



Strength and Resilience

McDonald's operational skill, resilience and competitive advantages reinforced our strength in uncertain times, resulting in sequential improvement in quarterly comparable sales since the second quarter and growing share across most major markets.

"2020 will be remembered as one of McDonald's most challenging, yet inspiring, moments in our long history. The resilience of the McDonald's System was on display—making safety and service a priority, putting our customers and people first, and running great restaurants.

Against an uncertain backdrop, we are committed to staying true to our values and our brand purpose to feed and foster communities. By investing for the future and leveraging competitive strengths within our Accelerating the Arches strategy in Drive Thru, delivery, and our growing digital presence, we're confident we can continue to capture market share and drive long-term sustainable growth for all stakeholders."

— **CHRIS KEMPCZINSKI**
McDonald's President and Chief Executive Officer

2020 Key Activities

Amid difficult challenges, McDonald's business continued to show strength through investment and growth.

\$1B+

Invested by the Company and franchisees in technology and digital to drive growth

\$200M

Incremental marketing to speed recovery

\$1B
nearly

Short-term support to franchisees at the onset of the pandemic

\$93B+

Systemwide sales

6 years

Consecutive positive comparable sales for U.S.



All-time high average U.S. franchisee restaurant operating cash flow

Harnessing our strengths to meet the moment

Prioritizing customers and people through safety and service

We implemented the largest, fastest rollout of new safety protocols in McDonald's history, refined in consulting with the Mayo Clinic. We also maintained supply without interruption. And customers have noticed: global brand scores for consumer confidence in eating at McDonald's have risen significantly since the start of the pandemic.

Even in tough times, we never stop thinking about what's next

We consistently invested to support both short- and long-term plans, bolstering our cash position to support franchisees and leaning into our growth strategy, [Accelerating the Arches](#). We opened nearly 1,000 new restaurants globally, while building successful promotions around core favorites to maximize our marketing and drive digital growth.

Feeding and fostering community

During an unprecedented year, the McDonald's System worked to help our neighbors in local communities solve challenges. From donating food from our supply chain to sourcing millions of surgical masks for first responders, our System stepped up in communities around the world.

Embracing our role to make a difference

We embrace the opportunity to lead by example and effect meaningful change. Our customers expect it, too. Driven by our values, we strive to be a good neighbor, do the right thing and help address needs in the communities we serve around the world.



Accelerating the Arches

Our growth strategy encompasses all aspects of McDonald's business as the leading global omni-channel restaurant brand.

Learn more: corporate.mcdonalds.com