



# ICR Conference 2022



## DOMINO'S INVESTOR PRESENTATION



# 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

**20%**

GLOBAL MARKET  
SHARE IN QSR  
PIZZA

**22%**

U.S. QSR PIZZA  
TOTAL MARKET  
SHARE

**18,380**

CURRENT  
GLOBAL STORES

**90+**

CURRENT  
GLOBAL  
MARKETS

**98%**

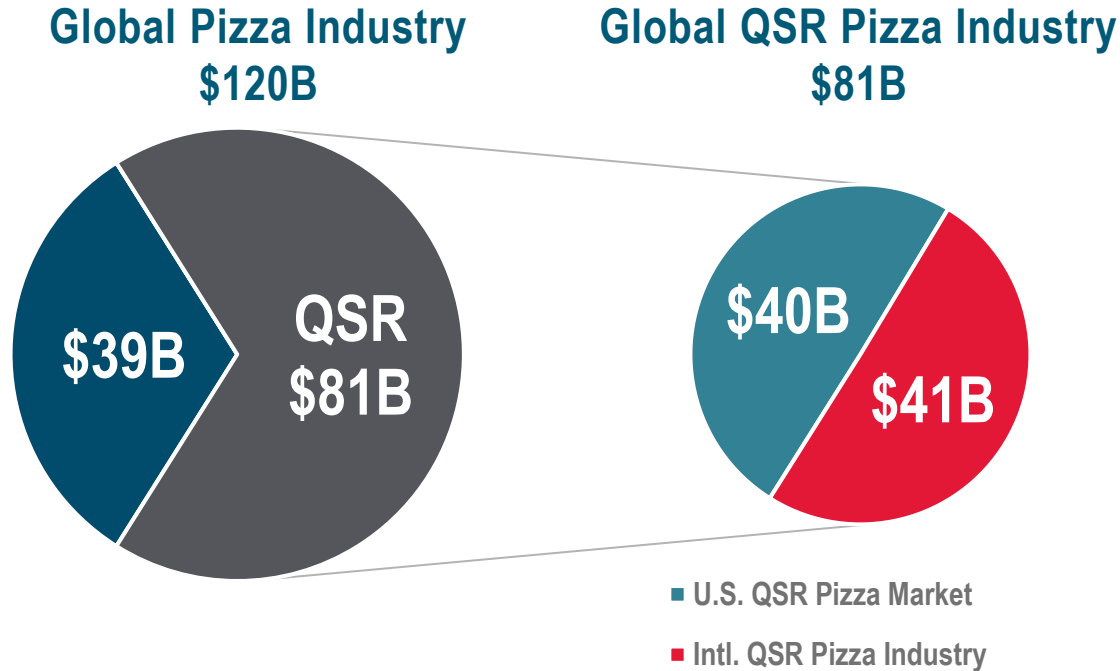
FRANCHISED

Q3 2021 TTM Global Retail Sales includes the impact of the 53<sup>rd</sup> 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



Growing
<ul style="list-style-type: none"><li>▪ U.S. low single digits</li><li>▪ International long-term growth mid-single digits, 2020 impacted by the pandemic</li><li>▪ Globally, carryout and delivery segments are growing faster than dine-in</li></ul>
Fragmented
<ul style="list-style-type: none"><li>▪ U.S. Top 4 ~52% share</li></ul>

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

# A Proven Model for Success



# A Proven Model for Success





# Leading With Technology

Over  
29 Million  
Active Users

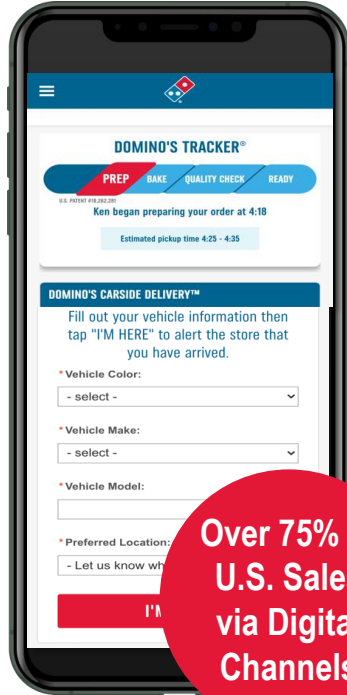


PIECE of the PIE  
REWARDS

FREE PIZZA IS SO CLOSE YOU CAN TASTE IT.

JOIN NOW

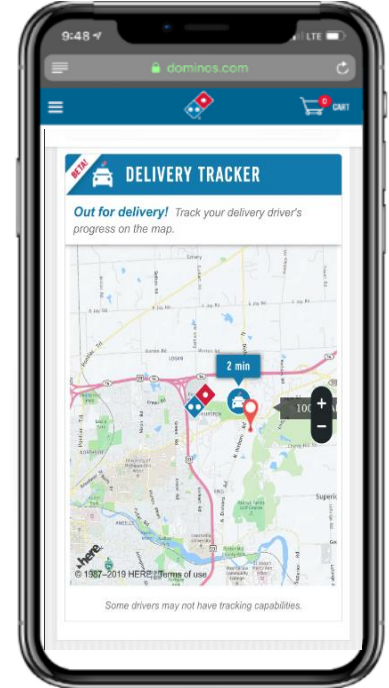
HEY ALEXA, TRACK MY DOMINO'S ORDER.



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



AnyWare  
Ordering  
Platforms





# Leading With Service

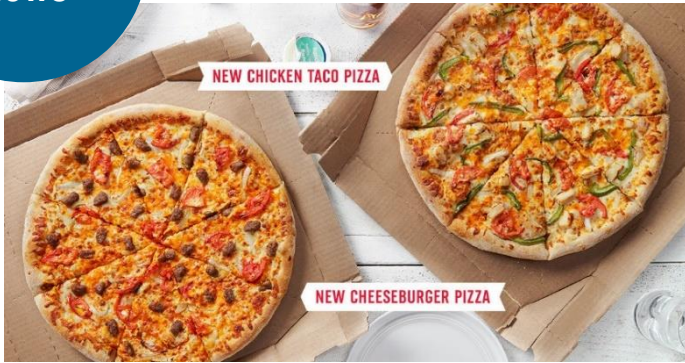


# Leading With Product and Value

Product News



Everyday Value





# Leading With Image



Pizza  
Theater  
Stores

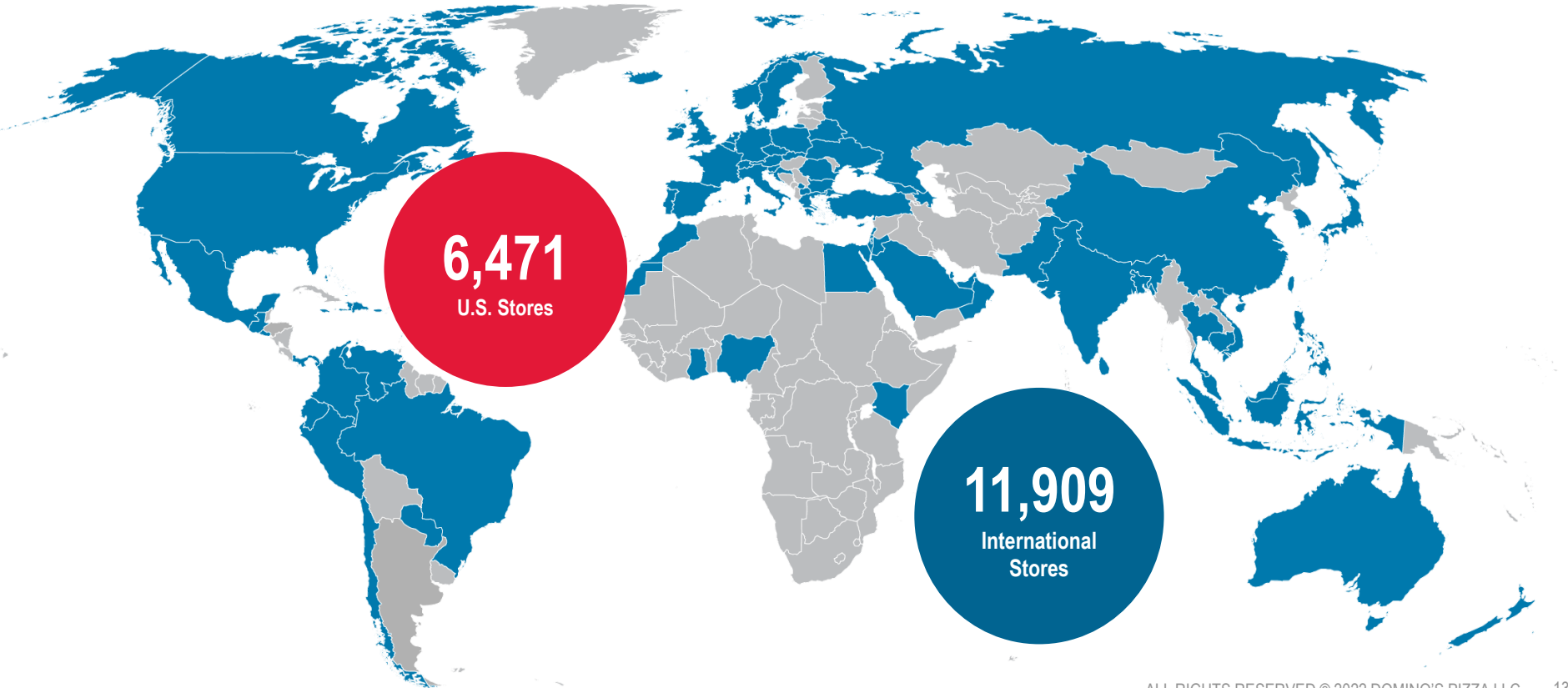


Delivery  
Branding

# A Proven Model for Success



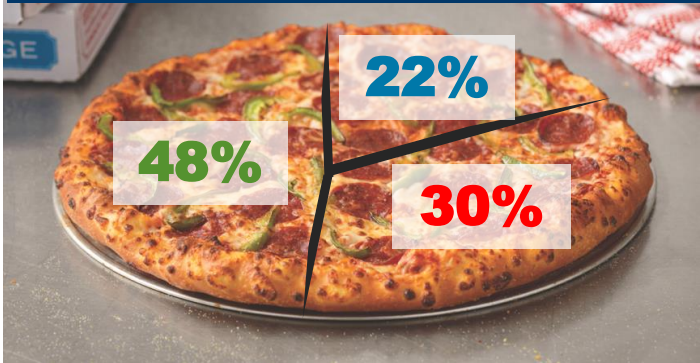
# Leveraging Global Scale: 18,380 Stores in 90+ Markets



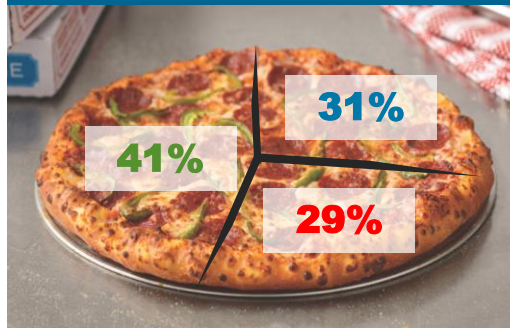


# Leveraging National Scale: Purchasing, Marketing and Other Advantages

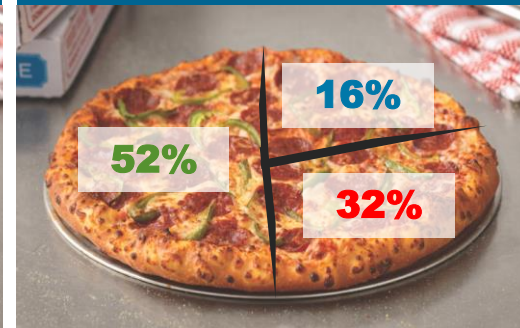
U.S. TOTAL QSR PIZZA MARKET SHARE 2021



U.S. PIZZA DELIVERY MARKET SHARE 2021



U.S. PIZZA CARRYOUT MARKET SHARE 2021

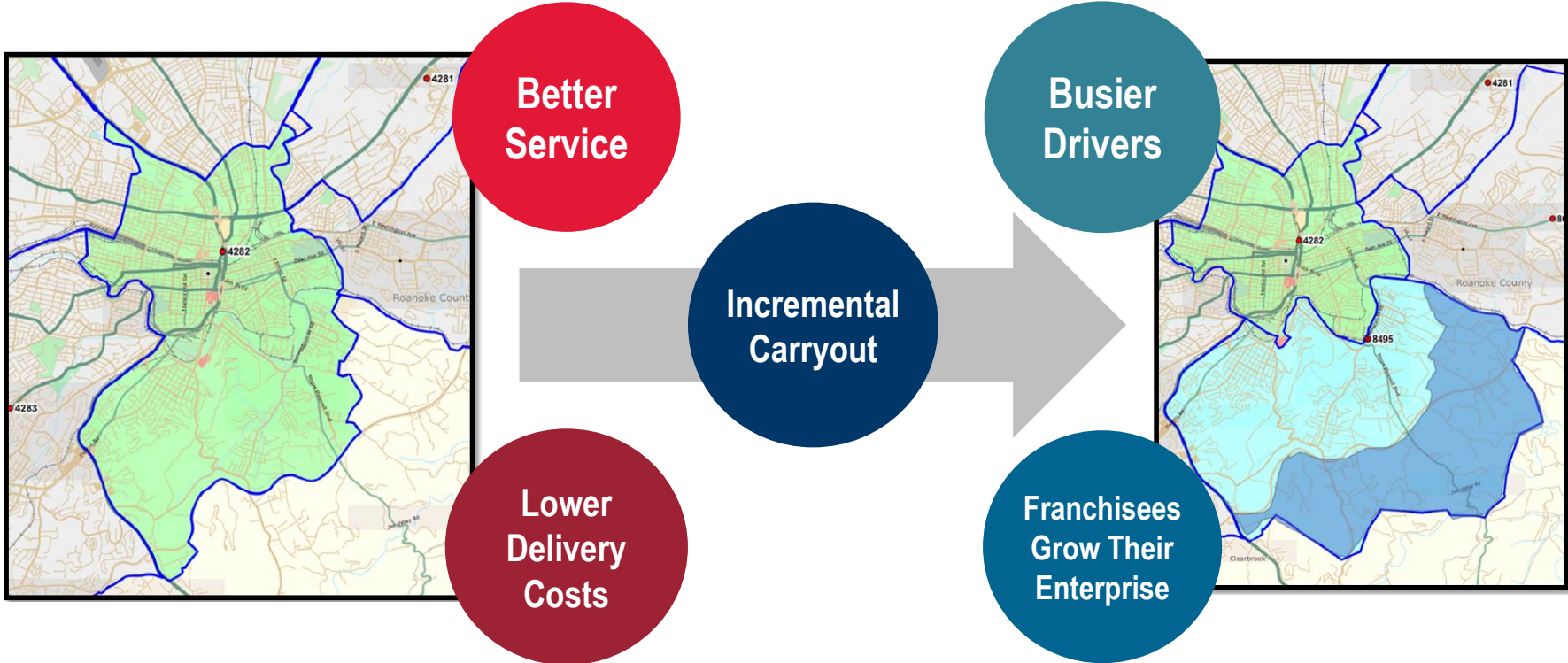


■ Domino's Pizza

■ Other Major Pizza Chains

■ Regional Chains and Independents

# Leveraging Local Scale: Fortressing for Profitable Growth



# Leveraging Our Scale with a Network of Strong International Master Franchisees

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

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

**8,000+**  
POTENTIAL U.S.  
STORES

**6,471**  
U.S. STORES AS  
OF Q3 2021

## INTERNATIONAL STORE POTENTIAL

### DEVELOPED MARKETS

Top Markets	Last Disclosed Store Count	Potential Store Count
UK/ROI	1,212	1,675
Australia	863	1,200
Japan	842	2,000
Canada	541	700
South Korea	466	500
France	454	1,000
Germany	377	1,000
Netherlands	329	400
<b>TOTAL</b>	<b>5,084</b>	<b>8,475</b>

### EMERGING MARKETS

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

**10,000+ POTENTIAL INCREMENTAL STORES IN THESE  
TOP INTERNATIONAL MARKETS ALONE**

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

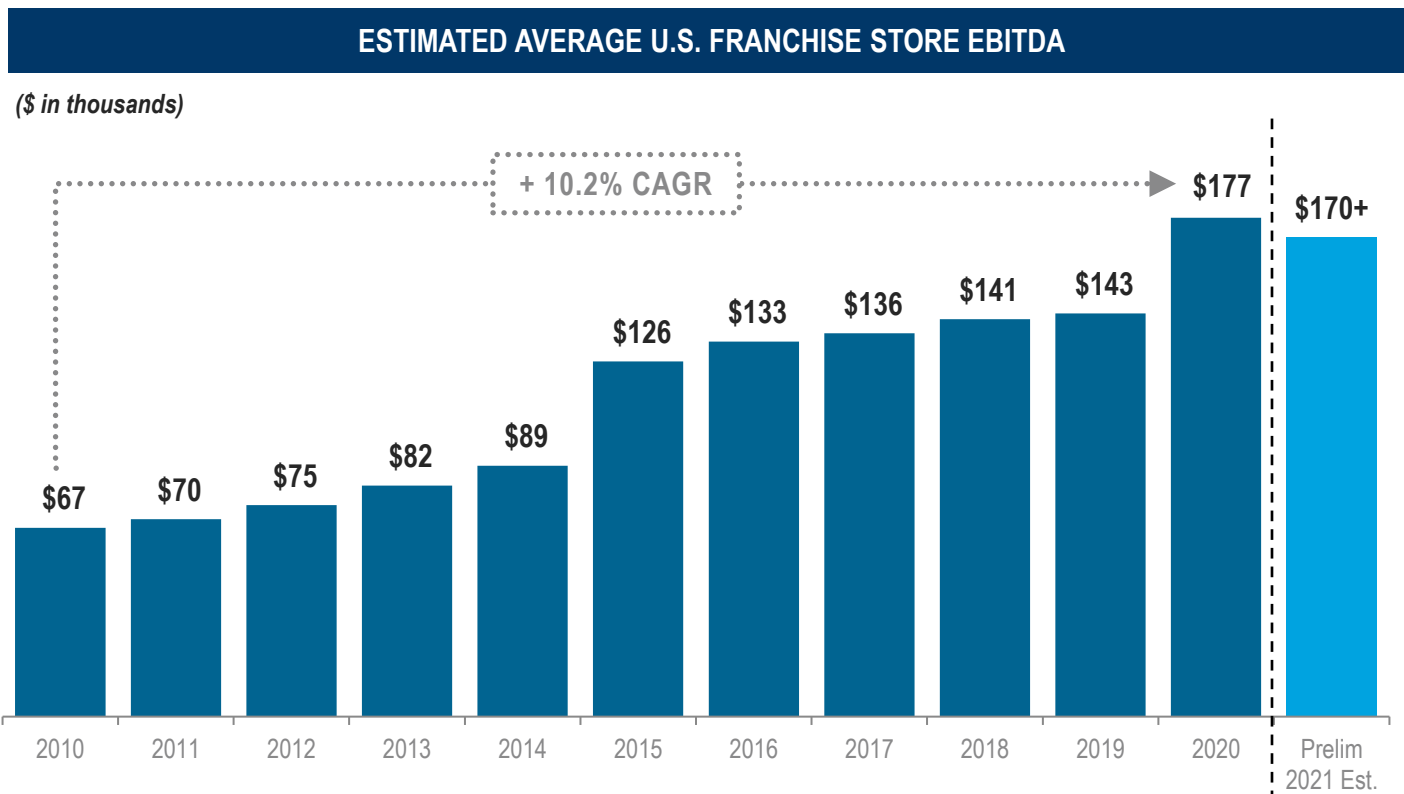




# Driving Superior Returns Through a Proven Formula



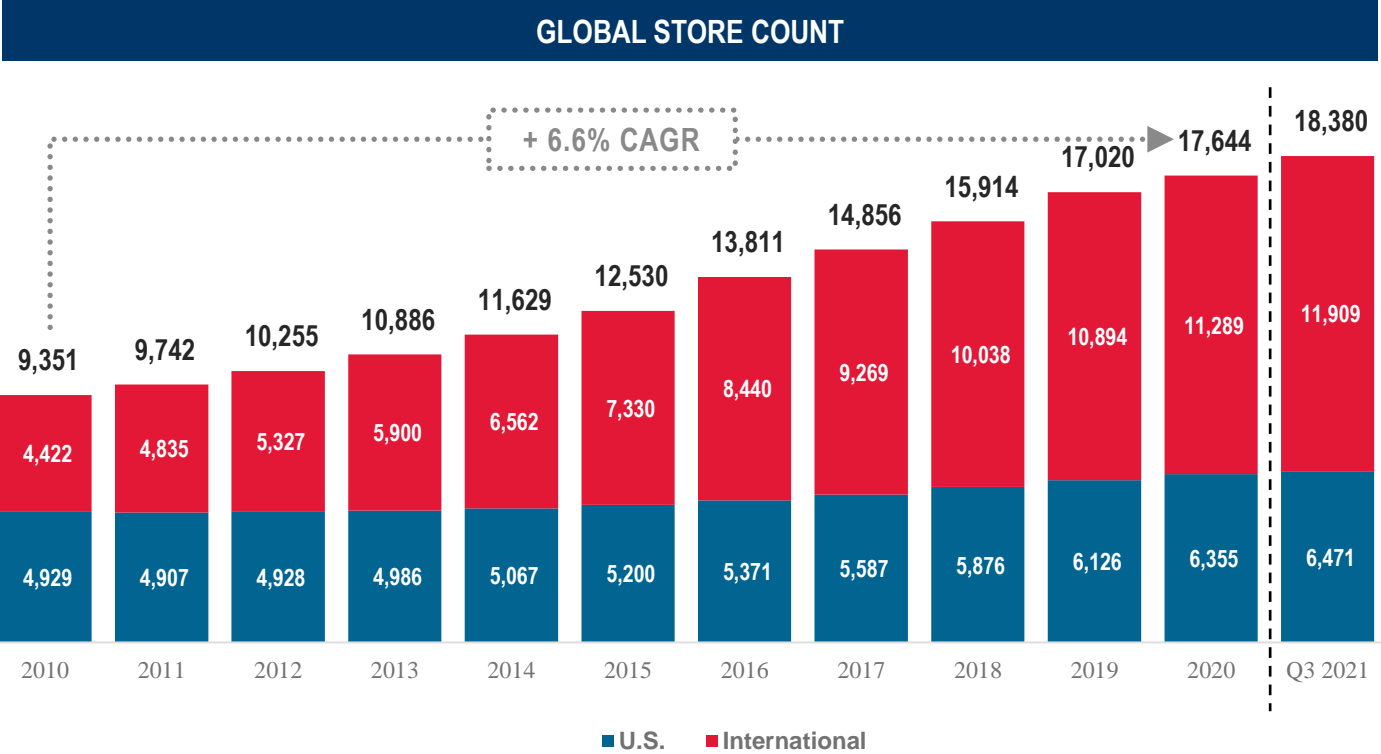
# Industry-Leading Unit Economics ...



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

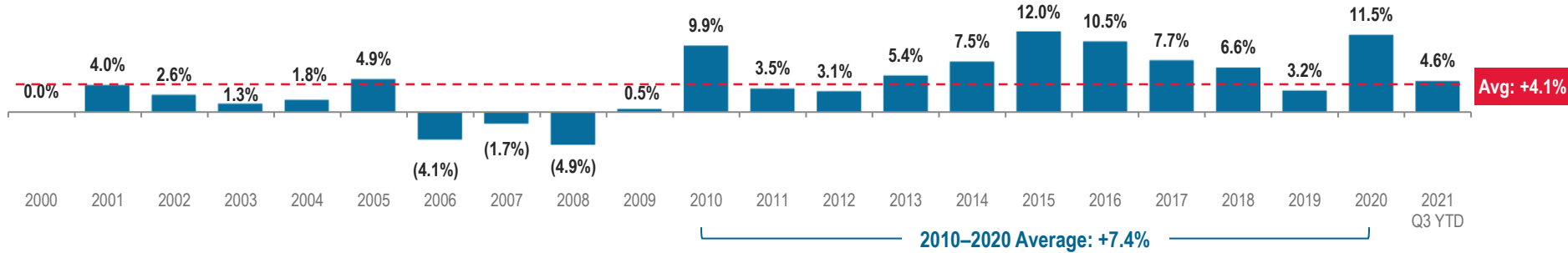
ALL RIGHTS RESERVED © 2022 DOMINO'S PIZZA LLC

# ... Drive Robust Global Net Store Growth



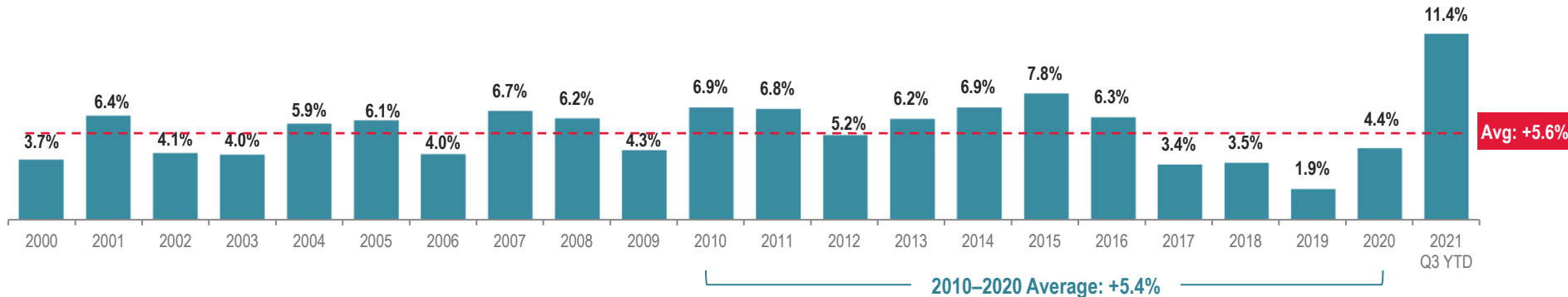
# Combined with Same Store Sales Growth...

## U.S. Same Store Sales

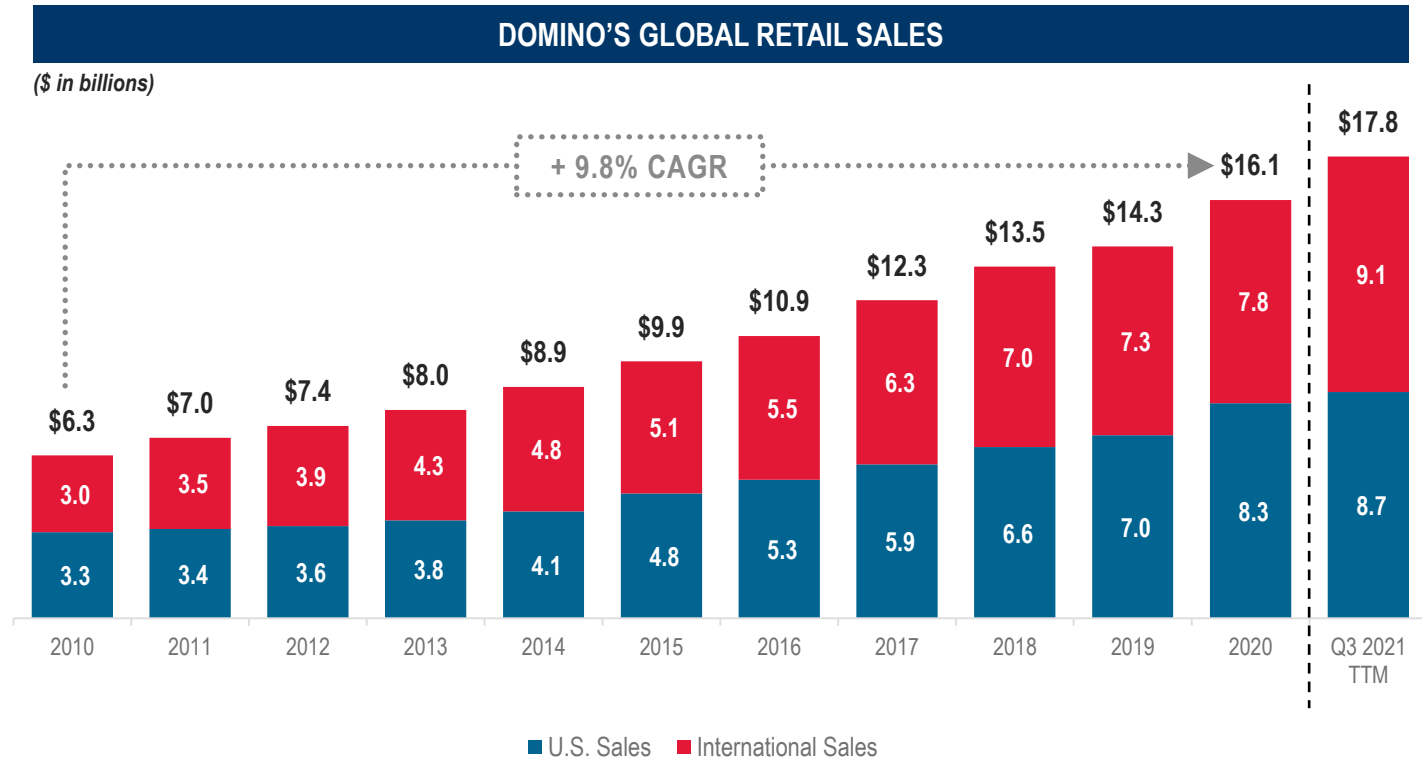


## International Same Store Sales

111 consecutive quarters of positive SSS



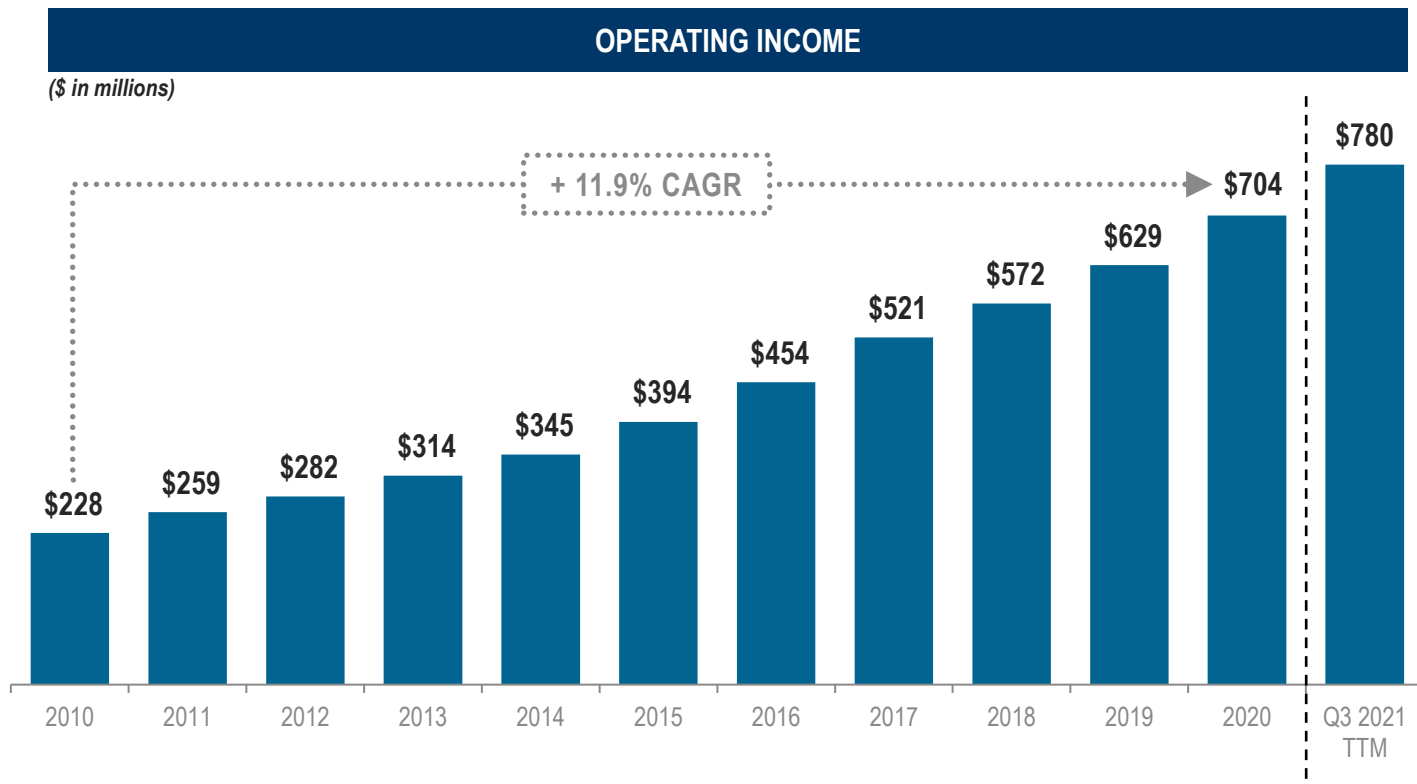
# ... Drives Global Retail Sales Growth ...



Note: 2015, 2020 and Q3 2021 TTM results include impact of a 53<sup>rd</sup> week.



# ... And Operating Income

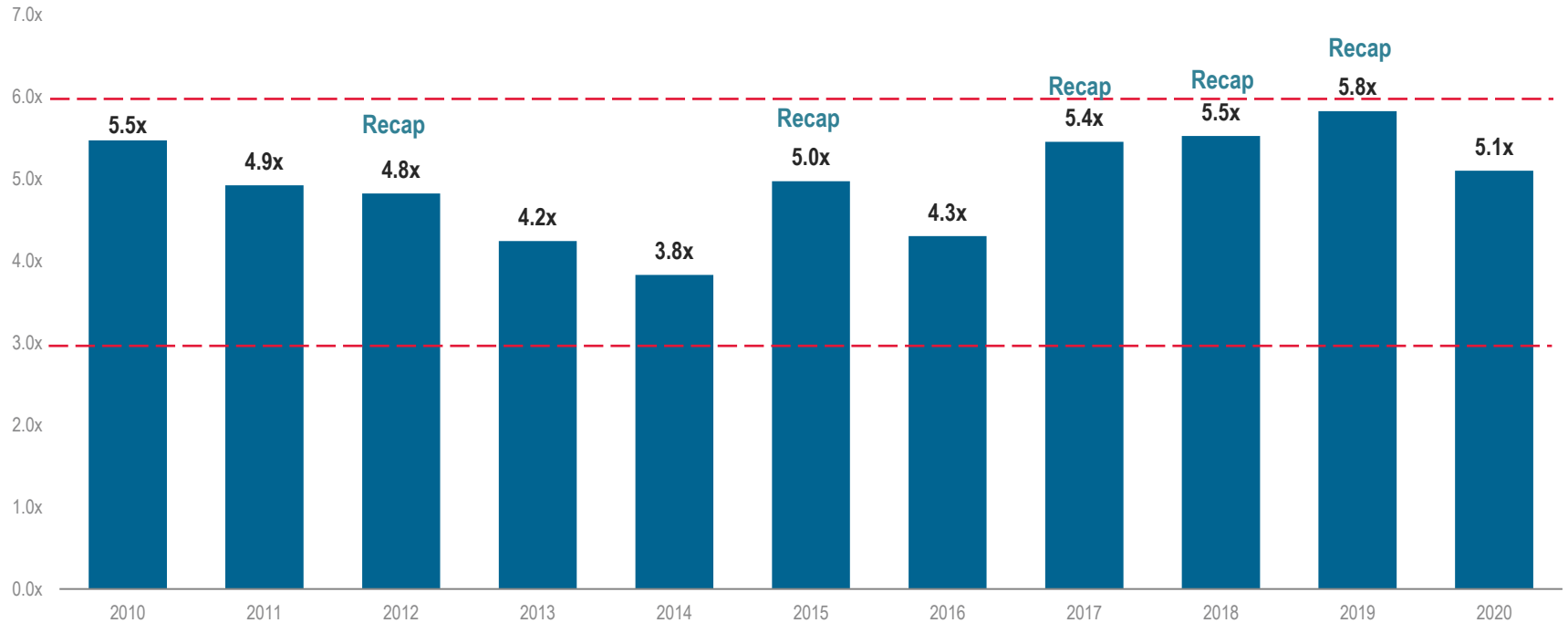


Note: 2015, 2020 and Q3 2021 TTM results exclude impact of a 53<sup>rd</sup> week.

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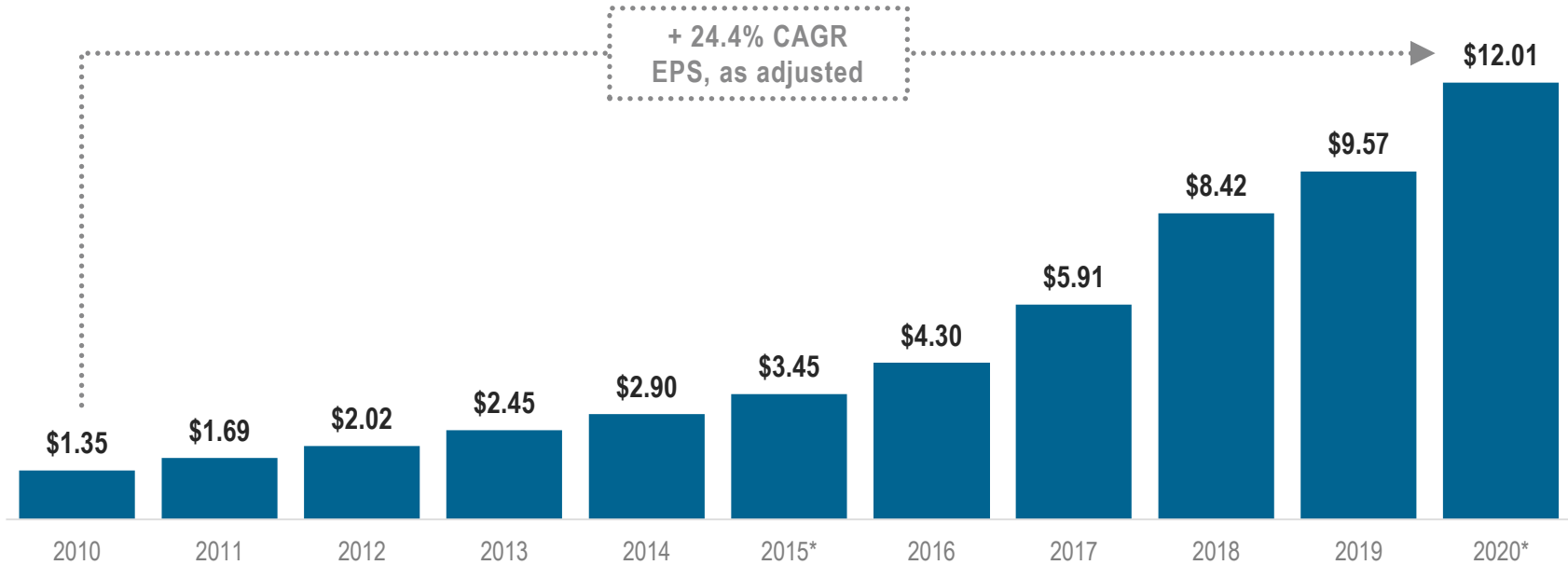
# Combined With Leverage...

## Leverage Ratio



Leverage ratios calculated as of year end  
Note: Red lines denote Domino's target leverage range.

# ... Drives EPS Growth ...



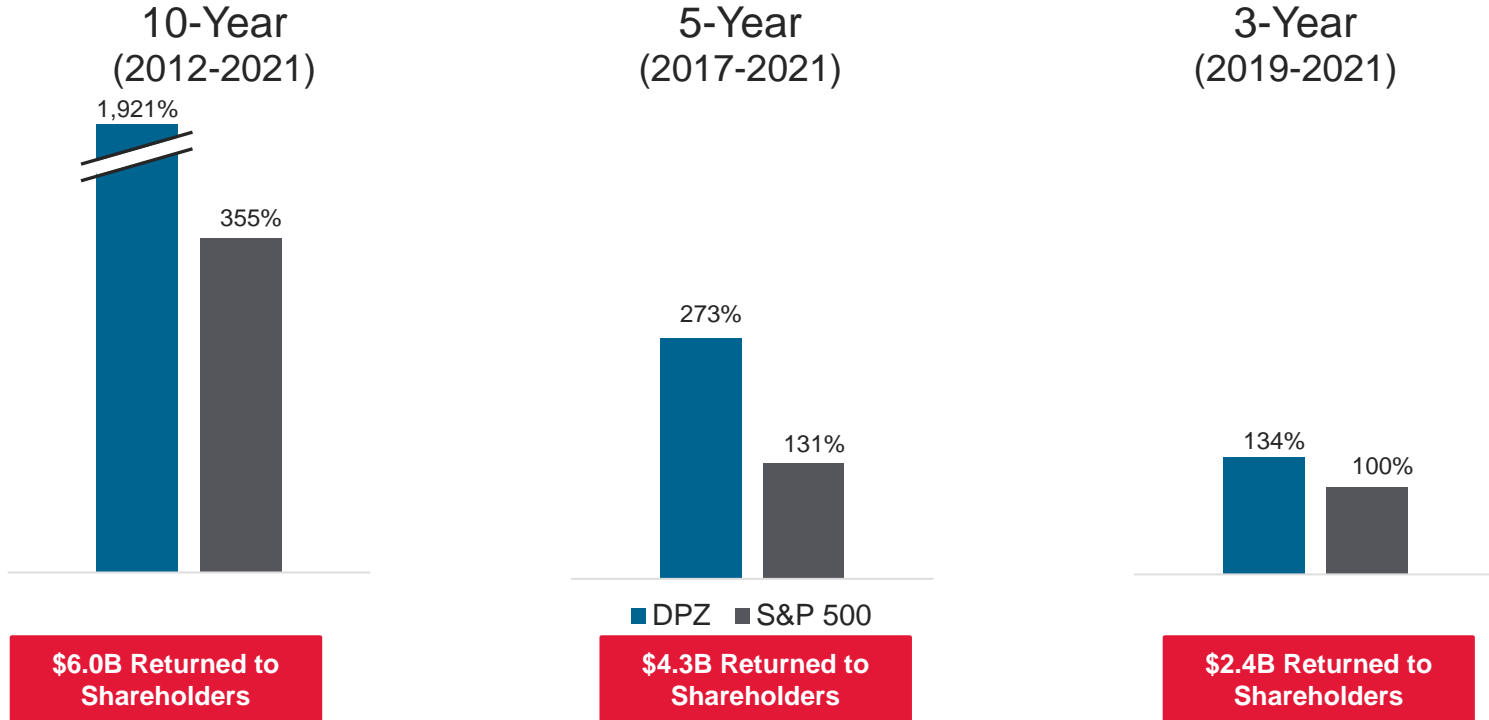
Certain diluted EPS amounts are adjusted for items affecting comparability; Items adjusting comparability are detailed in the respective Company Earnings Releases.

Actual EPS: 2010: \$1.45; 2011: \$1.71; 2012: \$1.91; 2013: \$2.48; 2014: \$2.86; 2015: \$3.47; 2016: \$4.30; 2017: \$5.83; 2018: \$8.35; 2019: \$9.56; 2020: \$12.39

\* 2015 and 2020 were 53-week fiscal years. The estimated impact of the 53<sup>rd</sup> 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



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



2022

UPDATES



# 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

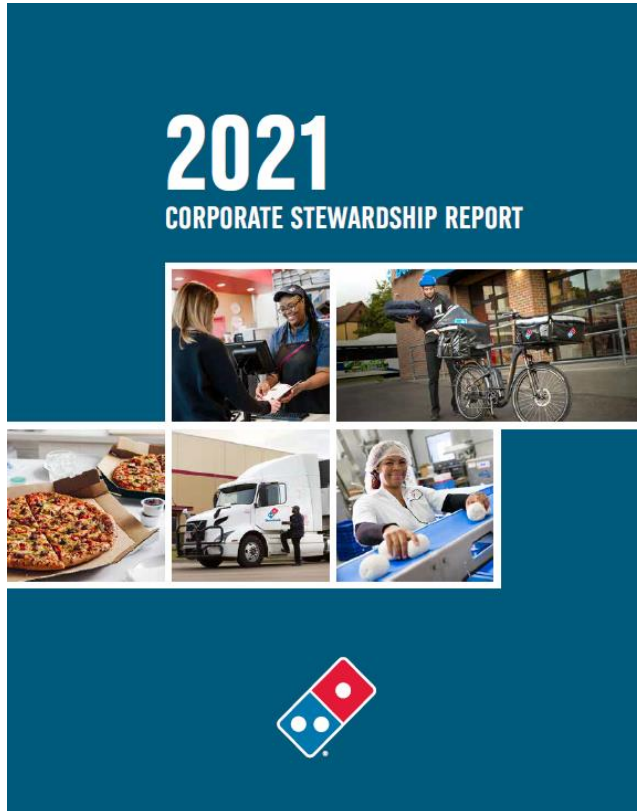
6 - 8%

## GLOBAL RETAIL SALES GROWTH

6 - 10%

Outlook does not constitute specific earnings guidance  
Domino's does not provide quarterly or annual earnings guidance  
Global Retail Sales Growth excludes foreign currency impact

# New Stewardship Report Available



- ✓ Environmental footprint
- ✓ Commit to setting SBTi targets
- ✓ Commit to Net Zero by 2050
- ✓ SASB and GRI-referenced tables
- ✓ Go to [stewardship.dominos.com](https://stewardship.dominos.com)



**DPZ**

**LISTED NYSE**

