



**JANUARY 12,
2021**



**DOMINO'S
ICR PRESENTATION
STU LEVY - CFO**



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 December 29, 2019 and Quarterly Reports on Form 10-Q for the quarterly periods ended March 22, 2020, June 14, 2020 and September 6, 2020, 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.

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

\$15.1B

GLOBAL RETAIL
SALES

17%

GLOBAL MARKET
SHARE IN QSR PIZZA

17,250+

CURRENT
GLOBAL STORES

55%

DELIVERY
TRANSACTIONS

45%

CARRYOUT
TRANSACTIONS

98%

FRANCHISED

90+

CURRENT
GLOBAL MARKETS



OUR GOAL:

BECOME THE

DOMINANT #1

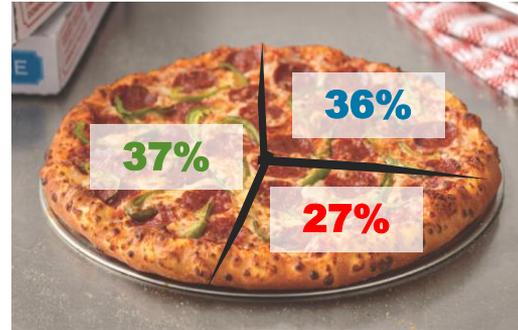
PIZZA COMPANY IN THE WORLD

OPPORTUNITY EXISTS FOR SHARE GROWTH

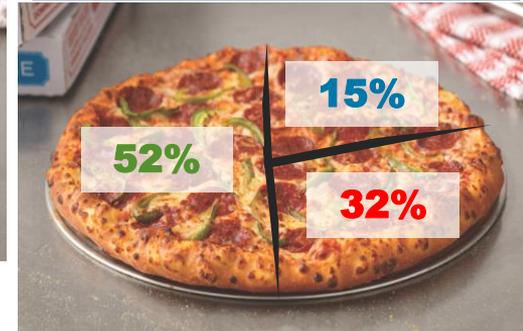
U.S. TOTAL QSR PIZZA MARKET SHARE 2020



U.S. PIZZA DELIVERY MARKET SHARE 2020



U.S. PIZZA CARRYOUT MARKET SHARE 2020



■ Domino's Pizza

■ Other Major Pizza Chains

■ Regional Chains and Independents

OPPORTUNITY EXISTS FOR STORE GROWTH

U.S. STORE POTENTIAL

8,000
POTENTIAL U.S. STORES

6,239

U.S. STORES AS OF Q3 2020

INTERNATIONAL STORE POTENTIAL

DEVELOPED MARKETS

Top Markets	Last Disclosed Store Count	Potential Store Count
UK	1,143	1,675
Australia	709	1,200
Japan	742	1,000
Canada	545	700
South Korea	476	500
France	434	1,000
Germany	345	1,000
Spain	332	350
Netherlands	308	400
TOTAL	5,034	7,825

EMERGING MARKETS

Top Markets	Last Disclosed Store Count	Potential Store Count
India	1,264	1,800
Mexico	784	1,025
Turkey	545	900
China	363	1,000
Saudi Arabia	273	450
Brazil	305	750
TOTAL	3,534	5,925

5,100+ POTENTIAL INCREMENTAL STORES IN TOP 15 MARKETS ALONE

FOCUS REMAINS ON OUR KEY STAKEHOLDERS

CUSTOMERS

- ✓ Quality Products
- ✓ Excellent Value
- ✓ Great Service

TEAM MEMBERS

- ✓ Competitive Wages & Benefits
- ✓ Career Pathing
- ✓ Franchise Opportunities

COMMUNITIES

- ✓ Charitable Giving
- ✓ Social Impact
- ✓ Environmental Responsibility

FRANCHISEES

- ✓ Strong Unit Economics
- ✓ Operational Simplicity
- ✓ Cash-on-Cash Return

SHAREHOLDERS

- ✓ Global Retail Sales and Comp Growth
- ✓ Strong EPS Growth and TSR
- ✓ Consistent Return of Capital to Shareholders

FOCUS ON KEY STAKEHOLDERS: CUSTOMERS

Offering **QUALITY PRODUCTS** for **EXCELLENT VALUE** with **GREAT SERVICE**



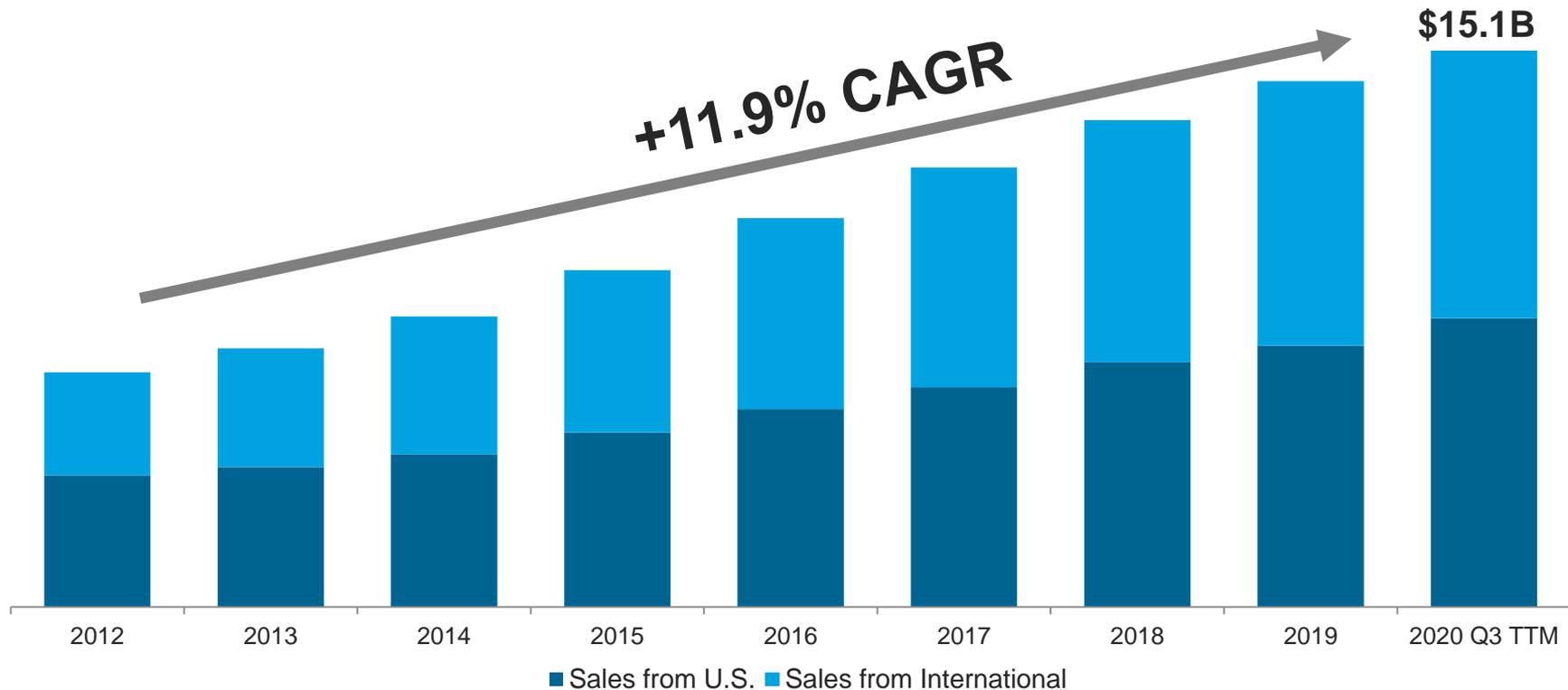
>70%
U.S. SALES VIA
DIGITAL CHANNELS

25M
ACTIVE USERS OF
OUR LOYALTY
PROGRAM



Leveraging **TECHNOLOGY** to enhance **INNOVATION** and drive **LOYALTY**

TRACK RECORD OF GLOBAL RETAIL SALES GROWTH

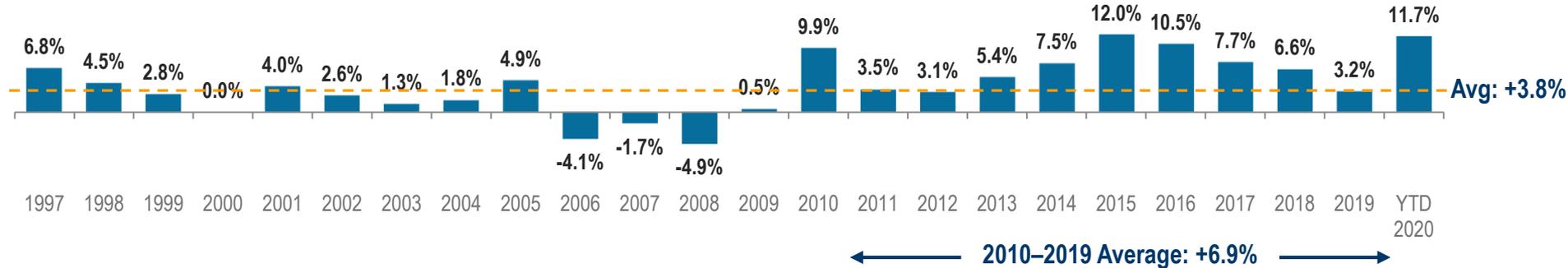


Note: 2015 excludes impact of the 53rd week; TTM figure is from Q4 2019 through Q3 2020;
Global retail sales growth excludes the impact of foreign currency exchange rate changes

TRACK RECORD OF GLOBAL COMP SUCCESS

U.S. Same Store Sales 1997 – Q3 2020

38 consecutive quarters of positive SSS



International Same Store Sales 1997 – Q3 2020

107 consecutive quarters of positive SSS



Note: International sales excludes the impact of foreign currency exchange rate changes. Averages exclude 2020 data

FOCUS ON KEY STAKEHOLDERS: TEAM MEMBERS



FOCUS ON KEY STAKEHOLDERS: COMMUNITIES

Help us boost spirits.



We appreciate your previous donation, and ask for your continued support of our mission.

In this season of *Thanks and Giving*®, we at Domino's are grateful for your past support in helping St. Jude continue its lifesaving mission: Finding cures. Saving children.®

Here are the ways you can donate this year:

- Order the **St. Jude Meal Deal** (includes \$1 donation to St. Jude)®
- Add a donation to




FOCUS ON KEY STAKEHOLDERS: FRANCHISEES

\$1M+
AVERAGE ANNUAL ENTERPRISE EBITDA PER U.S. FRANCHISEE

Strong Unit Economics

<3 YEARS
AVERAGE CASH-ON-CASH RETURN PAYBACK

100%
INT'L MASTER FRANCHISEE MODEL

95%+
U.S. FRANCHISEES STARTED AS DRIVERS, PIZZA MAKERS, OR HOURLY WORKERS IN OUR STORES

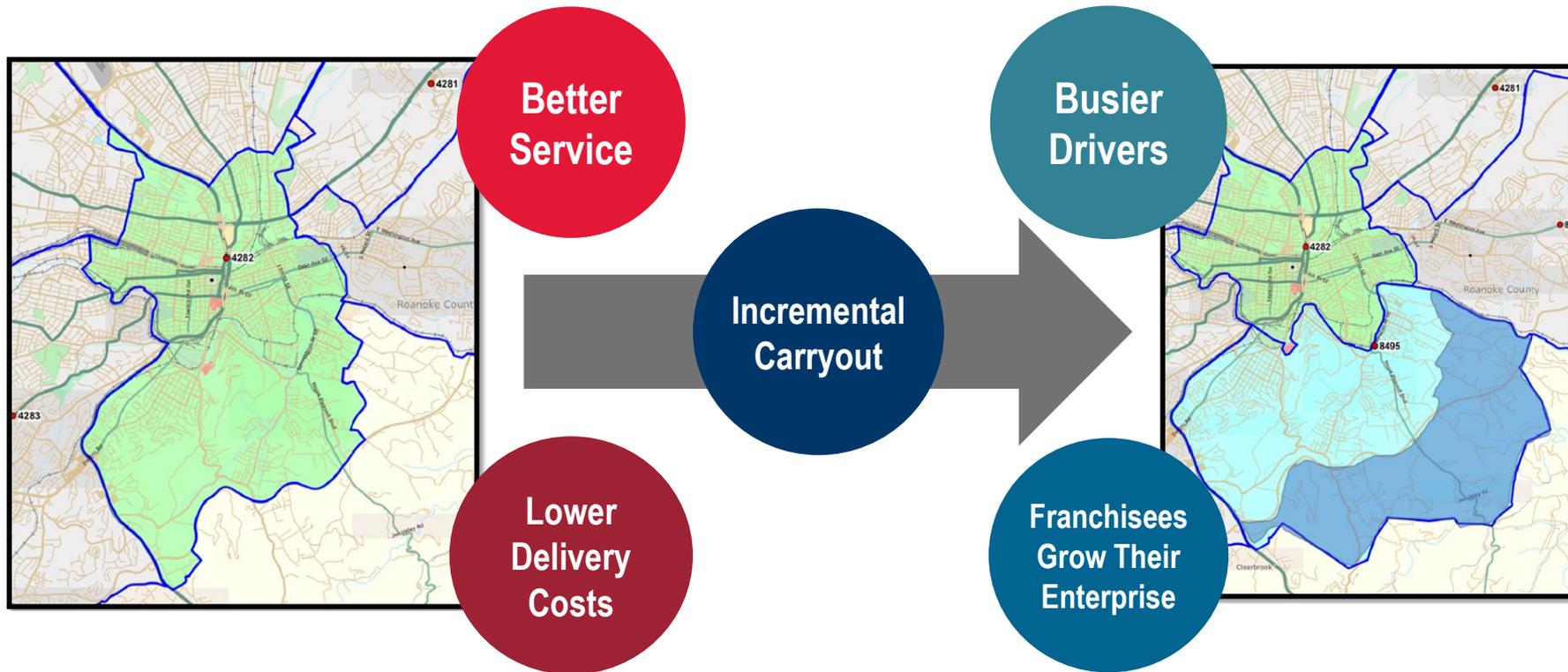
Operational Simplicity

TRACK RECORD OF INDUSTRY-LEADING FRANCHISE STORE PROFITABILITY

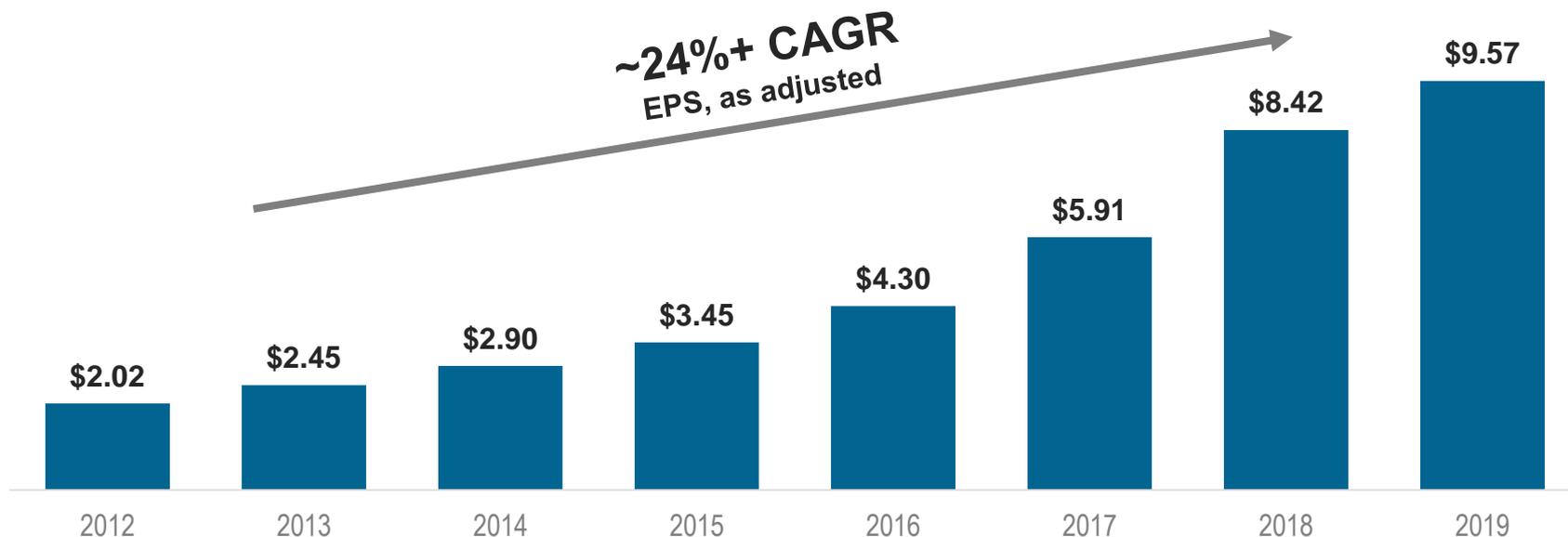
Estimated Average U.S. Franchise Store EBITDA (in thousands)



FORTRESSING PROVIDES PROFITABLE GROWTH OPPORTUNITIES



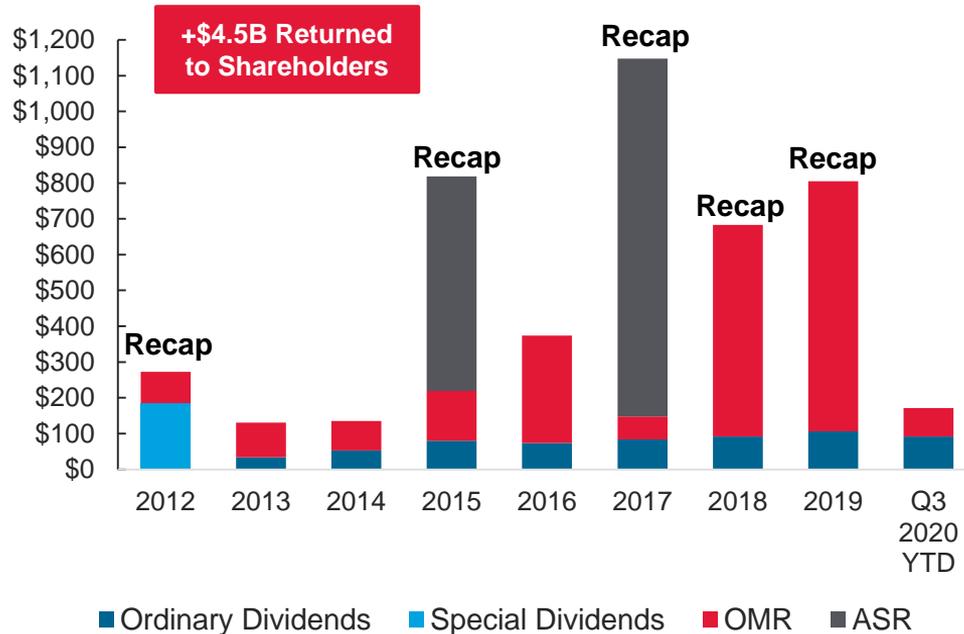
FOCUS ON KEY STAKEHOLDERS: SHAREHOLDERS



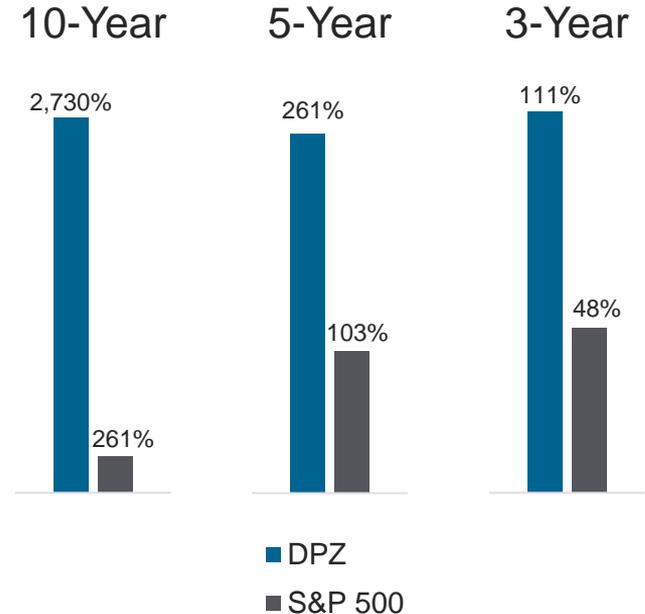
Certain diluted EPS amounts are adjusted for items affecting comparability; Items adjusting comparability are detailed in the respective Company Earnings Releases
Actual EPS: 2012: \$1.91; 2013: \$2.48; 2014: \$2.86; 2015: \$3.47; 2016: \$4.30; 2017: \$5.83; 2018: \$8.35; 2019: \$9.56

FOCUS ON KEY STAKEHOLDERS: SHAREHOLDERS

SHARE REPURCHASES AND DIVIDENDS (\$ in millions)



TOTAL SHAREHOLDER RETURNS



Share Repurchases and Dividends – Q3 2020 YTD 09/06/2020, as disclosed in the Q3 10-Q; TSR YTD 2020, as disclosed in the Q3 2020 10-Q; Reflects DPZ closing share price on final trading day of each calendar year; TSR for each of DPZ and the S&P 500 reflect the reinvestment of dividends

Source: Bloomberg Terminal

2021 FISCAL GUIDANCE

INVESTMENTS TO DRIVE GROWTH

G&A:
\$415 - 425M

CAPEX:
~\$100M

ANTICIPATED EXTERNAL MARKET IMPACT

FX:
\$4 - 8M POSITIVE vs. 2020

FOOD BASKET:
+2.5 - 3.5% vs. 2020

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.



DPZ
LISTED NYSE

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