

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.

2025 Outlook has been excerpted from our Quarterly Report on Form 10-Q filed with the SEC on November 5, 2025 ("Form 10-Q"). Long-Term Outlook has been excerpted from our Annual Report on Form 10-K filed with the SEC on February 25, 2025 ("Form 10-K"). 2025 and Long-Term Outlooks comprise 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 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 60 markets around the globe

McDonald's Senior Leadership Team



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



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



Warren Anderson
Senior Vice President,
Global Chief Supply Chain Officer
15 Years at McDonald's



Jon Banner
Executive Vice President,
Global Chief Impact Officer
3 Years at McDonald's



Dario Baroni
President, IDL
9 Years at McDonald's



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



Tiffanie Boyd
Executive Vice President,
Global Chief People Officer
4 Years at McDonald's



Joe Erlinger
President,
McDonald's USA
22 Years at McDonald's



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



Jill McDonald
Executive Vice President,
Global Chief Restaurant Experience Officer
11 Years at McDonald's



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



Brian Rice
Executive Vice President,
Global Chief Information Officer
3 Years at McDonald's



Manu Steijaert
President, IOM
22 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, Corporate Responsibility
Director Since: 2022



Kareem Daniel

Former Chairman,
Disney Media and Entertainment Distribution
Audit & Finance, Compensation
Director Since: 2022



Lloyd Dean

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



Catherine Engelbert

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



Margaret Georgiadis

Co-Founder and CEO,
Montai Therapeutics
Audit & Finance, Governance
Director Since: 2015



Mike Hsu

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



Jennifer Taubert

EVP and Worldwide Chairman – Innovative Medicine,
Johnson & Johnson
Audit & Finance, Compensation
Director Since: 2022



Paul Walsh

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



Amy Weaver

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



Miles White

Lead Independent Director
Former Executive Chairman and CEO,
Abbott Laboratories
Governance*, Compensation, Executive
Director Since: 2009

McDonald's

The World's Largest Restaurant Company



43K+

Restaurants



2.2M

People

Working for McDonald's
or Franchisees



100+

Countries



~70 Million

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

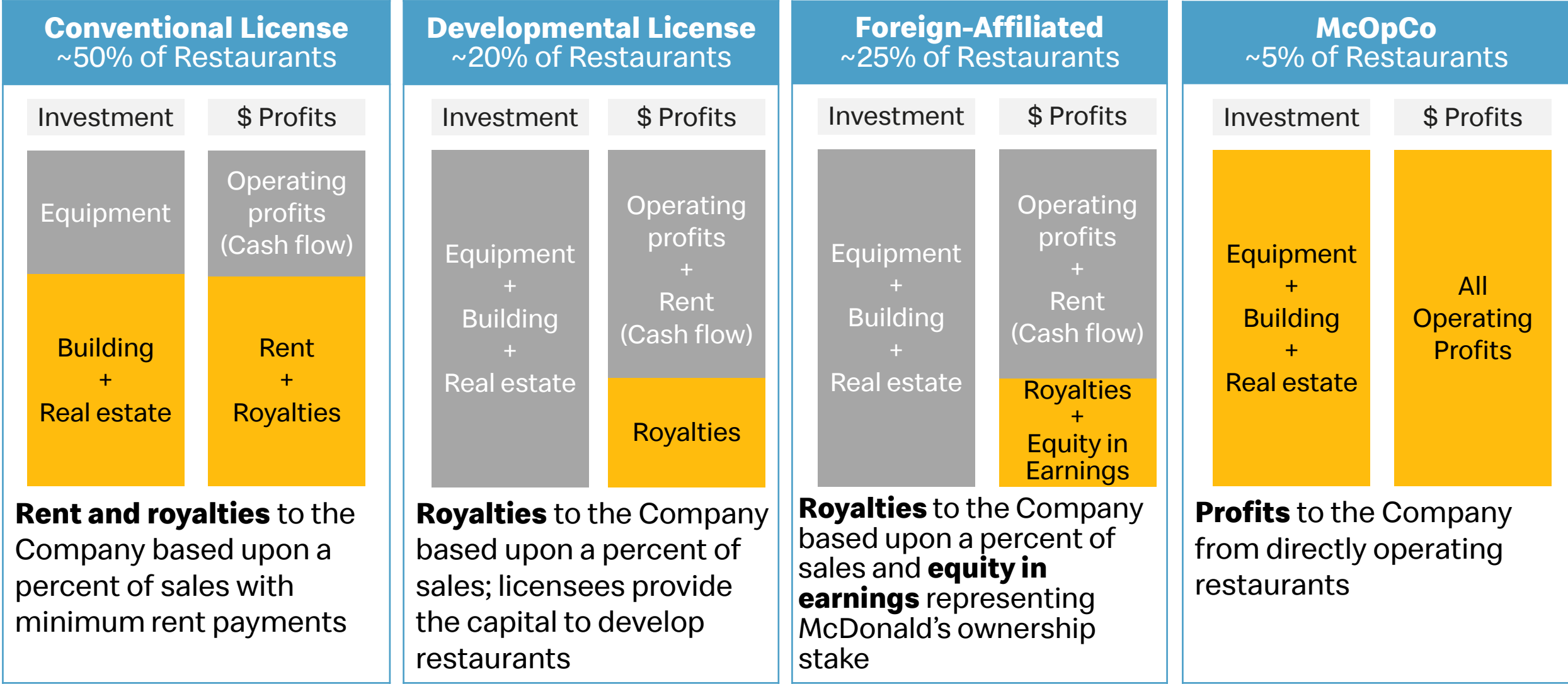


1 in 8 Americans have worked at a McDonald's restaurant, learning skills that can go wherever they go

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 12/31/2024

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)



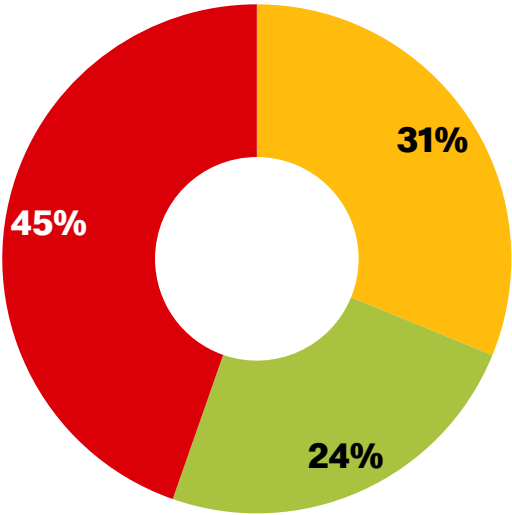
75+ markets or countries including Brazil, China and Japan

As of 12/31/2024

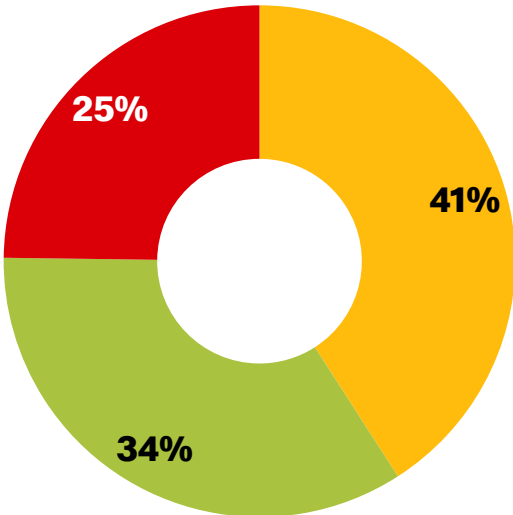
For a complete list of markets and store counts, see the Supplemental Information on the [Financial Information](#) page of the McDonald's Investor Relations website

McDonald's Segment Breakdown

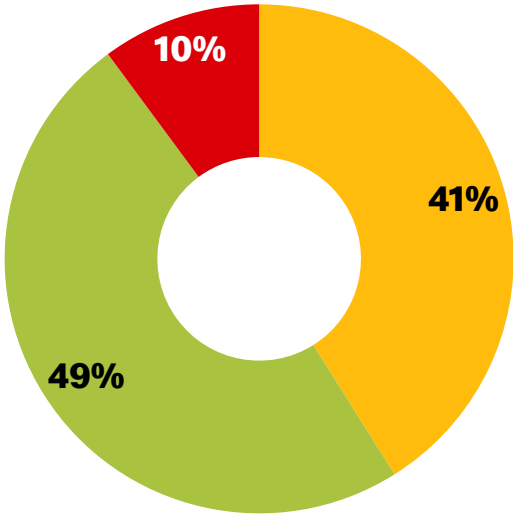
U.S. and IOM segments are ~90% of FY'24 revenue and adj. operating income***



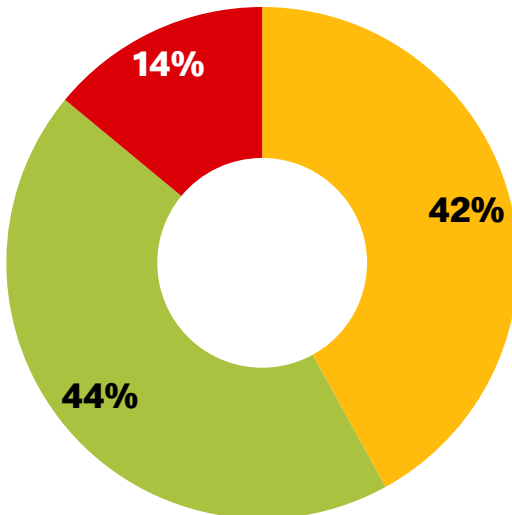
Restaurants*



FY'24 Systemwide Sales**



FY'24 Revenues



FY'24 Adj. Operating Income***

U.S. IOM IDL

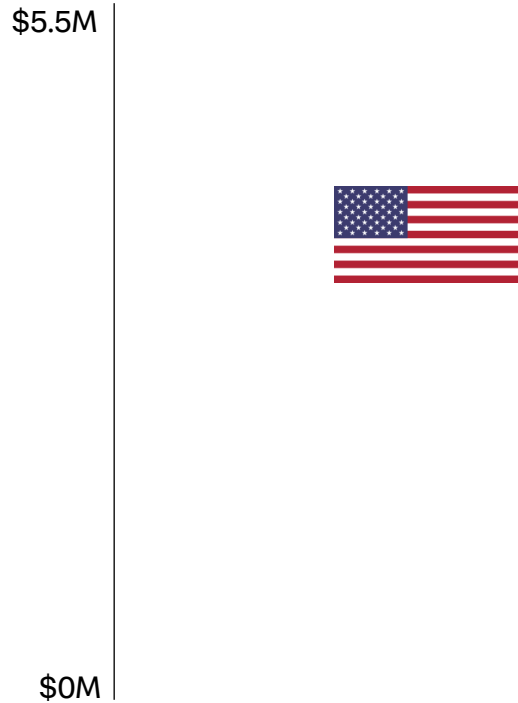
* As of 12/31/2024
** Systemwide sales is a non-GAAP financial measure; see "Important Disclaimers"
*** Excludes Corporate activities from IDL segment. Adjusted operating income consists of approximately 35% U.S. Dollars and 65% International currencies, of which approximately 70% is in EUR, GBP, AUD, and CAD. Adjusted operating income is a non-GAAP financial measure; see "Important Disclaimers"

U.S. Segment

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

Average Unit Volumes*

(In millions U.S. \$)

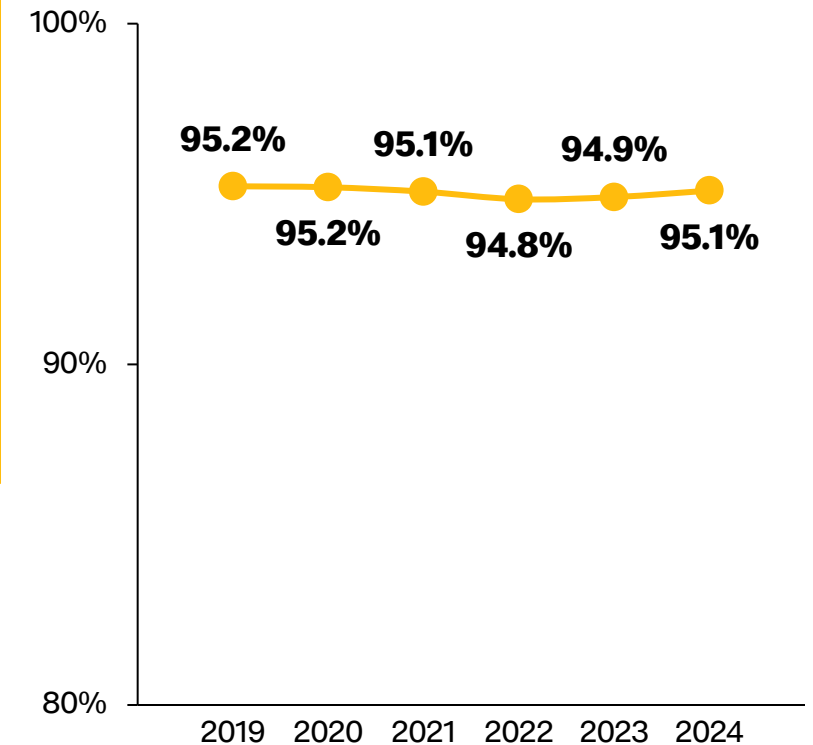


% Drive Thru Restaurants*



Over 95% of Restaurants
have a Drive Thru

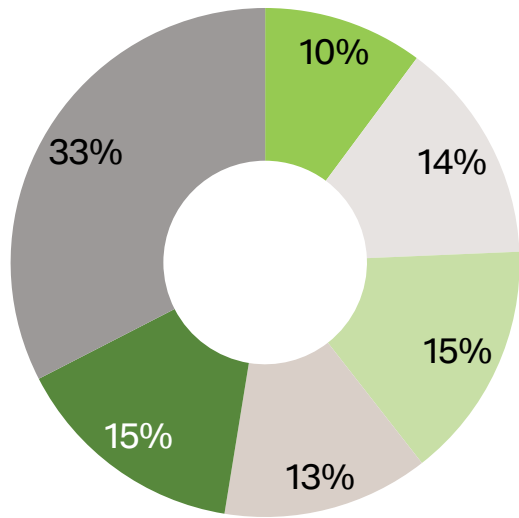
% Franchised Restaurants



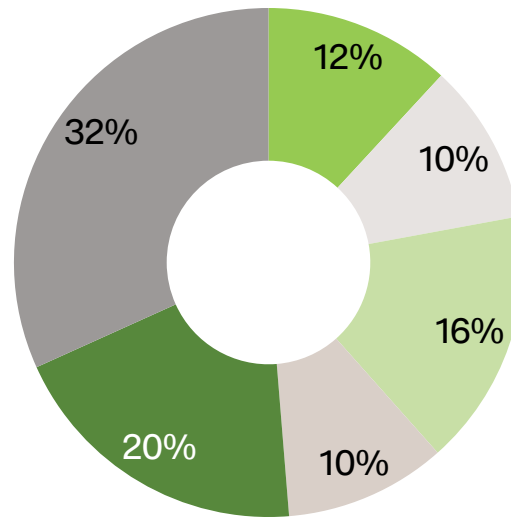
* As of 12/31/2024

IOM Segment

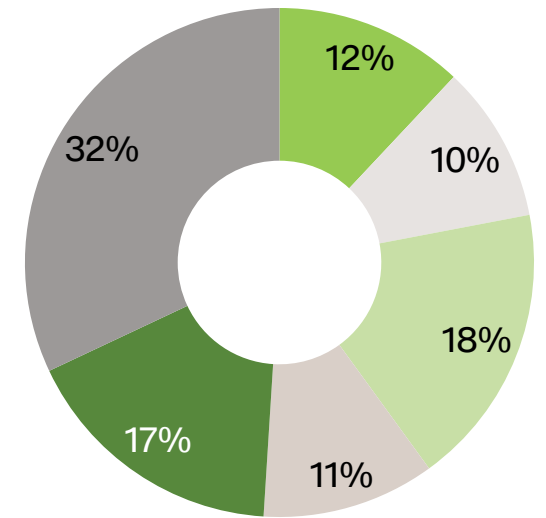
Powerful brand presence and largely reimaged asset base with an 89% franchised ownership mix*



Restaurants*



FY'24 Revenues



FY'24 Adj. Operating Income**

Australia Canada France Germany U.K. Other

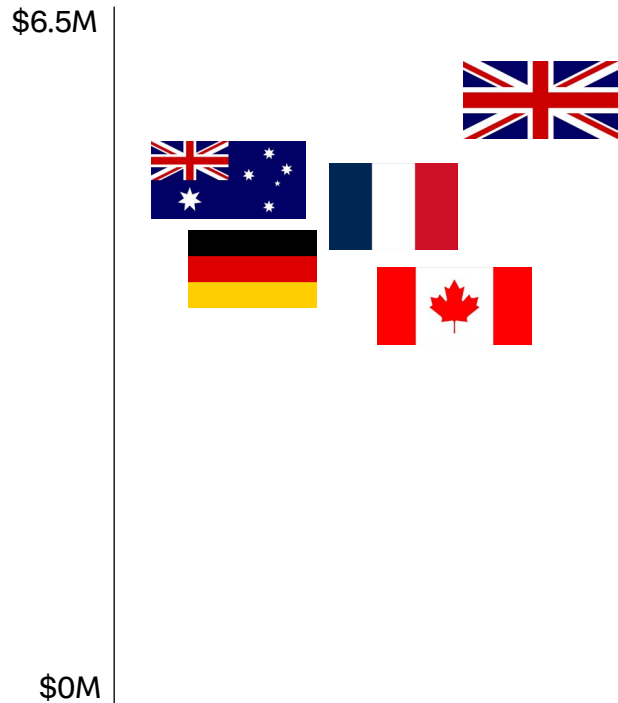
* As of 12/31/2024

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

IOM Segment

High average unit volumes across markets

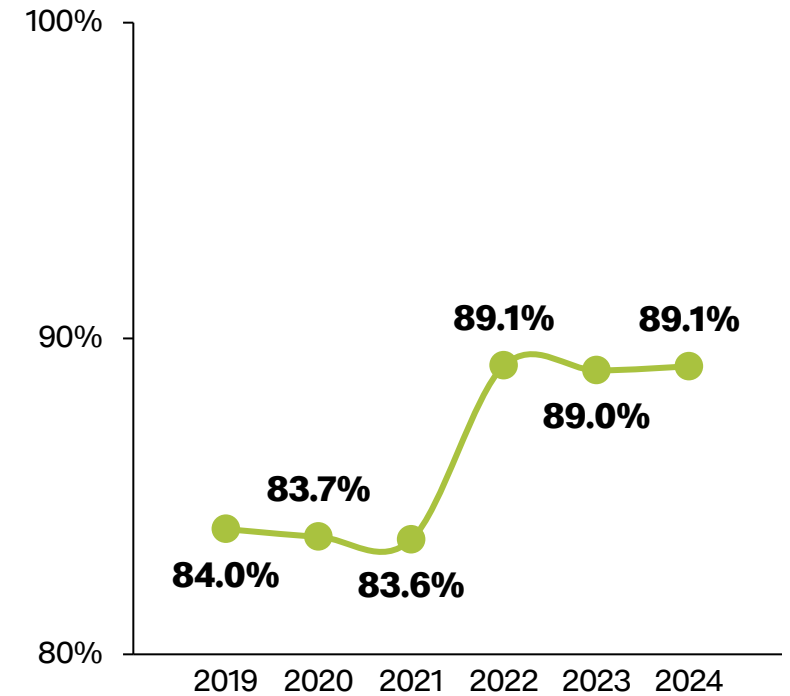
Average Unit Volumes* (In millions US \$)



% Drive Thru Restaurants*

Australia	85%
Canada	80%
France	80%
Germany	80%
U.K.	70%

% Franchised Restaurants**

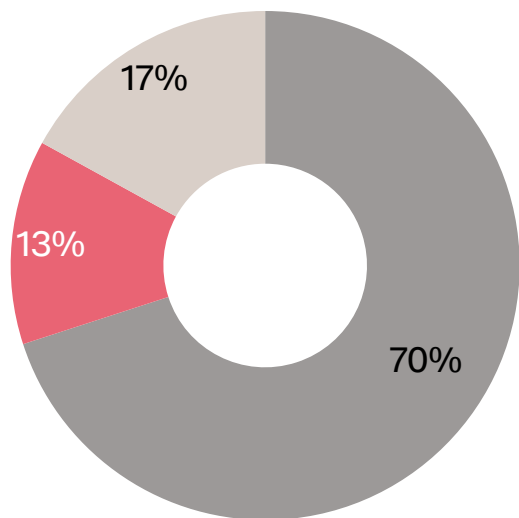


* As of 12/31/2024

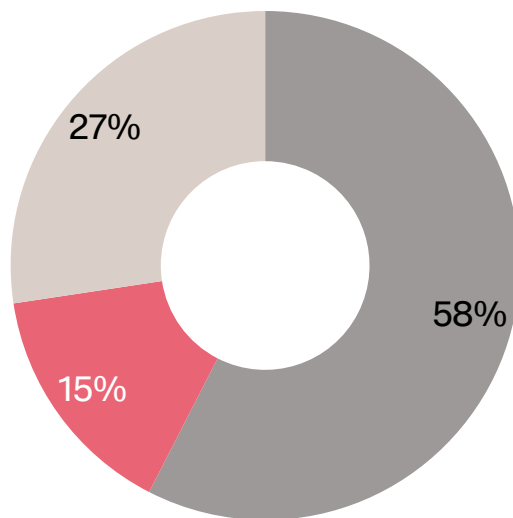
** Reflects the sale of the Company's business in Russia in the second quarter of 2022 (Majority of restaurants in Russia were Company-owned)

IDL Segment

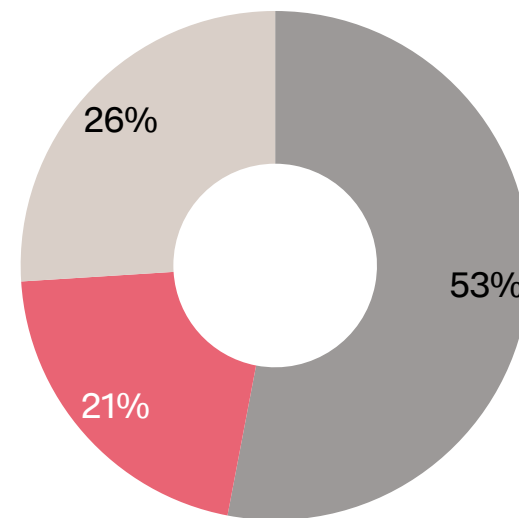
Geographically diverse segment comprised primarily of developmental licensees with a 99% franchised ownership mix*



Restaurants*



FY'24 Revenues



FY'24 Adj. Operating Income**

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

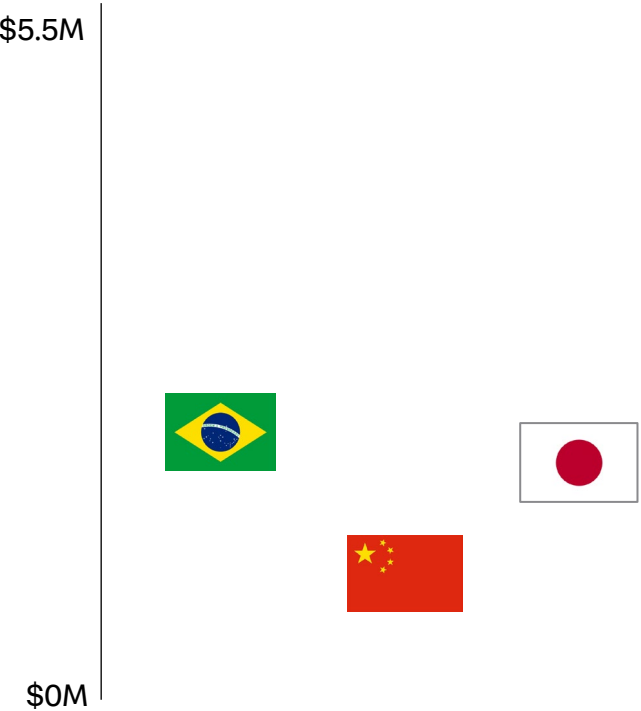
* As of 12/31/2024

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

IDL Segment

Highly franchised segment

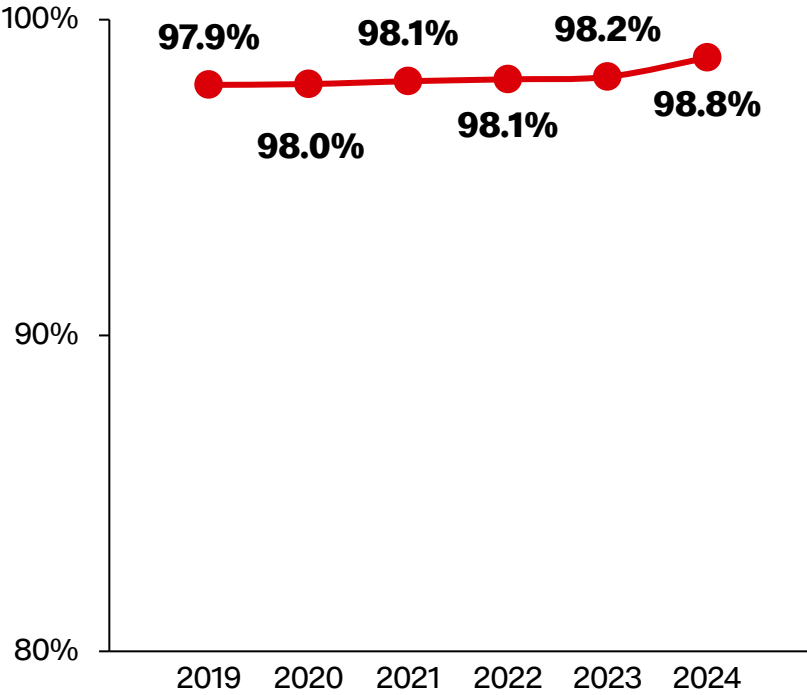
Average Unit Volumes*
(In millions US \$)



% Drive Thru Restaurants*

Brazil	50%
China	15%
Japan	55%

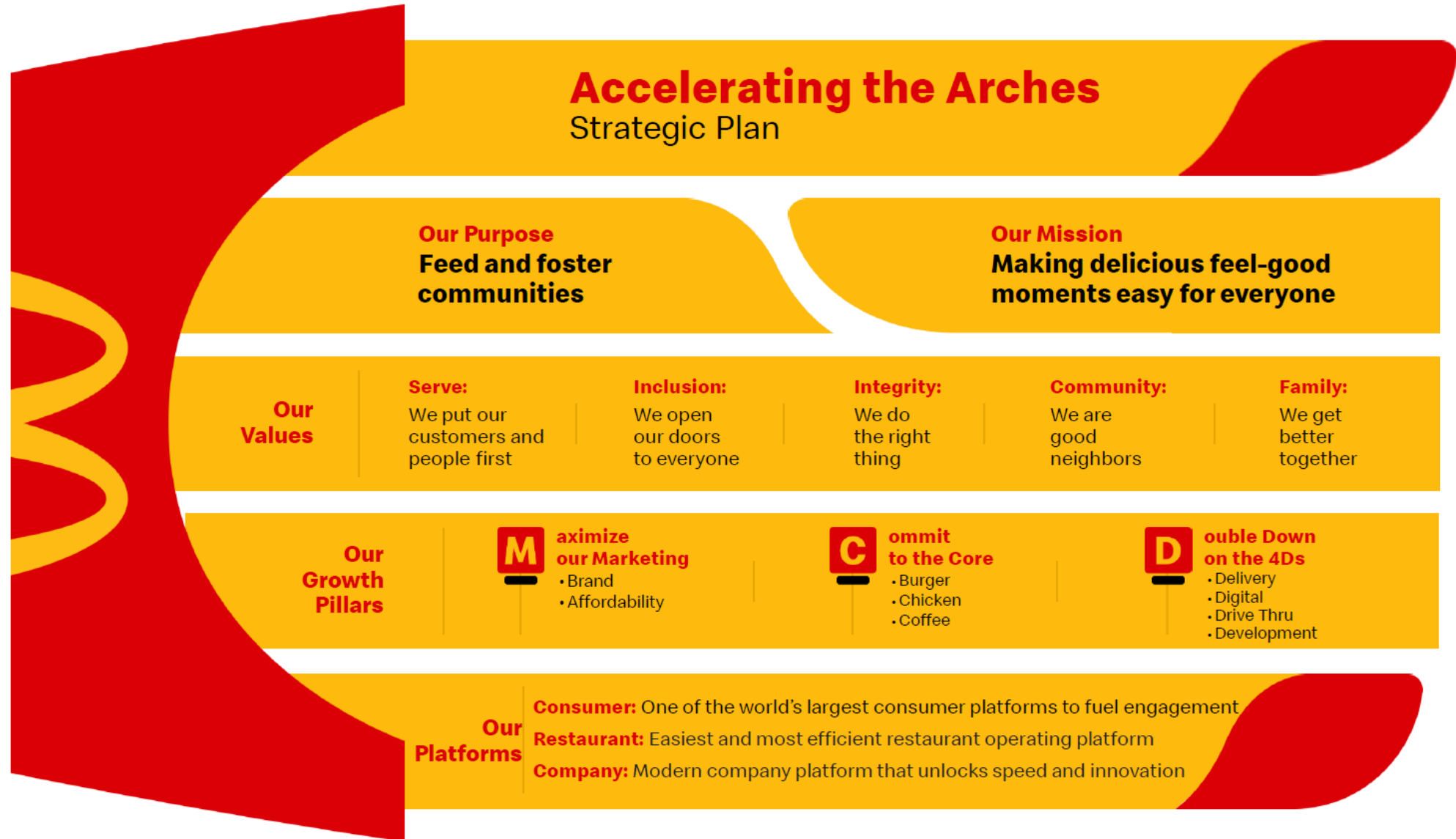
% Franchised Restaurants



* As of 12/31/2024

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

Food Quality and Sourcing



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

Community Connection



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

Job, Inclusion & Empowerment



Serving up bright futures in our communities, nurturing skills, helping to **accelerate equity** and respecting human rights

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

Food Quality and Sourcing	Community Connection	Job, Inclusion & Empowerment	Our Planet
<p>As of the end of 2023, McDonald's has achieved its goal of sourcing 100% cage-free eggs in all U.S. restaurants by 2025 - two years ahead of schedule.</p> <p>In aggregate, over 99% of our primary commodities, such as beef, soy (for chicken feed), palm oil, coffee, and fiber (used in primary guest packaging) continued to be sourced from suppliers supporting deforestation-free supply chains as of the end of 2023.</p> <p>In 2023, we maintained the removal of artificial flavors, added colors from artificial sources, and artificial preservatives where feasible from Happy Meal Offerings in our 20 in-scope markets.</p>	<p>\$20 million donated to RMHC in 2023 by McDonald's Corporation as part of its five-year, \$100 million commitment to help support families when they need it most.</p> <p>\$53 million raised in 2023 for the "Round-Up for RMHC" program, which allows customers at participating restaurants to round up their purchase to the nearest whole number of their local currency, with the difference being donated to RMHC.</p> <p>Reduced barriers to employment for 2.2 million young people in communities around the world through training programs and employment opportunities – exceeding our target goal two years early.</p>	<p>Our 2023 pay gap analysis shows that McDonald's substantially attained equal pay, and in 2024 intends to close the small gaps identified in line with our commitment.</p> <p>In 2023, we expanded Hamburger University with a new Learning Center in Riyadh, Saudi Arabia, bringing the total number of physical Hamburger University locations to nine as of year-end 2023. We also brought HU Online to eight additional markets in 2023. HU Online is live in 70 markets around the globe as of year-end 2023.</p>	<p>In 2023, The Science Based Targets initiative (SBTi) validated our global 2050 net-zero emission reduction target. During a year of strong growth, we also reduced emissions (from a 2018 baseline) through initiatives such as improving efficiencies in restaurant operations and engaging suppliers.</p> <p>We're continuing to reduce plastics in Happy Meal™ Toys around the globe and transition to more sustainable materials, progressing to a 63.7% reduction in virgin fossil fuel-based plastic in Happy Meal toys since 2018 (15.9% improvement on YE 2022).</p>

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



Value at every tier of the menu; providing delicious & affordable menu options is a cornerstone of the McDonald's Brand

Meet customer needs through everyday low-price options, affordable meal bundles, limited-time deals, and digital offers available in our mobile app

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 growing 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 175M 90-day active** users in 60 markets around the world

~\$30B in Systemwide sales* to loyalty members in 2024

Delivery



Delivery is in ~100 markets, representing nearly 90% of restaurants

Integrated McDelivery within the McDonald's app

Long-term strategic partnerships with delivery providers

Drive Thru



Nearly 28K drive thru locations globally, including over 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 demand

Targeting expansion to **50,000 restaurants by the end of 2027**, which would make it the **fastest period of restaurant unit growth** in Company history

As of 12/31/2024

* 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

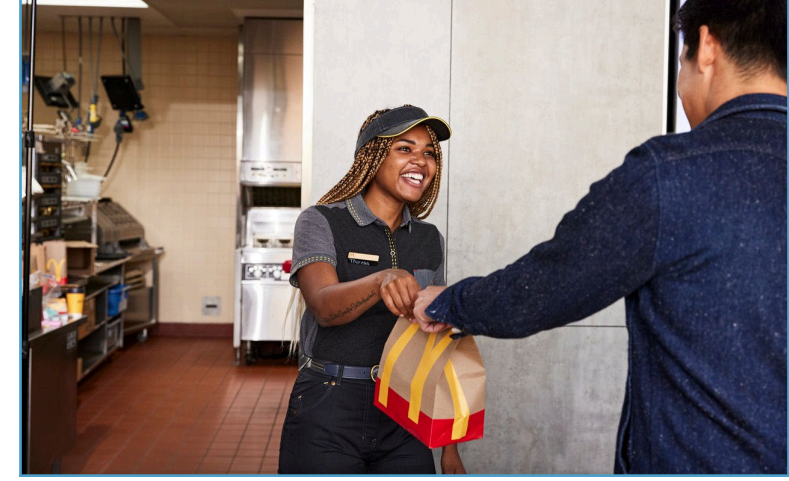
Customer Satisfaction



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



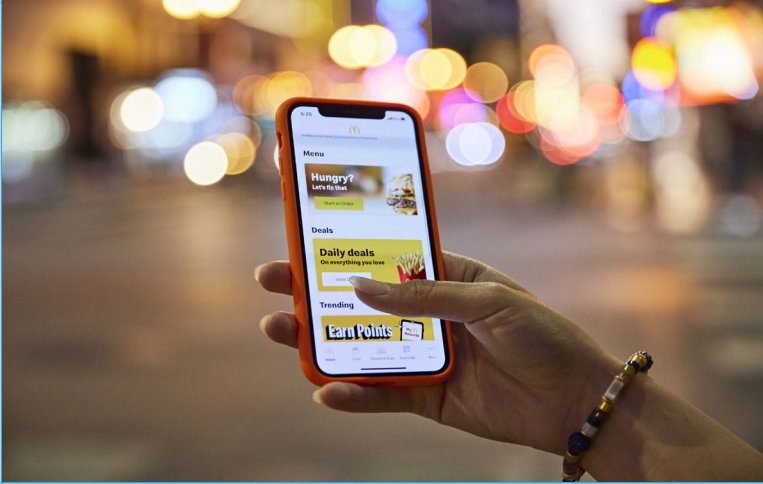
Increasingly faster despite a challenging labor environment

“Ready on Arrival,” 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

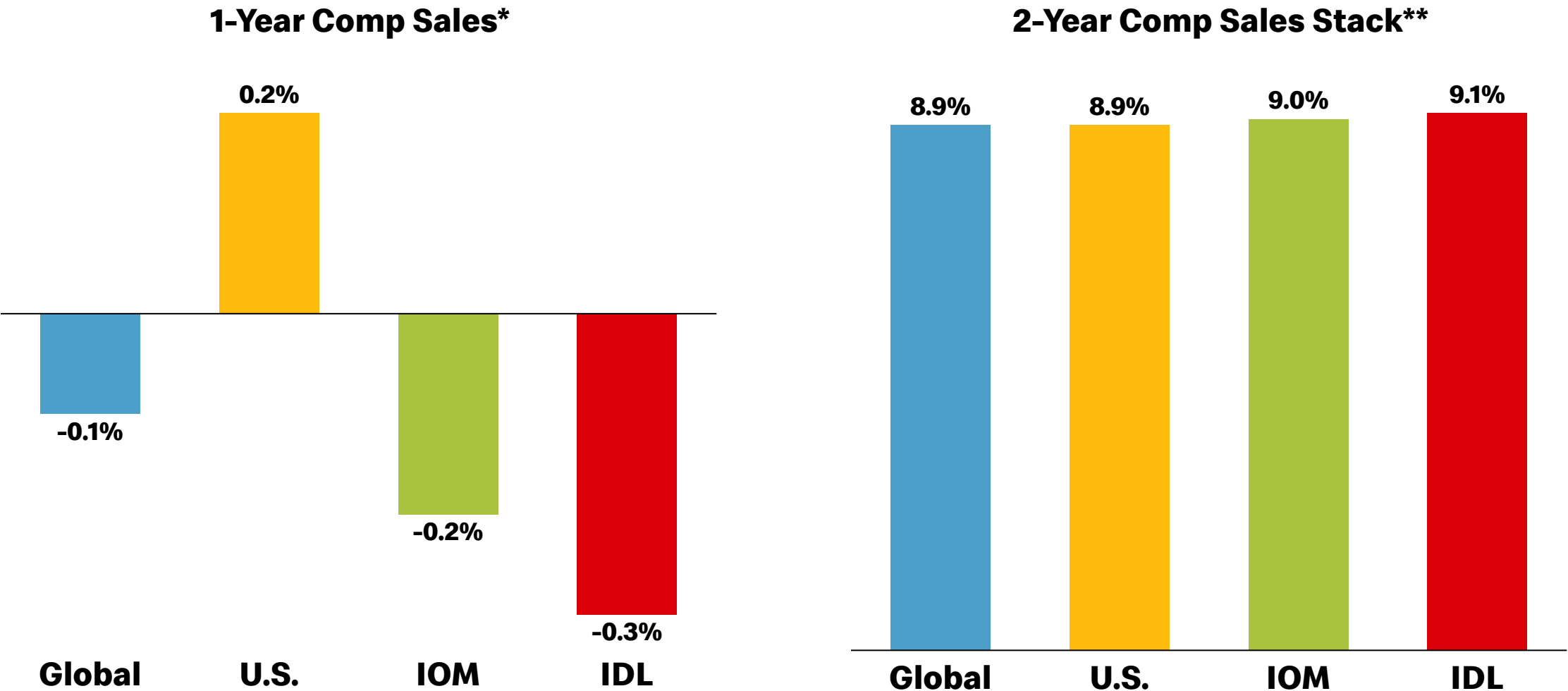
Company



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

2024 Global and Segment Comp Sales

Driven by continued execution of the Accelerating the Arches strategy

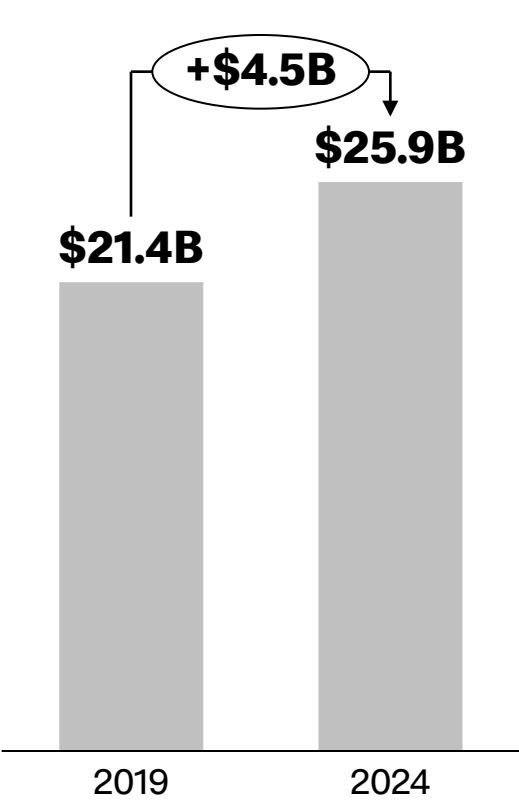


* Reflects growth over the prior year; **Reflects growth over FY'22

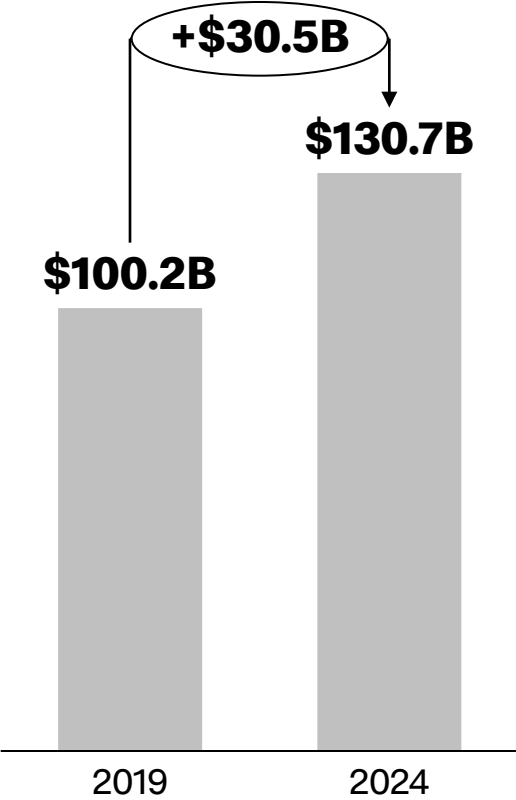
2024 Global Financial Overview

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

Total Revenue



Systemwide Sales*



Other Financial Metrics

Global G&A % of Systemwide Sales*	2.2%
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Global McOpCo Margin	14.8%
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Global Franchised Margin	83.9%
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Franchised Revenue % of Franchised Sales**	
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US	14.3%
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IOM	17.2%
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IDL & Corp	5.6%
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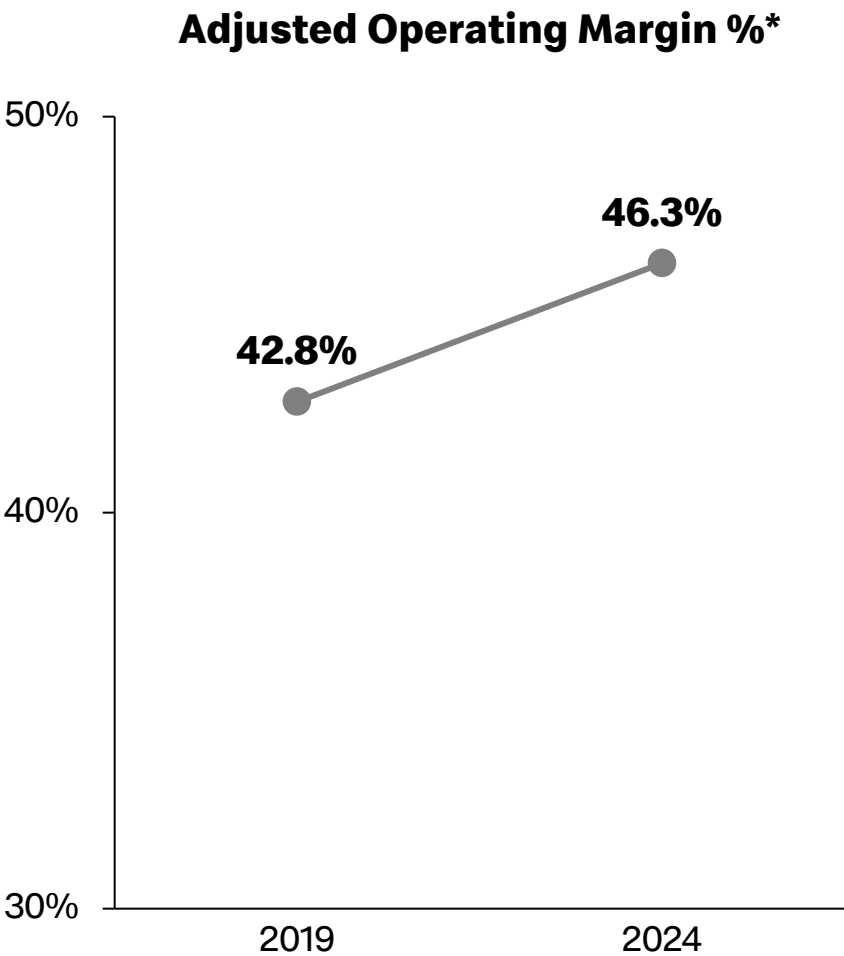
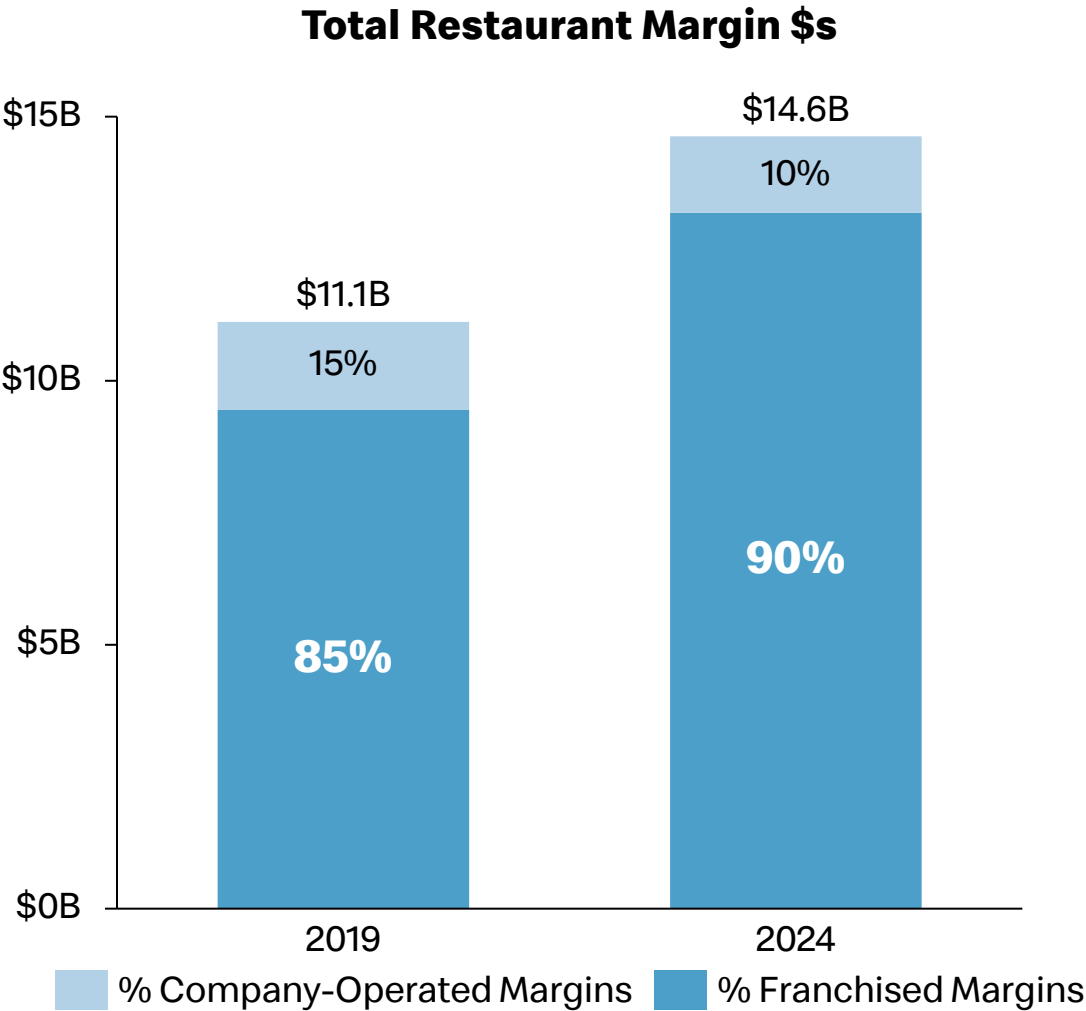
Free Cash Flow Conversion*	81.1%
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*Systemwide sales and free cash flow conversion are non-GAAP financial measures; see “Important Disclaimers”

**Calculated as: Franchised Revenues divided by Franchised Sales for the segment

Adjusted Operating Margin*

Franchise margin represented ~90% of margin dollars in 2024, driving continued business model stability



* 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**, including capital expenditures and investments in technology, digital, and our Global Business Services (GBS) organization

Payout Dividends



Prioritize the Dividend

48 consecutive years of dividend increases

Repurchase Shares

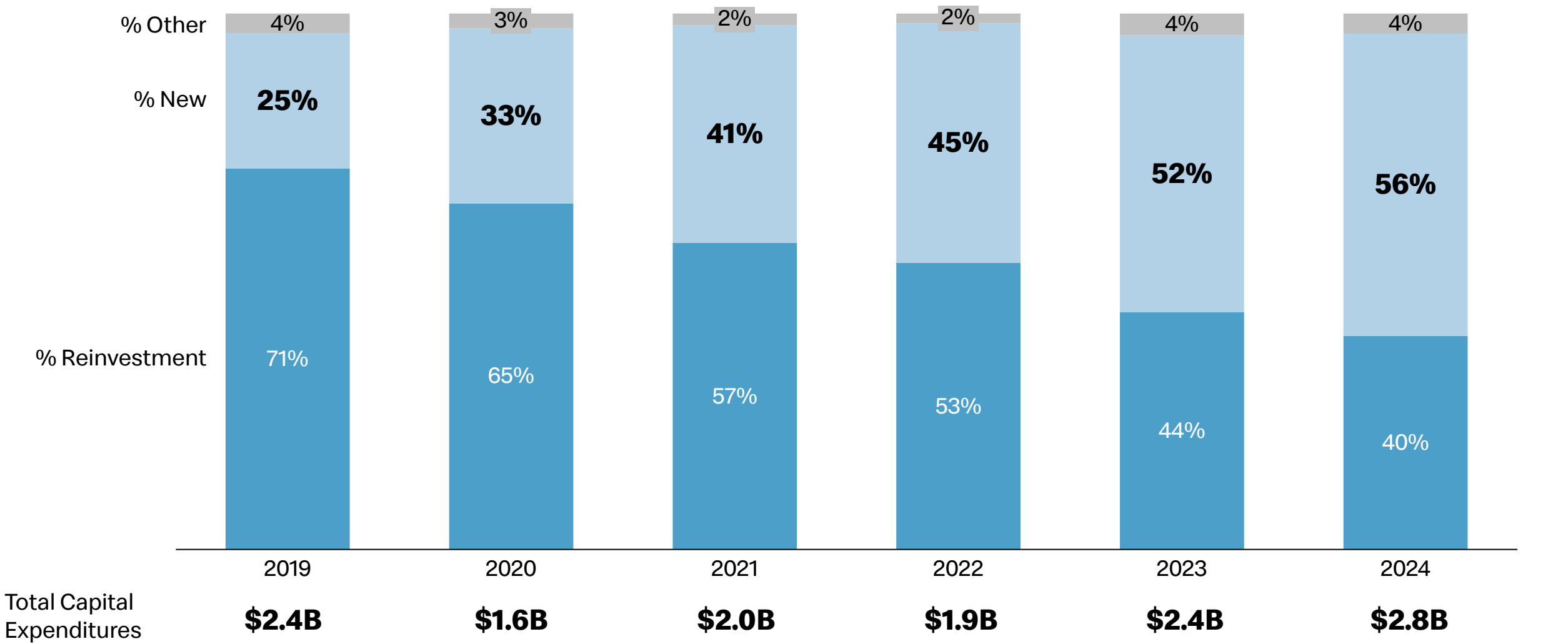


Repurchase shares with remaining free cash flow over time

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

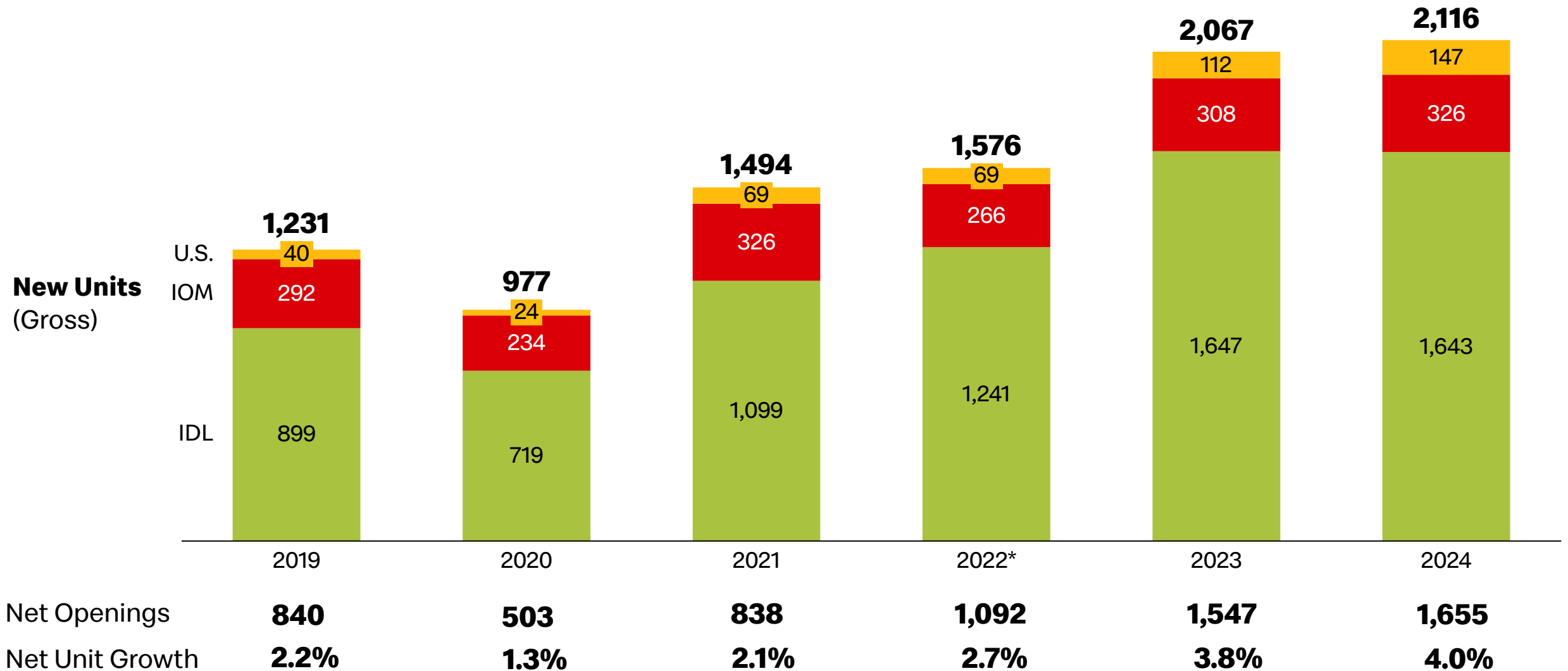
Capital Expenditures

Shift in capital expenditures from reinvestment to new units



Restaurant Openings

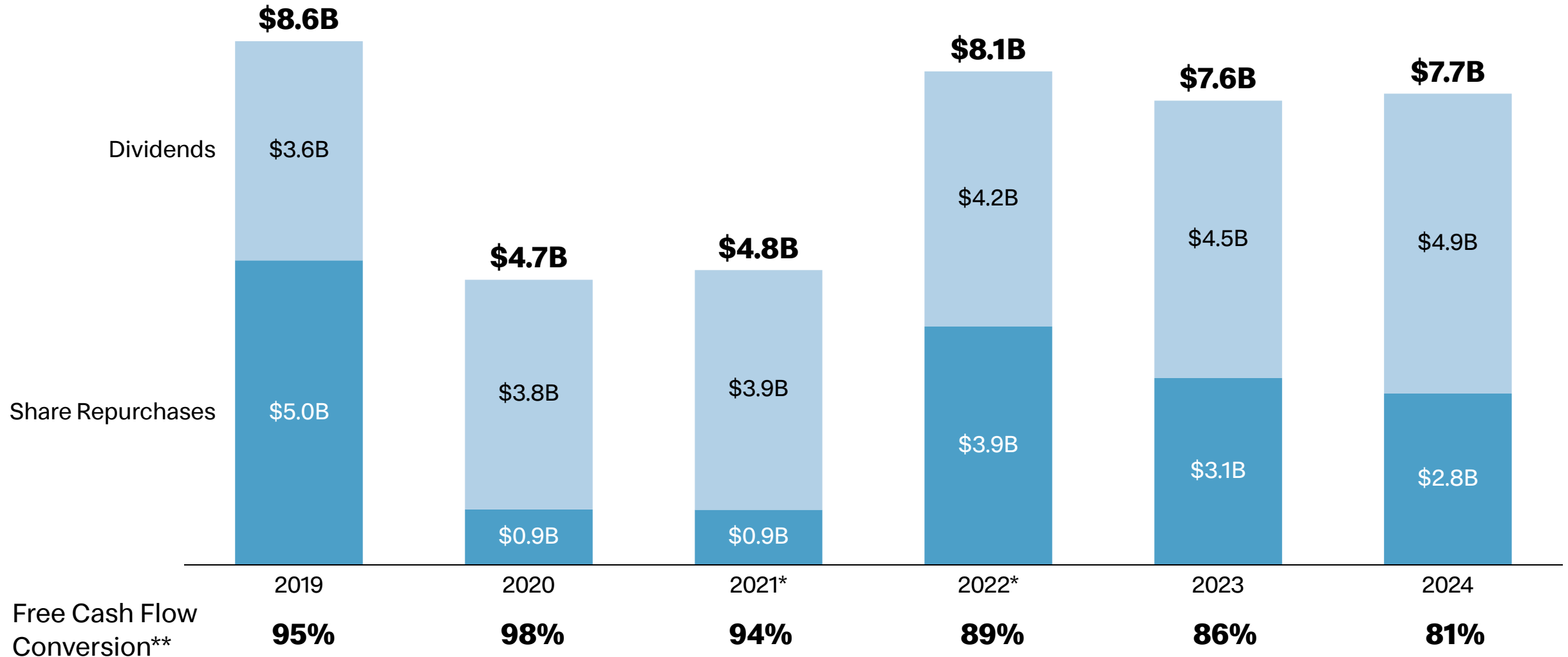
The pace of restaurant openings has increased



* 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

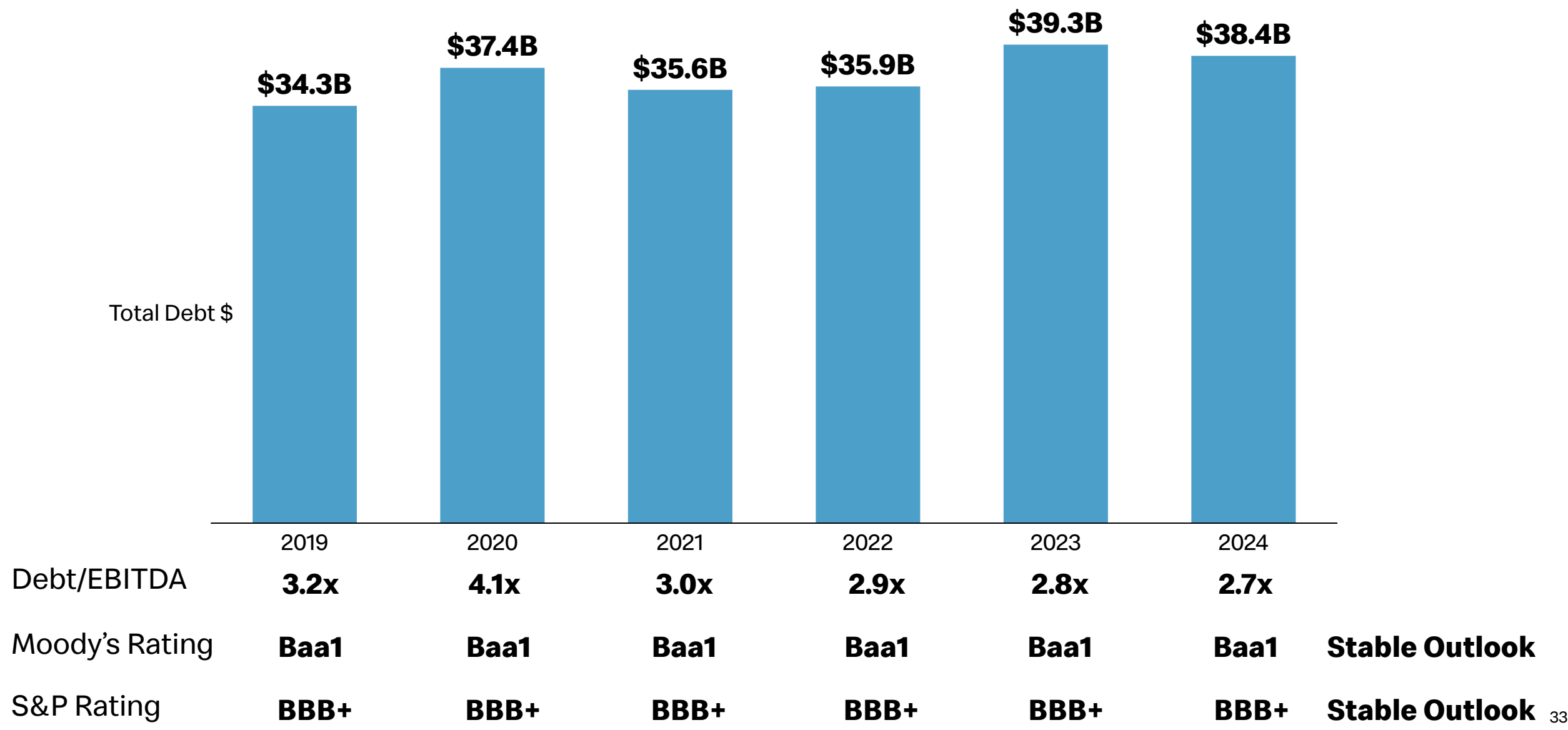


* Paused share repurchases March 2020 – September 2021

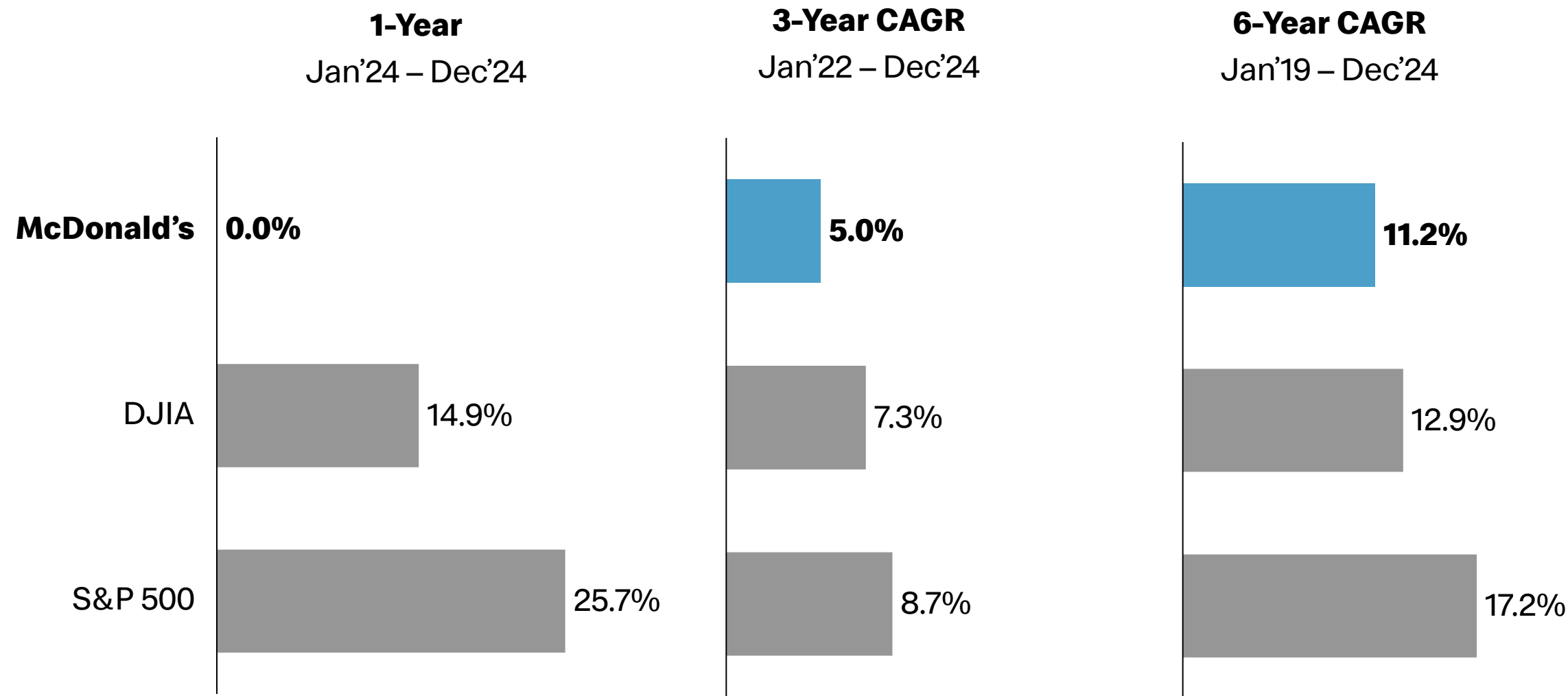
** Free cash flow conversion is a non-GAAP financial measure; see “Important Disclaimers”

Capital Structure

McDonald's maintains a strong investment grade credit rating



Total Shareholder Return Performance History



2025 Outlook*

Based on current conditions, the following is provided to assist in forecasting the Company's future results for 2025:

- The Company expects **net restaurant unit expansion** will contribute slightly over 2% to 2025 Systemwide sales** growth, in constant currencies
- The Company expects full year 2025 **Selling, general and administrative expenses** of about 2.2% of Systemwide sales**
- The Company expects 2025 **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 2025 to increase about 4% driven primarily by higher average debt balances and higher average interest rates
- The Company expects the **effective income tax rate** for the full year 2025 to be between 21% and 22%. Some volatility may result in a quarterly tax rate outside of the annual range
- The Company expects 2025 **capital expenditures** to be between \$3.0 and \$3.2 billion, with the majority directed towards new restaurant unit expansion across the U.S. and International Operated Markets. Globally, the Company expects to open approximately 2,200 restaurants. The Company expects to open about 600 restaurants in the U.S. and International Operated Markets segments, and that developmental licensees and affiliates will contribute capital towards about 1,600 restaurant openings in their respective markets. The Company expects nearly 1,800 **net restaurant additions** in 2025
- The Company expects to achieve a **free cash flow conversion**** rate in the low-to-mid 80% 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
- Sequential increases in **capital expenditures** 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 segments in 2027
- **Free cash flow conversion**** rate targeted to be in the 90% range, with the conversion percentage likely below this target during a period of heightened investments

* 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



Maximize our Marketing

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



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



Double Down on the 4Ds

- Deploying Ready on Arrival technology in 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

Adjusted Operating Income & Adjusted Operating Margin (dollars in millions)		
	<u>2024</u>	<u>2019</u>
Operating income	\$11,712	\$9,070
Strategic restructuring charges	\$221	\$74
South Korea & Israel transactions	\$70	\$-
Adjusted operating income	<u>\$12,003</u>	<u>\$9,144</u>
Total revenues	<u>\$25,920</u>	<u>\$21,365</u>
Adjusted operating margin	<u>46.3%</u>	<u>42.8%</u>

Appendix: GAAP Reconciliations

Free Cash Flow & Free Cash Flow Conversion (dollars in millions)						
	<u>2024</u>	<u>2023</u>	<u>2022</u>	<u>2021</u>	<u>2020</u>	<u>2019</u>
Cash provided by operations	\$9,447	\$9,612	\$7,387	\$9,142	\$6,265	\$8,122
Less: Capital expenditures	\$2,775	\$2,357	\$1,899	\$2,040	\$1,641	\$2,394
Free cash flow	\$6,672	\$7,255	\$5,488	\$7,102	\$4,624	\$5,728
Net income	\$8,223	\$8,469	\$6,177	\$7,545	\$4,731	\$6,025
Free cash flow conversion	81.1%	85.7%	88.8%	94.1%	97.8%	95.1%