



U.S.

- 5,811 franchise stores
- 345 company-owned stores
- 5.5% standard domestic royalty rate
- Average cost to open a new store \$300-350K
- 36 consecutive quarters of positive same store sales
- U.S. average self-reported annual EBITDA per franchise store in 2019 was \$143k
- Estimated enterprise annual EBITDA per franchisee in 2019 was over \$1M

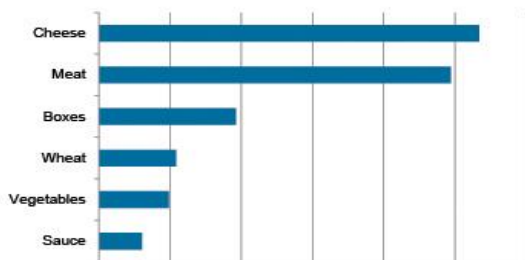
International

- 10,933 franchise stores
- No company-owned stores
- ~3.0% average international royalty rate
- 105 consecutive quarters of positive same store sales

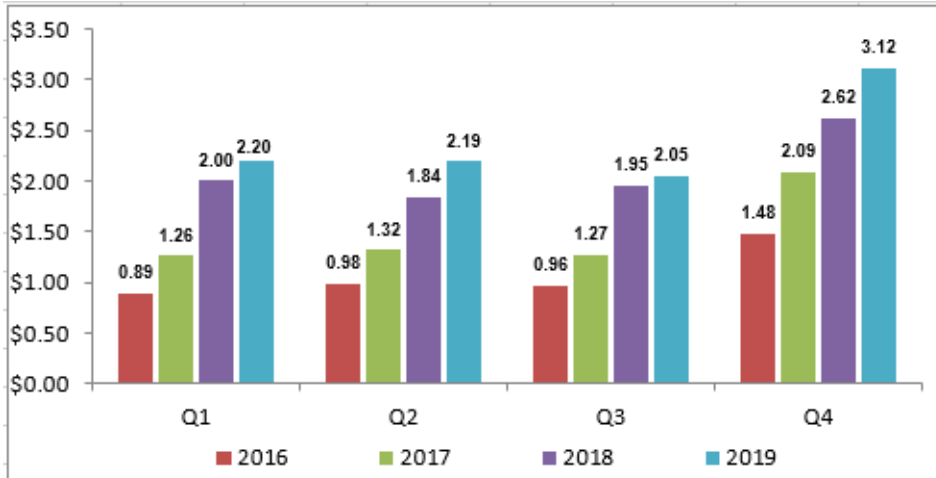
Supply Chain & Fresh Dough Production

- Sells and delivers food, equipment and supplies to U.S. and Canadian stores
- 18 supply chain centers, as well as 1 thin crust, 1 vegetable processing and 1 equipment & supply facility within the contiguous U.S.
- 8 supply chain facilities outside the contiguous U.S. (Canada, Alaska and Hawaii)
- Franchise profit-sharing agreement
- Pass-through pricing to stores on most items – reduces volatility

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 Company earnings releases
 Actual EPS: 2016 (\$4.30)...2017 (\$5.83)...2018 (\$8.35)...2019 (\$9.56)

Capital Structure

- Franchise model works well with leverage (\$4.1 billion total debt)
- Completed latest recapitalization transaction in November 2019
 - New debt included \$675 million at a rate of 3.67%
 - Existing 2018 debt of \$825 million and 2017 debt of \$1.6 billion, both in fixed rate notes + \$300 million in variable rate notes
 - Existing 2015 debt of \$800 million
 - Blended rate of total outstanding notes is ~4.0% (as of Q1 2020)
 - Debt-to-EBITDA ratio at ~6.0x upon 2019 recapitalization completion (3-6x is stated range)
 - Next par call date is October 2022 (\$420 million 2018 notes, \$774 million 2015 notes – both due 2025)

Use of Cash

- Buy Back Shares
 - \$593.9 million in 2019 (\$79.6 million YTD 2020 as of Q1)
 - \$591 million (2018)...\$1.06 billion (2017)...\$300 million (2016)
- Pay Dividends
 - Quarterly dividends of \$105 million (2019), \$92 million (2018), \$84 million (2017) and \$74 million (2016)
 - Special dividends in 2007 and 2012