OUR JOURNEY TOGETHER.
FOR GOOD.
2012-2013 HIGHLIGHTS

- Offered fruits, vegetables or low-fat dairy in Happy Meals in more than 95% of McDonald’s restaurants.
- 99% of supplier facilities signed McDonald’s Supplier Code of Conduct.
- 100% of the fisheries that McDonald’s sources whitefish from are verified sustainable.
- 100% of supplier facilities are certified & verified coffee
  - 100% of espresso in the U.S. & Canada
  - All coffee in Australia & New Zealand
  - Coffee (except decaf) in Europe

Joined the International Food & Beverage Alliance in support of the World Health Organization’s Global Strategy on Diet, Physical Activity and Health.

Collaborating with the Alliance for a Healthier Generation, we developed our Clinton Global Initiative commitment.
Strengthening Environmental Strategies
Developed climate change position statement, estimated system-wide carbon footprint following GHG protocol, and long-term water scarcity mapping for restaurants worldwide.

Energy
Installed approximately 300,000 pieces of more energy efficient kitchen and building equipment in restaurants worldwide.

Waste and Recycling
Of the 34,113 restaurants surveyed in 2013, 90% reported recycling used cooking oil and 77% reported recycling corrugated cardboard.

McDonald’s support has helped RMHC to impact the lives of 7 million children and their families each year.

RAISED MORE THAN $26 MILLION FOR RMHC IN OUR RESTAURANTS IN THE U.S. ALONE.

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Installed approximately 300,000 pieces of more energy efficient kitchen and building equipment in restaurants worldwide.

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87% of restaurant managers felt the person they reported to supported their professional development.

*Data reflects numbers from Company-owned restaurants in Canada, Germany, the U.K., and the U.S., as well as restaurants in Brazil and Japan.

More than 3.1 million learning modules completed by restaurant management and mid-management.

IN THE U.S. ALONE.
Every day, McDonald’s independent restaurant franchisees, suppliers, and Company employees are working together to provide great-tasting food and beverages to our customers around the world. Through good people, we also strive to create great experiences with our Brand, and to be a good neighbor and partner in the local communities where we operate.

Even though our approach may vary from country to country—and even from restaurant to restaurant—we are all aligned around a common ambition: being a force for good.

This notion of “good” has always been an important part of our heritage—and it’s an equally important part of our future. We are committed to working toward a tomorrow where quality food and balanced choices are accessible and affordable to all. Where the food we serve is sustainably sourced from thriving farms. Where environmental protection and efficiency are universal. Where people from all walks of life are valued for their unique contributions to a shared global community. And, where every restaurant is more than an address on a map—it’s part of the local neighborhood.

Our report—and the framework we are launching with it—reflect the progress we are making toward this vision for the future, and our plans as we continue to look forward. Our work across the broad spectrum of sustainability—from well-being to energy efficiency and animal health—reflects our understanding that sustainability in McDonald’s restaurants and in our supply chain drives growth, creates jobs, and fuels economies.

We realize that our business and our responsibilities to society are inextricably linked. Now more than ever, customers care about where products come from, how they are sourced, and the environmental, ethical and economic impact of purchase decisions they make each day. At the same time, society, businesses, and individuals are continuously faced with significant global issues like the demand for resources of a growing population. The benefits to solving these challenges are significant. From assuring supply and reducing the risk of long-term supply interruptions to encouraging sustainable economic growth for businesses and communities and reducing operating costs through greater efficiencies, the ways we choose to address these challenges will change the world for the better and ensure we maintain an enduring, sustainable and profitable business model.

As we continue along this journey, we’re striving to ensure our actions and our ambitions are both holistic and outcome-based.

I’m encouraged by the progress we’re making and our accomplishments along the way—a number of which are detailed in the pages of this report. At the same time, we also know that we must continue to expand and evolve our efforts. That’s why we continuously challenge ourselves, our franchisees and our suppliers to keep working together and finding even better ways to be a force for good.

Thank you for your interest in McDonald’s and our efforts to do good in the world. And, on behalf of our global system of Franchisees, employees, and suppliers, I invite you to join us as we continue on this journey together.
GROWING OUR BUSINESS BY MAKING A POSITIVE DIFFERENCE IN SOCIETY

We have worked to develop and finalize a Global CSR & Sustainability Framework, with five clear priority areas, or “pillars,” to structure our efforts. We identified our aspiration in each pillar with input from key internal and external stakeholders who understand the complexities of our business model and the greatest opportunities to create shared value for our business and society. In 2013, we were able to develop measurable, specific goals for some of these efforts to align McDonald’s around common goals for advancing what we call “Our Journey Together. For Good.”

**OUR FRAMEWORK**

**SOURCE ALL OF OUR FOOD AND PACKAGING SUSTAINABLY**

**2020 ASPIRATIONAL GOALS**

**BEEF: SUPPORT SUSTAINABLE PRODUCTION**
- Lead development of global principles and criteria in 2014.
- Develop goals and begin purchase of verified sustainable beef by 2016.

**100% OF COFFEE, PALM OIL AND FISH**
- Verified as supporting sustainable production.

**100% OF FIBER-BASED PACKAGING**
- From certified or recycled sources.

**PROVIDE BALANCED CHOICES**

**2020 ASPIRATIONAL GOALS**

**SERVE 100% MORE FRUIT, VEGETABLES, LOW-FAT DAIRY OR WHOLE GRAINS**
- Top 9 Markets

**REDUCE SALT/SODIUM, SUGAR, SATURATED FAT OR CALORIES ACROSS THE MENU**

**DEVELOP AND OPERATE THE MOST ENVIRONMENTALLY EFFICIENT MC DONALD’S RESTAURANTS**

**2020 ASPIRATIONAL GOALS**

**20% INCREASE IN ENERGY EFFICIENCY OF COMPANY-OWNED RESTAURANTS**
- Top 9 Markets excluding Brazil and Japan. Develop Franchisee goal in 2016.

**INCREASE ENERGY EFFICIENCY THROUGH RESTAURANT STANDARDS**

**INCREASE AMOUNT OF IN-RESTAURANT RECYCLING TO 50% AND MINIMIZE WASTE**
- Top 9 Markets.

**GIVE BACK TO OUR COMMUNITIES**

**2020 ASPIRATIONAL GOALS**

**IMPROVE THE LIVES OF CHILDREN AND THEIR FAMILIES**
- Through support of Ronald McDonald House Charities and other organizations.

**STRENGTHEN COMMUNITIES**
- By addressing needs such as education and physical activity.

**CORE VALUE**

**COMMITTED TO OUR PEOPLE**

**CREATE OPPORTUNITY**
- Provide lifelong skills and career opportunities for our global workforce.

**PROMOTE DIVERSITY AND INCLUSION**
- Foster a work environment that values the unique contributions of all.

**ASPIRATIONAL GOALS**

**SOURCE ALL OF OUR FOOD AND PACKAGING SUSTAINABLY**

**PROVIDE BALANCED CHOICES**

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OUR ASPIRATIONAL GOALS FOR GOOD FOOD - 2020

ACROSS OUR MENU:

1. **Serve 100% more fruit, vegetables, low-fat dairy or whole grains.***
   Top 9 Markets.
   *We are developing guidelines to measure our progress against this goal.

2. **Reduce salt/sodium, sugar, saturated fat or calories across the menu.***

---

2012 - 2013 HIGHLIGHTS

- Offered fruits, vegetables, or low-fat dairy in Happy Meals in more than 95% of our restaurants.
- Joined the International Food & Beverage Alliance in support of the World Health Organization’s Global Strategy on diet, physical activity and health.
BUILDING A BETTER HAPPY MEAL

The Happy Meal has evolved over the years to include additional options for fruit, vegetables, and low-fat dairy. McDonald’s introduced fruit into Happy Meals in the U.K. in 2003, and in the U.S. in 2004. Since then, these options for Happy Meals have continued to expand to numerous markets around the world.

TODAY MORE THAN 95% OF OUR RESTAURANTS AROUND THE WORLD OFFER FRUITS, VEGETABLES OR LOW-FAT DAIRY IN HAPPY MEALS.

APPLES are now available in Happy Meals in 20 countries. Carrot sticks are offered in 23 countries, and corn cups are offered in 13.

McDonald’s U.S. and Latin America
Starting in 2012, the four-item Happy Meal was introduced in the U.S., to automatically include fruit. Since we started automatically including apple slices in every Happy Meal in the U.S., we have served more than 130 million cups of apples to our youngest customers. Calories in the most popular Happy Meals served in the U.S. have been reduced by roughly 18%. A number of markets in Latin America also currently offer Happy Meals which include a side of fruit.

McDonald’s Italy made fruit fun by offering peeled kiwi on a stick as a Happy Meal option, helping to increase the number of Happy Meals sold with fruit during the initial promotional period.

McDonald’s France Crunchy Wednesdays, a program by McDonald’s France that runs one Wednesday a month, offers easy-to-eat fruit to each child who visits McDonald’s and purchases a Happy Meal on that day. As a result of Crunchy Wednesdays, our restaurants in France provided more than 9 million packs of fruit between September 2010 and September 2013.

McDonald’s Canada As of 2012, McDonald’s Canada Happy Meals include a strawberry yogurt in every meal and sodium-reduced entree options (compared to the prior sodium levels for those same entree options), such as the Grilled Chicken Snack Wrap and Chicken McNuggets.

McDonald’s Australia Happy Meal options include a grilled chicken wrap, apple slices, low-fat flavored milk, fruit juice and water.

McDonald’s Europe All markets in Europe offer vegetables or fruit options such as carrots, pineapple or apple slices, and a number of markets offer low-fat dairy options.
OUR GLOBAL ASPIRATIONAL GOALS FOR GOOD SOURCING - 2020

1. BEEF: SUPPORT SUSTAINABLE PRODUCTION
   Lead development of global principles and criteria in 2014.
   Develop goals and begin purchase of verified sustainable beef by 2016.

2. 100% OF COFFEE, PALM OIL & FISH
   Verified as supporting sustainable production.

3. 100% FIBER-BASED PACKAGING
   From certified or recycled sources.

2012 - 2013 HIGHLIGHTS

• 100% OF THE FISHERIES THAT THE MCDONALD'S SYSTEM SOURCES WHITEFISH FROM ARE VERIFIED SUSTAINABLE.

• 99% OF SUPPLIER FACILITIES SIGNED THE COMPANY’S SUPPLIER CODE OF CONDUCT.
BUILDING A BETTER BIG MAC

TOWARD GLOBAL PRINCIPLES AND CRITERIA
Since the first Global Conference on Sustainable Beef in 2010, McDonald’s helped found and serves on the executive board of the GRSB, which has drafted the first version of guiding principles and criteria for sustainable beef.

FIELD PROJECTS
In 2013, the Company invested approximately $1.8 million in on-farm field projects in collaboration with local governments and our suppliers. Examples include:

TRACEABLE BEEF
McDonald’s Brazil is developing a pilot program to trace beef throughout the entire value chain.

SUSTAINABLE FARMING
More than 1,000 farmers are part of the BEST beef project implemented by McDonald’s Germany. The project rewards sustainable farming practices with bonus payments and aims to positively influence the beef industry in Germany while providing for responsibly sourced, traceable beef.

AGRO-ECOLOGICAL STRATEGY
McDonald’s France is working to identify key issues for five core McDonald’s ingredients, including beef, and to identify agricultural practices to help address issues in four areas: minimizing greenhouse gas emissions, protecting water resources, nurturing biodiversity and improving animal welfare.

CARBON FOOTPRINTING
McDonald’s Europe chairs the Sustainable Agriculture Initiative (SAI) Platform Beef Working Group, which is working toward a comprehensive framework for sustainable beef production in Europe, including a carbon footprinting methodology for the beef sector. France, Germany, the U.K. and Ireland are working to reduce on-farm greenhouse gas emissions from beef production. The U.K.’s Farm Forward Program’s “What If?” tool provides a carbon calculator to support beef farmers in measuring and reducing greenhouse gas emissions.

REGIONAL COLLABORATION
Regionally, McDonald’s participates in several organizations working toward sustainable beef:
- GTPS—Brazilian Roundtable on Sustainable Livestock
- Founding member of Canadian Roundtable for Sustainable Beef
- Cattle Council of Australia Rising Beef Champions Initiative

McDonald’s USA is collaborating with the National Cattlemen’s Beef Association and others to drive sustainable beef production in the U.S. In 2013, three workshops brought more than 80 participants together for presentations, expert panels, discussion and field tours focused on beef sustainability.

SAI finalized Principles for Sustainable Beef Farming in Europe in November, 2013. As a member of the GRSB, SAI’s work is important to the development of globally relevant principles for sustainable beef.

Stephen Hobbs—A Forward-Thinking Farmer
Stephen Hobbs has been working on the family farm since agricultural college in 1980. He currently farms 119 hectares of arable crops and 63 hectares of grassland, and rears a herd of 60 Simmental Cross and Limousin Cross suckler cattle.

As part of McDonald’s Farm Forward program, Stephen was the first beef farmers to measure the carbon footprint of his beef enterprise using the free “What If?” tool.

“I’VE ALWAYS FOUND FARMING TO BE INCREDIBLY REWARDING, BUT IT’S HARD TO REMAIN PROFITABLE GIVEN CURRENT MARKET CONDITIONS, AND WE’RE A FAMILY FARM. THAT’S WHY IT MAKES A HUGE DIFFERENCE WHEN A COMPANY LIKE MCDONALD’S INVESTS IN SIMPLE, PRACTICAL ON-FARM TOOLS TO MAKE LIFE ON THE FARM THAT LITTLE BIT EASIER. THE ‘WHAT IF’ CARBON CALCULATOR GIVES ME A QUICK OVERVIEW OF THE FARM’S CARBON FOOTPRINT AND SHOWS ME HOW SMALL CHANGES WILL STRENGTHEN THE EFFICIENCY OF MY BUSINESS.”

Stephen Hobbs
Buckinghamshire, U.K.
OUR ASPIRATIONAL GOALS FOR A GOOD PLANET - 2020

FOR THE TOP 9 MARKETS:

1. 20% increase in energy efficiency of company-owned restaurants*

2. Increase energy efficiency through restaurant standards**

3. Increase amount of in-restaurant recycling to 50% and minimize waste

*Excluding Brazil and Japan. Develop Franchisee goal in 2016.

**Develop goals in 2014.

OUR JOURNEY CONTINUES

RIC RICHARDS, FRANCHISEE
CARY, NORTH CAROLINA, USA

2012 - 2013 HIGHLIGHTS

- Strengthening environmental strategies: Developed climate change position statement, estimated system-wide carbon footprint following GHG Protocol, and long-term water scarcity mapping for restaurants worldwide.

- Waste and recycling: Of the 39,113 restaurants surveyed in 2013, 90% reported recycling used cooking oil and 77% reported recycling corrugated cardboard.

- Energy: Installed approximately 300,000 pieces of more energy efficient kitchen and building equipment in restaurants worldwide.
McDonald’s Global Best of Green recognizes environmental best-practice innovations in several categories with tangible impacts for our business and our brand. These environmental innovations, taking shape at multiple levels throughout the McDonald’s System, illustrate that positive change can originate from anywhere and that we all have a role to play in improving our environmental performance. We collaborate with key external stakeholders to recognize “best of the best” actions by selecting “Planet Champions” for each category.

**McDonald’s 2012 Planet Champions**

**Packaging: Better Napkins and Bags Offer Better Environmental Performance**
McDonald’s Canada’s switch to unbleached napkins and bags leads to positive environmental, customer and cost savings impacts.

**Recycling and Waste Reduction: Waste Management with McRecycle®**
McDonald’s Austria achieved an overall 95 percent recycling rate in its restaurants with the McRecycle program.

**Logistics: Biodiesel and Reverse Logistics in the UAE**
McDonald’s distributors’ entire fleet of supply trucks in the United Arab Emirates currently run on 100 percent biodiesel made from vegetable oil recycled from McDonald’s restaurants.

**Communications: McDonald’s Spain Added Environmental Training for All**
For McDonald’s restaurant employees in Spain, environmental training is a core element of orientation and training.

**McDonald’s Energy: Calculate Your Carbon Footprint**
Europe’s innovative carbon footprint measurement “toolkit,” which was launched in 2009, set the stage for identifying future carbon reduction opportunities.

**Greening Our Restaurants with LEED® Volume**
McDonald’s USA seeks to build 25 additional LEED® certified restaurants through its participation in the LEED® Volume Program.

**Anti-Littering: Leading the Way Toward Cleaner Streets in Australia**
Through a focus on litter reduction for more than 20 years, McDonald’s Australia works to establish a leadership position by engaging its restaurant employees, staff and customers to control the impacts of litter around restaurants in Australia.

**New Restaurant Earns First LEED® Gold Certification in Argentina**
The first green restaurant in Pilar, Argentina, built by Arcos Dorados, McDonald’s developmental licensee in Latin America, became the first new building in the country to receive LEED® Gold for New Construction certification.

**Greening the Workplace: Crew Members Participate in Power Saving Campaign**
McDonald’s Japan helped nearly 5,500 of its crew members achieve a 15 percent reduction in their power usage from July through September 2011.
WE ARE COMMITTED TO OUR PEOPLE

• CREATING OPPORTUNITY by providing lifelong skills and career opportunities for our global workforce.

• PROMOTING DIVERSITY AND INCLUSION by fostering a work environment that values the unique contributions of all.

2013 HIGHLIGHTS

• 87% OF RESTAURANT MANAGERS FELT THE PERSON THEY REPORT TO SUPPORTS THEIR PROFESSIONAL DEVELOPMENT.*

• MORE THAN 3.1 MILLION LEARNING MODULES COMPLETED BY RESTAURANT MANAGEMENT AND MID-MANAGEMENT IN THE U.S. ALONE. (IN BOTH COMPANY-OWNED AND FRANCHISED RESTAURANTS.)

*Data reflects numbers from Company-owned restaurants in Canada, Germany, the U.K., and the U.S., as well as restaurants in Brazil and Japan.
BUILDING A BETTER LEARNING EXPERIENCE

Like nothing else, McDonald’s Hamburger University embodies our commitment to training that fosters talent, develops leaders and leverages lifelong learning. And despite its name, Hamburger University is about a whole lot more than learning the best way to cook a burger. Since its 1961 founding by former chairman Fred Turner in a restaurant basement, Hamburger University has grown to seven campuses around the world, with training provided in 28 languages. McDonald’s Franchisees, managers and employees are trained in restaurant procedures, quality, food safety, service, cleanliness and value. Students in some areas are even eligible to receive university credits for their Hamburger University courses, helping them earn advanced degrees while building their careers. Both our Hamburger University curricula and our regional and local training programs reflect real-world business experience and practical management competencies that can be used in a host of career paths.

WORLDWIDE, MORE THAN 334,000 McDoNald’S FRANCHISEES, MANAGERS AND EMPLOYEES HAVE GRADUATED FROM HAMBURGER UNIVERSITY SINCE OPENING.

IN THE U.K., McDonald’s has partnered with Manchester Metropolitan University to offer business managers a Foundation Degree in Managing Business Operations. The university awards the degree, which is delivered and assessed by McDonald’s.

IN THE U.S., Hamburger University receives college credit recommendations from the American Council on Education so that students can earn college credit for their successful course work. Completion of the U.S. management curriculum provides the McDonald’s restaurant manager with an equivalent of 18 recommended credit hours that can be transferred to many colleges and universities and applied toward a two- or four-year degree. Completion of the mid-management curriculum offers up to 24 recommended credit hours. In 2012, 398 Hamburger University transcripts were sent to colleges on behalf of employees, the highest in more than a decade. We are proud to be one of only 8 Fortune 500 companies to receive college credit recommendations for training.

IN FRANCE, McDonald’s helps restaurant staff obtain degrees. To promote continuing education among restaurant employees, McDonald’s France obtained Validation of Acquired Experience (VAE) for the professional experience and training of restaurant employees. McDonald’s France encourages employees to take part in VAEs to develop professional competencies, receive degrees through the VAE program and be better prepared for the wider job market.

IN GERMANY, a 3-year apprenticeship program for restaurant managers leads to a qualification recognized by the Chamber of Industry and Commerce.

IN ASIA, Hamburger University courses are accredited by major universities in mainland China, Hong Kong, and Taiwan.

IN BRAZIL, as of the end of 2013, more than 5,000 people have graduated from McDonald’s University.

IN AUSTRALIA, McDonald’s offers free “traineeships,” which are structured, self-paced training programs for crew that lead to nationally recognized qualifications, credit toward university degrees and a foundation for a management career. Also in Australia, the online platform “Metime” provides management and crew training resources, including orientation information, me-Learning, the operations and training manual, and traineeship resources.
WE ARE COMMITTED TO GIVING BACK TO OUR COMMUNITIES

- IMPROVING THE LIVES OF CHILDREN AND THEIR FAMILIES through support of Ronald McDonald House Charities and other organizations.
- STRENGTHENING COMMUNITIES by addressing needs such as education and physical activity.

OUR JOURNEY CONTINUES | 2012 - 2013 HIGHLIGHTS

- MCDONALD’S SUPPORT HAS HELPED RMHC TO IMPACT THE LIVES OF 7 MILLION CHILDREN AND THEIR FAMILIES EACH YEAR.
- RAISED MORE THAN $26 MILLION FOR RMHC IN OUR RESTAURANTS, IN THE U.S. ALONE.
IMPROVING THE LIVES OF CHILDREN AND THEIR FAMILIES THROUGH OUR SUPPORT OF RMHC

Doing our part to help children grow up happy and well has been part of McDonald’s culture since our beginnings. We work to make a positive difference in the lives of children and their families by supporting organizations that foster children’s well-being, as well as through our employee volunteer programs, charitable contributions, and community development in emerging economies. For 40 years, RMHC has been McDonald’s “Charity of Choice,” providing continued support that has enabled RMHC to provide stability and resources to millions of families and children.

McDONALD’S CHARITY OF CHOICE HELPS 20,000 FAMILIES EACH DAY

Globally, over 290 RMHC Chapters support three core family-centered programs:

- **RONALD MCDONALD HOUSES** provide a “home away from home” for families with seriously ill children receiving treatment at nearby hospitals. More than 8,000 families stay in Ronald McDonald Houses each night.

- **RONALD MCDONALD FAMILY ROOMS** offers families a place to relax and refresh in the hospital setting. The Family Rooms provide comfort to more than 4,000 families each day.

- **RONALD MCDONALD CARE MOBILES** are state-of-the-art mobile clinics that deliver pediatric health care services to 154,000 children in vulnerable rural and urban communities every year.

Through these programs and other initiatives, RMHC provides a bridge to quality care and gives children and families the time they need together to heal faster and cope better. Every day, more than 20,000 families benefit from RMHC programs around the world. Annually, RMHC impacts the lives of 7 million children and their families.
1984  
**McDonald’s Helped Found Ronald McDonald House Charities**  
Founder of ongoing, global network providing comfort and care to children and their families through Ronald McDonald Houses, Ronald McDonald Family Rooms and Ronald McDonald Care Mobiles

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**McDonald’s helped found Ronald McDonald House Charities**  
Founder of ongoing, global network providing comfort and care to children and their families through Ronald McDonald Houses, Ronald McDonald Family Rooms and Ronald McDonald Care Mobiles

1990  
**Environmental Defense Fund**  
Task force participant to reduce, reuse and recycle materials

1990  
**Environmental Defense Fund**  
Task force participant to reduce, reuse and recycle materials

1991  
**Global ReLeaf**  
Participant in “Let’s Get Growing America,” distributing millions of trees

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Participant in “Let’s Get Growing America,” distributing millions of trees

1992  
**National Recycling Coalition**  
Founding member of Buy Recycled Business Alliance

1992  
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Founding member of Buy Recycled Business Alliance

1993  
**Student Conservation Association**  
Partnership to recognize high school students for environmental efforts

1993  
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Partnership to recognize high school students for environmental efforts

1993  
**US Environmental Protection Agency**  
Participant in Green Lights for energy-saving lighting

1993  
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Participant in Green Lights for energy-saving lighting

1996  
**Dr. Temple Grandin**  
Collaboration to develop McDonald’s animal welfare auditing program

1996  
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Collaboration to develop McDonald’s animal welfare auditing program

2000  
**Animal Welfare Council**  
Establishment of McDonald’s Animal Welfare Council and guiding principles

2000  
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Establishment of McDonald’s Animal Welfare Council and guiding principles

2001  
**Food Animal Initiative**  
Sustainable agriculture partnership and Agricultural Assurance Programme - McDonald’s Europe

2001  
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Sustainable agriculture partnership and Agricultural Assurance Programme - McDonald’s Europe

2001  
**Conservation International**  
Partnership to develop McDonald’s Sustainable Fisheries Program

2001  
**Conservation International**  
Partnership to develop McDonald’s Sustainable Fisheries Program

2002  
**Environmental Defense Fund**  
Collaboration to create McDonald’s global Antibiotics Policy

2002  
**Environmental Defense Fund**  
Collaboration to create McDonald’s global Antibiotics Policy

2002-2006  
**Project Kaleidoscope**  
Collaboration to promote sustained compliance with labor standards

2002-2006  
**Project Kaleidoscope**  
Collaboration to promote sustained compliance with labor standards

2003  
**McDonald’s Global Advisory Council**  
Formation of global expert panel on nutrition and children’s well-being

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Formation of global expert panel on nutrition and children’s well-being

2004  
**Refrigerants, Naturally!**  
Member of global initiative to combat climate change and ozone layer depletion

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**Refrigerants, Naturally!**  
Member of global initiative to combat climate change and ozone layer depletion

2005  
**CERES**  
Member of Ceres, which supported our stakeholder engagement efforts

2005  
**CERES**  
Member of Ceres, which supported our stakeholder engagement efforts
Over the last several decades, we’ve collaborated with approximately 25 organizations to develop programs that create lasting change for society and our business.

2005
**Conservation International**
Partnership to develop McDonald’s Supplier Environmental Scorecard

2005
**Sustainable Agriculture Initiative**
Member of food industry initiative supporting sustainable agriculture

2006
**Amazon Soy Moratorium**
Supporter with Greenpeace and suppliers to stop illegal deforestation

2009
**Coalition for Sustainable Egg Supply**
Partnership to study humane and sustainable laying hen options—McDonald’s USA

2010
**World Wildlife Fund**
Supply Risk Analysis to inform the Company’s Sustainable Land Management Commitment; Conveners of Global Conference on Sustainable Beef

2011
**Global Sustainability Framework Stakeholder Team**
Establishment to inform McDonald’s global targets

2012
**EPA Green Power Partnership**
Commitment to match 30% of energy use in Company-owned restaurants with renewable energy certificates for 2012–2013—McDonald’s USA

2012
**KaBOOM!**
Partnership to build 12 playgrounds—McDonald’s Foundation

2013
**Alliance for a Healthier Generation**
Partnership with Alliance on Clinton Global Initiative commitment to promote balanced food and beverage choices

**FOR GOOD.**
WHAT WE MEAN WHEN WE SAY...

Given the complexity of McDonald’s business, communicating about CSR & Sustainability can be challenging. To facilitate understanding of what we mean we’ve defined key terms below used throughout this Executive Summary of our CSR & Sustainability Report.

MCDONALD’S TERMS AND DEFINITIONS

McDonald’s
- Our global Brand, unless specified otherwise

WE/THE COMPANY
- McDonald’s Corporation and its majority-owned subsidiaries worldwide

THE SYSTEM
- The Company, its Franchisees and suppliers are collectively referred to as the “System”
- Also known as McDonald’s “three-legged stool”

FRANCHISEES
- Collective group of independent individuals and entities operating McDonald’s restaurants—see page 10 of the complete CSR & Sustainability Report for more details

RESTAURANTS
- Includes restaurants owned by the Company and its Franchisees

SCOPE OF THE REPORT

The reporting organization of this Executive Summary and our CSR & Sustainability Report is McDonald’s Corporation, headquartered in Oak Brook, Illinois, USA. Performance data included in this Executive Summary and our CSR & Sustainability Report generally reflect operations in our top nine markets: Australia, Brazil, Canada, China, France, Germany, Japan, the United Kingdom and the United States. Two of these markets, Brazil and Japan, are entirely operated by Franchisees and we rely on the accuracy of the performance data provided by their management. The designation “top markets” reflects many factors such as System-wide sales, revenues, operating income, number of restaurants and potential for growth. Together, they represent about 70% of total revenues.

Except where noted, reported performance includes restaurants owned by the Company and those owned by Franchisees.

OUR CSR & SUSTAINABILITY REPORT COVERS

<table>
<thead>
<tr>
<th>TOP 9 MARKETS</th>
<th>Australia</th>
<th>China</th>
<th>Japan</th>
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<tr>
<td>Brazil</td>
<td>France</td>
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<td>Germany</td>
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PERIOD
January 1, 2012 - December 31, 2013

BASELINE YEAR FOR ASPIRATIONAL GOALS
- 2012, with the exception of our energy efficiency goal (2013)

UNITS
Metric, unless otherwise noted

CURRENCY
U.S. dollar

REPORTING FRAMEWORK
Global Reporting Initiative (GRI) 3.1 Sustainability Reporting Guidelines

*This Executive Summary includes excerpts from McDonald’s 2012 - 2013 Corporate Social Responsibility & Sustainability Report. For the entire report please visit http://www.aboutmcdonalds.com/content/dam/AboutMcDonalds/2.0/pdfs/2012_2013_csr_report.pdf.
ASPIRATIONAL GOALS

The aspirational goals included in our framework provide a destination we desire to achieve by 2020. Each of our five pillars is at different stages of progress, governance and resource allocation. Our Framework currently includes goals for Food, Sourcing and Planet, while People and Community represent core foundational values. In addition, our business operates under various constraints that impact our journey to achieve these goals. As a brand we realize that it will be difficult to measure progress in all the countries where we operate, but will strive to motivate the entire System by providing the same tools and resources to drive engagement and performance across our System. The aspirational goals will be consolidated and reported in our annual sustainability report, but market-by-market progress may vary. Plans to achieve the global goals will be created based on market-by-market considerations.

We cannot guarantee that we will achieve these stated goals given the above factors. The Company is committed to putting forth good-faith efforts to make progress towards these goals, to report on an annual basis tangible progress and measurements, where possible, and to explain both successes and challenges along this journey.

THINGS TO KEEP IN MIND . . .

- **OUR FRANCHISEES AND SUPPLIERS ARE INDEPENDENT BUSINESS OWNERS WHO MAKE DECISIONS FOR THEIR OWN ORGANIZATIONS, WHILE MAINTAINING CORE STANDARDS FOR OUR BRAND AND CUSTOMER SATISFACTION.** We cannot prescribe CSR & Sustainability solutions for them. Rather, we work in collaboration to raise awareness and provide tools and opportunities to help them on their CSR & Sustainability journeys. We work with suppliers to mutually set objectives and targets on CSR & Sustainability and monitor their progress.

- **COMPANY EMPLOYEES AND COMPANY-OWNED RESTAURANTS ARE IN OUR DIRECT SPHERE OF CONTROL.** Therefore, many of the measures start with Company restaurants, with a plan to demonstrate success and expand measurement, as more independent Franchisees choose to implement CSR & Sustainability initiatives.

- **ALONG WITH THE VISION FOR EACH GOAL, WE MAY PROVIDE AN INITIAL, NARROWER SCOPE FOR MEASUREMENT PURPOSES, IF NEEDED.** This scope reflects our available baseline data and short-term measurement capabilities, which we will continue to improve over time. The majority of our aspirational goals focus on our top 9 markets, as specified.
At McDonald's, our CSR & Sustainability journey is a collective effort that includes the contributions of individuals from all legs of our three-legged stool—Our Company employees, our Franchisees and our suppliers. We all have a role to play. Below are just a few of the people who are helping us advance our commitment to creating shared value for our business and society.

Let's continue the journey.

Visit us at our website to learn more at: http://www.aboutmcdonalds.com/mcd/sustainability.html Contact: Kathleen Bannan, Kathleen.Bannan@us.mcd.com.

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