



### Domestic

- 5,486 franchise stores
- 390 company-owned stores
- 5.5% standard domestic royalty rate
- Average cost to open a new store \$275-350K
- 31 consecutive quarters of positive same store sales
- U.S. average reported annual EBITDA per franchise store up nine years in a row
  - 2018 was a record \$137-140K

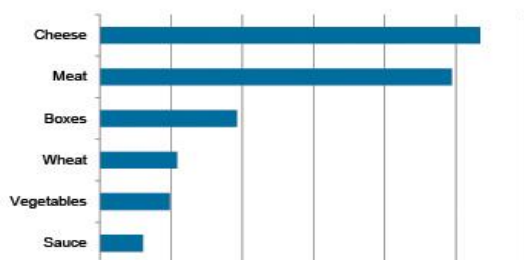
### International

- 10,038 franchise stores
- No company-owned stores
- ~3.0% average international royalty rate
- 100 consecutive quarters (25 years) of positive same store sales

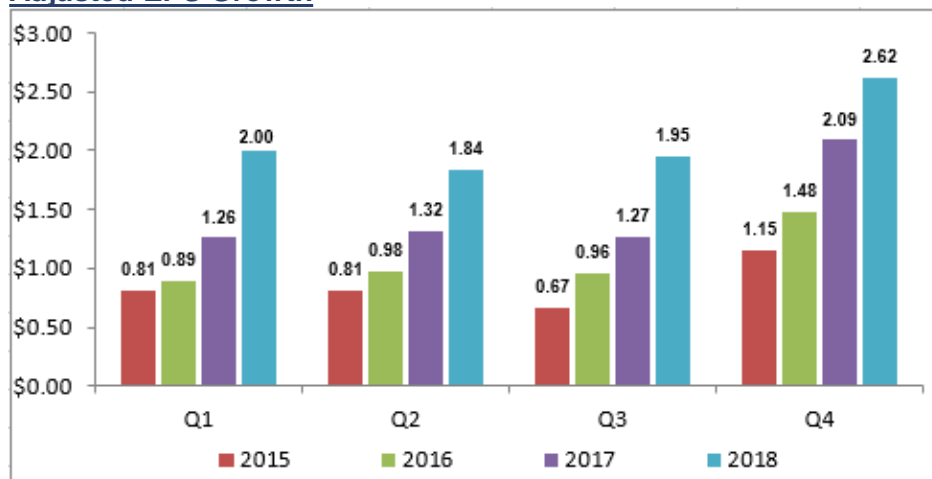
### Supply Chain & Fresh Dough Production

- Sells and delivers food, equipment and supplies to U.S. and Canadian stores
- 17 supply chain centers, as well as 1 thin crust, 1 vegetable processing and 1 equipment & supply facility within the contiguous U.S.
- 7 supply chain facilities outside the contiguous U.S. (Canada, Alaska and Hawaii)
- Franchise partnership – profit-sharing agreement
- Pass-through pricing to stores on most items – reduces volatility
- 2019 commodity food basket projected to be roughly +2 to +4% compared to 2018
- Q4 average cheese block price = \$1.53/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 (\$3.5 billion total debt)
- Completed latest refinancing transaction in April 2018
  - New debt added in included \$825 million at blended rate of 4.2%
  - Existing 2017 debt of \$1.6 billion in fixed notes and \$300 million in variable rate notes
  - Existing 2015 debt of \$800 million
    - Blended rate of existing 2015 and 2017 notes 3.99% (as of Q2 2018)
  - Debt-to-EBITDA ratio at 5.8x upon 2018 refinancing completion (3-6x is stated range)
    - Next par call date is January 2020 (\$600 million 2017 notes)

### Use of Cash

- Buy Back Shares
  - \$162 million in Q4 2018
  - \$591 million (2018)...\$1.06 billion (2017)...\$300 million (2016)
- Pay Dividends
  - Quarterly dividends of \$92 million (2018), \$84 million (2017) and \$74 million (2016)
  - 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.)