

DOMINO'S INVESTOR PRESENTATION

FEBRUARY 2018





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 December 31, 2017, 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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WHO WE ARE

A GLOBAL QSR FRANCHISOR

STRONG FRANCHISE MODEL - ENTERPRISE OF 14,800+ STORES

51%

International Global Retail Sales

OVER 85 DEVELOPED AND
EMERGING MARKETS

9,269 STORES
MASTER FRANCHISEE MODEL



49%

Domestic Global Retail Sales

93% INDEPENDENTLY
OWNED & OPERATED IN THE U.S.

5,587 STORES
NEARLY 800 FRANCHISEES



STRONG INTERNATIONAL BASE

**More than Half of
International Stores
Owned by Four Public
Companies**



Domino's Pizza Enterprises Ltd.

DMP	Market Cap \$3,399M
	Store Count 2,193

Jubilant FoodWorks Ltd.

JUBI	Market Cap \$2,355M
	Store Count 1,127

Domino's Pizza Group PLC

DOM	Market Cap \$2,138M
	Store Count 1,149

Alsea SAB de CV

ALSEA	Market Cap \$2,676M
	Store Count 980

Market cap numbers adjusted for local currency. DPE store count and market cap as of H1'18 release (2/14/18). DPG store count and market cap as of Q3'17 trading update (10/10/17). Alsea store and market cap as of Q2'17 release (10/18/17). Jubilant store count and market cap as of Q3'18 release (1/19/17).

HOW WE MAKE \$\$

Profits Driven by Franchisee Royalties

Domestic Franchisees 5.5% Royalty Rate

**International Master Franchisees
~3.0% Royalty Rate on Average**

**Supply Chain & Company-Owned Store
Segments**





HOW WE DEFINE SUCCESS

WHAT MATTERS MOST TO US

Global Retail Sales Driven by Comp and Store Growth Momentum

Profitable Franchisees, Industry-Leading Unit Economics

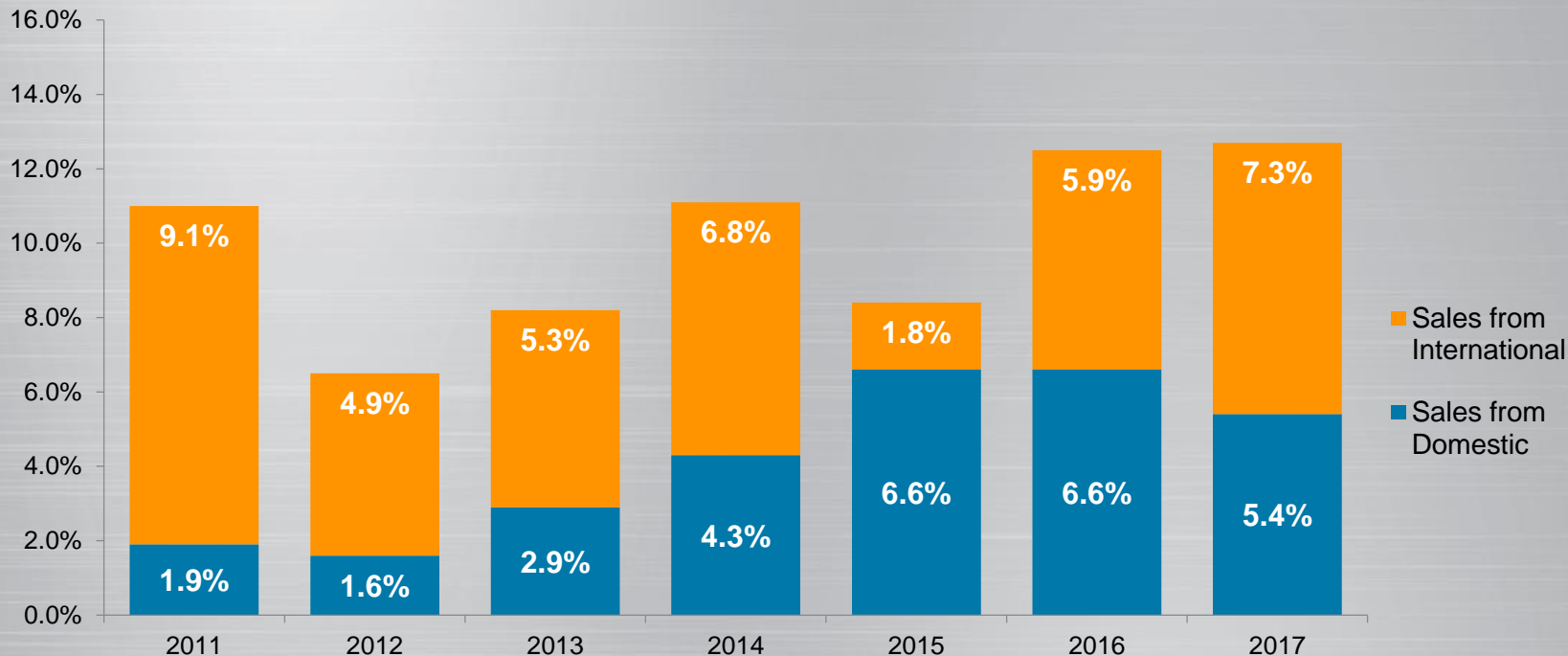
Ability to Fortress Markets via Unit Growth

Fragmented Category, Share Opportunity

Using Scale to Maintain Technology and Innovation Leadership

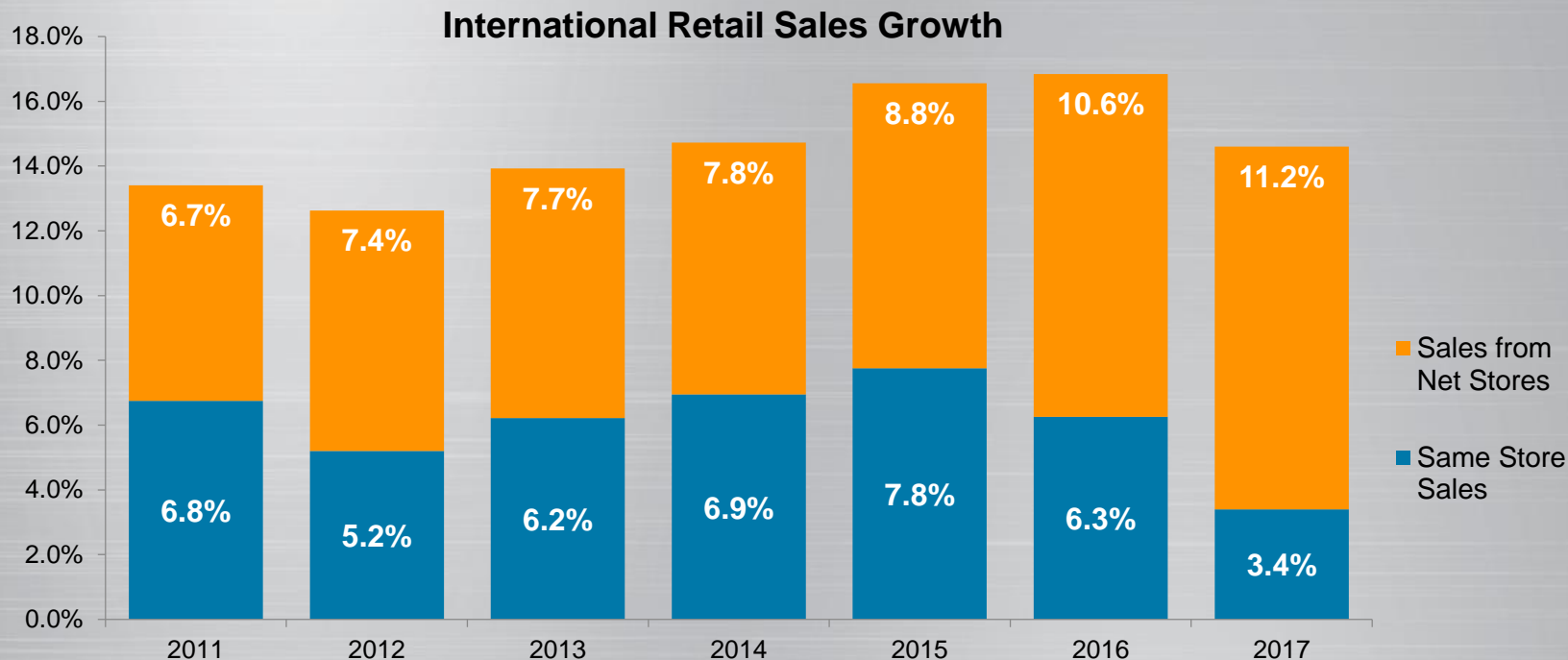
Building Shareholder Value

GLOBAL RETAIL SALES GROWTH



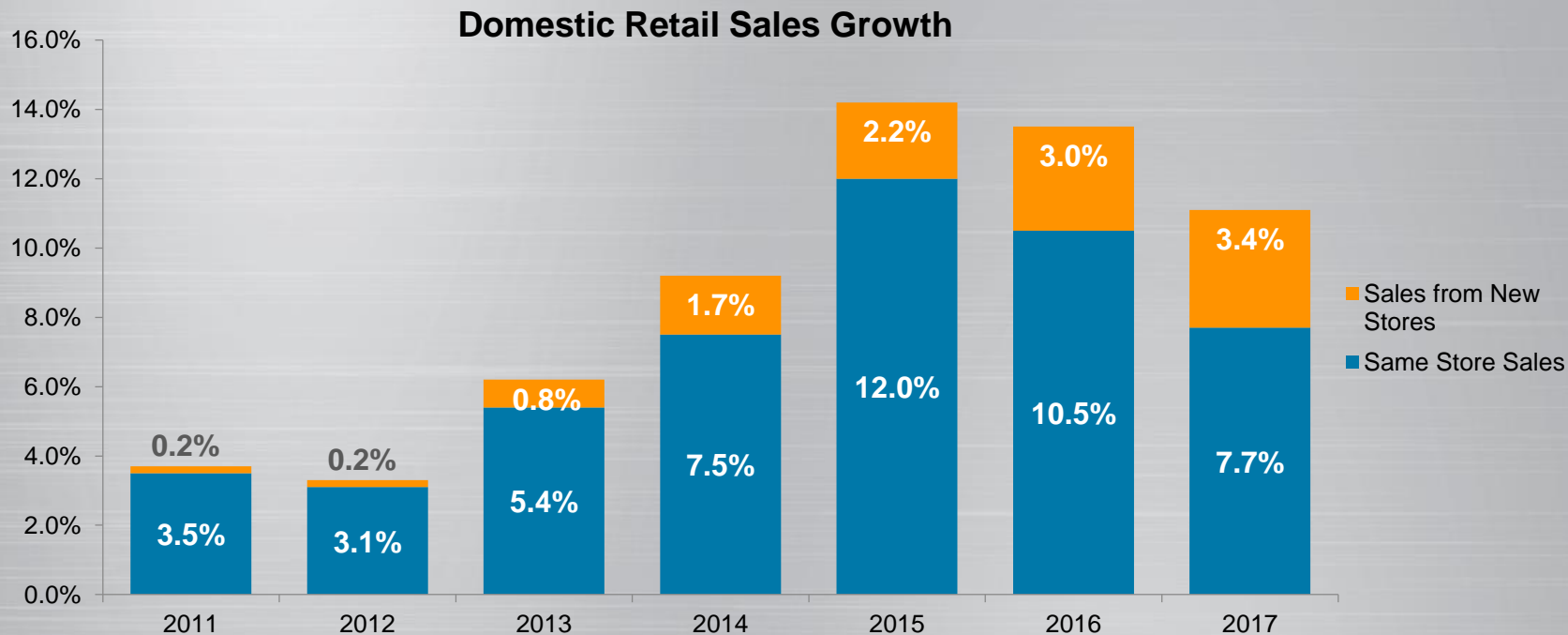
Note: 2015 excludes impact of the 53rd week.

GLOBAL RETAIL SALES GROWTH



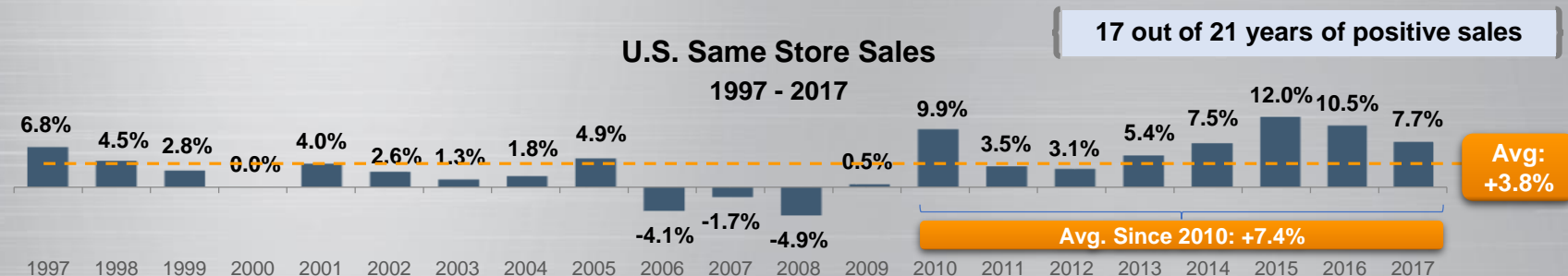
Note: 2015 excludes impact of the 53rd week; Constant dollar basis to exclude FX impact.

GLOBAL RETAIL SALES GROWTH



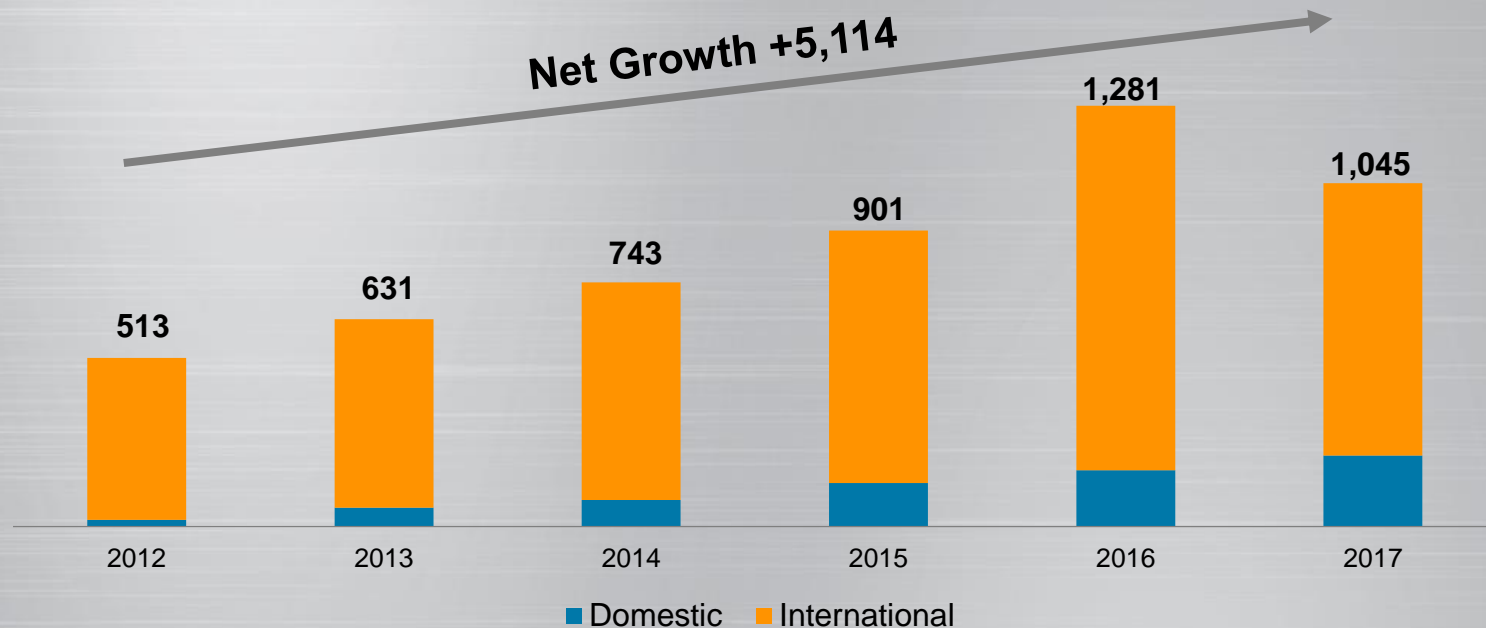
Note: 2015 excludes impact of the 53rd week.

SAME STORE SALES TRACK RECORD



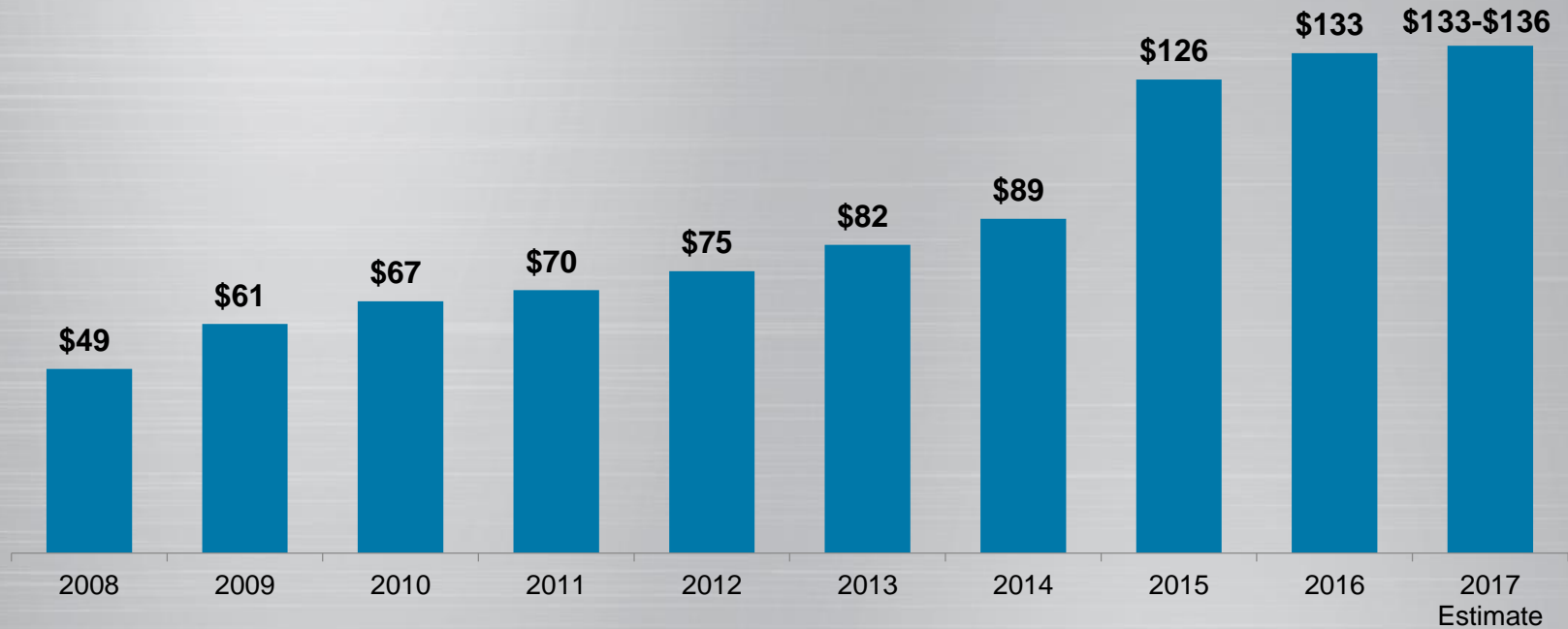
International sales exclude the impact of foreign currency exchange rate changes.

DOMESTIC & INTERNATIONAL STORE GROWTH RATES



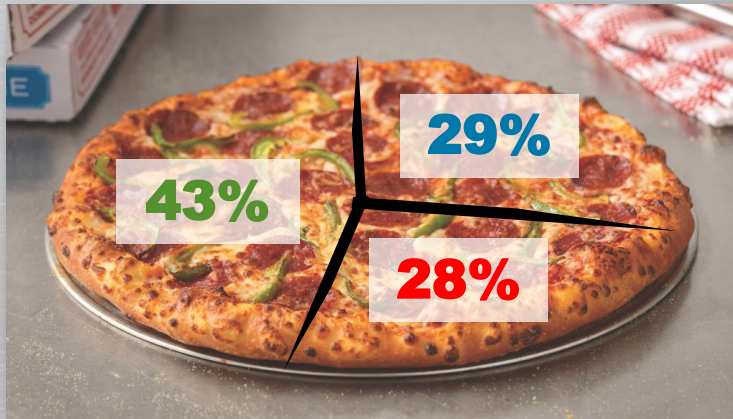
PROFITABLE FRANCHISEES

Average U.S. Franchise Store EBITDA (in thousands)

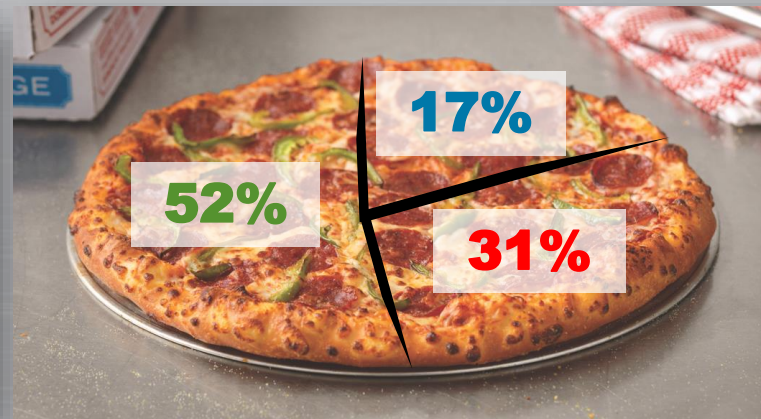


FRAGMENTED CATEGORY, SHARE OPPORTUNITY

Pizza Delivery Market Share 2017



Total QSR Pizza Market Share 2017



■ Domino's Pizza

■ Other Major Pizza Chains

■ Regional Chains and Independents

	2011	2012	2013	2014	2015	2016	2017
Domino's Delivery Dollar Share	21.9%	22.0%	23.0%	24.4%	26.7%	27.2%	29.3%

GLOBAL UNIT GROWTH OPPORTUNITY

DEVELOPED MARKETS

Top Markets	Last Disclosed Store Count*	Potential Store Count
UK / Ireland	1,056	1,600
Australia / New Zealand	799	1,200
Japan	503	850
Canada	472	700
South Korea	444	500
France	370	1,000
Netherlands	242	400
Spain	222	350
Germany	209	1,000
TOTAL	4,317	7,600

EMERGING MARKETS

Top Markets	Last Disclosed Store Count*	Potential Store Count
India	1,127	1,800
Mexico	683	940
Turkey	514	900
Saudi Arabia	239	400
Malaysia	215	350
Brazil	208	500
TOTAL	2,986	4,890

- **#1 or #2 Pizza Delivery Market Position in Top 15 Markets**
- **Potential for Additional 5,200 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 Q3'17 release (October 18, 2017). Australia/New Zealand, Japan, Netherlands, Germany, and France store count as of H1'18 release (February, 14, 2018). India store count as of Q3'18 release (January 19, 2018). United Kingdom store count as of Q3'17 trading update (Oct. 10, 2017). Turkey store count as of FY'17 release (January 23, 2018). All other countries based on DPZ's Q4 2017 reported store count.

TECHNOLOGY AND INNOVATION LEADERSHIP

Proprietary POS System

Over 60% of U.S. Sales via Digital Channels

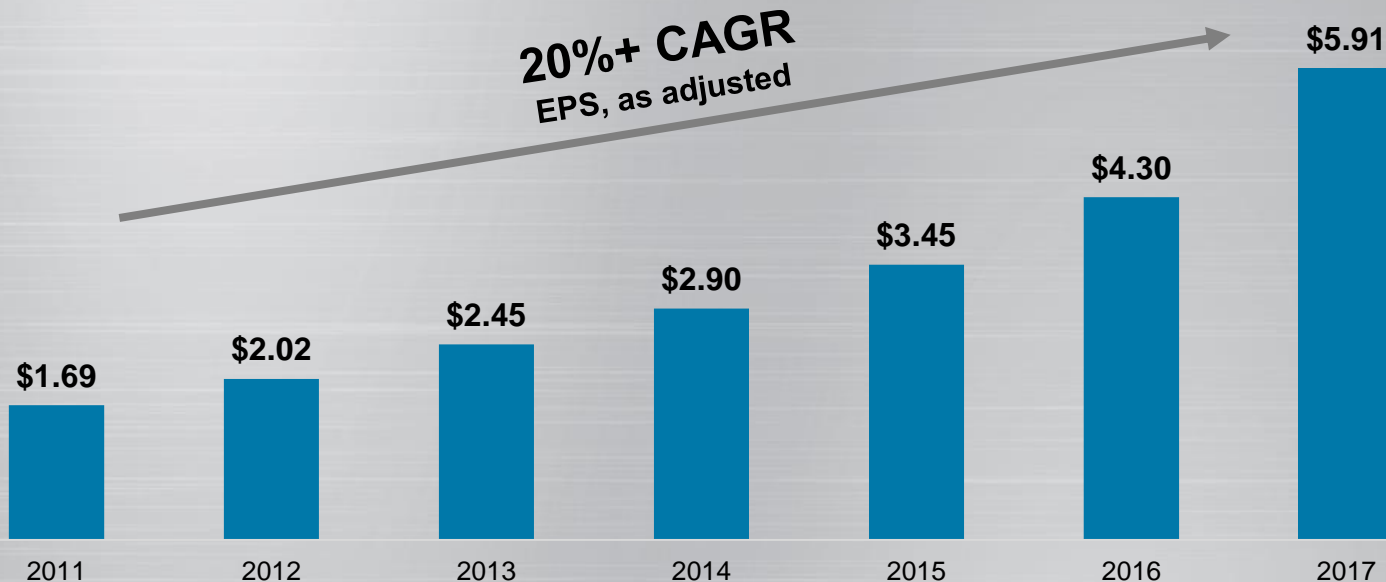
Top Rated Apps vs. Competition

Pizza Profiles, Easy Order and AnyWare Platforms

Launched Digital Loyalty Program in Late 2015 (expanded to all orders in Oct. 2017)

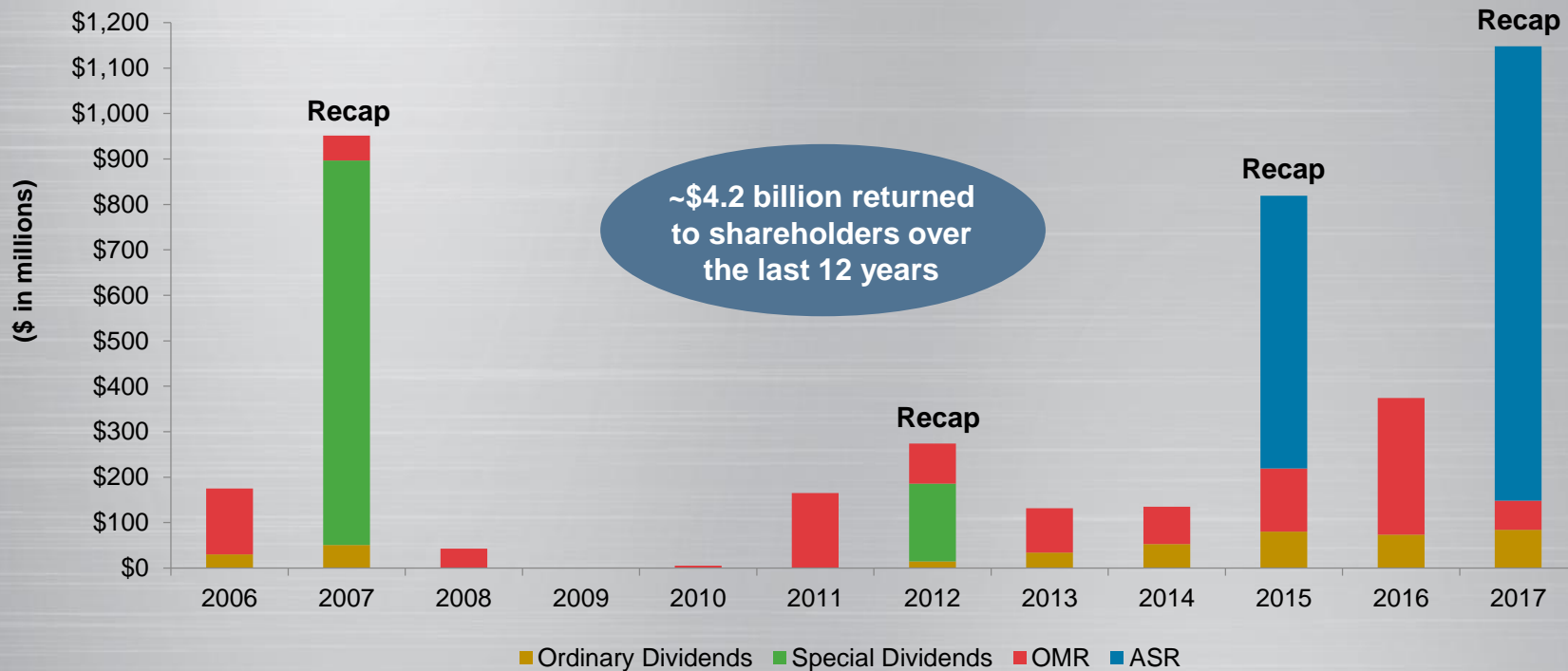
Sharing Technology Learnings Globally

BUILDING SHAREHOLDER VALUE



Certain diluted EPS amounts are adjusted for items affecting comparability.
Items adjusting comparability are detailed in the respective Earnings Release on Form 8-K.

CONSISTENT SHAREHOLDER RETURN



MODEL FUNCTIONS WELL WITH LEVERAGE

- **Current Debt:**

- \$3.2 billion total (completed latest refinancing in July 2017)
- Debt added in 2017 includes \$1.6 billion in new fixed rate notes and \$300 million in variable rate notes (blended rate of 3.61%)
- Existing \$1.3 billion (2015 fixed rate notes, blended rate of 4.1%)
- Debt-to-EBITDA ratio at 5.9x upon completion (3-6x is stated range)

- **Have Used Free Cash Flow to:**

- Buy Back Shares
 - \$750 million current repurchase authorization
 - \$1.06 billion in 2017, included \$1 billion ASR completed Q3 2017
 - \$300 million in 2016 and \$739 million in 2015
- Pay Dividends
 - Quarterly dividends of \$84 million (2017), \$74 million (2016) and \$80 million (2015)
 - Special dividends in 2007 and 2012



WHERE WE'VE BEEN

DECADE-LONG PROCESS OF BUILDING FUNDAMENTALS

2010 Pizza Turnaround, Improved Quality and Expanded Menu

Disciplined Decisions via Strategy, Insights and Research

Product Strategy: Permanent Items and Simple Operations

Focus on Order Counts and Growing Traffic

Common POS, Vertically Integrated In-House Technology Program

Leaner, More Efficient Franchisee Base (2009 A/B/F Rating System)

STRONG FUNDAMENTALS LEAD TO SUSTAINED SUCCESS

**95 Consecutive Quarters of International
Same Store Sales Growth**

**26 Consecutive Quarters of Domestic
Same Store Sales Growth**

**U.S. Digital Sales from 0% to over 60%
in Roughly a Decade**

**Driven by Order Count and Traffic Growth,
Rare in Our Industry**





WHERE WE'RE HEADED

OUR FOCUS GOING FORWARD

**With Reimage Substantially Complete, Best Image in QSR
Beginning in 2018**

**Aggressive, Forward-Thinking Investments to Maintain Lead,
Evolve Digital Experience and Drive the Business**

Continue to Expand Carryout, Day-Part Opportunities

Execute Our Steady Strategy, Deliver on 3-5 Year Outlook

Become Dominant Global #1

3-5 YEAR OUTLOOK



2018 OUTLOOK

FX: Flat to \$4 million positive impact (vs. 2017)

Commodities up 2-4% (vs. 2017)

G&A Investment of ~\$380-385 million

CapEx Investment of ~\$90-100 million



DPZ

LISTED

NYSE

THANK YOU!