Our Global System
As of 12/31/2019

- Restaurants: 14,384 (37%) US, 13,846 (36%) IOM, 10,465 (27%) IDL
- SWS: 25% US, 40% IOM, 35% IDL
- Revenues: 54% US, 38% IOM, 8% IDL
- OP Income*: 48% US, 41% IOM, 11% IDL

*The IDL segment excludes Corporate activities.

Comparable Sales Trends

- Global: 5.3% 2017, 5.9% 2018, 6.1% 2019 (US), 8.0% 2019 (IDL)
- US: 4.5% 2017, 3.6% 2018, 2.5% 2019
- IOM: 5.0% 2017, 5.6% 2018, 6.1% 2019

All info as of 12/31/2019 as reported unless otherwise noted

Source: McDonald’s Investor Relations
**Total Restaurant Margin Dollars**
(values in $B)

- **2014**
  - ~80% Franchised
  - 72% Franchised Margin Dollars
  - 28% McOpCo Margin Dollars
  - $10.5B

- **2019**
  - 93% Franchised
  - 85% Franchised Margin Dollars
  - 15% McOpCo Margin Dollars
  - $11.1B

**Free Cash Flow***
(values in $B)

- **2014**
  - $4.1B
  - 87% FCF Conversion

- **2019**
  - $5.7B
  - 95% FCF Conversion

+$1.6B

All info as of 12/31/2019 as reported unless otherwise noted

*Reconciliations for Non-GAAP Financial Metrics can be found on our website at: https://corporate.mcdonalds.com/corp/mcd/investors/financial-information.html

Source: McDonald’s Investor Relations
**U.S. Market**

- The U.S. is the largest market in the McDonald’s System in terms of Systemwide sales with an unrivaled drive-thru presence, modernized asset base, strong unit economics and customer satisfaction near all-time highs.
- Ownership Mix: 95% Franchised

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**Average Unit Volume**

$2.9M

**Restaurant Modernization**

~80% of EOTF projects complete
~90% Modernization

**Operations**

~95% DT locations
11K Delivery Restaurants

*As of 9/30/2020*
International Operated Markets

• Comprised of markets or countries in which the Company operates and franchises restaurants.

• Operating from a position of strength: powerful brand presence, largely reimagined asset base, high average unit volumes and average restaurant pre-debt cash flow at or near all-time highs. Customer satisfaction scores continue to increase across most markets.

• Ownership Mix: 84% Franchised

<table>
<thead>
<tr>
<th>Market</th>
<th>% Franchised</th>
<th>% DT Restaurants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Australia</td>
<td>86%</td>
<td>~80%</td>
</tr>
<tr>
<td>Canada</td>
<td>92%</td>
<td>~75%</td>
</tr>
<tr>
<td>France</td>
<td>85%</td>
<td>~70%</td>
</tr>
<tr>
<td>Germany</td>
<td>94%</td>
<td>~70%</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>90%</td>
<td>~60%</td>
</tr>
</tbody>
</table>

Average Unit Volumes
(In millions US $)

$4.5M

$2.0M

Source: McDonald’s Investor Relations
International Development Licensed Markets

- A geographically diverse segment comprised primarily of developmental licensee and affiliate markets in the McDonald's System
- Licensees are responsible for operating and managing the business, providing capital and developing and opening new restaurants

### Average Unit Volumes

<table>
<thead>
<tr>
<th>Market</th>
<th>% DT Restaurants</th>
</tr>
</thead>
<tbody>
<tr>
<td>China</td>
<td>~15%</td>
</tr>
<tr>
<td>Japan</td>
<td>~50%</td>
</tr>
<tr>
<td>Brazil</td>
<td>~45%</td>
</tr>
</tbody>
</table>

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Source: McDonald's Investor Relations