

censed 35,493 fast-food restaurants in the United States, Canada, and overseas, under the McDonald's banner (as of 3/31/14). About 81% are operated by franchisees or affiliates, with the remainder under the control of the company. Foreign operations contributed 69% of systemwide sales and 57% of consolidated operating in-

Spun off Chipotle Mexican Grill in 2006 and Boston Market in 2007. Has about 440,000 employees. Officers/directors own less than 1% of common stock (4/14 Proxy). CEO: Don Thompson. Incorporated: DE. Addr.: One McDonald's Plaza, Oak Brook, Illinois 60523. Telephone: 630-623-3000. Internet: www.mcdonalds.com.

**ANNUAL RATES** Past Est'd '11-'13 Past 10 Yrs. 8.0% 12.0% 14.5% 25.5% 6.0% 5 Yrs. 7.0% 11.0% 12.5% to '17-'19 of change (per sh) 6.5% 7.0% 7.0% Revenues "Cash Flow" Earnings Dividends Book Value 15.5% 3.5% 8.0% 4.5%

1089.0

4922.1

1141.9

2261.2

3403.1

**Current Assets** 

Accts Payable Debt Due

Current Liab.

807.9

4836.3

828.1

3101.2

101 4

5050.1

1086.0

2084.0

3170.0

Cal-	QUARTERLY REVENUES (\$ mill.)				Full
endar	Mar.31	Jun.30	Sep.30	Dec.31	Year
2011	6112	6905	7166	6823	27006
2012	6546	6915	7152	6952	27567
2013	6605	7084	7324	7093	28106
2014	6700	7300	7625	7375	29000
2015	6975	7615	7950	7660	30200
Cal-	EARNINGS PER SHARE A				Full
endar	Mar.31	Jun.30	Sep.30	Dec.31	Year
2011	1.15	1.35	1.45	1.32	5.27
2012	1.23	1.32	1.43	1.38	5.36
2013	1.26	1.38	1.52	1.40	5.55
2014	1.21	1.44	1.62	1.48	5.75
2015	1.33	1.57	1.75	1.60	6.25
Cal-	QUARTERLY DIVIDENDS PAID B .				Full
endar	Mar.31	Jun.30	Sep.30	Dec.31	Year
2010	.55	.55	.55	.61	2.26
2011	.61	.61	.61	.70	2.53
2012	.70	.70	.70	.77	2.87
2013	.77	.77	.77	.81	3.12
2014	.81				

McDonald's first-quarter missed the mark. Global comparablestore sales rose 0.5% in the period, as overseas operations and a higher average check offset weakness on our shores. Indeed, comps in the U.S. fell 1.7%, largely due to harsh winter weather and intense quick-service competition in the restaurant space. Comps were better in other regions, although unfavorable currency movements weighed on results, as did an uptick in SG&A costs, greater interest expenses, and a higher tax rate, partially offset by a lower share count.

The road ahead is apt to be bumpy, but profitable, nonetheless. Management said that global same-store sales were modestly positive (up 1.2%) in the month of April. However, while weatherrelated challenges ought to ease, fundamental issues still remain. Competition is fierce, especially in the breakfast segment, and rivals are constantly trying to wrest market share from this industry leader. Internally, management knows it has to improve customer service and throughput, as its increasingly large and complex menu has left more room for customiza-

tion, resulting in longer wait times. The company's near-term efforts are focused on stabilizing key markets like the U.S., Germany, Japan, and Australia. Initiatives include highlighting the core menu, more-effective marketing, and repositioning the affordability platform. New, more efficient kitchen preparation stations and reassessing staffing and scheduling during peak mealtimes are also under way.

Our outlook for McDonald's hasn't **changed much.** We shaved a dime from our full-year 2014 earnings call to reflect the first-quarter miss and more modest margin expectations. However, commodity cost inflation is still expected to be modest (up 1%-2% in the U.S. and Europe), and new stores and slight price increases should add to revenues.

Challenges remain, but management's efforts to modernize restaurants, expand the store base, optimize the menu, buy back stock, and improve customer service are encouraging. All told, we continue to like neutrally ranked

MCD stock for conservative investors with a taste for income.

Matthew E. Spencer, CFA

May 30, 2014

(A) Based on diluted shares. Excl. nonrecur. gain/(loss): '98, (8¢); '01, (11¢); '02, (55¢); '03, (25¢); '04, (6¢); '05, 3¢; '06, 53¢; '07, (93¢); '08, 9¢; '09, 13¢; '10, (2¢). Excl. cum. effect of

accting change: '02, (7¢); '03, (3¢); '04, (8¢). Incl. tax benefit: '04, 7¢. Excl. tax benefit '05, 4¢. Next egs. report due mid-July. EPS may not sum due to rounding. (B) As of 3/08 div'ds (D) In mill., adj. for splits.

paid mid-Mar., Jun., Sep., Dec. ■ Div'd. reinvestment plan available. (C) Incl. intang. At 12/31/13: \$2,872.7 mill. \$2.90/share.

Company's Financial Strength Stock's Price Stability A++ 100 Price Growth Persistence **Earnings Predictability** 100