

<b>McDonald's Systemwide Restaurants</b>		
<i>(at year-end)</i>	<b>2025</b>	<b>2024</b>
<b>Total</b>	<b>45,356</b>	<b>43,477</b>
<b>United States <sup>(a)</sup></b>	<b>13,706</b>	<b>13,557</b>
<b>International Operated Markets</b>	<b>10,845</b>	<b>10,512</b>
Australia <sup>(b)</sup>	1,092	1,068
Austria	212	206
Belgium	128	119
Canada	1,520	1,489
Czech Republic	140	128
France <sup>(c)</sup>	1,630	1,589
Germany	1,382	1,367
Ireland	95	95
Italy	805	755
Luxembourg	11	12
Netherlands	266	263
New Zealand	176	172
Poland	618	580
Portugal	220	209
Slovakia	54	47
Spain <sup>(d)</sup>	665	635
Switzerland <sup>(e)</sup>	189	184
United Kingdom <sup>(f)</sup>	1,507	1,470
Ukraine	135	124

<b>McDonald's Systemwide Restaurants</b>		
<i>(at year-end)</i>	<b>2025</b>	<b>2024</b>
<b>International Developmental Licensee</b>	<b>20,805</b>	<b>19,408</b>
<b>Asia</b>	<b>3,572</b>	<b>3,394</b>
Brunei <sup>(1)</sup>	7	6
India <sup>(1)</sup>	757	665
Indonesia <sup>(1)</sup>	314	318
Malaysia <sup>(1)</sup>	372	373
Philippines <sup>(1)</sup>	851	792
Singapore <sup>(1)</sup>	153	152
South Korea <sup>(1)</sup>	401	398
Taiwan <sup>(1)</sup>	430	417
Thailand <sup>(1)</sup>	242	236
Vietnam <sup>(1)</sup>	45	37
<b>Macau</b>	<b>41</b>	<b>39</b>
<b>Hong Kong</b>	<b>266</b>	<b>260</b>
<b>Mainland China</b>	<b>7,740</b>	<b>6,820</b>
<b>Japan</b>	<b>3,025</b>	<b>2,989</b>
<b>Europe</b>	<b>1,387</b>	<b>1,310</b>
Azerbaijan <sup>(1)</sup>	34	29
Bulgaria <sup>(1)</sup>	47	43
Croatia <sup>(1)</sup>	49	47
Denmark <sup>(1)</sup>	121	113
Estonia <sup>(1)</sup>	11	11
Finland <sup>(1)</sup>	90	81
Georgia <sup>(1)</sup>	27	25
Greece <sup>(1)</sup>	34	35
Hungary <sup>(1)</sup>	123	115
Israel	235	230
Latvia <sup>(1)</sup>	14	14
Lithuania <sup>(1)</sup>	19	18
Malta <sup>(1)</sup>	10	9
Moldova <sup>(1)</sup>	11	11
Morocco <sup>(1)</sup>	80	75
Norway <sup>(1)</sup>	95	85
Romania <sup>(1)</sup>	114	106
Serbia <sup>(1)</sup>	39	36
Slovenia <sup>(1)</sup>	29	28
Sweden <sup>(1)</sup>	205	199

<b>McDonald's Systemwide Restaurants</b>		
(at year-end)	<b>2025</b>	<b>2024</b>
<b>Latin America</b>	<b>2,756</b>	<b>2,646</b>
Argentina <sup>(1)</sup>	231	226
Aruba <sup>(1)</sup>	3	3
Bahamas <sup>(1)</sup>	3	3
Brazil <sup>(1)</sup>	1,230	1,173
Chile <sup>(1)</sup>	125	112
Colombia <sup>(1)</sup>	73	72
Costa Rica <sup>(1)</sup>	79	76
Curacao <sup>(1)</sup>	5	5
Dominican Republic <sup>(1)</sup>	25	23
Ecuador <sup>(1)</sup>	36	35
El Salvador <sup>(1)</sup>	28	25
French Guiana <sup>(1)</sup>	3	3
Guadeloupe <sup>(1)</sup>	9	9
Guatemala <sup>(1)</sup>	124	115
Honduras <sup>(1)</sup>	16	13
Martinique <sup>(1)</sup>	10	10
Mexico <sup>(1)</sup>	380	374
Nicaragua <sup>(1)</sup>	10	9
Panama <sup>(1)</sup>	84	81
Paraguay <sup>(1)</sup>	30	27
Peru <sup>(1)</sup>	30	30
Puerto Rico <sup>(1)</sup>	94	94
St. Marten <sup>(1)</sup>	3	3
Suriname <sup>(1)</sup>	2	2
Trinidad/Tobago <sup>(1)</sup>	4	4
Uruguay <sup>(1)</sup>	35	34
Venezuela <sup>(1)</sup>	79	80
Virgin Islands <sup>(1)</sup>	5	5

<b>McDonald's Systemwide Restaurants</b>		
<i>(at year-end)</i>	<b>2025</b>	<b>2024</b>
<b>Middle East</b>	<b>2,018</b>	<b>1,950</b>
Bahrain <sup>(1)</sup>	32	33
Cyprus <sup>(1)</sup>	23	23
Egypt <sup>(1)</sup>	194	190
Jordan <sup>(1)</sup>	45	46
Kuwait <sup>(1)</sup>	89	91
Lebanon <sup>(1)</sup>	23	23
Mauritius <sup>(1)</sup>	18	17
Oman <sup>(1)</sup>	35	35
Pakistan <sup>(1)</sup>	70	69
Qatar <sup>(1)</sup>	78	79
Reunion Island <sup>(1)</sup>	18	18
Saudi Arabia <sup>(1)</sup>	458	441
South Africa <sup>(1)</sup>	407	401
Turkey <sup>(1)</sup>	306	274
United Arab Emirates <sup>(1)</sup>	222	210
<b>Total Markets<sup>(2)</sup></b>	<b>97</b>	<b>97</b>
<b>Notes:</b>		
<sup>(1)</sup> Developmental Licensee ("DL") market as of December 31, 2025.		
<sup>(2)</sup> The total Markets of 97 above, plus the 17 countries listed below, sum to a total of 114 countries disclosed in the corresponding Exhibit 99.2 of the Company's Earnings Release 8-K.		
The following countries are consolidated into the markets above for reporting purposes, totalling 114 countries:		
(a) Includes Cuba, Guam and Saipan		
(b) Includes America Samoa (DL), Fiji (DL), New Caledonia (DL), Tahiti (DL), Western Samoa (DL)		
(c) Includes Monaco		
(d) Includes Andorra (DL) and Gibraltar		
(e) Includes Liechtenstein		
(f) Includes Isle of Man, Jersey, Northern Ireland, Scotland and Wales		

<b>Supplemental Information: % Franchised as of 12/31/25</b>	
<b>Segment/Market</b>	<b>% Franchised</b>
<b>U.S.</b>	<b>95%</b>
<b>International Operated Markets</b>	<b>89%</b>
Germany	95%
Canada	92%
France	84%
United Kingdom	90%
Australia	84%
Italy	94%
Spain	92%
Poland	92%
Other	87%
<b>International Developmental Licensed Markets &amp; Corporate</b>	<b>99%</b>
China	100%
Japan	100%
Brazil	100%
Phillipines	100%
South Korea	100%
Other	97%
<b>Global</b>	<b>96%</b>