



Goldman Sachs Lodging, Gaming, Restaurant and Leisure Conference

June 2, 2015

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Domino's - Iconic Brand

**GLOBAL
MOMENTUM**



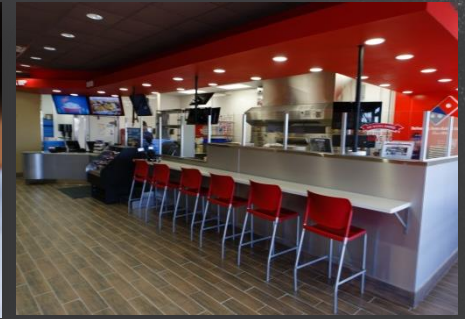
**U.S.
MOMEMNTUM**



**INNOVATIVE
TECHNOLOGY
LEADER**



**STABLE
FRANCHISE
MODEL**



Global Momentum



Global Momentum

Enterprise of More than 11,700 Stores

51% International
Global Retail Sales

**IN OVER 75 DEVELOPED AND
EMERGING MARKETS**

6,655 STORES



49% Domestic
Global Retail Sales

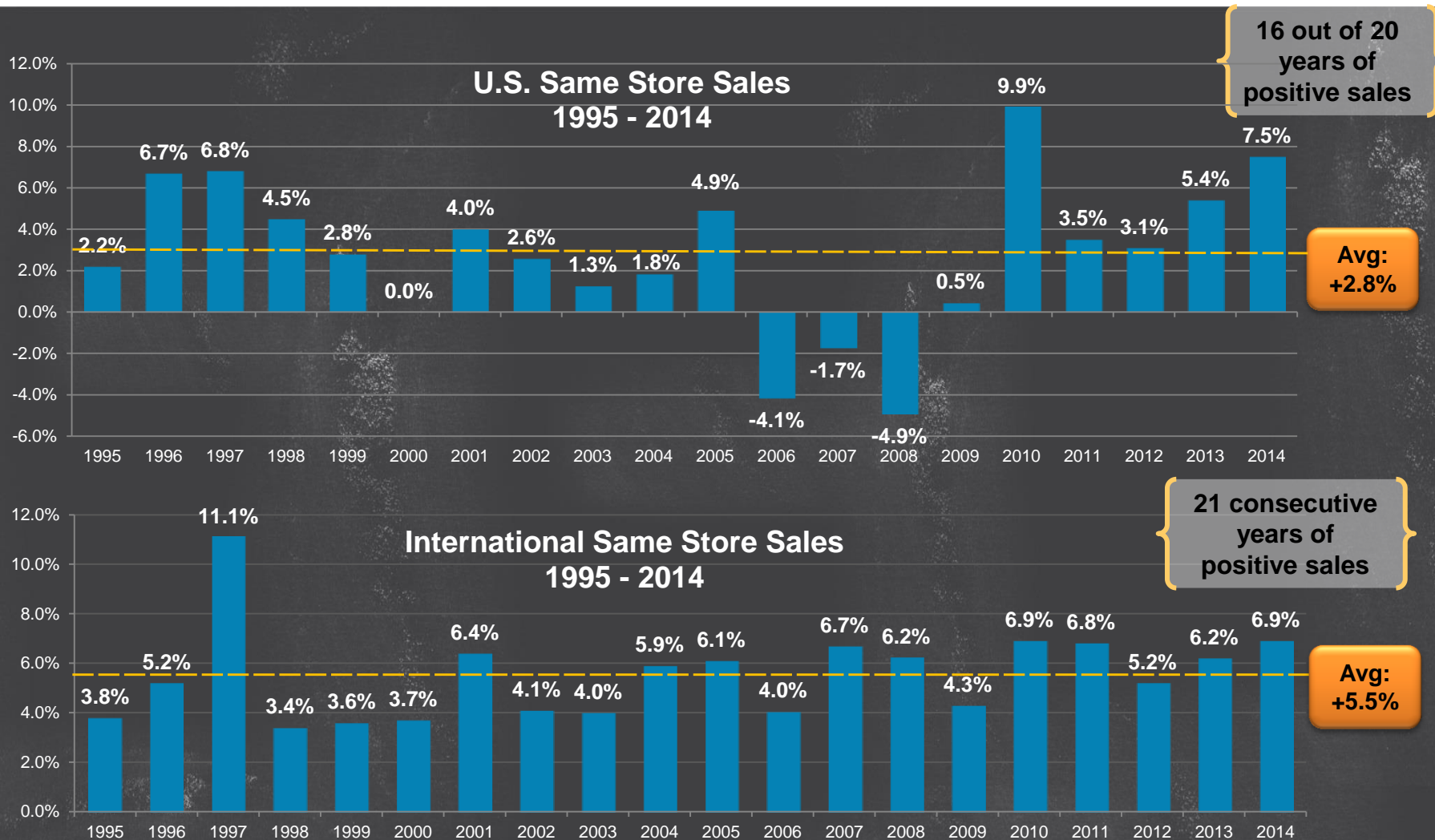
**900 U.S. INDEPENDENT
BUSINESS OWNERS**

5,084 STORES



Global Momentum

Same Store Sales Track Record



International sales exclude the impact of foreign currency exchange rate changes

Global Momentum

Robust International Growth

- Unprecedented over 21-year record of consecutive quarterly same store sales growth in QSR
- Profits driven by franchise royalties
- Master franchise model
- Ranks among the top publicly-traded restaurant companies by store count

Five-year international
retail sales CAGR of
14%*

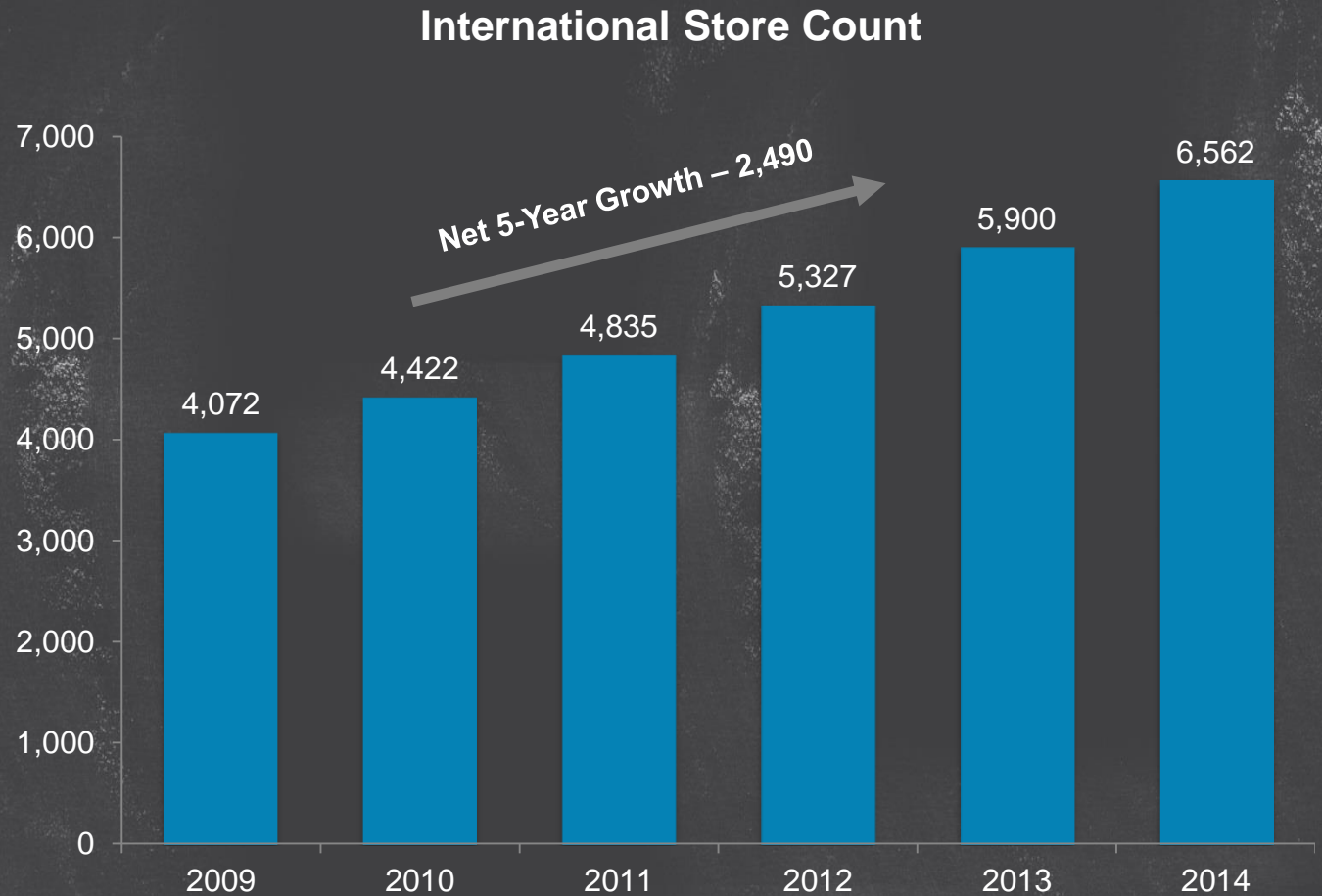


**DOMINO'S PIZZA
VIETNAM**

Global Momentum

Strong International Store Growth

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



Global Momentum

Balanced Growth and Opportunity – Our 15 Largest Markets*

Developed Markets

Top Markets	Q1 2015 Store Count*	Potential Store Count
United Kingdom	820	1,200
Australia / New Zealand	638	900
South Korea	406	500
Canada	390	650
Japan	362	700
France	245	850
Netherlands	161	300
Spain	144	300
Taiwan	131	150
TOTAL	3,297	5,550

Emerging Markets

Top Markets	Q1 2015 Store Count*	Potential Store Count
India	863	1,300
Mexico	605	700
Turkey	438	700
Saudi Arabia	142	250
Malaysia	130	300
Brazil	119	500
TOTAL	2,297	3,750

- **#1 or #2 pizza delivery market position in top 15 markets**
- **Potential for additional 3,700 stores in top 15 markets alone**

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:	+ 2,490
Pizza Hut®:	+ 2,037
Papa John's®**:	+ 688



**DOMINO'S PIZZA
THAILAND**

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

DMP	Market Cap \$3,959M
	Store Count 1,433

Jubilant FoodWorks Ltd.

India, Sri Lanka

JUBI	Market Cap \$1,665M
	Store Count 877

Domino's Pizza Group PLC

United Kingdom, Ireland, Germany, Switzerland

DOM	Market Cap \$1,930M
	Store Count 903

Alsea SAB de CV

Mexico, Colombia, Spain

ALSEA	Market Cap \$2,542M
	Store Count 804

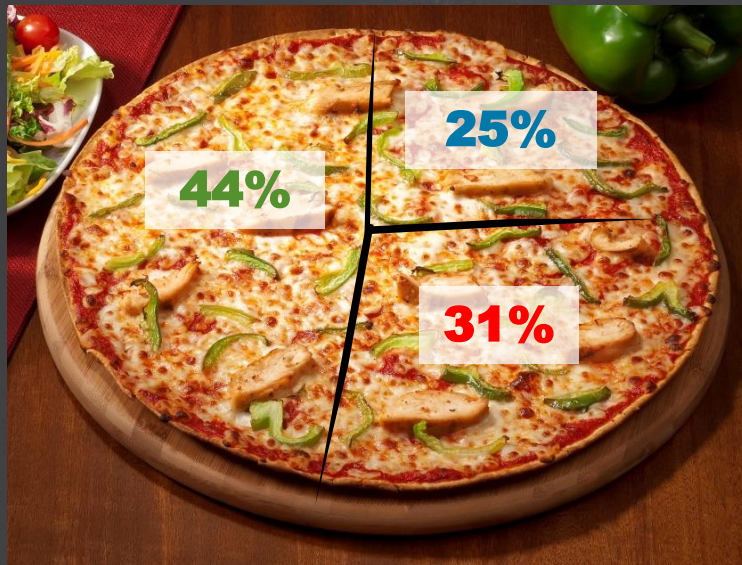
U.S. Momentum



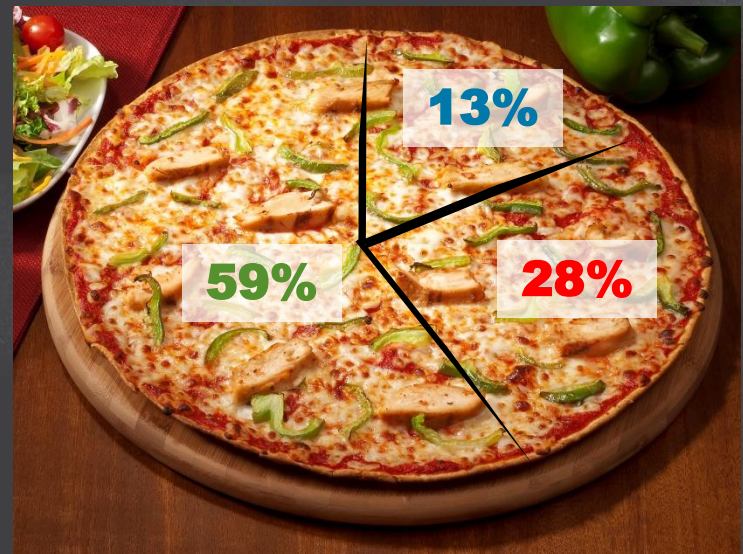
U.S. Momentum

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 Starts 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
- 2009-2014 domestic retail sales* CAGR of 5.9%



*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**

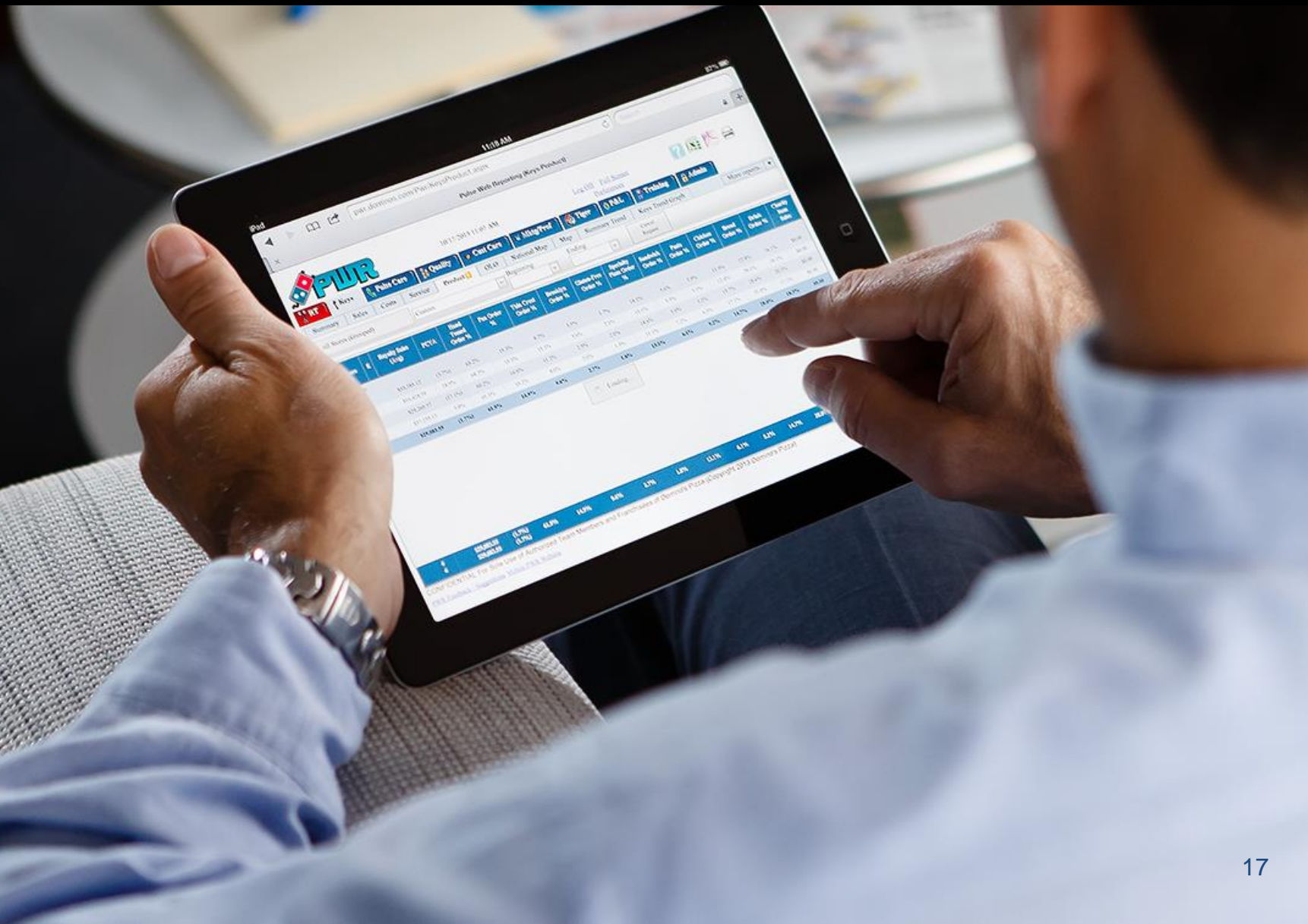
**1 EQUIPMENT AND
SUPPLY FACILITY**

**1 VEGETABLE
PROCESSING CENTER,
1 THIN CRUST CENTER**

**PASS-THROUGH PRICING
AND PROFIT SHARING WITH
FRANCHISEES**

**7 DOUGH MANUFACTURING
AND FOOD DISTRIBUTION
CENTERS IN CANADA,
ALASKA AND HAWAII**

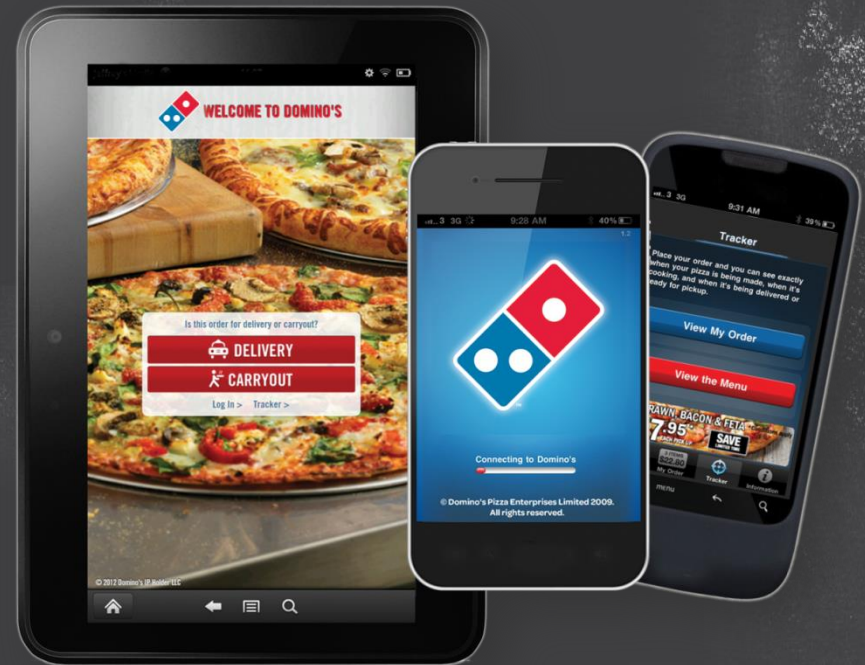
Innovative Technology Leader



Innovative Technology Leader

Estimated Run Rate of \$4 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 hit 50% of total sales at end of 2014
- Sharing technology learnings globally



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: Ford SYNC®, Samsung Smart TVs® and Pebble and Android™ Wear smartwatches
 - Now offer voice ordering for iPhone® and Android™ ordering apps
 - “Tweet-to-order” via emoji now available in the U.S.



Stable Franchise Model



Stable 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 six consecutive years**
 - \$89K in 2014*

DOMINO'S PIZZA
CARLSBAD, CALIFORNIA

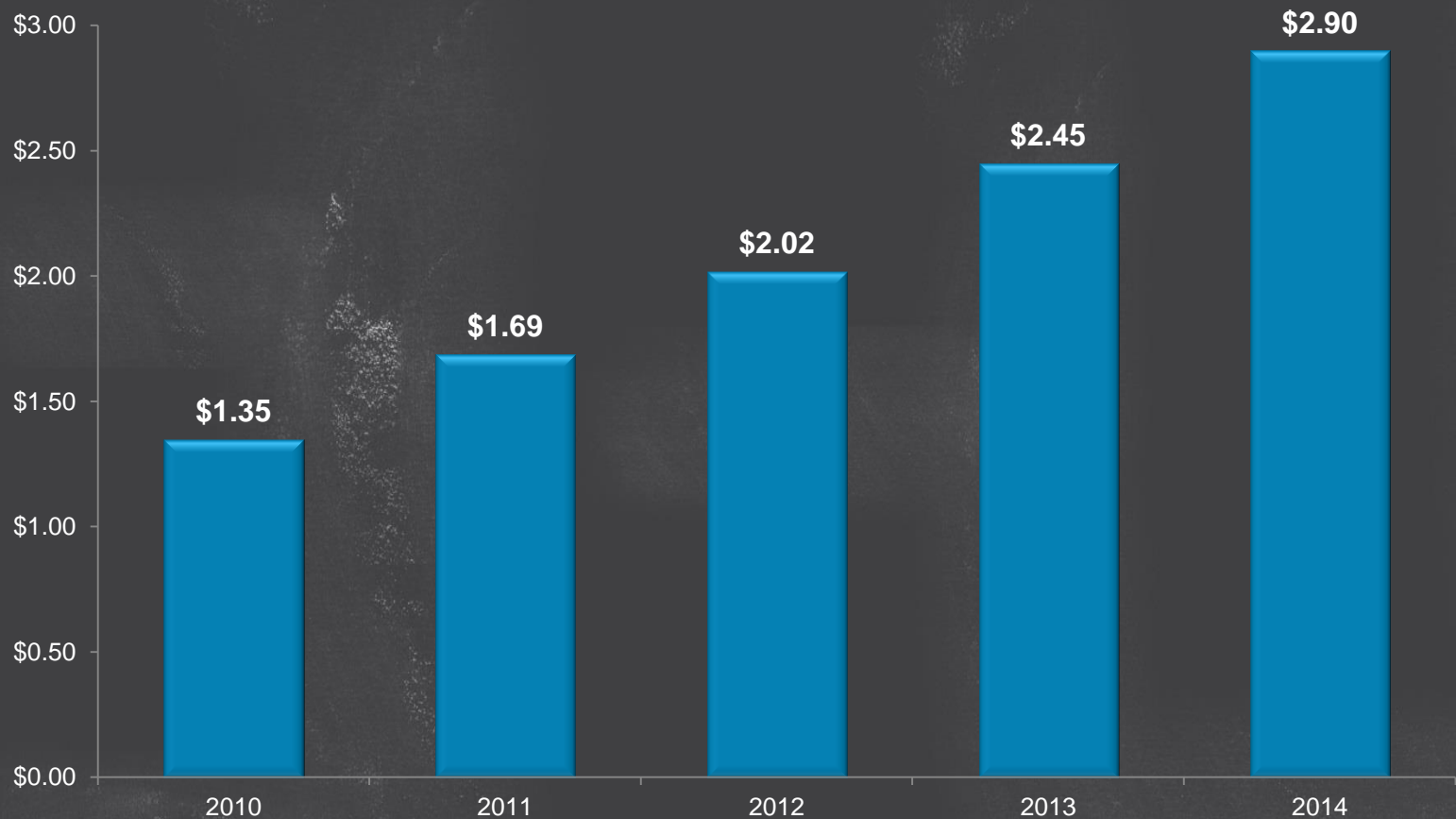


Strong Unit Economics = Better Store Growth



Stable Franchise Model

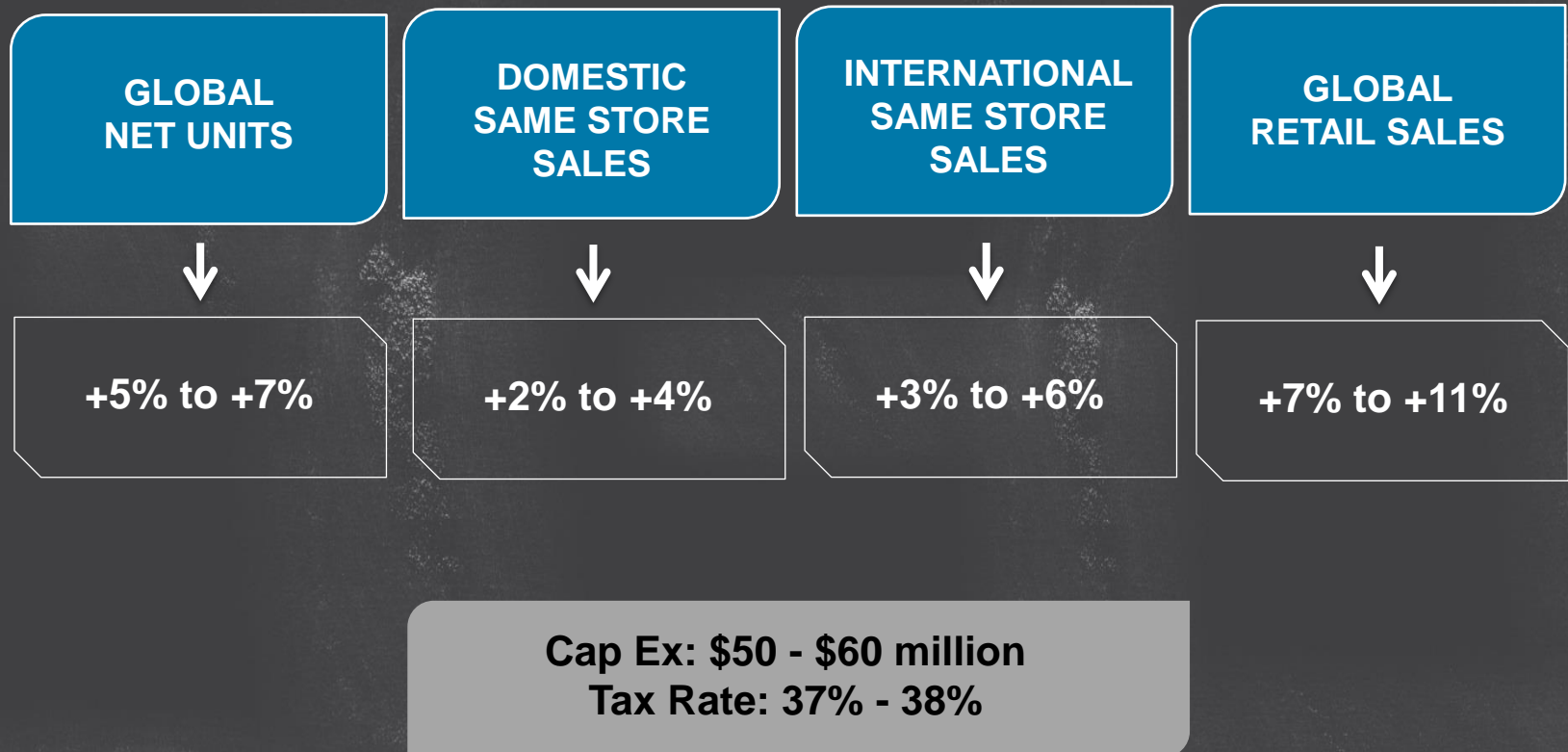
Strong EPS Growth



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

Stable Franchise Model

Long Range Outlook



Stable Franchise Model

Building Shareholder Value

- **97% franchised business with historically steady cash stream**
- **Cost-efficient store model with moderate capital requirements**
- **Model functions well with leverage**
 - Generally operate in the 3-6x debt/EBITDA range
 - \$1.53 billion debt outstanding with an approx. 5.3% cash interest rate
- **Have used free cash flow to:**
 - Buy back shares (\$82 million in 2014)
 - Pay quarterly dividend (\$53 million in 2014)
 - Pay two special dividends – 2007 and 2012
 - Reduce debt

**DOMINO'S PIZZA
BRAZIL**



Q1 Update

Strong Quarter

- **Q1 domestic same store sales growth of 14.5%**
 - Industry-leading domestic same store sales growth in Q1
- **Q1 international same store sales growth of 7.8%**
 - 85 consecutive quarters of international same store sales growth
- **Global net store openings were the highest in a decade for a first quarter**
 - Opened new markets Azerbaijan and Cambodia



Why Domino's

One of the World's Top Public Restaurant Brands

**GLOBAL
MOMENTUM**



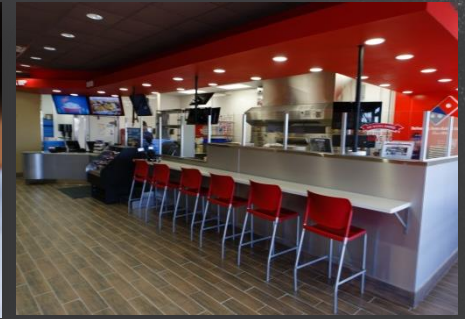
**RESURGENT
DOMESTIC
BUSINESS**



**INNOVATIVE
TECHNOLOGY
LEADER**



**STABLE
FRANCHISE
MODEL**



Teach a man to fish. It will
keep him preoccupied while
you eat his pizza.



Thank You