

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

Maximize
our Marketing
• Brand
• Affordability

Commit
to the Core
• Burger
• Chicken
• Coffee

Double Down
on the 4Ds
• Delivery
• Digital
• Drive Thru
• Development

Our Platforms

Consumer: One of the world's largest consumer platforms to fuel engagement

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 sales 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 |
|---------------------------------------|---|--|
| Net restaurant unit expansion | Nearly 2% of Systemwide sales growth in constant currencies | About 2.5% of Systemwide sales growth in constant currencies |
| Operating margin | In the mid-to-high 40% range | Continued expansion |
| Net new restaurant unit growth | 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 |
| Capital expenditures | About \$2.5 billion | Sequential increases of about \$300-\$500 million each year through 2027 |
| Free cash flow conversion | In the 90% range | In the 90% range |