

McDonald's Corporation

Investor Overview



McDonald's strategic evolution...



1950s



- Kroc meets brothers Dick and Mac McDonald at their restaurant in San Bernardino.
- Kroc becomes the national franchising agent for the McDonald brothers.
- Kroc forms McDonald's System, Inc. to issue McDonald's franchises under license from the McDonald brothers.
- 100 millionth hamburger sold by McDonald's.

1960s, 1970s and 1980s



- McDonald's Corporation buys the exclusive rights to the McDonald's name and operating system from the McDonald brothers.
- First location outside the U.S. opens.
- McDonald's expands globally to Tokyo, Amsterdam, Munich, and Sydney.
- The Big Mac, Egg McMuffin, Happy Meal, and Chicken McNuggets are invented and launched. The first drive thru opens.

Continues To Meet Customer Needs Overtime



1990s & 2000s



- The McFlurry is invented and launched in Canada
- Accelerated unit growth with continued international expansion
- Plan to Win corporate strategy to focus on exceptional customer experience
- Dollar Menu value offerings i'm lovin' it marketing campaign launches
- McCafé is invented and launched in Australia

2010s & 2020+



- Turnaround plan announcement (re-franchising, cost savings)
- Velocity Growth Plan corporate strategy to focus on
- Digital, Delivery, and U.S. Experience Of The Future
- Accelerating the Arches corporate strategy to focus on Brand and M-C-D growth pillars: Marketing, Core, Digital, Delivery, Drive Thru and Development
- Loyalty Program launches and rapidly expands to 60 markets around the globe

McDonald's Senior Leadership Team



Chris Kempczinski

President and Chief Executive
Officer 9 Years at McDonald's



Skye Anderson

President, Global Business
Services 25 Years at McDonald's



Warren Anderson

Senior Vice President, Global Chief Supply
Chain Officer 15 Years at McDonald's



Jon Banner

Executive Vice President, Global Chief
Impact Officer 3 Years at McDonald's



Dario Baroni

President, IDL
9 Years at McDonald's



Ian Borden

Executive Vice President, Global Chief
Financial Officer 30 Years at McDonald's



Tiffanie Boyd

Executive Vice President, Global Chief
People Officer 4 Years at McDonald's

For more information on McDonald's leaders, see full biographies on the [leadership](#) page of the McDonald's website

McDonald's Senior Leadership Team



Joe Erlinger

President, McDonald's USA
22 Years at McDonald's



Manu Steijaert

President, IOM
22 Years at McDonald's



Jill McDonald

Executive Vice President, Global Chief
Restaurant Experience Officer 11Years
at McDonald's



Desiree Ralls-Morrison

Executive Vice President, Global Chief
Legal Officer 4 Years at McDonald's



Brian Rice

Executive Vice President, Global Chief
Information Officer 3 Years at McDonald's



Morgan Flatley

Executive Vice President, Global Chief
Marketing Officer and New Business Ventures
8 Years at McDonald's

For more information on McDonald's leaders, see full biographies on the [leadership](#) page of the McDonald's website

McDonald's



43K+
Restaurants



2.2M
People
Working for McDonald's
or Franchisees



100+
Countries



~70Million
Customers
Served every day





The McDonald's System

The three-legged stool of McDonald's franchisees, suppliers, and employees



Franchisees

95% of McDonald's restaurants are locally owned and operated, providing the entrepreneurial spirit of local business owners



Suppliers

Many recognize McDonald's as having the most integrated, efficient and innovative supply system in the food service industry



Employees

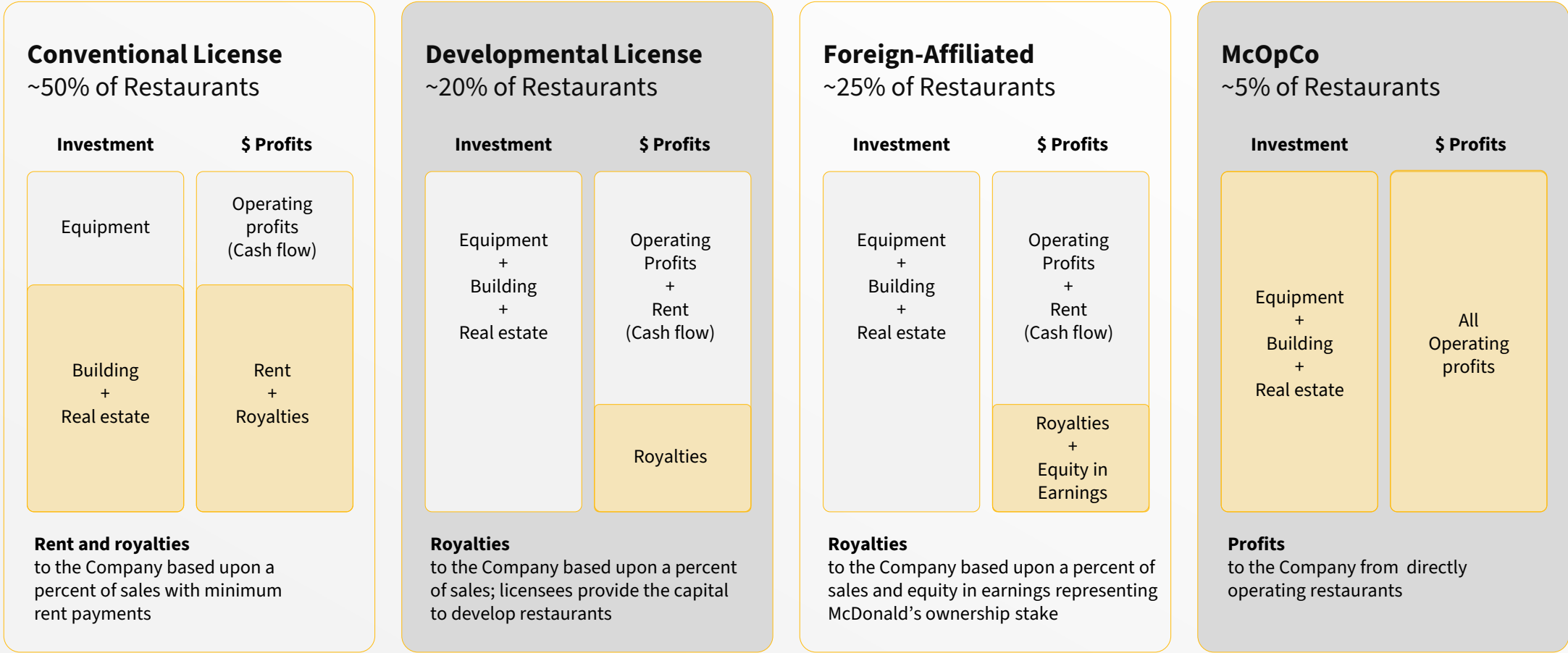
1 in 8 Americans have worked at a McDonald's restaurant, learning skills that can go wherever they go

The balance of interests among the three groups is essential to McDonald's success



McDonald's Business Model

Revenues from rent, royalties and initial fees and profits from directly operating restaurants



McDonald's Global Business Operates Under 3 Segments

U.S., Intl Operated Markets, and Intl Developmental Licensed Markets & Corporate

U.S. Market



McDonald's largest market
in terms of
Systemwide sales

International Operated Markets (IOM)



19+ markets
or countries including
Australia, Canada, France,
Germany and the U.K.

International Developmental Licensees & Corporate (IDL)



75+ markets
or countries including Brazil,
China and Japan

As of 12/31/2024

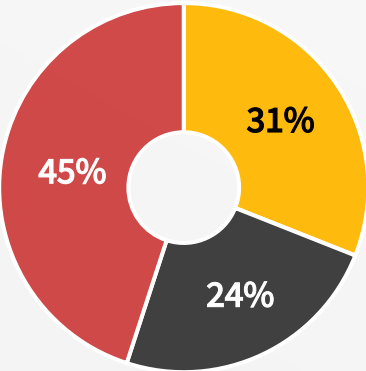
For a complete list of markets and store counts, see the Supplemental Information on the [Financial Information](#) page of the McDonald's Investor Relations website



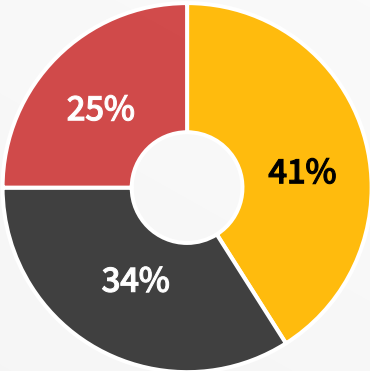
McDonald's Segment Breakdown

U.S. and IOM segments are ~90% of FY'24 revenue and adj. operating income***

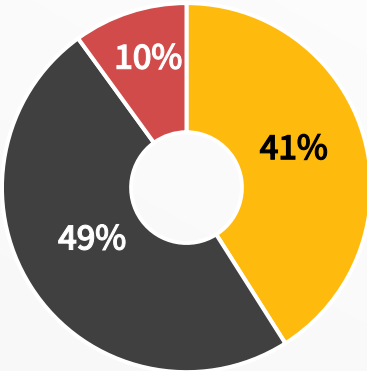
Restaurants



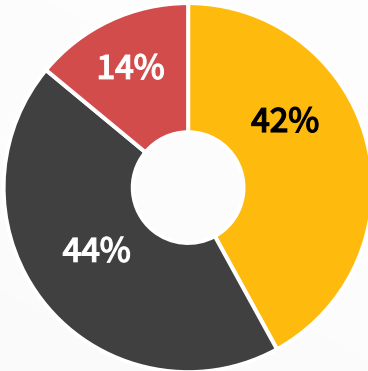
FY'24 Systemwide Sales



FY'24 Revenues



FY'24 Adj. Operating Income



■ U.S. ■ IOM ■ IDL

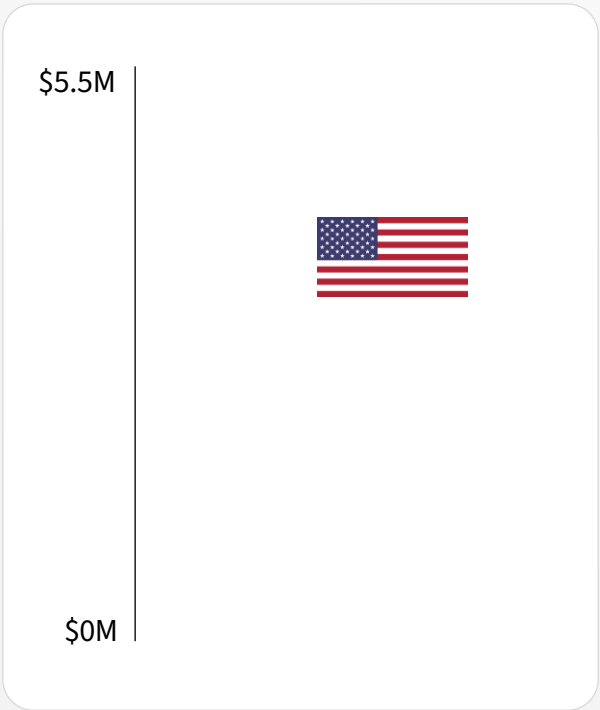
* As of 12/31/2024
** Systemwide sales is a non-GAAP financial measure; see “Important Disclaimers”
*** Excludes Corporate activities from IDL segment. Adjusted operating income consists of approximately 35% U.S. Dollars and 65% International currencies, of which approximately 70% is in EUR, GBP, AUD, and CAD. Adjusted operating income is a non-GAAP financial measure; see “Important Disclaimers”



U.S. Segment

Unrivalled drive-thru presence and strong unit economics with a 95% franchised ownership mix*

Average Unit Volumes*
(In millions U.S. \$)

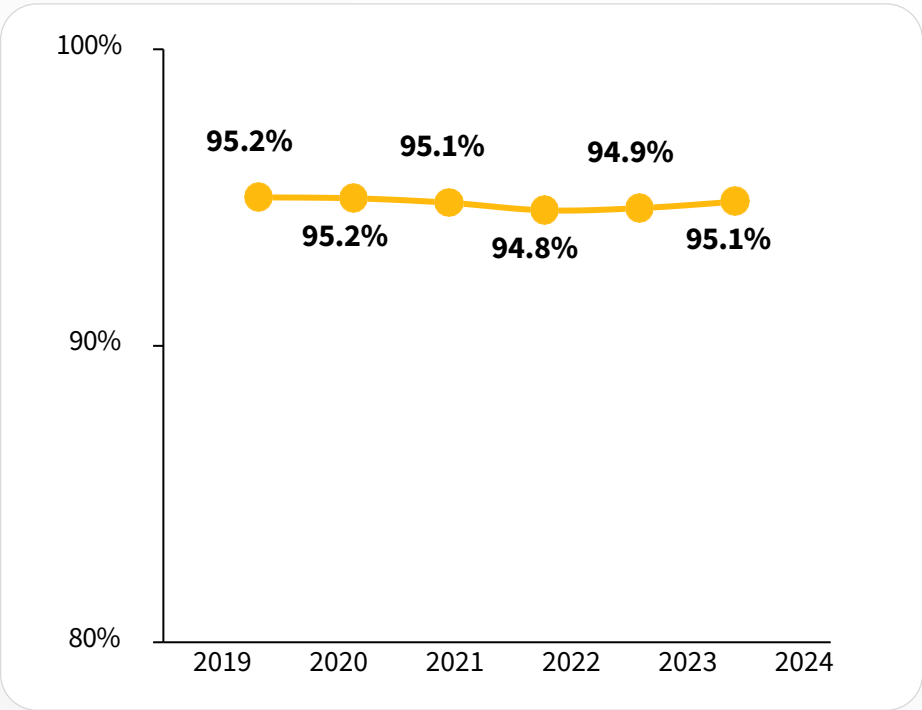


% Drive Thru Restaurants*



Over **95%** of Restaurants
have a Drive Thru

% Franchised Restaurants



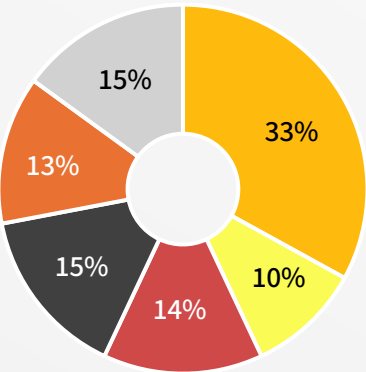
* As of 12/31/2024



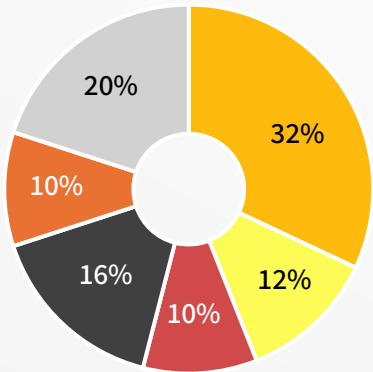
IOM Segment

Powerful brand presence and largely reimaged asset base with an 89% franchised ownership mix*

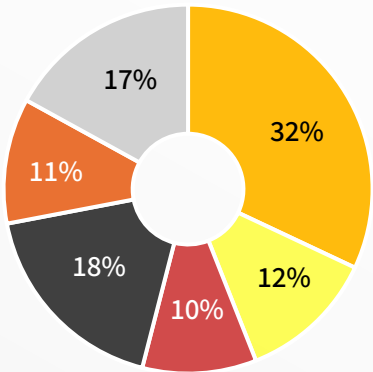
Restaurants*



FY'24 Revenues



FY'24 Adj. Operating Income**



Australia Canada France Germany United Kingdom Other

* As of 12/31/2024
** Adjusted operating income is a non-GAAP financial measure; see "Important Disclaimers"



Evolution of Accelerating the Arches Strategic Plan

Additions of Restaurant Development and Our Platforms



Our Purpose

Feed and foster communities



Our Mission

Making delicious feel-good moments easy for everyone

Our Values



- Serve** → We put our customers and people first
- Inclusion** → We open our doors to everyone
- Integrity** → We do the right thing
- Community** → We are good neighbors
- Family** → We get better together

Our Growth Pillars



Maximize our Marketing

- Brand
- Affordability

Commit to the Core

- Burger
- Chicken
- Coffee

Double Down on the 4Ds

- Delivery
- Digital
- Drive Thru
- Development

Our Platforms



Consumer

One of the world's largest consumer platforms to fuel engagement

Restaurant

Easiest and most efficient restaurant operating platform

Company

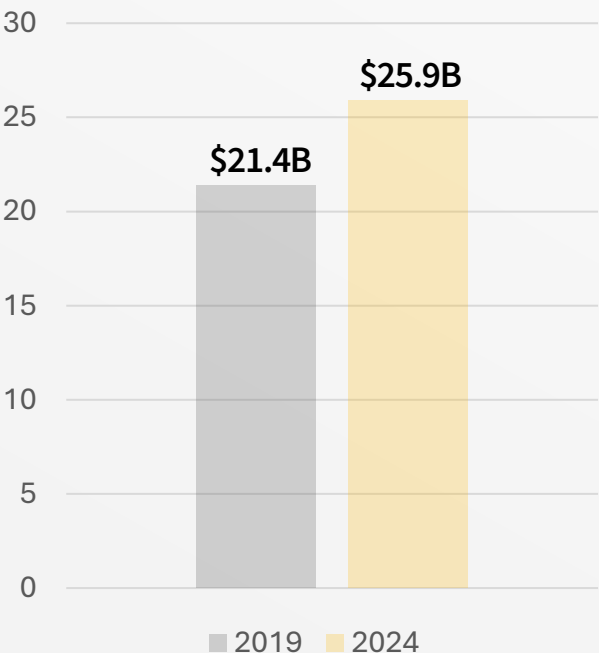
Modern company platform that unlocks speed and innovation



2024 Global Financial Overview

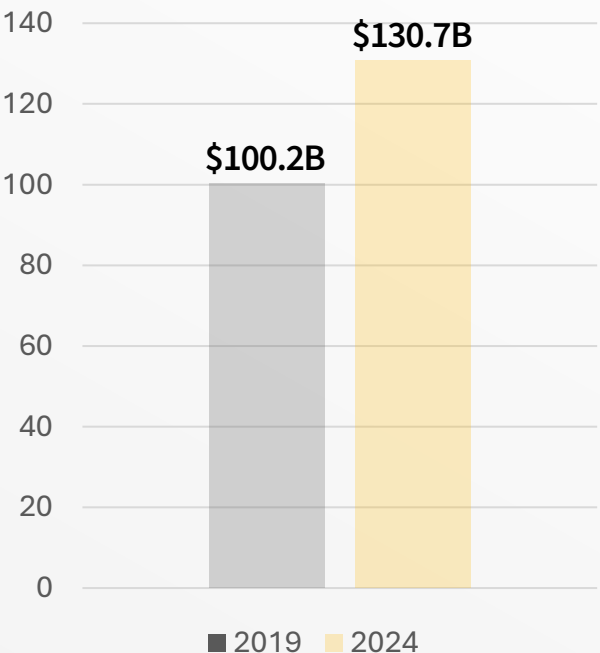
Strong growth over the last 5 years is a testament to the resilience of the business

Total Revenue



+\$4.5B
(In 5 Years)

Systemwide Sales*



+\$30.5B
(In 5 Years)

Other Financial Metrics

Global G&A % of Systemwide Sales*	2.2%
Global McOpCo Margin	14.8%
Global Franchised Margin	83.9%
Franchised Revenue % of Franchised Sales**	
US	14.3%
IOM	17.2%
IDL&Corp	5.6%
Free Cash Flow Conversion*	81.1%