

**Conference Title: McDonald's Corporation Annual Shareholders' Meeting**

**Date: Wednesday, 22<sup>nd</sup> May 2024**

Operator: Today's presentation contains forward-looking statements that reflect management's expectations regarding future events and operating performance. Forward-looking statements are not guarantees of performance and are subject to risks and uncertainties, including those described in MacDonald's filings with the Securities and Exchange Commission. You can access these filings through the investor section of MacDonald's website. Forward-looking statements speak only as of today's date, May 22, 2024. Except as required by law, McDonald's does not undertake to update any forward-looking statements. McDonald's website also includes reconciliations of any non-GAAP financial measures mentioned in this presentation to their corresponding GAAP measures. At MacDonald's request, today's meeting will be recorded. If you do not consent to such recording, please disconnect immediately.

Rick Hernandez: Good morning, everyone. My name is Rick Hernandez, and I'm honored as your outgoing chairman of the Board of Directors, to welcome you to McDonald's Corporation's 2024 Annual Shareholders' Meeting. Let me now officially call this meeting to order. As I address you today, I do so with a heart full of gratitude and a sense of immense pride. When I met with Fred Turner nearly three decades ago to talk about joining the McDonald's Board of Directors, he painted a compelling vision of McDonald's that was centered on community and quality. It brings me immense pride to know that Fred's vision has not only been realized but has expanded in ways that continue to inspire and drive us forward.

Throughout my tenure, and particularly in the last few years, McDonald's has navigated a landscape marked by geopolitical pressures and natural disasters to pandemics and macroeconomic volatility. And amid these global challenges, I'm proud of the ways in which McDonald's has excelled and grown. Our resilience and innovation have reinforced our position as a leader on the global stage, as evidenced by our recognition as one of the World's Most Admired Companies and ranking highly on industry lists by Fortune, Fast Company and Kantar

BrandZ. These achievements are a direct result of the hard work and dedication of our franchisees, suppliers and employees around the world for what we like to call our three-legged stool.

It's easy to drive by a McDonald's restaurant and forget that what you're seeing is not a big global corporate entity, but instead a small business at work. Of the more than 40,000 McDonald's restaurants around the world, approximately 95% of them are owned and operated by independent local franchisees. And our connection to franchising goes deeper than simply being a model for business operations. It's a relationship that has created tremendous opportunity and economic growth for thousands of small business owners worldwide. As we've learned, when our McDonald's franchisees succeed, communities succeed, families succeed, and our economies benefit.

McDonald's partnership with its suppliers have also never been stronger, with initiatives underway that will keep McDonald's green, growing and positioned to lead for the long term. We're also making greater investments to create a workplace where people feel both safe and respected and empowered to develop and grow. We are ensuring that our business franchisees, restaurant crews and partners have the resilience not just to survive, but to thrive in the face of change to come. As we look ahead, I'm confident in the strategic decisions the board has made, particularly in recombining the roles of Chairman and CEO under Chris Kempczinski's leadership. In doing so, we are returning the board structure model that served us well for the first 40 years of our history and is aligned with the practices of many leading global companies.

The board has complete confidence that Chris has proven leadership and vision will undoubtedly enable him to guide McDonald's into this new era. As Chris steps into this new role, Miles White will assume the role of Lead Independent Director. Importantly, the board's decision highlights its sustained commitment to strong governance. I'm also pleased Mike Hsu has been nominated to join the Board of Directors. Mike brings over three decades of experience in the consumer

products industry, and his insights will be invaluable as we continue to navigate the dynamic retail environment and drive further growth.

Our Accelerating the Arches strategy has delivered robust performance and shareholder value, continuing a strong history of returning capital to our shareholders. I am confident that McDonald's is positioned to thrive, driven by a strategy that is as dynamic as it is ambitious. Before I turn the proceedings over to Desiree Ralls-Morrison, our Global Chief Legal Officer and Corporate Secretary, to guide us through the formal business of today's meeting, let me express my deepest appreciation. It has been an extraordinary privilege to serve as chairman. Thank you everyone for your trust, your engagement and your continued support of the McDonald's vision. I look forward to witnessing the next great chapters of McDonald's story unfold, guided with the same commitment to innovation, community, and excellence that have always defined us. Desiree, the floor is yours.

Desiree Ralls-Morrison: Thank you, Rick. The board fixed March 25, 2024, as the record date for determining shareholders entitled to vote at today's meeting. I have been advised by Broadridge Financial Solutions, our independent inspector of elections, that a quorum of our outstanding shares is present to conduct today's meeting. Accordingly, we will proceed with the business of the meeting. A representative of Broadridge is present with us today, as is the representative of our independent auditor, Ernst & Young. If today's meeting ends unexpectedly before the polls close, and if we are unable to re-establish the webcast within 30 minutes, the meeting may be adjourned to a later date or to a new date and time.

In this case, we will make an announcement on the Investors section of our website regarding the details for reconvening and conducting the business of the meeting. The polls are open and will close following the presentation of the proposals. Shareholders of record or their proxy holders may now vote online. If you have not already voted your shares, please vote using the online ballot on the left-hand side of your screen. If you voted by proxy before the meeting, you do not

need to vote now unless you wish to revoke or change your prior vote. As Rick mentioned, the meeting agenda, procedures and standards of conduct are in the meeting materials box on your screen.

Here is today's order of events. The Chairman will introduce each proposal as well as the presenters of the shareholder proposals. Preliminary voting results based on the inspector of elections tabulation will be announced following the presentation of the proposals and the closing of the polls. Final voting results that are certified by the inspector of elections will be reported on a Form 8-K, which will be filed with the SEC within four business days of this meeting and posted on our website.

Following the adjournment of the formal portion of the meeting and Chris' remarks, I will facilitate a question-and-answer session pursuant to the meeting procedures and standards of conduct. Shareholders may submit a question by typing in the Ask a Question box on your screen and clicking the send button. Similar questions may be combined, so that we may have time to answer questions on a variety of topics. Due to time constraints, we may not be able to answer all questions. Questions and answers relevant to the meeting matters that we are unable to address during the meeting will be posted to the investor section of our website. I will now turn the meeting back over to Rick for the presentation of the proposals.

Rick Hernandez: Thank you, Desiree. Our first item of business is proposal number one, the election of 12 directors to hold office until the company's 2025 Annual Shareholders' Meeting, and until their successors are duly elected and qualified. The board's director nominees who are with us today at the meeting are Anthony Capuano, Kareem Daniel, Lloyd Dean, Catherine Engelbert, Margaret Georgiadis, Michael Hsu, Christopher Kempczinski, John Mulligan, Jennifer Taubert, Paul Walsh, Amy Weaver and Miles White. Additional information about each director nominee is included in the company's proxy statement. For the reasons outlined in the proposal, the board recommends that shareholders vote for the election of all 12 director nominees.

The second item of business is proposal number two, an advisory vote to approve executive compensation. For the reasons outlined in the company's proxy statement, the board recommends that shareholders vote for the approval of executive compensation. The third item of business is proposal number three, a vote to approve an amendment to the company's Restated Certificate of Incorporation to limit liability of officers as permitted by law. For the reasons outlined in the company's proxy statement, the board recommends that shareholders vote for the amendment to limit liability of officers. The fourth item of business is proposal number four, a vote to approve other amendments to the company's Restated Certificate of Incorporation to implement miscellaneous changes. For the reasons outlined in the company's proxy statement, the board recommends that shareholders vote for the amendments to implement miscellaneous changes.

The fifth item of business is proposal number five, an advisory vote to ratify the appointment of Ernst & Young as the company's independent auditor for 2024. For the reasons outlined in the company's proxy statement, the board recommends that shareholders vote for the ratification of Ernst & Young's appointment. As Desiree noted, a representative of Ernst & Young is present with us today and will be available to answer any shareholder questions during the question-and-answer session at the end of today's meeting.

Now, before I introduce the presenters of the remaining shareholder proposals, I'd like to remind everyone that in accordance with the stated meeting procedures and standards of conduct, each shareholder proponent will limit their remarks to a two-minute presentation of their specific proposal. I would also like to remind everyone that for the reasons outlined in the company's proxy statement, the Board recommends that shareholders vote against each of the shareholder proposals. At this time, I call on Mr. Thomas McCaney of the Sisters of St. Francis in Philadelphia, Pennsylvania, who will present proposal number six. The advisory vote on the

shareholder proposal requesting that the company adopt a specific antibiotics policy. Mr. McCaney in two minutes or less. Operator, please open Mr. McCaney's line.

Thomas McCaney: Thank you. Can you hear me?

Rick Hernandez: Yes, we can.

Thomas McCaney: Thank you. Good morning. My name is Tom McCaney, and I'm here to present proposal number six on behalf of the congregation of the Benedictine Sisters of Boerne, Texas, and several co-filers, all members of the Interfaith Center on Corporate Responsibility. The proposal states shareholders request that McDonald's adopt an enterprise-wide policy to phase out the use of medically important antibiotics for disease prevention purposes in its beef and pork supply chains. Policy should include in the discretion of board and management, global sourcing targets with timelines, metrics for measuring implementation and third-party verification. A policy meaningful to shareholders would include the establishment of a glide path for the phase out, inclusive of interim reduction targets, and a commitment to annual disclosure of enterprise-wide antibiotic use, including reporting by shared class of antibiotics. This policy would realign the company with the World Health Organization's imperative to achieve absolute antimicrobial reductions by at least 30 to 50% by 2030. We ask all shareholders to vote in favor of proposal number six. Thank you.

Rick Hernandez: Thank you, Mr. McKinney. Operator, will you please close Mr. McKinney's line? The next item is proposal number seven, which was withdrawn by the shareholder proponent prior to today's meeting. As a result, proposal number seven will not be voted on at today's meeting, and any votes previously submitted on proposal number seven will have no effect. The next item is proposal number eight, an advisory vote on shareholder proposal requesting additional disclosure regarding poultry welfare. At this time, I call on Karla Dumas of the Humane Society of the United

States, who will present proposal number eight again in two minutes or less. Operator, please open Ms. Dumas' line.

Karla Dumas: Good morning. Hello? Can you hear me?

Rick Hernandez: Yes.

Karla Dumas: Okay. Great. Thank you so much. I'm here representing this proposal. I'm going to keep it very short, actually, and just say we think the proposal speaks for itself and would refer anyone who wants more information on it, back to the proxy materials. Thank you.

Rick Hernandez: Thank you, Ms. Dumas. Operator, please close Ms. Dumas line. The next item is proposal number nine, the advisory vote on a shareholder proposal requesting a congruency analysis on human rights. This time, I call on Paul Chesser of the National Legal and Policy Centre, who will present proposal number nine, again with a two-minute limit. Operator, please open Mr. Chesser's line.

Paul Chesser: Good morning. Since our China focused proposal last year, McDonald's has doubled down on its expansion in China, seeking to grow to at least 10,000 restaurants there by 2028. Also since then, media outlets have told of an increasing caution by US companies over doing business in and with China due to increasingly unacceptable risks there. For the most part, during the last 12 months, only two major US companies have resisted that trend and have instead intensified their growth in China. Those are Starbucks and McDonald's. Starbucks has had a terrible year and its share price is in the toilet. McDonald's stock performance hasn't been quite as bad, but it's still been poor.

Thus, we are back addressing China and human rights with this year's proposal, because we see a disparity between McDonald's claims to protect human rights and its actions. How can we take

seriously McDonald's claim that it protects human rights when it is in a near equal business partnership with a Chinese government owned business entity? The US State Department says the Chinese government is responsible for atrocities that include genocide, forced sterilization, forced abortions, organ harvesting and torture.

How would this be any different than being in business with Adolf Hitler or Kim Jong Un or Pol Pot? Pick your dictator. When we met to discuss our proposal a couple of months ago, I asked McDonald's investor relations to confirm that the company has at least two restaurants in Xinjiang, where the Uyghurs are enslaved and tortured. The company still hasn't answered me. The bipartisan Congressional Executive Commission on China says it is impossible for companies to conduct legitimate and accurate audits of operations to determine whether or not slave labor is embedded in their supply chains and operations. Members of the commission plan to demand the SEC require more specific risk disclosures from corporations on the issue. So be prepared –

Rick Hernandez: Mr. Chesser your –

Paul Chesser: Please vote for proposal nine. Thank you.

Rick Hernandez: Thank you, Mr. Chesser. Operator, please close Mr. Chesser's line this time. The next item is proposal number ten, an advisory vote on a shareholder proposal requesting additional disclosure regarding the company's corporate donations. This time, I call on Scott Shepard of the National Center of Public Policy Research, who will present proposal number ten, again with a two-minute limit. Operator, please open Mr. Shepard's line at this time.

Scott Shepard: Good morning. The company has pretended that it already provides full disclosure of material charitable contributions, which is what our proposal seeks. But it surely doesn't do that, making its opposition statement an act of misdirection. If the company really does already provide



full disclosure, it could have gotten our proposal excluded from this ballot by the SEC, but the company didn't even try. In our proposal, we identified the curious fact that as of August 2023, a review of an organization called Glisten's website had included McDonald's as a freshman partner on its corporate partnerships page. By the time we submitted this proposal two months later, the McDonald's listing was gone. But despite the company's transparency pretense, nothing on its website demonstrates when it gave, how much, when it stopped, whether it stopped or anything.

In fact, while it relies on its global compliance guidelines for charitable contributions policy as surety for its oversight regime, it doesn't link to that policy, doesn't cite the policy, and the policy can't be found on its website or by general web search. Considered altogether, this response diverges so completely from the norms of fiduciary duty owed to all shareholders when we put a legitimate question to our board that the answer may all by itself constitute a breach, and it's certainly mis and disinformation. This is all so important because of other corporate disinformation programs, like pretending that organizations like Glisten, which take extreme positions about things like parental involvement in children's lives, are wholly non-controversial, just as they pretend that ESG is somehow non-partisan. But this lie has blown up in the faces of too many companies already to be allowed to continue. In relying on an unavailable document to support a disinformation claim, McDonald's is clearly hiding something. Shareholders have a legal right to better treatment. Thank you.

Rick Hernandez: Thank you, Mr. Shepherd. Operator, please close Mr. Shepherd's line. Next item is proposal number 11. Advisory vote on a shareholder proposal requesting a transparency report on the company's global public policy and political influence. I'm calling now on Ms. Amanda Baraka of Harrington Investments, who will present proposal number 11, again with a two-minute limit. Operator, please open the Ms. Bertacco line.

Amanda Bertacco: Thank you for this opportunity to introduce proposal 11 on global political transparency on behalf of Harrington Investments. I'm Amanda Bertacco with Corporate Accountability. In prior years, this resolution has brought critical attention to investors' lack of visibility into the corporation's global political activities. In 2023, despite nearly 60% of its annual revenues coming from outside the US, the corporation continues to disclose less about its global activities than it does in the US and other global North regions. With limited view we do have of these activities, whether the company's recent efforts to slow progress on EU actions to reduce plastic waste, to donating more than \$500,000 to congressional candidates in Brazil years ago, should tell investors all they need to know about why McDonald's must become transparent about these global activities.

This year, executives argue that while profiting richly from its franchisee structure, the corporation does not support our request for the full disclosure of political activities globally. But these political activities have negative consequences for the brand and shareholder investment in it. Nowhere is this more stark than the recent case of a McDonald's franchise allegedly providing free meals to the Israeli military as they bombed and decimated hospitals, schools, mosques and churches throughout Gaza and then weaponized access to food and water against displaced Palestinians who are working together daily to survive a genocide.

After this, a Malaysian franchise then attempted to legally challenge the local Palestine Solidarity Group, but alleged the company's complicity with Israeli atrocities toward Palestinians. If an entity bearing the McDonald's name as a franchise must be held to certain standards for food consistency and for presentation, then I trust this corporation can also hold it accountable to basic standards for political disclosure and transparency. I urge you to vote yes on proposal 11. Thank you.

Rick Hernandez: Thank you, Ms. Bertacco. Operator, please close Ms. Baraka's line. Again, the board's voting recommendations for all proposals are outlined in the company's proxy statement.

In summary, the Board recommends that shareholders vote for the election of all of the Board's 12 director nominees. For the approval of executive compensation. For the approval of an amendment to the Company's Restated Certificate of Incorporation to limit liability of officers. For the approval of amendments to the company's Restated Certificate of Incorporation, to implement miscellaneous changes, For the ratification of Ernst & Young as the company's independent auditor for 2024, and against each of the five shareholder proposals. At this time, I'll turn it back over to Desiree, who will lead the online voting process and provide the preliminary voting results.

Desiree Ralls-Morrison: Thank you, Rick. If you are voting at today's meeting, please complete your online ballot now. Again, if you voted by proxy before the meeting, you do not need to vote now unless you wish to revoke or change your prior vote. We will now pause for one minute so that any voting by online ballot may occur. The polls are now closed. Based on the inspector of elections preliminary tabulation, I am pleased to announce the following preliminary voting results. On proposal number one, all 12 of the Board's director nominees have been elected. On proposal number two, shareholders have approved the advisory proposal on executive compensation. On proposal number three, shareholders have voted in favor of an amendment to the company's Restated Certificate of Incorporation to limit liability of officers as permitted by law.

On proposal number four, shareholders have voted in favor of amendments to the Company's Restated Certificate of Incorporation to implement miscellaneous changes. On proposal number five, shareholders have approved ratifying the appointment of Ernst & Young as the company's independent auditor for 2024. And a majority of shareholders have voted against each of the shareholder proposals. Final voting results that are certified by the Inspector of Elections will be reported on a Form 8-K, which will be filed with the SEC within four business days of this meeting and posted on our website. Having concluded the formal business of today's meeting, I declare this meeting adjourned. It is now my privilege to introduce McDonald's President and CEO, Chris Kempczinski.

Chris Kempczinski: Thank you, Desiree. I want to express my sincere appreciation to everyone listening in and participating, and to all our shareholders joining online, we are grateful for your investment and your continued belief in McDonald's. This past year, under the strategic framework of Accelerating the Arches, we have continued to push the boundaries of innovation and operational excellence. We've not just navigated through a challenging global landscape, we've led the industry with agility and foresight. The results are clear. A 9% growth in global comparable sales and a 3% increase in global guest counts in 2023. These achievements reflect the hard work and dedication of over 2 million crew members, our franchisees - the best in the industry - and our outstanding global suppliers.

A constant throughout my time as CEO has been our Chairman, Rick Hernandez, whose support and guidance has been invaluable to me. Rick's leadership, deeply rooted in the values and vision of our founders, has been a cornerstone of our success. Rick, thank you for your inspiring words and for your tremendous leadership as Chairman. As I step into the role of Chairman and CEO, I'm committed to advancing McDonald's with the same passion and integrity you brought to the business for decades. We remain focused on our MCD growth pillars, which continue to drive our business forward. In marketing, our creative campaigns have captured the hearts of millions worldwide, making McDonald's a culturally relevant brand across generations.

From the viral Grimace Shake to Raise Your Arches to our global Crocs launch, we are keeping our brand vibrant and dynamic. On the menu front, we have leaned into the power of our iconic Core menu while innovating for the future. The introduction of Best Burger has transformed our beef offerings like our iconic hamburger, cheeseburger, and Big Mac into hotter, juicier meals that customers love. We're expanding our horizons in the Large Burger category, with our latest mouthwatering offerings hitting select markets later this year.

Additionally, we're making significant strides in chicken, with McCrispy and McSpicy becoming new global favorites. With these new offerings, we see the potential to add at least a point of

chicken share by 2026. This past year, we added a fourth D of development as we continue to double down on digital, delivery and drive thru. Over the past decade, we have been laser focused on modernizing our current restaurant estate and improving the top line revenue and average unit volume of existing locations. We see enormous opportunity broadly across the southern US, parts of Europe and of course, in China. Looking ahead, McDonald's is poised for unprecedented growth.

Our plans to expand our global footprint to 50,000 restaurants by 2027 will propel us to new heights in systemwide sales and profitability. By leveraging the significant competitive advantages of our unmatched size and scale, we have ambitious goals that promise to solidify our position as a leader among global consumer brands. We are at the forefront of reinventing the fan experience through a targeted, personalized consumer platform that fuels engagement. The digital opportunity ahead of us is the drive-thru of 2024, only bigger and better.

Right now, we're on track to expand from 150 million to 250 million active loyalty users within the next four years. As we shift the focus of our marketing investment from driving singular transactions to enhancing our digital transactions and our loyalty program, it has allowed us to understand our customers on a deeper level. We know that loyalty customers visit more frequently, spend more over time, and ultimately are more profitable. We are also in the process of introducing the easiest and most efficient restaurant platform in the industry. This underscores our commitment to excellence as a franchisor, ensuring our franchisees are equipped to run exceptional restaurants. We're building technology that will transform our back-of-house operations to support our restaurant teams and give them more time to focus on customer, which builds affinity and encourages more repeat visits.

Lastly, we're building a company platform that makes McDonald's an even better partner for our franchisees and suppliers. Through greater efficiency and access to real time data, we will unlock speed and innovation while providing valuable career pathing support for our people. As we

continue to Accelerate the Arches, our focus is clear, to drive sustainable and profitable growth while delivering unmatched experiences to our customers. To meet our aggressive expansion goals, we also need to promote and enhance the franchise model that drives and sustains our business. We need our neighbors, business partners and legislators and thousands of communities around the world to understand the positive impact that we bring and the values that we stand for.

As we continue to advocate for the businesses around the globe, we will continue to hold ourselves to high standards of political transparency and accountability. We are building on our strengths, embracing challenges as opportunities and setting new standards for what it means to be a leader in the global food service industry and the broader business landscape. Thank you for your trust, your commitment, and your passion for McDonald's. Together, we are moving forward with confidence and enthusiasm, ready to seize the opportunities of tomorrow and continue making McDonald's an icon of innovation and excellence for generations to come. Thank you.

Desiree Ralls-Morrison: Thank you, Chris. We received numerous questions and comments in advance of today's meeting and have received others during the meeting as well. As a reminder, questions must conform to the guidelines set forth in the meeting procedures and standards of conduct. We have grouped together questions and comments that are substantially similar, so that a variety of topics can be addressed. Now let's get started. We received nearly 20 comments on the state of the business, specifically on our relationship with our franchisees. Chris, how is McDonald's strengthening its relationship with franchisees?

Chris Kempczinski: Thanks, Desiree. Well, with 95% of our business franchised, as you would imagine, the strength of our relationship with our franchisees is critical, and we remain committed to a successful partnership with our franchisees. By fostering an environment where they, alongside our restaurant teams, can continue to thrive and best serve the communities. As we execute on our evolved Accelerating the Arches strategy, we'll continue to work with our franchisees to

protect our business model from both macroeconomic and legislative challenges, and this will ensure that our operations are set up for sustained, long term growth as one of the world's greatest brands.

So we'll continue to lead with transparency and accountability, leverage our learnings across the system, and support policies that have clear positive outcomes for our franchisees and the broader communities in which we serve. Our commitment here is key to our collective excellence, and we're further supporting our franchisees by advancing our restaurant operating platform. As I touched on earlier in my remarks, this platform will put the latest technology in the hands of our franchisees, enabling them to run their restaurants more efficiently and provide exceptional service to their customers.

Desiree Ralls-Morrison: Thank you, Chris. Next, there were several comments regarding our menu. What improvements is McDonald's making to drive menu innovation and improve the customer experience. Chris, I'll also hand that one over to you.

Chris Kempczinski: Thanks again, Desiree. Great question. I always love talking about our food at McDonald's. If you go back as the C in our MCD growth Pillars states, we're committed to our core menu and improving the fan favorites that best reach customers with the food they want and the food that they expect from McDonald's. Menu innovation is a critically important component of this for us. It helps to connect our fans while reaching new ones, all while making their McDonald's experience more personalized, unique to them. I would just point out, in the last quarter, we celebrated our menu in the mobile app by combining the strength of our core equities with new digital experiences. Across our top markets, digital penetration is growing, leading to even greater frequency and increased spend by our loyalty customers.

In the past, you've heard us speak about some of the subtle steps that we're taking to make our core menu even tastier. This includes our best burger program, which improves the preparation

and cooking procedures around our longest standing menu item. Our team is also creating a larger, more satiating burger that will begin testing later this year before it's scaled across the globe, further meeting customer demand with an innovation to a fan favorite. And we're applying what we've learned through Best Burger to create even greater opportunities in chicken for consistent execution around the world with our two rapidly growing emerging equities in McCrispy and McSpicy. These, alongside local spins to McDonald's classics, are examples of the innovations we'll continue to make to our menu. Our food is the heart of our global food experience, and we're continuing to be committed to serving customers great tasting, delicious food in the ways that they want around the world. Thank you.

Desiree Ralls-Morrison: Thank you, Chris. Moving to more financial matters. We received more than 15 comments on our stock. I'll ask Rick to answer that. In particular, Rick, we've been asked if there is any information to share on potential changes to the company's dividend practices or a potential stock split.

Rick Hernandez: Yes, Desiree. Thank you. I think we should first look to the performance of the company during the past year. And that really demonstrates the strength and resilience of the McDonald's brand and what we believe is one of the best balance sheets in the industry. So with respect to dividends, McDonald's has a strong history of returning capital to its shareholders. We raised our dividend for 47 consecutive years. And tying back to performance as a result of it, we're not planning on making any changes to our dividend practices at this time. On the second part of the question, the company, together with the board, continuously evaluates the benefits and costs of actions such as a stock split. Generally, we don't believe that splitting our stock would drive or create shareholder value, and there are costs associated with doing so. So at this time, there are no plans to implement a stock split.

Desiree Ralls-Morrison: Thank you, Rick. Back to Chris with our next question. How is McDonald's living its purpose and driving global impact?



Chris Kempczinski: Thanks, Desiree. Well, as I think listeners know, McDonald's is part of 40,000 communities around the world, and the dedication of our three-legged stool of franchisees, suppliers, and employees helps to bring the McDonald's experience to life for those communities each and every day. With that scale and reach comes responsibility to support people, and it powers our purpose to feed and foster communities. The actions we take across people, communities and our planet build a better business and a more trusted brand in the future. The more our customers trust us, the more pride they have in our brand and the more often they visit us. Our Global Impact strategy is centered around four areas; our planet, food quality and sourcing, job inclusion and empowerment, and community connection. We have established strategies, goals, policies and performance indicators to manage our progress across each of these areas. We're proud of the great strides we've made and continue to make against our goals in these areas, and more on that can be found in the latest Purpose and Impact report on our corporate website and in the 2023 proxy filing.

Desiree Ralls-Morrison: Great. Thank you. Moving on. Rick, has the board considered lowering executive salaries this past year?

Rick Hernandez: Thanks for the question, Desiree. And that's a very interesting question. I can tell you that McDonald's delivered exceptional growth throughout 2023, despite the macroeconomic challenges and volatility in nearly every corner of the world. The company's ongoing momentum produced a global comparable sales increase of 9% for 2023 and over 30% since 2019. So in order to attract and retain talent at all levels of the business, we provide what we believe are competitive compensation commensurate with a company employee's position. We evaluate competitive wage data and market trends and follow a set of global pay principles. These include competitive and aligned with the external value of a job to attract, engage and motivate talent, and the competitiveness of our pay rates is reviewed regularly relative to peer companies that reflect our size, scale, performance and talent needs.

Additionally, non-discriminatory. Ensuring that employees are compensated at a level commensurate with their role, responsibility, impact, location, experience, knowledge, skills, and performance. And that is performance based and focused on motivating high performance, recognizing achievement, and reinforcing behaviors that align with our culture. Let it be understandable and that the programs are communicated regularly and transparently. And finally, compliant. We comply with all applicable legal and regulatory requirements and standards. All McDonald's executives receive performance based pay that stresses pay for performance to closely align their interests with those of the shareholders, including incorporating quantitative metrics related to human capital management into annual incentive compensation awards for our CEO and executive vice presidents.

Desiree Ralls-Morrison: Thank you, Rick. And our final question, which I will direct to Chris, what is McDonald's doing to maintain value and affordability in its restaurants?

Chris Kempczinski: Sure. Well, I know this is a very important topic not only for our shareholders, but for consumers as well. McDonald's continues to operate from a position of strength across nearly all areas of the business as we focus on executing day to day at a high level and establishing strong platforms for long-term, sustained growth. I think, as everybody knows, we have a long history of being the go-to destination for value, and it's imperative that we continue to keep affordability at the forefront for our customers. As we've done for the last 70 years, our teams work closely with our local franchisees to balance menu pricing decisions with the right affordability strategy in place. Value is a part of McDonald's DNA, and we continue to strike the right balance of value for money with our consumers, as evidenced in our consumer satisfaction scores. As a leader in affordability, we remain committed to offering customers great value through everyday affordable pricing, as well as special offers and deals on our app and through our loyalty program.

Desiree Ralls-Morrison: Thank you, Chris. That concludes our question-and-answer session. Chris, I'll hand it back to you to close out the meeting.

Chris Kempczinski: Thank you, Desiree, for facilitating our Q&A. And again, thank you to Rick for everything that he's done in his 28 years of service to McDonald's. That brings us to the end of our meeting. Thanks, everybody, for joining.