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 and June 14, 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.

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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.
WHO WE ARE
WE ARE #1 IN GLOBAL QSR PIZZA

17% GLOBAL MARKET SHARE IN QSR PIZZA

$14.3B GLOBAL RETAIL SALES

49% U.S. GLOBAL RETAIL SALES

98% FRANCHISED

51% INTERNATIONAL GLOBAL RETAIL SALES

As of FY 2019
Market Share Sources: U.S. Pizza Category from The NPD Group/CREST® and International Limited-Service Pizza Category from Euromonitor for the year ending 2019
Enterprise of 17,100+ Stores … In 90+ Markets

- 6,195 U.S. Stores
- 10,978 International Stores

As of Q2 2020
Strong Franchise Model with Homegrown Talent

95%+ of U.S. franchisees started as drivers, pizza makers or hourly workers in our stores

100% Int’l Master Franchisee Model

Strong Unit Economics

777 U.S. Franchisees

$1M+ Avg. Annual Enterprise EBITDA per U.S. Franchisee

Average annual enterprise EBITDA per U.S. franchisee represents estimated average U.S. franchise store EBITDA multiplied by average number of stores per U.S. franchisee. See Slide 16 for details regarding calculation of average estimated U.S. franchise store EBITDA. All metrics as of Q2 2020.
Strong Int’l Master Franchisee Partners

Domino’s Pizza Enterprises Ltd. – DMP (ASX)
- 1,335 Domino’s Stores
- $3.3B Market Cap

Jubilant FoodWorks Ltd. – JUBLFOOD (NSE)

Domino’s Pizza Group PLC – DOM (LON)
- 1,223 Domino’s Stores
- $2.0B Market Cap

Alsea SAB de CV – ALSSF (OTCMKTS)

DP Eurasia – DPEU (LON)
- 765 Domino’s Stores
- $119M Market Cap

Market capitalization numbers as of 2/17/2020 and adjusted for local currency.
Alsea store count as of 4/30/20 (Q1’20 earnings)...Jubilant store count as of 1/31/20 (Q3’20 earnings)...DP Eurasia store count as of 3/27/20 (FY’19 earnings).
One Store, Two Businesses

Delivery
~55% of Transactions
~2/3 of Sales

and

Carryout
~45% of Transactions
~1/3 of Sales

Two Largest Segments in QSR Pizza

Delivery and carryout metrics are based on U.S. results
Winning With Our Customers

✔ PRODUCT  ✔ SERVICE  ✔ IMAGE
Winning With Our Customers

☑️ VALUE

ALL DAY, EVERY DAY

MIX & MATCH
CHOOSE TWO OR MORE ITEMS FOR
$5.99 EACH

ORDER NOW

LARGE 2-TOPPING
$7.99 EACH
CARRYOUT ONLY.
Winning With Our Customers

✔ TECHNOLOGY

✔ LOYALTY

Over 25 Million Active Users

Piece of the Pie Rewards
FREE PIZZA IS SO CLOSE YOU CAN TASTE IT.
JOIN NOW

Over 70% of U.S. Sales via Digital Channels

As of Q2 2020
Innovating to Win

Proprietary POS & Ecommerce Systems

AnyWare Ordering Platforms

Front-Footed, Disciplined Investments

85 million unique customers in database

New Delivery Methods

Database metric as of Q4 2019
Winning With Our Franchisees

Operational Simplicity

Driving Traffic and Orders

Data-Driven Decisions
Relentless Focus on Franchisee Economics

Efficient, Focused Footprint

Unit-Level Economics

Average Cash-on-Cash Returns Better Than 3-Year Payback

Reflects average store investment of $300-350k and estimated average U.S. franchise store EBITDA detailed on Slide 16
Estimated Average U.S. Franchise Store EBITDA (in thousands)

Estimated average U.S. franchise store EBITDA is an internal company estimate based on unaudited results self-reported by U.S. franchise owners.
Profitable Franchisees Positioned For Enterprise Growth

Estimated Average U.S. Enterprise EBITDA per Franchisee ($$)

Estimated average U.S. franchise store EBITDA, as detailed on slide 16, multiplied by average number of stores per franchisee.
TRACK RECORD OF SUCCESS
Healthy Mix of Same Store Sales + Unit Growth

Growth generated in four ways:

- U.S. Same Store Sales
- International Same Store Sales
- U.S. Unit Growth
- International Unit Growth

= GLOBAL RETAIL SALES
Consistent Global Same Store Sales Growth

U.S. Same Store Sales
1997 - 2019

- 1997: 6.8%
- 1998: 4.5%
- 1999: 2.8%
- 2000: 4.0%
- 2001: 2.6%
- 2002: 1.3%
- 2003: 1.8%
- 2004: 4.9%
- 2005: 0.5%
- 2006: 9.9%
- 2007: 3.5%
- 2008: 3.1%
- 2009: 5.4%
- 2010: 7.5%
- 2011: 12.0%
- 2012: 10.5%
- 2013: 7.7%
- 2014: 6.6%
- 2015: 3.2%
- 2016: 3.2%
- 2017: 1.9%
- 2018: 6.2%
- 2019: 7.8%

Avg. Since 2010: +6.9%
Avg: +3.8%

International Same Store Sales
1997 - 2019

- 1997: 11.1%
- 1998: 3.4%
- 1999: 3.6%
- 2000: 3.7%
- 2001: 4.1%
- 2002: 4.0%
- 2003: 5.9%
- 2004: 5.1%
- 2005: 4.0%
- 2006: 4.3%
- 2007: 4.3%
- 2008: 5.2%
- 2009: 6.2%
- 2010: 6.9%
- 2011: 6.8%
- 2012: 6.2%
- 2013: 7.8%
- 2014: 3.4%
- 2015: 3.5%
- 2016: 6.3%
- 2017: 1.9%
- 2018: 6.2%
- 2019: 6.3%

Avg. Since 2010: +5.5%
Avg: +5.4%

International sales exclude the impact of foreign currency exchange rate changes
Robust Global Unit Growth

Net Store Growth +7,278

<table>
<thead>
<tr>
<th>Year</th>
<th>U.S.</th>
<th>International</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>513</td>
<td></td>
</tr>
<tr>
<td>2013</td>
<td>631</td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td>743</td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td>901</td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>1,281</td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>1,045</td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>1,058</td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>1,106</td>
<td></td>
</tr>
</tbody>
</table>

Store conversions within international markets:
Note: 2015 excludes impact of the 53rd week
Global retail sales growth excludes the impact of foreign currency exchange rate changes
Strong Earnings Flow Through Model

~24%+ CAGR
EPS, as adjusted

2012: $2.02  
2013: $2.45  
2014: $2.90  
2015: $3.45  
2016: $4.30  
2017: $5.91  
2018: $8.42  
2019: $9.57

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)
Outstanding Total Shareholder Returns

**10-Year**
- DPZ: 3,992%
- S&P 500: 256%

**5-Year**
- DPZ: 228%
- S&P 500: 74%

**3-Year**
- DPZ: 91%
- S&P 500: 52%

As of December 31, 2019
Reflects DPZ closing share price of $8.38 on 12/31/2009, $94.17 on 12/31/2014, $159.24 on 12/30/2016, and $293.78 on 12/31/2019
TSR for each of DPZ and the S&P 500 reflect the reinvestment of dividends
Source: Bloomberg Terminal
Model Functions Well With Leverage

Outstanding Debt:

- **~$4.1 billion total** (completed latest recapitalization in November 2019)

- **New debt added includes $675 million at a rate of 3.67%**
  - Existing 2018 debt of $825 million
  - Existing 2017 debt of $1.6 billion in fixed rate notes and $300 million in variable rate notes
  - Existing 2015 debt of $800 million
    - Blended rate of total outstanding notes is ~3.9% as of Q2 2020

- **Debt-to-EBITDA ratio at ~6.0x upon 2019 recap completion**
  - 3-6x is stated target range
  - Next par call date:
    - October 2022 ($420 million 2018 notes, due 2025)
      - ($774 million 2015 notes, due 2025)

Have Used Leverage and Free Cash Flow to:

- **Buy Back Shares**
  - $593.9 million in 2019
    - $79.6 million 2020 YTD as of April 23
  - $591 million in 2018
  - $1.06 billion in 2017
  - $300 million in 2016
  - Remaining authorization of $327M as of July 16

- **Pay Dividends**
  - Quarterly dividends:
    - $105 million (2019)
    - $92 million (2018)
    - $84 million (2017)
    - $74 million (2016)
  - Special dividends in 2007 and 2012

As of Q2 2020
OPPORTUNITY TO GROW
Global Pizza Industry
$141B
• QSR $57B
• Intl. QSR $88B

Global QSR Pizza Industry
$84B
• U.S. QSR Pizza Market
• Intl. QSR Pizza Industry

Growing
• U.S. low single digits
• Intl. 3-6%
• Globally, carryout and delivery segments are growing faster than dine-in.

Fragmented
• U.S. Top 4 ~47%
• Intl. Top 4 ~32%

Source for U.S. Pizza Category from The NPD Group/CREST® year ending November 2019: the U.S. QSR pizza category is valued at $37.8 billion and the U.S. Casual Dining pizza category is valued at $3.0 billion
Source for International Pizza Category from Euromonitor International: the International QSR pizza category is valued at $47 billion and the International Full-service pizza category is valued at $54 billion
Methodology and definitions for International category estimates have changed since previous updates
Strong, Growing and Fragmented Pizza Category

Pizza Delivery Market Share 2019

- Domino’s Pizza: 38%
- Other Major Pizza Chains: 26%

Total QSR Pizza Market Share 2019

- Domino’s Pizza: 36%
- Other Major Pizza Chains: 51%
- Regional Chains and Independents: 19%

Domino’s Delivery Dollar Share

<table>
<thead>
<tr>
<th>Year</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Domino’s Delivery Dollar Share</td>
<td>24.2%</td>
<td>26.8%</td>
<td>27.5%</td>
<td>29.6%</td>
<td>32.6%</td>
<td>35.6%</td>
</tr>
</tbody>
</table>

Source: The NPD Group/CREST®, Year Ending November
8,000 Store Opportunity in U.S.

Store opportunity count represents management’s internal estimate based on review of Company data
Fortressing Strategy Key to Unit Growth

Better Service
Busier Drivers
Incremental Carryout
Franchisees Grow Their Enterprise
Lower Delivery Costs
### DEVELOPED MARKETS

<table>
<thead>
<tr>
<th>Top Markets</th>
<th>Last Disclosed Store Count</th>
<th>Potential Store Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>UK</td>
<td>1,130</td>
<td>1,675</td>
</tr>
<tr>
<td>Australia</td>
<td>698</td>
<td>1,200</td>
</tr>
<tr>
<td>Japan</td>
<td>678</td>
<td>1,000</td>
</tr>
<tr>
<td>Canada</td>
<td>512</td>
<td>700</td>
</tr>
<tr>
<td>South Korea</td>
<td>443</td>
<td>500</td>
</tr>
<tr>
<td>France</td>
<td>418</td>
<td>1,000</td>
</tr>
<tr>
<td>Germany</td>
<td>330</td>
<td>1,000</td>
</tr>
<tr>
<td>Spain</td>
<td>321</td>
<td>350</td>
</tr>
<tr>
<td>Netherlands</td>
<td>303</td>
<td>400</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>4,833</strong></td>
<td><strong>7,825</strong></td>
</tr>
</tbody>
</table>

### EMERGING MARKETS

<table>
<thead>
<tr>
<th>Top Markets</th>
<th>Last Disclosed Store Count</th>
<th>Potential Store Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>India</td>
<td>1,335</td>
<td>1,800</td>
</tr>
<tr>
<td>Mexico</td>
<td>797</td>
<td>1,025</td>
</tr>
<tr>
<td>Turkey</td>
<td>550</td>
<td>900</td>
</tr>
<tr>
<td>China</td>
<td>300</td>
<td>1,000</td>
</tr>
<tr>
<td>Saudi Arabia</td>
<td>261</td>
<td>450</td>
</tr>
<tr>
<td>Brazil</td>
<td>259</td>
<td>750</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>3,492</strong></td>
<td><strong>5,925</strong></td>
</tr>
</tbody>
</table>

Potential for Additional 5,500+ Stores in Top 15 Markets Alone

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Potential store counts represent the estimates of respective master franchisees.
Australia, Japan, Netherlands, Germany and France as of April 28, 2020 (investors.dominos.com.au/stores)
India as of Q4'20 earnings (May 22, 2020) … UK as of FY’19 earnings (February 5, 2020)
Turkey store count as of FY’19 earnings (March 27, 2020) … Mexico and Spain as of Q1’20 earnings (April 30, 2020)
All other markets based on non-public master franchise disclosure approval (coinciding with DPZ Q4’19 earnings timing)
A WORK IN PROGRESS BRAND
Environmental Efforts, Partnerships and Giving

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.

In Image 1: St. Jude Children’s Research Hospital.
In Image 2: Domino’s Pizza employees.
In Image 3: Domino’s Pizza delivery bikes.
In Image 4: St. Jude Children’s Research Hospital.
In Image 5: Domino’s Pizza employees with a police officer.
Our Goal:

25,000 Stores Worldwide…

$25 Billion in Global Retail Sales…

By the Year 2025…
BECOME THE DOMINANT #1 PIZZA COMPANY IN THE WORLD