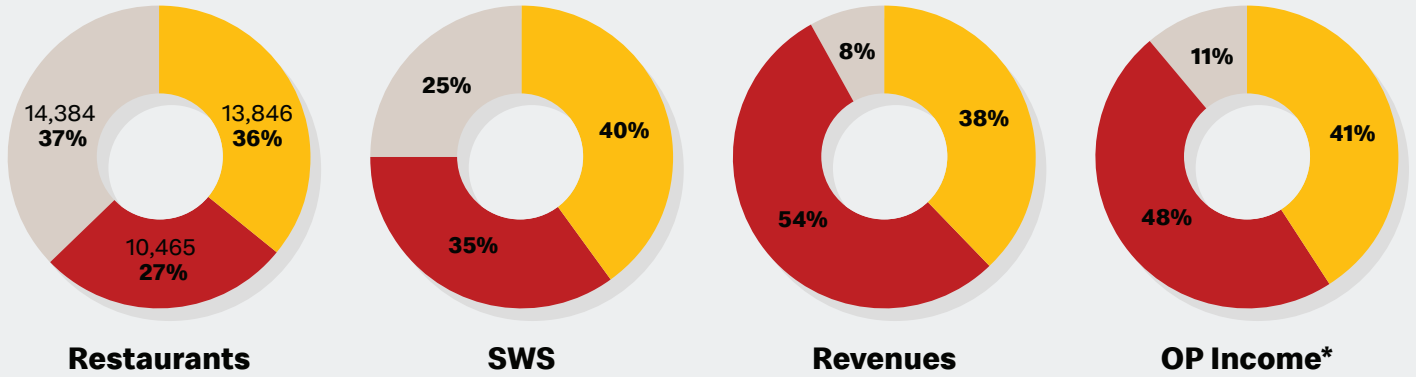


## Our Global System

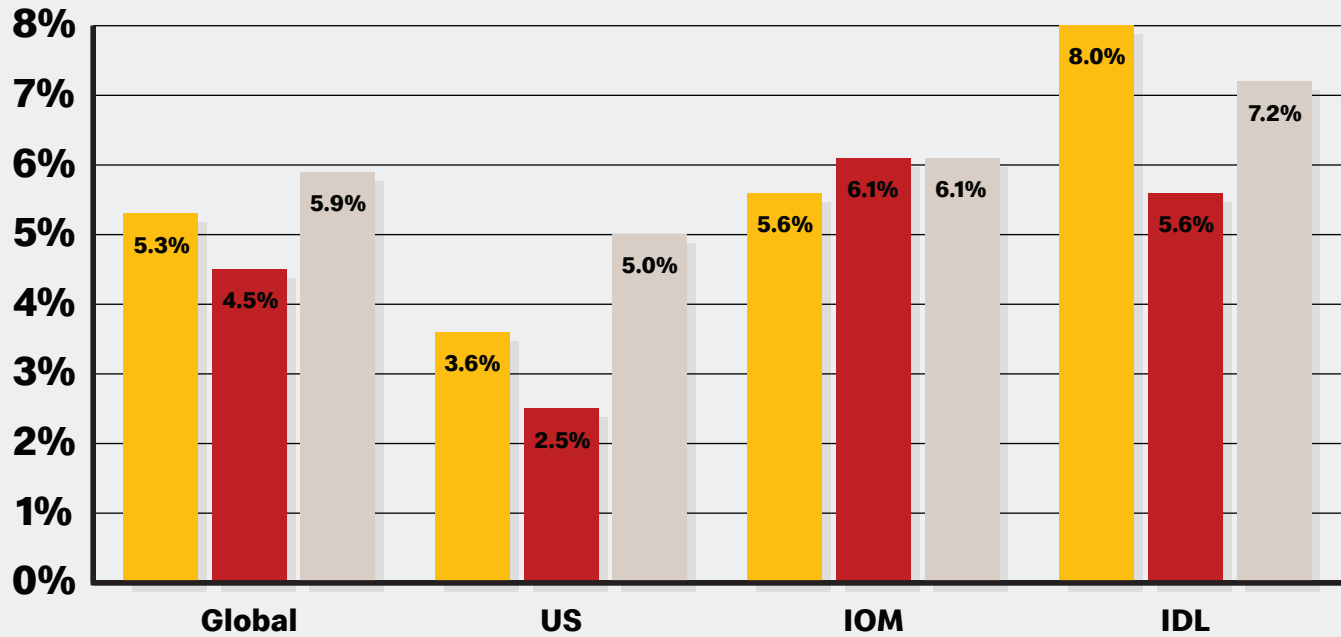
As of 12/31/2019



● US | 
 ● IOM | 
 ● IDL

\*The IDL segment excludes Corporate activities.

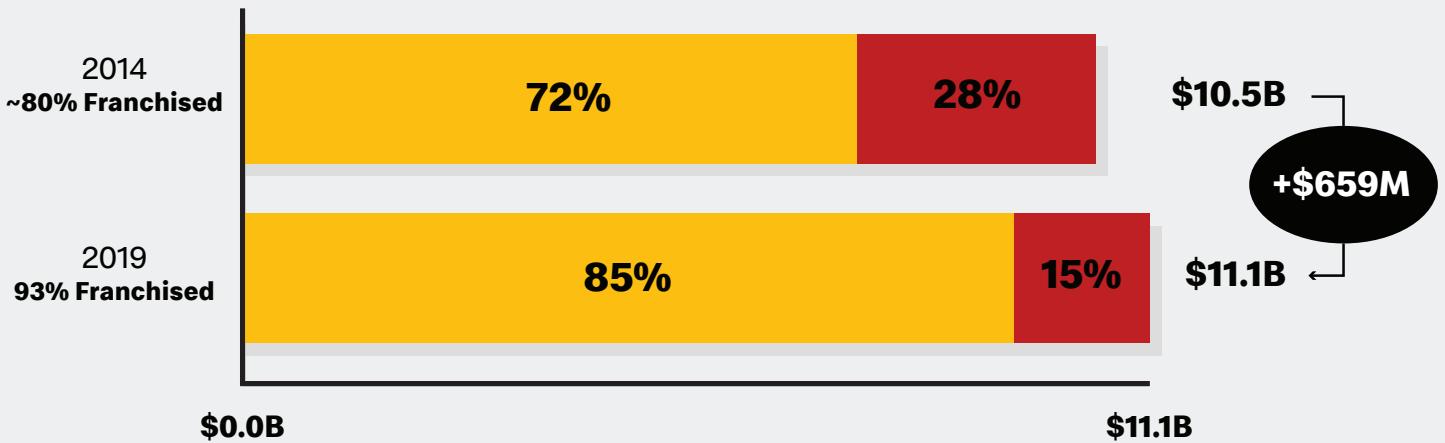
## Comparable Sales Trends



● 2017 | 
 ● 2018 | 
 ● 2019

## Total Restaurant Margin Dollars

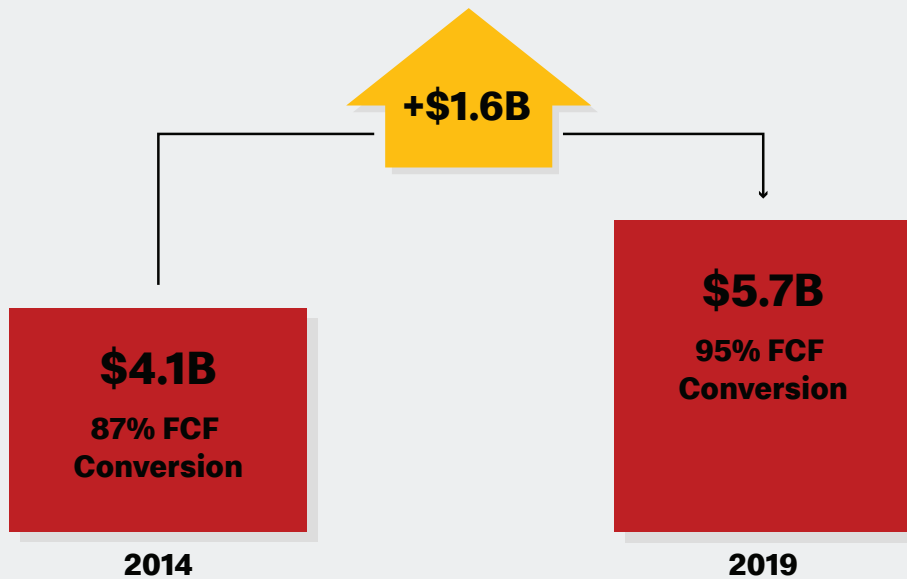
(values in \$B)



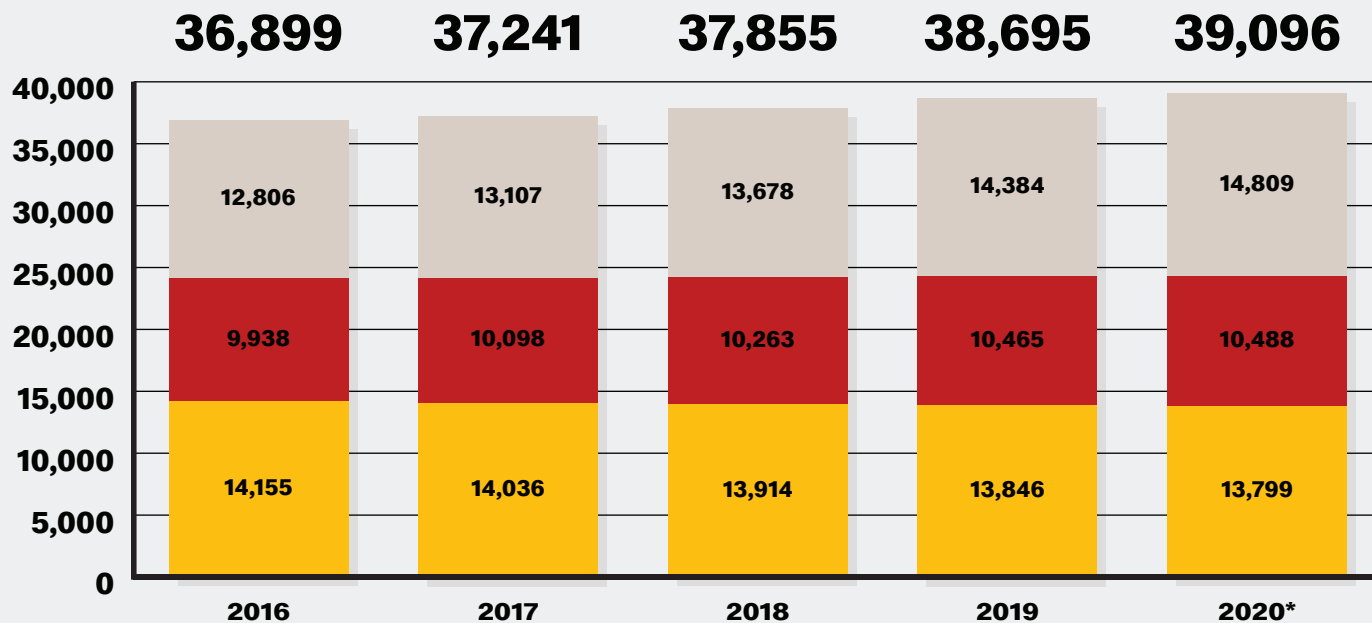
● Franchised Margin Dollars | 
 ● McOpCo Margin Dollars

## Free Cash Flow\*

(values in \$B)



## Restaurant Counts



● US | 
 ● IOM | 
 ● IDL

\*2020 Restaurant count as of 9/30/2020

## U.S. Market

- The U.S. is the **largest market** in the McDonald's System in terms of Systemwide sales with an unrivaled drive-thru presence, modernized asset base, strong unit economics and customer satisfaction near all-time highs.

- Ownership Mix: 95% Franchised

Average Unit Volume  
**\$2.9M**

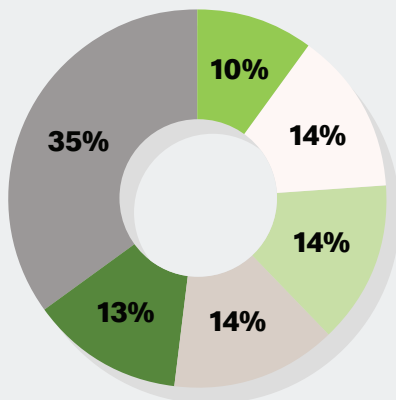
Restaurant Modernization\*  
**~80% of EOTF projects complete**  
**~90% Modernization**

Operations\*  
**~95% DT locations**  
**11K Delivery Restaurants**

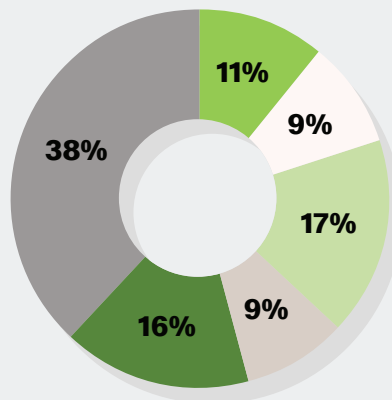
\*As of 9/30/2020

## International Operated Markets

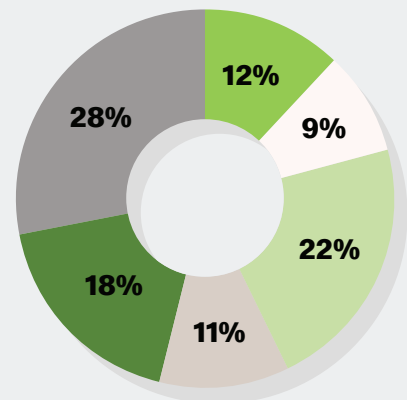
- Comprised of markets or countries in which the Company operates and franchises restaurants
- Operating from a position of strength: powerful brand presence, largely reimagined asset base, high average unit volumes and average restaurant pre-debt cash flow at or near all-time highs. Customer satisfaction scores continue to increase across most markets.
- Ownership Mix: 84% Franchised



Restaurants



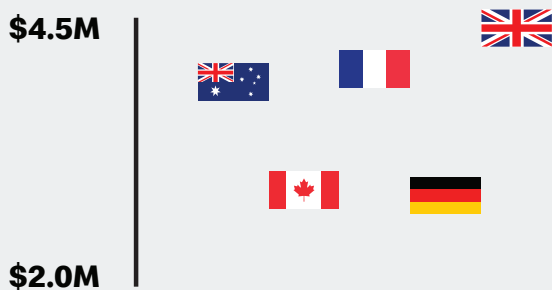
Revenues



OP Income

● AUSTRALIA | 
 ● CANADA | 
 ● FRANCE | 
 ● GERMANY | 
 ● UNITED KINGDOM | 
 ● OTHER

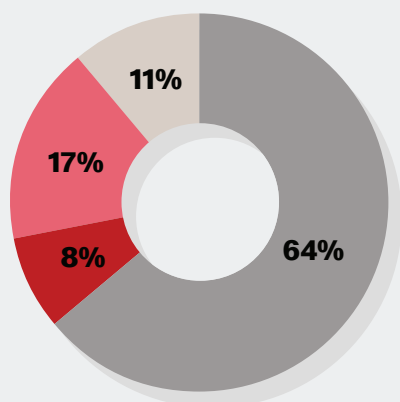
### Average Unit Volumes (In millions US \$)



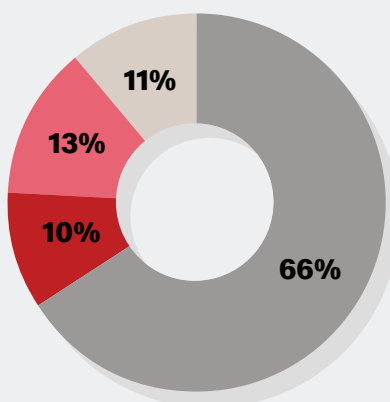
Market	% Franchised	% DT Restaurants
Australia	86%	~80%
Canada	92%	~75%
France	85%	~70%
Germany	94%	~70%
United Kingdom	90%	~60%

## International Development Licensed Markets

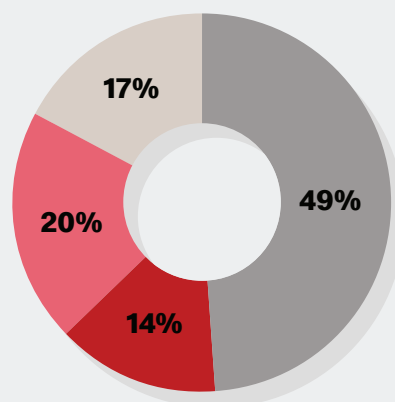
- A geographically diverse segment comprised primarily of developmental licensee and affiliate markets in the McDonald's System
- Licensees are responsible for operating and managing the business, providing capital and developing and opening new restaurants



**Restaurants**



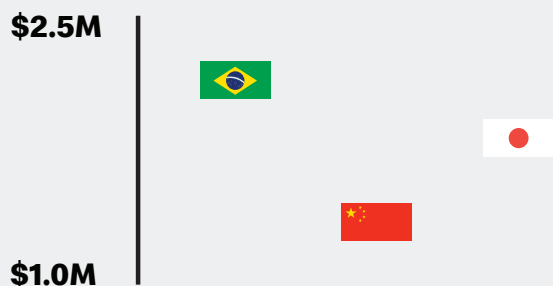
**Revenues**



**OP Income**

ASIA | 
  EUROPE | 
  LATIN AMERICA | 
  MIDDLE EAST

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



Market	% DT Restaurants
China	~15%
Japan	~50%
Brazil	~45%