Legal Stuff

Forward-Looking Statements
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, 2021, 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 reports Domino’s Pizza, Inc. files with the SEC from time to time, including the risk factors contained therein. Additionally, we caution you that past performance does not guarantee or predict future performance, within particular segments or geographies, or otherwise.

Trademarks
This presentation contains trade names, trademarks and service marks of other companies. We do not intend our use or display of other parties’ trade names, trademarks and service marks to imply a relationship with, or endorsement or sponsorship of, these other parties.

Industry and Market Data
This presentation includes market data and other statistical information from third party sources, including independent industry publications and other published independent sources. Although we believe that these third-party sources are reliable as of their respective dates, we have not independently verified the accuracy or completeness of this information.

Certain Metrics
In this presentation, the Company has included metrics such as global retail sales, global retail sales growth, international same store sales growth and U.S. same store sales growth, which are commonly used statistical measures in the quick-service restaurant industry that are important to understanding Company performance.

The Company uses “Global retail sales” to refer to total worldwide retail sales at Company-owned and franchise stores. The Company believes global retail sales information is useful in analyzing revenues because franchisees pay royalties and advertising fees that are based on a percentage of franchise retail sales. The Company reviews comparable industry global retail sales information to assess business trends and to track the growth of the Domino’s Pizza® brand. In addition, supply chain revenues are directly impacted by changes in franchise retail sales. Retail sales for franchise stores are reported to the Company by its franchisees and are not included in Company revenues. Global retail sales growth is calculated as the change of U.S. Dollar global retail sales against the comparable period of the prior year. Global retail sales growth, excluding foreign currency impact is calculated as the change of international local currency global retail sales against the comparable period of the prior year. Global retail sales growth, excluding foreign currency impact and 53rd week impact is calculated as the change of international local currency global retail sales against the comparable period of the prior year and excluding the global retail sales attributable to the Company’s 53rd week.

The Company uses “Same store sales growth,” which is calculated for a given period by including only sales from stores that had sales in the comparable weeks of both years. International same store sales growth is calculated similarly to U.S. same store sales growth. Changes in international same store sales are reported excluding foreign currency impacts, which reflect changes in international local currency sales.
We Are #1 in Global QSR Pizza

$17.8B
Q3 2021 TTM GLOBAL RETAIL SALES

22%
U.S. QSR PIZZA TOTAL MARKET SHARE

20%
GLOBAL MARKET SHARE IN QSR PIZZA

18,380
CURRENT GLOBAL STORES

90+
CURRENT GLOBAL MARKETS

98%
FRANCHISED

Q3 2021 TTM Global Retail Sales includes the impact of the 53rd week in the fourth quarter and FY 2020. As of Q3 2021 (except for U.S. QSR Pizza Total Market Share which is as of October 2021 and Global Market Share which is FY 2020). Market Share Sources: U.S. Pizza Category from The NPD Group/CREST® year ending October 2021 and International Limited-Service Pizza Category from Euromonitor for year ending 2020.
A Large, Growing and Fragmented Global Category

Global Pizza Industry: $120B
- Global QSR Pizza Industry: $81B
  - U.S. QSR Pizza Market: $40B
  - Intl. QSR Pizza Industry: $41B

Growing
- U.S. low single digits
- International long-term growth mid-single digits, 2020 impacted by the pandemic
- Globally, carryout and delivery segments are growing faster than dine-in

Fragmented
- U.S. Top 4 ~52% share

Source for U.S. Pizza Category from The NPD Group/CREST® year ending October 2021: the U.S. QSR pizza category is valued at $40.5 billion and the U.S. Casual Dining pizza category is valued at $3.3 billion. Source for International Pizza Category: Euromonitor International Consumer Foodservice 2021 for year ending 2020 and internal Domino’s estimates: the International QSR pizza category is valued at $41 billion and the International Full-service pizza category is valued at $35 billion.
One Brand, One Store, Two Businesses

Delivery
U.S. 57% of Transactions, 2/3 of Sales

Two Largest Segments in QSR Pizza

Carryout
43% of Transactions, 1/3 of Sales

As of Q3 2021
A Proven Model for Success

Lead
With Innovation

Leverage
Global Scale

Drive
Superior Returns
A Proven Model for Success

Lead
With Innovation

Leverage
Global Scale

Drive
Superior Returns
Leading With Technology

Over 29 Million Active Users

Over 75% of U.S. Sales via Digital Channels

PIECE of the PIE REWARDS
FREE PIZZA IS SO CLOSE YOU CAN TASTE IT. JOIN NOW

HEY ALEXA, TRACK MY DOMINO’S ORDER.

AnyWare Ordering Platforms

Digital sales as of Q3 2021; Active users of loyalty program as of YE 2021. Active users of loyalty program represent users who have used the program in the last 6 months.
Leading With Service

Contactless Delivery

ALL DOMINO'S DELIVERIES ARE NOW CONTACTLESS TO BETTER PROTECT YOU AND YOUR DELIVERY EXPERT.

Carside Delivery

It's carryout, delivered.

Domino's Hotspots

New!
Leading With Product and Value

Product News

Everyday Value

MIX & MATCH DEAL
CHOOSE ANY 2 OR MORE
$5.99 each

ORDER NOW

2-item minimum. Handmade Pan Pizza, Bread Bowl Pasts, and Bone-Throwings will be extra.

MOVIES FREE WITH ANY ONLINE ORDER

NEW CHICKEN TACO PIZZA

NEW BAKED APPLE DIP

NEW CHEESEBURGER PIZZA

NEW FIVE CHEESE DIP

NEW CHEESY MARRIARA DIP

NEW CHICKEN TACO PIZZA

NEW BAKED APPLE DIP

NEW CHEESEBURGER PIZZA

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NEW CHEESEBURGER PIZZA

NEW FIVE CHEESE DIP

NEW CHEESY MARRIARA DIP
Leading With Image

Pizza Theater Stores

Delivery Branding
A Proven Model for Success

Lead
With Innovation

Leverage
Global Scale

Drive
Superior Returns
Leveraging Global Scale: 18,380 Stores in 90+ Markets

As of Q3 2021

6,471
U.S. Stores

11,909
International Stores
Leveraging National Scale: Purchasing, Marketing and Other Advantages

U.S. TOTAL QSR PIZZA MARKET SHARE 2021

- Domino’s Pizza: 48%
- Other Major Pizza Chains: 30%
- Regional Chains and Independents: 22%

U.S. PIZZA DELIVERY MARKET SHARE 2021

- Domino’s Pizza: 41%
- Other Major Pizza Chains: 29%
- Regional Chains and Independents: 31%

U.S. PIZZA CARRYOUT MARKET SHARE 2021

- Domino’s Pizza: 52%
- Other Major Pizza Chains: 32%
- Regional Chains and Independents: 16%

Source: The NPD Group/CREST®, Dollar Market Share for Year Ending October 2021
Carryout includes Carryout and Drive-thru
Totals may not sum to 100% due to rounding
Leveraging Local Scale: Fortressing for Profitable Growth

- Better Service
- Busier Drivers
- Incremental Carryout
- Lower Delivery Costs
- Franchisees Grow Their Enterprise
### Leveraging Our Scale with a Network of Strong International Master Franchisees

<table>
<thead>
<tr>
<th>Company</th>
<th>Market Cap</th>
<th>Domino’s Stores</th>
</tr>
</thead>
<tbody>
<tr>
<td>Domino’s Pizza Enterprises Ltd. – DMP (ASX)</td>
<td>$7.4B</td>
<td>3,167</td>
</tr>
<tr>
<td>Jubilant FoodWorks Ltd. – JUBLFOOD (NSE)</td>
<td>$6.4B</td>
<td>1,473</td>
</tr>
<tr>
<td>Domino’s Pizza Group PLC – DOM (LON)</td>
<td>$2.8B</td>
<td>1,212</td>
</tr>
<tr>
<td>Alsea SAB de CV – ALSSF (OTCMKTS)</td>
<td>$1.6B</td>
<td>1,271</td>
</tr>
<tr>
<td>DP Eurasia – DPEU (LON)</td>
<td>$170M</td>
<td>789</td>
</tr>
</tbody>
</table>

Market capitalization numbers as of December 31, 2021 and adjusted for local currency.

DPE store count as of DMP Annual Meeting (November 3, 2021); DPG store count as of H1’21 earnings (August 3, 2021); Alsea store count as of Q3’21 earnings (October 28, 2021); Jubilant store count as of Q2’21 earnings (October 20, 2021); DP Eurasia store count as of H1’21 earnings (September 7, 2021)
## Leveraging Significant Runway For Future Growth & Scale

### U.S. STORE POTENTIAL

<table>
<thead>
<tr>
<th>Developed Markets</th>
<th>Top Markets</th>
<th>Last Disclosed Store Count</th>
<th>Potential Store Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>UK/ROI</td>
<td>1,212</td>
<td>1,675</td>
<td></td>
</tr>
<tr>
<td>Australia</td>
<td>863</td>
<td>1,200</td>
<td></td>
</tr>
<tr>
<td>Japan</td>
<td>842</td>
<td>2,000</td>
<td></td>
</tr>
<tr>
<td>Canada</td>
<td>541</td>
<td>700</td>
<td></td>
</tr>
<tr>
<td>South Korea</td>
<td>466</td>
<td>500</td>
<td></td>
</tr>
<tr>
<td>France</td>
<td>454</td>
<td>1,000</td>
<td></td>
</tr>
<tr>
<td>Germany</td>
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<td>1,000</td>
<td></td>
</tr>
<tr>
<td>Netherlands</td>
<td>329</td>
<td>400</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>5,084</strong></td>
<td><strong>8,475</strong></td>
<td></td>
</tr>
</tbody>
</table>

### INTERNATIONAL STORE POTENTIAL

<table>
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<th>Potential Store Count</th>
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</tbody>
</table>

### EMERGING MARKETS

<table>
<thead>
<tr>
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<th>Top Markets</th>
<th>Last Disclosed Store Count</th>
<th>Potential Store Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>India</td>
<td>1,435</td>
<td>3,000</td>
<td></td>
</tr>
<tr>
<td>Mexico</td>
<td>790</td>
<td>1,025</td>
<td></td>
</tr>
<tr>
<td>Turkey</td>
<td>584</td>
<td>900</td>
<td></td>
</tr>
<tr>
<td>China</td>
<td>389</td>
<td>5,000</td>
<td></td>
</tr>
<tr>
<td>Brazil</td>
<td>306</td>
<td>1,000</td>
<td></td>
</tr>
<tr>
<td>Saudi Arabia</td>
<td>270</td>
<td>450</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>3,774</strong></td>
<td><strong>11,375</strong></td>
<td></td>
</tr>
</tbody>
</table>

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U.S. store potential represents management’s internal estimate based on review of Company data; Australia (including New Zealand), Japan, Netherlands, Germany and France store counts as of DMP Annual Meeting (November 3, 2021); India as of JUBLFOOD Q2'21 earnings (October 20, 2021); UK as of DOM H1'21 earnings (August 3, 2021); Turkey as of DPEU H1'21 earnings (September 7, 2021); Mexico as of ALSSF Q3'21 earnings (October 28, 2021); All other markets based on non-public master franchisee disclosure approval (coinciding with DPZ Q4'20 earnings timing).

Potential for additional international stores based on management estimates of respective international master franchisees.
A Proven Model for Success

Lead
With Innovation

Leverage
Global Scale

Drive
Superior Returns
Driving Superior Returns Through a Proven Formula

- **Industry-Leading Unit Economics**
- **Efficient Capital Structure**
- **Global Net Store Growth**
- **Operating Income Growth**
- **Same Store Sales Growth**
- **Retail Sales Growth**
- **EPS Growth**
- **Superior Total Shareholder Return**

Driving processes:
- **Drive**
- **Drives**
- **&**
Industry-Leading Unit Economics …

Note: Estimated average U.S. franchise store EBITDA is an internal company estimate based on unaudited results self-reported by U.S. franchise owners.
... Drive Robust Global Net Store Growth

GLOBAL STORE COUNT

+ 6.6% CAGR

U.S. International

9,351 9,742 10,255 10,886 11,629 12,530 13,811 14,856 15,914 17,020 17,644 18,380

4,422 4,835 5,327 5,900 6,562 7,330 8,440 9,269 10,038 10,894 11,289 11,909

9,929 4,907 4,928 4,986 5,067 5,200 5,371 5,587 6,126 6,355 6,471

Combined with Same Store Sales Growth…

**U.S. Same Store Sales**

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000</td>
<td>0.0%</td>
</tr>
<tr>
<td>2001</td>
<td>4.0%</td>
</tr>
<tr>
<td>2002</td>
<td>2.6%</td>
</tr>
<tr>
<td>2003</td>
<td>1.3%</td>
</tr>
<tr>
<td>2004</td>
<td>1.8%</td>
</tr>
<tr>
<td>2005</td>
<td>4.9%</td>
</tr>
<tr>
<td>2006</td>
<td>(4.1%)</td>
</tr>
<tr>
<td>2007</td>
<td>(1.7%)</td>
</tr>
<tr>
<td>2008</td>
<td>(4.9%)</td>
</tr>
<tr>
<td>2009</td>
<td>0.5%</td>
</tr>
<tr>
<td>2010</td>
<td>9.9%</td>
</tr>
<tr>
<td>2011</td>
<td>3.5%</td>
</tr>
<tr>
<td>2012</td>
<td>3.1%</td>
</tr>
<tr>
<td>2013</td>
<td>5.4%</td>
</tr>
<tr>
<td>2014</td>
<td>7.5%</td>
</tr>
<tr>
<td>2015</td>
<td>12.0%</td>
</tr>
<tr>
<td>2016</td>
<td>10.5%</td>
</tr>
<tr>
<td>2017</td>
<td>7.7%</td>
</tr>
<tr>
<td>2018</td>
<td>6.6%</td>
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<tr>
<td>2019</td>
<td>3.2%</td>
</tr>
<tr>
<td>2020</td>
<td>11.5%</td>
</tr>
<tr>
<td>2021</td>
<td>4.6%</td>
</tr>
</tbody>
</table>

*2010–2020 Average: +7.4%*

**International Same Store Sales**

<table>
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<tr>
<td>2000</td>
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</tr>
<tr>
<td>2021</td>
<td>11.4%</td>
</tr>
</tbody>
</table>

*2010–2020 Average: +5.4%*

**Note:** International same store sales excludes the impact of foreign currency exchange rate changes.
... Drives Global Retail Sales Growth ...
... And Operating Income

Note: 2015, 2020 and Q3 2021 TTM results exclude impact of a 53rd week.
Leverage ratios calculated as of year end
Note: Red lines denote Domino’s target leverage range.

* 2015 and 2020 were 53-week fiscal years. The estimated impact of the 53rd week in 2015 and 2020 was $0.11 and $0.38, respectively, as detailed in the respective Company Earnings Releases.
... And Superior Total Shareholder Returns

TOTAL SHAREHOLDER RETURNS

10-Year (2012-2021)

- DPZ: 1,921%
- S&P 500: 355%

$6.0B Returned to Shareholders

5-Year (2017-2021)

- DPZ: 273%
- S&P 500: 131%

$4.3B Returned to Shareholders

3-Year (2019-2021)

- DPZ: 134%
- S&P 500: 100%

$2.4B Returned to Shareholders

Amounts returned to shareholders reflect share repurchases and dividends through Q3 2021 – as disclosed in the 10-K / 10-Q; TSR reflects DPZ closing share price on final trading day of each calendar year; TSR through December 31, 2021; both DPZ and the S&P 500 reflect the reinvestment of dividends. Source: Bloomberg Terminal.
A Proven Model for Success

Lead
With Innovation

Leverage
Global Scale

Drive
Superior Returns
2022 Fiscal Guidance

INVESTMENTS TO DRIVE GROWTH

G&A: $445 - 455M

CAPEX: ~$120M

ANTICIPATED EXTERNAL MARKET IMPACT

FX: $4 - 8M NEGATIVE vs. 2021

FOOD BASKET: +8.0 - 10.0% vs. 2021

Spending may vary depending on Company performance and strategic opportunities.
Domino’s does not provide quarterly or annual earnings guidance, or any annual guidance other than G&A, CapEx, Food Basket and FX.
2-3 Year Outlook

GLOBAL NET UNIT GROWTH

6 - 8%

GLOBAL RETAIL SALES GROWTH

6 - 10%
New Stewardship Report Available

2021 CORPORATE STEWARDSHIP REPORT

- Environmental footprint
- Commit to setting SBTi targets
- Commit to Net Zero by 2050
- SASB and GRI-referenced tables
- Go to stewardship.dominos.com