

Supplemental Information
McDonald's U.S. Bigger, Bolder Vision 2020 Plan Update
As of November 27, 2018

Our Bigger, Bolder Vision 2020 U.S. Plan ("the Plan") is focused on three key strategies: improve the Food, improve the customer Experience and be competitive on Value.

During a year of significant change, we've made good progress in the U.S., including the following:

- Launched cooked right when ordered, quarter-pound burgers using fresh beef and experienced continued success with our Buttermilk Crispy Tenders. In addition, our seven classic burgers now have no artificial preservatives, no artificial flavors and no added colors from artificial sources.
- Completed over 3,000 Experience of the Future (EOTF) projects, with an expected 7,000 EOTF restaurants complete in the U.S. by the end of 2018. EOTF continues to enhance the customer experience by elevating convenience, hospitality, and personalization. We are pleased with our progress and we are seeing the sales lifts we expected.
- Introduced \$1, \$2, \$3 Dollar Menu as our national value platform.
- Increased the number of restaurants offering delivery from 5,000 to an expected 9,000 by the end of 2018.
- Restructured our U.S. field operations in order to enhance the operating model, better support franchisees, and create a more dynamic and nimble organization.

We remain committed to the Plan and are confident that successful execution will continue to grow the business. In 2018, one of our biggest opportunities has been growing transactions; therefore, we are making several adjustments to the Plan, including the following:

- We are now offering franchisees the ability to "level load" EOTF projects through the end of 2020 at the existing partnering level (e.g., Company contributes 55% towards the costs). Alternatively, franchisees may now choose to complete their projects in 2021 or 2022 but at the reduced partnering level of 40%. Given these adjustments, we now expect that all restaurants will be complete with EOTF by the end of 2022.
- We are increasing our focus on drive-thru operations in order to improve speed of service.
- Earlier in 2018, we consolidated our media buying to one agency. In order to increase the effectiveness of our media dollars, we are providing additional alternatives for local media buying.
- We will allow for more flexibility by local co-ops on our value and deal offerings.

We will provide further details regarding these actions and the expected impact to the business in 2019 when we report our fourth quarter 2018 earnings in January 2019.