McDonald's Holdings Company (Japan), Ltd.
2022 Full Year Earnings Release

2022 results highlight

McDonald’s Holdings Company (Japan), Ltd.
Representative Director, President and CEO

Tamotsu Hiiro

2022 results highlight

Sales PY%	Same-store sales growth consecutively	All store Sales
All store **+10.1%** Same store **+8.9%**	**7** years **29** Quarters	**Record high** in our history First time over **700 bil yen**

Operating Income	# of restaurant	Average monthly sales per restaurant
33.8 bil yen Achieved revised forecast	**+25** **2,967** restaurants	About **20 mil yen** **Record high** in our history as a listed company

Medium-Term Plan 2022-2024
3 pillars of our future growth

Brand	Menu/Value	Restaurant･Digital･People
Further strengthen brand trust & affinity	Serve wider customer base and occasions	Customer experiences that meet and exceed expectations

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えだまめコーン

ヨーグルト

サイドサラダ

Sustainable growth

Brand

Our Purpose
“Feed and Foster Communities”

Food Quality

- Thorough safety and quality control and transparency on sourcing
- Always fresh with “Made For You”

Communities

- Ronald McDonald House Japan (DMHC)
- Supporting Kids’ Well Being for community sports, education and safety

People

- Helping diverse talent to achieve their full potential
- Promoting gender diversity
- Flexible working styles

Planet

- Sustainable sourcing
- Plastic reduction
- Lowering carbon footprint

Deepening ties with customers

Delicious food at any time of the day

Familiar menu

Our proprietary regular menu

Promotions that bring seasonal fun and excitement

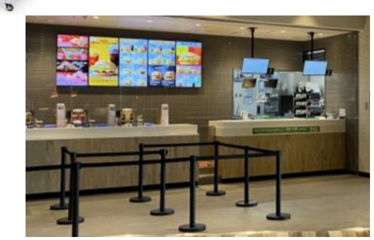
Wider range of customers and usage scenarios

Restaurant experience tailored to various occasions

Convenient and affordable

Restaurant development

Building restaurants	Enhancing experience	Enhancing capacity
Open / Relocations	Rebuilds	Kitchen capacity



	Open / Relocations	Rebuilds	Close	# of restaurant
2022 Act	78	26	53	2,967
2023 Plan	65～75	30	50～60	net increase 15～20

Improved convenience by utilizing digital

Versatile accessibility is our core strength

Physical accessibility to restaurants

- **Our restaurants are accessible from multiple channels – Front counter D/I – T/O), Drive Thru, Delivery**

Digital accessibility via Official app

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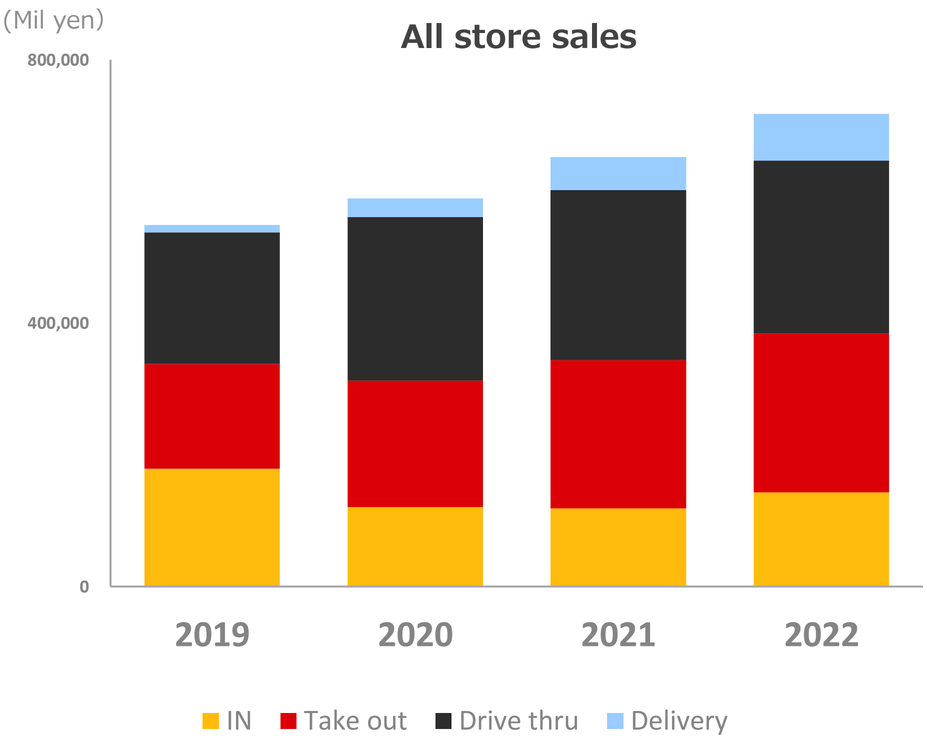
MAU 25 Million 2022 Dec



Foundation of McDonald's business

Hiring / Training

- Hiring of talented people
- Increase of Full-Time restaurant staff
- Online classes at Hamburger University
- Training tools with the use of digital

dCDP
Digital Crew Development Program

Diversity & Inclusion

- Work environment where diverse can work comfortably
- Regional employee system
- Work life balance

2022 results & 2023 forecast

McDonald's Company (Japan), Ltd.
Vice President, CFO

Shuko Yoshida

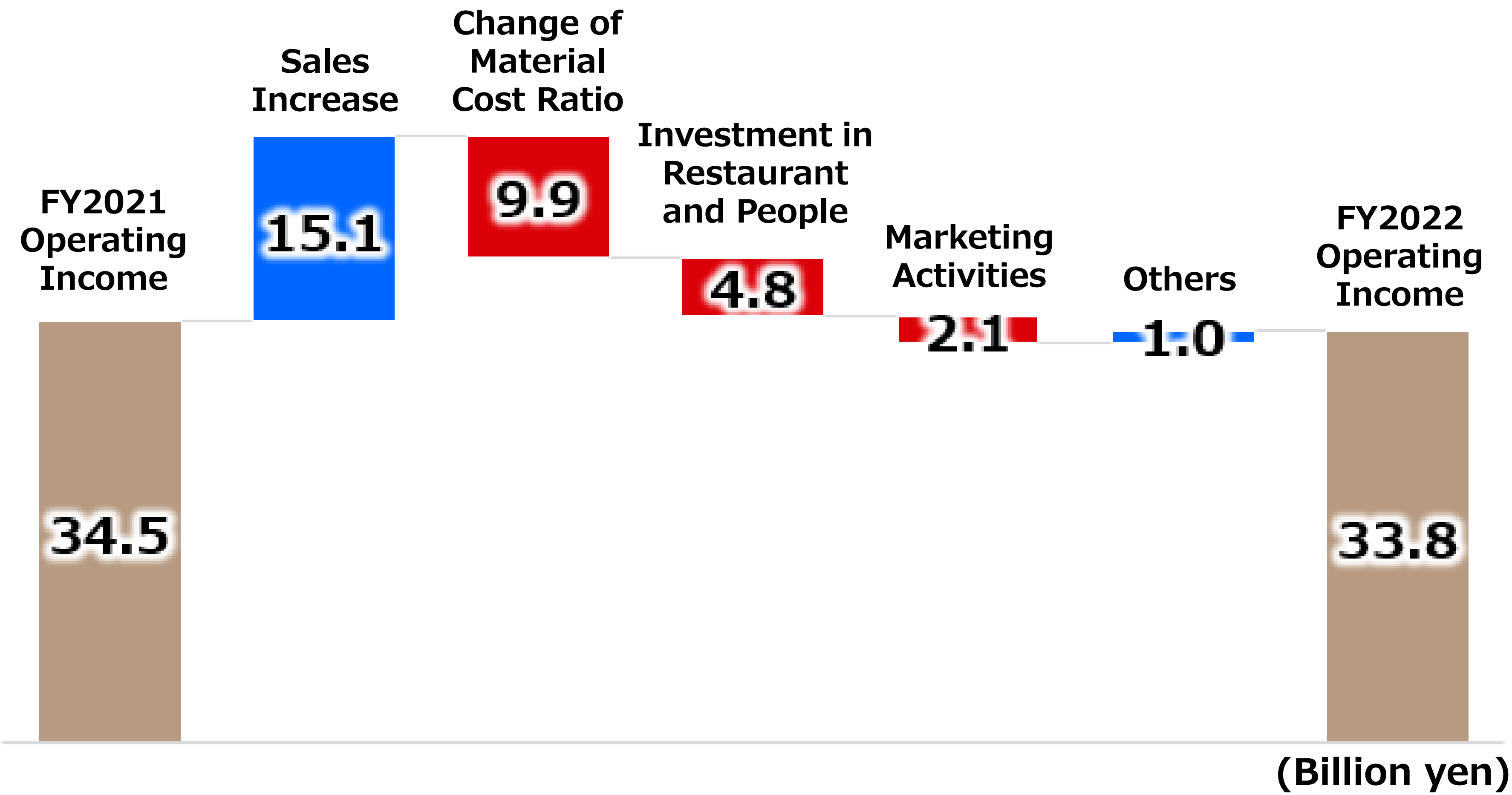
2022 Full Year Financial Results

(Billion yen)

	FY2022				2022 Revised Forecast	[Reference] 2022 Original Forecast
	2021 Actual	vs. 2021 Actual	2022 Actual	vs. 2022 Forecast		
All store Sales	652.0	+65.5 +10.1%	717.5	+7.5 +1.1%	710.0	678.0
Same store Sales (PY%)	+9.7%	-	+8.9%	-	+8.0%	+3.5%
Revenue	317.6	+34.6 +10.9%	352.3	+2.3 +0.7%	350.0	333.0
Gross Profit (Revenue ratio)	63.4 (20.0%)	+0.9 +1.4% (-1.7%)	64.3 (18.3%)	-	-	-
SG&A (Revenue ratio)	28.9 (9.1%)	+1.6 +5.6% (-0.4%)	30.5 (8.7%)	-	-	-
Operating Income (Revenue ratio)	34.5 (10.9%)	-0.7 -2.1% (-1.3%)	33.8 (9.6%)	+0.3 +0.9% (0.0%)	33.5 (9.6%)	35.0 (10.5%)
Ordinary Income (Revenue ratio)	33.6 (10.6%)	-0.8 -2.4% (-1.3%)	32.8 (9.3%)	+0.3 +1.0% (0.0%)	32.5 (9.3%)	34.0 (10.2%)
Net Income (Revenue ratio)	23.9 (7.5%)	-4.0 -16.7% (-1.9%)	19.9 (5.7%)	-0.0 △0.3% (△0.1%)	20.0 (5.7%)	21.5 (6.5%)

Net income = Income attributable to owners of parent

FY2022 Operating Income Roll-forward Analysis (vs. FY2021 Actual)



2023 Full-year Earnings Forecast

(Billion yen)

	2022 Actual	vs. 2022 Actual	2023 Forecast
All store Sales	717.5	+52.4 +7.3%	770.0
Same store Sales (PY%)	+8.9%	-	+6.0%
Revenue	352.3	+21.6 +6.2%	374.0
Operating Income	33.8	+1.1 +3.5%	35.0
(Revenue ratio)	(9.6%)	(△0.2%)	(9.4%)
Ordinary Income	32.8	+0.6 +2.1%	33.5
(Revenue ratio)	(9.3%)	(△0.4%)	(9.0%)
Net Income	19.9	+1.0 +5.3%	21.0
(Revenue ratio)	(5.7%)	(0.0%)	(5.6%)

Net income = Income attributable to owners of parent

(Note) The forecast above is based on the information currently available.
A number of factors could cause actual results to differ materially from expectations.

Medium-Term Plan 2022-2024
Financial target

All store Sales	Operating income	ROE
+100bn JPY CAGR Around 5%	CAGR 3 - 5% Operating Income ratio 10%+	10%+

CAPEX

Around 30bn JPY/year

Dividend policy

Keep stable dividend payments


McDonald's
ドライブスルー

Appendix

McDonald’s Business in Japan as of FY2022

All store Sales	Official app Active Users	# of Restaurants
717 Bn JPY	25 Mn/ month	2,967
		w/ Drive-Thru 1,535

Customers Served	# of Crew
More than 1.4 Bn	More than 190 k

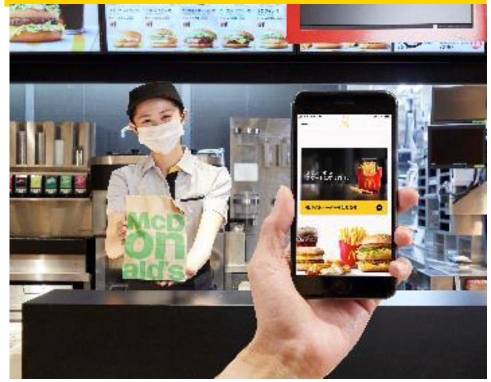
w/ McDelivery 2,200

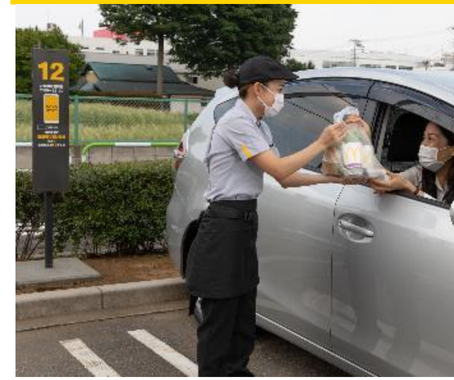
w/ Park & Go 1,104

*Figures based on Dec’22 actuals

Experience of the Future (EOTF)

GEL & Table service	Mobile Order Pay	Park & Go





service	# of restaurant
GEL (Guest Experience Leaders)	Approx 2,850
Table service	Approx 2,500
Mobile Order Pay	Approx 2,900
Park & Go	Approx 1,100

Dec-2022

Delivery

マック、デリバる？

	McDelivery	Uber Eats	Demae-kan	Total
Dec 2019	257	604		710
Dec 2020	730	1,303	887	1,518
Dec 2021	909	1,697	1,673	1,979
Dec 2022	967	1,905	1,932	2,200