

and overseas under the McDonald's banner (as of 9/30/19). About 93% are operated by franchisees or affiliates, with the remainder under the control of the company. Foreign operations contributed 64% of systemwide sales and 54% of consolidated operating inHas about 210,000 employees. Officers/directors own less than 1% of common stock (4/19 Proxy). CEO: Chris Kempczinski. Inc.: Delaware. Address: 110 North Carpenter Street, Chicago, Illinois 60607. Telephone: 630-623-3000. Internet: www.mcdonalds.com

ANNUAL RATES Past Est'd '16-'18 Past 10 Yrs. 4.0% 8.0% 8.5% 5 Yrs. 1.0% of change (per sh) to '22-'24 4.0% 7.5% 8.5% Revenues "Cash Flow" 4.5% 4.5% Earnings Dividends Book Value 6.5%

5327.2

924.8

1965.<u>8</u>

2890.6

4053.2

1207.9

1765.<u>6</u>

2973.5

3604.9

849.5

3426.1 4275.6

Current Assets

Accts Payable Debt Due

Current Liab.

Cal-	QUARTERLY REVENUES (\$ mill.) E				Full
endar	Mar.31	Jun.30	Sep.30	Dec.31	Year
2016	5903	6265	6424	6028	24621
2017	5675	6049	5754	5340	22820
2018	5139	5354	5369	5163	21025
2019	4956	5341	5431	5297	21025
2020	5050	5450	5550	5450	21500
Cal-	EARNINGS PER SHARE AE				Full
endar	Mar.31	Jun.30	Sep.30	Dec.31	Year
2016	1.23	1.45	1.62	1.43	5.71
2017	1.47	1.70	1.76	1.71	6.66
2018	1.79	1.99	2.10	1.97	7.90
2019	1.72	2.05	2.11	1.97	7.85
2020	1.90	2.15	2.30	2.15	8.50
Cal-	QUARTERLY DIVIDENDS PAID B =				Full
endar	Mar.31	Jun.30	Sep.30	Dec.31	Year
2015	.85	.85	.85	.89	3.44
2016	.89	.89	.89	.94	3.61
2017	.94	.94	.94	1.01	3.83
2018	1.01	1.01	1.01	1.16	4.19
2019	1.16	1.16	1.16	1.25	

McDonald's parted ways with CEO Steve Easterbrook after he was involved in a consensual relationship with an employee, thus violating company policy and showing "poor judgment." Mr. Easterbrook, who is widely credited with turning the business around with all-day breakfast and an embrace of technology, was succeeded by Chris Kempcziński, who most recently held the title president of McDonald's UŠA. We expect him to stay the course near term, though a new hand at the tiller always brings with it an element of uncertainty.

Third-quarter financials were weaker than expected in a few areas. The top line increased 1% from a year earlier, essentially matching our \$5.430 billion forecast. However, the figure was slightly below the consensus on Wall Street. The company performed well overseas, but faced stiff competition at home. In the U.S., same-store sales rose 4.8%, bringing the global comp to 5.9%. Growth in the key U.S. market was below the Wall Street consensus of 5.2%. At home, transactions fell, but price increases and promotions drove sales. Too, earnings per share rose

just a penny year to year, while our forecast was \$2.17 and the consensus was about \$2.21. Despite sales being on par with our call and the share count declining, total operating costs and expenses moved 66 basis points higher as a percentage of sales. Meantime, the tax rate increased 114 basis points and interest expense moved 51 basis points higher. Foreign exchange was a \$0.03 headwind.

All told, it was not a bad quarter for McDonald's. Same-store sales growth was broad based, albeit weighted toward overseas markets. Management's embrace of technology to make the dining experience more enjoyable and efficient has been well received by consumers, as have its menu innovations and promotions. Fierce competition and higher costs appeared to be the main factors behind the U.S. comp and earnings misses. Looking ahead, we think the fourth quarter will bring more of the same, meaning that management will execute well but face familiar headwinds.

As for McDonald's stock, we think that it has appeal as an income vehicle for conservative investors. Matthew Spencer, CFA November 22, 2019

(A) Based on diluted shares. Excl. nonrecur. gain/(loss): '03, (25¢); '04, (6¢); '05, 3¢; '06, 53¢; '07, (93¢); '08, 9¢; '09, 13¢; '10, (2¢); '15, (17¢); '16, (27¢); '17, (29¢); '18, (16¢); '19,

(8¢). Excl. cum. effect of accting change: '03, (3ϕ) ; '04, (8ϕ) . Incl. tax benefit: '04, 7ϕ . Excl. tax benefit '05, 4ϕ . Next egs. report due late Jan. (B) Div'ds paid mid-Mar., Jun., Sep., Dec. (E) May not sum due to rounding.

■ Div'd. reinvestment plan available. (C) Incl. intang. At 12/31/18: \$2,331.5 mill., \$3.04/share. (D) In mill., adj. for splits.

Company's Financial Strength Stock's Price Stability A++ 100 Price Growth Persistence **Earnings Predictability** 85