

# **McDonald's Corporation**

Investor Overview



# Important Disclaimers

This presentation contains financial measures that are not calculated in accordance with generally accepted accounting principles in the United States ("GAAP"), including Systemwide sales, free cash flow conversion and adjusted operating margin. Systemwide sales include sales at all restaurants, whether operated by us or by franchisees. Free cash flow conversion is free cash flow (cash provided by operations, less capital expenditures) divided by net income. Adjusted operating margin is defined as non-GAAP operating income (operating income adjusted for certain special gains and charges) divided by total revenues. More information about these non-GAAP financial measures, including why management believes they provide useful information to investors, can be found in our filings with the Securities and Exchange Commission (the "SEC"). See the Appendix to this presentation for reconciliations of these non-GAAP financial measures to the most directly comparable financial measures calculated and presented in accordance with GAAP.

2024 Outlook has been excerpted from our Quarterly Report on Form 10-Q filed with the SEC on May 8, 2024 ("Form 10-Q"). Long-Term Outlook has been excerpted from our Annual Report on Form 10-K filed with the SEC on February 22, 2024 ("Form 10-K"). 2024 and Long-Term Outlook comprises forward-looking statements that reflect current expectations, are not guarantees of performance and speak only as of the date of the respective Form 10-Q and Form 10-K filings. You should not unduly rely on forward-looking statements. Factors that could cause actual results to differ materially from those in forward-looking statements include those reflected under "Risk Factors" in the Form 10-Q and elsewhere in our filings with the SEC.

Website links included in this presentation are for convenience only. Information contained on or accessible through such website links is not incorporated in, and does not constitute a part of, this presentation.

# McDonald's strategic evolution...

1950s



**Kroc meets brothers Dick and Mac McDonald** at their restaurant in San Bernardino

**Kroc becomes the national franchising agent** for the McDonald brothers

**Kroc forms McDonald's System, Inc.** to issue McDonald's franchises under license from the McDonald brothers

**100 millionth hamburger sold** by McDonald's

1960s, 1970s & 1980s



**McDonald's Corporation buys the exclusive rights** to the McDonald's name and operating system from the McDonald brothers

**First location outside the U.S.** opens

**McDonald's expands globally** to Tokyo, Amsterdam, Munich, and Sydney

**The Big Mac, Egg McMuffin, Happy Meal, and Chicken McNuggets** are invented and launched

**The first drive thru** opens

# ...continues to meet customer needs over time

1990s & 2000s



**The McFlurry** is invented and launched in Canada  
**Accelerated unit growth** with continued international expansion  
**Plan to Win** corporate strategy to focus on exceptional customer experience  
**Dollar Menu** value offerings  
**i'm lovin' it** marketing campaign launches  
**McCafé** is invented and launched in Australia

2010s & 2020+



**Turnaround plan announcement** (re-franchising, cost savings)  
**Velocity Growth Plan** corporate strategy to focus on Digital, Delivery, and U.S. Experience Of The Future  
**Accelerating the Arches** corporate strategy to focus on Brand and M-C-D growth pillars: Marketing, Core, Digital, Delivery, Drive Thru and Development  
**Loyalty Program** launches and rapidly expands to +50 markets around the globe



# McDonald's Senior Leadership Team



**Chris Kempczinski**  
President and Chief Executive Officer  
8 Years at McDonald's



**Skye Anderson**  
President,  
Global Business Services  
24 Years at McDonald's



**Jon Banner**  
Executive Vice President,  
Global Chief Impact Officer  
~2 Years at McDonald's



**Ian Borden**  
Executive Vice President,  
Global Chief Financial Officer  
29 Years at McDonald's



**Heidi Capozzi**  
Executive Vice President,  
Global Chief People Officer  
4 Years at McDonald's



**Joe Erlinger**  
President,  
McDonald's USA  
21 Years at McDonald's



**Morgan Flatley**  
Executive Vice President,  
Global Chief Marketing Officer  
and New Business Ventures  
7 Years at McDonald's



**Marion Gross**  
Executive Vice President,  
Global Chief Supply Chain Officer  
30 Years at McDonald's



**Jill McDonald**  
President, IOM  
10 Years at McDonald's



**Mark Ostermann**  
Vice President, Chief of Staff,  
Office of the CEO  
11 Years at McDonald's



**Desiree Ralls-Morrison**  
Executive Vice President,  
Global Chief Legal Officer  
3 Years at McDonald's



**Brian Rice**  
Executive Vice President,  
Global Chief Information Officer  
~2 Years at McDonald's



**Jo Sempels**  
President, IDL  
31 Years at McDonald's



**Manu Steijaert**  
Executive Vice President  
Global Chief Customer Officer  
21 Years at McDonald's

# McDonald's Board of Directors Roster and Committees



## Chris Kempczinski

**Chairman of the Board**  
President and CEO,  
McDonald's Corporation  
Executive\*  
Director Since: 2019



## Anthony Capuano

President and CEO,  
Marriott International, Inc.  
Compensation, Public Policy & Strategy  
Director Since: 2022



## Kareem Daniel

Former Chairman,  
Disney Media and Entertainment Distribution  
Compensation, Sustainability & Corporate Responsibility  
Director Since: 2022



## Lloyd Dean

Chief Executive Emeritus and Founding Executive,  
CommonSpirit Health  
Compensation\*, Governance  
Director Since: 2015



## Catherine Engelbert

Commissioner,  
Women's National Basketball Association  
Audit & Finance\*, Sustainability & Corporate Responsibility,  
Executive  
Director Since: 2019



## Margaret Georgiadis

Co-Founder and CEO,  
Montai Health  
Audit & Finance, Sustainability & Corporate Responsibility  
Director Since: 2015



## Mike Hsu

Chairman and CEO,  
Kimberly-Clark  
Audit & Finance, Sustainability & Corporate Responsibility  
Director Since: 2024



## John Mulligan

EVP and COO,  
Target Corporation  
Public Policy & Strategy\*, Audit & Finance, Executive  
Director Since: 2015



## Jennifer Taubert

EVP and Worldwide Chairman - Pharmaceuticals,  
Johnson & Johnson  
Compensation, Public Policy & Strategy  
Director Since: 2022



## Paul Walsh

Executive Chairman,  
McLaren Group Limited  
Sustainability & Corporate Responsibility\*,  
Governance, Executive  
Director Since: 2019



## Amy Weaver

President and CFO,  
Salesforce, Inc.  
Audit & Finance, Governance  
Director Since: 2022



## Miles White

**Lead Independent Director**  
Former Executive Chairman and CEO,  
Abbott Laboratories  
Governance\*, Public Policy & Strategy, Executive  
Director Since: 2009

# McDonald's

The World's Largest Restaurant Company



**41K+**

**Restaurants**



**2.2M**

**People**

Working for McDonald's  
or Franchisees



**100+**

**Countries**



**65M+**

**Customers**

Served every day





# The McDonald's System

The three-legged stool of McDonald's franchisees, suppliers, and employees

## Franchisees



**95% of McDonald's restaurants are locally owned** and operated, providing the entrepreneurial spirit of local business owners

## Suppliers



Many recognize McDonald's as having the **most integrated, efficient and innovative supply system** in the food service industry

## Employees



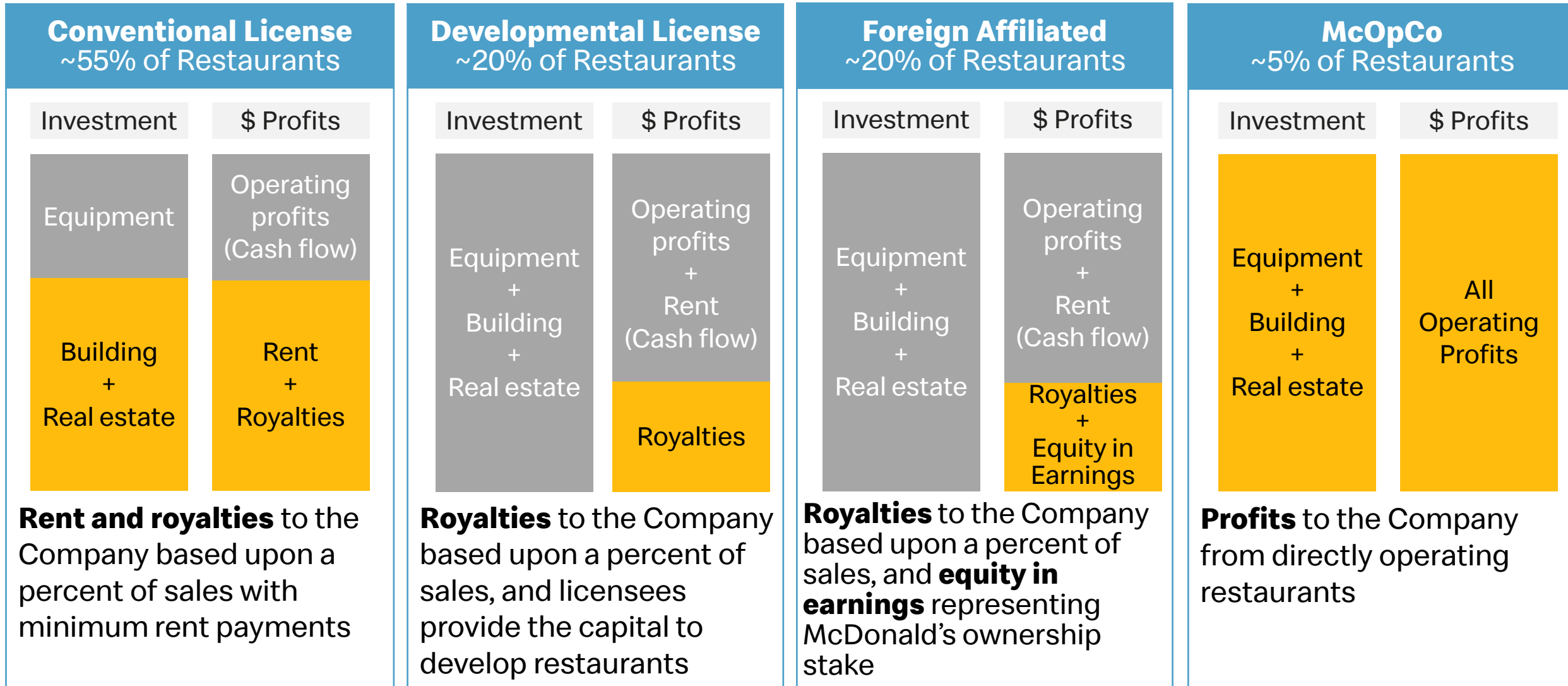
**1 in 8 Americans have worked at a McDonald's restaurant** learning skills that can go wherever they go

The balance of interests among the three groups is essential to McDonald's success



# McDonald's Business Model

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



Illustrative as of 12/31/2023

■ 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)



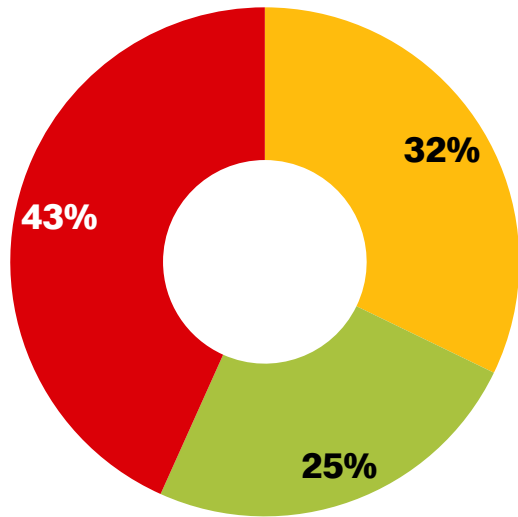
**+75 markets** or countries including Brazil, China and Japan

As of 12/31/2023

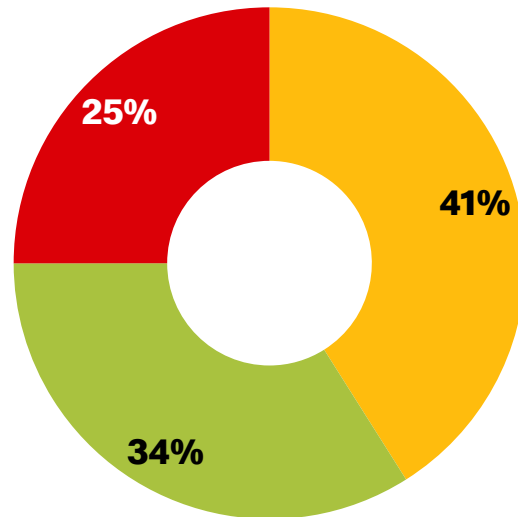
For a complete list of markets and store counts, see the Supplemental Information on the [Financial Information](#) page of the McDonald's Investor Relations website

# McDonald's Segment Breakdown

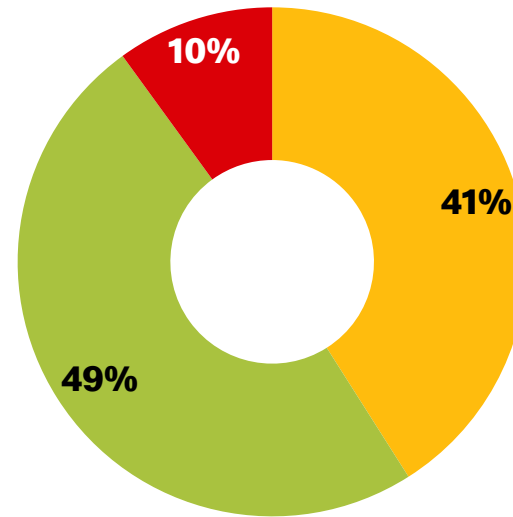
U.S. and IOM segments are ~90% of FY'23 revenue and adj. operating income\*\*\*



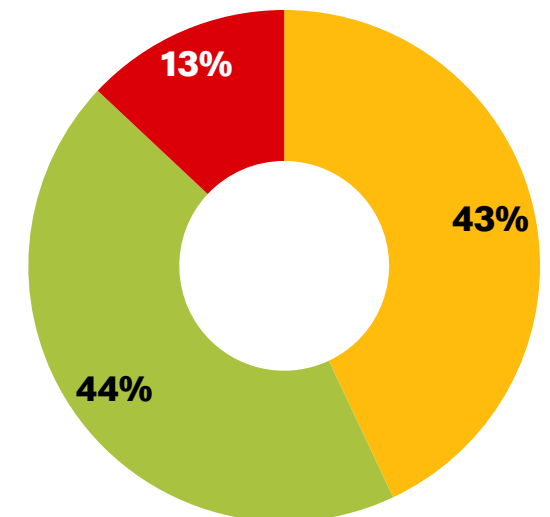
**Restaurants\***



**FY'23 Systemwide Sales\*\***



**FY'23 Revenues**



**FY'23 Adj. Operating Income\*\*\***



\* As of 12/31/2023

\*\* 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"

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

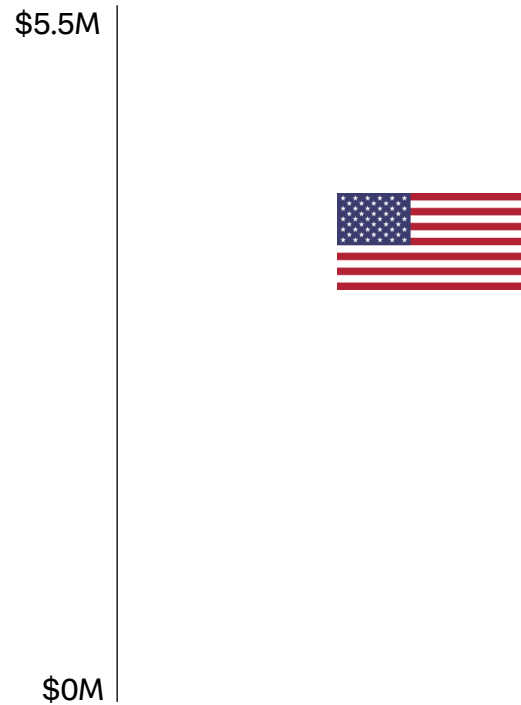


# U.S. Segment

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

## Average Unit Volumes\*

(In millions U.S. \$)

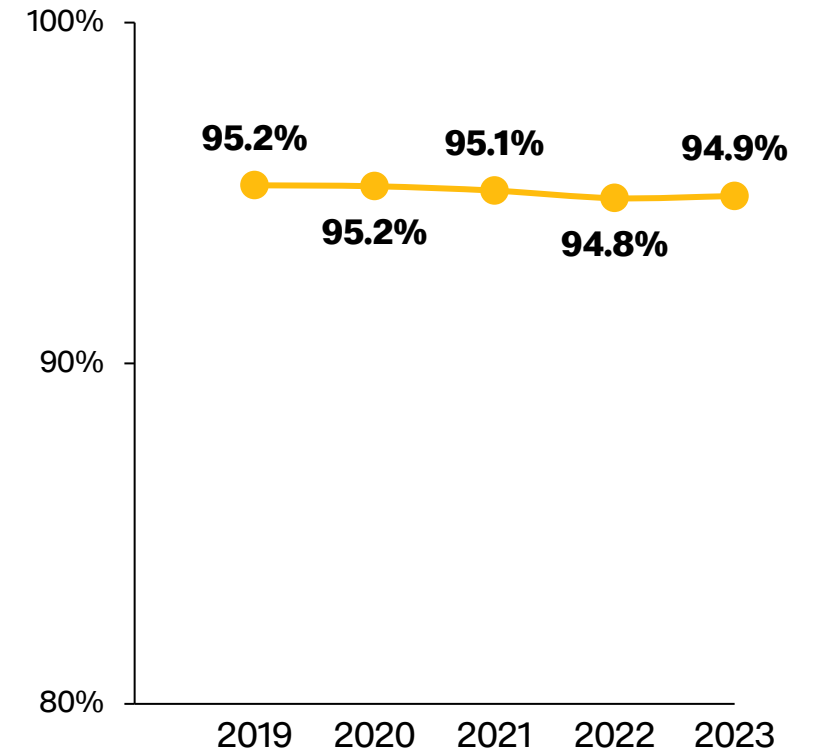


## % Drive Thru Restaurants\*



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

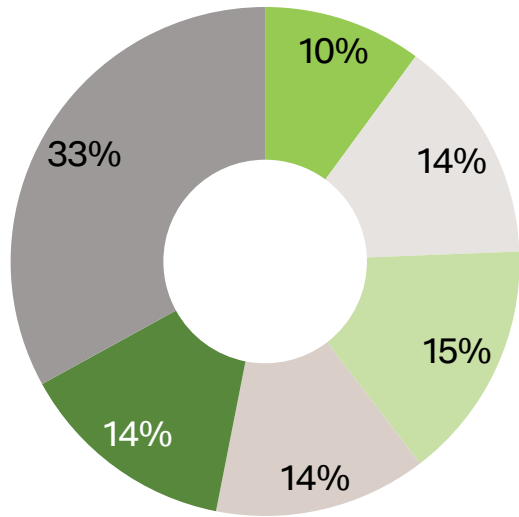
## % Franchised Restaurants



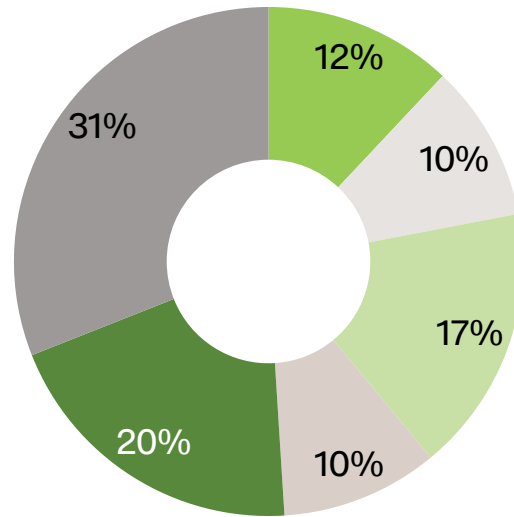
\* As of 12/31/2023

# IOM Segment

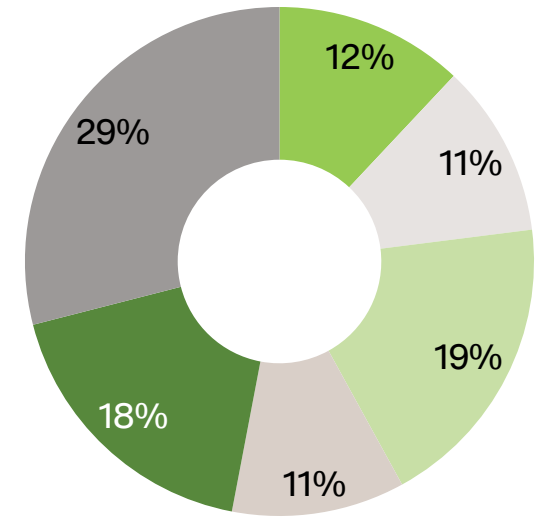
Powerful brand presence and largely reimaged asset base with an 89% franchised ownership mix\*



**Restaurants\***



**FY'23 Revenues**



**FY'23 Adj. Operating Income\*\***



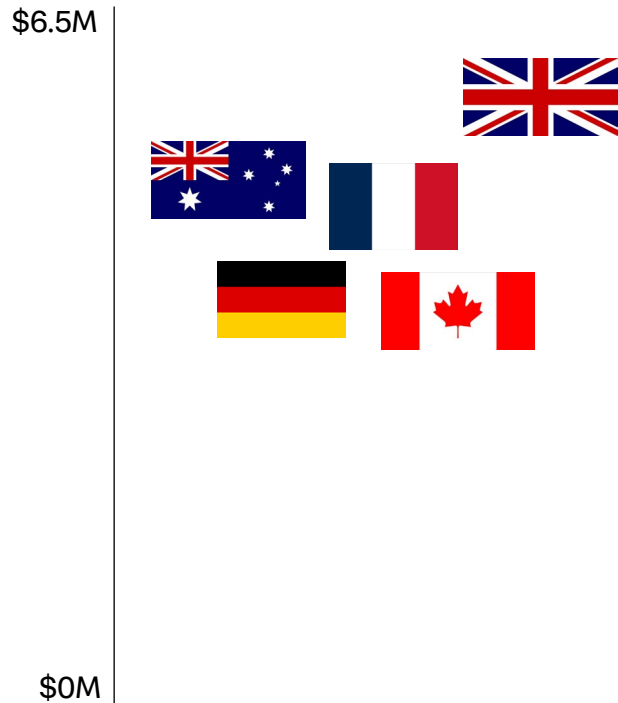
\* As of 12/31/2023

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

# IOM Segment

High average unit volumes across markets

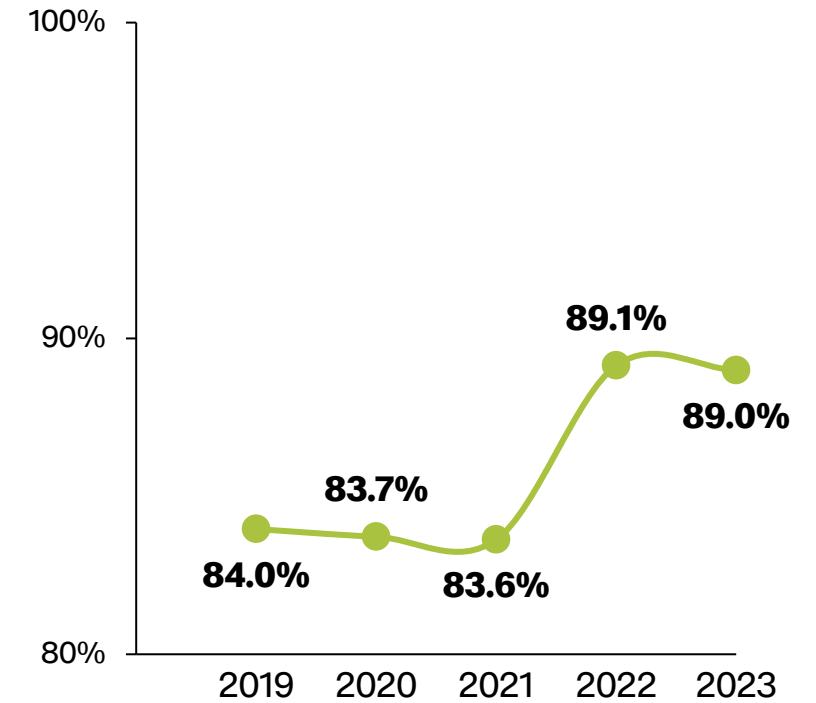
## Average Unit Volumes\* (In millions US \$)



## % Drive Thru Restaurants\*

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

## % Franchised Restaurants\*\*



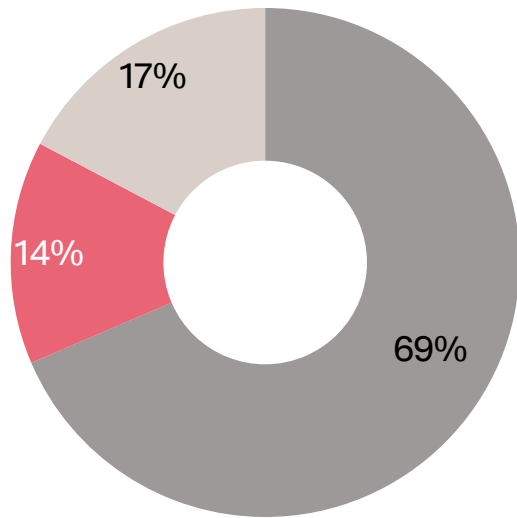
\* As of 12/31/2023

\*\* Reflects the sale of the Company's business in Russia in the second quarter of 2022 (Majority of restaurants in Russia were Company-owned)

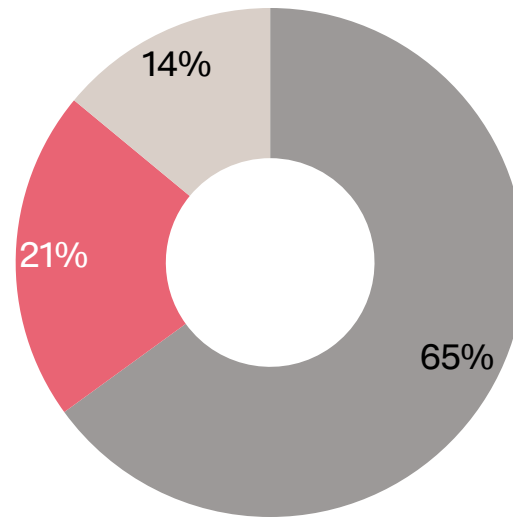


# IDL Segment

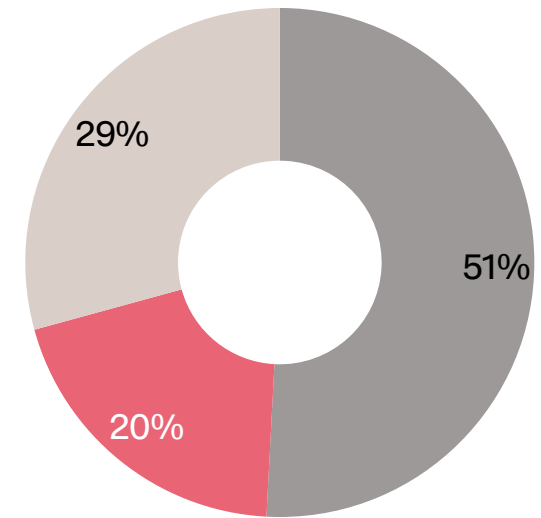
Geographically diverse segment comprised primarily of developmental licensees with a 98% franchised ownership mix\*



**Restaurants\***



**FY'23 Revenues**



**FY'23 Adj. Operating Income\*\***

■ Asia ■ Latin America ■ EMEA (Europe + Middle East)

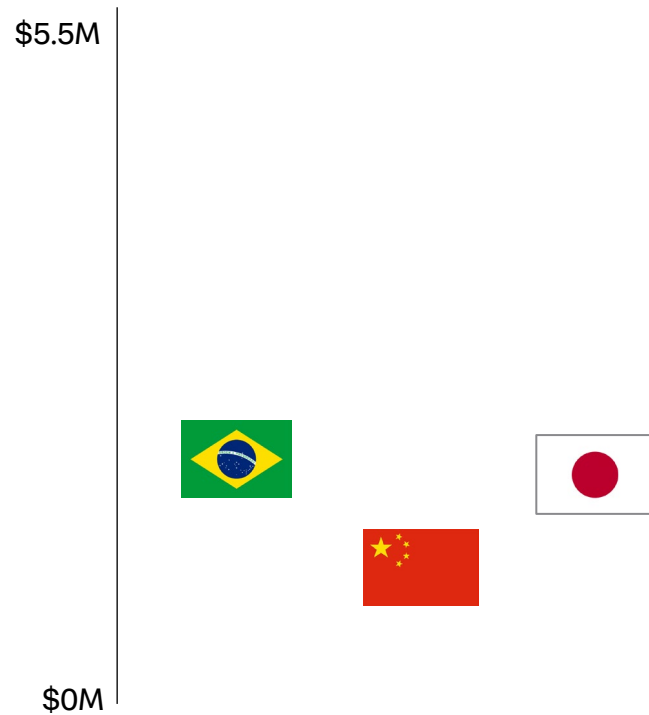
\* As of 12/31/2023

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

# IDL Segment

Highly franchised segment

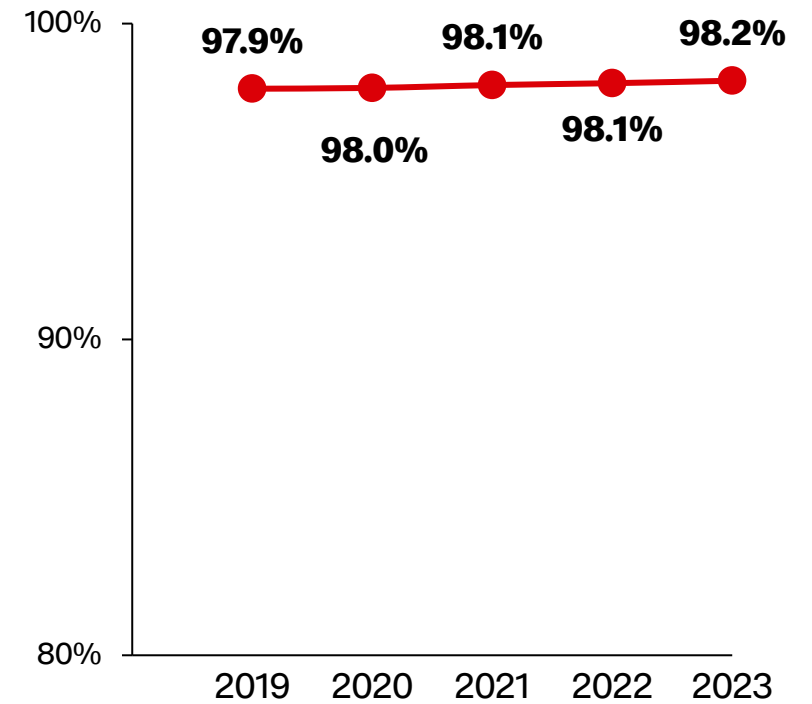
## Average Unit Volumes\* (In millions US \$)



## % Drive Thru Restaurants\*

<b>Brazil</b>	40%
<b>China</b>	10%
<b>Japan</b>	50%

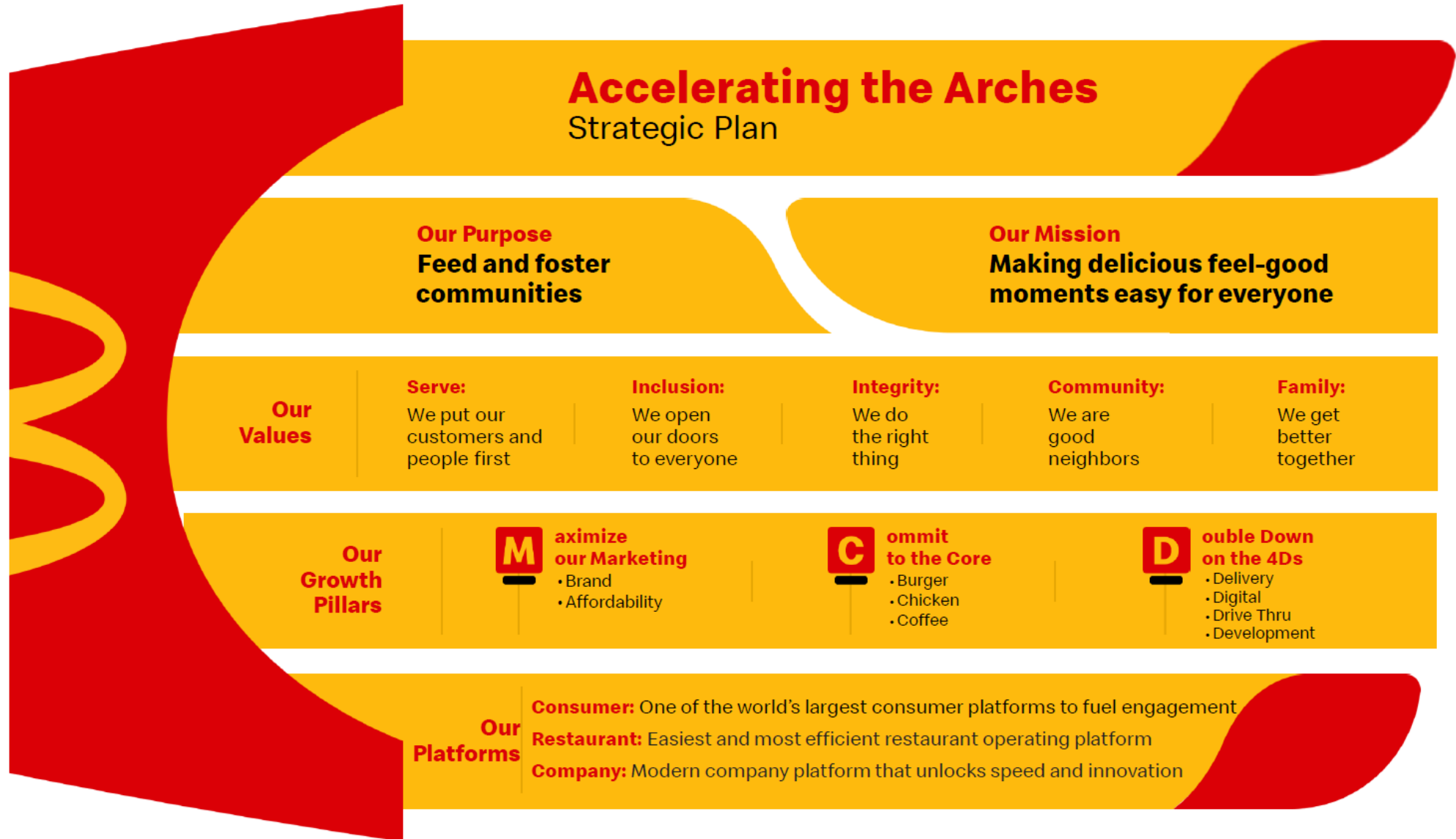
## % Franchised Restaurants



\* As of 12/31/2023

# Evolution of Accelerating the Arches Strategic Plan

Additions of Restaurant Development and Our Platforms



For more information on McDonald's strategy, see the [Accelerating the Arches](#) page of the McDonald's website



# McDonald's Purpose

To feed and foster communities

## Serving & Sourcing Quality, Safe Food



Working toward **responsibly sourcing** priority commodities, prioritizing animal health and welfare and making safe, quality food accessible to families across the world

## Supporting Communities



Helping **feed and support people** when and where they need it most

## Empowering People



Serving up bright futures in communities, nurturing skills, **accelerating equity** and respecting human rights

## Protecting Our Planet



Helping to **drive climate action**, protecting natural resources, reducing waste and transitioning to more sustainable packaging and toys

# McDonald's Impact and Progress

McDonald's continued to have a positive impact on people and the planet

## Serving & Sourcing Quality, Safe Food

**Removed 100% of artificial flavors, added colors from artificial sources and artificial preservatives** where feasible from Happy Meal Offerings

**Reduced calories, sodium, saturated fats and added sugar in Happy Meal Bundle Offerings** (calories by 6%, sodium by 9%, saturated fat by 15% and added sugar by 26% on average)

**Served 5.7 billion items containing fruit, vegetable, low-fat dairy, whole grain, lean protein or water** via the Happy Meal

## Supporting Communities

**In total, McDonald's, McDonald's franchisees, and customers donated over \$182 million to RMHC in 2022**, helping the charity provide more than 2.2 million overnight stays for RMHC families around the world

In 2022, McDonald's held its first Global Volunteer Month, with **~8.5K employees volunteering across 120 events**, contributing a collective **~16.7K volunteer hours** to local community causes

## Empowering People

**25% of our U.S. systemwide spend continued to be with diverse-owned suppliers** as of the end of 2022

By the end of 2022, Archways to Opportunity had increased access to education for more than **82,500 people** since 2015. Through it, we have **awarded more than \$185 million in high school and college tuition assistance**

In 2022, we **engaged with 5,162 supplier facilities globally** – including 537 new ones – to assess various human rights considerations

## Protecting Our Planet

**+99% of primary commodities, in aggregate, continued to be sourced supporting deforestation-free supply chains**, including beef, soy, palm oil, coffee, and fiber

**97.2% of primary fiber-based guest packaging materials** globally were from recycled or certified sources in 2022

We made progress to reduce plastics in our Happy Meal toys. As of the end of 2022, we have **reduced virgin fossil-fuel based plastic in Happy Meal toys by 47.8%** globally since 2018, up from 24.4% as of the end of 2021

# McDonald's Values

The backbone of our Brand is a commitment to a set of core values that define who we are and how we run our business and restaurants



## 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

McDonald's values are the filter through which all business decisions are made because **actions are bigger than words**



# Maximize Our Marketing Growth Pillar

Tapping into the rituals and memories that are already special to McDonald's fans

## Value Proposition



**Meet customer needs** in challenging times

**Value at every tier of the menu,** as affordability is a cornerstone of the McDonald's Brand

## Brand at the Center



**Fan Truths** that build on customer affinity through relatability and cultural moments

Scaling **feel good marketing** around the globe to connect with customers in authentic ways

## World Class Creative



Building brand equity by embracing **bold creative** and staying **connected to culture**

Communicating the story of our **brand, food and purpose** in creative ways that resonate with our fans

# Commit to the Core Growth Pillar

Global core menu items represent nearly 65% of total sales\*

## Cultural Relevance



**Tap into customer demand for familiar favorites**, serving our iconic products that are beloved by customers like our World Famous Fries® and Chicken McNuggets®

## Global Core Menu



**17 unique brand equities with >\$1B in sales** including the Big Mac®, McCrispy® and McMuffins®

**Improving classics** via “Best Burger”; a series of operational and formulation changes designed to deliver hotter, juicier, tastier burgers

## Menu Innovation



Focused on **gaining share in Chicken** by aggressively expanding our chicken brands

**Scaling emerging favorites**, including McCrispy® and McSpicy®



# Double Down on the 4Ds Growth Pillar

Unlocking growth by delivering a personalized and convenient customer experience

## Digital



**Loyalty** users are highly engaged, with **over 150M 90-day active** users in ~50 markets around the world

**+\$20B** in Systemwide sales\* to loyalty members in 2023

## Delivery



**Delivery is in ~100 markets**, representing ~85% of restaurants

**Integrated McDelivery** within the McDonald's app

**Long-term strategic partnerships** with delivery providers

## Drive Thru



**+27K drive thru** locations globally, including ~95% of U.S. locations

**Competitive advantage** in providing convenience and meeting customers' demand for flexibility & choice

## Development



**Accelerating our pace of development** to capture increased demand

Targeting the **fastest period of growth** in McDonald's history by reaching **50,000 restaurants** by the end of 2027

As of 12/31/2023

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

# Foundation

Speed, accuracy, friendliness, and quality are correlated with business performance

## PACE



**Grading and consulting** program active in nearly all major markets

**Operational improvements** in several key markets driven by dedicated support at lower-performing restaurants

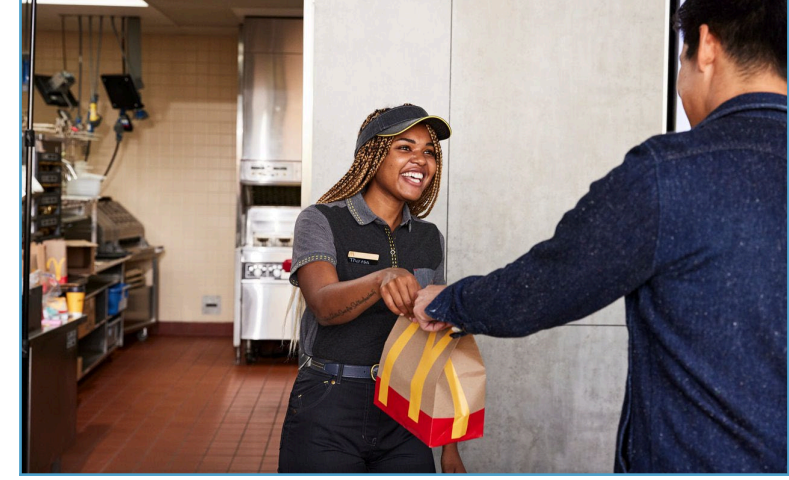
## Customer Satisfaction



**Customer satisfaction improving** across almost all markets

**Even greater ambitions** are fueled by gains in customer satisfaction and are a testament to the dedication of our restaurant teams

## Speed of Service



**Increasingly faster** despite a more challenging labor environment

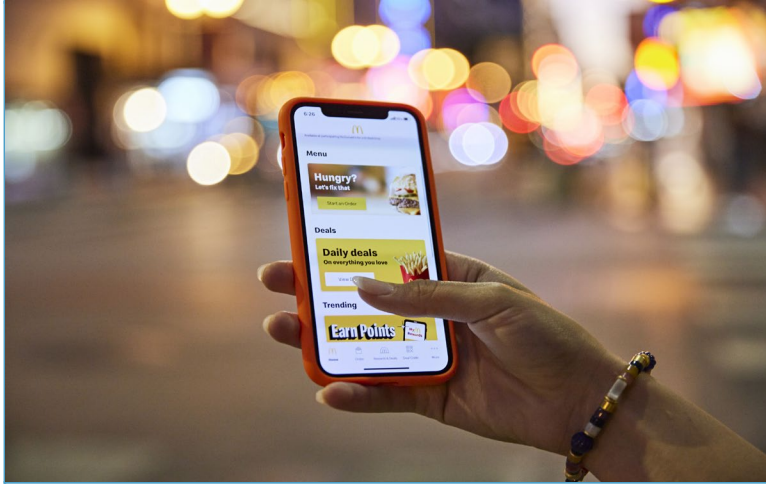
**“Ready on Arrival,”** piloted in the U.S., enables crew to begin assembling a customer’s mobile order prior to their arrival at the restaurant to expedite service and elevate customer satisfaction



# Platforms

Build on our competitive advantages and unlock new growth opportunities

## Consumer



Creating **one of the world's largest consumer platforms**, which will bring together the best of our brand and utilize our physical and digital competitive advantages

## Restaurant



Building the **easiest and most efficient restaurant operating platform**, enabling franchisees to run restaurants more efficiently and make the crew's jobs easier

## Company

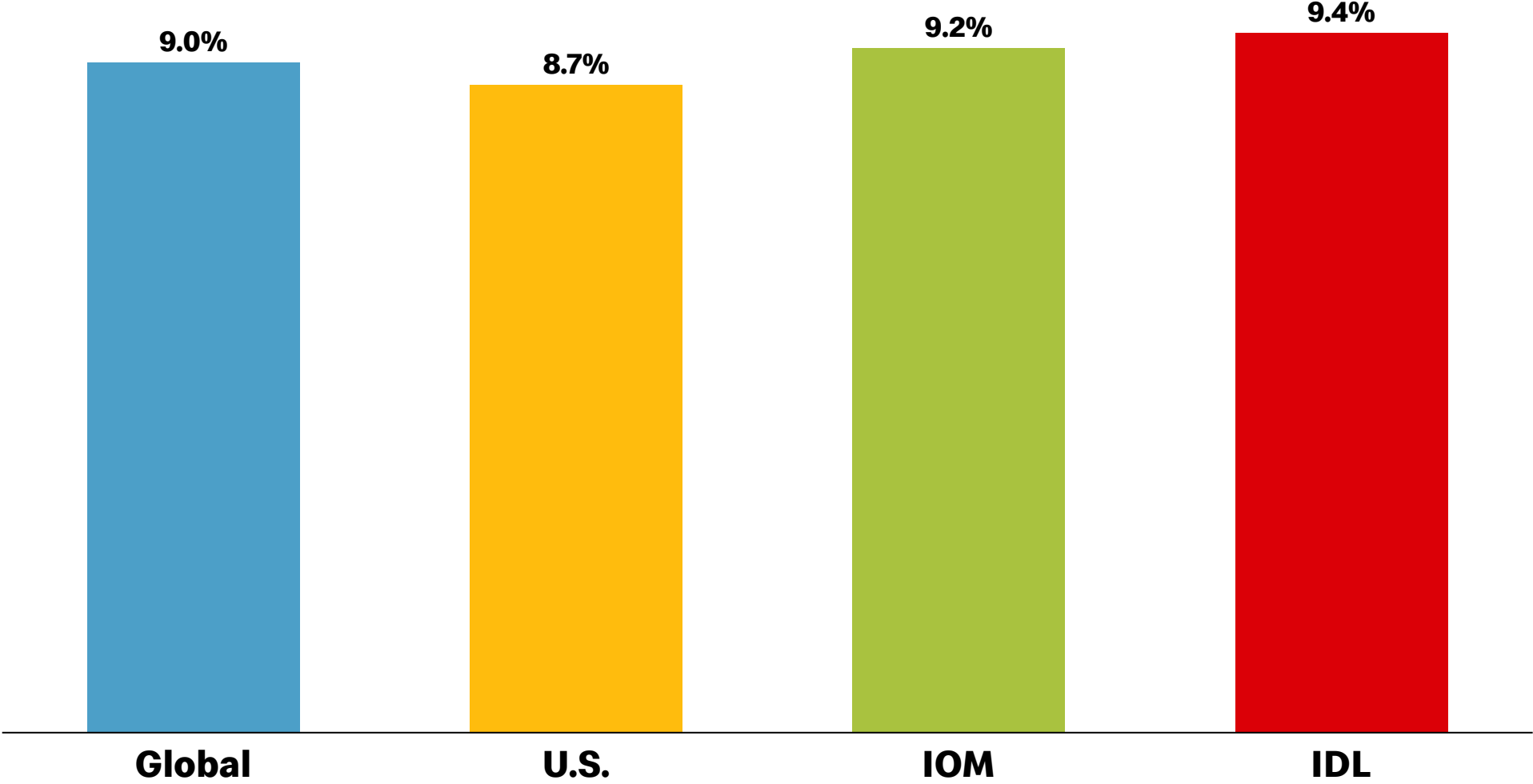


Building a **modern operating platform** that will **unlock speed and innovation** throughout the organization, becoming faster, more innovative and more efficient at solving problems



# 2023 Global and Segment Comp Sales\*

Driven by continued execution of the Accelerating the Arches strategy

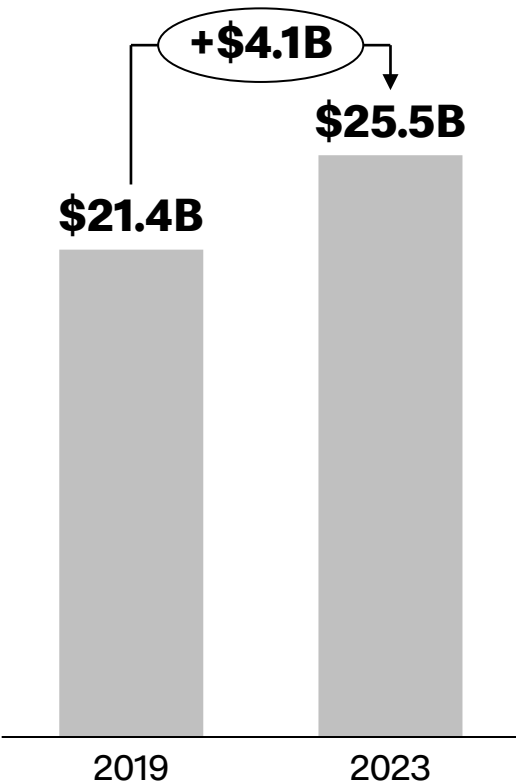


\* Reflects growth over the prior year

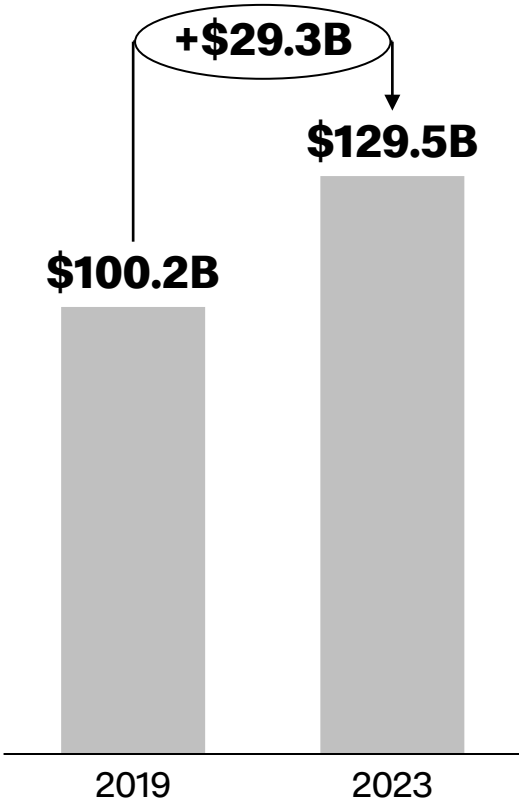
# 2023 Global Financial Overview

Strong growth over the last 5 years is a testament to the resilience of the Business

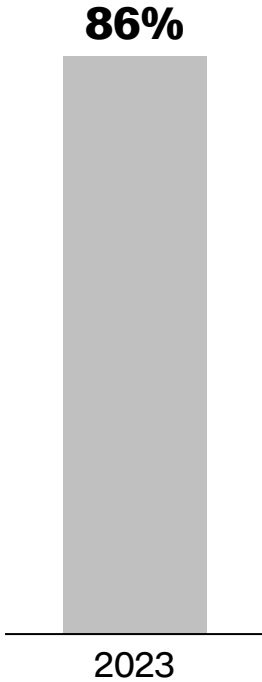
## Total Revenue



## Systemwide Sales\*



## Free Cash Flow Conversion\*

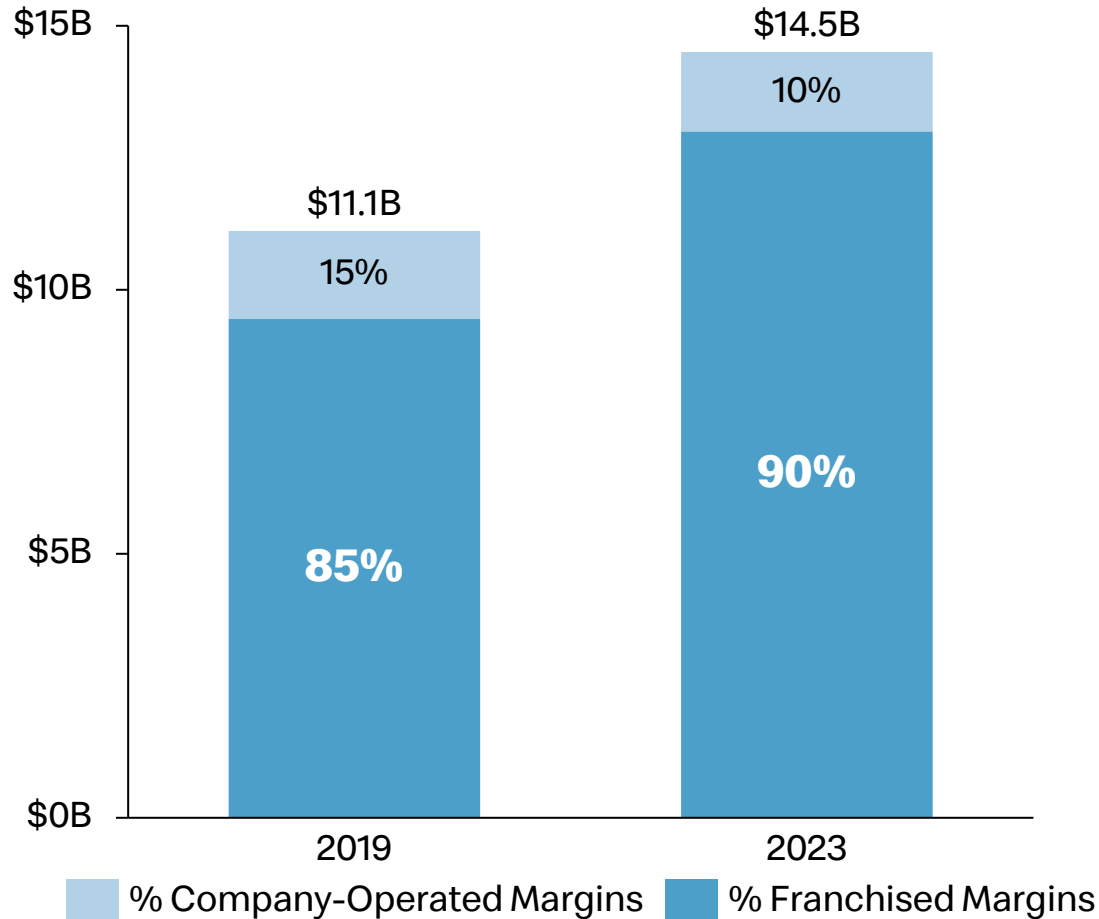


\* Systemwide sales and free cash flow conversion are non-GAAP financial measures; see "Important Disclaimers"

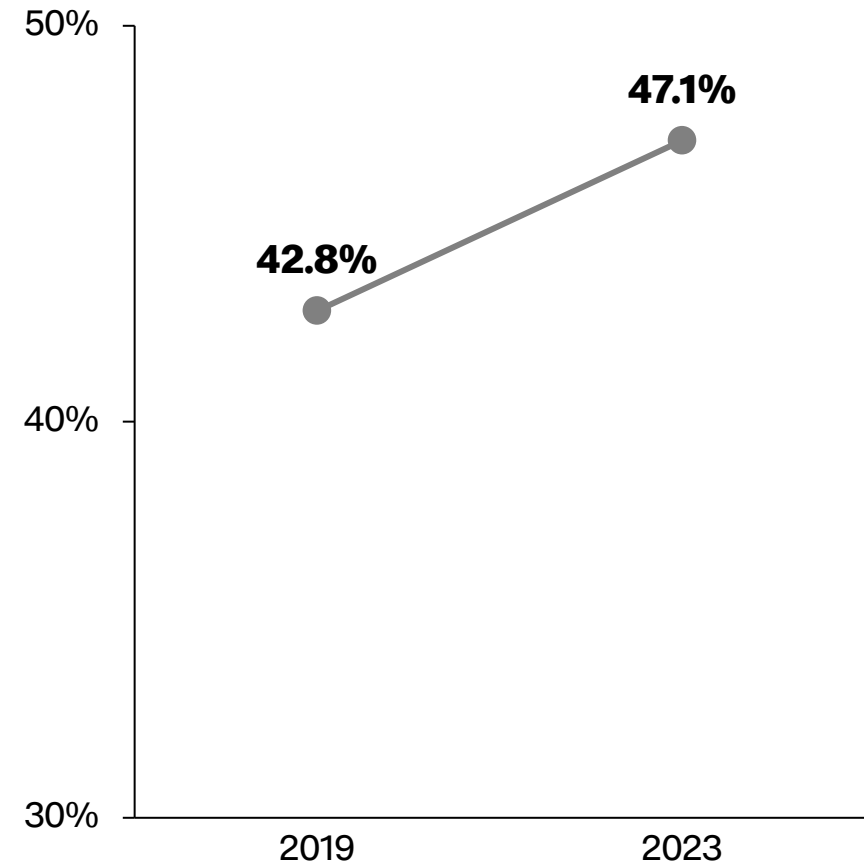
# Adjusted Operating Margin\*

Franchise margin represented ~90% of margin dollars in 2023, leading to operating margin leverage and continued business model stability

### Total Restaurant Margin \$s



### Adjusted Operating Margin %\*



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

# Capital Allocation Philosophy

Optimize and prioritize returning free cash flow to shareholders

## Invest in the Business



**Invest** in opportunities to **grow the business** and drive strong returns

## Payout Dividends



**47 consecutive years** of dividend increases

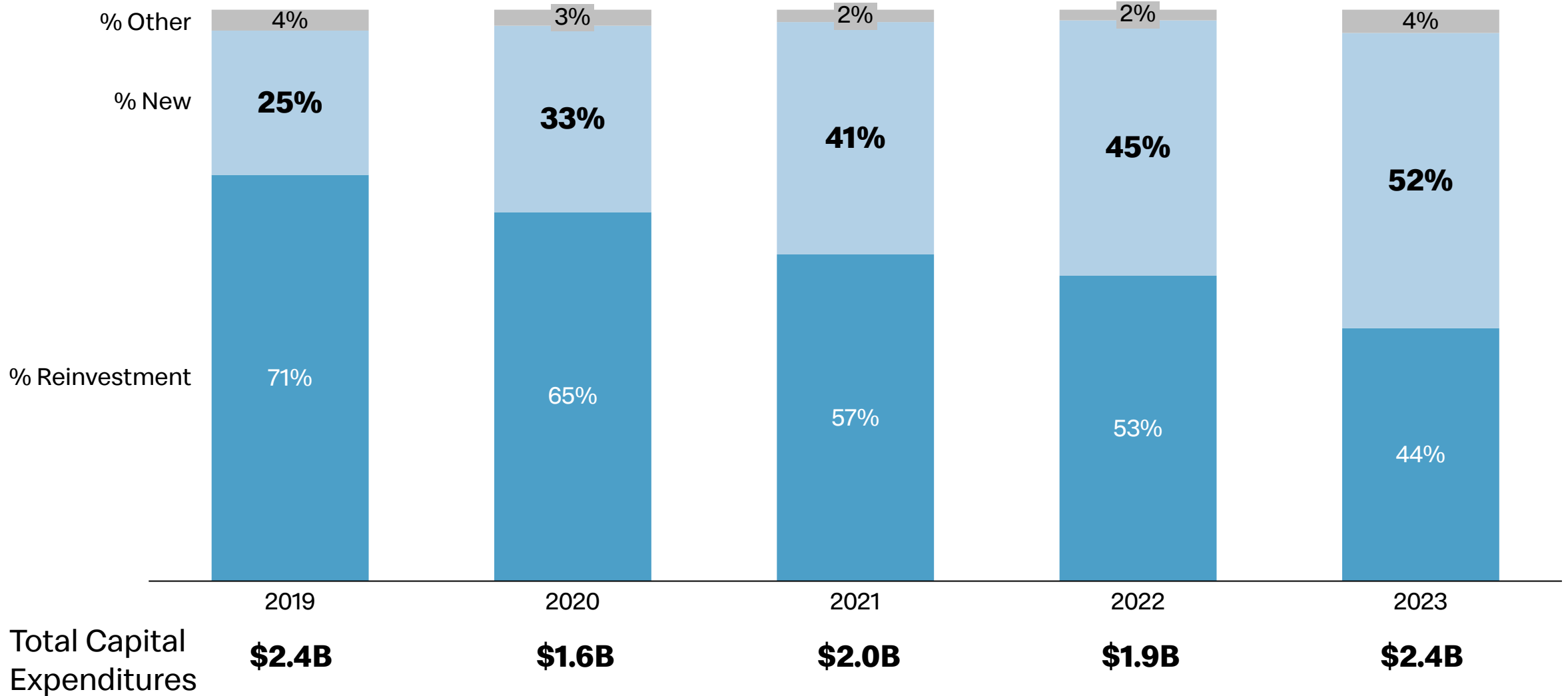
## Repurchase Shares



Maintain a **strong balance sheet** while repurchasing shares

# Capital Expenditures

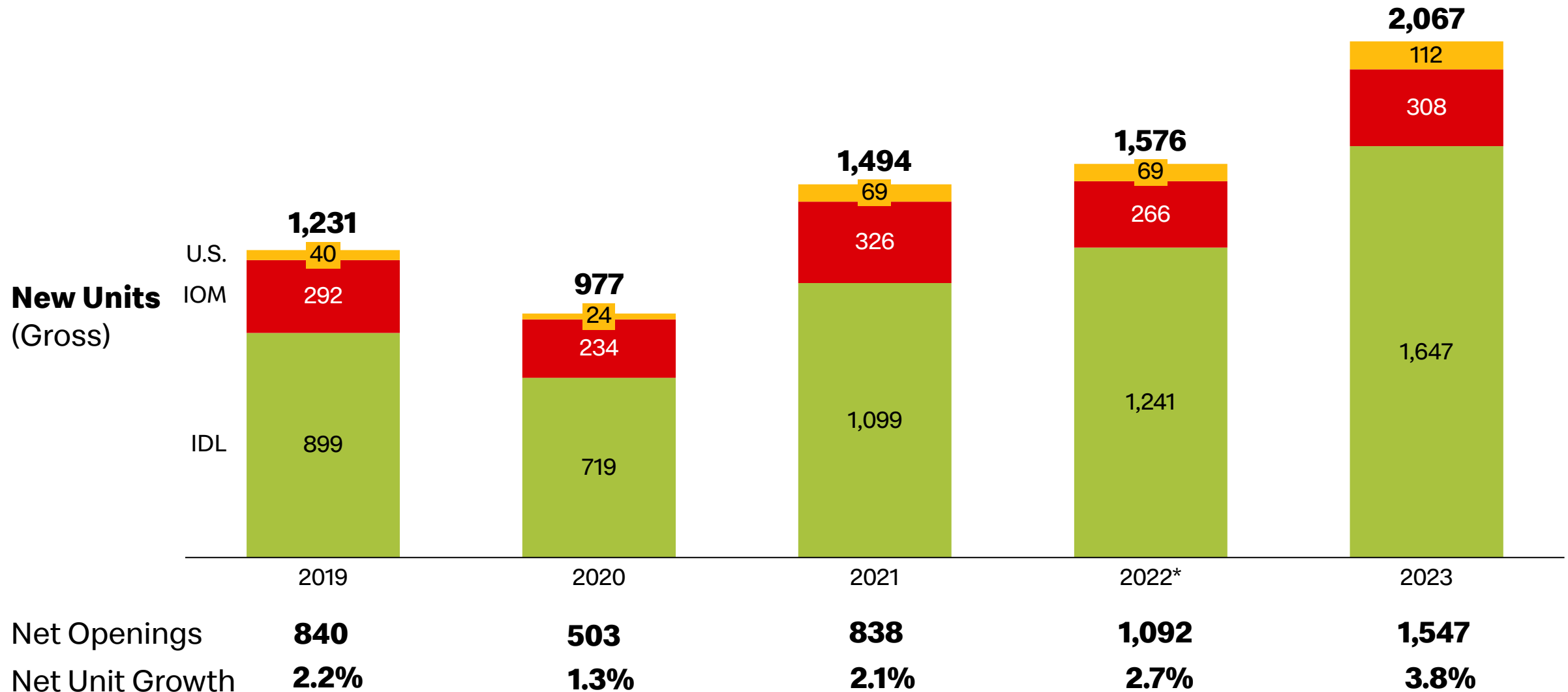
Shift in capital expenditures from reinvestment to new units





# Restaurant Openings

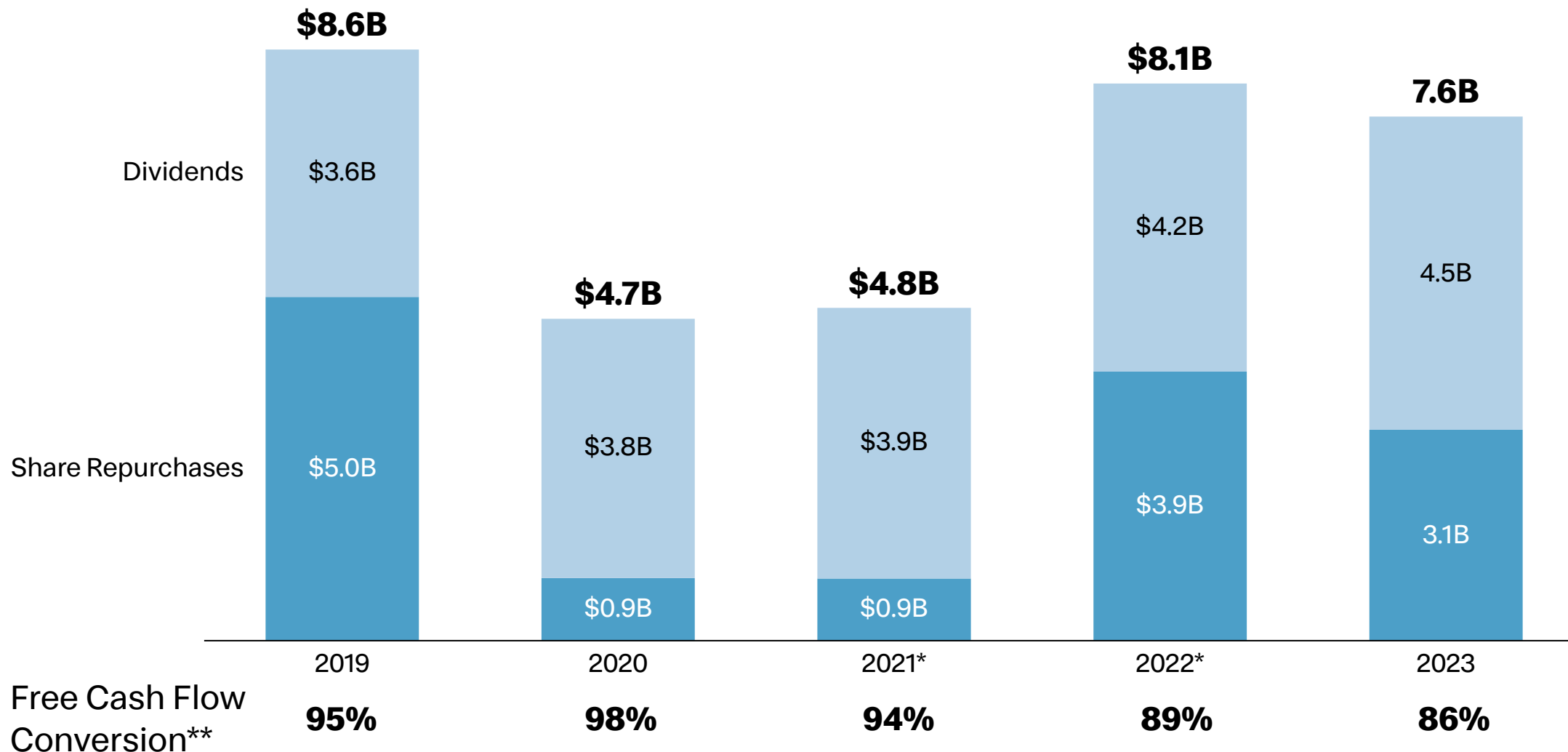
The pace of restaurant openings has increased



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

# Cash Returned to Shareholders

McDonald's has consistently returned cash to shareholders via dividends and share repurchases over time

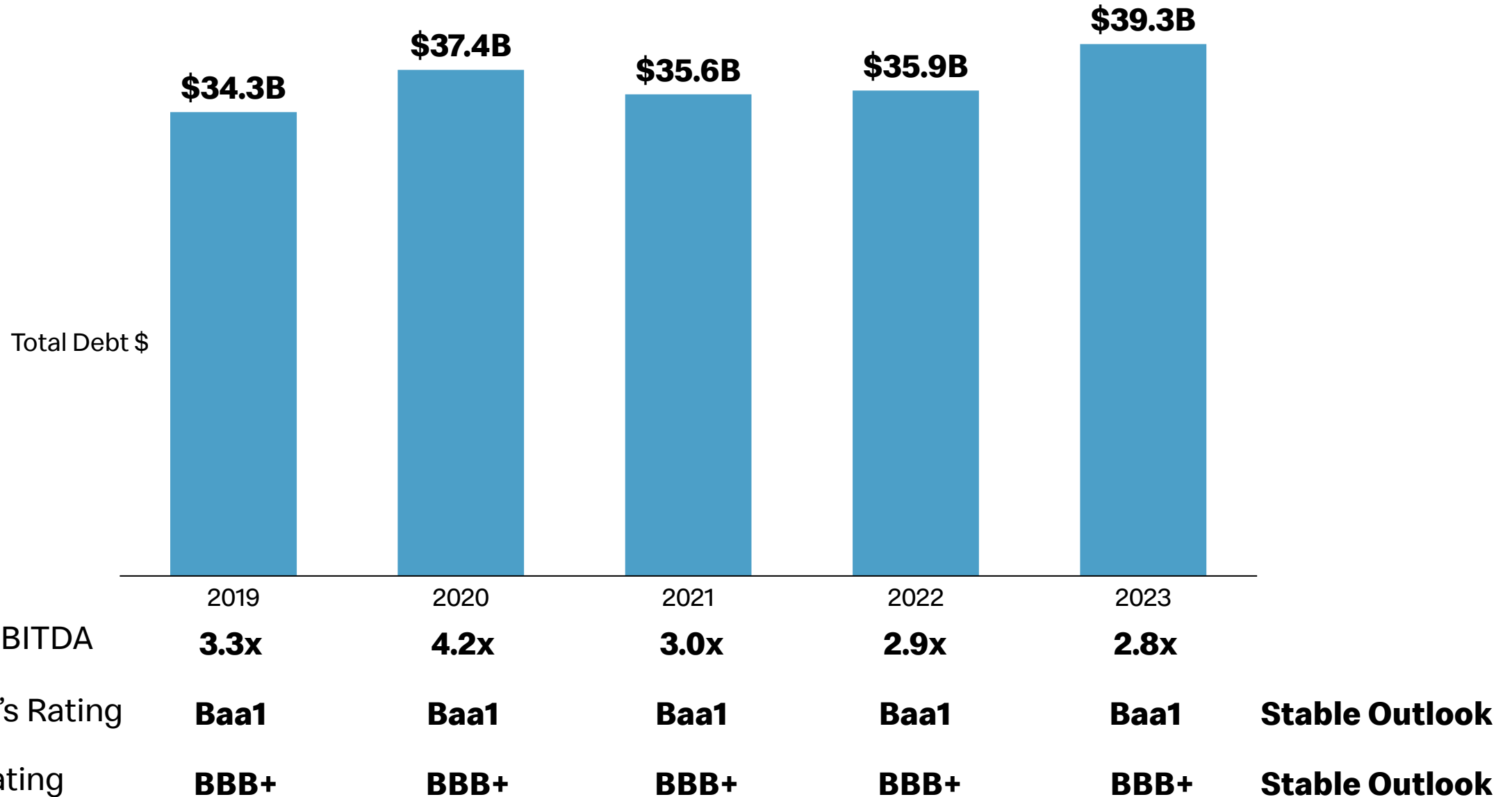


\* Paused share repurchases March 2020 – September 2021

\*\* Free cash flow conversion is a non-GAAP financial measure; see “Important Disclaimers”

# Capital Structure

McDonald's maintains a strong investment grade credit rating

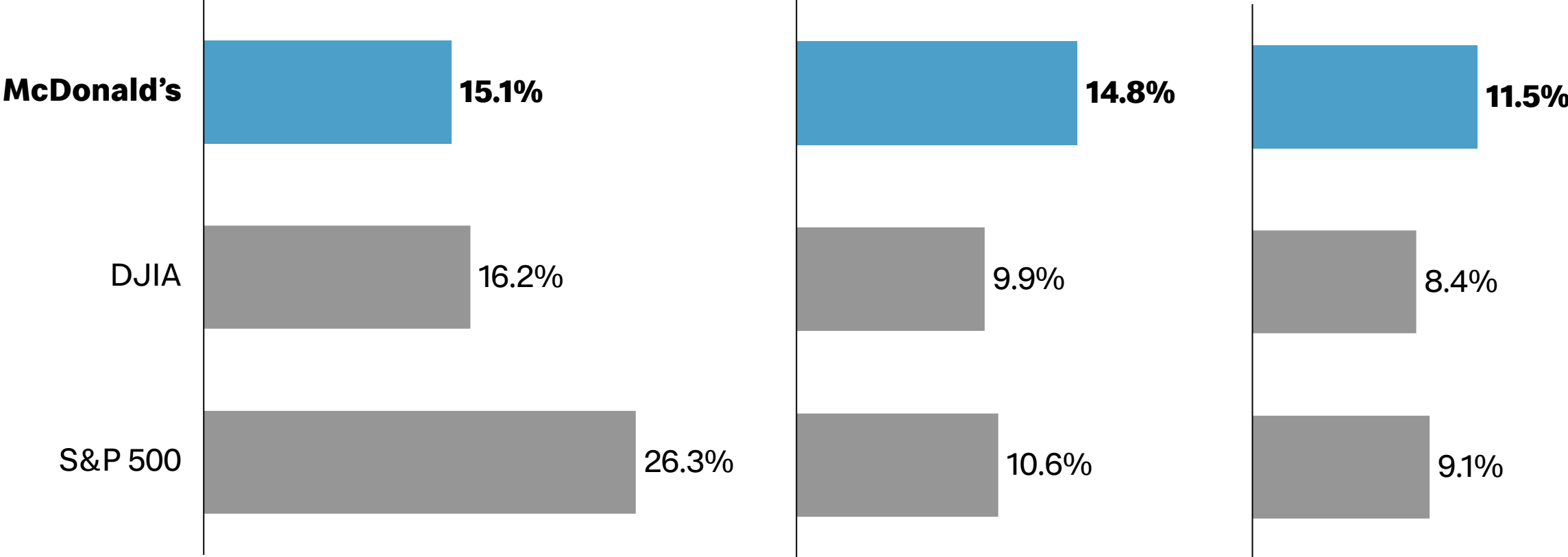


# Total Shareholder Return Performance History

**1-Year**  
Jan'23 – Dec'23

**3-Year CAGR**  
Jan'21 – Dec'23

**5-Year CAGR**  
Jan'19 – Dec'23



# 2024 Outlook\*

Based on current conditions, the following is provided to assist in forecasting the Company's future results for 2024

- The Company expects **net restaurant unit expansion** will contribute nearly 2% to 2024 Systemwide sales\*\* growth, in constant currencies
- The Company expects full year 2024 **selling, general and administrative expenses** of about 2.2% of Systemwide sales\*\*
- The Company expects 2024 **operating margin** percent to be in the mid-to-high 40% range
- Based on current interest and foreign currency exchange rates, the Company expects **interest expense** for the full year 2024 to increase between 9% and 11% driven primarily by higher average interest rates and a higher average debt balance
- The Company expects the **effective income tax rate** for the full year 2024 to be in the 20% to 22% range. Some volatility may result in a quarterly tax rate outside of the annual range
- The Company expects 2024 **capital expenditures** to be between \$2.5 and \$2.7 billion, more than half of which will be directed towards new restaurant unit expansion across the U.S. and International Operated Markets. Globally, the Company expects to open more than 2,100 restaurants. The Company will open about 500 restaurants in the U.S. and International Operated Markets segments, and developmental licensees and affiliates will contribute capital towards more than 1,600 restaurant openings in their respective markets. The Company expects over 1,600 **net restaurant additions** in 2024
- The Company expects to achieve a **free cash flow conversion\*\*** rate in the 90% range

\* Excerpted from the Company's Form 10-Q; see "Important Disclaimers"

\*\* Systemwide sales and free cash flow conversion are non-GAAP financial measures; see "Important Disclaimers"



# Long-Term Outlook\*

Over the long-term, the Company expects to achieve the following average annual financial targets:

- **Net restaurant unit expansion** of about 2.5% of Systemwide sales\*\* growth, in constant currencies
- Continued **operating margin** expansion
- From the 2024 Outlook **capital expenditures** between \$2.5 and \$2.7 billion, with sequential increases of about \$300 million to \$500 million each year through 2027
- Between 4% and 5% **net new restaurant unit growth**, 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 segment in 2027
- **Free cash flow conversion\*\*** rate in the 90% range

\* Excerpted from the Company's Form 10-K; see "Important Disclaimers"

\*\* Systemwide sales and free cash flow conversion are non-GAAP financial measures; see "Important Disclaimers"

# Our Strategic Plan is Guiding Our Ambition

## 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**

# Appendix: GAAP Reconciliations

<b>Adjusted Operating Income &amp; Adjusted Operating Margin</b> (dollars in millions)		
	<b><u>2023</u></b>	<b><u>2019</u></b>
Operating income	\$11,647	\$9,070
Strategic restructuring charges	290	74
Impairment charges	72	-
Adjusted operating income	<u>\$12,009</u>	<u>\$9,144</u>
Total revenues	<u>\$25,494</u>	<u>\$21,365</u>
Adjusted operating margin	<u>47.1%</u>	<u>42.8%</u>

# Appendix: GAAP Reconciliations

<b>Free Cash Flow &amp; Free Cash Flow Conversion</b> (dollars in millions)					
	<b><u>2023</u></b>	<b><u>2022</u></b>	<b><u>2021</u></b>	<b><u>2020</u></b>	<b><u>2019</u></b>
Cash provided by operations	\$9,612	\$7,387	\$9,142	\$6,265	\$8,122
Less: Capital expenditures	\$2,357	1,899	2,040	1,641	2,394
Free cash flow	\$7,255	\$5,488	\$7,102	\$4,624	\$5,728
Net income	\$8,469	\$6,177	\$7,545	\$4,731	\$6,025
Free cash flow conversion	85.7%	88.8%	94.1%	97.8%	95.1%