

under the control of the company. Foreign operations contributed 69% of systemwide sales and 57% of consolidated operating in-

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.

2261.2 3403.1 $\frac{2084.0}{3170.0}$ Current Liab. 3391.7 ANNUAL RATES Est'd '11-'13 10 Yrs. to '17-'19 of change (per sh) Revenues 5 Yrs. 7.0% 11.0% 12.5% 15.5% 8.0% 12.0% 14.5% 25.5% 6.5% 7.0% 'Cash Flow' 7.0% 8.0% Earnings Dividends

1141.9

1086.0

539.2 1887.4

Accts Payable

Debt Due Other

Book Value		6.0%		5%	4.5%
Cal- endar	QUAR Mar.31		VENUES (Sep.30		Full Year
2011	6112	6905	7166	6823	27006
2012	6546	6915	7152	6952	27567
2013	6605	7084	7324	7093	28106
2014	6700	7182	7270	7148	28300
2015	6815	7325	7525	7335	29000
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	1.40	1.49	1.40	5.50
2015	1.30	1.50	1.65	1.55	6.00
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	.81			

McDonald's posted lackluster second-quarter results. Revenues only increased 1.5% from a year earlier and fell short of our \$7.3 billion call. The gain stemmed almost entirely from restaurant expansion and price increases, as comparable-store sales were flat in the interim and guest traffic was negative in all of the company's geographic segments. Although weather wasn't an issue like it was in the first quarter, competition remained stiff. Meantime, greater operating costs as a percentage of sales and a higher tax rate quarter, from a year earlier weighed on share net, partially offset by a lower share count. All told, earnings rose slightly year over year, to \$1.40 a share, but missed our \$1.44 call. The third quarter will likely be even more challenging, due to concerns about food quality in Asia. A major meat processor in China, which supplies protein to McDonald's and other restaurant operators, has been accused of selling expired meat. McDonald's stopped getting shipments from the plant in question, but consumers were already spooked. Too, popular menu items like Big Macs and Chicken McNuggets were in short sup-

ply as management scrambled to find alternate sourcing. All told, July comps plunged 7.3% in the region comprised of Asia/Pacific, the Middle East, and Africa.

The company's problems are not limited to overseas markets. Domestic same-restaurant sales fell 3.2% in the month of July, likely a result of competition, Americans' changing tastes, and the aforementioned news out of China. Management is working to improve customer service, regain consumers' trust, and build a more formidable online presence, but these efforts will probably take some time to bear fruit. Meantime, lower-income consumers are still being squeezed, while those with more disposable income are favoring restaurants that offer more customization and healthier ingredients. All told, management said that the food quality issues in China put at risk its fullyear 2014 comparable-store sales target, which was for flat comps. In response, cut our 2014 share-net call by \$0.25.

Most investors will probably want to let the dust settle on the food quality problems before looking here. Matthew E. Spencer, CFA August 29, 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-October. EPS may not sum due to rounding. (B) As of 3/08

div'ds 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. (D) In mill., adj. for splits.

Company's Financial Strength Stock's Price Stability Price Growth Persistence Earnings Predictability