

# Accelerating the Arches

## Strategic Plan

**Our Purpose**  
**Feed and foster communities**

**Our Mission**  
**Making delicious feel-good moments easy for everyone**

### Our Values

**Serve:**  
We put our customers and people first

**Inclusion:**  
We open our doors to everyone

**Integrity:**  
We do the right thing

**Community:**  
We are good neighbors

**Family:**  
We get better together

### Our Growth Pillars

**M**aximize our Marketing  
• Brand  
• Affordability

**C**ommit to the Core  
• Burger  
• Chicken  
• Coffee

**D**ouble Down on the 4Ds  
• Delivery  
• Digital  
• Drive Thru  
• Development

### Our Platforms

**Consumer:** One of the world's largest consumer platforms

**Restaurant:** Easiest and most efficient restaurant operating platform

**Company:** Modern company platform that unlocks speed and innovation



# Evolution of Accelerating the Arches Strategic Plan

## Our Growth Pillars

### **M** Maximize our Marketing

- Driving scale through marketing
- Maximizing the return on investment
- Creating a more personalized approach to value

### **C** Commit to the Core

- Piloting a new large burger equity
- Scaling McCrispy to nearly all markets by the end of 2025
- Extending McCrispy into wraps and tenders, delivering an additional point of chicken share
- Deploying Best Burger to nearly all markets by the end of 2026

### **D** Double Down on the 4Ds

- Deploying Ready on Arrival technology across the top 6 markets by the end of 2025
- Reaching 250 million 90-day active loyalty members and \$45 billion in annual loyalty Systemwide sales by the end of 2027
- Generating 30% of delivery orders through integrated delivery by the end of 2027
- Surpassing 50,000 restaurants globally by the end of 2027

Leveraging **technology** to unlock greater innovation, speed and efficiency for **customers, restaurant teams, and employees**

## Our Financial Expectations

	Preliminary 2024 Guidance	Average, annual long-term financial targets beyond 2024
<b>Net restaurant unit expansion</b>	Nearly 2% of Systemwide sales growth in constant currencies	About 2.5% of Systemwide sales growth in constant currencies
<b>Operating margin</b>	In the mid-to-high 40% range	Continued expansion
<b>Net new restaurant unit growth</b>	Over 4%	Between 4% to 5% annually, targeting 50,000 global units by 2027 with a run rate of about 1,000 gross restaurant openings across the U.S. and International Operated Markets in 2027
<b>Capital expenditures</b>	About \$2.5 billion	Sequential increases of about \$300-\$500 million each year through 2027
<b>Free cash flow conversion</b>	In the 90% range	In the 90% range