

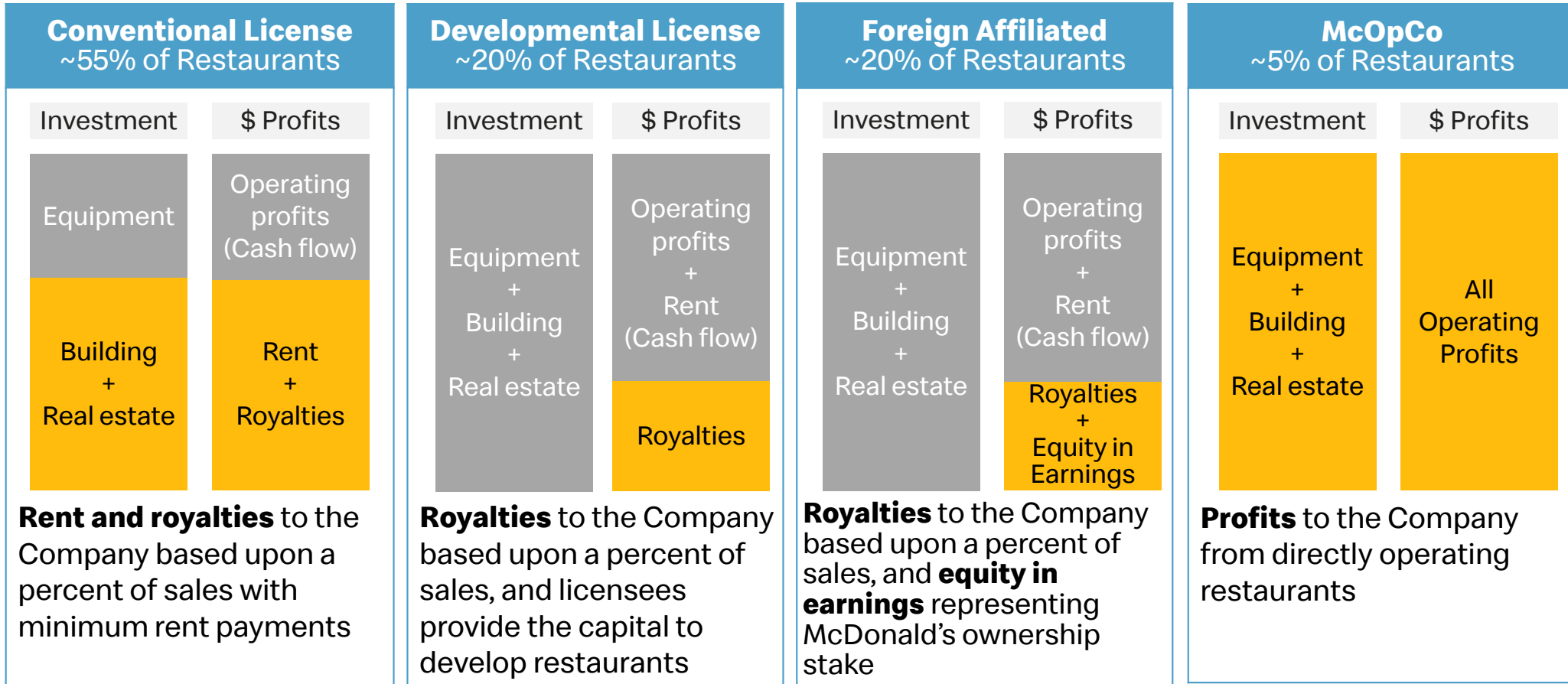
# **McDonald's Corporation**

2023 Investor Update Fact Sheets



# McDonald's Business Model

Revenues from rent, royalties and initial fees and profits from directly operating restaurants



Illustrative as of 12/31/2022

■ McDonald's
 ■ Franchisee

# McDonald's Global Business Operates Under 3 Segments

U.S., Intl Operated Markets, and Intl Developmental Licensed Markets & Corporate

## U.S. Market



**McDonald's largest market** in terms of Systemwide sales

## International Operated Markets (IOM)



**+19 markets** or countries including Australia, Canada, France, Germany and the U.K.

## International Developmental Licensees & Corporate (IDL)



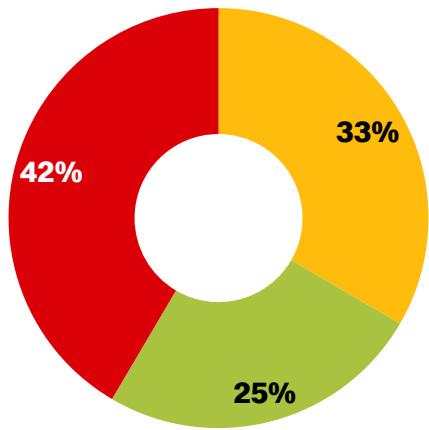
**+75 markets** or countries including Brazil, China and Japan

As of 12/31/2022

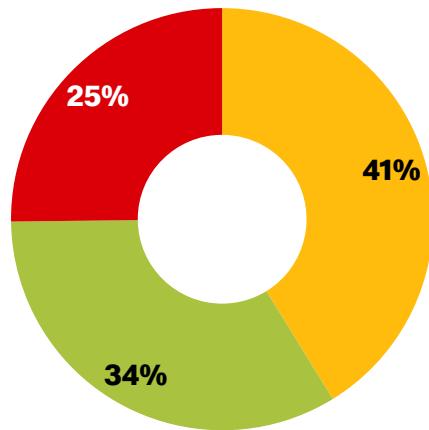
For a complete list of markets and store counts, see the Supplemental Information on the [Financial Information](#) page of the McDonald's Investor Relations website

# McDonald's Segment Breakdown

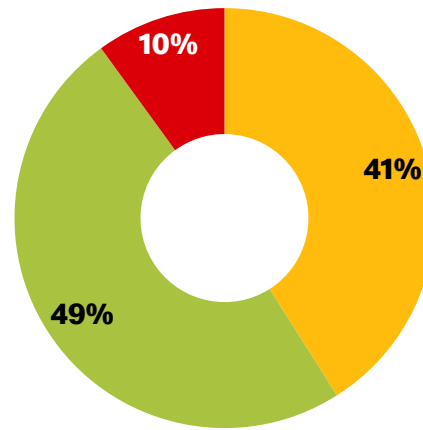
U.S. and IOM segments are +85% of FY'22 revenue and adj. operating income\*\*\*



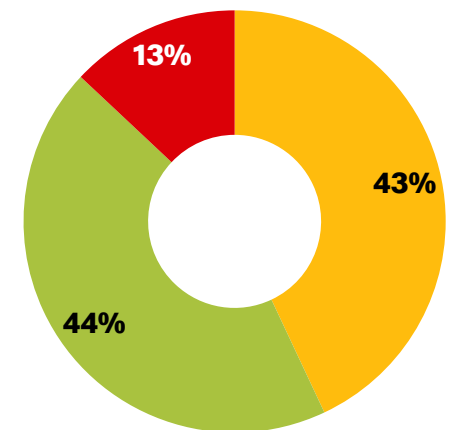
**Restaurants\***



**FY'22 Systemwide Sales\*\***



**FY'22 Revenues**



**FY'22 Adj. Operating Income\*\*\***

■ U.S. 
 ■ IOM 
 ■ IDL

\* As of 12/31/2022

\*\* Systemwide sales is a non-GAAP financial measure; see "Important Disclaimers"

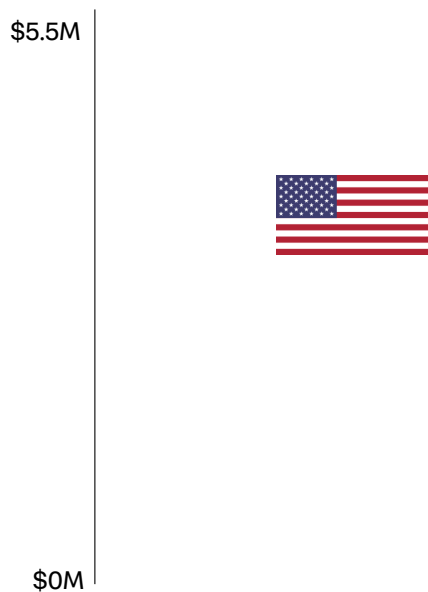
\*\*\* Excludes Corporate activities from IDL segment. Adjusted operating income is a non-GAAP financial measure; see "Important Disclaimers"

\*\*\* Operating income consists of approximately 40% U.S. Dollars and 60% International currencies, of which approximately 70% is in EUR, GBP, AUD, and CAD

# U.S. Segment

Unrivaled drive-thru presence and strong unit economics with a 95% franchised ownership mix\*

**Average Unit Volumes\***  
(In millions U.S. \$)

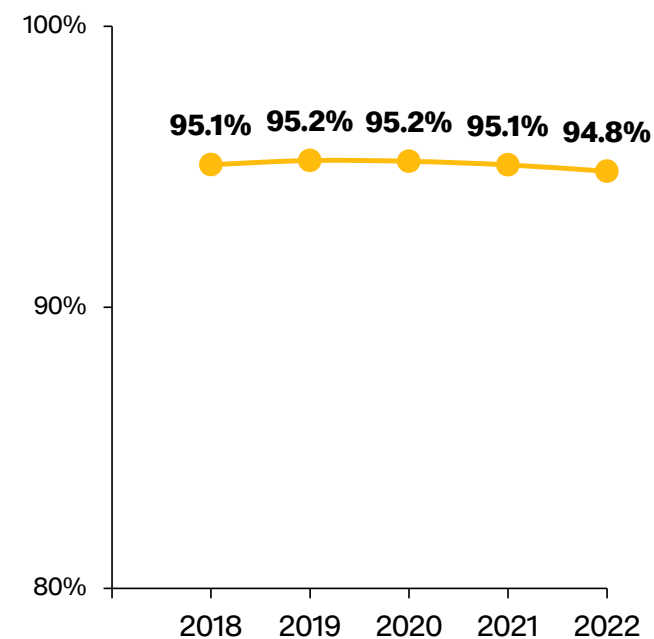


**% Drive Thru Restaurants\***



**95% of Restaurants**  
have a Drive Thru

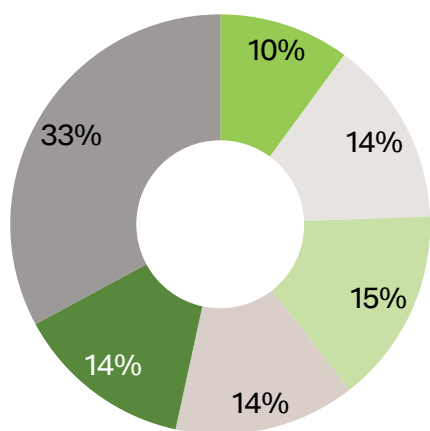
**% Franchised Restaurants**



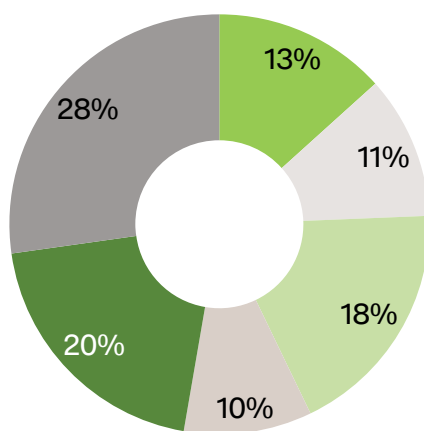
\* As of 12/31/2022

# IOM Segment\*

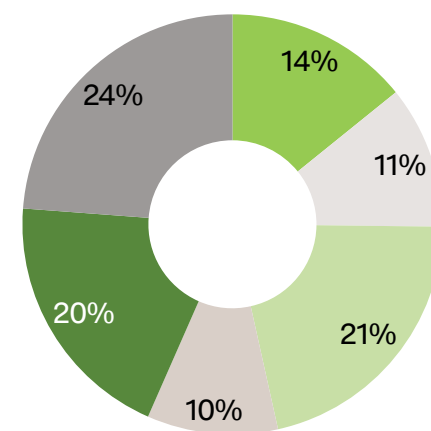
Powerful brand presence and largely reimaged asset base with an 89% franchised ownership mix\*\*



**Restaurants\*\***



**FY'22 Revenues**



**FY'22 Adj. Operating Income\*\*\***

**Australia** **Canada** **France** **Germany** **U.K.** **Other**

\* Reflects the sale of the Company's business in Russia in the second quarter of 2022

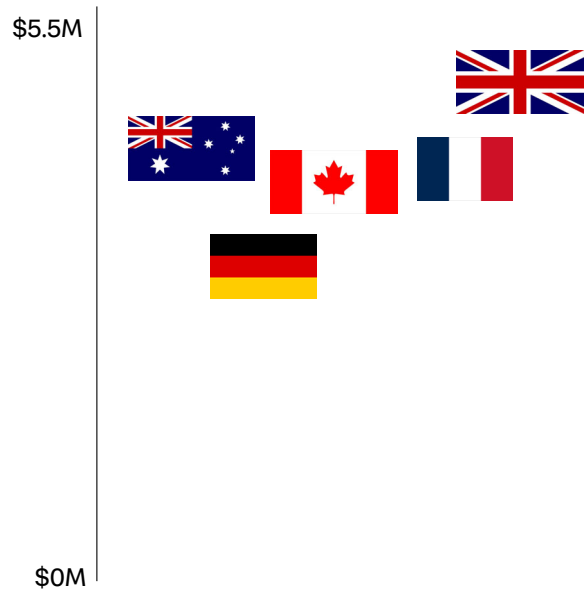
\*\* As of 12/31/2022

\*\*\* Adjusted operating income is a non-GAAP financial measure; see "Important Disclaimers"

# IOM Segment

High average unit volumes across markets

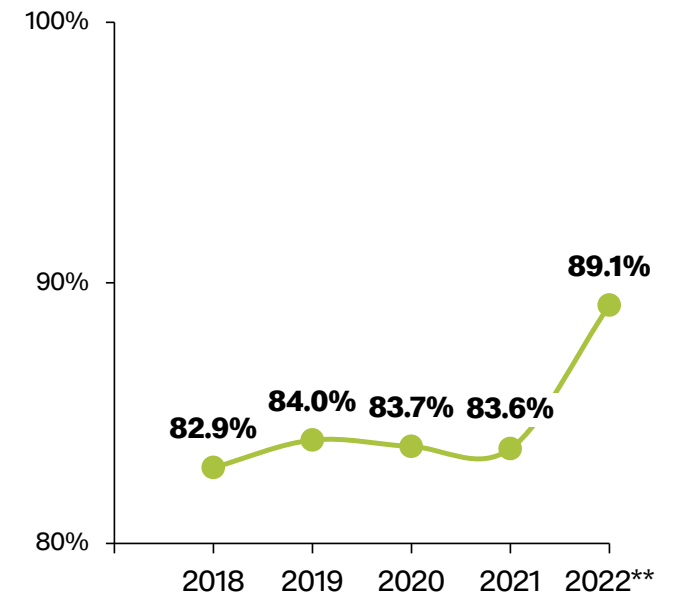
## Average Unit Volumes\* (In millions US \$)



## % Drive Thru Restaurants\*

<b>Australia</b>	85%
<b>Canada</b>	75%
<b>France</b>	80%
<b>Germany</b>	75%
<b>U.K.</b>	70%

## % Franchised Restaurants

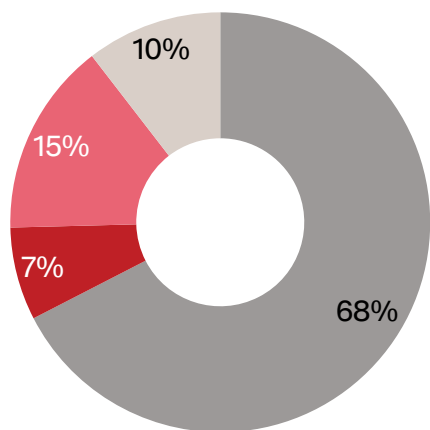


\* As of 12/31/2022

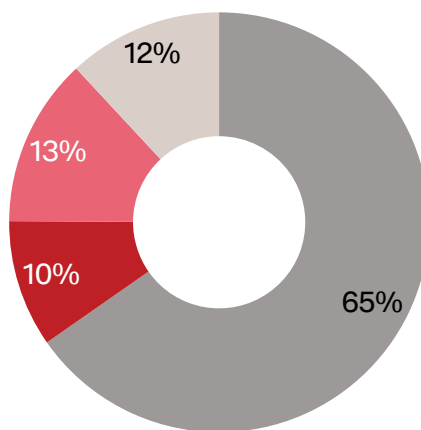
\*\* Reflects the sale of the Company's business in Russia in the second quarter of 2022 (84% of restaurants in Russia were Company-owned as of 12/31/2021)

# IDL Segment

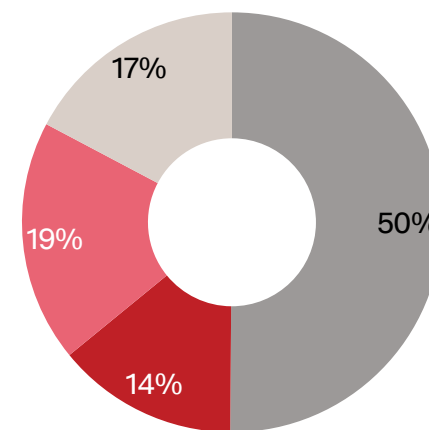
Geographically diverse segment comprised primarily of developmental licensees with a 98% franchised ownership mix\*



**Restaurants\***



**FY'22 Revenues**



**FY'22 Adj. Operating Income\*\***



\* As of 12/31/2022

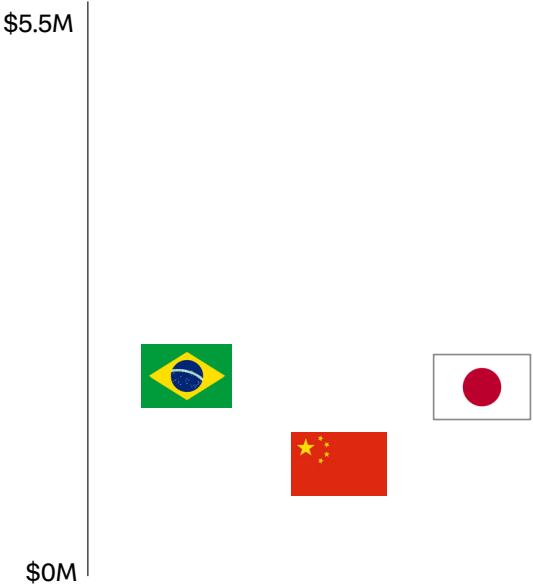
\*\* Excludes Corporate activities. Adjusted operating income is a non-GAAP financial measure; see "Important Disclaimers"



# IDL Segment

Highly franchised segment

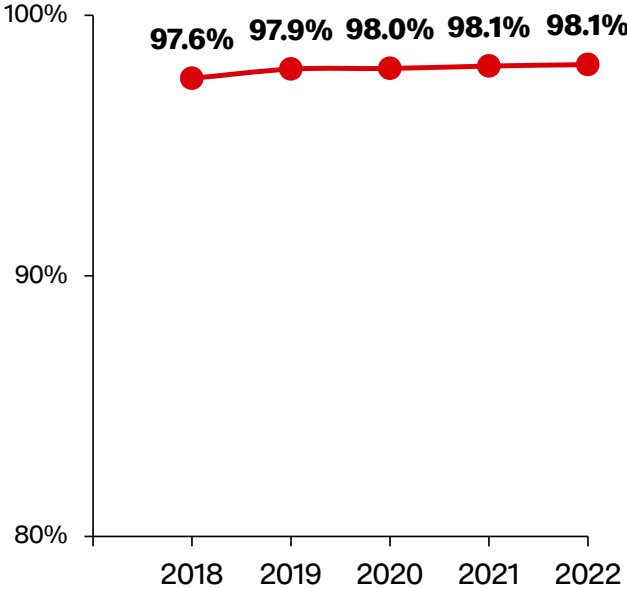
**Average Unit Volumes\***  
(In millions US \$)



**% Drive Thru Restaurants\***

<b>Brazil</b>	40%
<b>China</b>	15%
<b>Japan</b>	50%

**% Franchised Restaurants**



\* As of 12/31/2022