

and overseas, under the McDonald's banner (as of 3/31/15). About 81% are operated by franchisees or affiliates, with the remainder under the control of the company. Foreign operations contributed 68% of systemwide sales and 56% of consolidated operating in-

Has about 420,000 employees. Officers/directors own less than 1% of common stock (4/15 Proxy). CEO: Steve Easterbrook. Inc.: DE. Address: One McDonald's Plaza, Oak Brook, Illinois 60523. Telephone: 630-623-3000. Internet: www.mcdonalds.com.

2049.9 2751.9 Current Liab. 3170.0 2747.9 ANNUAL RATES Past Est'd '12-'14 Past 10 Yrs. 7.5% 11.0% 13.0% 5 Yrs. 6.5% 8.0% 8.5% to '18-'20 3.5% 4.0% 4.5% of change (per sh) Revenues "Cash Flow" Earnings Dividends Book Value 23.0% 4.5% 12.5% 3.5% 4.5% 2.5%

5050.1

1086.0

2084.0

4185.5

860.1

1887.8

3592.8

702.0

**Current Assets** 

Accts Payable Debt Due

Cal- endar	QUART Mar.31	TERLY REV Jun.30	/ENUES (\$ Sep.30		Full Year
2012	6546	6915	7152	6952	27567
2013	6605	7084	7324	7093	28106
2014	6700	7181	6987	6572	27441
2015	5959	6351	6375	6200	24885
2016	6000	6200	6300	6250	24750
Cal-	EARNINGS PER SHARE AE Full				
endar	Mar.31	Jun.30	Sep.30	Dec.31	Year
2012	1.23	1.32	1.43	1.38	5.36
2013	1.26	1.38	1.52	1.39	5.55
2014	1.21	1.40	1.09	1.13	4.82
2015	1.01	1.22	1.30	1.17	4.70
2016	1.10	1.30	1.40	1.30	5.10
Cal-	QUARTERLY DIVIDENDS PAID B =				Full
endar	Mar.31	Jun.30	Sep.30	Dec.31	Year
2011	.61	.61	.61	.70	2.53
2012	.70	.70	.70	.77	2.87
2013	.77	.77	.77	.81	3.12
2014	.81	.81	.81	.85	3.28
2015	.85				

McDonald's March-period financials did not make for good reading, as the company continued to struggle with currency unfavorable movements. stiff competition, and an overhang from a supplier issue in China. Revenues fell a steeper-than-expected 11% from a year earlier (1% on a constantglobal currency basis). Moreover, comparable-store sales dipped 2.3%, and guest traffic was negative in all of the company's major segments. Adjusted earnings (excludes \$0.17 a share in various restructuring charges and writedowns) were \$1.01, well short of our \$1.15 call. Unfavorable currency movements sapped \$0.09 from the bottom line. While a reduced share count aided per-share comparisons, lower sales and expense deleverage weighed on earnings.

Management recently unveiled its turnaround plan. Initiatives to create a "modern, progressive burger company" include various menu tests, such as all-day breakfast and premium burgers, anď higher-quality ingredients, like antibioticfree chicken. From an operational standpoint, the creation of new market seg-

ments that group together regions with similar needs, challenges, and portunities, rather than clumping by geographic proximity, is designed to increase efficiency, cut red tape, and allow for faster, customer-driven decision making. Elsewhere, refranchisings are being accelerated, with a target of 3,500 by the end of 2018, with the end goal to get about 90% of the restaurant base franchised. Combined with more disciplined spending, these initiatives are expected to deliver \$300 million in annual G&A savings by the end of 2017. We applaud these efforts, but they will likely take time to bear fruit. Meanwhile, results will probably remain depressed. Global comparablestore sales dipped 0.6% in April, and currency headwinds are apt to continue, with the full-year effect now expected to be \$0.40-\$0.45, up from \$0.35-\$0.40 previously. Too, we have cut \$0.40 from our fullyear earnings call, which now sits at \$4.70 a share. Momentum investors will probably want to avoid this untimely stock until the effectiveness of the turnaround strategy becomes clearer. Matthew E. Spencer, CFA May 29, 2015

(A) Based on diluted shares. Excl. nonrecur. gain/(loss): '01, (11¢); '02, (55¢); '03, (25¢); '04, (6¢); '05, 3¢; '06, 53¢; '07, (93¢); '08, 9¢; '09, 13¢; '10, (2¢); '14 (17¢). Excl. cum. effect 3/08 div'ds paid mid-Mar., Jun., Sep., Dec.

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. (B) As of (D) In mill., adj. for splits. (E) May not sum due to rounding.

Company's Financial Strength Stock's Price Stability A++ 100 Price Growth Persistence **Earnings Predictability** 95