

Item 19: Financial Performance Representations

The FTC's Franchise Rule permits a franchisor to provide information about the actual or potential financial performance of its franchised and/or franchisor-owned outlets, if there is a reasonable basis for the information, and if the information is included in the disclosure document. Financial performance information that differs from that included in Item 19 may be given only if: (1) a franchisor provided the actual records of an existing outlet you are considering buying; or (2) a franchisor supplements the information provided in this Item 19, for example, by providing information about performance at a particular location or under particular circumstances.

Set forth below is information concerning the average weekly unit sales ("AWUS") and other financial data of franchised and company-owned Domino's Pizza Traditional Stores located in the United States (not including Stores located in U.S. territories of Guam, Puerto Rico and U.S. Virgin Islands), for the calendar years 2019 through 2023. AWUS is calculated by dividing the total Royalty Sales reported by all Stores operating during the year by the number of weeks reported. Royalty Sales means the total receipts from all sales by the Stores of all pizza, beverages and other products or services authorized for sale at the Stores or at any approved off-site location but exclusive of sales or equivalent taxes, coupon and similar discounts, and beverage container deposits approved by us.

AWUS

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Franchised	\$22,843	\$25,264	\$26,004	\$25,554	\$25,825
Company-Owned	\$24,112	\$26,579	\$25,399	\$23,663	\$25,509
Combined	\$22,914	\$25,336	\$25,970	\$25,334	\$25,810

MEDIAN WEEKLY UNIT SALES

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Franchised	\$21,448	\$23,845	\$24,739	\$24,322	\$24,594
Company-Owned	\$23,585	\$25,776	\$24,683	\$24,248	\$25,535
Combined	\$21,663	\$24,004	\$24,735	\$24,322	\$24,665

For 2019 there were 5,494 franchised stores and 326 company-owned stores for a total of 5,821 stores. For 2020 there were 5,757 franchised stores and 335 company-owned stores for a total of 6,092 stores. For 2021 there were 5,965 franchised stores and 351 company-owned stores for a total of 6,316 stores. For 2022 there were 6,232 franchised stores and 275 company-owned stores for a total of 6,507 stores. For 2023 there were 6,371 franchised stores and 276 company-owned stores for a total of 6,647 stores. These Store counts include all Stores open at year end that were open and operational for the full twelve-month period of the applicable year. In 2023, the average number of households in the delivery areas of these Domino's Pizza Stores with delivery service areas was 14,175, and the average dollar per household was approximately \$2.85.

The charts below show the number and percentage of Stores in operation during the entire twelve-month period which achieved or exceeded AWUS for the applicable year.

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Franchised	2,354	2,503	2,631	3,036	3,213
Company-Owned	177	179	161	152	137
Combined	2,531	2,682	2,797	3,188	3,355

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Franchised	43%	43%	44%	50%	<u>50%</u>
Company-Owned	54%	53%	46%	52%	<u>50%</u>
Combined	43%	44%	44%	50%	<u>50%</u>

OTHER FINANCIAL DATA

Set forth below are calculations of EBITDA as a percentage of Royalty Sales and other financial indicators based upon AWUS of <\$15,000, \$15,001 - \$20,000, \$20,001 - \$25,000, \$25,001 - \$30,000 and \$30,001+. These pro forma statements have been derived from profit and loss statements submitted by franchised stores in operation as of the end of the fiscal year 2023 that have operated for at least twelve (12) months. At the end of 2023, there were 6,548 franchised stores in operation. These calculations are based on the information received from 6,301 Stores. 70 Stores did not submit or submitted incomplete or improperly prepared profit and loss statements and 177 Stores were not operational for the full year. Accordingly, these 247 Stores were excluded from these calculations.

Average Weekly Unit Sales	<\$15,000	\$15,001-\$20,000	\$20,001-\$25,000	\$25,001-\$30,000	\$30,001+
Total Variable Costs	80.8%	78.2%	76.8%	76.1%	<u>76.0%</u>
Total Cash Fixed Costs	20.7%	16.9%	14.8%	13.2%	<u>11.2%</u>
EBITDA	1.0%	7.3%	10.7%	13.0%	<u>15.1%</u>

560 stores were included in the <\$15,000 range, and 271, or 48.3% of these stores achieved or exceeded the 1.0% EBITDA. 1,169 stores had AWUS in the \$15,001 to \$20,000 range, and 603, or 51.6% of these stores achieved or exceeded the 7.3% EBITDA. 1,510 stores had AWUS in the \$20,001 to \$25,000 range, and 809, or 53.6% of these stores achieved or exceeded the 10.7% EBITDA. 1,303 stores had AWUS in the \$25,001 to \$30,000 range, and 673, or 51.7% of these stores achieved or exceeded the 13.0% EBITDA. 1,759 stores had AWUS in the

\$30,001+ range, and 889, or 50.5% of these stores achieved or exceeded the 15.1% EBITDA.

Explanatory Notes:

Total Variable Costs: Includes operating expenses that tend to vary with a change in sales. These expenses include food costs; variable labor costs (which may vary depending on each store's local labor market and applicable wage and working condition requirements), excluding manager salary; bonus; payroll taxes; worker's compensation insurance; mileage reimbursement and related delivery expenses; advertising expenses; royalty expense; and operating supplies.

Total Cash Fixed Costs: Includes operating expenses that tend to not vary with a change in sales. These expenses include telephone and utilities, rent, repairs and maintenance, professional fees, small equipment and computer expenses, other taxes (real and personal property taxes and business taxes), insurance (excluding worker's compensation), manager salary, and miscellaneous operating expenses.

EBITDA: Earnings before interest, taxes, depreciation and amortization. EBITDA is calculated as follows: Royalty Sales minus Total Variable Costs minus Total Cash Fixed Costs plus Supply Chain Profit Sharing and Volume Discount rebates.

Written substantiation for the financial performance representation will be made available to the prospective franchisee upon reasonable request.

Some Stores have achieved these sales or earned these amounts. Your individual results may differ. There is no assurance that you will achieve these sales or earn as much.

We or our affiliates also may furnish supplemental data concerning specific proposed store locations or Delivery Service Areas ("DSA") that are prepared using a siting model program known as "Domino's Strategic Integrated Mapping and Modeling System". We or our affiliates may also furnish supplemental data concerning specific proposed store locations in connection with the proposal by existing Domino's Pizza franchisees to open an additional store in a DSA in which such franchisee has an existing store (a "Store Split") or to open one or more additional stores in contiguous DSAs in which such franchisee has existing stores and to redraw the boundaries of the DSAs ("Store Realignment"). If data generated by the Siting Model is furnished to you, you will be provided with a Supplemental Financial Performance Representation explaining the Siting Model in greater detail and the way in which the information differs from the information contained in this disclosure concerning average weekly unit sales and other financial data of Domino's Pizza stores.

Other than the preceding financial performance representations and the information set forth above and data to substantiate and support the information set forth above, we do not make any financial performance representations. We also do not authorize our employees or representatives to make any such representations either orally or in writing. If you are

purchasing an existing outlet, however, we may provide you with the actual records of that outlet. If you receive any other financial performance information or projections of your future income, you should report it to the franchisor's management by contacting Colleen McCormick, Senior Manager - Regulatory Affairs and Contracts, at colleen.mccormick@dominos.com, (734) 930-4331, the Federal Trade Commission, and the appropriate state regulatory agencies.

Item 20: Outlets and Franchisee Information

ITEM 20 TABLE NO. 1
Systemwide Traditional Outlet Summary
For years 2022, 2023, 2024

(1) Outlet Type	(2) Year	(3) Outlets at the Start of the Year	(4) Outlets at the End of the Year	(5) Net Change
Traditional Franchised	2022	6222	6438	+216
	2023	6438	6600	+162
	2024	6600	6751	+151
Traditional Company-Owned	2022	375	286	-89
	2023	286	288	+2
	2024	288	292	+4
Total Outlets	2022	6597	6724	+127
	2023	6724	6888	+164
	2024	6888	7043	+155

ITEM 20 TABLE NO. 1
Systemwide Non-Traditional Outlet Summary
For years 2022, 2023, 2024

(1) Outlet Type	(2) Year	(3) Outlets at the Start of the Year	(4) Outlets at the End of the Year	(5) Net Change
Non-Traditional Franchised	2022	21	20	-1
	2023	20	21	+1
	2024	21	25	+4
Non-Traditional Company-Owned	2022	0	0	0
	2023	0	0	0
	2024	0	0	0
Total Outlets	2022	21	20	-1
	2023	20	21	+1
	2024	21	25	+4