

BUSINESS: McDonald's Corporation operated, franchised, or licensed 36,615 fast-food restaurants in the United States, Canada, and overseas under the McDonald's banner (as of 9/30/16). About 83% are operated by franchisees or affiliates, with the remainder under the control of the company. Foreign operations contributed 67% of systemwide sales and 49% of consolidated operating income in 2015. The company sold a stake in *Pret A Manger* in 2008. Spun off *Chipotle Mexican Grill* in 2006 and *Boston Market* in 2007. Has about 420,000 employees. Officers/directors own less than 1% of common stock (4/16 Proxy). CEO: Steve Easterbrook. Inc.: DE. Address: One McDonald's Plaza, Oak Brook, Illinois 60523. Telephone: 630-623-3000. Internet: www.mcdonalds.com.

ANNUAL RATES | Past | 0 f thange (per sh) | 10 f yrs. | 5 f yrs. | 10 i '20-'22 |
Revenues | 6.5% | 5.5% | 2.5% |
"Cash Flow" | 9.5% | 5.5% | 6.5% |
Earnings | 11.0% | 4.5% | 6.5% |
Book Value | 1.5% | -1.0% | -7.0% |

Calendar | QUARTERLY REVENUES (\$ mill.) | E |
Rendar | Mar.31 | Jun.30 | Sep.30 | Dec.31 |

Out | 1007 | 2014 | 2017 | 2014 |

Out | 2014 | 6700 | 7181 | 6987 | 6572 | 27441 |

4185.5

860.1

1887.8

2747.9

9643.0

874.7

2075.7

2950.4

4302.1

3624.5 4476.7

852.2

Current Assets

Accts Payable Debt Due

Current Liab.

Cal-	QUARTERLY REVENUES (\$ mill.)				Full
endar	Mar.31	Jun.30	Sep.30	Dec.31	Year
2014	6700	7181	6987	6572	27441
2015	5958	6497	6615	6341	25413
2016	5904	6265	6424	6029	24622
2017	5575	5800	5750	5500	22625
2018	4750	5100	5225	4925	20000
Cal-	EARNINGS PER SHARE AE				Full
endar	Mar.31	Jun.30	Sep.30	Dec.31	Year
2014	1.21	1.40	1.09	1.12	4.82
2015	1.01	1.26	1.40	1.30	4.97
2016	1.23	1.45	1.62	1.43	5.71
2017	1.33	1.55	1.70	1.57	6.15
2018	1.38	1.63	1.79	1.65	6.45
Cal-	QUARTERLY DIVIDENDS PAID B =				Full
endar	Mar.31	Jun.30	Sep.30	Dec.31	Year
2013	.77	.77	.77	.81	3.12
2014	.81	.81	.81	.85	3.28
2015	.85	.85	.85	.89	3.44
2016	.89	.89	.89	.94	3.61
2017					

McDonald's reported better-thanexpected fourth-quarter results. Adjusted share earnings of \$1.43 were \$0.03 above our estimate and up 10% year over year. Revenues came in at \$6.029 billion, or 5% lower than the year-earlier tally. However, the top-line decline, in our view, was not overly concerning, since the drop mostly stemmed from the impact of refranchisings and unfavorable currency translations (our call was \$6.037 billion). In addition, more closely followed figures on comparable-store sales were upbeat. Specifically, global same-store sales rose 3.8% in the fourth quarter, marking the sixth-consecutive quarter of positive comps. Foundational markets were the star of the show, posting an 11.1% comp gain thanks to recovery in Japan and strength in parts of Latin America. The metric rose 4.7% in the High Growth segment, driven by China. The International Lead segment notched a 2.8% advance, led by the United Kingdom. On the other hand, sales in the United States declined 1.3%, reflecting a tough year-over-year comparison due to the highly successful 2015 rollout of All-Day Breakfast.

We think that the operating environment at home will remain challenging in 2017. This view is based on stiff competition and commodity cost deflation, which has made eating at home more affordable. That said, management's efforts to cut costs, refranchise, offer a better customer experience, and improve its digital strategy while not straying from the three pillars of value, convenience, and taste, should keep earnings on an upswing. Indeed, our 2017 share-earnings estimate is unchanged at \$6.15, though more detail on the year will probably be provided at the company's analyst day in March.

McDonald's stock did not gain much ground in 2016, and we look for these neutrally ranked shares to remain range bound in the near term. Tough comps will likely keep domestic same-store sales negative in the first quarter, and we don't see a major catalyst to push the shares higher. That said, very conservative investors may well be content with the equity's above-average dividend yield, low Beta, and top marks for Safety and Price Stability.

Matthew Spencer, CFA February 24, 2017

(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¢); '15, (17¢); '16, (27¢). 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 4/22/17. (B) As of 3/08 div'ds paid mid-Mar.,

Jun., Sep., Dec. ■ Div'd. reinvestment plan available. (C) Incl. intang. At 12/31/15: \$2,516.3 mill., \$2.7/share. (D) In mill., adj. for splits. (E) May not sum due to rounding.

Company's Financial Strength A++
Stock's Price Stability 100
Price Growth Persistence 50
Earnings Predictability 90