

March 16, 2020

6 p.m. CT

COVID-19 Informational Update

The recent outbreak of the coronavirus has disrupted operations of McDonald's restaurants in numerous markets around the world. Our primary focus and attention is directed towards the well being and safety of restaurant crew, franchisees, and employees.

In addition, we are working with franchisees around the world in order to evaluate operational feasibility and support financial liquidity (e.g. rent deferrals) during this period of uncertainty. We are also working closely with suppliers on contingency planning for continuous supply.

At this time, neither the duration nor scope of the disruption can be predicted, therefore, the negative financial impact to our results cannot be reasonably estimated. Below is a brief summary of operational impact to McDonald's restaurants around the world; please note that this does not reflect declines in overall consumer behavior. At a minimum, we will provide an update during our Q1 2020 earnings release and call.

Several governments around the world have declared a State of Emergency and/or closed or partially closed all restaurants. The situation is constantly changing and we continue to work with our local teams on the operational and business impact.

U.S.: Substantially all restaurants are operating Drive-thru, Delivery, & Take-away only; subject to local restrictions, dining rooms are operating at restaurant discretion. Limited hours may apply.

International Operated Markets:

- Most markets, such as France and Canada, have limited operations including Drive-thru, Delivery and/or Take-away; some restaurants within these markets may be closed, have limited hours and/or restricted capacity.
- Several markets, such as Italy & Spain, have closed all restaurants.

International Developmental Licensed Markets: Substantially all restaurants are operating in Japan; China is operating ~95% of restaurants; operating hours in most other countries are driven by government regulations.

(This update is as of the date and time noted above. Updates, if any, will be posted to www.investor.mcdonalds.com. Given the fluid nature of this situation, information may change and we do not undertake a duty to update this information to reflect changes.)