

McDONALD'S KEY PERFORMANCE INDICATORS¹

YEARS 2004 2005 2006 2007

SUSTAINABLE SUPPLY CHAIN

SUPPLIER SOCIAL ACCOUNTABILITY (WORLDWIDE)

Percent of food, packaging and tier-1 equipment suppliers that have affirmed our Code of Conduct²

57 89 93.5 92

ANIMAL WELFARE (WORLDWIDE)

Number of supplier meat processing plants audited (including beef, pork and poultry)

534 521 562 513

NUTRITION & WELL-BEING

OFFERING MENU CHOICE

Average number of items, per market menu, that contain at least 1 serving of fruit or vegetables

NA NA 6.1 6.1

Average number of items, per market menu, that contain at least 1/2 a serving of fruit or vegetables

NA NA 9.9 10.9

PROVIDING NUTRITION INFORMATION

Percent of nine largest markets that provide nutrition information in-restaurant (i.e. trayliners, nutrition brochures)

100 100 100 100

Percent of nine largest markets that provide nutrition information out-of-restaurant (i.e. websites)

100 100 100 100

ENVIRONMENTAL RESPONSIBILITY

RESTAURANT-LEVEL ELECTRICAL ENERGY USE³

Kilowatt hours used per transaction count (kWh/TC), resulting from electrical energy use in the restaurant

NA⁴ NA⁴ 1.15 1.15

GREENHOUSE GAS EMISSIONS³

Co₂ emissions (in tons) resulting from electrical energy use in the restaurant

NA⁴ NA⁴ 1,707,921 1,882,961

ENVIRONMENTAL IMPACTS OF CONSUMER PACKAGING⁵

Amount of packaging used, by weight in lbs., per transaction count

NA 0.139⁶ 0.138⁷ 0.135⁷

Percent of packaging material that is made from recycled paper

NA 31.5⁶ 33.1⁷ 29.8⁷

1 Except as otherwise noted, figures are for our nine largest markets: Australia, Brazil, Canada, China, France, Germany, Japan, the U.K. and the U.S. Organizational structures vary by market. McDonald's Japan is a publicly traded company and is approximately 50% owned by McDonald's Corporation. Effective 2007, McDonald's Brazil is owned by a developmental licensee.

2 Total number of suppliers varies from year to year based upon business needs. Includes suppliers identified to and confirmed by our program management firm as having signed the Code. Data reported is based on a cumulative total.

3 Includes energy data exclusively from company-operated restaurants except in Brazil and Japan where franchisee/developmental licensee restaurants are also included due to organizational structure.

YEARS 2004 2005 2006 2007

EMPLOYMENT EXPERIENCE⁸

TRAINING, DEVELOPMENT & OPPORTUNITY

Percent of crew members satisfied that they receive the training needed to do a good job

79.4⁹ 80.6⁹ 82 84

Percent of managers who feel the person they report to supports their professional development

80.3¹⁰ 81.6¹⁰ 82¹¹ 83¹¹

Percent of company-operated restaurant managers who started as crew members

N/A 63.6 64.9 53

Percent of worldwide top management team who started in the restaurant

N/A 42 42 42

MANAGEMENT OPPORTUNITIES FOR WOMEN

Percent of company-operated restaurant managers who are women

NA 44 46.2 49

Percent of worldwide leadership (VP and above) team who are women

NA NA 26.4 26.7

COMMUNITY

PHILANTHROPIC ACTIVITIES (WORLDWIDE)

Total money raised by the McDonald's system, including employees, owner/operators, and suppliers, and with the help of customers, for RMHC and other charities in millions

NA \$60.9 \$40.5 NA

Total corporate cash & in-kind contributions in millions

\$9.2 \$13.3 \$13.6 \$10.6

LOCAL ECONOMIC IMPACTS

Total capital expenditures worldwide (investments in new and existing restaurants in billions)

\$1.4 \$1.6 \$1.7 \$1.9

SOCIAL TAXES

Total social taxes paid by McDonald's in millions

\$345.3 \$382.3 \$493⁶ \$621⁶

4 Data reported in 2004-05 cannot be compared with the most recent data and has been excluded from this chart to avoid confusion. Detailed methodology and historic data are available in the environment section of this report online.

5 Consumer packaging does not include pre-packaged items such as salad dressings.

6 Not including Brazil.

7 Not including China.

8 Data for restaurant employees are for company operated restaurants.

9 Not including Australia, Canada, China, Japan.

10 Not including Australia, Canada, China, Japan, U.K..

11 Not including Japan, Canada.