



 2009  
**INVESTOR**  
MEETING



# DENIS HENNEQUIN

President,  
McDonald's Europe



2009  
**INVESTOR**  
MEETING



# McDonald's Europe

|                    |                            |
|--------------------|----------------------------|
| <b>Approx. 40%</b> | <b>of Operating Income</b> |
| <b>39</b>          | <b>Markets</b>             |
| <b>6,700</b>       | <b>Restaurants</b>         |
| <b>335,000</b>     | <b>System Employees</b>    |





# JEROME TAFANI

Chief Financial Officer  
McDonald's Europe



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# Europe Performance

YTD Oct '09

Comp Sales

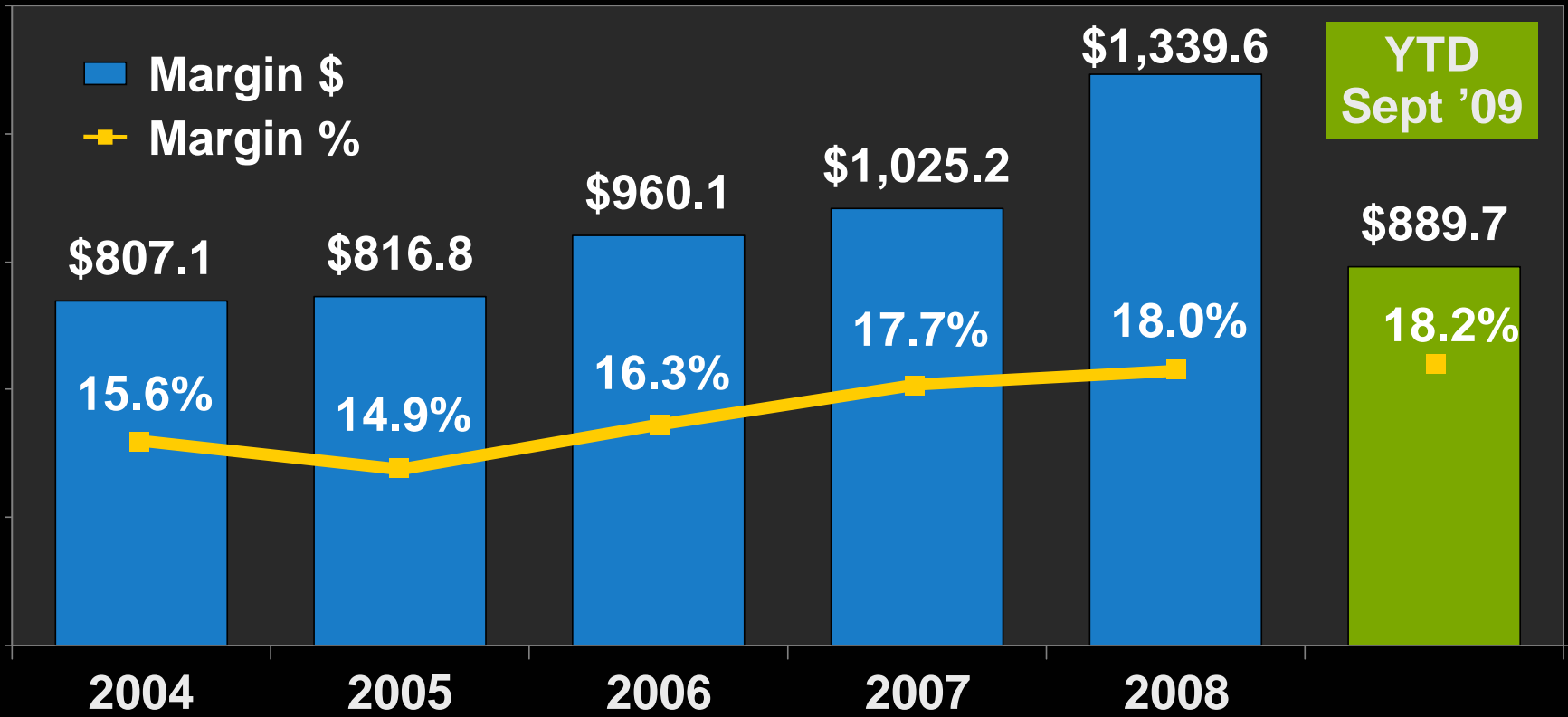


5.5%



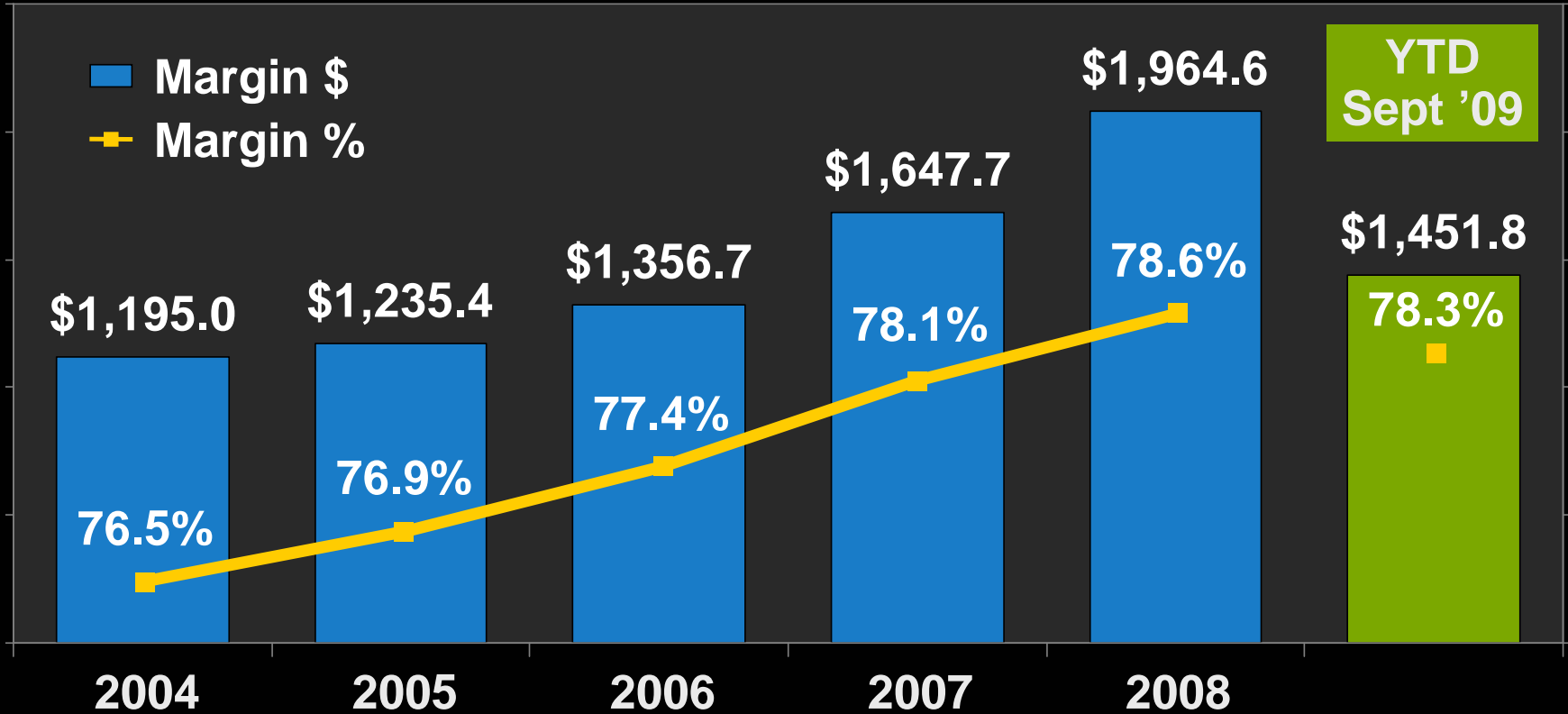
# Europe Company-Operated Margins

(\$ in Millions)



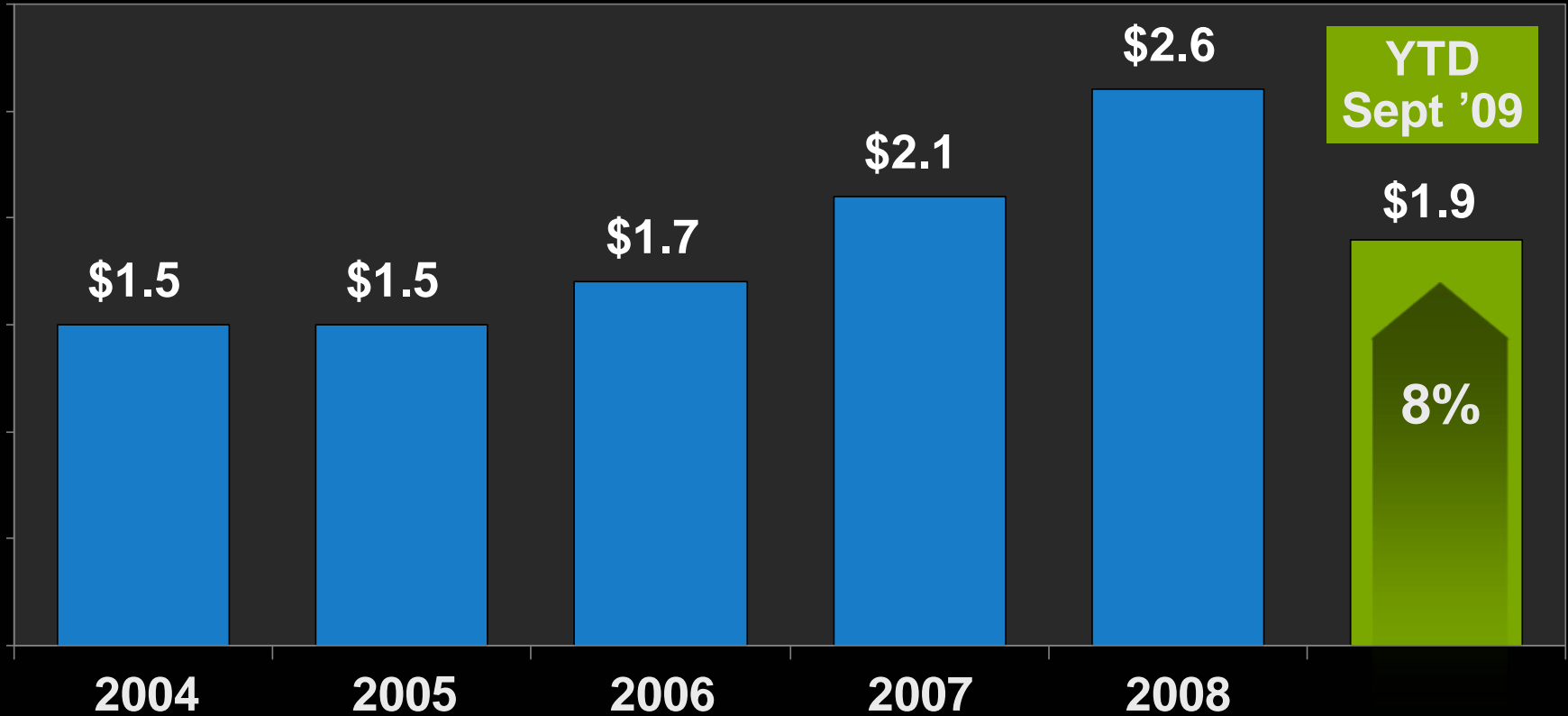
# Europe Franchised Margins

(\$ in Millions)



# Europe Operating Income\*

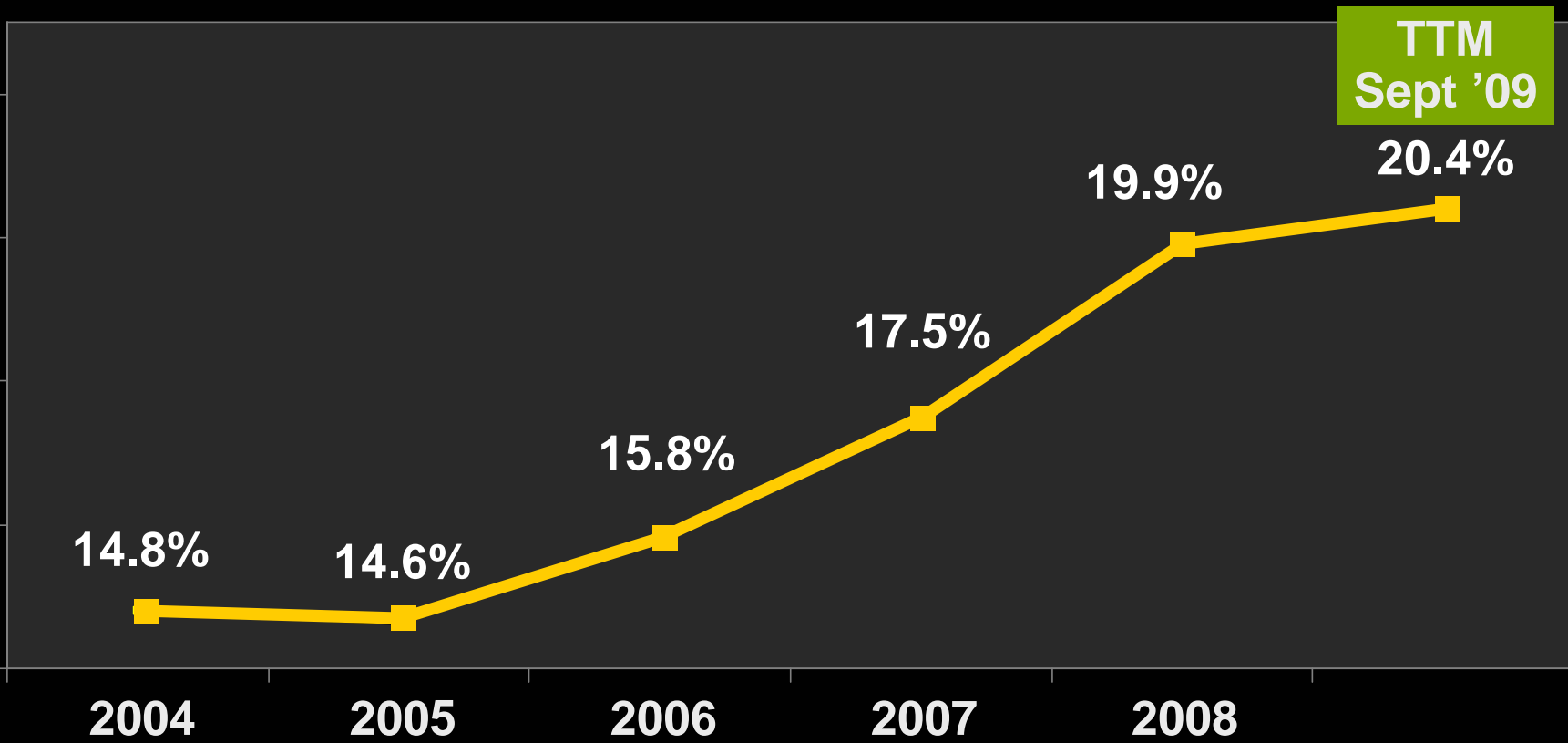
(\$ in Billions, % Increase in Constant Currency)



\* Excluding impairment and other charges



# Europe Return on Invested Capital\*



\* Op Income (excl. impairment and other charges) plus depr and amort divided by adjusted avg gross assets

# Europe

## Return on Incremental Invested Capital\* (ROIIC)

| Ending Sept '09 |            |
|-----------------|------------|
| <b>1 Year</b>   | <b>32%</b> |
| <b>3 Year</b>   | <b>41%</b> |

\* Incremental op income (excluding impairment and other charges) plus depr and amort divided by adjusted cash used for investing activities at constant rates



|         | YTD Oct '09<br>Comp Sales | % Franchised | AUV in<br>US\$<br>Millions* | YTD Sept '09<br>Op Income<br>% Increase<br>in CC |
|---------|---------------------------|--------------|-----------------------------|--|
| France  | 6.2%                      | 82%          | \$4.4                       | 12%  |
| Germany | 1.1%                      | 80%          | \$3.5                       | 1%   |
| U.K.    | 11.2%                     | 59%          | \$2.9                       | 5%**   |
| Russia  | 10.5%                     | 0%           | \$5.5                       | 5%   |

\* As of 12-31-08

\*\* Excludes impairment and other charges



# Europe Performance

3Q09 YTD

IEO  
Market Share



9.0%



Source: Crest



# TIM FENTON

President,  
McDonald's Asia/Pacific,  
Middle East and Africa



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# McDonald's APMEA

|                    |                            |
|--------------------|----------------------------|
| <b>8,400</b>       | <b>Restaurants</b>         |
| <b>37</b>          | <b>Countries</b>           |
| <b>2.5 Billion</b> | <b>Customers per Year</b>  |
| <b>14%</b>         | <b>of Operating Income</b> |



# APMEA Performance

YTD Oct '09

|            |   |       |
|------------|---|-------|
| Comp Sales | ↑ | 4.0%  |
| Australia  | ↑ | 11.4% |
| China      | ↓ | 6.7%  |
| Japan      | ↑ | 2.3%  |

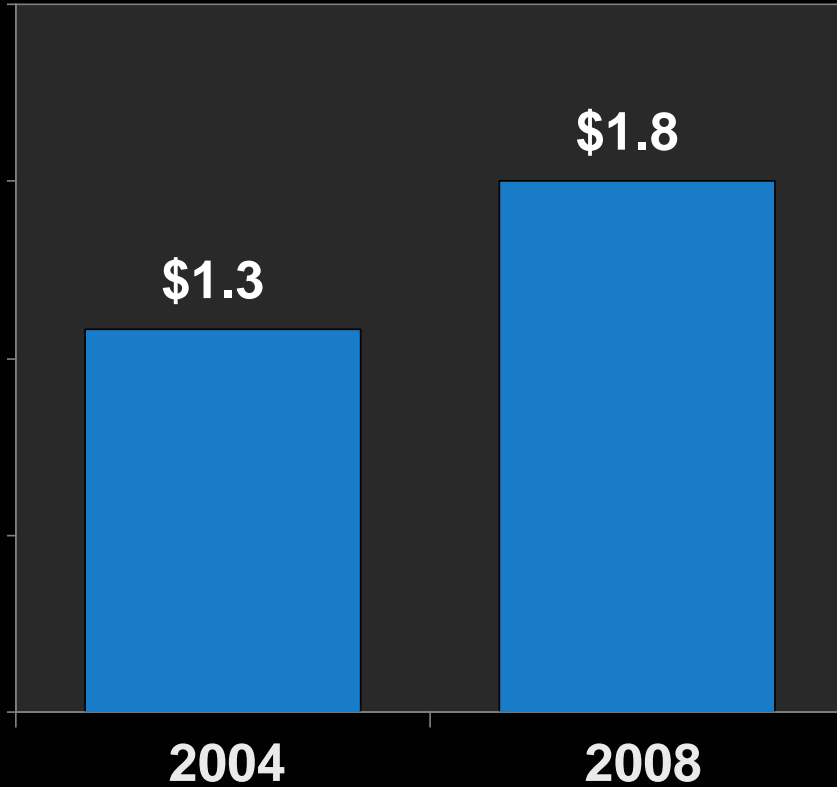


# APMEA Performance

|           |   |            |                           |
|-----------|---|------------|---------------------------|
| Australia | } | <b>53%</b> | of APMEA Revenue          |
| China     |   |            |                           |
| Japan     |   | <b>73%</b> | of APMEA Operating Income |



# APMEA Average Restaurant Sales Volume (\$ in Millions)

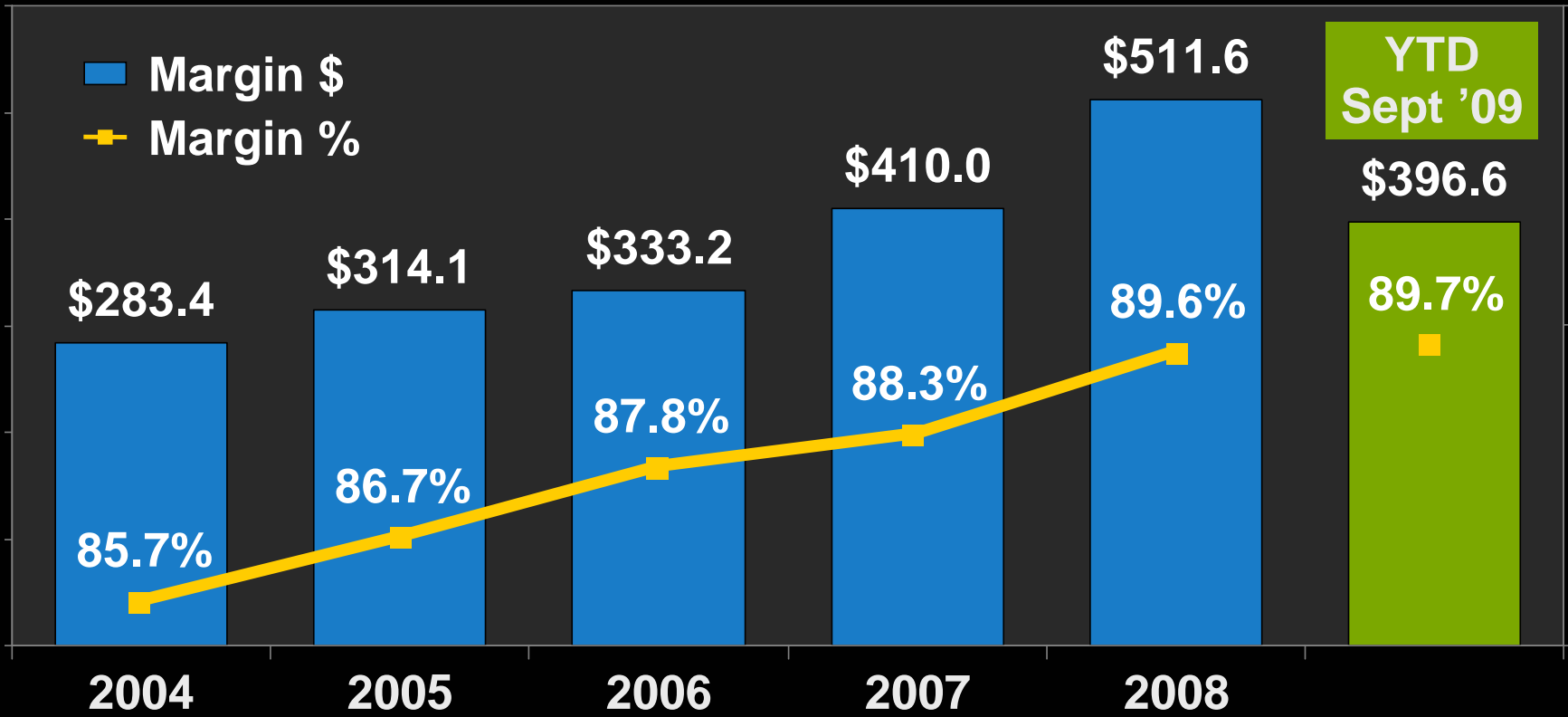


**\$500K** Increase



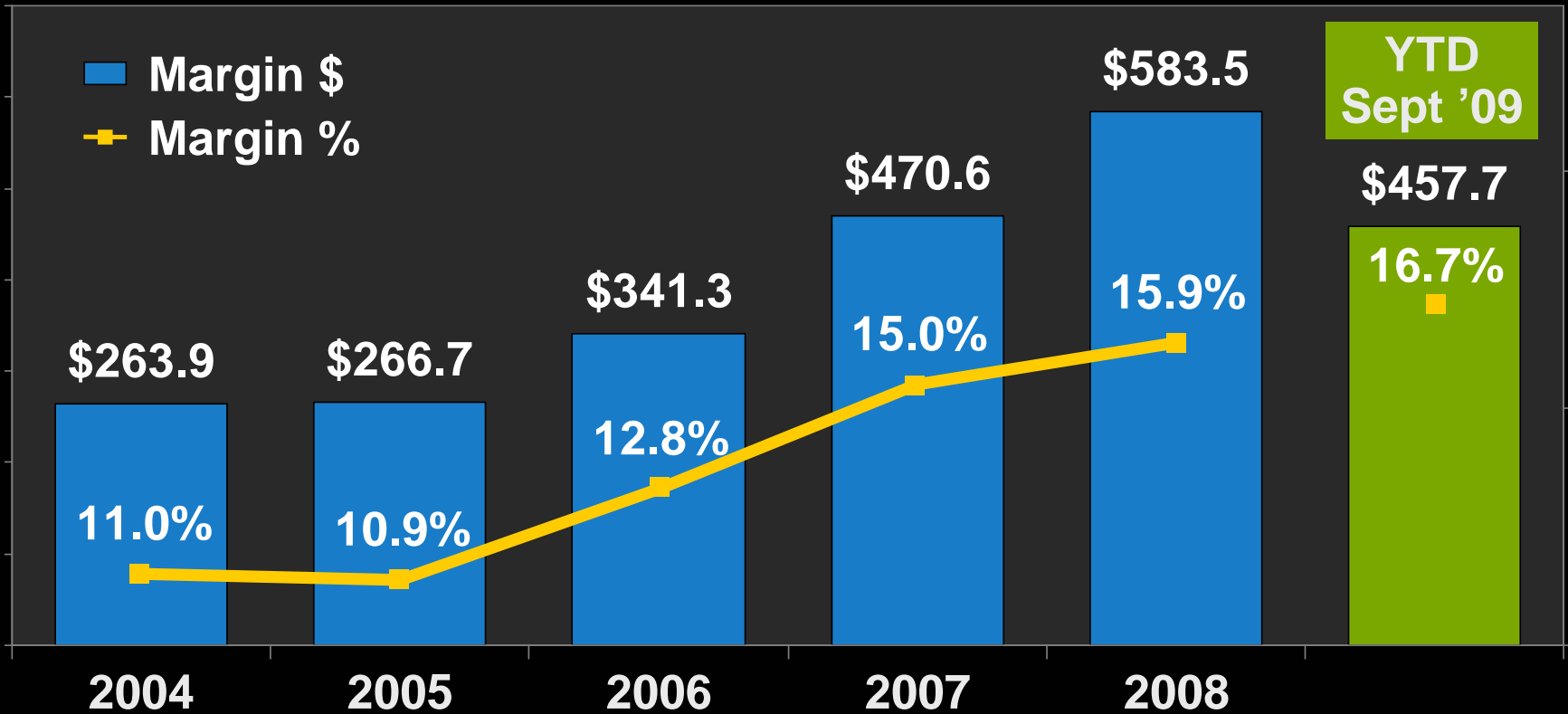
# APMEA Franchised Margin

(\$ in Millions)



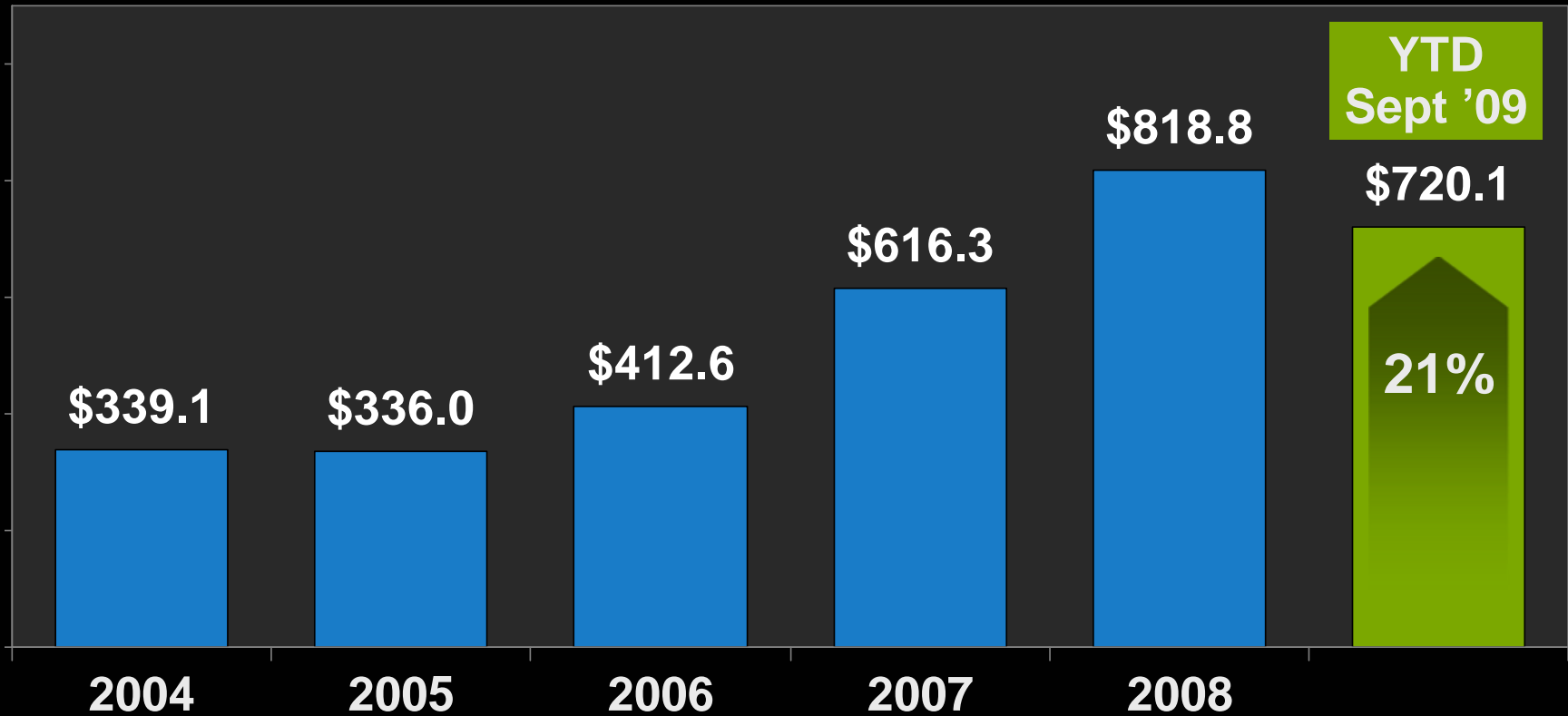
# APMEA Company-Operated Margin

(\$ in Millions)



# APMEA Operating Income\*

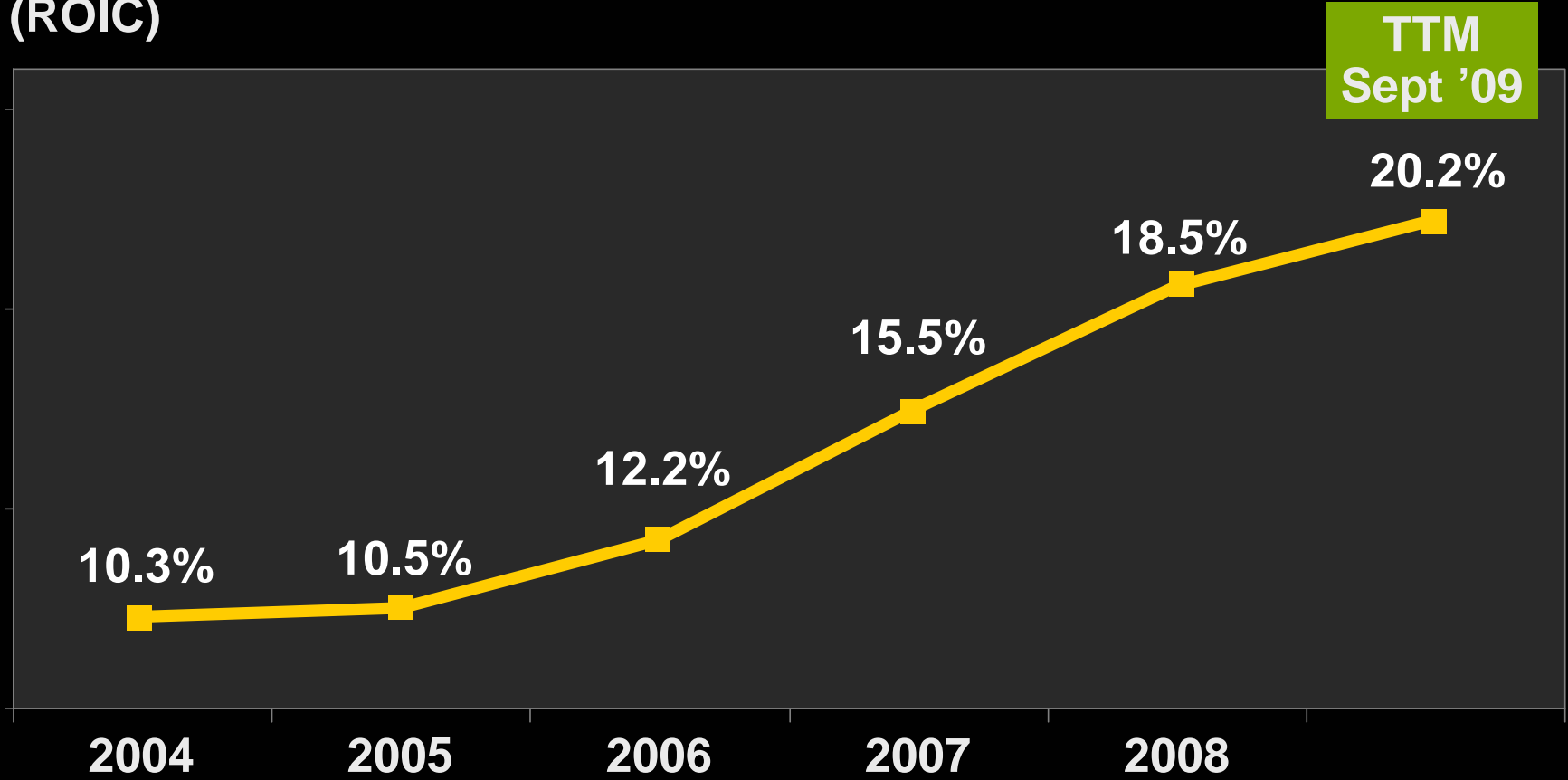
(\$ in Millions, % Increase in Constant Currency)



\* Excluding impairment and other charges



# APMEA Return on Invested Capital\* (ROIC)



\* Op Income (excl. impairment and other charges) plus depr and amort divided by adjusted avg gross assets



# APMEA

## Return on Incremental Invested Capital\* (ROIIC)

| Ending Sept '09 |       |
|-----------------|-------|
| 1 Year          | 54.2% |
| 3 Year          | 59.0% |

\* Incremental op income (excluding impairment and other charges) plus depr and amort divided by adjusted cash used for investing activities at constant rates





# MARY DILLON

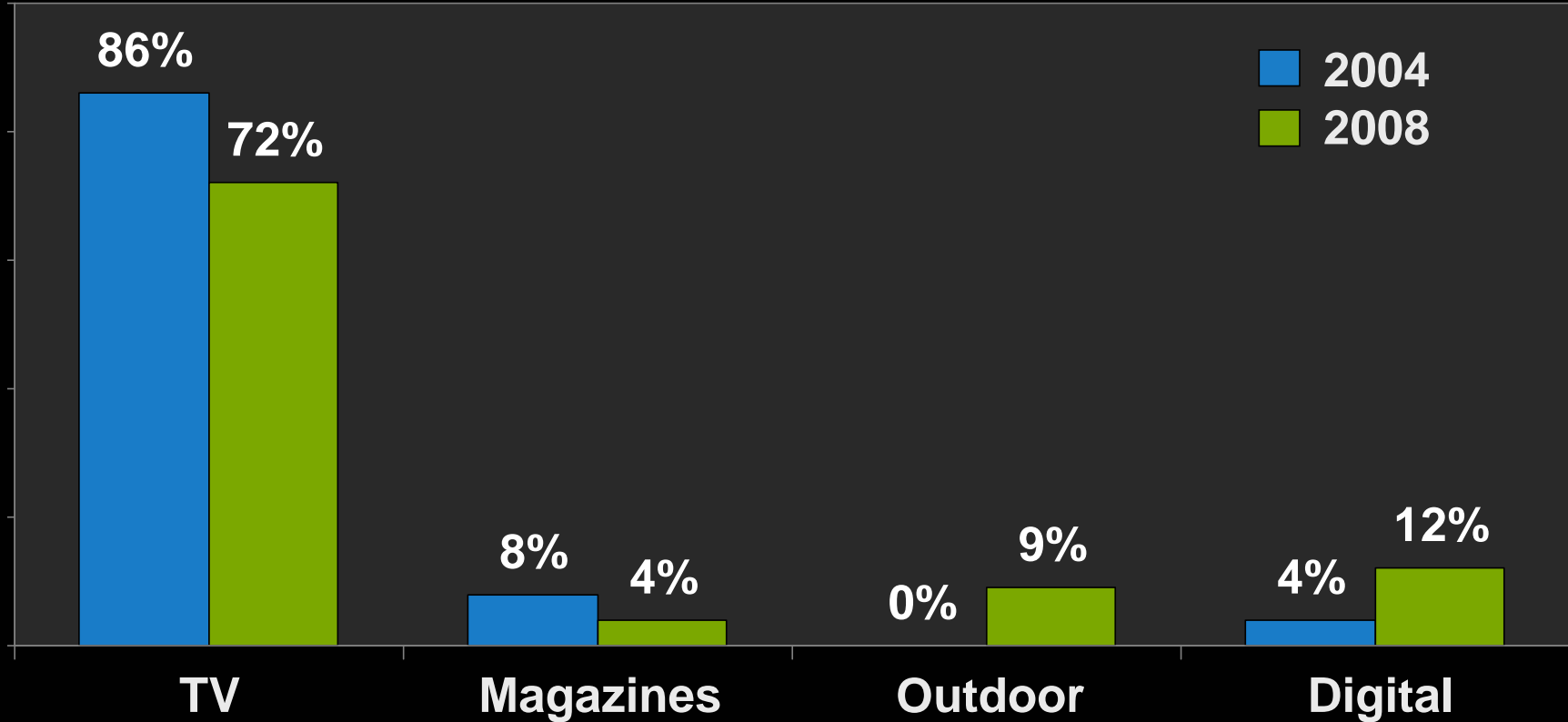
Global Chief Marketing Officer



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# McDonald's U.S. Spend Evolution





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