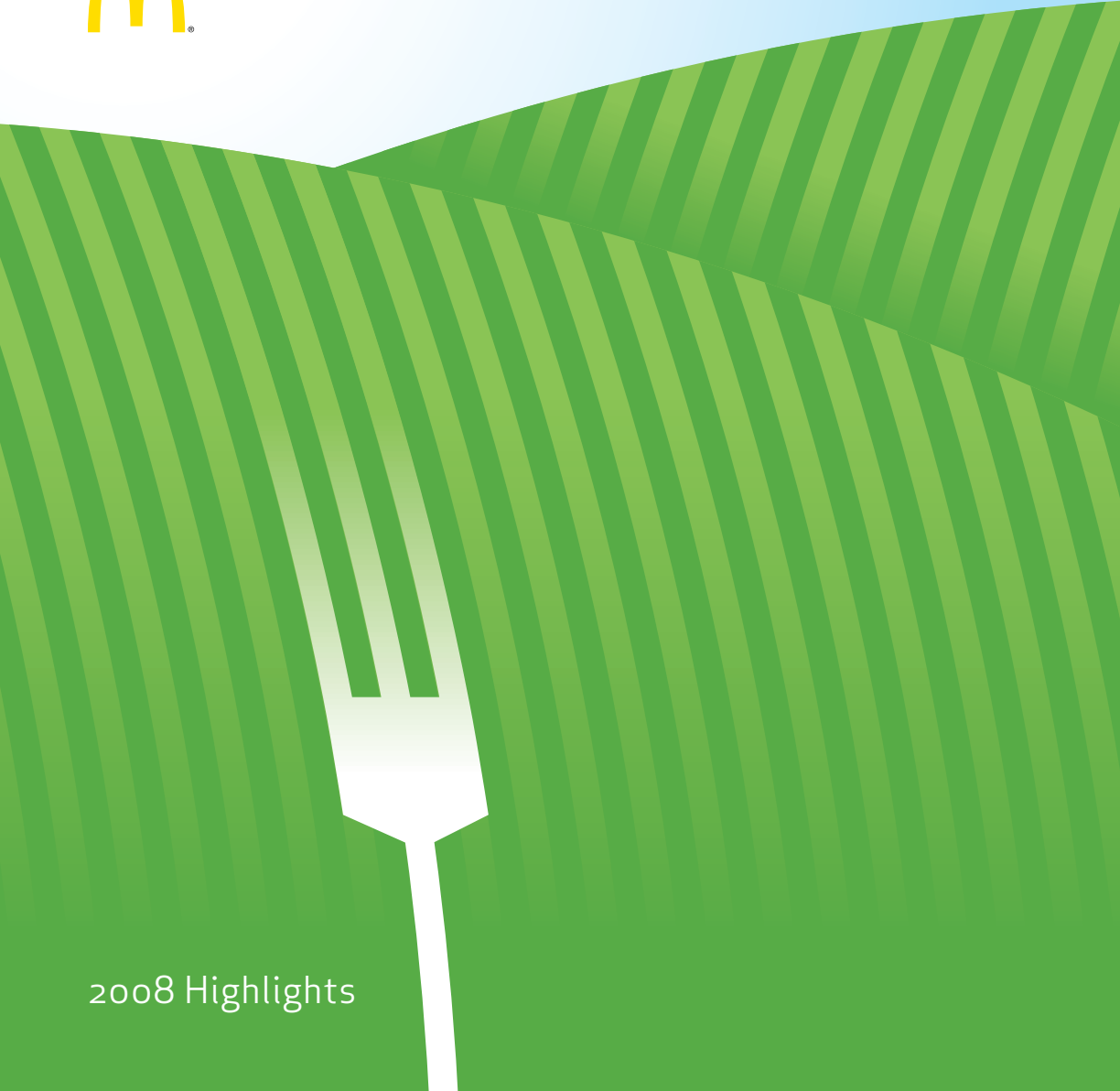


McDonald's Corporation

**WORLDWIDE CORPORATE RESPONSIBILITY REPORT
RESPONSIBLE FOOD FOR A SUSTAINABLE FUTURE**



2008 Highlights



WHAT'S IMPORTANT TO MCDONALD'S & OUR STAKEHOLDERS

Delivering responsible food demands attention to a complex web of important social and environmental issues. Setting priorities is essential to achieving sustainable progress. For McDonald's, our priorities fall into six major areas (pictured above), which are central to how we do business.

FROM 2006-2008 – THE JOURNEY CONTINUES

We've picked up where we left off. Since we issued our last corporate responsibility report in 2006, we've continued to work across the McDonald's system, and with outside stakeholders, to continuously improve our social and environmental performance.

Our Key Performance Indicators allow us to evaluate our progress on key areas over time, so we can identify opportunities for future improvement.

KEY PERFORMANCE INDICATORS¹

YEARS	2004	2005	2006	2007
SUSTAINABLE SUPPLY CHAIN				
SUPPLIER SOCIAL ACCOUNTABILITY (WORLDWIDE)				
<i>Percent of food, packaging and tier-1 equipment suppliers that have affirmed our Code of Conduct²</i>				
	57	89	93.5	92
ANIMAL WELFARE (WORLDWIDE)				
<i>Number of supplier meat processing plants audited (including beef, pork and poultry)</i>				
	534	521	562	513
NUTRITION & WELL-BEING				
OFFERING MENU CHOICE				
<i>Average number of items, per market menu, that contain at least 1 serving of fruit or vegetables</i>				
	NA	NA	6.1	6.1
<i>Average number of items, per market menu, that contain at least 1/2 a serving of fruit or vegetables</i>				
	NA	NA	9.9	10.9
PROVIDING NUTRITION INFORMATION				
<i>Percent of nine largest markets that provide nutrition information in-restaurant (i.e. trayliners, nutrition brochures)</i>				
	100	100	100	100
<i>Percent of nine largest markets that provide nutrition information out-of-restaurant (i.e. websites)</i>				
	100	100	100	100
ENVIRONMENTAL RESPONSIBILITY				
RESTAURANT-LEVEL ELECTRICAL ENERGY USE³				
<i>Kilowatt hours used per transaction count (kWh/TC), resulting from electrical energy use in the restaurant</i>				
	NA ⁴	NA ⁴	1.15	1.15
GREENHOUSE GAS EMISSIONS³				
<i>Co2 emissions (in tons) resulting from electrical energy use in the restaurant</i>				
	NA ⁴	NA ⁴	1,707,921	1,882,961
ENVIRONMENTAL IMPACTS OF CONSUMER PACKAGING⁵				
<i>Amount of packaging used, by weight in lbs., per transaction count</i>				
	NA	0.139 ⁶	0.138 ⁷	0.135 ⁷
<i>Percent of packaging material that is made from recycled paper</i>				
	NA	31.5 ⁶	33.1 ⁷	29.8 ⁷

¹ Except as otherwise noted, figures are for our nine largest markets: Australia, Brazil, Canada, China, France, Germany, Japan, the U.K. and the U.S. Organizational structures vary by market. McDonald's Japan is a publicly traded company and is approximately 50% owned by McDonald's Corporation. Effective 2007, McDonald's Brazil is owned by a developmental licensee.

² Total number of suppliers varies from year to year based upon business needs. Includes suppliers identified to and confirmed by our program management firm as having signed the Code. Data reported is based on a cumulative total.

³ Includes energy data exclusively from company-operated restaurants except in Brazil and Japan where franchisee/developmental licensee restaurants are also included due to organizational structure.

⁴ Data reported in 2004-05 cannot be compared with the most recent data and has been excluded from this chart to avoid confusion. Detailed methodology and historic data are available in the environment section of this report online.

⁵ Consumer packaging does not include pre-packaged items such as salad dressings.

⁶ Not including Brazil.
⁷ Not including China.
⁸ Data for restaurant employees are for company operated restaurants.
⁹ Not including Australia, Canada, China, Japan.
¹⁰ Not including Australia, Canada, China, Japan, U.K..
¹¹ Not including Japan, Canada.

YEARS	2004	2005	2006	2007
EMPLOYMENT EXPERIENCE⁸				
TRAINING, DEVELOPMENT & OPPORTUNITY				
<i>Percent of crew members satisfied that they receive the training needed to do a good job</i>				
	79.4 ⁹	80.6 ⁹	82	84
<i>Percent of managers who feel the person they report to supports their professional development</i>				
	80.3 ¹⁰	81.6 ¹⁰	82 ¹¹	83 ¹¹
<i>Percent of company-operated restaurant managers who started as crew members</i>				
	N/A	63.6	64.9	53
<i>Percent of worldwide top management team who started in the restaurant</i>				
	N/A	42	42	42
MANAGEMENT OPPORTUNITIES FOR WOMEN				
<i>Percent of company-operated restaurant managers who are women</i>				
	NA	44	46.2	49
<i>Percent of worldwide leadership (VP and above) team who are women</i>				
	NA	NA	26.4	26.7
COMMUNITY				
PHILANTHROPIC ACTIVITIES (WORLDWIDE)				
<i>Total money raised by the McDonald's system, including employees, owner/operators, and suppliers, and with the help of customers, for RMHC and other charities in millions</i>				
	NA	\$60.9	\$40.5	NA
<i>Total corporate cash & in-kind contributions in millions</i>				
	\$9.2	\$13.3	\$13.6	\$10.6
LOCAL ECONOMIC IMPACTS				
<i>Total capital expenditures worldwide (investments in new and existing restaurants in billions)</i>				
	\$1.4	\$1.6	\$1.7	\$1.9
SOCIAL TAXES				
<i>Total social taxes paid by McDonald's in millions</i>				
	\$345.3	\$382.3	\$493 ⁶	\$621 ⁶

THE FOUNDATION FOR RESPONSIBLE FOOD

Corporate social responsibility begins with sound ethics and good corporate governance. McDonald's has a Board of Directors that oversees our company's obligations to our shareholders. We also have a dedicated Corporate Responsibility Committee of the Board that acts in an advisory capacity to management on our social and environmental policies and strategies.

At the corporate level, McDonald's has a collective of governing bodies that monitor and manage issues on a day-to-day basis.

CORPORATE RESPONSIBILITY:
Oversight and Coordination



HOW WE RUN OUR BUSINESS – STANDARDS OF BUSINESS CONDUCT

At McDonald's, each one of us has a responsibility to do the right thing. Our Standards of Business Conduct provide a framework for upholding this responsibility. The Standards provide clarity, guidance and resources on a wide range of issues for operating on a daily basis with fairness, honesty and integrity.

First published more than 40 years ago, the Standards were revised again in 2008. At the heart of the Standards are three basic principles—personal accountability, open communication and responsible action.

ENHANCEMENTS TO THE 2008 STANDARDS INCLUDE:

Affirmative statements on McDonald's policies related to human rights and the right to association

Special responsibilities of supervisors & officers and a greater emphasis on our policy protecting employees who report wrongdoing against retaliation

An explanation of our anti-bribery and anti-kickback policies

The duty of employees to cooperate in internal investigations

Appropriate use of electronic communications

Importance of protecting confidential information and privacy of employee, franchisee and customer data

TONE FROM THE TOP

"There may be other companies where chairing such a committee would cause angst because you might not be sure if the company is really committed to the values you as a Director are espousing on their behalf. I have no such angst concerning McDonald's."

WALTER MASSEY,
CHAIR, CORPORATE
RESPONSIBILITY COMMITTEE
OF THE MCDONALD'S BOARD
OF DIRECTORS



WHERE THE FOOD COMES FROM – MCDONALD’S SUPPLY CHAIN

McDonald’s is in the food business, so we care a lot about where our food comes from and how it is produced. We work hard to ensure that every step of the supply chain contributes positively to the sustainability, safety and quality of our final products.

THREE E’S:
McDonald’s Sustainable
Supply Chain Vision



ABOVE ALL, SAFETY FIRST

The safety and well-being of our customers is our first priority. That’s why we maintain rigorous standards and evaluations in critical areas throughout the food and toy supply chains and in our restaurants.

DID YOU KNOW

Our food safety standards meet, and often exceed, government requirements in markets where we do business.

McDonald’s updated our Supplier Management System in 2007, aligning all global food safety & quality expectations.

McDonald’s is working with others in the industry to harmonize food safety standards and audits through the Global Food Safety Initiative (GFSI).

BEYOND THE FOOD – TOY SAFETY

Our Happy Meal toys are made exclusively for McDonald’s by our safety-approved suppliers.

DID YOU KNOW

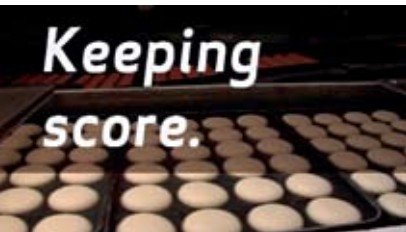
Happy Meal toys are backed by a proactive safety program that starts with the design, long before a toy makes it to production.

Our safety process is supported by a team of safety engineers, independent testing labs, scientists, design engineers and injury data analysts.

KEEPING SCORE

“When we got together as a supply chain in 2003, McDonald’s brought in Conservation International to help us understand all the different elements of sustainability. The Environmental Scorecard became a targeted initiative to measure the use of water, the use of energy, the creation of waste and the air quality that our factories are emitting.”

JEFF DEARDUFF,
DIRECTOR OF U.S. BAKERIES,
EAST BALT INCORPORATED



Environmental Scorecard	
Supplier Name	East Balt. Conveyco
Location	Chicago River, USA
Product/Production	McDonald's Hamburger Buns
% Recycled Production	97%
Reporting Period	2007
Total Annual Production (Units)	5000041
Contact Name	
Contact Phone Number	





We envision a supply chain that profitably yields high-quality, safe products without supply interruption while leveraging our leadership position to create a net benefit by improving the ethical, environmental and economic outcomes.

PEOPLE IN THE MCDONALD'S SUPPLY CHAIN

Like our own employees, our suppliers' employees are important to the success of our system. So, we strive to work with suppliers who share our values, and we expect our suppliers to share our support of fundamental rights for all people; to treat their employees with fairness, respect and dignity; and to follow practices that promote health and safety.

DID YOU KNOW

McDonald's direct suppliers are required to adhere to our Code of Conduct for Suppliers, which lists McDonald's minimum requirements in the areas of employment, workplace practices and workplace health and safety.

We have a team of third-party experts who regularly track and assess supplier performance and provide support for continuous improvement.

WORKING TO ENSURE HUMANE TREATMENT OF ANIMALS

McDonald's cares about the humane treatment of animals. Our approach is based on our Animal Welfare Guiding Principles, which express our commitment to ensuring animals are "free from cruelty, abuse and neglect." To ensure continuous improvement, we have a comprehensive audit program designed by animal welfare expert Dr. Temple Grandin.

DID YOU KNOW

Over 3,000 animal welfare audits have been conducted since 2003.

99% of our approved abattoirs were audited for animal welfare in 2007, and 99.2% of those passed.

KEEPING THE ENVIRONMENT IN MIND

McDonald's is committed to minimizing the environmental impact of our food and other products in the supply chain.

We are working with our direct suppliers to measure and reduce water, energy, air and waste impacts through our Environmental Scorecard and to improve fishing practices through our Sustainable Fisheries Program. Further upstream, we are working with NGOs and industry partners on rainforest protection efforts.

DID YOU KNOW

Seven of our nine largest markets have introduced the Environmental Scorecard to their suppliers.

In 2007, more than 91% of our fish¹ originated from fisheries with a stock status rating of green or yellow.

McDonald's has had a Rainforest Protection Policy, outlining our commitment to refuse beef sourced from recently deforested rainforest areas, since 1989.

In 2006, McDonald's collaborated with Greenpeace International, the Brazilian government, our suppliers and others to establish a moratorium on purchasing soya from deforested areas in the Amazon region.

1 Measured in metric tons of fish blocks

MCDONALDS, GREENPEACE AND THE AMAZON

"I think that McDonald's moved very swiftly to support our campaign, and they were joined by many of their European competitors, and I think it was an amazing alliance."

JOHN SAUVEN, GREENPEACE INTERNATIONAL



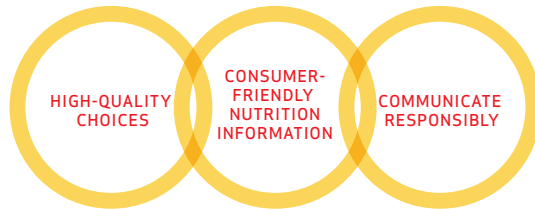
A HOLISTIC APPROACH TO WELL-BEING

McDonald's is committed to the well-being of our customers. We collaborate with our suppliers and independent owner/operators, to serve a balanced array of quality food products, and provide the information needed to make individual choices.

There is increasing concern about obesity rates and related risks to well-being among consumers, governments, NGOs, and health and nutrition experts. We take these issues seriously, and we are working to do what we can as a company to positively influence the situation. We know we cannot address this problem alone, but we are committed to being part of the solution.

Our efforts are currently focused on three areas:

WELL-BEING: McDonald's Holistic Approach



LOTS OF FLEXIBILITY AND REGIONAL VARIETY TO MEET CUSTOMER PREFERENCES

McDonald's offers a balanced array of culturally relevant menu items in our markets, for both adults and kids alike. We also continuously seek ways to enhance the nutrition profile of our menu.

DID YOU KNOW

McDonald's has a team of culinary professionals who help create new menu items to meet the evolving tastes and needs of our diverse customer base around the world.

Currently, all nine of our largest markets have a fruit and/or vegetable option for Happy Meals such as fruit bags, cherry tomatoes, corn cups and Apple Dippers.

McDonald's restaurants in the U.S., Australia and Europe have substantially reduced - or eliminated - trans fatty acids (TFAs) in our cooking oils.

WELL SEASONED

"A lot of people are a little bit surprised when they hear that McDonald's has a Chef, and they say, 'Well, McDonald's is just hamburgers...' I don't think people really truly understand all of the different evolutions that the McDonald's menu has gone through over the years."

CHEF DAN COUDREAUT,
MCDONALD'S USA



Pictured right are examples of nutrition information on our packaging.



WHEN IT COMES TO FOOD NUTRITION, THE MORE YOU KNOW, THE BETTER

McDonald's is committed to informing our customers about our food. Back in 1973, we were one of the first restaurant companies in the world to provide customers with nutrition information about the products we serve. Since then, the ways we make our nutrition information available have continued to evolve.

DID YOU KNOW

We completed the rollout of our Nutrition Information Initiative (NII) - providing easy-to-understand bar chart icons to communicate the amount of calories, fat, sodium, carbohydrates and protein in each of our core products on our packaging - to 20,000 restaurants worldwide in 2007.

Nutrition information on our products is available to customers in all of our nine largest markets on in-store brochures, company websites and other innovative means .

FOOD COMMUNICATIONS – HOW AND WHAT WE ARE TELLING OUR CUSTOMERS

McDonald's strives to communicate responsibly and to use our brand to make a positive difference.

This year, we introduced a revised set of Children's Global Marketing Guidelines to further clarify our global position and unify us around a common set of principles for responsible marketing to children.

McDONALD'S CHILDREN'S MARKETING GLOBAL GUIDELINES

1. **Communicate to children balanced food choices that fit within a child's nutritional needs.**
2. **Use our licensed characters and properties to encourage activity and balanced food choices for children to make food, such as fruit and vegetables, fun to eat.**
3. **Promote to children positive messages that support their well-being, body, mind and spirit.**
4. **Provide the nutritional information of our food to help parents and families make informed food choices.**
5. **Engage the support of subject matter experts and informed third parties to help guide our efforts for children and families worldwide.**



McDonald's worldwide promotion of *Shrek the Third* represented McDonald's single biggest promotion of fruit, vegetables and milk in our brand's history.

Shrek is a registered trademark of DreamWorks Animation L.L.C. Shrek the Third™ & © 2007 DreamWorks Animation L.L.C.



THINKING AND ACTING GREEN FOR OVER THIRTY YEARS

McDonald's has been working to minimize our environmental footprint – both within our restaurants and in our supply chain - for a long time. Over 30 years ago, we initiated energy conservation measures, and in 1990, we formally established our Global Environmental Commitment.

Since then, we've continued to seek ways to improve our environmental performance – not just because it's the right thing to do, but because it's smart business.

Given the breadth and scope of our business operations, focusing on a distinct set of priorities is essential. There is no "one size fits all," but globally, our environmental priorities at the restaurant level are focused in three areas:

ENVIRONMENTAL RESPONSIBILITIES IN THE RESTAURANT



STRIVING FOR GREATER ENERGY EFFICIENCY

Climate change is an important issue, generating growing interest from many sectors of society – from individuals and NGOs, to governments and corporations. The seriousness of this issue means that everyone has a role to play to reduce impacts, including companies like McDonald's.

McDonald's restaurants' use of electrical energy and natural gas accounts for the bulk of our direct greenhouse gas emissions. More efficient use of these resources helps us save money and reduces our environmental impact.

DID YOU KNOW

In 2007 and 2008, McDonald's was ranked second among food service companies by Climate Counts, designating our company in the organization's "Starting" category, as a "better choice for the climate conscious consumer."

McDonald's restaurant managers are equipped with a variety of energy management tools, including restaurant energy surveys and audits, fire-up schedules, and in selected restaurants, Energy Management Systems (EMS).

In 2007, McDonald's USA was named an Energy Star Partner of the Year by the U.S. Environmental Protection Agency.

REDUCING OUR FOOTPRINT

"The energy program likes to say that the cheapest and most environmentally friendly kilowatt hour you can use is the one that you don't use, and that is really where our energy program starts and ends."

STEVE DEPALO,
MCDONALD'S U.S. ENERGY
MANAGER



LESS IS MORE

“McDonald’s has been focusing on its impacts to the environment since the 1990s. It had a ground-breaking relationship with the Environmental Defense Fund where McDonald’s partnered with them to review all of the impacts of their restaurants and evaluated ways that they could reduce it.”

JENNIFER MCCrackEN,
ENVIRONMENTAL
MANAGER, HAVI GLOBAL
SOLUTIONS

WHEN IT COMES TO SUSTAINABLE PACKAGING AND WASTE, LESS IS MORE

At McDonald’s, the environment is one of the key criteria that are considered in the process of developing food and beverage packaging. We take a comprehensive approach that considers a product’s entire lifecycle. It starts with where we source our materials. Then we consider the design of our food packaging. Finally, we look at “end of life” options such as recycling, and other innovative means of disposal.

DID YOU KNOW

McDonald’s is working with our primary packaging supplier – HAVI Global Solutions - to continue to promote sustainable forestry standards for our consumer packaging.

We recently finalized a global packaging scorecard to guide future sustainable packaging development.

Approximately 82% of our consumer packaging in our nine largest markets is made from renewable materials.

Many of the restaurants in our nine largest markets already recycle corrugated cardboard and used cooking oil .



McDonald’s France Beaugrenelle restaurant in Paris with an array of sustainability enhancements and environmentally-themed decor.

MORE SUSTAINABLE CONFINES

Beyond the food, the places where our customers enjoy our offerings – our restaurants – have an impact on the environment as well. We are learning by doing, and exploring how greener building strategies impact economic and environmental performance.

DID YOU KNOW

Our first green restaurant opened in Sweden in 2000. In addition to this restaurant, we currently have green restaurants in the U.S., with others under construction in France, Brazil and Canada.

We are currently working to enhance our current strict building standards, and several of our markets – including France, Germany, the U.S., and Brazil – are already tracking the performance of new sustainable restaurant features to continuously improve energy efficiency.



BEHIND THE FOOD...PEOPLE MATTER

It goes without saying that we support fundamental human rights for all people. We comply with employment laws in every market where we operate, and we will not employ underage children or forced laborers. We respect the right of employees to associate or not to associate with any group, as permitted by, and in accordance with, applicable laws and regulations.

But these things are just the greens fees to running a successful, sustainable business in today's world.

Delivering on responsible food and customer expectations demands an engaged, committed and talented workforce. McDonald's knows this, and so do McDonald's owner/operators. People are absolutely fundamental to our brand and building our business. That's why we make people a priority.

PEOPLE PRIORITY:
McDonald's Approach



EMBRACE, EMPOWER...EXCEL

Embracing and empowering a diverse workforce has always been part of the McDonald's culture and continues to be a key ingredient of our success. Seeking to offer a compelling and attractive employment value proposition – from the restaurants to the corporate offices – is a business imperative.

DID YOU KNOW

McDonald's has been recognized as a "Great Place to Work" by the Great Place to Work Institute in over 30 countries where we operate.

McDonald's has received recognition for our commitment to diversity and inclusion, including Fortune Magazine's "Top Companies for Minorities to Work" and Black Enterprise Magazine's "40 Best Companies for Diversity."

We offer unique global and market-level benefits such as the Voice of McDonald's Singing Competition, McDonald's Olympic Champion Crew, Math & English skills training in the U.S., the UK and Australia, and work flexibility and mobility options in Europe.

McDonald's has been recognized as a "Top Company for Leaders" by Fortune Magazine.

MANAGING SUCCESS

"When I started with McDonald's way back when, people said 'Oh, that's all you're doing?' But it's turned into a wonderful career, and I am very pleased with where I am today with McDonald's."

LAURA CUDEBEC,
MCDONALD'S RESTAURANT
MANAGER

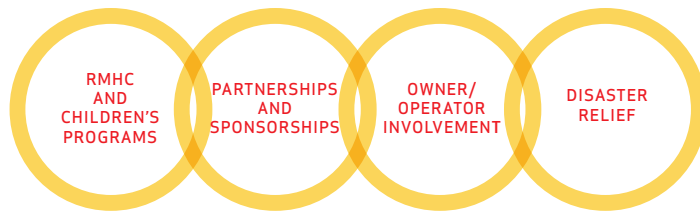


SERVING OUR COMMUNITIES...BOTH BIG AND SMALL

For McDonald's, giving back comes in many shapes and sizes. It can be a local independent owner/operator sponsoring his/her local youth baseball team. It may bring to mind our long-time support of Ronald McDonald House Charities. Or it can involve our worldwide Olympic Sponsorship and feeding the athletes.

Whatever shape it takes, the intent remains the same – to make a positive difference in the lives of our customers and the communities where we operate.

COMMUNITY SUPPORT:
McDonald's Framework



Through McDonald's Player Escort Program, more than 1,400 children from around the world have had the opportunity to realize their dreams by escorting the world's best football players hand-in-hand onto the field before official FIFA World Cup Matches in Germany.

GLOBAL REACH, LOCAL IMPACT

Giving back has always been fundamental to our business – ever since Ray Kroc founded the company more than 50 years ago. As a company, and as individuals, we continue to seek ways to make meaningful impacts on the communities where we live and work.

DID YOU KNOW

World Children's Day, McDonald's worldwide annual fundraiser, helps to raise millions of dollars each year for Ronald McDonald House Charities and other children's causes.

Through the Olympic Champion Crew and McDonald's Champion Kids programs, McDonald's brought crew members and kids from around the world to Beijing, China to experience the 2008 Olympic Games.

McDonald's serves as the Official Restaurant of the Olympic Games, feeding the athletes in the Olympic Village.

McDonald's China made nearly 40,000 food deliveries to earthquake victims, relief workers, military, hospitals, and police and fire department officers in the wake of the 2008 earthquake.



LIVING OUR VALUES

From the beginning, values have been central to delivering responsible food at McDonald's. Our values, as well as our commitment to living them each and every day, are the foundation of our success.

As we look to the future, we know there is even more we can do to make living our values a natural part of every day for our employees, our owner/operators and our suppliers.

ONGOING MCDONALD'S VALUES INTEGRATION

Educate – *Making the McDonald's system more aware of the true meaning of our values and how they contribute to our success; engaging in open discussion on the potential tensions between specific values; and sharing innovations and best practices that stem from putting our values to practice in tangible ways*

Integrate – *Integrating values in key business processes such as employee orientation and training and the development of leadership competencies*

Measure – *Incorporating values into annual employee commitment survey and employee performance appraisals*

We believe that taking these types of actions will help continue our positive financial performance and help us achieve our environmental and social goals. Values are the key ingredient to delivering responsible food and striving toward a sustainable future.

GOALS 2008-10

SUSTAINABLE SUPPLY CHAIN

1. Educate and communicate with our supply system about sustainability
2. Develop a comprehensive global forestry policy that will apply to all products we purchase
3. Measure environmental impacts in our supply chain

NUTRITION & WELL-BEING

1. Accelerate and expand food and beverage choices for kids
2. Continue to enhance children's well-being through programs and initiatives that provide "fun with a purpose"
3. Continue to provide useful nutrition information in ways most relevant to today's consumers

ENVIRONMENTAL RESPONSIBILITY

1. Continue to find ways to maximize energy efficiency in our restaurants
2. Continue to integrate environmental considerations into our packaging design through rollout of our global packaging scorecard into our nine largest markets
3. Increase best practice sharing within our system to enhance the transfer and scaling of the most efficient and innovative initiatives
4. Further rollout our global forestry standards for consumer packaging, expanding into other Areas of the World, specifically the U.S. and Asia Pacific, Middle East, and Africa (APMEA)

EMPLOYMENT EXPERIENCE

1. Increase number of Hamburger University certified restaurant managers
2. Continue to enhance our employment value proposition to drive employee engagement
3. Continue to integrate McDonald's values into key people programs, from hiring, to training, to career development

COMMUNITY

1. Facilitate and encourage volunteer activities through an online management tool
2. Increase financial and volunteer support to RMHC through communication outreach
3. Continue to increase awareness of RMHC & its core programs



RESPONSIBLE FOOD FOR A SUSTAINABLE FUTURE



For more information on Corporate Responsibility at McDonald's and our full report, visit us online.

www.crmcdonalds.com



© 2008 McDonald's. The following trademarks used herein are owned by McDonald's Corporation and its affiliates: McDonald's, the Golden Arches logo, The Golden Arches, Ronald McDonald House Charities, Ronald McDonald House Charities logo, Ronald McDonald Family Rooms, and Ronald McDonald Care Mobile, RMHC, Hamburger University, Auto Mac, Salads Plus, Happy Meal, Ronald McDonald name and character design and Clean Streets.

This report is printed on paper made from 100 percent post-consumer waste fiber. It is certified to the responsible forest management standards of the Forest Stewardship Council.