...

WEST ASHLAND: 2010 -



KINGSTON: 1997 - 2010



TONGWELL: 1985 -1997



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Commissary Update



- New West Ashland facility
 - Fully commissioned and operational
 - Highly automated production processes
 - Tray washing
 - Continuous dough mixing
 - Dough placement systems
 - Spiral chillers
 - Dough stack handling
 - Sizeable production labour savings



TRULY WORLD CLASS FACILITY

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Commissary Update (cont.)



- Scale

	CURRENT FACILITY 2010	NEW FACILITY 2020
Square feet	40,000	103,000
Number of Pallets	1,472	4,524
Dough Ball Production (Week)	845,000	3,500,000
Dough Trays Per Hour	600	2,400 (two lines)
Cooling Time per dough tray	4 hours	1 hour
Delivery vehicles	24	50
Loading bays	6	28



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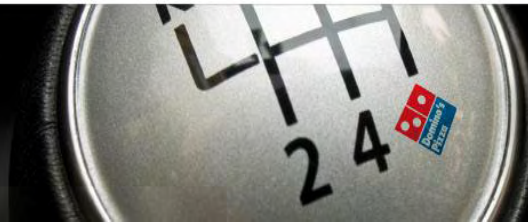


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Commissary Update (cont.)

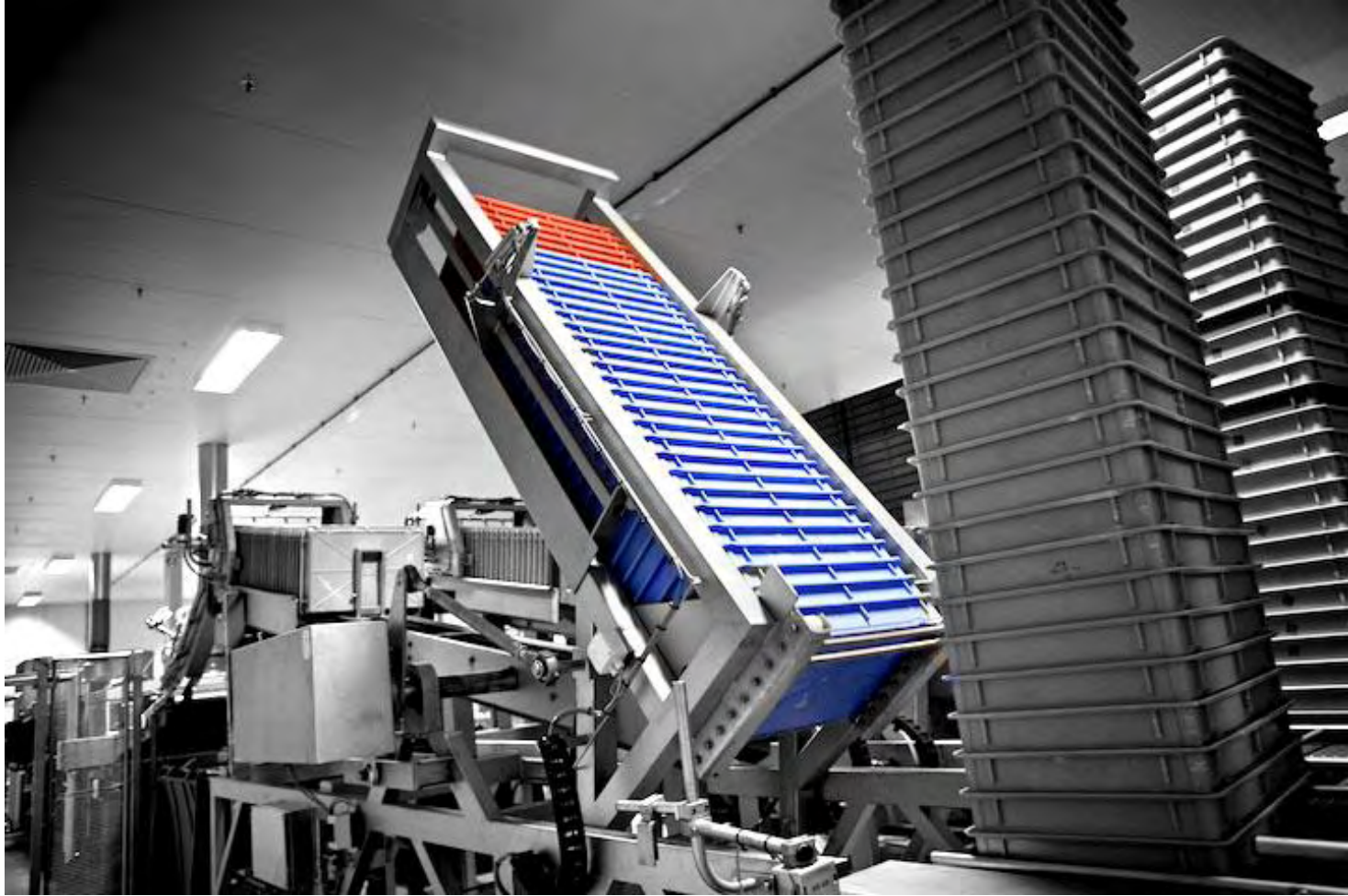


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Commissary Update (cont.)



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Commissary Update (cont.)



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Cash Returned to Shareholders



	Total £'000	26 weeks 27 June 2010 £'000	2009 £'000	2008 £'000	2007 £'000	2006 £'000	2005 £'000
Profit after tax	<u>81,215</u>	<u>12,495</u>	<u>21,574</u>	<u>15,664</u>	<u>13,239</u>	<u>9,996</u>	<u>8,247</u>
Share buybacks	40,567	2,432	7,623	3,783	8,346	10,161	8,222
Dividends	<u>38,316</u>	<u>6,596</u>	<u>10,466</u>	<u>8,035</u>	<u>5,816</u>	<u>4,234</u>	<u>3,169</u>
Total returned	<u>78,883</u>	<u>9,028</u>	<u>18,089</u>	<u>11,818</u>	<u>14,162</u>	<u>14,395</u>	<u>11,391</u>
% of profit after tax	97%	72%	84%	75%	107%	144%	138%

POLICY TO CONTINUE TO RETURN 100% OF PAT



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The Financial Model at 2020



	<u>2001</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>At 2020*</u>
No. of stores	237	451	501	553	608	1,200
- 55 openings p.a.						
AWUS growth at 3% p.a.	£8,422	£11,347	£12,539	£13,493	£14,089	£19,502
System sales	£ 98m	£ 240m	£ 296m	£ 351m	£407m	£ 1,217m
Profit before tax**	£ 2.9m	£ 14.2m	£ 18.7m	£23.4m	£29.9m	£146.0m
PBT/System sales	3.0%	5.9%	6.3%	6.7%	7.3%	c.12.0%
	+100%				64%	

- Stores double - profits grow four-fold
- Circa 9.5% of incremental sales to profit (commissary 6.5% + net royalty 2.8%)
- Significant operational gearing
 - »Commissaries
 - »Central infrastructure



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* Independent analyst research - not a forecast

** Pre-exceptionals



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The Financial Model at 2020 (cont.)



AT LEAST 10 YEARS OF CASH GENERATIVE ORGANIC GROWTH

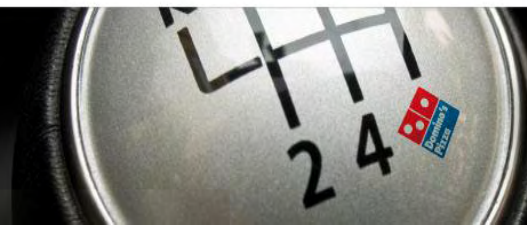
	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>At 2020 *</u>
• PBT	£18.7m	£23.4m	£29.9m	£146.0m
• Share buybacks				
• Average no. of shares in issue	158.0m	156.9m	159.9m	128.0m
• Diluted EPS**				
- pence	8.4p	10.71p	13.49p	81.0p
- CAGR				19% p.a.
• Dividend				
- cover	1.9x	1.7x	1.68x	1.5x
- pence	4.4p	5.9p	7.75p	54.0p

* Independent analyst research - not a forecast

** Pre-exceptionals



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Summary



- Resilient brand in current economic climate
 - New customer generation and repeat business
- Home delivery competition still benign
 - Banks keen to lend to Domino's franchisees (new and existing)
- On track to open 55 new stores this year
- Developing the infrastructure for 1,200+ stores
- Strong cash generation & operational gearing set to continue
- Strengthening team

New Sales & Marketing Director

New Procurement Director

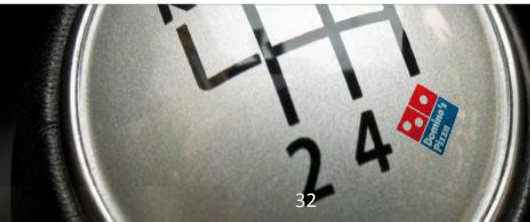
New Head of IT

New Deputy Operations Director

WELL PLACED FOR CONTINUING STRONG GROWTH



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Domino's Pizza Enterprises Ltd

Australia, New Zealand, France, Belgium, The Netherlands



Don Meij

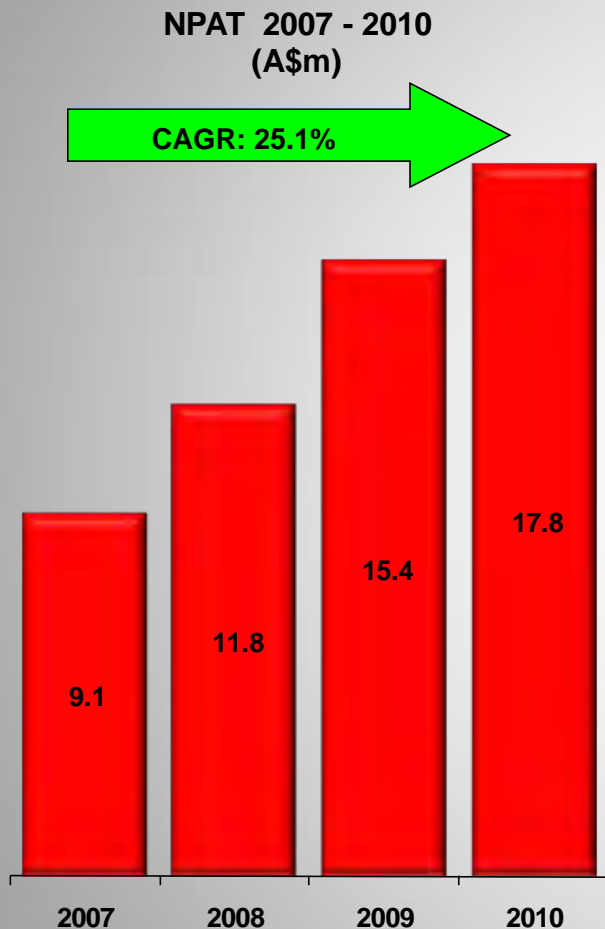
Chief Executive Officer/Managing Director

Who is Domino's Pizza Enterprises?



- Domino's Pizza Enterprises (DPE) is Domino's largest franchisee and holds the exclusive Master Franchise Agreements for the Domino's brand and network in Australia, New Zealand, France, Belgium and The Netherlands.
- Largest pizza company in Australia, France and The Netherlands by stores and sales
- Currently over 835 stores throughout Australia, New Zealand, France, Belgium and The Netherlands
- A proven, successful blend of corporate and franchised stores

Strong, Consistent Financial Performance



NB. The Australian Financial Year is July to June

- Diverse revenue base consisting of:
 - Operating revenue from Company owned stores;
 - Franchise royalties and other fees & charges for services provided to Franchisees;
 - Commissary revenue from sale of goods to Franchisees in Europe; and
 - Other franchise services
- Strong cash flows
 - Generated through an efficient operating platform with a strong focus on cash flow management
- Experienced Senior Management Team
 - Strong operational focus, including members who have also been Franchisees
- Strong team culture
 - Employee development program designed to attract, train and retain staff, leading to reduced staff turnover
- Financial capacity to support further growth
 - Net Debt has been eliminated and DPE now has surplus cash (A\$2.3m at FY10)

Results Highlights FY10



- NPAT up 16.0% to \$17.8m, rolling previous 2 years of 30% growth pa; NPAT CAGR FY07-10 is 25.1%
- Network sales growth up 5.6% in Australia/New Zealand and up 14.3% in DPE Europe (constant currency). Reported sales and revenue impacted by stronger AUD
- Strong EBITDA growth of 15.1% to \$32.5m
- Final dividend 11.8c (fully franked), including special dividend 3.4c, bringing full year dividend to 17.8c
- Net Debt further reduced by \$5.9m (cash positive \$2.3m)
- Tax rate 24.9%
- EPS 26.2c, up 15.9% on FY09

	FY 08 \$ mil	FY 09 \$ mil	FY 10 \$ mil	+/(-) FY 09 %
Network Sales	591.2	676.4	694.3	2.6%
Same Store Sales %	6.8%	4.6%	2.8%	
Revenue	229.6	239.0	236.1	(1.2%)
EBITDA	25.3	28.3	32.5	15.1%
NPBT	17.0	20.3	23.7	17.1%
NPAT	11.8	15.4	17.8	16.0%
EPS (basic)	18.4	22.6	26.2	15.9%
Dividend per Share	10.9	12.4	17.8	43.5%

NB. The Australian Financial Year is July to June

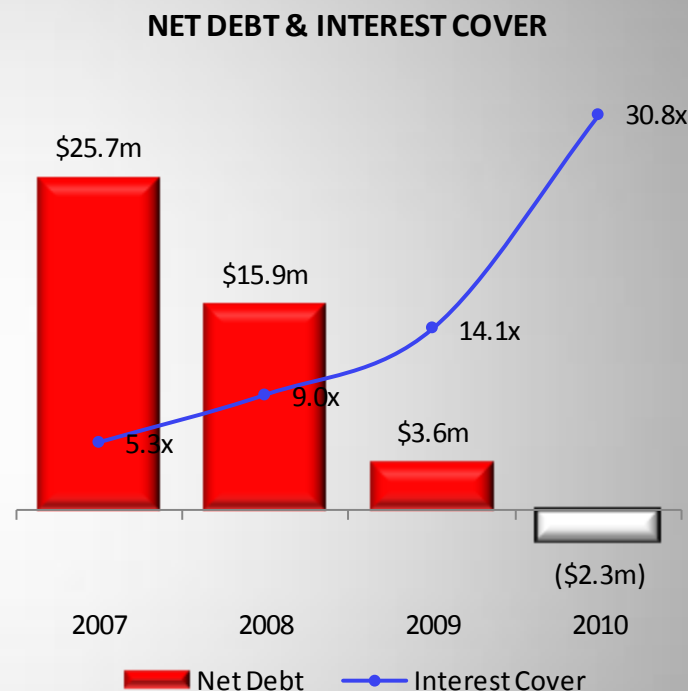
Key Financial Ratios



	<u>FY 09</u>	<u>FY 10</u>
Net Debt to Equity	3.8%	(2.3%)
Return on Equity	16.2%	17.8%
Return on Capital Employed	18.4%	20.9%

NB. Negative Net Debt equates to Cash Positive position

- DPE now has surplus cash
- ROCE improving as corporate stores sell down, freeing up capital



What Makes DPE so Successful?



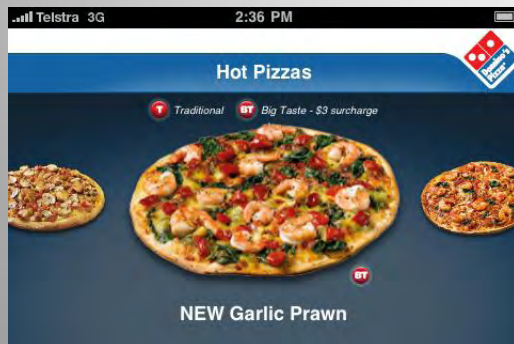
- We operate in 5 countries across 2 continents and 3 languages
- High Volume Mentality – if there is a pizza being sold, we aim to remove the bottlenecks to sell it
- World class IT capability, including the hugely successful iPhone app and online ordering system
- Continue to invest ahead of the curve to maintain our position as market leader
- Constant innovation and adapting to changing customer expectations – Good Choice Range, iPhone, Puff and Gluten Free crusts
- Innovative store layout and design, including the world first layout with the pizza making taking place in front of customers
- Tremendous team working throughout the system – evident through the recent Undercover Boss Australia television show



Online Dominance



- The Domino's iPhone App was launched in November 09, exceeding all expectations with over \$2m in sales in its first 12 weeks
- The App has quickly become a mainstream platform for our Australian customers to order pizza, with over 470,000 downloads
- Approx 53% online market share (by sites visited) – nearest competitor Pizza Hut 24%
[Source: Experian Hitwise Australia]
- FY11 sees us continue to invest in our online platforms and applications
- Media interest in our internet ordering has been overwhelming with many eCommerce and IT publications using DPE as a case study
- Social Networking is also proving to be very successful for the brand, particularly sites such as Facebook (>52k fans) and Twitter
- Domino's Pizza Australia is now ranked in the top 100 Australian companies on Facebook based on fan count
- The growth in online has also seen our eClub subscriber list grow at a significant rate (>762k)



Choice, Quality and Value are Becoming the Norm



Prawn & spinach ciabatta pizza From \$6.95

BBQ chicken & mushroom ciabatta pizza From \$6.95

Chicken, tomato & oregano ciabatta pizza From \$6.95

Crispy Asian noodle chicken salad with soy & chilli dressing From \$7.95

Southern style chicken scallops with a side salad From \$7.95

Oven Baked Sandwich with crispy turkey rissolos & sweet chilli sauce From \$6.95

Penne pasta with roast chicken, mushroom & vine ripened tomato From \$6.95

Chocolate moose From \$2.95

GOOD CHOICE RANGE

Gourmet individual servings

Pick up from **\$6.95**

OVEN BAKED SANDWICHES

FRESHLY BAKED FOR LUNCH 11-4

Supreme
Ground beef, rasher bacon, sliced tomato, onion, mozzarella, rich tomato sauce, mushroom & pepperoni

Vegetarian
Sliced tomato, mozzarella, BBQ sauce, onion, capsicum, cheddar cheese, baby spinach and mushroom

Beef & Rasher Bacon
Ground beef, rasher bacon, sliced tomato, mozzarella, BBQ sauce, onion & oregano

Meatball
Juicy meatballs, cheddar cheese, oregano, rich tomato sauce & garlic olive oil

Sweet Chilli Chicken
Roast chicken breast, sliced tomato, mushroom, onion, cheddar cheese, sweet chilli sauce & garlic olive oil

Chicken Delight
Succulent chicken breast, baby spinach, onion, capsicum, oregano, tasty cheese sauce

Italian
Sliced salami, pepperoni, baby spinach, sliced tomato, capsicum, oregano, cheddar cheese, rich tomato sauce & garlic olive oil

Chicken Scallops
from \$4.95 4pk

Chicken Kickers
100% chicken breast MILD or SPICY with dipping sauce from \$5.95 5pk \$9.95 10pk

Jumbo Chicken Wings
from \$5.95 4pk

Dipping Sauces
Ranch or Garlic mayo from 50c

Garlic Bread
from \$3.95

Cheesy Garlic Bread
from \$4.95

Side Salad
\$3.95

Drinks
1.25L bottle from \$X.XX 450mL bottle from \$X.XX Mt Franklin water 600mL from \$X.XX

EXTRAS

Choc Fudge Brownies 5pk
From \$4.95

Crème Brûlée Puffie
From \$1.95

Choc Lava Cake
From \$2.95

The Good Choice Range should be consumed as part of a balanced diet. The Sizzest Loner® Franchise Media Australia Pty Ltd is agent for Revella LLC dba Shine Revella.

NEW ZESTY, TASTIER TOMATO SAUCE WITH 40% MORE HERBS

TRUE! NEW RECIPE

After 50 years we have a new tastier tomato sauce

New & Improved Supreme

NEW DELICIOUS RASHER BACON

NEW 100% AUSSIE GROUND BEEF

From **\$6.95***

EACH PICK UP Limited time only

QUOTE CODE: XXXXX

Valid until 13/06/10 †

Domino's Pizza

It's all good.

Looking Forward – Australia/NZ



- As highlighted in the results of the last 2 years, management still believes there is significant growth potential in the Australian and New Zealand markets
- Growth will come from:
 - Rolling out 70+ new stores over the next 3 years, with an emphasis on growing our presence in Victoria
 - Reimaging of over 20% of Australian and New Zealand stores
 - Aggressive marketing campaigns
 - Greater attention to product, service and image
 - Exciting new products
 - Sell down of corporate stores from 100 to 30-40 over the next 3 years will free up capital and further enhance earnings
 - Further digital platforms

DPE Europe – the Growth Opportunity



Our European operations provide an opportunity for continued substantial growth:

- Western Europe is the largest market for pizza consumption (US\$65bn) [Source: UBS Investment Research July 2010]
- Highly fragmented market with only 7% of pizza sales in France from chain stores [Source: UBS Investment Research July 2010]
- The French are second only to the U.S. in pizza consumption per person
- High catchment in the European takeaway pizza market (71,000 persons per store) compared with Australia (21,000 persons per store) [Source: UBS Investment Research July 2010]
- Western Europe now produces more revenue for companies like McDonald's than any other region, including the US. [Source: FranchiseEurope.com August 2010]
- Strong brand presence – Domino's is now the most recognised pizza brand in France
- Room to grow our store count in DPE Europe by more than 3 times to 1,000 stores – current penetration by population one store per 300k vs Aust/NZ one store per 51k



Looking Forward – DPE Europe



- Accelerated growth plan to commence in FY11 with the objective of opening 35-45 new stores per year
- Expanded Development team to ensure we maintain the momentum from significant new franchisee interest
- Corporate stores will grow to 25 over the next 3 years in The Netherlands as we continue to grow and develop the brand
- Continue to assist new store openings to deliver above average unit economics
- Increased frequency and variety of print campaigns
- Leverage synergies from recently centralised administration and support centre in The Netherlands



FY11 – Trading Update



- Australian sales have been very strong in the first 4-5 months following the relaunch of the Traditional range lead by the Supreme as well as the recent square Puff promotion
- Sales and customer counts growing well in excess of 15% in some weeks
- Australia/New Zealand SSS (Jul-Oct 2010) are up 9.4%
- DPE Europe SSS (Jul-Oct 2010) are up 4.0%
- Significant interest being shown from new franchisees to acquire both new and existing stores



Conclusion



- Australia/NZ has been able to demonstrate that it is far from mature with SSS and profit growth
- Strong experienced management team across Australia/NZ & Europe (made up of local and ex-pat)
- DPE has the ability to grow from over 835 stores today to 1,600 stores at a rate of 40-50 stores a year.
- Through strong market leadership, the business is positioned well for solid margin growth, especially with scalability in Europe.
- DPE has a strong balance sheet and is forecasting a strong cash flow
- FY11 Group Guidance – NPAT growth of 10-15%



DOMINO'S PIZZA

Thank you!



ALSEA SAB DE CV



December 2010





MEXICO



ALFONSO TINOCO

Domino's Pizza Mexico, CMO

DIEGO GAXIOLA

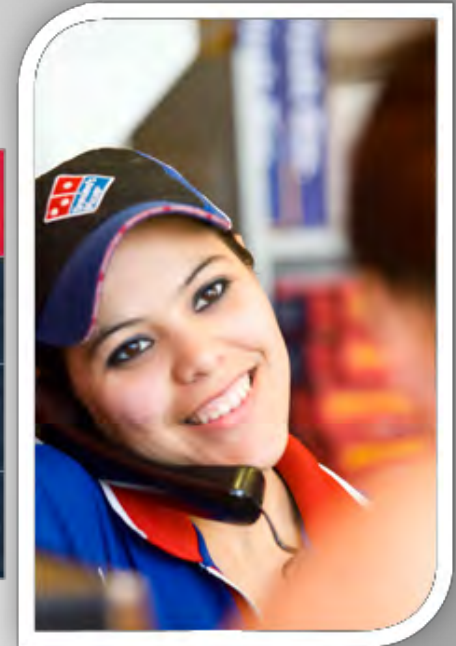
Alsea's CFO

DOMINO S PIZZA IN MEXICO

The Data Behind Our History



	DOMINO'S MEXICO	%	ALSEA
Stores ¹	589	50.2	1,174
Employees ¹	10,000	46.4	21,549
Revenue ^{1,2}	More than 25%		\$8,845



- Largest QSR in Mexico (store count)
- Pizza market leader with 54% market share

1) As of September 2010

2) LTM - million pesos

DOMINO S PIZZA IN MEXICO

Reinventing Domino's

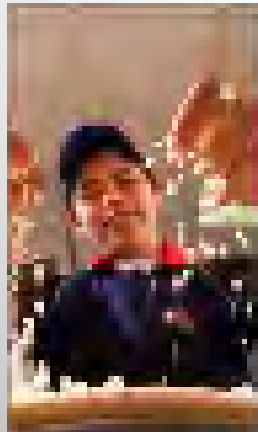


After 20 years in Mexico, we decided to take a different approach to drive sales, innovation, and getting closer to consumers



New value proposition to expand consumer base

- Better product
- Better service
- Better image
- More affordable price



New dialogue with clients to build brand equity

- Recover the “all family” segment
- Maintain and engage the “younger” segments
- New message more relevant and differentiated from the industry
- Drive “good food” reputation

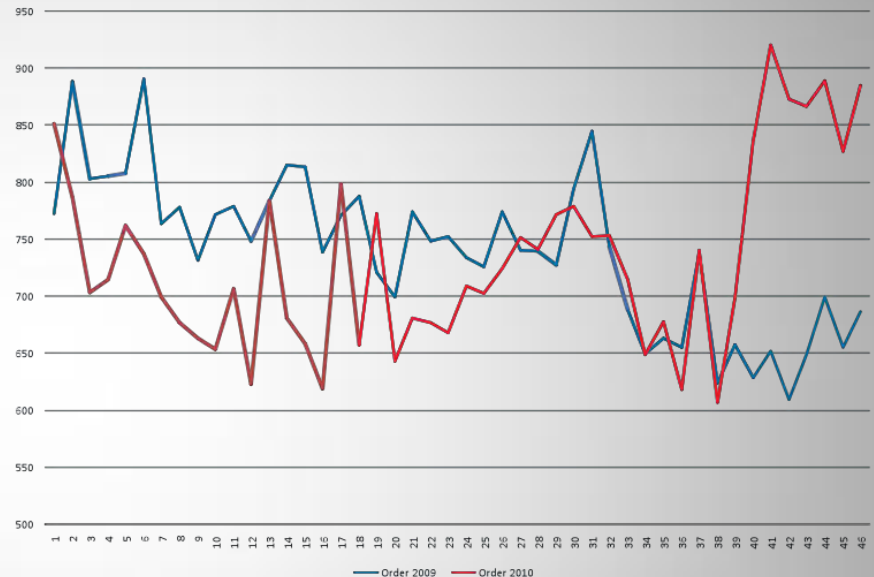
DOMINO S PIZZA IN MEXICO

Initial Consumer Response



- Order trend had an immediate shift even above our expectations
- 20% of orders came from new clients
- Penetration grew at levels of 2008

Order trading



- For the first time, Domino's lead the category in top of mind
- While purchase intent response is also very positive

Awareness (Top of mind)



DOMINO S PIZZA IN MEXICO

Reinventing Domino's

We believe there are many opportunities in the market to maintain a profitable growth...

Drive incremental occasions with a multi-channel approach

- Carryout specials
- Food court stores
- Online sales

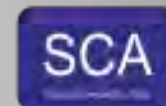
Market opportunities

- Mexico consumption per capita 1/10 compared with the U.S.
- Pizza taste and consumption occasions fit with Mexican culture
- Build on family / kids occasions
- Growing population
- Technology: online sales



ALSEA

Alsea SAB de CV



ALSEA

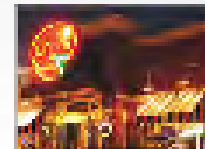
1,174 units (September 2010)



607 units

MASTER FRANCHISE SINCE 1989

MEX	586
Corporate	417
Subfranchisees	169
COL	21



29 units

FRANCHISEE SINCE 2006
(MEXICO SINCE 1994)

MEX	29
-----	----



337 units

JOINT VENTURE SINCE 2002

MEX	283
ARG	24
CHILE	30



8 units

MASTER FRANCHISE SINCE 2006
(MEXICO SINCE 2007)

MEX	8
-----	---



190 units

FRANCHISEE SINCE 2001 (MEXICO 1992)

MEX	108
ARG	47
CHILE	30
COL	5



3 units

MASTER FRANCHISE SINCE 2009

MEX	3
-----	---





Total - Actual Markets

1,174 units
90,000,000 customers attended in 2009

POP 212 million
GDP USD \$1,572 billion



Colombia
26 units

POP 47 million
GDP¹ \$226.4usd



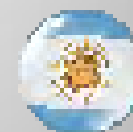
Chile
60 units

POP 17 million
GDP¹ \$153.5usd



Mexico
1,017 units

POP 108 million
GDP¹ \$874.9usd



Argentina
71 units

POP 40 million
GDP¹ \$327.2usd

ALSEA

Five Year Plan Strategy



1. CURRENT BRANDS/ CURRENT MARKETS

(+SSS, Organic Expansion Plan)

2. CURRENT BRANDS/ NEW MARKETS

(Casual Dining in
South America)



MÉXICO



ARGENTINA



CHILE



COLOMBIA



BRASIL

3. NEW BRANDS

(New Casual
Dining Concepts:
Steakhouse,
Mexican, Italian)

4. VERTICAL INTEGRATION

(Assure quality and service, Bread and
Sandwiches production for Starbucks
Coffee)

Investment Highlights



1. Leader QSR & Casual Dining Operator in South America
2. High potential growth industry in Mexico and Latin America
3. Strategic regional partner for global leader brands
4. Competitive advantage and operating leverage through our share services business model
5. Diversified portfolio of leader brands with presence in four countries
6. Proven track record based on profitable growth
7. Experienced executive team and highly trained personnel
8. Solid financial position ready to capture growth opportunities
9. Solid, transparent and institutional Corporate Governance
10. Analyst consensus is that the average share price at the end of 2010 will be \$15.96, which is a 27% increase over the current price

Thank You



Domino's India





Agenda

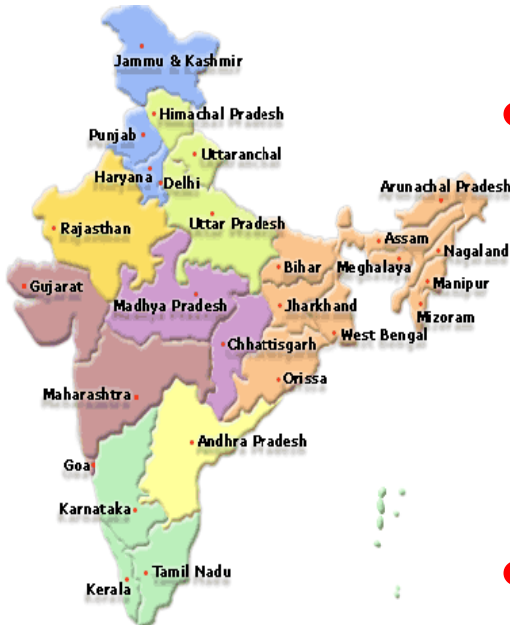


- Incredible India
- Food Service Industry in India
- **Domino's India** - Snapshot
- Key Financials & Trends
- Key Awards & Achievements
- Our Strategy
- Visionary Founder: Jubilant Bhartia Group



- **The second most populous country**

- 243 million households (17.5% of the world's population)
- 73 million households are urban



- **Robust and vibrant economy**

- 12th largest globally by nominal value & 4th largest by PPP
- World's second fastest growing major economy
- GDP three years' CAGR 8%, Approx 9% YTD 2010-11

- **As the world ages – India getting younger**

- Median age 25 (500 million below age of 24)
- Dynamism of youth driving consumption and fueling growth
- Participation of women in the workforce increasing

There is No One Indian Consumer





Indian Food Industry: Structure



Industry Size : US\$ 13 bn

- ☐ Unorganised Market: US\$ 11 bn
- ☐ Organised Market: US\$ 2 bn

- **Unorganised Market Composition** (US\$ 11 bn):

- Dhabas
- Roadside Eateries (Street Stalls, Hawkers, Trolleys, Standalone Sweet Shops)

- **Organised Market Composition** (US\$ 2 bn):

- Dining (Fine & Casual Dining)
- Bars and Lounges
- Quick Service Restaurants (QSRs)
- Food Courts
- Cafes
- Kiosks

Market growing at around 15-20% annually



- **Key Growth Drivers – Food Service Industry**

- Changing demographic profile – changing lifestyle
- Significantly rising income levels
- Growth of Middle Class – 420+ million
- Younger population – **Over 65% of India's** population below 35 yr
- Rising urbanisation – 29% on **India's population**
- Increase in nuclear families – changing eating habits
- Increase in number of working women force

- **Key Growth Drivers – Quick Service Restaurants**

- High speed of service and efficiency
- Convenience
- Value price



Domino's India - Snapshot



- Company set up in 1995. First store in January 1996.
- Exclusive master **franchise rights from Domino's Pizza** for India, Bangladesh, Sri Lanka and Nepal
- Undisputed market leadership with –
 - Pizza market share of around 50%
 - Pizza delivery market share in excess of 67%
- One of the largest and fastest growing international food brands in South Asia with 44% CAGR over last five years, supported by average same store sales growth of 18%
- Largest pizza company in India with over 339 stores across 79 cities as of Sept 30, 2010



Domino's India - Snapshot



- Nearly 100% stores are corporate owned stores
- Differentiated brand USP of **"30 minutes or free"**
(1st country outside of USA)
- Consistently ranked among top three positions for **"operational excellence"** by **Domino's International** in last four years
(Ranked No. 1 in 2009)
- Four regional commissaries and a strong network of 180 vendors
- Engaged and motivated team – more than 10,000 owned employees



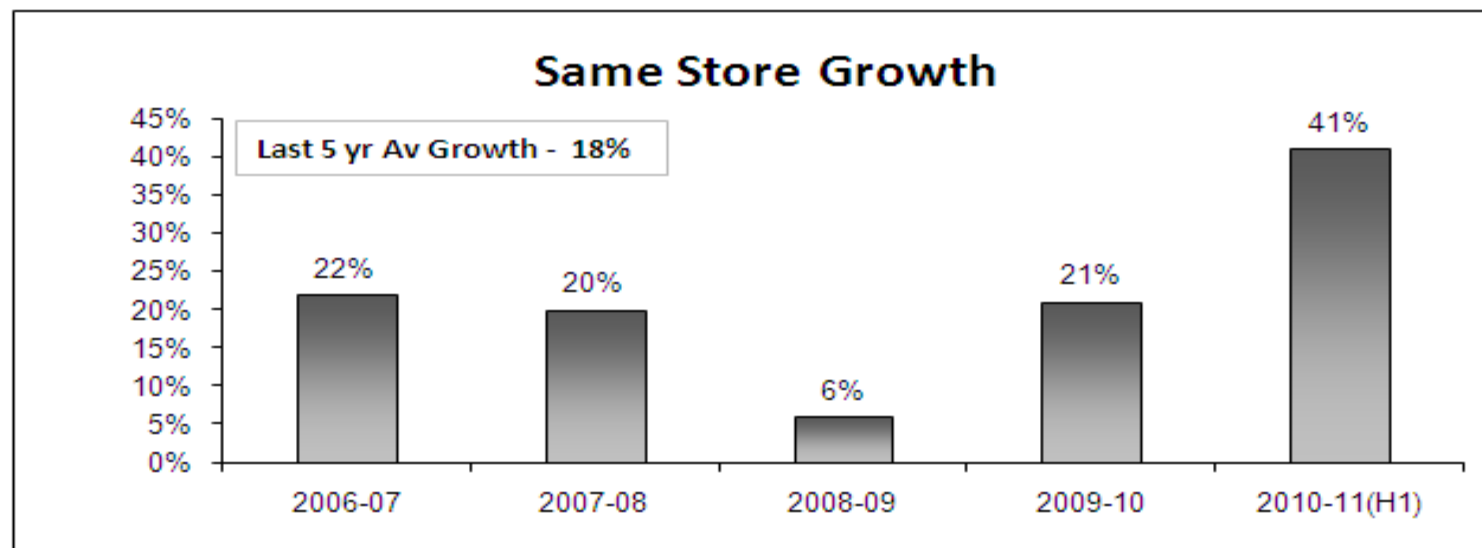
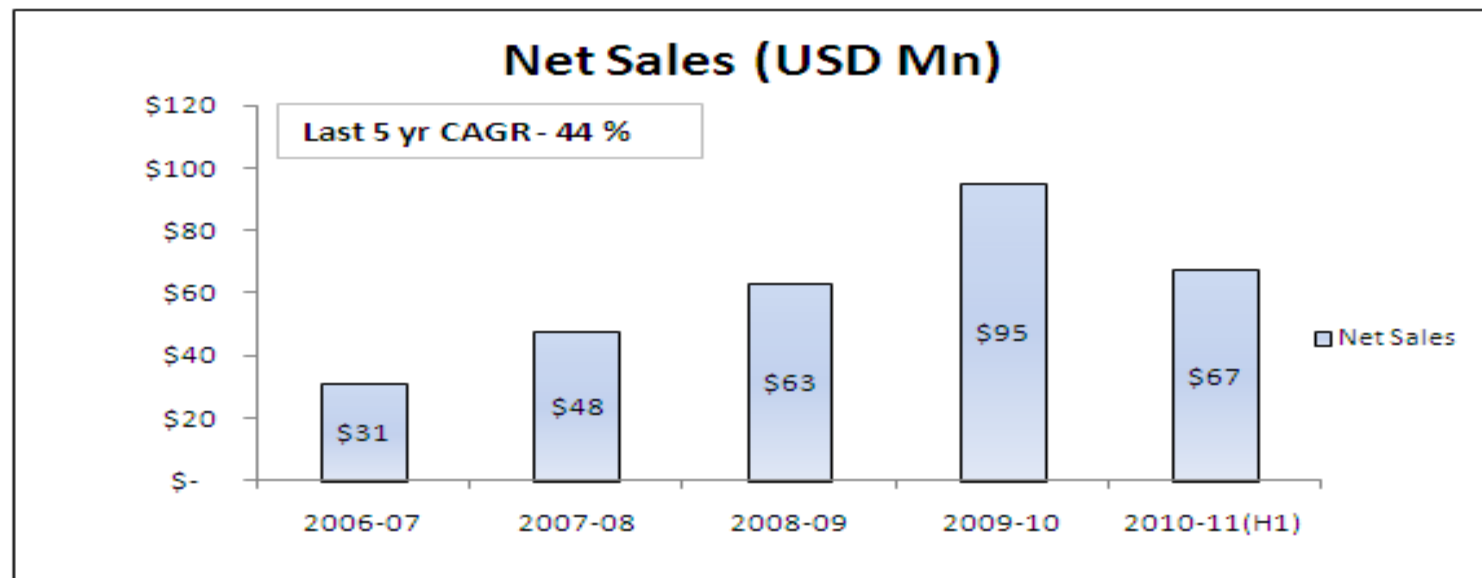
Domino's India - Snapshot



- Promoted and backed by progressive and sound business group (Jubilant Bhartia Group)
- The company recently rechristened as Jubilant FoodWorks Ltd, and listed on bourses in Feb 2010; share price has posted 300% gain since listing (in last 10 months)
- Very stable Senior Management Team with average tenure of nearly ten years each



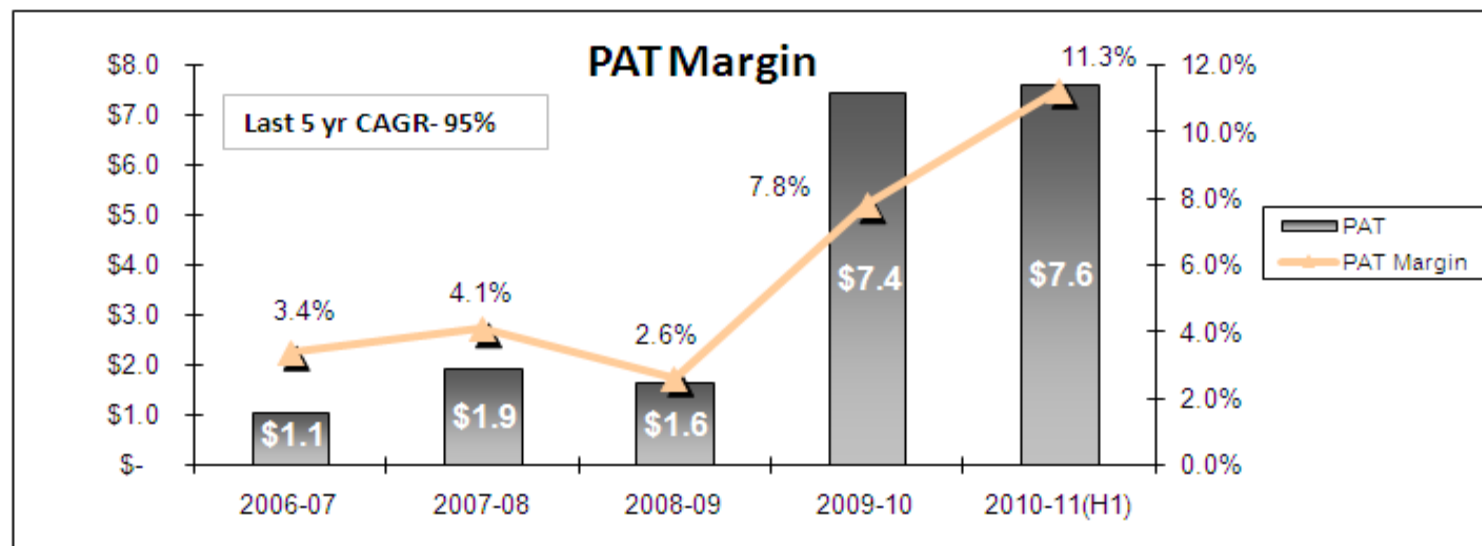
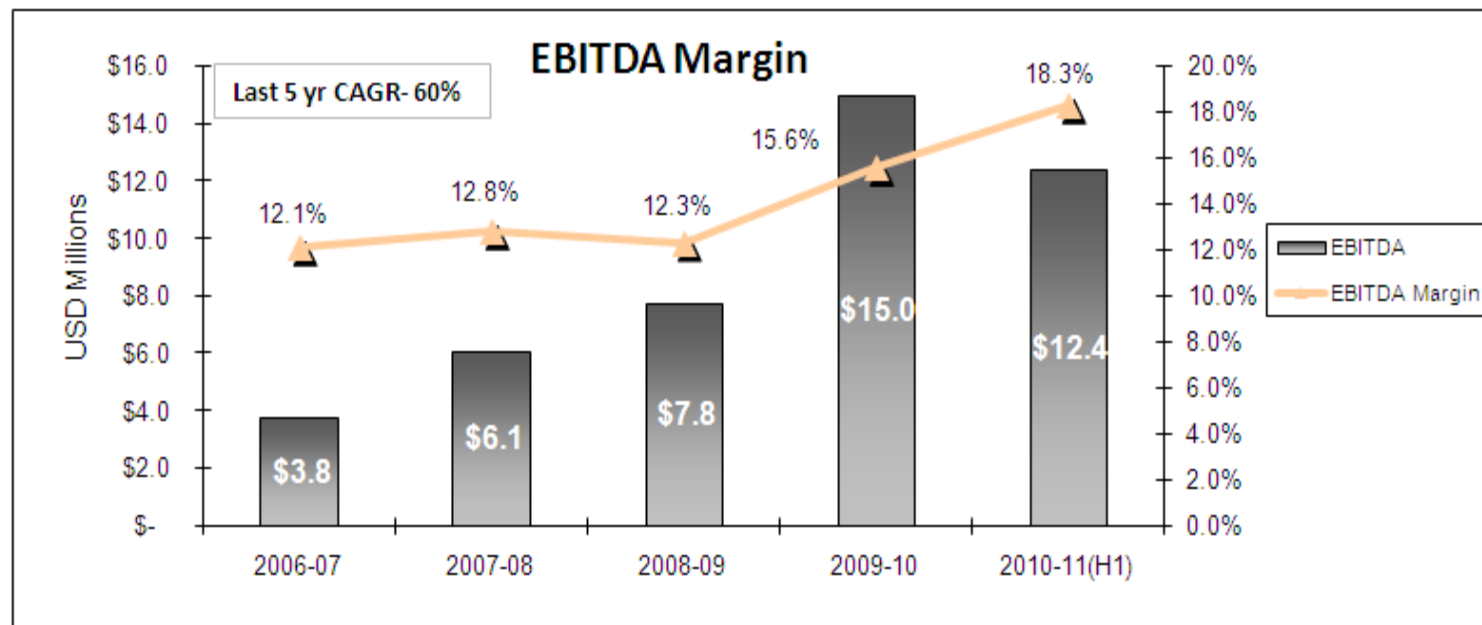
Financials



Same Store : store worked for full year in current year as well as last year

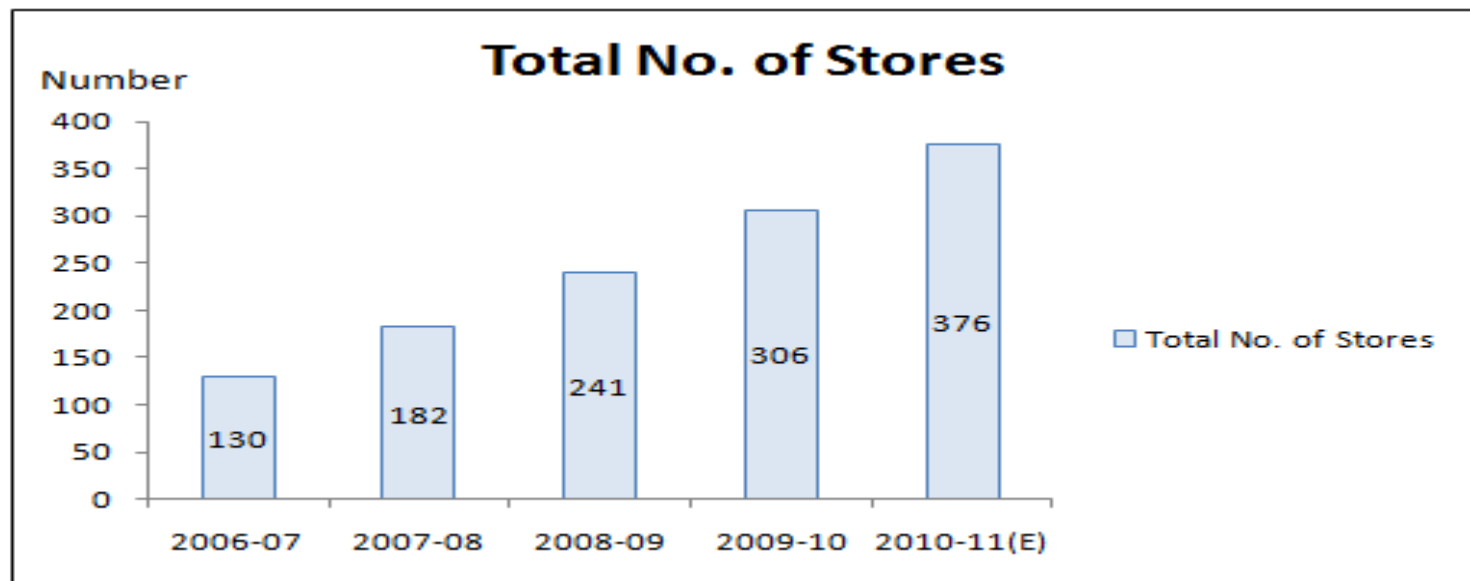
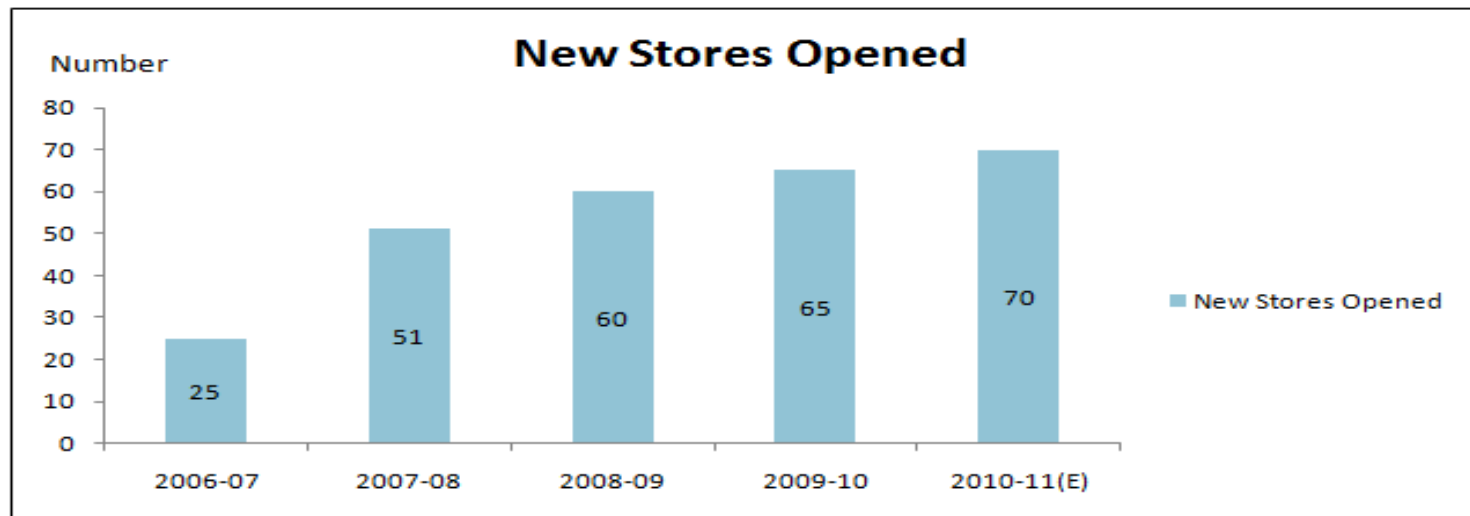


Financials





Store Numbers





Awards



- The **Most Admired F&B Retailer of the Year**: QSR Foreign Origin at the **Coca-Cola Golden Spoon Awards 2010**
- Ranked as No. 1 in Quick Service Restaurant (QSR) Industry in India's **Best Company to Work for 2010**, survey conducted by the Great Place to Work Institute, India (GPWI)
- Ranked in top 25 companies in **Great Place to Work Institute**, India Survey-2010
- Received Global HR Excellence Award 2010 for **Organisation with Innovative HR Practices by Asia Pacific HRM Congress**
- One of the **21 brands listed as "Game Changers of the Decade"** by Brand Reporter magazine, 2009
- **Award for Excellence (Customer Service)** in franchising and business development – 2009 by Franchising World



Growth Strategy



- **Penetrate further into existing cities**
 - Plan to open 70 stores in FY 11
 - Saturation levels still low in existing cities
- **Expand presence by entering into new cities**
 - Plan to open new stores in tier II and tier III cities
 - Entered in 35 new cities in last two and half years
 - Another 100+ new tier II / tier III cities un-penetrated
- **Expand using new distribution channels**
 - Opening stores in corporate campuses, food courts, malls and educational campuses
 - Exploring sub franchisee model



- **Increase sales at existing stores**
 - Focus on product innovation and value promotions
 - Launched "ONLINE" ordering
 - "SINGLE NUMBER"
 - Exploring credit card on delivery
- **Further strengthen employee development practices**
 - Continuous training and education up-gradation opportunity for employees
 - Launched "Domino's University" scheme for employees
 - MBA program for middle management



Jubilant Bhartia Group – Snapshot



Valued over
US\$ 3bn



Life Sciences, Pharma & Healthcare

- Integrated pharma & life sciences player
- Largest Custom Research and Manufacturing Services (CRAMS) company in India
- Leading Drug Discovery and Development Services (DDDS) companies in India
- 'Partner of Choice' to customers across 65 countries worldwide

A diversified and
progressive
business house



Aerospace

- Sole representative of Bell Helicopter Textron US since 1995 in India for sales, marketing of Helicopter and Spares

Oil & Gas Services

- Marketing, Technical, Commercial, Legal and Operational Consultant to off-shore drilling company – Transocean
- Providing merchant marine officers for Tidewater's Indian and foreign flag vessels
- Exclusive marketing representative for Tidewater Marine International



Agri & Performance Polymers

- Leading player in Agri and Performance Polymers sectors
- Enjoys leadership positions in each of its businesses
- Offers Crop Nutrition, Protection & Growth Regulator products
- Also offers consumer products like adhesives, wood finishes, emulsions, Polymers like, food polymers, Latex like VP, SBR, NBR



Food

- Jubilant FoodWorks master franchise of Domino's Pizza in India, Sri Lanka, Bangladesh and Nepal
- Over 339 across 79 cities in India



Retail

- Retail business with four hypermarket cum malls in Bangalore, India
- Jubilant Motors Pvt. Ltd. – sales and service of Audi make cars in Karnataka and Tamil Nadu



Oil & Gas

- Portfolio of ten blocks in India three blocks in Yemen and one block in Australia
- Producing asset - Kharsang, development asset - KG block
- Remaining blocks under various stages of exploration and appraisal

Employs 20,000
people across
the globe with
1400 in North
America

THANK YOU





Proven Business Model



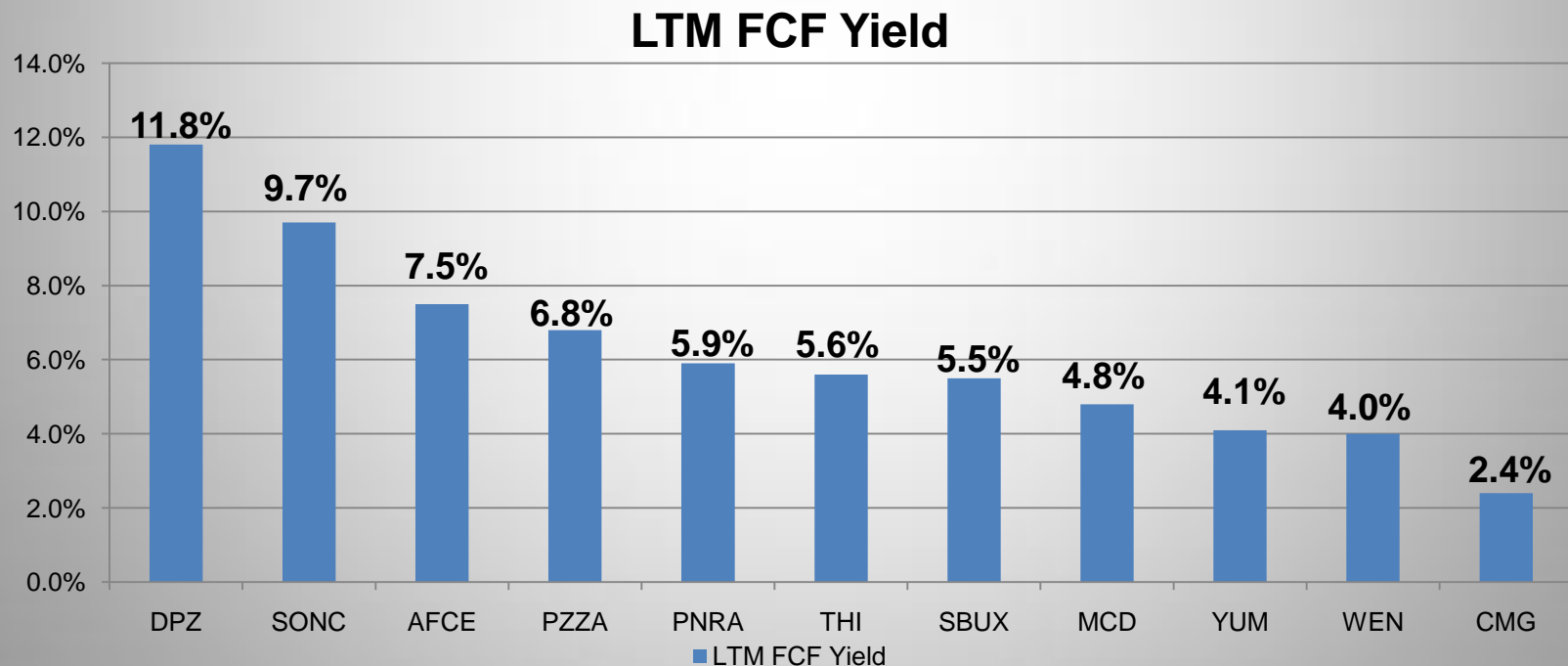
- Powerful Global Brand
- 50 Years of:
 - Consistent sales & store growth
 - Strong product demand
 - Strong unit economies
- Based upon the Franchise Model

Strength of Our Business Model

Free Cash Flow



- DPZ free cash flow yield exceeds peers
- Cash used opportunistically for debt buy backs, stock repurchases and dividends





Questions

