

**UNITED STATES  
SECURITIES AND EXCHANGE COMMISSION  
Washington, D.C. 20549**

**FORM 10-K**

**FOR ANNUAL AND TRANSITION REPORTS PURSUANT TO SECTIONS 13 OR 15(d) OF THE  
SECURITIES EXCHANGE ACT OF 1934**

**ANNUAL REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934**  
For the fiscal year ended December 31, 2006

OR

**TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934**  
For the transition period from \_\_\_\_\_ to \_\_\_\_\_

Commission File Number 1-5231

**McDONALD'S CORPORATION**

(Exact name of registrant as specified in its charter)

**Delaware**  
(State or other jurisdiction of  
incorporation or organization)

**36-2361282**  
(I.R.S. Employer  
Identification No.)

**McDonald's Plaza**  
**Oak Brook, Illinois**  
(Address of principal executive offices)

**60523**  
(Zip code)

Registrant's telephone number, including area code: (630) 623-3000

Securities registered pursuant to Section 12(b) of the Act:

<u>Title of each class</u>	<u>Name of each exchange on which registered</u>
Common stock, \$.01 par value	New York Stock Exchange Chicago Stock Exchange
8-7/8% Debentures due 2011	New York Stock Exchange
7.31% Subordinated Deferrable Interest Debentures due 2027	New York Stock Exchange
6-3/8% Debentures due 2028	New York Stock Exchange

**Securities registered pursuant to Section 12(g) of the Act:**

**None**  
(Title of class)

Indicate by check mark if the registrant is a well-known seasoned issuer, as defined in Rule 405 of the Securities Act.  
Yes  No

Indicate by check mark if the registrant is not required to file reports pursuant to Section 13 or Section 15(d) of the Act.  
Yes  No

Indicate by check mark whether the registrant (1) has filed all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports), and (2) has been subject to such filing requirements for the past 90 days. Yes  No

Indicate by check mark if disclosure of delinquent filers pursuant to Item 405 of Regulation S-K is not contained herein, and will not be contained, to the best of registrant's knowledge, in definitive proxy or information statements incorporated by reference in Part III of this Form 10-K or any amendment to this Form 10-K.

Indicate by check mark whether the registrant is a large accelerated filer, an accelerated filer, or a non-accelerated filer. See definition of "accelerated filer and large accelerated filer" in Rule 12b-2 of the Exchange Act. (Check one):

Large accelerated filer

Accelerated filer

Non-accelerated filer

Indicate by check mark whether the registrant is a shell company (as defined in Rule 12b-2 of the Exchange Act). Yes  No

The aggregate market value of common stock held by non-affiliates of the registrant as of June 30, 2006 was \$41,185,383,725.

The number of shares outstanding of the registrant's common stock as of January 31, 2007 was 1,203,480,015.

#### DOCUMENTS INCORPORATED BY REFERENCE

Part III of this Form 10-K incorporates information by reference from the registrant's 2007 definitive proxy statement which will be filed no later than 120 days after December 31, 2006.

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McDONALD'S CORPORATION

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The following trademarks used herein are the property of McDonald's Corporation and its affiliates or the Company: Big Mac, Boston Market, Chicken McNuggets, Chicken Selects, Egg McMuffin, Filet-O-Fish, i'm lovin' it, McDonald's, McFlurry, McGriddles, Quarter Pounder, Ronald McDonald, Sausage McMuffin, Snack Wrap, The Golden Arches Logo and mcdonalds.com.

## PART I

### ITEM 1. BUSINESS

McDonald's Corporation, the registrant, together with its subsidiaries, is referred to herein as the "Company."

#### a. General development of business

During 2006, there have been no significant changes to the Company's corporate structure or material changes in the Company's method of conducting business.

#### b. Financial information about segments

Segment data for the years ended December 31, 2006, 2005 and 2004 are included in Part II, Item 8, page 40 of this Form 10-K.

#### c. Narrative description of business

##### • *General*

The Company primarily franchises and operates McDonald's restaurants in the food service industry. These restaurants serve a varied, yet limited, value-priced menu (see Products) in more than 100 countries around the world.

The Company also operates Boston Market and has a minority ownership interest in U.K.-based Pret A Manger and prior to October 2006, had an ownership interest in Chipotle Mexican Grill (Chipotle). During 2006, the Company disposed of its investment in Chipotle through sales of shares and ultimately a tax-free exchange of all remaining shares held.

Since McDonald's restaurant business comprises virtually all of the Company's consolidated operating results, this narrative primarily relates to that business, unless otherwise noted.

All restaurants are operated either by the Company, by independent entrepreneurs under the terms of franchise arrangements (franchisees), or by affiliates and developmental licensees operating under license agreements.

The Company's operations are designed to assure consistency and high quality at every McDonald's restaurant. When granting conventional franchises, the Company is selective and generally is not in the practice of franchising to or partnering with investor groups or passive investors.

Under the conventional franchise arrangement, franchisees provide capital by initially investing in the equipment, signs, seating and décor of their restaurant businesses, and by reinvesting in the business over time. The Company generally shares the initial investment by owning or leasing the land and building. Franchisees contribute to the Company's revenue stream through payment of rent and service fees based upon a percent of sales, with specified minimum rent payments, along with initial fees. The conventional franchise arrangement typically lasts 20 years and franchising practices are generally consistent throughout the world. Under our developmental license arrangement, licensees provide ongoing capital for the entire business, including the real estate interest. While the Company generally has no capital invested, we receive a royalty based on a percent of sales and initial fees. A discussion regarding site selection is included in Part I, Item 2, page 5 of this Form 10-K.

The Company, its franchisees/licensees and affiliates purchase food, packaging, equipment and other goods from numerous independent suppliers that have been approved by the Company. The Company has established and strictly enforces high quality standards. The Company has quality assurance labs around the world to ensure that our high standards are consistently met. The quality assurance process not only involves ongoing product reviews, but also on-site inspections of suppliers' facilities. Further, a quality assurance board, composed of the Company's technical, safety and supply chain specialists, provides strategic global leadership for all aspects of food quality and safety. In addition, the Company works closely with suppliers to encourage innovation, assure best practices and drive continuous improvement.

Independently owned and operated distribution centers, also approved by the Company, distribute products and supplies to most McDonald's restaurants. In addition, restaurant personnel are trained in the proper storage, handling and preparation of our products and in the delivery of customer service.

McDonald's global brand is well known. Marketing, promotional and public relations activities are designed to promote McDonald's brand image and differentiate the Company from competitors. Marketing and promotional efforts focus on value, food taste, menu choice and the customer experience. The Company believes it is important to give back to the people and communities around the world who are responsible for our success through our efforts in social responsibility.

##### • *Products*

McDonald's restaurants offer a substantially uniform menu, although there may be geographic variations. In addition, McDonald's

tests new products on an ongoing basis.

McDonald's menu includes hamburgers and cheeseburgers, Big Mac, Quarter Pounder with Cheese, Filet-O-Fish, several chicken sandwiches, Chicken McNuggets, Chicken Selects, french fries, premium salads, shakes, McFlurry desserts, sundaes, soft serve cones, pies, cookies, soft drinks, coffee and other beverages. In addition, the restaurants sell a variety of other products during limited-time promotions.

McDonald's restaurants in the U.S. and many international markets offer a full- or limited-breakfast menu. Breakfast offerings may include Egg McMuffin, Sausage McMuffin with Egg, McGriddles, biscuit and bagel sandwiches, hotcakes and muffins.

Boston Market is a home-meal replacement concept serving chicken, meatloaf, sirloin, sandwiches, soups and salads. Pret A Manger is a quick-service food concept that serves prepared and packaged cold sandwiches, soups, salads, coffees and teas, primarily during breakfast and lunch.

- ***Intellectual property***

The Company owns valuable intellectual property including trademarks, service marks, patents, copyrights, trade secrets and other proprietary information, some of which, including "McDonald's," "The Golden Arches Logo," "Ronald McDonald," "Big Mac" and other related marks, are of material importance to the Company's business. Depending on the jurisdiction, trademarks generally are valid as long as they are used or registered. Patents are of varying remaining durations.

- ***Seasonal operations***

The Company does not consider its operations to be seasonal to any material degree.

- ***Working capital practices***

Information about the Company's working capital practices is incorporated herein by reference to Management's discussion and analysis of financial condition and results of operations for the years ended December 31, 2006, 2005 and 2004 in Part II, Item 7, pages 11 through 28, and the Consolidated statement of cash flows for the years ended December 31, 2006, 2005 and 2004 in Part II, Item 8, page 32 of this Form 10-K.

- ***Customers***

The Company's business is not dependent upon either a single customer or small group of customers.

- ***Backlog***

Company-operated restaurants have no backlog orders.

- ***Government contracts***

No material portion of the business is subject to renegotiation of profits or termination of contracts or subcontracts at the election of the U.S. government.

- ***Competition***

McDonald's restaurants compete with international, national, regional and local retailers of food products. The Company competes on the basis of price, convenience and service and by offering quality food products. The Company's competition in the broadest perspective includes restaurants, quick-service eating establishments, pizza parlors, coffee shops, street vendors, convenience food stores, delicatessens and supermarkets.

In the U.S., there are approximately 550,000 restaurants that generated about \$365 billion in annual sales in 2006. McDonald's restaurant business accounts for about 2.5% of those restaurants and 7.4% of the sales. No reasonable estimate can be made of the number of competitors outside the U.S.

- ***Research and development***

The Company operates a research and development facility in the U.S., two facilities in Europe and one facility in Asia. While research and development activities are important to the Company's business, these expenditures are not material. Independent suppliers also conduct research activities that benefit the McDonald's System, which includes franchisees and suppliers as well as the Company, its subsidiaries and joint ventures.

- ***Environmental matters***

The Company is not aware of any federal, state or local environmental laws or regulations that will materially affect its earnings or competitive position or result in material capital expenditures. However, the Company cannot predict the effect on its operations of possible future environmental legislation or regulations. During 2006, there were no material capital expenditures for environmental control facilities and no such material expenditures are anticipated.

- ***Number of employees***

The Company's number of employees worldwide, including Company-operated restaurant employees, was approximately 465,000 as of year end. This includes employees at McDonald's and Boston Market's Company-operated restaurants.

#### **d. Financial information about geographic areas**

Financial information about geographic areas is incorporated herein by reference to Management's discussion and analysis of financial condition and results of operations in Part II, Item 7, pages 11 through 28 and Segment and geographic information in Part II, Item 8, page 40 of this Form 10-K.

#### **e. Available information**

The Company is subject to the informational requirements of the Securities Exchange Act of 1934 (Exchange Act). The Company therefore files periodic reports, proxy statements and other information with the Securities and Exchange Commission (SEC). Such

reports may be obtained by visiting the Public Reference Room of the SEC at 100 F Street, NE, Washington, D.C. 20549, or by calling the SEC at (800) SEC-0330. In addition, the SEC maintains an internet site ([www.sec.gov](http://www.sec.gov)) that contains reports, proxy and information statements and other information.

Financial and other information can also be accessed on the investor section of the Company's website at [www.mcdonalds.com](http://www.mcdonalds.com). The Company makes available, free of charge, copies of our annual report on Form 10-K, quarterly reports on Form 10-Q, current reports on Form 8-K, and amendments to those reports filed or furnished pursuant to Section 13(a) or 15(d) of the Exchange Act as soon as reasonably practicable after filing such material electronically or otherwise furnishing it to the SEC.

Copies of financial and other information are also available free of charge by calling (630) 623-7428 or by sending a request to McDonald's Corporation Investor Relations Service Center, Department 300, McDonald's Plaza, Oak Brook, Illinois 60523.

Also posted on McDonald's website are the Company's Corporate Governance Principles, the charters of McDonald's Audit Committee, Compensation Committee and Governance Committee, the Company's Standards of Business Conduct, the Code of Ethics for Chief Executive Officer and Senior Financial Officers and the Code of Conduct for the Board of Directors. Copies of these documents are also available free of charge by calling (630) 623-7428 or by sending a request to McDonald's Corporation Investor Relations Service Center, Department 300, McDonald's Plaza, Oak Brook, Illinois 60523.

The Company's Chief Executive Officer, James A. Skinner, certified to the New York Stock Exchange (NYSE) on June 6, 2006, pursuant to Section 303A.12 of the NYSE's listing standards, that he was not aware of any violation by the Company of the NYSE's corporate governance listing standards as of that date.

Information on our website is not incorporated into this Form 10-K or our other securities filings and is not a part of them.

## ITEM 1A. RISK FACTORS AND CAUTIONARY STATEMENT REGARDING FORWARD-LOOKING STATEMENTS

This report includes forward-looking statements about our plans and future performance, including those under Outlook for 2007. These statements use such words as “may,” “will,” “expect,” “believe” and “plan.” They reflect our expectations and speak only as of the date of this report. We do not undertake to update them. Our expectations (or the underlying assumptions) may change or not be realized, and you should not rely unduly on forward-looking statements.

Our business and execution of our strategic plan, the Plan to Win, are subject to risks. By far the most important of these is our ability to remain relevant to our customers and a brand they trust. Meeting customer expectations is complicated by the risks inherent in our operating environment. The informal eating out segment of the restaurant industry, although largely mature in our major markets, is also highly fragmented and competitive. We have the added challenge of the cultural, economic and regulatory differences that exist among the more than 100 countries where we operate. We also face risk in adapting our business model in particular markets. The decision to own restaurants or to operate under franchise, developmental license or joint venture agreements is driven by many factors whose interrelationship is complex and changing. Our plan to reduce our ownership of restaurants may be difficult to achieve for many reasons, and the change in ownership mix may not affect our results as we now expect. Regulatory and similar initiatives around the world have also become more wide-ranging and prescriptive and affect how we operate, as well as our results. In particular, increasing focus on nutritional content and on the production, processing and preparation of food “from field to front counter” presents challenges for our Brand and may adversely affect our results.

These risks can have an impact both in the near- and long-term and are reflected in the following considerations and factors that we believe are most likely to affect our performance.

### **Our ability to remain a relevant and trusted brand and to increase sales depends largely on how well we execute the Plan to Win.**

*We developed the Plan to Win to address the key drivers of our business and results - people, products, place, price and promotion. The quality of our execution depends mainly on the following:*

- Our ability to anticipate and respond to trends or other factors that affect the informal eating out market and our competitive position in the diverse markets we serve, such as spending patterns, demographic changes, consumer food preferences, publicity about our products or operations that can drive consumer perceptions, as well as our success in planning and executing initiatives to address these trends and factors or other competitive pressures;
- The success of our initiatives to support menu choice, physical activity and nutritional awareness and to address these and other matters of social responsibility in a way that communicates our values effectively and inspires the trust and confidence of our customers;
- Our ability to respond effectively to adverse consumer perceptions about the quick-service segment of the informal eating out market, our products or the reliability of our supply chain and the safety of the food ingredients we use, and our ability to manage the potential impact on McDonald’s of food-borne illnesses involving other restaurant or food companies;
- The success of our plans for 2007 and beyond to improve existing products and to roll-out new products and product line extensions, as well as the impact of our competitors’ actions, including in response to our product improvements and introductions, and our ability to continue robust product development and manage the complexity of our restaurant operations;
- Our ability to achieve an overall product mix that differentiates the McDonald’s experience and balances consumer value with margin expansion, including in markets where cost or pricing pressures may be significant;
- The impact of pricing, marketing and promotional plans on product sales and margins and on our ability to target these efforts effectively to maintain or expand market share;
- The impact of events such as public boycotts, labor strikes and commodity or other supply chain price increases that can adversely affect us directly or adversely affect the vendors, franchisees and others that are also part of the McDonald’s System and whose performance has a material impact on our results;
- Our ability to drive improvements in our restaurants, recruit qualified restaurant personnel and motivate employees to achieve sustained high service levels so as to improve consumer perceptions of our ability to meet their expectations for quality food served in clean and friendly environments;
- Whether our ongoing restaurant remodeling and rebuilding initiatives, which vary from year to year by market and type, are targeted at the elements of the restaurant experience that will best accomplish our goals to enhance the relevance of our Brand and achieve an efficient allocation of our capital resources; and
- Our ability to leverage promotional or operating successes in individual markets into other markets in a timely and cost-effective way.



**Our results and financial condition are affected by our ownership mix and whether we can achieve a mix that optimizes margins and returns, while meeting our business needs and customer expectations.**

*As described in Management's discussion and analysis of financial condition and results of operations, our plans call for a reduction in Company-operated restaurants by re-franchising them or entering into developmental license agreements. Whether and when we can achieve these plans, as well as their success, is uncertain and will be affected by the following:*

- Our ability to identify prospective franchisees and licensees with the experience and financial resources to be effective operators of McDonald's restaurants;
- Whether there are regulatory or other constraints that restrict or prevent our ability to implement our plans or increase our costs;

- How quickly we re-franchise or enter into developmental licenses, which we expect will vary by market and could also vary significantly from period to period;
- The nature and amount of contingent liabilities and other exposures we may retain in connection with re-franchising through developmental licensing arrangements, such as indemnification obligations;
- The potential risks to our Brand if a franchisee or licensee fails to perform or projects a brand image inconsistent with our values, even where we retain substantial rights to remedy such a default, which will likely be more significant if an arrangement places multiple markets or a large number of restaurants under the control of a single franchisee or licensee;
- Whether the period during which we plan to make these changes will be sufficient to achieve them; and
- Changes in the operating or legal environment and other circumstances that cause us to delay or revise our plans to alter our ownership mix.

**Our results and financial condition are affected by global and local market conditions, which can adversely affect our sales, margins and net income.**

*Our results of operations are substantially affected not only by global economic conditions, but also by local operating and economic conditions, which can vary substantially by market. Unfavorable conditions can depress sales in a given market and may prompt promotional or other actions that adversely affect our margins, constrain our operating flexibility or result in charges, restaurant closings or sales of Company-operated restaurants. Whether we can manage this risk effectively depends mainly on the following:*

- Our ability to manage fluctuations in commodity prices, interest and foreign exchange rates and the effects of local governmental initiatives to manage through national economic conditions such as consumer spending and inflation rates;
- The impact on our margins of labor costs given our labor-intensive business model and the trend toward higher wages in both mature and developing markets;
- Whether we are able to identify and develop restaurant sites, either directly or through licensees or partners, consistent with our plans for net growth of Systemwide restaurants from year to year, and whether new sites are as profitable as expected;
- The effects of governmental initiatives to manage economic conditions such as consumer spending or wage and inflation rates;
- Whether the recent improvements in operating results in markets such as the U.K. and Japan will be sustained and whether we can develop effective initiatives in other underperforming markets that may be experiencing challenges such as low consumer confidence levels, slow economic growth or a highly competitive operating environment;
- The nature and timing of decisions about underperforming markets or assets, including decisions that result in significant impairment charges that reduce our earnings, such as those that may occur as we change our ownership mix as described above; and
- The success of our strategy in China, where we are planning significant growth, including our ability to identify and secure appropriate real estate sites and to manage the costs and profitability of our growth in light of competitive pressures and other operating conditions that may limit pricing flexibility.

**Increasing regulatory complexity will continue to affect our operations and results in material ways.**

*Our legal and regulatory environment worldwide exposes us to complex compliance, litigation and similar risks that affect our operations and results in material ways. In many of our markets, including the United States and Europe, we are subject to increasing regulation, which has significantly increased our cost of doing business. In developing markets, we face the risks associated with new and untested laws and judicial systems. Among the more important regulatory and litigation risks we face are the following:*

- Our ability to manage the cost, compliance and other risks associated with the often conflicting regulations we face, especially in the United States where inconsistent standards imposed by local, state and federal authorities can adversely affect consumer perceptions and increase our exposure to litigation or governmental investigations or proceedings, and the impact of new, potential or changing regulation that affects or restricts elements of our business, particularly those relating to advertising to children, nutritional content or product labeling;
- The impact of nutritional, health and other scientific inquiries and conclusions, which constantly evolve and often have contradictory implications, but nonetheless drive consumer perceptions, litigation and regulation in ways that are material to our business;
- The risks and costs of McDonald's nutritional labeling and other disclosure practices, particularly given differences in practices within the restaurant industry with respect to testing and disclosure, ordinary variations in food preparation among our own restaurants, and reliance on the accuracy and appropriateness of information obtained from third party suppliers;

- The impact of litigation trends, particularly in our major markets, including class actions involving consumers and shareholders, labor and employment matters or landlord liability and the relative level of our defense costs, which vary from period to period depending on the number, nature and procedural status of pending proceedings and the possibility of settlements or judgments;
- Adverse results of pending or future litigation, including litigation challenging the composition of our products or the appropriateness or accuracy of our advertising or other communications;
- Disruptions in our operations or price volatility in a market that can result from government actions, including price controls, limitations on the import or export of commodities we use or government-mandated closure of our or our vendors' operations;
- The risks of operating in markets, such as Brazil and China, in which there are significant uncertainties, including with respect to the application of legal requirements and the enforceability of laws and contractual obligations;
- The risks associated with information security and the use of cashless payments, such as increased investment in technology, the costs of compliance with privacy, consumer protection and other laws, costs resulting from consumer fraud and the impact on our margins as the use of cashless payments increases; and

- The impact of changes in accounting principles or practices (or related legal or regulatory interpretations or our critical accounting estimates), including changes in tax accounting or tax laws (or interpretations thereof), which will depend on their timing, nature and scope.

### **The trading volatility and price of our common stock may be affected by many factors.**

*Many factors affect the volatility and price of our common stock. These factors include some over which we have no control, such as general market conditions and governmental actions or reports about economic activity that may have a market-moving impact, regardless of whether the action or activity directly relates to our business. Actions or reports by U.S. authorities are of special import since the United States is our largest segment and our principal trading market. Trading activity in our common stock (whether in the cash or derivative markets) also affects prices and volatility. In addition to reflecting investor expectations about our prospects, trading activity can include significant purchases by shareholders who may seek to affect our business strategies, as well as both sales and purchases resulting from the ordinary course rebalancing of stock indices in which McDonald's may be included, such as the S&P 500 Index and the Dow Jones Industrial Average. Finally, our stock price can be affected not only by operating actions we take, but also by non-operating initiatives, such as our plans to reduce shares outstanding through repurchases or increases in our dividend rate.*

### **Our results can be adversely affected by disruptions or events, such as the impact of severe weather conditions and natural disasters.**

*Severe weather conditions (such as hurricanes), terrorist activities, health epidemics or pandemics or the prospect of these events (such as the potential spread of avian flu) can have an adverse impact on consumer spending and confidence levels and in turn the McDonald's System and our results and prospects in the affected markets. Our receipt of proceeds under any insurance we maintain for these purposes may be delayed or the proceeds may be insufficient to offset our losses fully.*

### **ITEM 1B. UNRESOLVED STAFF COMMENTS**

Not applicable.

### **ITEM 2. PROPERTIES**

The Company owns and leases real estate primarily in connection with its restaurant business. The Company identifies and develops sites that offer convenience to customers and long-term sales and profit potential to the Company. To assess potential, the Company analyzes traffic and walking patterns, census data and other relevant data. The Company's experience and access to advanced technology aid in evaluating this information. The Company generally owns the land and building or secures long-term leases for restaurant sites, which ensures long-term occupancy rights and helps control related costs. Restaurant profitability for both the Company and franchisees is important; therefore, ongoing efforts are made to control average development costs through construction and design efficiencies, standardization and by leveraging the Company's global sourcing network. Additional information about the Company's properties is included in Management's discussion and analysis of financial condition and results of operations in Part II, Item 7, pages 11 through 28 and in Financial statements and supplementary data in Part II, Item 8, pages 29 through 45 of this Form 10-K.

### **ITEM 3. LEGAL PROCEEDINGS**

The Company has pending a number of lawsuits that have been filed from time to time in various jurisdictions. These lawsuits cover a broad variety of allegations spanning the Company's entire business. The following is a brief description of the more significant of these categories of lawsuits. In addition, the Company is subject to various federal, state and local regulations that impact various aspects of its business, as discussed below. While the Company does not believe that any such claims, lawsuits or regulations will have a material adverse effect on its financial condition or results of operations, unfavorable rulings could occur. Were an unfavorable ruling to occur, there exists the possibility of a material adverse impact on net income for the period in which the ruling occurs or for future periods.

#### **• Shareholders**

On April 2, 2004, a class action lawsuit was filed in the United States District Court for the Northern District of Illinois (Case No. 04C-2422) (*Allan Selbst v. McDonald's Corporation, Jack M. Greenberg, Matthew H. Paull and Michael J. Roberts*), alleging violation of federal securities laws. Two nearly identical actions were subsequently filed in the same court. On October 19, 2004, the lead plaintiff filed its amended and consolidated class action complaint, alleging, among other things, that the Company and individual defendants misled investors by issuing false and misleading financial reports and earnings projections in a series of press releases and other public statements between December 14, 2001 and January 22, 2003, thereby overstating the Company's current and anticipated earnings. The amended complaint seeks class action certification, unspecified compensatory damages, and attorneys' fees and costs. On January 18, 2005, the defendants filed a motion to dismiss the amended complaint. On September 21, 2005, the Court denied this motion. The lead plaintiff then filed its first amended complaint on October 7, 2005. On November 16, 2005, the

defendants moved to dismiss the first amended complaint. On May 17, 2006, the court granted the defendants' motion to dismiss the amended complaint without prejudice, giving the plaintiffs another chance to state a claim. On June 16, 2006, the plaintiffs filed their second amended complaint. On July 17, 2006, the defendants filed their motion to dismiss the complaint. On December 15, 2006, the Court granted defendants' motion to dismiss with prejudice. On January 16, 2007, the plaintiffs filed their notice of appeal from the Court's order of dismissal.

The Company intends to defend its interests vigorously in the plaintiffs' appeal.

On July 9, 2004, the following shareholder derivative action was filed in the Circuit Court of Cook County, Illinois, Chancery Division, (Case No. 04CH10921) (*Marilyn Clark, Derivatively on Behalf of McDonald's Corporation v. Jack M. Greenberg, Matthew H. Paull, Michael J. Roberts, James A. Skinner, Stanley R. Stein, Gloria Santona, Fred L. Turner, Michael R. Quinlan, Hall Adams, Jr.*,

*Charles H. Bell, Edward A. Brennan, Robert A. Eckert, Enrique Hernandez, Jr., Jeanne P. Jackson, Donald G. Lubin, Walter E. Massey, Andrew J. McKenna, Cary D. McMillan, John W. Rogers, Jr., Terry L. Savage, Roger W. Stone, and Robert N. Thurston*). This suit is purportedly brought on behalf of McDonald's Corporation against several of its current and former directors and officers (collectively Individual Defendants), and the Corporation as a nominal defendant. *Clark* contains allegations similar to the federal court complaint, with additional allegations that the Individual Defendants participated in or failed to prevent the alleged securities fraud violations described above. *Clark* alleges that these acts or omissions by the Individual Defendants constitute breaches of fiduciary duty, abuse of control, gross mismanagement, waste of corporate assets, and unjust enrichment. *Clark* seeks judgment in favor of McDonald's Corporation for (1) unspecified damages sustained by the Corporation; (2) injunctive relief restricting the proceeds of Individual Defendants' trading activities or other assets to assure the Corporation has an effective remedy; (3) restitution and disgorgement of all profits, benefits and other compensation; and (4) attorneys' fees and costs. On May 3, 2006, Individual Defendants filed their motions to dismiss the complaint. On September 29, 2006, the plaintiff filed an amended complaint containing allegations as described above.

On November 15, 2006, the Individual Defendants filed their motion to dismiss the amended complaint. On January 8, 2007, the plaintiff voluntarily dismissed her complaint without prejudice.

On January 30, 2006, the following shareholder derivative action was filed in the Circuit Court of Cook County, Illinois, Chancery Division, (Case No. 06CH01950) (*Philip Bufithis and Thomas Bauernfeind v. Hall Adams, Jr., Edward A. Brennan, Robert A. Eckert, Jack M. Greenberg, Enrique Hernandez, Jr., Jeanne P. Jackson, Walter E. Massey, Andrew J. McKenna, Cary D. McMillan, Matthew H. Paull, Michael J. Roberts, John W. Rogers, Jr., James A. Skinner, Anne-Marie Slaughter, and Roger W. Stone*). Like *Clark*, this suit is purportedly brought on behalf of McDonald's Corporation against several of its directors, officers and a former officer (collectively Individual Defendants), and the Corporation as a nominal defendant. *Bufithis* contains allegations similar to the lawsuits described above, claiming that from 2001 to 2003 the Individual Defendants participated in or acquiesced to improper undisclosed accounting practices, in alleged violation of federal securities law. *Bufithis* alleges that these acts or omissions by the Individual Defendants constitute breaches of fiduciary duty, and seeks judgment in favor of McDonald's for unspecified damages sustained by the Corporation and unspecified equitable relief, as well as attorneys' fees and costs. On May 3, 2006, Individual Defendants filed their motions to dismiss the complaint. On July 13, 2006, the court dismissed the plaintiff's complaint without prejudice pursuant to the parties' agreed motion for voluntary dismissal.

- **Obesity**

On or about February 17, 2003, two minors, by their parents and guardians, filed an Amended Complaint against McDonald's Corporation in the United States District Court for the Southern District of New York (Case No.02 Civ. 7821 (RWS)) (*Ashley Pelman, a child under the age of 18 years, by her mother and natural guardian, Roberta Pelman, and Jazlen Bradley, a child under the age of 18 years, by her father and natural guardian, Israel Bradley, v. McDonald's Corporation*) seeking class action status on behalf of individuals in New York under the age of 18 (and their parents and/or guardians), who became obese or developed other adverse health conditions allegedly from eating McDonald's products. On September 3, 2003, the Court dismissed all counts of the complaint with prejudice. On January 25, 2005, following an appeal by the plaintiffs, the Second Circuit Court of Appeals Court vacated the District Court's decision to dismiss alleged violations of Section 349 of the New York Consumer Protection Act as set forth in Counts I-III of the amended complaint.

On December 12, 2005, the plaintiffs filed their second amended complaint. In this complaint, the plaintiffs alleged that McDonald's Corporation: (1) engaged in a deceptive advertising campaign to "be perceived to be less nutritionally detrimental-than-in-fact"; (2) failed adequately to disclose its use of certain additives and ingredients; and (3) failed to provide nutritional information about its products. Plaintiffs seek unspecified compensatory damages; an order directing defendants to label their individual products specifying the fat, salt, sugar, cholesterol and dietary content; an order prohibiting marketing to certain individuals; "funding of an educational program to inform children and adults of the dangers of eating certain foods" sold by defendants; and attorneys' fees and costs.

The Company believes that it has substantial legal and factual defenses to the plaintiffs' claims and we intend to defend this lawsuit vigorously.

- **Brazil**

On May 31, 2005, a public civil action was filed in Brazil by the Federal Attorney's Office for the Federal District against, among others, McDonald's Comércio de Alimentos Ltda, a wholly-owned subsidiary of the Company (McCal), and three of its former employees. The complaint alleges that McCal and its former employees made an improper payment to obtain tax guidance relating to the deductibility of franchisee royalty payments in Brazil. The complaint seeks certain monetary and non-monetary relief. Although the Company does not believe that this action will have a material adverse effect on its financial condition or results, it cannot predict the outcome of this matter.

- **Franchising**

A substantial number of McDonald's restaurants are franchised to independent entrepreneurs operating under contractual arrangements with the Company. In the course of the franchise relationship, occasional disputes arise between the Company and its franchisees relating to a broad range of subjects including, but not limited to, quality, service and cleanliness issues, contentions regarding grants or terminations of franchises, delinquent payments of rents and fees, and franchisee claims for additional franchises or rewrites of franchises. Additionally, occasional disputes arise between the Company and individuals who claim they should have been granted a McDonald's franchise.

- ***Suppliers***

The Company and its affiliates and subsidiaries do not supply, with minor exceptions outside the U.S., food, paper or related items to any McDonald's restaurants. The Company relies upon numerous independent suppliers that are required to meet and maintain the Company's high standards and specifications. On occasion, disputes arise between the Company and its suppliers on a number of issues including, by way of example, compliance with product specifications and the Company's business relationship with suppliers. In addition, disputes occasionally arise on

a number of issues between the Company and individuals or entities who claim that they should be (or should have been) granted the opportunity to supply products or services to the Company's restaurants.

- ***Employees***

Hundreds of thousands of people are employed by the Company and in restaurants owned and operated by subsidiaries of the Company. In addition, thousands of people from time to time seek employment in such restaurants. In the ordinary course of business, disputes arise regarding hiring, firing, promotion and pay, alleged discrimination and compliance with employment laws.

- ***Customers***

Restaurants owned by subsidiaries of the Company regularly serve a broad segment of the public. In so doing, disputes arise as to products, service, accidents, advertising, nutritional and other disclosures as well as other matters common to an extensive restaurant business such as that of the Company.

- ***Intellectual property***

The Company has registered trademarks and service marks, patents and copyrights, some of which are of material importance to the Company's business. From time to time, the Company may become involved in litigation to protect its intellectual property and to defend against the alleged use of third party intellectual property.

- ***Government regulations***

Local, state and federal governments have adopted laws and regulations involving various aspects of the restaurant business including, but not limited to, franchising, health, safety, environment, zoning and employment. The Company strives to comply with all applicable existing statutory and administrative rules and cannot predict the effect on its operations from the issuance of additional requirements in the future.

#### **ITEM 4. SUBMISSION OF MATTERS TO A VOTE OF SHAREHOLDERS**

None.

#### **The following are the Executive Officers of our Company: (as of the date of this filing)**

*Ralph Alvarez*, 51, is President and Chief Operating Officer, a position to which he was appointed in August 2006. He served as President of McDonald's North America from January 2005 to August 2006 and as President, McDonald's USA, from July 2004 to January 2005. From January 2003 to July 2004, Mr. Alvarez served as the Chief Operations Officer for McDonald's USA. Prior to that time, he served as President, Central Division from October 2001 to January 2003. Except for a brief period in 1999, Mr. Alvarez has been with the Company for 12 years.

*Jose Armario*, 47, is President, McDonald's Latin America, a position he has held since December 2003. He previously served as Senior Vice President and International Relationship Partner for the northern markets in Latin America from July 2001 through November 2003. Prior to that time, he served as Vice President and International Relationship Partner for the Latin American Group from June 1999 through July 2001. Mr. Armario has been with the Company for 10 years.

*Mary Dillon*, 45, is Corporate Executive Vice President—Global Chief Marketing Officer. She has served in that position since joining the Company in October 2005. Prior to joining the Company, she was Division President of Quaker Foods, a division of PepsiCo, from 2004 to October 2005. Prior to that role, Ms. Dillon served as Vice President of Marketing, Quaker Foods from 2002 to 2004. Ms. Dillon has been with the Company for one year.

*Timothy J. Fenton*, 49, is President, McDonald's Asia/Pacific/Middle East/Africa, a position he has held since January 2005. From May 2003 to January 2005, he served as President, East Division for McDonald's USA. Prior to that time, he served as Senior Vice President, International Relationship Partner from September 1999 through May 2003. Mr. Fenton has been with the Company for 33 years.

*Richard Floersch*, 49, is Corporate Executive Vice President and Chief Human Resources Officer. Mr. Floersch joined the Company in November 2003. He previously served as Senior Vice President of Human Resources for Kraft Foods from 1998 through 2003. Mr. Floersch has been with the Company for three years.

*Denis Hennequin*, 48, is President of McDonald's Europe, a position he has held since July 2005. From January 2005 to July 2005, he served as Senior Vice President and International Relationship Partner of McDonald's Europe. From January 2004 to January 2005, he served as Vice President of McDonald's Europe. Prior to that time, he served as President and Managing Director of McDonald's France from December 1996 to January 2004. Mr. Hennequin has been with the Company for 22 years.



*Matthew H. Paull*, 55, is Corporate Senior Executive Vice President and Chief Financial Officer, a position he has held since July 2004. From July 2001 to July 2004, he served as Corporate Executive Vice President and Chief Financial Officer. Mr. Paull has been with the Company for 13 years.

*David M. Pojman*, 47, is Corporate Senior Vice President–Controller, a position he has held since March 2002. He served as Vice President and Assistant Corporate Controller from January 2000 to March 2002. Mr. Pojman has been with the Company for 24 years.

*Gloria Santona*, 56, is Corporate Executive Vice President, General Counsel and Secretary, a position she has held since July 2003. From June 2001 to July 2003, she served as Corporate Senior Vice President, General Counsel and Secretary. Ms. Santona has been with the Company for 29 years.

*James A. Skinner*, 62, is Vice Chairman and Chief Executive Officer, a post to which he was elected in November 2004, and also has served as a Director since that date. He served as Vice Chairman from January 2003 to November 2004 and as President and Chief Operating Officer of McDonald’s Worldwide Restaurant Group from January 2002 to December 2002. Mr. Skinner has been with the Company for 35 years.

*Jeffrey P. Stratton*, 51, is Corporate Executive Vice President–Chief Restaurant Officer, a position he has held since January 2005. He previously served as U.S. Executive Vice President, Chief Restaurant Officer from January 2004 to December 2004. Prior to that time, he served as Senior Vice President, Chief Restaurant Officer of McDonald’s USA from May 2002 to January 2004 and Senior Vice President from October 2001 to May 2002. Mr. Stratton has been with the Company for 33 years.

*Donald Thompson*, 43, is President, McDonald’s USA, a position he has held since August 2006. He previously served as Executive Vice President and Chief Operations Officer for McDonald’s USA from January 2005 through August 2006, as Executive Vice President, Restaurant Solutions Group from May 2004 through January 2005, and President, West Division, from October 2001 through May 2004. Mr. Thompson has been with the Company for 16 years.

## PART II

### ITEM 5. MARKET FOR REGISTRANT'S COMMON EQUITY, RELATED SHAREHOLDER MATTERS AND ISSUER PURCHASES OF EQUITY SECURITIES

The Company's common stock trades under the symbol MCD and is listed on the New York and Chicago stock exchanges in the U.S.

The following table sets forth the common stock price ranges on the New York Stock Exchange composite tape and dividends declared per common share:

<i>DOLLARS PER SHARE</i>	<i>2006</i>			<i>2005</i>		
	<i>High</i>	<i>Low</i>	<i>Dividend</i>	<i>High</i>	<i>Low</i>	<i>Dividend</i>
Quarter:						
First	<b>36.75</b>	<b>33.20</b>	—	34.56	30.81	—
Second	<b>35.99</b>	<b>31.73</b>	—	31.91	27.74	—
Third	<b>40.06</b>	<b>32.75</b>	<b>1.00</b>	35.03	27.36	.67
Fourth	<b>44.68</b>	<b>38.95</b>	—	35.69	31.48	—
Year	<b>44.68</b>	<b>31.73</b>	<b>1.00</b>	35.69	27.36	.67

The number of shareholders of record and beneficial owners of the Company's common stock as of January 31, 2007 was estimated to be about 983,000.

Given the Company's returns on equity and assets, management believes it is prudent to reinvest in markets with acceptable returns and/or opportunity for long-term growth and use excess cash flow to return cash to shareholders either through share repurchases or dividends. The Company has paid dividends on common stock for 31 consecutive years through 2006 and has increased the dividend amount at least once every year. As in the past, further dividends will be considered after reviewing profitability expectations and financing needs, and will be declared at the discretion of the Company's Board of Directors.

The following table presents information related to acquisitions of common stock the Company made during the three months ended December 31, 2006:

#### *Issuer purchases of equity securities\**

<i>Period</i>	<i>Total number of shares purchased</i>	<i>Average price paid per share</i>	<i>Total number of shares purchased under the program**</i>	<i>Maximum dollar amount that may yet be purchased under the program</i>
October 1-31, 2006	23,553,775	\$ 40.33	23,553,775	\$ 4,395,583,000
November 1-30, 2006	10,096,142	41.66	10,096,142	3,974,932,000
December 1-31, 2006	11,557,527	43.88	11,557,527	3,467,776,000
Total	45,207,444	\$ 41.53	45,207,444	\$ 3,467,776,000

\* Includes 18.6 million shares acquired in the October 2006 tax-free exchange of McDonald's remaining interest in Chipotle for shares of McDonald's at an effective price of \$39.92 per share.

\*\* During October 2006, the Company completed a \$5.0 billion share repurchase program initially authorized by the Board of Directors in 2001. In March 2006, a new \$5.0 billion program was authorized. Through 2006, approximately 36 million shares have been acquired for \$1.5 billion under this new program. The Company repurchases shares directly in the open market during limited time frames in each month consistent with its internal trading policies, and also repurchases shares under plans complying with Rule 10b5-1 under the Exchange Act during periods when we may be prohibited from making direct share repurchases under those policies.

The following table summarizes information about our equity compensation plans as of December 31, 2006. All outstanding awards relate to our Common Stock. Shares issued under all of the following plans may be from the Company's treasury, newly issued or both.

#### *Equity compensation plan information*

<i>Number of securities to be issued</i>	<i>Weighted-average</i>	<i>Number of securities remaining available for future issuance under</i>
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<i>Plan category</i>	<i>upon exercise of outstanding options, warrants and rights (a)</i>	<i>exercise price of outstanding options, warrants and rights (b)</i>	<i>equity compensation plans (excluding securities reflected in column (a)) (c)</i>
Equity compensation plans approved by security holders	63,775,062 <sup>(1)</sup>	\$ 26.68	50,768,619
Equity compensation plans not approved by security holders	40,753,102 <sup>(2)</sup>	35.64	
<b>Total</b>	<b>104,528,164</b>	<b>\$ 30.09</b>	<b>50,768,619</b>

(1) Includes stock options outstanding under the following plans: 2001 Omnibus Stock Ownership Plan – 50,318,429 shares; 1992 Stock Ownership Incentive Plan (1992 Plan) – 10,046,970 shares; 1975 Stock Ownership Option Plan (1975 Plan) – 678,254 shares; and Non-Employee Director Stock Option Plan – 113,164 shares. Also includes 2,618,245 restricted stock units granted under the McDonald's Corporation 2001 Omnibus Stock Ownership Plan.

(2) Includes stock options outstanding under the following plans: 1992 Plan–39,719,352; 1975 Plan–1,000,000; and 1999 Non-Employee Director Stock Option Plan–33,750.

## ITEM 6. SELECTED FINANCIAL DATA

### 11-YEAR SUMMARY

DOLLARS IN MILLIONS,  
EXCEPT PER SHARE

DATA	2006	2005	2004	2003	2002	2001	2000	1999	1998	1997	1996
Company-operated sales	\$16,083	14,726	13,755	12,481	11,296	10,909	10,396	9,504	8,895	8,136	7,571
Franchised and affiliated revenues	\$ 5,503	5,106	4,839	4,344	3,905	3,829	3,776	3,747	3,526	3,273	3,116
<b>Total revenues</b>	<b>\$21,586</b>	<b>19,832</b>	<b>18,594</b>	<b>16,825</b>	<b>15,201</b>	<b>14,738</b>	<b>14,172</b>	<b>13,251</b>	<b>12,421</b>	<b>11,409</b>	<b>10,687</b>
<b>Operating income</b>	<b>\$ 4,445<sup>(1)</sup></b>	<b>3,992</b>	<b>3,538<sup>(4)</sup></b>	<b>2,837<sup>(5)</sup></b>	<b>2,128<sup>(6)</sup></b>	<b>2,721<sup>(7)</sup></b>	<b>3,352</b>	<b>3,324</b>	<b>2,762<sup>(8)</sup></b>	<b>2,808</b>	<b>2,633</b>
<b>Income from continuing operations</b>	<b>\$ 2,873<sup>(1)</sup></b>	<b>2,586<sup>(3)</sup></b>	<b>2,278<sup>(4)</sup></b>	<b>1,511<sup>(5)</sup></b>	<b>1,000<sup>(6)</sup></b>	<b>1,649<sup>(7)</sup></b>	<b>1,987</b>	<b>1,950</b>	<b>1,550<sup>(8)</sup></b>	<b>1,642</b>	<b>1,573</b>
<b>Net income</b>	<b>\$ 3,544<sup>(1,2)</sup></b>	<b>2,602<sup>(3)</sup></b>	<b>2,279<sup>(4)</sup></b>	<b>1,471<sup>(5,9)</sup></b>	<b>893<sup>(6,10)</sup></b>	<b>1,637<sup>(7)</sup></b>	<b>1,977</b>	<b>1,948</b>	<b>1,550<sup>(8)</sup></b>	<b>1,642</b>	<b>1,573</b>
<b>Cash provided by operations</b>	<b>\$ 4,341</b>	<b>4,337</b>	<b>3,904</b>	<b>3,269</b>	<b>2,890</b>	<b>2,688</b>	<b>2,751</b>	<b>3,009</b>	<b>2,766</b>	<b>2,442</b>	<b>2,461</b>
<b>Cash used for investing activities</b>	<b>\$ 1,273</b>	<b>1,818</b>	<b>1,383</b>	<b>1,370</b>	<b>2,467</b>	<b>2,068</b>	<b>2,213</b>	<b>2,262</b>	<b>1,948</b>	<b>2,217</b>	<b>2,570</b>
<b>Capital expenditures</b>	<b>\$ 1,742</b>	<b>1,607</b>	<b>1,419</b>	<b>1,307</b>	<b>2,004</b>	<b>1,906</b>	<b>1,945</b>	<b>1,868</b>	<b>1,879</b>	<b>2,111</b>	<b>2,375</b>
<b>Cash used for (provided by) financing activities</b>	<b>\$ 5,192</b>	<b>(362)</b>	<b>1,634</b>	<b>1,737</b>	<b>511</b>	<b>624</b>	<b>537</b>	<b>627</b>	<b>860</b>	<b>214</b>	<b>(104)</b>
<b>Treasury stock acquired</b>	<b>\$ 3,719</b>	<b>1,228</b>	<b>605</b>	<b>439</b>	<b>687</b>	<b>1,090</b>	<b>2,002</b>	<b>933</b>	<b>1,162</b>	<b>765</b>	<b>605</b>
<b>Common stock cash dividends</b>	<b>\$ 1,217</b>	<b>842</b>	<b>695</b>	<b>504</b>	<b>297</b>	<b>288</b>	<b>281</b>	<b>265</b>	<b>239</b>	<b>221</b>	<b>203</b>
<b>Financial position at year end:</b>											
Total assets	\$29,024	29,989	27,838	25,838	24,194	22,535	21,684	20,983	19,784	18,242	17,386
Total debt	\$ 8,434	10,137	9,220	9,731	9,979	8,918	8,474	7,252	7,043	6,463	5,523
Total shareholders' equity	\$15,458	15,146	14,201	11,982	10,281	9,488	9,204	9,639	9,465	8,852	8,718
Shares outstanding <i>IN MILLIONS</i>	<b>1,204</b>	<b>1,263</b>	<b>1,270</b>	<b>1,262</b>	<b>1,268</b>	<b>1,281</b>	<b>1,305</b>	<b>1,351</b>	<b>1,356</b>	<b>1,371</b>	<b>1,389</b>
<b>Per common share:</b>											
Income from continuing operations—diluted	\$ 2.30 <sup>(1)</sup>	2.03 <sup>(3)</sup>	1.79 <sup>(4)</sup>	1.18 <sup>(5)</sup>	0.78 <sup>(6)</sup>	1.26 <sup>(7)</sup>	1.46	1.39	1.10 <sup>(8)</sup>	1.15	1.08
Net income—diluted	\$ 2.83 <sup>(1,2)</sup>	2.04 <sup>(3)</sup>	1.79 <sup>(4)</sup>	1.15 <sup>(5,9)</sup>	0.70 <sup>(6,10)</sup>	1.25 <sup>(7)</sup>	1.46	1.39	1.10 <sup>(8)</sup>	1.15	1.08
Dividends declared	\$ 1.00	.67	.55	.40	.24	.23	.22	.20	.18	.16	.15
Market price at year end	\$ 44.33	33.72	32.06	24.83	16.08	26.47	34.00	40.31	38.41	23.88	22.69
Company-operated restaurants	8,785	8,802	8,811	8,661	8,773	8,204	7,548	6,022	5,433	4,887	4,294
Franchised restaurants	18,687	18,326	18,240	18,125	17,859	17,392	16,795	15,949	15,086	14,197	13,374
Affiliated restaurants	4,195	4,269	4,101	4,038	4,244	4,320	4,260	4,301	3,994	3,844	3,216
<b>Total Systemwide restaurants</b>	<b>31,667</b>	<b>31,397</b>	<b>31,152</b>	<b>30,824</b>	<b>30,876</b>	<b>29,916</b>	<b>28,603</b>	<b>26,272</b>	<b>24,513</b>	<b>22,928</b>	<b>20,884</b>
<b>Franchised and affiliated sales<sup>(11)</sup></b>	<b>\$41,380</b>	<b>38,913</b>	<b>37,052</b>	<b>33,129</b>	<b>30,022</b>	<b>29,590</b>	<b>29,714</b>	<b>28,979</b>	<b>27,084</b>	<b>25,502</b>	<b>24,241</b>

(1) Includes pretax operating charges of \$134 million (\$98 million after tax or \$0.07 per share income from continuing operations, \$0.08 per share net income) related to impairment and other charges (see Impairment and other charges (credits), net note to the consolidated financial statements for further details), as well as net incremental tax expense of \$0.01 per share primarily related to a one-time impact from a tax law change in Canada.

(2) Includes income of \$671 million (\$0.53 per share) related to discontinued operations primarily resulting from the disposal of our investment in Chipotle.

(3) Includes a net tax benefit of \$73 million (\$0.05 per share) comprised of \$179 million (\$0.14 per share) tax benefit due to a favorable audit settlement of the Company's 2000-2002 U.S. tax returns and \$106 million (\$0.09 per share) of incremental tax expense resulting from the decision to repatriate certain foreign earnings under the Homeland Investment Act.

- (4) *Includes pretax operating charges of \$130 million related to impairment and \$151 million (\$18 million related to 2004 and \$133 million related to prior years) for a correction in the Company's lease accounting practices and policies (see Impairment and other charges (credits), net note to the consolidated financial statements for further details), as well as a nonoperating gain of \$49 million related to the sale of the Company's interest in a U.S. real estate partnership, for a total pretax expense of \$232 million (\$166 million after tax or \$0.13 per share).*
- (5) *Includes pretax charges of \$408 million (\$323 million after tax or \$0.26 per share) primarily related to the disposition of certain non-McDonald's brands and impairment.*
- (6) *Includes pretax charges of \$853 million (\$700 million after tax or \$0.55 per share) primarily related to restructuring certain international markets and eliminating positions, restaurant closings/asset impairment and the write-off of technology costs.*
- (7) *Includes pretax operating charges of \$378 million primarily related to the U.S. business reorganization and other global change initiatives, and restaurant closings/asset impairment as well as net pretax nonoperating income of \$125 million primarily related to a gain on the initial public offering of McDonald's Japan, for a total pretax expense of \$253 million (\$143 million after tax or \$0.11 per share).*

- (8) *Includes pretax charges of \$322 million (\$219 million after tax or \$0.16 per share) consisting of \$162 million of “Made For You” costs and \$160 million related to a home office productivity initiative.*
- (9) *Includes a \$37 million after tax charge (\$0.03 per share) to reflect the cumulative effect of the adoption of Statement of Financial Accounting Standards (SFAS) No. 143, “Accounting for Asset Retirement Obligations,” which requires legal obligations associated with the retirement of long-lived assets to be recognized at their fair value at the time the obligations are incurred.*
- (10) *Includes a \$99 million after tax charge (\$0.07 per share) to reflect the cumulative effect of the adoption of SFAS No. 142, “Goodwill and Other Intangible Assets” (SFAS No. 142), which eliminates the amortization of goodwill and instead subjects it to annual impairment tests. Adjusted for the nonamortization provisions of SFAS No. 142, net income per common share would have been \$0.02 higher in 2001 and 2000 and \$0.01 higher in 1999–1996.*
- (11) *While franchised and affiliated sales are not recorded as revenues by the Company, management believes they are important in understanding the Company’s financial performance because these sales are the basis on which the Company calculates and records franchised and affiliated revenues and are indicative of the financial health of the franchisee base.*

## ITEM 7. MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

### OVERVIEW

#### Description of the business

The Company primarily franchises and operates McDonald's restaurants. In addition, the Company operates and has investments in certain non-McDonald's brands that are not material to the Company's overall results. Of the 31,046 McDonald's restaurants in 118 countries at year-end 2006, 18,685 are operated by franchisees (including 1,091 operated by developmental licensees), 4,195 are operated by affiliates and 8,166 are operated by the Company. Under our conventional franchise arrangement, franchisees provide a portion of the required capital by initially investing in the equipment, signs, seating and décor of their restaurant businesses, and by reinvesting in the business over time. The Company owns the land and building or secures long-term leases for both Company-operated and franchised restaurant sites. This ensures long-term occupancy rights, helps control related costs and improves alignment with franchisees. Under our developmental license arrangement, licensees provide ongoing capital for the entire business, including the real estate interest, while the Company generally has no capital invested.

We view ourselves primarily as a franchisor and continually review our restaurant ownership mix (that is our mix among Company-operated, franchised - conventional or developmental license, and joint venture) to deliver a great customer experience and drive profitability. In most cases, franchising is the best way to achieve both goals. Although direct restaurant operation is more capital-intensive relative to franchising and results in lower operating margins as a percent of revenues, Company-operated restaurants are important to our success in both mature and developing markets. In our Company-operated restaurants, and in collaboration with our franchisees, we further develop and refine operating standards, marketing concepts and product and pricing strategies, so that we introduce Systemwide only those that we believe are most beneficial. In addition, we firmly believe that owning restaurants is paramount to being a credible franchisor. Our Company-operated business also helps to facilitate changes in restaurant ownership as warranted by strategic considerations.

Revenues consist of sales by Company-operated restaurants and fees from restaurants operated by franchisees and affiliates. These fees primarily include rent, service fees and/or royalties that are based on a percent of sales, with specified minimum rent payments. Fees vary by type of site, amount of Company investment and local business conditions. These fees, along with occupancy and operating rights, are stipulated in franchise/license agreements that generally have 20-year terms.

The business is managed as distinct geographic segments: United States; Europe; Asia/Pacific, Middle East and Africa (APMEA); Latin America; and Canada. In addition, throughout this report we present a segment entitled "Corporate & Other" that includes Corporate activities and non-McDonald's brands (e.g., Boston Market). The U.S. and Europe segments each account for approximately 35% of total revenues. France, Germany and the United Kingdom (U.K.), collectively, account for approximately 60% of Europe's revenues; and Australia, China and Japan (a 50%-owned affiliate accounted for under the equity method), collectively, account for nearly 50% of APMEA's revenues. These six markets along with the U.S. and Canada are referred to as "major markets" throughout this report and comprise approximately 70% of total revenues.

During 2006, the Company disposed of its entire investment in Chipotle Mexican Grill (Chipotle) via public stock offerings and a tax-free exchange for McDonald's common stock. As a result of the complete disposition of Chipotle, the Company has reflected Chipotle's results for all years shown as discontinued operations, including gains from the disposition in 2006.

In analyzing business trends, management considers a variety of performance and financial measures including comparable sales growth, Systemwide sales growth, operating margins and returns.

- Constant currency results exclude the effects of foreign currency translation and are calculated by translating current year results at prior year average exchange rates. Management reviews and analyzes business results in constant currencies and bases certain compensation plans on these results because we believe they better represent the underlying business trends.
- Comparable sales are a key performance indicator used within the retail industry and are indicative of acceptance of the Company's initiatives as well as local economic and consumer trends. Increases or decreases in comparable sales represent the percent change in constant currency sales from the same period in the prior year for all McDonald's restaurants in operation at least thirteen months, including those temporarily closed. Some of the reasons restaurants may be temporarily closed include road construction, reimagining or remodeling, and natural disasters. McDonald's reports on a calendar basis and therefore the comparability of the same month, quarter and year with the corresponding period of the prior year will be impacted by the mix of days. The number of weekdays, weekend days and timing of holidays in a given timeframe can have a positive or negative impact on comparable sales. The Company refers to this impact as the calendar shift/trading day adjustment. This impact varies geographically due to consumer spending patterns and has the greatest impact on monthly comparable sales. Typically, the annual impact is minimal, with the exception of leap years.
- Systemwide sales include sales at all McDonald's and Boston Market restaurants, whether operated by the Company, by franchisees or by affiliates. While sales by franchisees and affiliates are not recorded as revenues by the Company, management believes the information is important in understanding the Company's financial performance because it is the

basis on which the Company calculates and records franchised and affiliated revenues and is indicative of the financial health of our franchisee base.

- Return on incremental invested capital (ROIIC) is a measure reviewed by management over one-year and three-year time periods to evaluate the overall profitability of the business units, the effectiveness of capital deployed and the future allocation of capital. The return is calculated by dividing the change in operating income plus depreciation and amortization (numerator) by the adjusted cash used for investing activities (denominator), primarily capital expenditures. The calculation assumes a constant average foreign exchange rate over the periods included in the calculation.



## Strategic direction and financial performance

The unique business relationship among the Company, its franchisees and suppliers (collectively referred to as the System) has been key to McDonald's success over the years. This business model enables McDonald's to play an integral role in the communities we serve and consistently deliver relevant restaurant experiences to customers. In addition, our strategic alignment facilitates our ability to implement innovative ideas and profitably grow our business.

The Company is focused on increasing McDonald's relevance to consumers through the execution of multiple initiatives under our Plan to Win in order to be better, not just bigger. This plan is designed to deliver operational excellence and leadership marketing leveraged around five key drivers of exceptional customer experiences - people, products, place, price and promotion. Our long-term financial targets include average annual Systemwide sales and revenue growth of 3% to 5%; average annual operating income growth of 6% to 7%; and annual returns on incremental invested capital in the high teens. These targets exclude the impact of foreign currency translation.

Since implementing our Plan to Win, we improved the taste of many of our menu items and have introduced a variety of new menu choices such as premium salads, premium burgers and additional chicken offerings in many markets worldwide. We appeal to a broad range of customer preferences using a locally relevant three-tier menu strategy featuring premium salad and sandwich selections, classic menu favorites and everyday affordable offerings. We strive for continuous improvement in our training programs and restaurant execution through a comprehensive restaurant operations improvement process to enable and motivate franchisees and restaurant employees to improve the customer experience. In addition, our "i'm lovin' it" global marketing theme continues to evolve to extend our marketing reach to consumers via print, billboards and digital communications in addition to television advertising.

These efforts have increased our consumer relevance and delivered strong results in each of the last three years with revenue growth, operating income growth and returns on incremental invested capital meeting or exceeding our long-term financial targets. In addition, we demonstrated our commitment to shareholders by returning \$8.3 billion to shareholders through dividends paid and shares acquired from 2004 through 2006.

In 2006, the Company's increased relevance contributed to more customers visiting our restaurants, helping drive global comparable sales up 5.7% and extending our consecutive monthly increases to 44 months through December 2006.

The momentum of our U.S. business continued as a result of further strengthening our robust breakfast business and expanding our beverage, salad and chicken offerings, including the successful introductions of Premium Roast Coffee, the Asian Salad and the Snack Wrap. Initiatives such as reimagining restaurants, extending operating hours and providing cashless payment options helped make McDonald's more inviting and convenient for customers.

In Europe, we built momentum using locally relevant menu offerings such as premium burgers and classic menu favorites, as well as value platforms such as Ein Mal Eins in Germany and Pound Saver in the U.K. The markets provided predictable menu choice and variety through popular food promotions, and engaged consumers with innovative marketing. Europe's results were driven by strong performance in France, Germany and most other markets as well as significantly improved performance in the U.K. We also made progress improving consumer perceptions in Europe, including the U.K., by aggressively communicating McDonald's food quality, nutrition and employment facts. In addition, to enhance local relevance by having local franchisees operate more restaurants and to improve returns, we reduced our percentage of Company-operated restaurants in the U.K. from 63% at the end of 2005 to 54% at the end of 2006. We are encouraged by our momentum in Europe and confident that our combined initiatives designed to enhance the customers' experience will continue to drive growth over the long term.

In APMEA, Systemwide sales and revenue growth were primarily driven by strong comparable sales in Japan and Australia and new restaurant expansion and positive comparable sales in China. Strategic menu pricing in Japan and China contributed to this segment's performance. In 2006, we also entered into a strategic alliance with Sinopec, China's largest petroleum retailer. This agreement provides us the opportunity to co-develop drive-thru restaurants at existing and new Sinopec locations, positioning us to capitalize on changing consumer lifestyles in China. We believe that the long-term growth potential for our business in China is substantial and we are well-positioned to capture the opportunity.

We continue to focus our management and financial resources on the core McDonald's business as the opportunities for growth remain significant. Accordingly, during 2006, we disposed of our entire investment in Chipotle via public stock offerings and an October tax-free exchange for McDonald's common stock. These transactions provided the Company with \$329 million in cash proceeds and facilitated the acquisition of 18.6 million shares of McDonald's stock via the exchange.

In 2006, our strong global performance generated \$4.3 billion of cash provided by operations. About \$1.7 billion of this cash was reinvested in our business primarily to remodel existing restaurants and build new ones. We increased our annual dividend nearly 50% to \$1 per share. We also acquired 98.4 million shares through both shares repurchased and shares accepted in connection with the Chipotle exchange. In addition, we paid down \$2.3 billion of debt in 2006 reducing the 2005 increase related to the Homeland Investment Act.

To improve local relevance, profitability and returns, we continually evaluate ownership structures in our markets. The ownership mix in a given market depends on current and potential results, the risks associated with operating in certain countries, and legal and regulatory constraints.

As part of this evaluation, in 2006, we established a target of having less than 30% Company-operated restaurants in each of our major consolidated markets and began working toward this goal, specifically in the U.K. and Canada. For certain markets like China, we believe owning and operating the restaurants is prudent until the legal environment in these countries becomes more conducive to franchising.

In addition to our franchising efforts discussed above, we have identified markets with about 2,300 restaurants collectively, primarily Company-operated restaurants in Latin America and APMEA, that we intend to transition to a developmental license structure. Under a developmental license, a local entrepreneur owns the business, including controlling the real estate, and uses his/her capital and local knowledge to build the Brand and optimize sales and profitability over the long term. Under this arrangement, the Company collects a royalty, which varies by market, based on a percent of sales, but does not invest any capital. During 2006, this royalty averaged about five percent of sales. We have successfully used this structure for more than 15 years, and currently have 36 countries that are solely operated by developmental licensees. In addition to the financial benefits the Company achieves when markets are developmentally licensed

such as reduced capital spending, improved returns and a stable stream of royalties, this strategy allows the local owner to improve relevance and accelerate growth in the market, and allows management to focus most of their time and energy on the markets that have the largest impact on results.

#### **Highlights from the year included:**

- Comparable sales increased 5.7% building on a 3.9% increase in 2005.
- Systemwide sales increased 7% both as reported and in constant currencies.
- Consolidated revenues increased 9% (7% in constant currencies).
- Income from continuing operations per common share was \$2.30 compared with \$2.03 in 2005, an increase of 13%.
- Cash provided by operations totaled \$4.3 billion and capital expenditures totaled \$1.7 billion.
- The Company increased the annual dividend nearly 50% to \$1.00 per share, or \$1.2 billion in total. The Company also acquired 98.4 million shares for \$3.7 billion, driving a reduction of about 5% of total shares outstanding at year end compared with 2005.
- One-year ROIC was 24.9% and three-year ROIC was 41.3% for 2006.

#### **Outlook for 2007**

The McDonald's System is energized by our current momentum. We intend to build on this momentum by further enhancing every element of the Brand experience and strengthening our connection with customers to capture the tremendous opportunities that lie ahead. We will do this by continuing to execute our Plan to Win with a strategic focus on our customers and restaurants, while continuing to exercise disciplined financial management.

We are confident that our Plan to be better, not just bigger, supported by the alignment of our unique system of franchisees and suppliers, will continue to drive enduring profitable growth. Our financial targets, previously discussed, focus management on those opportunities that best optimize shareholder value over the long term.

In 2007, we will continue to leverage our three-tier menu approach featuring premium selections, core menu favorites and everyday affordable offerings to appeal to a broad range of consumers. We will complement this three-tier strategy with permanent and limited time offerings of new products that enhance menu choice, variety and value.

In the U.S., our strategies focus on chicken, breakfast, beverages and convenience. We are introducing Snack Wrap variations and the new Southwest Salad as well as additional breakfast offerings. We will also enhance the drive-thru experience by continuing to optimize the layout of restaurant interiors and exteriors.

In Europe, we will continue to attract customers with a variety of new food offerings, such as Premium Chicken Sandwiches and Snack Wraps, while leveraging the strength of our everyday affordability platforms. Building greater brand trust will remain a priority in Europe with ongoing aggressive communication efforts surrounding our food quality, nutrition and employment image. In addition, we will focus on remodeling restaurants and improving operations to enhance local relevance and upgrade the customer experience.

In APMEA, where a large percentage of the population already eats breakfast away from home, we are introducing or expanding breakfast as well as extending restaurant operating hours. We will also continue to reinforce everyday value offerings and work on optimizing our menu pricing structure to enhance profitability.

We will continue to support consumers' desire to make balanced lifestyle choices by educating them about our food's nutritional value and encouraging greater physical activity. We added nutrition labeling to the packaging of many of our branded core menu items in more than 25,000 restaurants worldwide by the end of 2006. We will extend this effort to cover even more restaurants and products in 2007. We will also continue to play a leadership role in addressing children's well-being as we pursue initiatives designed to positively affect children's choice and activity. This includes committing a large portion of our children's marketing budget toward communications that encourage kids to be more active – physically and mentally.

We will also work to further enhance the customer experience by refining and executing our restaurant operations improvement process and expanding the use of our new point of sale software (POS), which was in approximately 8,400 restaurants as of year-end 2006. Tests indicate this new POS helps improve order accuracy and drive-thru service speed. In addition, we will continue developing a new flexible operating system that takes a modular "plug and play" approach to kitchen configuration and restaurant operations. In the future, this system will enable greater menu flexibility based on local market needs while making it easier for crew to satisfy customers.

Due to our expectations for continued strong results, relatively stable capital expenditures over the next few years, and the Company's intent on maintaining current debt-to-capital levels of 35% to 40%, we believe that cash available for dividends and share repurchases will continue to grow. We expect our share repurchase activity will continue to yield reductions in share count in the years ahead given our reduction in equity compensation and fewer stock options outstanding, compared to prior years.

In 2007, we will continue to reduce the percentage of Company-operated restaurants in the U.K. and Canada, and we will continue to pursue the developmental license strategy described earlier.

The previously mentioned 2,300 restaurants identified for potential conversion to developmental licensees represented nearly \$3 billion in sales in 2006, but only generated \$30 million in operating income after impairment and other charges. To achieve these results, we spent about \$180 million in selling, general & administrative expenses and invested more than \$100 million in capital expenditures. As appropriate, we may license some of these markets as a group to a single developmental licensee. These 2,300 restaurants are about 75% Company-operated and represent about \$3 billion in combined net investment, which includes approximately \$800 million in accumulated currency translation losses reflected in shareholders' equity on our balance sheet.

Our intent is to complete these transactions by the end of 2008. If we are able to complete these transactions, we do not anticipate recovering either the \$800 million in historical currency translation losses or most of the remaining \$2.2 billion in net book value in the form of sales proceeds, and therefore, we expect that the loss, in the aggregate, would be significant. We will continue impairment testing for these assets annually and as otherwise required by applicable accounting standards. In particular, our annual impairment testing for these assets is based on the assumption that these markets will continue to be operated under the existing ownership structure until it becomes probable that a transaction will occur within 12 months, and we can reasonably estimate our sales proceeds. The timing and amount of any loss for a particular transaction will depend on individual circumstances. In 2006, we completed the transfer of 121 restaurants in four markets to developmental licensees and recorded pretax losses totaling \$36 million related to this strategy.

While the Company does not provide specific guidance on net income per share, the following information is provided to assist in analyzing the Company's results:

- Changes in Systemwide sales are driven by comparable sales and net restaurant unit expansion. The Company expects net restaurant additions to add slightly more than 1 percentage point to 2007 Systemwide sales growth (in constant currencies), most of which will be due to the 359 net traditional McDonald's restaurants added during 2006. In 2007, the Company expects to open about 800 McDonald's restaurants (700 traditional and 100 satellites). We expect net additions of about 400 (450 net traditional additions and 50 net satellite closings).
- The Company does not provide specific guidance on changes in comparable sales. However, as a perspective, assuming no change in cost structure, a 1 percentage point increase in U.S. comparable sales would increase annual net income per share by about 2.5 cents. Similarly, an increase of 1 percentage point in Europe's comparable sales would increase annual net income per share by about 2 cents.
- The primary food commodities impacting McDonald's business are beef and chicken. In 2007, U.S. beef costs are expected to be down slightly, while we expect U.S. chicken costs to rise. In Europe, both beef and chicken costs are expected to increase slightly in 2007.
- The Company expects full-year 2007 selling, general & administrative expenses to decline modestly as a percent of revenues and Systemwide sales compared with 2006.
- A significant part of the Company's operating income is generated outside the U.S., and about 80% of its total debt is denominated in foreign currencies. Accordingly, earnings are affected by changes in foreign currency exchange rates, particularly the Euro and the British Pound. If the Euro and the British Pound both move 10% in the same direction compared with 2006, the Company's annual net income per share would change by about 7 cents to 8 cents.
- In 2007, based on current business performance and plans, the Company expects to maintain a debt-to-capital ratio of 35% to 40%. Based on current interest and foreign currency exchange rates, the Company expects interest expense in 2007 to remain relatively flat compared with 2006, while it expects interest income to decrease about 40% to 50% due to lower cash balances.
- The Company expects the effective income tax rate for the full-year 2007 to be approximately 31% to 33%, although some volatility may be experienced between the quarters in the normal course of business.
- The Company expects capital expenditures for 2007 to be approximately \$1.9 billion. About half of this amount will be reinvested in existing restaurants while the rest will primarily be used to build new restaurants.
- In 2006, the Company returned nearly \$5 billion to shareholders. In 2007 and 2008 combined, the Company expects to return at least an additional \$5 billion through a combination of share repurchases and dividends.

## CONSOLIDATED OPERATING RESULTS

### *Operating results*

DOLLARS IN MILLIONS,  
EXCEPT PER SHARE DATA

	2006		2005		2004
	Amount	Increase/ (decrease)	Amount	Increase/ (decrease)	Amount
<b>Revenues</b>					
Sales by Company-operated restaurants	\$ 16,083	9%	\$ 14,726	7%	\$ 13,755
Revenues from franchised and affiliated restaurants	5,503	8	5,106	6	4,839
<b>Total revenues</b>	<b>21,586</b>	<b>9</b>	<b>19,832</b>	<b>7</b>	<b>18,594</b>
<b>Operating costs and expenses</b>					
Company-operated restaurant expenses	13,542	8	12,575	8	11,688
Franchised restaurants—occupancy expenses	1,060	4	1,021	2	1,003
Selling, general & administrative expenses	2,338	8	2,167	12	1,939
Impairment and other charges (credits), net	134	nm	(28)	nm	281
Other operating expense, net	67	(36)	105	(28)	145
<b>Total operating costs and expenses</b>	<b>17,141</b>	<b>8</b>	<b>15,840</b>	<b>5</b>	<b>15,056</b>
<b>Operating income</b>	<b>4,445</b>	<b>11</b>	<b>3,992</b>	<b>13</b>	<b>3,538</b>
Interest expense	402	13	356	(1)	358
Nonoperating income, net	(123)	nm	(38)	81	(21)
<b>Income from continuing operations before provision for income taxes</b>	<b>4,166</b>	<b>13</b>	<b>3,674</b>	<b>15</b>	<b>3,201</b>
Provision for income taxes	1,293	19	1,088	18	923
<b>Income from continuing operations</b>	<b>2,873</b>	<b>11</b>	<b>2,586</b>	<b>14</b>	<b>2,278</b>

Income from discontinued operations (net of taxes of \$97,  
\$11 and \$1), including gain on Chipotle disposition of  
\$653

	<b>671</b>	<b>nm</b>	16	nm	1
<b>Net income</b>	<b>\$ 3,544</b>	<b>36%</b>	\$ 2,602	14%	\$ 2,279
<b>Income per common share—diluted</b>					
<b>Continuing operations</b>	<b>\$ 2.30</b>	<b>13%</b>	\$ 2.03	13%	\$ 1.79
Discontinued operations, including gain on Chipotle disposition of \$0.52	<b>0.53</b>	<b>nm</b>	0.01	nm	—
<b>Net income per common share - diluted</b>	<b>\$ 2.83</b>	<b>39%</b>	\$ 2.04	14%	\$ 1.79
<b>Weighted-average common shares outstanding—diluted</b>	<b>1,251.7</b>		1,274.2		1,273.7

*nm Not meaningful.*

## Net income and diluted net income per common share

In 2006, net income and diluted net income per common share were \$3.5 billion and \$2.83. During 2006, the Company disposed of its entire investment in Chipotle via public stock offerings and a tax-free exchange for McDonald's common stock and as a result, has reflected Chipotle's results of operations and transaction gains as discontinued operations. The 2006 results included \$671 million of income, or \$0.53 per share, related to discontinued operations. Income from continuing operations was \$2.9 billion or \$2.30 per share, which included impairment and other charges of \$134 million (\$98 million after tax or \$0.07 per share), as well as net incremental tax expense of \$0.01 per share primarily related to a one-time impact from a tax law change in Canada.

In 2005, net income and diluted net income per common share were \$2.6 billion and \$2.04. Income from discontinued operations was \$16 million or \$0.01 per share, while income from continuing operations was \$2.6 billion or \$2.03 per share. The 2005 results from continuing operations included a net tax benefit of \$73 million or \$0.05 per share comprised of \$179 million or \$0.14 per share tax benefit due to a favorable audit settlement of the Company's 2000-2002 U.S. tax returns and \$106 million or \$0.09 per share of incremental tax expense resulting from the decision to repatriate certain foreign earnings under the Homeland Investment Act (HIA). In addition, 2005 included impairment and other charges (credits), net of \$28 million pretax income (\$12 million after tax or \$0.01 per share).

In 2004, net income and diluted net income per common share were \$2.3 billion and \$1.79 and income from continuing operations was also \$2.3 billion or \$1.79 per share. The 2004 income from continuing operations included pretax operating charges of \$151 million (\$99 million after tax or \$0.08 per share) related to a lease accounting correction and \$130 million (\$116 million after tax or \$0.09 per share) related to impairment charges. Results also included pretax nonoperating income of \$49 million (\$49 million after tax or \$0.04 per share) relating to the sale of the Company's interest in a U.S. real estate partnership that resulted in the utilization of certain previously unrealized capital loss carryforwards.

Refer to the Impairment and other charges (credits), net and Discontinued operations sections for further discussion.

In 2006, diluted weighted-average shares outstanding decreased primarily due to treasury stock acquisitions exceeding stock option exercises in 2005 and 2006. The Company acquired 98.4 million shares, or \$3.7 billion through both shares repurchased and shares accepted in connection with the Chipotle exchange, driving a reduction of about 5% of total shares outstanding compared with year-end 2005.

For 2005, diluted weighted-average shares outstanding were relatively flat compared to 2004. Shares outstanding at the beginning of 2005 were higher than the prior year due to stock options exercised exceeding treasury stock purchased during 2004. Treasury stock purchased in 2005 offset this higher balance and the impact of options exercised during the year.

## Impact of foreign currency translation on reported results

While changing foreign currencies affect reported results, McDonald's mitigates exposures, where practical, by financing in local currencies, hedging certain foreign-denominated cash flows, and purchasing goods and services in local currencies.

In 2006, foreign currency translation had a positive impact on consolidated revenues, operating income and net income primarily due to the stronger Euro, Canadian Dollar and British Pound. Consolidated revenues were positively impacted by the stronger Brazilian Real. In 2005, revenues were positively impacted by the Brazilian Real and the Canadian Dollar, but operating income and net income were minimally impacted by foreign currency translation. In 2004, foreign currency translation had a positive impact on consolidated revenues, operating income and net income due to the strengthening of several major currencies, primarily the Euro.

	<i>Reported amount</i>			<i>Currency translation benefit/(cost)</i>		
	<b>2006</b>	<b>2005</b>	<b>2004</b>	<b>2006</b>	<b>2005</b>	<b>2004</b>
Revenues	\$21,586	\$19,832	\$18,594	\$ 271	\$ 238	\$ 779
Company-operated margins <sup>(1)</sup>	2,497	2,099	2,003	35	19	91
Franchised margins <sup>(1)</sup>	4,435	4,078	3,832	23	15	139
Selling, general & administrative expenses	2,338	2,167	1,939	(19)	(17)	(57)
Operating income	4,445	3,992	3,538	29	11	160
Income from continuing operations	2,873	2,586	2,278	18	1	80
Net income	3,544	2,602	2,279	18	1	80
Income from continuing operations per common share - diluted	2.30	2.03	1.79	.02	—	.06
Net income per common share - diluted	2.83	2.04	1.79	.01	—	.06

(1) *Includes McDonald's restaurants only.*



## Revenues

In both 2006 and 2005, consolidated revenue growth was driven by positive comparable sales as well as stronger foreign currencies.

<b>Revenues</b> <i>DOLLARS IN MILLIONS</i>							
	<i>Amount</i>			<i>Increase/ (decrease)</i>		<i>Increase/ (decrease) excluding currency translation</i>	
	<b>2006</b>	<b>2005</b>	<b>2004</b>	<b>2006</b>	<b>2005</b>	<b>2006</b>	<b>2005</b>
Company-operated sales:							
U.S.	\$ 4,410	\$ 4,098	\$ 3,828	8%	7%	8%	7%
Europe	5,885	5,465	5,174	8	6	6	5
APMEA	2,674	2,453	2,390	9	3	8	—
Latin America	1,552	1,237	933	26	33	21	23
Canada	882	765	730	15	5	8	(2)
Corporate & Other	680	708	700	(4)	1	(4)	1
Total	\$16,083	\$14,726	\$13,755	9%	7%	8%	5%
Franchised and affiliated revenues: <sup>(1)</sup>							
U.S.	\$ 3,054	\$ 2,857	\$ 2,697	7%	6%	7%	6%
Europe	1,753	1,607	1,563	9	3	8	3
APMEA	379	362	331	5	10	7	7
Latin America	107	90	75	18	20	16	15
Canada	199	183	168	9	9	2	1
Corporate & Other	11	7	5	68	40	68	40
Total	\$ 5,503	\$ 5,106	\$ 4,839	8%	6%	7%	5%
Total revenues:							
U.S.	\$ 7,464	\$ 6,955	\$ 6,525	7%	7%	7%	7%
Europe	7,638	7,072	6,737	8	5	6	5
APMEA	3,053	2,815	2,721	8	3	8	1
Latin America	1,659	1,327	1,008	25	32	20	22
Canada	1,081	948	898	14	6	7	(2)
Corporate & Other	691	715	705	(3)	1	(3)	1
Total	\$21,586	\$19,832	\$18,594	9%	7%	7%	5%

(1) Includes the Company's revenues from conventional franchisees, developmental licensees and affiliates.

In the U.S., the increase in revenues in 2006 was primarily driven by our popular breakfast menu featuring Premium Roast Coffee, new products like our Asian Salad and Snack Wrap, and a wide variety of premium chicken options, as well as continued focus on everyday value and convenience. In 2005, the increase in revenues was driven by multiple initiatives that delivered variety like the introduction of Premium Chicken Sandwiches, convenience such as cashless payment options and extended hours as well as our focus on value.

Europe's constant currency increase in revenues in 2006 was primarily due to strong comparable sales in France, Germany and Russia (which is entirely Company-operated). In addition, revenues in 2006 benefited from positive comparable sales in the U.K., which were offset by the impact of the market's Company-operated restaurant closings and sales to franchisees and affiliates throughout the year. In 2005, the increase in revenues was due to strong comparable sales in Russia and positive comparable sales in France and Germany, partly offset by negative comparable sales in the U.K.

In APMEA, the constant currency increase in revenues in 2006 was primarily driven by the consolidation of Malaysia for financial reporting purposes due to an increase in the Company's ownership during the first quarter 2006, expansion and positive comparable sales in China, as well as positive comparable sales in most markets. The increase was partly offset by the 2005 conversion of the Philippines and Turkey (about 325 restaurants) to developmental licensee structures. In 2005, revenues benefited from strong comparable sales in Australia and Taiwan, and were negatively impacted by the Philippines and Turkey as mentioned above. In addition, revenues in 2005 benefited from expansion in China, partly offset by that market's negative comparable sales.

The following tables present Systemwide sales growth rates and the increase in comparable sales for McDonald's restaurants:

<i>Systemwide sales—McDonald's restaurants</i>				
	<i>Increase</i>		<i>Increase excluding currency translation</i>	
	<i>2006</i>	<i>2005</i>	<i>2006</i>	<i>2005</i>
U.S.	6%	5%	6%	5%
Europe	8	4	7	4
APMEA	5	6	8	6
Latin America	21	21	16	13
Canada	12	8	5	1
Total	7%	6%	7%	5%

<i>Comparable sales—McDonald's restaurants</i>			
	<i>Increase</i>		
	<i>2006</i>	<i>2005</i>	<i>2004</i>
U.S.	5.2%	4.4%	9.6%
Europe	5.8	2.6	2.4
APMEA	5.5	4.0	5.6
Latin America	14.6	11.6	13.0
Canada	4.7	0.3	5.4
Total	5.7%	3.9%	6.9%

### Operating margins

Operating margin information and discussions relate to McDonald's restaurants only and exclude non-McDonald's brands.

- Franchised margins**

Franchised margin dollars represent revenues from franchised and affiliated restaurants less the Company's occupancy costs (rent and depreciation) associated with those sites. Franchised margin dollars represented about 65% of the combined operating margins in 2006, 2005 and 2004. Franchised margin dollars increased \$357 million or 9% (8% in constant currencies) in 2006 and \$246 million or 6% as reported and in constant currencies in 2005. The U.S. and Europe segments accounted for more than 85% of the franchised margin dollars in all three years.

<i>Franchised margins—McDonald's restaurants</i>			
<i>IN MILLIONS</i>			
	<i>2006</i>	<i>2005</i>	<i>2004</i>
U.S.	\$2,513	\$2,326	\$2,177
Europe	1,357	1,235	1,195
APMEA	333	314	284
Latin America	77	62	45
Canada	155	141	131
Total	\$4,435	\$4,078	\$3,832
<i>PERCENT OF REVENUES</i>			
U.S.	82.3%	81.4%	80.7%
Europe	77.4	76.9	76.5
APMEA	87.8	86.7	85.7
Latin America	72.0	68.5	60.1
Canada	77.6	76.8	78.0
Total	80.7%	80.0%	79.3%

The consolidated franchised margin percent increased in 2006 and 2005 due to strong comparable sales, partly offset by higher rent expense in several markets.

- Company-operated margins**

Company-operated margin dollars represent sales by Company-operated restaurants less the operating costs of these restaurants. Company-operated margin dollars increased \$398 million or 19% (17% in constant currencies) in 2006 and increased \$96 million or

5% (4% in constant currencies) in 2005. The U.S. and Europe segments accounted for more than 70% of the Company-operated margin dollars in all three years.

<i>Company-operated margins—McDonald's restaurants</i>			
<i>IN MILLIONS</i>			
	<i>2006</i>	<i>2005</i>	<i>2004</i>
U.S.	\$ 843	\$ 768	\$ 731
Europe	960	817	807
APMEA	341	267	264
Latin America	212	141	89
Canada	141	106	112
Total	\$2,497	\$2,099	\$2,003
<i>PERCENT OF SALES</i>			
U.S.	19.1%	18.8%	19.1%
Europe	16.3	14.9	15.6
APMEA	12.8	10.9	11.0
Latin America	13.7	11.4	9.5
Canada	15.9	13.9	15.3
Total	16.2%	15.0%	15.3%

In the U.S., the Company-operated margin percent increased in 2006 due to positive comparable sales, partly offset by higher labor costs primarily due to a higher average hourly rate, higher commodity costs, including paper, and higher utilities. In 2005, the Company-operated margin percent benefited from positive comparable sales, more than offset by higher commodity, labor and occupancy costs.

Europe's Company-operated margin percent increased in 2006 primarily due to strong comparable sales, partly offset by higher labor costs throughout the segment. In addition, initiatives in the U.K. such as the closing of certain underperforming restaurants in the first quarter and the sales of Company-operated restaurants to franchisees and affiliates throughout the year, contributed to the increase. In 2005, the Company-operated margin percent decreased due to higher labor costs and negative comparable sales in the U.K., partly offset by strong performance in Russia. In addition, higher beef costs in 2005 had a negative impact across the segment.

In APMEA, the Company-operated margin percent in 2006 reflected improving results in China and many other markets. In 2005, the Company-operated margin percent was negatively impacted by weak results in South Korea, partly offset by improvements in Hong Kong.

- *Supplemental information regarding Company-operated McDonald's restaurants*

We continually review our restaurant ownership mix with a goal of improving local relevance, profits and returns. In most cases, franchising is the best way to achieve these goals. Although direct



Outside rent expense <sup>(1)</sup>	<b>(82)</b>	(79)	(67)	<b>(229)</b>	(225)	(207)	<b>(22)</b>	(19)	(18)
Depreciation – buildings & leasehold improvements <sup>(1)</sup>	<b>(74)</b>	(68)	(60)	<b>(98)</b>	(97)	(93)	<b>(9)</b>	(8)	(7)
Brand/real estate margin	<b>\$ 495</b>	\$ 458	\$ 436	<b>\$ 772</b>	\$ 726	\$ 701	<b>\$ 97</b>	\$ 84	\$ 81

- (1) Represents certain costs recorded as Occupancy & other operating expenses in the Consolidated statement of income – rent payable by McDonald's to third parties on leased sites and depreciation for buildings and leasehold improvements. This adjustment made to reflect these occupancy costs in Brand/real estate margin. The relative percentage of sites that are owned versus leased varies by country.
- (2) Reflects average Company-operated rent and service fees (as a percentage of 2006 sales: U.S. – 14.8%; Europe – 18.7%; Canada – 14.6%). This adjustment made to reflect change in Restaurant margin and income in Brand/real estate margin. Countries within Europe have varying economic profiles and a wide range of rent and service fees as a percentage of sales.

### Selling, general & administrative expenses

Consolidated selling, general & administrative expenses increased 8% in 2006 and 12% in 2005 (7% and 11% in constant currencies). In 2006, the increase was due to higher employee-related costs, including performance-based compensation expense. Share-based compensation expense due to the adoption of Statement of Financial Accounting Standards No. 123(R), *Share-Based Payment* (SFAS No. 123(R)) accounted for a majority of the constant currency increase in 2005.

<b>Selling, general &amp; administrative expenses</b>								
<b>DOLLARS IN MILLIONS</b>								
	<u>Amount</u>			<u>Increase/ (decrease)</u>		<u>Increase/ (decrease) excluding currency translation</u>		<u>Pro forma increase/(decrease) excluding currency translation</u>
	<b>2006</b>	<b>2005</b>	<b>2004</b>	<b>2006</b>	<b>2005</b>	<b>2006</b>	<b>2005</b>	<b>2005<sup>(2)</sup></b>
U.S.	\$ 727	\$ 697	\$ 602	4%	16%	4%	16%	4%
Europe	610	556	485	10	15	8	15	4
APMEA	238	218	189	9	15	9	13	1
Latin America	159	138	107	16	29	12	21	12
Canada	94	75	64	25	17	17	9	(3)
Corporate & Other <sup>(1)</sup>	510	483	492	5	(2)	5	(2)	(16)
Total	\$2,338	\$2,167	\$1,939	8%	12%	7%	11%	(1)%

- (1) Included in the Corporate & Other segment are home office support costs in areas such as facilities, finance, human resources, information technology, legal, marketing, restaurant operations, supply chain and training. Effective January 1, 2005, there was a reclassification of certain information technology expenses totaling approximately \$22 million from the Corporate & Other segment to the U.S. segment.
- (2) On January 1, 2005, the Company adopted SFAS No. 123(R). This accounting standard requires all share-based payments to employees, including grants of employee stock options, to be recognized in the income statement based on their fair values. Share-based compensation was included as a pro forma disclosure in the notes to the consolidated financial statements for years prior to the adoption. For 2004, pro forma share-based expense as reported in the Company's year-end 2004 Form 10-K was \$156 million after tax, of which \$7 million of expense related to restricted stock units (RSUs) was included in net income. The remaining \$149 million after tax (\$241 million pretax) was disclosed in a note to the consolidated financial statements, as required, for pro forma purposes. The segments reflected the following pro forma share-based expense in 2004 (in millions): U.S.–\$69; Europe–\$49; APMEA–\$22; Latin America–\$9; Canada–\$8; Corporate & Other–\$84; Total–\$241. The above pro forma increase/(decrease) is using an adjusted 2004 expense which is calculated by adding pro forma share-based expense to reported selling, general and administrative expenses.

Selling, general & administrative expenses as a percent of revenues were 10.8% in 2006 compared with 10.9% in 2005 and 10.4% in 2004, and selling, general & administrative expenses as a percent of Systemwide sales were 4.1% in 2006 compared with 4.0% in 2005 and 3.8% in 2004. On a pro forma basis, share-based compensation expense would increase these ratios 1.3 and 0.5 percentage points, respectively, for 2004. Management believes that analyzing selling, general & administrative expenses as a percent of Systemwide sales, as well as revenues, is meaningful because these costs are incurred to support Systemwide restaurants.

### Impairment and other charges (credits), net

On a pretax basis, the Company recorded impairment and other charges (credits), net of \$134 million in 2006, (\$28) million in 2005 and \$281 million in 2004 associated with impairment, as well as certain strategic actions in 2006 and a lease accounting correction in 2004. McDonald's management does not include these items when reviewing business performance trends because we do not believe these items are indicative of expected ongoing results.

<b><i>Impairment and other charges (credits), net</i></b>			
<b><i>IN MILLIONS, EXCEPT PER SHARE DATA</i></b>			
	<b>2006</b>	<b>2005</b>	<b>2004</b>
U.S.			\$ 80
Europe	\$ 62	\$ 4	26
APMEA	48	(9)	139
Latin America	31	3	2
Canada			4
Corporate & Other	(7)	(26)	30
Total	\$ 134	\$ (28)	\$ 281
After tax <sup>(1)</sup>	\$ 98	\$ (12)	\$ 215
Income from continuing operations per common share-diluted	\$ .07	\$ (.01)	\$ .17

(1) Certain items were not tax affected.

In 2006, the Company recorded \$134 million of pretax impairment charges primarily related to the following items: losses incurred on the transfers of the Company's ownership interest in certain markets to developmental licensees (\$36 million); the closing of certain restaurants in the U.K. in conjunction with an overall restaurant portfolio review (\$35 million); costs to buy out certain litigating franchisees in Brazil (\$29 million); asset write-offs and other charges in APMEA (\$18 million); and a loss related to the decision to dispose of supply chain operations in Russia (\$13 million).

In 2005, the Company recorded \$23 million of pretax impairment charges primarily in South Korea. In addition, the Company recorded \$51 million of pretax income, primarily due to the transfer of the Company's ownership interest in Turkey to a developmental licensee and a favorable adjustment to certain liabilities established in prior years due to lower than originally anticipated employee-related and lease termination costs.

In 2004, the Company recorded \$130 million of pretax impairment charges primarily in South Korea. In addition, like other companies in the restaurant and retail industries, the Company reviewed its accounting practices and policies with respect to leasing transactions. Following this review and in consultation with its external auditors, the Company corrected an error in the amount of \$151 million pretax in its prior practices to conform the lease term used in calculating straight-line rent expense with the term used to amortize improvements on leased property. The result of the correction primarily accelerated the recognition of rent expense under certain leases that include fixed-rent escalations by revising the computation of straight-line rent expense to include these escalations for certain option periods. As the correction related solely to accounting treatment, it did not affect McDonald's historical or future cash flows or the timing of payments under the related leases. Its effect on the Company's net income per share, cash provided by operations and shareholders' equity was immaterial. These adjustments primarily impacted the U.S., China and Boston Market. Other markets were less significantly impacted, as many of the leases outside of the U.S. do not contain fixed-rent escalations.

#### Other operating expense, net

<i>Other operating (income) expense, net</i>			
<i>IN MILLIONS</i>			
	<i>2006</i>	<i>2005</i>	<i>2004</i>
Gains on sales of restaurant businesses	\$ (38)	\$ (45)	\$ (45)
Equity in earnings of unconsolidated affiliates	(77)	(53)	(60)
Asset dispositions and other expense	182	203	250
Total	\$ 67	\$ 105	\$ 145

- ***Gains on sales of restaurant businesses***

Gains on sales of restaurant businesses include gains from sales of Company-operated restaurants as well as gains from exercises of purchase options by franchisees with business facilities lease arrangements (arrangements where the Company leases the businesses, including equipment, to franchisees who generally have options to purchase the businesses). The Company's purchases and sales of businesses with its franchisees and affiliates are aimed at achieving an optimal ownership mix in each market. Resulting gains or losses are recorded in operating income because the transactions are a recurring part of our business.

- ***Equity in earnings of unconsolidated affiliates***

Equity in earnings of unconsolidated affiliates—businesses in which the Company actively participates but does not control—represents McDonald's share of each affiliate's results. These results are reported after interest expense and income taxes, except for partnerships in certain markets such as the U.S., which are reported before income taxes. Results in 2006 increased partly due to improved results from our Japanese affiliate. Results in 2005 decreased primarily due to results from our Japanese affiliate, which included a one-time adjustment for restaurant employees' back pay.

- ***Asset dispositions and other expense***

Asset dispositions and other expense consists of gains or losses on excess property and other asset dispositions, provisions for contingencies and uncollectible receivables, and other miscellaneous expenses. These amounts can vary significantly by year. In 2006, results included a gain of \$26 million related to the sale of an office building in Russia and results for 2005 reflected a \$24 million charge related to a supply chain arrangement in Europe.



## Operating income

Consolidated operating income in 2006 and 2005 included higher combined operating margin dollars, partly offset by higher selling, general & administrative expenses compared with the prior year.

<b>Operating income</b>									
<b>DOLLARS IN MILLIONS</b>									
	Amount			Increase/ (decrease)		Increase/ (decrease) excluding currency translation		Pro forma increase/ (decrease) excluding currency translation	
	2006	2005	2004	2006	2005	2006	2005	2005 <sup>(1)</sup>	
U.S.	\$2,657	\$2,422	\$2,182	10%	11%	10%	11%	15%	
Europe	1,610	1,449	1,471	11	(1)	9	(2)	2	
APMEA	364	345	200	6	72	9	70	92	
Latin America	55	30	(20)	84	nm	104	nm	nm	
Canada	198	156	178	27	(13)	19	(19)	(15)	
Corporate & Other	(439)	(410)	(473)	(7)	14	(7)	14	27	
Total	\$4,445	\$3,992	\$3,538	11%	13%	11%	13%	21%	

nm Not meaningful.

(1) For 2004, pro forma share-based expense as reported in the Company's year-end 2004 Form 10-K was \$156 million after tax, of which \$7 million of expense related to RSUs was included in net income. The remaining \$149 million after tax (\$241 million pretax) was disclosed in a note to the consolidated financial statements, as required, for pro forma purposes. The segments reflected the following pro forma share-based expense in 2004 (in millions): U.S.—\$69; Europe—\$49; APMEA—\$22; Latin America—\$9; Canada—\$8; Corporate & Other—\$84; Total—\$241. The above pro forma increase/(decrease) is using an adjusted 2004 expense which is calculated by subtracting pro forma share-based expense from reported operating income.

When comparing 2005 to 2004, the following discussion of operating income relates to the pro forma increase/(decrease) excluding currency translation in the table above.

In 2006 and 2005, U.S. operating income included higher combined operating margin dollars compared to 2005 and 2004, respectively. In 2004, operating income included charges related to the lease accounting correction of \$70 million, impairment charges of \$10 million and higher asset dispositions compared to 2005.

In Europe, results for 2006 reflected strong performance in France and a gain on the sale of an office building in Russia, partly offset by impairment and other charges. In addition, 2006 operating results in the U.K. and Germany contributed to the increase in operating income. In 2005, results reflected strong performance in France and Russia, improved performance in Germany and weak results in the U.K. In addition, results in 2005 included a supply chain charge of \$24 million.

In APMEA, results for 2006 were driven by strong performance in Australia as well as improved results in China and Japan, partly offset by impairment and other charges. Results for 2005 were positively impacted by strong performance in Australia, partly offset by weak results in Japan, China and South Korea. In addition, lower impairment and other charges in 2005 compared to 2004 benefited the growth rate.

In Latin America, results for 2006 and 2005 reflected continued strong sales performance across most markets. In addition, 2006 results included \$31 million of impairment and other charges, primarily due to the buy out of certain litigating franchisees in Brazil. In 2005, results reflected lower asset dispositions and other expense compared to 2004.

Results for 2006 in the Corporate & Other segment reflected higher performance-based compensation, as well as costs related to our biennial worldwide operator convention. Results for 2006 and 2005 included favorable adjustments to certain liabilities established in prior years of \$7 million and \$26 million, respectively. In 2005, results benefited from lower share-based compensation, certain information technology expenses that are now reflected in the U.S. segment and lower performance-based compensation compared to 2004.

## Interest expense

Interest expense for 2006 increased primarily due to higher average debt levels as a result of activity related to HIA, funded by local borrowings, in late 2005 and higher average interest rates. In late fourth quarter 2005, the Company repatriated approximately \$3 billion of certain foreign historical earnings under HIA, which had a minimal impact on the average debt levels for 2005. Interest

expense for 2005 reflected higher average interest rates and lower average debt levels compared with 2004.

**Nonoperating (income) expense, net**

<i>Nonoperating (income) expense, net</i>			
<i>IN MILLIONS</i>			
	<i>2006</i>	<i>2005</i>	<i>2004</i>
Interest income	\$ (152)	\$ (73)	\$ (28)
Translation loss	—	7	28
Gain on sale of U.S. real estate partnership			(49)
Other expense	29	28	28
Total	\$ (123)	\$ (38)	\$ (21)

Interest income consists primarily of interest earned on short-term cash investments. Translation losses primarily relate to the net gains or losses on certain hedges that reduce the exposure to variability on certain intercompany foreign cash flow streams. Other expense primarily consists of gains or losses on early extinguishment of debt, amortization of deferred debt issuance costs and minority interest.

Interest income increases for 2006 and 2005 were primarily due to higher cash levels.

### **Provision for income taxes**

In 2006, 2005 and 2004, the reported effective income tax rates were 31.0%, 29.6%, and 28.8%, respectively. The 2006 effective tax rate was negatively impacted by a tax law change in Canada. In 2005, the effective tax rate included a benefit of \$179 million due to a favorable audit settlement of the Company's 2000-2002 U.S. tax returns, partly offset by approximately \$106 million of expense related to the Company's decision to take advantage of the onetime opportunity provided under HIA. The effective income tax rate for 2004 benefited from an international transaction and the utilization of certain previously unrealized capital loss carryforwards.

Consolidated net deferred tax liabilities included tax assets, net of valuation allowance, of \$1.1 billion in both 2006 and 2005. Substantially all of the net tax assets arose in the U.S. and other profitable markets.

### **Discontinued operations**

In first quarter 2006, Chipotle completed an IPO of 6.1 million shares resulting in net proceeds of \$121 million to Chipotle and a tax-free gain to McDonald's of \$32 million reflecting an increase in the carrying value of the Company's investment as a result of Chipotle selling shares in the public offering. Concurrent with the IPO, McDonald's sold 3.0 million Chipotle shares, resulting in net proceeds to the Company of \$61 million and an additional gain of \$13 million after tax.

In second quarter 2006, McDonald's sold an additional 4.5 million Chipotle shares, resulting in net proceeds to the Company of \$268 million and a gain of \$128 million after tax, while still retaining majority ownership. In October 2006, the Company completely separated from Chipotle through a tax-free exchange of its remaining Chipotle shares for McDonald's common stock. McDonald's accepted 18.6 million shares of its common stock in exchange for the 16.5 million shares of Chipotle class B common stock held by McDonald's and recorded a tax-free gain of \$480 million in the fourth quarter. As a result of the complete disposition of Chipotle, the Company has reflected Chipotle's results of operations through the date of the exchange and transaction gains as discontinued operations for all periods presented.

### **Accounting changes**

- ***SFAS Statement No. 123(R)***

Effective January 1, 2005, the Company adopted the fair value recognition provisions of Statement of Financial Accounting Standards No. 123(R) (SFAS No. 123(R)) using the modified-prospective transition method. Under this transition method, compensation cost in 2005 includes the portion vesting in the period for (1) all share-based payments granted prior to, but not vested as of January 1, 2005, based on the grant date fair value estimated in accordance with the original provisions of the Statement of Financial Accounting Standards No. 123, *Accounting for Stock-Based Compensation*, and (2) all share-based payments granted subsequent to January 1, 2005, based on the grant date fair value estimated in accordance with the provisions of SFAS No. 123(R). Results for prior periods have not been restated. Refer to the Summary of significant accounting policies note to the consolidated financial statements for further discussion of this item.

- ***SFAS Statement No. 158***

In September 2006, the Financial Accounting Standards Board (FASB) issued Statement of Financial Accounting Standards No. 158, *Employers' Accounting for Defined Benefit Pension and Other Postretirement Plans, an amendment of FASB Statements No. 87, 88, 106 and 132 (R)* (SFAS No. 158). SFAS No. 158 requires the Company to recognize the overfunded or underfunded status of a defined benefit postretirement plan as an asset or liability in the Consolidated balance sheet and to recognize changes in that funded status in the year changes occur through other comprehensive income. The Company adopted the applicable provisions of SFAS No. 158 effective December 31, 2006, as required. This resulted in a net adjustment to other comprehensive income of \$89 million, for a limited number of applicable international markets.

- ***EITF Issue 06-2***

In June 2006, the FASB ratified Emerging Issues Task Force (EITF) Issue 06-2, *Accounting for Sabbatical Leave and Other Similar Benefits Pursuant to FASB Statement No. 43, Accounting for Compensated Absences* (EITF 06-2). Under EITF 06-2, compensation costs associated with a sabbatical should be accrued over the requisite service period, assuming certain conditions are met. Previously, the Company expensed sabbatical costs as incurred. The Company adopted EITF 06-2 effective January 1, 2007, as required and accordingly, we expect to record a cumulative adjustment to beginning retained earnings of approximately \$35 million in the first quarter of 2007. We expect the annual impact to earnings to be insignificant.

- ***FASB Interpretation No. 48***

In July 2006, the FASB issued Interpretation No. 48, *Accounting for Uncertainty in Income Taxes* (FIN 48), which is an interpretation of FASB Statement No. 109, *Accounting for Income Taxes*. FIN 48 clarifies the accounting for income taxes by prescribing the minimum recognition threshold a tax position is required to meet before being recognized in the financial statements. FIN 48 also provides guidance on derecognition, measurement, classification, interest and penalties, accounting in interim periods, disclosure and transition. The provisions of FIN 48 are effective January 1, 2007, with the cumulative effect of the change in accounting principle recorded as an adjustment to retained earnings. We are currently evaluating the impact of adopting FIN 48 on our financial statements; however, we do not expect the impact to be significant.

- ***SFAS Statement No. 157***

In September 2006, the FASB issued Statement of Financial Accounting Standards No. 157, *Fair Value Measurements* (SFAS No. 157). SFAS No. 157 defines fair value, establishes a framework for measuring fair value in generally accepted accounting principles and expands disclosures about fair value measurements. The Company expects to adopt SFAS No. 157 effective January 1, 2008, as required. We cannot reasonably estimate the impact of adoption at this time.

## CASH FLOWS

The Company generates significant cash provided by operations and has substantial credit capacity to fund operating and discretionary spending such as capital expenditures, dividends, share repurchases and debt repayments.

Cash provided by operations totaled \$4.3 billion and exceeded capital expenditures by \$2.6 billion in 2006, while cash provided by operations totaled \$4.3 billion and exceeded capital expenditures by \$2.7 billion in 2005. In 2006, cash provided by operations was flat compared to 2005 due to increased operating results, offset by changes in working capital primarily due to higher 2006 income tax payments. In 2005, cash provided by operations increased \$433 million compared to 2004 due to strong operating results, primarily in the U.S., and changes in working capital. The changes in working capital in 2005 benefited from lower income tax payments compared with the prior year.

Cash used for investing activities totaled \$1.3 billion in 2006, a decrease of \$544 million compared to 2005. The increase in capital expenditures was more than offset by the proceeds from the disposition of Chipotle as well as the sales of short-term investments. Cash used for investing activities totaled \$1.8 billion in 2005, an increase of \$435 million compared with 2004 primarily due to higher capital expenditures and increased purchases of restaurant businesses.

Cash used for financing activities totaled \$5.2 billion in 2006 compared to cash provided by financing activities of \$362 million in 2005. The 2006 activity was due to higher shares repurchased, higher net debt repayments and an increase in the common stock dividend. In 2005, cash provided by financing activities increased \$2.0 billion primarily due to \$2.9 billion of local borrowings related to HIA and higher proceeds from employee stock option exercises. The increase was partly offset by higher shares repurchased, higher debt repayments and an increase in the common stock dividend compared to 2004.

As a result of the above activity, the Company's cash and equivalents balance decreased \$2.1 billion in 2006 to \$2.1 billion, compared to an increase of \$2.9 billion in 2005.

In addition to cash and equivalents and cash provided by operations, the Company can meet short-term funding needs through commercial paper borrowings and line of credit agreements.

### Restaurant development and capital expenditures

In 2006, the Company opened 643 traditional McDonald's restaurants and 101 satellite restaurants (small, limited-menu restaurants for which the land and building are generally leased), and closed 284 traditional restaurants and 180 satellite restaurants. In 2005, the Company opened 558 traditional McDonald's restaurants and 120 satellite restaurants, and closed 145 traditional restaurants and 263 satellite restaurants. About 65% and 70% of McDonald's restaurant openings occurred in the major markets in 2006 and 2005, respectively.

<i>Systemwide restaurants at year end <sup>(1)</sup></i>			
	<b>2006</b>	<b>2005</b>	<b>2004</b>
U.S.	<b>13,774</b>	13,727	13,673
Europe	<b>6,403</b>	6,352	6,287
APMEA	<b>7,822</b>	7,692	7,567
Latin America	<b>1,656</b>	1,617	1,607
Canada	<b>1,391</b>	1,378	1,362
Corporate & Other <sup>(2)</sup>	<b>621</b>	631	656
Total	<b>31,667</b>	31,397	31,152

(1) Includes satellite units at December 31, 2006, 2005 and 2004 as follows: U.S.—1,254, 1,268, 1,341; Europe—201, 190, 181; APMEA (primarily Japan)—1,640, 1,730, 1,819; Latin America—6, 8, 13; and Canada—411, 395, 378.

(2) Represents Boston Market restaurants.

In 2007, the Company expects to open about 700 traditional McDonald's restaurants and 100 satellite restaurants and close about 250 traditional restaurants and 150 satellite restaurants.

Approximately 60% of Company-operated restaurants and about 85% of franchised and affiliated restaurants were located in the major markets at the end of 2006. Franchisees and affiliates operated about 75% of McDonald's restaurants at year-end 2006. Boston Market restaurants are Company-operated.

Capital expenditures increased \$135 million or 8% in 2006 and \$188 million or 13% in 2005. The increase in capital expenditures in both years was primarily due to increased investment in existing restaurants, primarily in the U.S. Capital expenditures in both years reflects the Company's focus on growing sales at existing restaurants, including reinvestment initiatives such as reimagining in several markets around the world. Capital expenditures related to discontinued operations were \$63 million, \$84 million and \$98 million in 2006, 2005, and 2004, respectively, and primarily related to new Chipotle restaurants.

Capital expenditures invested in major markets, excluding Japan, represented about 70% of the total in 2006, 2005 and 2004. Japan is accounted for under the equity method, and accordingly its capital expenditures are not included in consolidated amounts.

<i>Capital expenditures</i> <i>IN MILLIONS</i>			
	<b>2006</b>	<b>2005</b>	<b>2004</b>
New restaurants	\$ 530	\$ 511	\$ 500
Existing restaurants	1,075	950	774
Other properties <sup>(1)</sup>	137	146	145
Total capital expenditures	\$ 1,742	\$ 1,607	\$ 1,419
Total assets	\$29,024	\$29,989	\$27,838

(1) Primarily corporate-related equipment and furnishings for office buildings.

New restaurant investments in both 2006 and 2005 were concentrated in markets with acceptable returns and/or opportunities for long-term growth. Average development costs vary widely by market depending on the types of restaurants built and the real estate and construction costs within each market. These costs, which include land, buildings and equipment, are managed through the use of optimally sized restaurants, construction and design efficiencies and leveraging best practices. In addition, foreign currency fluctuations affect average development costs. Although the Company is not responsible for all costs on every restaurant opened, in 2006, total development costs (consisting of land, buildings and equipment) for new traditional McDonald's restaurants averaged approximately \$2.2 million in the U.S. and approximately

\$1.9 million in the nine markets where development was concentrated outside the U.S. For 2007, the U.S., China and eight other consolidated markets are expected to open more than 500 restaurants.

The Company owned approximately 45% of the land and nearly 70% of the buildings for its restaurants at year-end 2006 and 2005.

### Share repurchases and dividends

In 2006, the Company returned nearly \$5 billion to shareholders through a combination of shares acquired and dividends paid. In 2007 and 2008 combined, the Company expects to return at least an additional \$5 billion to shareholders through a combination of additional share repurchases and dividends.

<b>Shares acquired and dividends</b>			
<i>IN MILLIONS, EXCEPT PER SHARE DATA</i>			
	<b>2006</b>	<b>2005</b>	<b>2004</b>
Number of shares acquired <sup>(1)</sup>	<b>98.4</b>	39.5	22.2
Dividends declared per share	<b>\$ 1.00</b>	\$ .67	\$ .55
Dollar amount of shares acquired <sup>(1)</sup>	<b>\$3,719</b>	\$1,228	\$ 605
Dividends	<b>1,217</b>	842	695
Total returned to shareholders	<b>\$4,936</b>	\$2,070	\$1,300

(1) Includes 18.6 million shares or \$743.6 million acquired through the October 2006 Chipotle exchange.

During 2006, the Company completed a \$5.0 billion share repurchase program initially authorized by the Board of Directors in 2001. In March 2006, a new \$5.0 billion program was authorized. Through 2006, approximately 36 million shares have been repurchased for \$1.5 billion under this new program. The Company reduced its shares outstanding at year end by approximately 5% compared with 2005.

The Company has paid dividends on its common stock for 31 consecutive years and has increased the dividend amount every year. The Company has more than quadrupled the dividend from \$0.235 per share in 2002 to \$1.00 per share in 2006, totaling about \$1.2 billion. This reflects the Company's confidence in the ongoing strength and reliability of its cash flow. As in the past, future dividends will be considered after reviewing profitability expectations and financing needs, and will be declared at the discretion of the Board of Directors.

## FINANCIAL POSITION AND CAPITAL RESOURCES

### Total assets and returns

Total assets decreased by \$1.0 billion or 3% in 2006. Changes in foreign currency exchange rates increased total assets by approximately \$1.3 billion in 2006, which was more than offset by a decrease in cash and the disposition of Chipotle. More than 65% of total assets were located in the consolidated major markets at year-end 2006. Net property and equipment increased \$1.3 billion in 2006 and represented about 70% of total assets at year end. Total assets at December 31, 2005 included \$2.9 billion of cash borrowed under HIA due to the repatriation of certain foreign earnings.

Operating income, which excludes interest income, is used to compute return on average assets, while income from continuing operations is used to calculate return on average common equity. Month-end balances are used to compute both average assets and average common equity. Assets of discontinued operations are excluded from the average assets since operating income excludes results from discontinued operations.

<b>Returns on assets and equity</b>			
	<b>2006</b>	<b>2005</b>	<b>2004</b>
Return on average assets <sup>(1)</sup>	<b>14.9%</b>	14.5%	13.5%
Return on average common equity	<b>18.5</b>	17.7	17.8

(1) Return on average assets has been negatively impacted by significantly higher cash and equivalents balances due in part to the Company's repatriation of certain earnings related to HIA in 2005. Cash and equivalents reduced return on average assets by 2.2 percentage points, 1.2 percentage points and 0.6 percentage points in 2006, 2005 and 2004, respectively.

Impairment and other charges (credits), net reduced/(increased) return on average assets by 0.4 percentage points, (0.2) percentage points and 0.9 percentage points in 2006, 2005 and 2004, respectively. In addition, these items along with the 2005 net tax benefit due to a favorable audit settlement and incremental tax expense in connection with HIA and the 2004 nonoperating gain on the sale of a

U.S. real estate partnership, reduced/(increased) return on average common equity by 0.6 percentage points, (0.6) percentage points and 1.3 percentage points in 2006, 2005 and 2004, respectively.

In 2006 and 2005, return on average assets and return on average common equity both benefited from strong operating results in the U.S. In addition, returns in 2006 benefited from improved results in Europe. During 2007, the Company will continue to concentrate McDonald's restaurant openings and new capital invested in markets with acceptable returns or opportunities for long-term growth.

### Financing and market risk

The Company generally borrows on a long-term basis and is exposed to the impact of interest rate changes and foreign currency fluctuations. Debt obligations at December 31, 2006 totaled \$8.4 billion, compared with \$10.1 billion at December 31, 2005. The net decrease in 2006 was primarily due to net repayments (\$2.3 billion) and Statement of Financial Accounting Standards No. 133, *Accounting for Derivative Instruments and Hedging Activities* (SFAS No. 133) noncash fair value adjustments (\$82 million), partly offset by the impact of changes in exchange rates on foreign currency denominated debt (\$605 million).

<b>Debt highlights<sup>(1)</sup></b>			
	<b>2006</b>	<b>2005</b>	<b>2004</b>
Fixed-rate debt as a percent of total debt <sup>(2,3,4)</sup>	<b>49%</b>	46%	59%
Weighted-average annual interest rate of total debt	<b>4.1</b>	4.1	3.9
Foreign currency-denominated debt as a percent of total debt <sup>(2,3,5)</sup>	<b>80</b>	80	72
Total debt as a percent of total capitalization (total debt and total shareholders' equity) <sup>(2)</sup>	<b>35</b>	40	39
Cash provided by operations as a percent of total debt <sup>(2)</sup>	<b>52</b>	44	44

(1) All percentages are as of December 31<sup>st</sup>, except for the weighted-average annual interest rate, which is for the year.

(2) Based on debt obligations before the effect of SFAS No. 133 fair value adjustments. This effect is excluded, as these adjustments ultimately have no impact on the obligation at maturity. See Debt financing note to the consolidated financial statements.

(3) Includes the effect of interest rate and foreign currency exchange agreements.



- (4) *HIA-related borrowings caused an 18 percentage point decrease in fixed-rate debt in 2005. There was a slight increase in fixed-rate debt in 2006 as the Company began to repay a portion of the HIA-related borrowings.*
- (5) *HIA-related borrowings caused an 8 percentage point increase in foreign currency-denominated debt in 2005.*

Moody's, Standard & Poor's and Fitch currently rate the Company's commercial paper P-1, A-1 and F1, respectively; and its long-term debt A2, A and A, respectively. Historically, the Company has not experienced difficulty in obtaining financing or refinancing existing debt. The Company's key metrics for monitoring its credit structure are shown in the preceding table. While the Company targets these metrics for ease of focus, it also looks at similar credit ratios that incorporate capitalized operating leases to estimate total adjusted debt. Total adjusted debt is a term that is commonly used by the rating agencies referred to above, which includes debt outstanding on the Company's balance sheet plus an adjustment to capitalize operating leases. Based on their most recent calculations, these agencies add between \$7 billion and \$11 billion of debt for lease capitalization purposes. The Company believes the rating agency methodology for capitalizing leases requires certain adjustments. These adjustments include: excluding percent rents in excess of minimum rents; excluding certain Company-operated restaurant lease agreements outside the U.S. that are cancelable with minimal penalties (representing approximately 25% of Company-operated restaurant minimum rents outside the U.S., based on the Company's estimate); capitalizing non-restaurant leases using a multiple of three times rent expense; and reducing total rent expense by a percentage of the annual minimum rent payments due to the Company from franchisees operating on leased sites. Based on this calculation, for credit analysis purposes, approximately \$4 billion to \$5 billion of future operating lease payments would be capitalized.

Certain of the Company's debt obligations contain cross-acceleration provisions and restrictions on Company and subsidiary mortgages and the long-term debt of certain subsidiaries. There are no provisions in the Company's debt obligations that would accelerate repayment of debt as a result of a change in credit ratings or a material adverse change in the Company's business. The Company has \$1.3 billion available under a committed line of credit agreement (see Debt financing note to the consolidated financial statements) as well as a U.S. shelf registration of debt securities and a Euro Medium-Term Notes program that each have approximately \$2.9 billion of Company authority remaining for future debt issuances.

The Company uses major capital markets, bank financings and derivatives to meet its financing requirements and reduce interest expense. The Company manages its debt portfolio in response to changes in interest rates and foreign currency rates by periodically retiring, redeeming and repurchasing debt, terminating exchange agreements and using derivatives. The Company does not use derivatives with a level of complexity or with a risk higher than the exposures to be hedged and does not hold or issue derivatives for trading purposes. All exchange agreements are over-the-counter instruments.

In managing the impact of interest rate changes and foreign currency fluctuations, the Company uses interest rate exchange agreements and finances in the currencies in which assets are denominated. All derivatives were recorded at fair value in the Company's Consolidated balance sheet at December 31, 2006 and 2005 primarily in miscellaneous other assets (\$41 million and \$83 million, respectively) and other long-term liabilities (\$166 million and \$103 million, respectively). See Summary of significant accounting policies note to the consolidated financial statements related to financial instruments for additional information regarding their use and the impact of SFAS No. 133 regarding derivatives.

The Company uses foreign currency debt and derivatives to hedge the foreign currency risk associated with certain royalties, intercompany financings and long-term investments in foreign subsidiaries and affiliates. In 2006 and 2005, the Company used foreign currency debt to hedge the foreign currency risk associated with foreign currency denominated cash and equivalents related to HIA. This reduces the impact of fluctuating foreign currencies on cash flows and shareholders' equity. Total foreign currency-denominated debt, including the effects of foreign currency exchange agreements, was \$6.8 billion and \$8.1 billion for the years ended 2006 and 2005, respectively. In addition, where practical, the Company's restaurants purchase goods and services in local currencies resulting in natural hedges.

The Company does not have significant exposure to any individual counterparty and has master agreements that contain netting arrangements. Certain of these agreements also require each party to post collateral if credit ratings fall below, or aggregate exposures exceed, certain contractual limits. At December 31, 2006 and 2005, the Company was required to post collateral of \$49 million and \$24 million, respectively.

The Company's net asset exposure is diversified among a broad basket of currencies. The Company's largest net asset exposures (defined as foreign currency assets less foreign currency liabilities) at year end were as follows:

<b><i>Foreign currency net asset exposures</i></b>		
<b><i>IN MILLIONS OF U.S. DOLLARS</i></b>	<b><i>2006</i></b>	<b><i>2005</i></b>
Euro	<b>\$2,758</b>	\$2,073
Canadian Dollars	<b>1,099</b>	1,070
Australian Dollars	<b>837</b>	682
British Pounds Sterling	<b>770</b>	822

The Company prepared sensitivity analyses of its financial instruments to determine the impact of hypothetical changes in interest rates and foreign currency exchange rates on the Company's results of operations, cash flows and the fair value of its financial instruments. The interest rate analysis assumed a one percentage point adverse change in interest rates on all financial instruments but did not consider the effects of the reduced level of economic activity that could exist in such an environment. The foreign currency rate analysis assumed that each foreign currency rate would change by 10% in the same direction relative to the U.S. Dollar on all financial instruments; however, the analysis did not include the potential impact on sales levels, local currency prices or the effect of fluctuating currencies on the Company's anticipated foreign currency royalties and other payments received in the U.S. Based on the results of these analyses of the Company's financial instruments, neither a one percentage point adverse change in interest rates from 2006 levels nor a 10% adverse change in foreign currency rates from 2006 levels would materially affect the Company's results of operations, cash flows or the fair value of its financial instruments.

## Contractual obligations and commitments

The Company has long-term contractual obligations primarily in the form of lease obligations (related to both Company-operated and franchised restaurants) and debt obligations. In addition, the Company has long-term revenue and cash flow streams that relate to its franchise arrangements. Cash provided by operations (including cash provided by these franchise arrangements) along with the Company's borrowing capacity and other sources of cash will be used to satisfy the obligations. The following table summarizes the Company's contractual obligations and their aggregate maturities as well as future minimum rent payments due to the Company under existing franchise arrangements as of December 31, 2006. (See discussions of Cash flows and Financial position and capital resources as well as the Notes to the consolidated financial statements for further details.)

IN MILLIONS	Contractual cash outflows		Contractual cash inflows
	Operating leases	Debt obligations <sup>(1)</sup>	Minimum rent under franchise arrangements
2007	\$ 1,102	\$ 18	\$ 1,932
2008	1,030	3,240	1,883
2009	953	406	1,824
2010	874	1,708	1,749
2011	798	544	1,665
Thereafter	6,363	2,409	12,386
Total	\$ 11,120	\$ 8,325	\$ 21,439

(1) The maturities reflect reclassifications of short-term obligations to long-term obligations of \$1.2 billion, as they are supported by a long-term line of credit agreement expiring in 2010. Debt obligations do not include \$109 million of SFAS No. 133 noncash fair value adjustments. This effect is excluded because these adjustments ultimately have no impact on the obligation at maturity.

The Company maintains certain supplemental benefit plans that allow participants to (i) make tax-deferred contributions and (ii) receive Company-provided allocations that cannot be made under the qualified benefit plans because of Internal Revenue Service limitations. The investment alternatives and returns are based on certain market-rate investment alternatives under the Company's qualified Profit Sharing and Savings Plan. Total liabilities for the supplemental plans were \$379 million at December 31, 2006 and \$366 million at December 31, 2005 and were included in other long-term liabilities in the Consolidated balance sheet.

In addition to long-term obligations, the Company had guaranteed certain affiliate and other loans totaling \$12 million at December 31, 2006.

## OTHER MATTERS

### Critical accounting policies and estimates

Management's discussion and analysis of financial condition and results of operations is based upon the Company's consolidated financial statements, which have been prepared in accordance with accounting principles generally accepted in the U.S. The preparation of these financial statements requires the Company to make estimates and judgments that affect the reported amounts of assets, liabilities, revenues and expenses as well as related disclosures. On an ongoing basis, the Company evaluates its estimates and judgments based on historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates under various assumptions or conditions.

The Company reviews its financial reporting and disclosure practices and accounting policies quarterly to ensure that they provide accurate and transparent information relative to the current economic and business environment. The Company believes that of its significant accounting policies, the following involve a higher degree of judgment and/or complexity:

- **Property and equipment**

Property and equipment are depreciated or amortized on a straight-line basis over their useful lives based on management's estimates of the period over which the assets will generate revenue (not to exceed lease term plus options for leased property). The useful lives are estimated based on historical experience with similar assets, taking into account anticipated technological or other changes. The Company periodically reviews these lives relative to physical factors, economic factors and industry trends. If there are changes in the planned use of property and equipment, or if technological changes occur more rapidly than anticipated, the useful lives assigned to these assets may need to be shortened, resulting in the recognition of increased depreciation and amortization expense or write-offs in future periods.

- **Share-based compensation**

The Company has share-based compensation plans which authorize the granting of various equity-based incentives including stock options and RSUs to employees and non employee directors. The expense for these equity-based incentives is based on their fair value at date of grant and amortized over their vesting period.

The fair value of each stock option granted is estimated on the date of grant using a closed-form pricing model. The pricing model requires assumptions such as the expected life of the stock option and expected volatility of the Company's stock over the expected life, which significantly impact the assumed fair value. The Company uses historical data to determine these assumptions and if these assumptions change significantly for future grants, share-based compensation expense will fluctuate in future years. The fair value of each RSU granted is equal to the market price of the Company's stock at date of grant less the present value of expected dividends over the vesting period.

- ***Long-lived assets impairment review***

Long-lived assets (including goodwill) are reviewed for impairment annually in the fourth quarter and whenever events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable. In assessing the recoverability of the Company's long-lived assets, the Company considers changes in economic conditions and makes assumptions regarding estimated future cash flows and other factors. Estimates of future cash flows are highly subjective judgments based on the Company's experience and knowledge of its operations. These estimates can be significantly impacted by many factors including changes in global and local business and economic conditions, operating costs, inflation, competition, and consumer and demographic trends. The biggest assumption impacting estimated future cash flows is the estimated change in comparable sales. If the Company's estimates or underlying assumptions change in the future, the Company may be required to record impairment charges.

- **Litigation accruals**

From time to time, the Company is subject to proceedings, lawsuits and other claims related to competitors, customers, employees, franchisees, government agencies, intellectual property, shareholders and suppliers. The Company is required to assess the likelihood of any adverse judgments or outcomes to these matters as well as potential ranges of probable losses. A determination of the amount of accrual required, if any, for these contingencies is made after careful analysis of each matter. The required accrual may change in the future due to new developments in each matter or changes in approach such as a change in settlement strategy in dealing with these matters. The Company does not believe that any such matter currently being reviewed will have a material adverse effect on its financial condition or results of operations.

- **Income taxes**

The Company records a valuation allowance to reduce its deferred tax assets if it is more likely than not that some portion or all of the deferred assets will not be realized. While the Company has considered future taxable income and ongoing prudent and feasible tax strategies in assessing the need for the valuation allowance, if these estimates and assumptions change in the future, the Company may be required to adjust its valuation allowance. This could result in a charge to, or an increase in, income in the period such determination is made.

In addition, the Company operates within multiple taxing jurisdictions and is subject to audit in these jurisdictions. The Company records accruals for the estimated outcomes of these audits, and the accruals may change in the future due to new developments in each matter. During 2005, the Company recorded a \$179 million benefit due to favorable audit settlement of the Company's 2000–2002 U.S. tax returns. The Company's 2003-2004 U.S. tax returns are under audit and are expected to be settled in 2007.

Deferred U.S. income taxes have not been recorded for basis differences totaling \$5 billion related to investments in certain foreign subsidiaries and corporate joint ventures. The basis differences consist primarily of undistributed earnings that are considered permanently invested in operations outside the U.S. If management's intentions change in the future, deferred taxes may need to be provided.

### **Effects of changing prices - inflation**

The Company has demonstrated an ability to manage inflationary cost increases effectively. This is because of rapid inventory turnover, the ability to adjust menu prices, cost controls and substantial property holdings, many of which are at fixed costs and partly financed by debt made less expensive by inflation.

### **Reconciliation of returns on incremental invested capital**

Return on incremental invested capital (ROIIC) is a measure reviewed by management over one-year and three-year time periods to evaluate the overall profitability of the business units, the effectiveness of capital deployed and the future allocation of capital. This measure is calculated using operating income and constant foreign exchange rates to exclude the impact of foreign currency translation. The numerator is the Company's incremental operating income plus depreciation and amortization, from the base period. The denominator is the weighted-average adjusted cash used for investing activities during the applicable one- or three-year period.

Adjusted cash used for investing activities is defined as cash used for investing activities adjusted for cash generated from (used for) investing activities related to Chipotle. The weighted-average adjusted cash used for investing activities is based on a weighting applied on a quarterly basis. These weightings are used to reflect the estimated contribution of each quarter's investing activities to incremental operating income. For example, fourth quarter 2006 cash used for investing activities is weighted less because the assets purchased have only recently been deployed and would have generated little incremental operating income (12.5% of fourth quarter 2006 cash used for investing activities is included in the one-year and three-year calculations). In contrast, fourth quarter 2005 cash used for investing activities is heavily weighted because the assets purchased were deployed more than 12 months ago, and therefore have a full year impact on 2006 operating income, with little or no impact to the base period (87.5% and 100.0% of fourth quarter 2005 cash used for investing activities is included in the one-year and three-year calculations, respectively). Management believes that weighting cash used for investing activities provides a more accurate reflection of the relationship between its investments and returns than a simple average.

The reconciliations to the most comparable measurements, in accordance with accounting principles generally accepted in the U.S., for the numerator and denominator of the one-year and three-year ROIC are as follows:

**One-year ROIC calculation**

<i>Years ended December 31,</i>	<b>2006</b>	2005	<i>Incremental change</i>
NUMERATOR:			
Operating income	<b>\$4,445.1</b>	\$3,992.5	\$ 452.6
Depreciation and amortization <sup>(1)</sup>	<b>1,224.9</b>	1,220.3	4.6
Currency translation <sup>(2)</sup>			(41.2)
<b>Incremental operating income plus depreciation and amortization (at constant foreign exchange rates)</b>			<b>\$ 416.0</b>
DENOMINATOR:			
Weighted-average adjusted cash used for investing activities <sup>(3)</sup>			<b>\$1,661.4</b>
Currency translation <sup>(2)</sup>			12.6
<b>Weighted-average adjusted cash used for investing activities (at constant foreign exchange rates)</b>			<b>\$1,674.0</b>
<b>One-year ROIC<sup>(4)</sup></b>			<b>24.9%</b>

(1) Represents depreciation and amortization from continuing operations.

(2) Represents the effect of foreign currency translation by translating results at an average exchange rate for the periods measured.

(3) Determined by weighting the adjusted cash used for investing activities for each quarter in the two-year period ended December 31, 2006 by applying the weightings below.

	<i>Years ended December 31,</i>	
	2005	<b>2006</b>
<i>Cash used for investing activities</i>	\$1,817.8	<b>\$1,273.4</b>
<i>Adjusted for cash generated from (used for) investing activities related to Chipotle</i>	(83.9)	<b>219.2</b>
<i>Adjusted cash used for investing activities</i>	\$1,733.9	<b>\$1,492.6</b>
AS A PERCENT		
<i>Quarters ended:</i>		
<i>March 31</i>	12.5%	87.5 %
<i>June 30</i>	37.5	62.5
<i>September 30</i>	62.5	37.5
<i>December 31</i>	87.5	12.5

(4) The increase in Impairment and other charges (credits), net between 2006 and 2005 negatively impacted the one-year ROIC by 9.5 percentage points.

**Three-year ROIC calculation**

	<i>Years ended December 31,</i>		
	<b>2006</b>	2003	<i>Incremental change</i>
NUMERATOR:			
Pro forma operating income <sup>(5)</sup>	<b>\$4,445.1</b>	\$2,482.6	\$1,962.5
Depreciation and amortization <sup>(6)</sup>	<b>1,224.9</b>	1,133.9	91.0
Currency translation <sup>(7)</sup>			(272.0)
<b>Incremental operating income plus depreciation and amortization (at constant foreign exchange rates)</b>			<b>\$1,781.5</b>
DENOMINATOR:			
Weighted-average adjusted cash used for investing activities <sup>(8)</sup>			<b>\$4,328.9</b>
Currency translation <sup>(7)</sup>			(13.1)

<b>Weighted-average adjusted cash used for investing activities (at constant foreign exchange rates)</b>				<b>\$4,315.8</b>
<b>Three-year ROIC<sup>(9)</sup></b>				<b>41.3%</b>

- (5) *Share-based expense as reported in the Company's year-end 2003 Form 10-K was \$224.1 million after tax (\$354.4 million pretax). For comparability purposes to 2006 results subsequent to adopting SFAS No. 123(R), the 2003 reported operating income of \$2,837.0 million was adjusted for this pro forma expense.*
- (6) *Represents depreciation and amortization from continuing operations.*
- (7) *Represents the effect of foreign currency translation by translating results at an average exchange rate for the periods measured.*
- (8) *Represents three-year weighted-average adjusted cash used for investing activities, determined by applying the weightings below to the adjusted cash used for investing activities for each quarter in the four-year period ended December 31, 2006.*

	<i>Years ended December 31,</i>			
	<i>2003</i>	<i>2004</i>	<i>2005</i>	<i>2006</i>
<i>Cash used for investing activities</i>	<i>\$1,369.6</i>	<i>\$1,383.1</i>	<i>\$1,817.8</i>	<i>\$1,273.4</i>
<i>Adjusted for cash generated from (used for) investing activities related to Chipotle</i>	<i>(77.7)</i>	<i>(97.8)</i>	<i>(83.9)</i>	<i>219.2</i>
<i>Adjusted cash used for investing activities</i>	<i>\$1,291.9</i>	<i>\$1,285.3</i>	<i>\$1,733.9</i>	<i>\$1,492.6</i>
<i>AS A PERCENT</i>				
<i>Quarters ended:</i>				
<i>March 31</i>	<i>12.5%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>87.5 %</i>
<i>June 30</i>	<i>37.5</i>	<i>100.0</i>	<i>100.0</i>	<i>62.5</i>
<i>September 30</i>	<i>62.5</i>	<i>100.0</i>	<i>100.0</i>	<i>37.5</i>
<i>December 31</i>	<i>87.5</i>	<i>100.0</i>	<i>100.0</i>	<i>12.5</i>

- (9) *The decrease in Impairment and other charges (credits), net between 2006 and 2003 benefited the three-year ROIC by 6.7 percentage points.*

#### **Risk factors and cautionary statement about forward-looking information**

This report includes forward-looking statements about our plans and future performance, including those under Outlook for 2007. These statements use such words as “may,” “will,” “expect,” “believe” and “plan.” They reflect our expectations about the future and speak only as of the date of this report. We do not undertake to update or revise them. Our expectations (or the underlying assumptions) may change or not be realized, and you should not place undue reliance on forward-looking statements. We have identified the principal risks and uncertainties that affect our performance elsewhere in this report, and investors are urged to consider these risks and uncertainties when evaluating our historical and expected performance.

**ITEM 7A. QUANTITATIVE AND QUALITATIVE DISCLOSURES ABOUT MARKET RISK**

Quantitative and qualitative disclosures about market risk are included in Part II, Item 7, page 24 of this Form 10-K.

**ITEM 8. FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA**

<i>Index to consolidated financial statements</i>	<i>page reference</i>
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<a href="#"><u>Consolidated balance sheet at December 31, 2006 and 2005</u></a>	31
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## CONSOLIDATED STATEMENT OF INCOME

<i>IN MILLIONS, EXCEPT PER SHARE DATA</i>	<i>Years ended December 31,</i>		
	<i>2006</i>	<i>2005</i>	<i>2004</i>
<b>REVENUES</b>			
Sales by Company-operated restaurants	\$16,082.7	\$14,726.6	\$13,755.2
Revenues from franchised and affiliated restaurants	5,503.7	5,105.9	4,838.8
<b>Total revenues</b>	<b>21,586.4</b>	<b>19,832.5</b>	<b>18,594.0</b>
<b>OPERATING COSTS AND EXPENSES</b>			
Company-operated restaurant expenses			
Food & paper	5,349.7	5,004.9	4,698.2
Payroll & employee benefits	4,185.4	3,860.4	3,586.5
Occupancy & other operating expenses	4,006.6	3,709.2	3,403.2
Franchised restaurants—occupancy expenses	1,060.4	1,021.5	1,002.7
Selling, general & administrative expenses	2,337.9	2,167.1	1,939.1
Impairment and other charges (credits), net	134.2	(28.4)	281.4
Other operating expense, net	67.1	105.3	145.0
<b>Total operating costs and expenses</b>	<b>17,141.3</b>	<b>15,840.0</b>	<b>15,056.1</b>
<b>Operating income</b>	<b>4,445.1</b>	<b>3,992.5</b>	<b>3,537.9</b>
Interest expense-net of capitalized interest of \$5.4, \$4.9 and \$4.1	402.0	356.1	358.4
Nonoperating income, net	(123.3)	(38.0)	(21.2)
<b>Income from continuing operations before provision for income taxes</b>	<b>4,166.4</b>	<b>3,674.4</b>	<b>3,200.7</b>
Provision for income taxes	1,293.4	1,088.0	923.2
<b>Income from continuing operations</b>	<b>2,873.0</b>	<b>2,586.4</b>	<b>2,277.5</b>
Income from discontinued operations (net of taxes of \$96.8, \$11.4 and \$0.7)	671.2	15.8	1.0
<b>Net income</b>	<b>\$ 3,544.2</b>	<b>\$ 2,602.2</b>	<b>\$ 2,278.5</b>
<b>Per common share-basic:</b>			
Continuing operations	\$ 2.33	\$ 2.05	\$ 1.81
Discontinued operations	0.54	0.01	—
Net income	\$ 2.87	\$ 2.06	\$ 1.81
<b>Per common share-diluted:</b>			
Continuing operations	\$ 2.30	\$ 2.03	\$ 1.79
Discontinued operations	0.53	0.01	—
Net income	\$ 2.83	\$ 2.04	\$ 1.79
<b>Dividends per common share</b>	<b>\$ 1.00</b>	<b>\$ 0.67</b>	<b>\$ 0.55</b>
<b>Weighted-average shares outstanding-basic</b>	<b>1,234.0</b>	<b>1,260.4</b>	<b>1,259.7</b>
<b>Weighted-average shares outstanding-diluted</b>	<b>1,251.7</b>	<b>1,274.2</b>	<b>1,273.7</b>

See Notes to consolidated financial statements.

## CONSOLIDATED BALANCE SHEET

IN MILLIONS, EXCEPT PER SHARE DATA	December 31,	
	2006	2005
<b>ASSETS</b>		
<b>Current assets</b>		
Cash and equivalents	\$ 2,136.4	\$ 4,260.6
Accounts and notes receivable	904.2	793.9
Inventories, at cost, not in excess of market	149.0	144.3
Prepaid expenses and other current assets	435.7	640.2
Discontinued operations		380.0
<b>Total current assets</b>	<b>3,625.3</b>	<b>6,219.0</b>
<b>Other assets</b>		
Investment in and advances to affiliates	1,036.2	1,035.4
Goodwill, net	2,209.2	1,924.4
Miscellaneous	1,307.4	1,236.7
<b>Total other assets</b>	<b>4,552.8</b>	<b>4,196.5</b>
<b>Property and equipment</b>		
Property and equipment, at cost	31,810.2	29,482.5
Accumulated depreciation and amortization	(10,964.5)	(9,909.2)
<b>Net property and equipment</b>	<b>20,845.7</b>	<b>19,573.3</b>
<b>Total assets</b>	<b>\$ 29,023.8</b>	<b>\$ 29,988.8</b>
<b>LIABILITIES AND SHAREHOLDERS' EQUITY</b>		
<b>Current liabilities</b>		
Notes payable	\$ —	\$ 544.0
Accounts payable	834.1	678.0
Income taxes	250.9	569.6
Other taxes	251.4	233.1
Accrued interest	135.1	158.5
Accrued payroll and other liabilities	1,518.9	1,158.1
Current maturities of long-term debt	17.7	658.5
Discontinued operations		107.9
<b>Total current liabilities</b>	<b>3,008.1</b>	<b>4,107.7</b>
<b>Long-term debt</b>	<b>8,416.5</b>	<b>8,934.3</b>
<b>Other long-term liabilities</b>	<b>1,074.9</b>	<b>851.5</b>
<b>Deferred income taxes</b>	<b>1,066.0</b>	<b>949.2</b>
<b>Shareholders' equity</b>		
Preferred stock, no par value; authorized - 165.0 million shares; issued - none		
Common stock, \$.01 par value; authorized - 3.5 billion shares; issued - 1,660.6 million shares	16.6	16.6
Additional paid-in capital	3,445.0	2,720.2
Retained earnings	25,845.6	23,516.0
Accumulated other comprehensive income (loss)	(296.7)	(733.1)
Common stock in treasury, at cost; 456.9 and 397.4 million shares	(13,552.2)	(10,373.6)
<b>Total shareholders' equity</b>	<b>15,458.3</b>	<b>15,146.1</b>
<b>Total liabilities and shareholders' equity</b>	<b>\$ 29,023.8</b>	<b>\$ 29,988.8</b>

See Notes to consolidated financial statements.

## CONSOLIDATED STATEMENT OF CASH FLOWS

<i>IN MILLIONS</i>	<i>Years ended December 31,</i>		
	<i>2006</i>	<i>2005</i>	<i>2004</i>
<b>Operating activities</b>			
Net income	\$ 3,544.2	\$ 2,602.2	\$ 2,278.5
Adjustments to reconcile to cash provided by operations			
Charges and credits:			
Depreciation and amortization	1,249.9	1,249.5	1,201.0
Deferred income taxes	28.7	(34.6)	(177.0)
Income taxes audit benefit		(178.8)	
Impairment and other charges (credits), net	134.2	(28.4)	281.4
Gains on Chipotle disposition, net of tax	(653.0)		
Share-based compensation	122.5	152.0	11.0
Other	78.2	162.8	118.4
Changes in working capital items:			
Accounts receivable	(90.8)	(56.5)	(35.9)
Inventories, prepaid expenses and other current assets	(1.6)	(29.4)	(14.9)
Accounts payable	82.8	35.8	86.7
Income taxes	(350.3)	442.9	84.2
Other accrued liabilities	196.7	19.5	70.2
<b>Cash provided by operations</b>	<b>4,341.5</b>	<b>4,337.0</b>	<b>3,903.6</b>
<b>Investing activities</b>			
Property and equipment expenditures	(1,741.9)	(1,606.8)	(1,419.3)
Purchases of restaurant businesses	(238.6)	(343.5)	(149.7)
Sales of restaurant businesses and property	315.7	259.1	306.3
Chipotle disposition	281.7		
Other	109.7	(126.6)	(120.4)
<b>Cash used for investing activities</b>	<b>(1,273.4)</b>	<b>(1,817.8)</b>	<b>(1,383.1)</b>
<b>Financing activities</b>			
Net short-term borrowings (repayments)	34.5	22.7	35.9
Long-term financing issuances	1.9	3,107.9	225.6
Long-term financing repayments	(2,301.1)	(1,518.3)	(1,077.0)
Treasury stock purchases	(2,959.4)	(1,202.0)	(621.0)
Common stock dividends	(1,216.5)	(842.0)	(695.0)
Proceeds from stock option exercises	975.7	768.1	580.5
Excess tax benefit on share-based compensation	87.1	70.1	
Other	185.5	(44.9)	(82.5)
<b>Cash provided by (used for) financing activities</b>	<b>(5,192.3)</b>	<b>361.6</b>	<b>(1,633.5)</b>
<b>Cash and equivalents increase/(decrease)</b>	<b>(2,124.2)</b>	<b>2,880.8</b>	<b>887.0</b>
Cash and equivalents at beginning of year	4,260.6	1,379.8	492.8
<b>Cash and equivalents at end of year</b>	<b>\$ 2,136.4</b>	<b>\$ 4,260.6</b>	<b>\$ 1,379.8</b>
<b>Supplemental cash flow disclosures</b>			
Interest paid	\$ 430.3	\$ 390.3	\$ 370.2
Income taxes paid	1,528.5	795.1	1,017.6

See Notes to consolidated financial statements.

**CONSOLIDATED STATEMENT OF SHAREHOLDERS' EQUITY**

<i>IN MILLIONS, EXCEPT PER SHARE DATA</i>	<i>Common stock issued</i>		<i>Additional paid-in capital</i>	<i>Retained earnings</i>	<i>Accumulated other comprehensive income (loss)</i>			<i>Common stock in treasury</i>		<i>Total shareholders' equity</i>
	<i>Shares</i>	<i>Amount</i>			<i>Pensions</i>	<i>Deferred hedging adjustment</i>	<i>Foreign currency translation</i>	<i>Shares</i>	<i>Amount</i>	
Balance at December 31, 2003	1,660.6	\$ 16.6	\$ 1,747.0	\$20,172.3	\$ —	\$ (0.5)	\$ (635.0)	(398.7)	\$ (9,318.5)	\$ 11,981.9
Net income				2,278.5						2,278.5
Translation adjustments (including tax benefits of \$106.3)							554.7			554.7
Fair value adjustments— cash flow hedges (including tax benefits of \$3.3)						(15.2)				(15.2)
Comprehensive income										2,818.0
Common stock cash dividends (\$.55 per share)				(695.0)						(695.0)
ESOP loan payment			7.9							7.9
Treasury stock purchases								(22.2)	(605.3)	(605.3)
Stock option exercises and other (including tax benefits of \$87.3)			348.3					30.2	345.7	694.0
Balance at December 31, 2004	1,660.6	16.6	2,103.2	21,755.8	—	(15.7)	(80.3)	(390.7)	(9,578.1)	14,201.5
Net income				2,602.2						2,602.2
Translation adjustments (including taxes of \$189.6)							(634.3)			(634.3)
Fair value adjustments— cash flow hedges (including taxes of \$5.6)						(2.8)				(2.8)
Comprehensive income										1,965.1
Common stock cash dividends (\$.67 per share)				(842.0)						(842.0)
ESOP loan payment			7.0							7.0
Treasury stock purchases								(39.5)	(1,228.1)	(1,228.1)
Share-based compensation			152.0							152.0
Stock option exercises and other (including tax benefits of \$86.9)			458.0					32.8	432.6	890.6
Balance at December 31, 2005	1,660.6	16.6	2,720.2	23,516.0	—	(18.5)	(714.6)	(397.4)	(10,373.6)	15,146.1
Net income				3,544.2						3,544.2
Translation adjustments (including taxes of \$95.6)							514.7			514.7
Fair value adjustments— cash flow hedges (including tax benefits of \$0.6)						10.7				10.7

Comprehensive income											4,069.6					
Adjustment to initially apply SFAS No.158 (including tax benefits of \$39.2)											(89.0)					
Common stock cash dividends (\$1.00 per share)											(1,216.5)					
ESOP loan payment				7.3							7.3					
Treasury stock purchases									(98.4)	(3,718.9)	(3,718.9)					
Share-based compensation				122.5							122.5					
Stock option exercises and other (including tax benefits of \$125.4)				595.0	1.9				38.9	540.3	1,137.2					
<b>Balance at December 31, 2006</b>	<b>1,660.6</b>	<b>\$</b>	<b>16.6</b>	<b>\$</b>	<b>3,445.0</b>	<b>\$25,845.6</b>	<b>\$</b>	<b>(89.0)</b>	<b>\$</b>	<b>(7.8)</b>	<b>\$</b>	<b>(199.9)</b>	<b>(456.9)</b>	<b>\$(13,552.2)</b>	<b>\$</b>	<b>15,458.3</b>

See Notes to consolidated financial statements.

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## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

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### SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

#### Nature of business

The Company primarily franchises and operates McDonald's restaurants in the food service industry. The Company also operates Boston Market in the U.S. and has a minority ownership in U.K.-based Pret A Manger. Prior to October 2006, the Company had an ownership interest in Chipotle Mexican Grill (Chipotle). During 2006, the Company disposed of its investment in Chipotle through sales of shares and ultimately a tax-free exchange of all remaining shares held.

All restaurants are operated either by the Company, by independent entrepreneurs under the terms of franchise arrangements (franchisees), or by affiliates and developmental licensees operating under license agreements.

#### Consolidation

The consolidated financial statements include the accounts of the Company and its subsidiaries. Substantially all investments in affiliates owned 50% or less (primarily McDonald's Japan) are accounted for by the equity method.

#### Estimates in financial statements

The preparation of financial statements in conformity with accounting principles generally accepted in the U.S. requires management to make estimates and assumptions that affect the amounts reported in the financial statements and accompanying notes. Actual results could differ from those estimates.

#### Reclassifications

Certain prior period amounts have been reclassified to conform to current year presentation, including reclassifying results and amounts from Chipotle to discontinued operations.

#### Revenue recognition

The Company's revenues consist of sales by Company-operated restaurants and fees from restaurants operated by franchisees/licenseses and affiliates. Sales by Company-operated restaurants are recognized on a cash basis. The Company presents sales net of sales tax and other sales-related taxes. Fees from franchised and affiliated restaurants include continuing rent and service fees, initial fees, and royalties received from foreign affiliates and developmental licensees. Continuing fees and royalties are recognized in the period earned. Initial fees are recognized upon opening of a restaurant, which is when the Company has performed substantially all initial services required by the franchise arrangement.

#### Foreign currency translation

The functional currency of substantially all operations outside the U.S. is the respective local currency, except for a small number of countries with hyperinflationary economies, where the functional currency is the U.S. Dollar.

#### Advertising costs

Advertising costs included in expenses of Company-operated restaurants primarily consist of contributions to advertising cooperatives and were (in millions): 2006-\$689.8; 2005-\$644.0; 2004-\$610.2. Production costs for radio and television advertising, primarily in the U.S., are expensed when the commercials are initially aired. These production costs as well as other marketing-related expenses included in selling, general & administrative expenses were (in millions): 2006-\$97.4; 2005-\$116.7; 2004-\$103.7. In addition, significant advertising costs are incurred by franchisees through separate advertising cooperatives in individual markets.

#### Share-based compensation

Prior to January 1, 2005, the Company accounted for share-based compensation plans under the measurement and recognition provisions of Accounting Principles Board Opinion No. 25, *Accounting for Stock Issued to Employees*, and related Interpretations, as permitted by the Statement of Financial Accounting Standards No. 123, *Accounting for Stock-Based Compensation* (SFAS No. 123). Accordingly, share-based compensation was included as a pro forma disclosure in the Notes to the consolidated financial statements.

Effective January 1, 2005, the Company adopted the fair value recognition provisions of the Statement of Financial Accounting Standards No. 123(R), *Share-Based Payment* (SFAS No. 123(R)), using the modified-prospective transition method. Under this transition method, compensation cost beginning in 2005 includes the portion vesting in the period for (1) all share-based payments granted prior to, but not vested as of January 1, 2005, based on the grant date fair value estimated in accordance with the original provisions of SFAS No. 123 and (2) all share-based payments granted subsequent to January 1, 2005, based on the grant date fair value estimated in accordance with the provisions of SFAS No. 123(R). Results for prior periods have not been restated.

In 2005, in connection with the adoption of SFAS No. 123(R), the Company adjusted the mix of employee long-term incentive compensation by reducing stock options awarded and increasing certain cash-based compensation (primarily annual incentive-based compensation) and other equity-based awards. In 2006, results included share-based compensation expense of \$122.5 million (\$82.6 million after tax or \$0.07 per share). In 2005, results included share-based compensation expense of \$152.0 million (\$102.3 million after tax or \$0.08 per share). Compensation expense related to share-based awards is generally amortized on a straight-line basis over the vesting period in selling, general & administrative expenses in the Consolidated statement of income. As of December 31, 2006, there was \$150.1 million of total unrecognized compensation cost related to nonvested share-based compensation that is expected to be recognized over a weighted-average period of 2.0 years.

The following table illustrates the effect on net income and net income per share for 2004 if the Company had applied the fair value recognition provisions of SFAS No. 123 to options granted under the Company's stock option plans:

***Pro forma disclosures***

<i>IN MILLIONS, EXCEPT PER SHARE DATA</i>	<i>2004</i>
As reported—net income	\$2,278.5
Add: Total share-based employee compensation included in reported net income, net of related tax effects	6.8
Deduct: Total share-based employee compensation expense determined under fair value method for all awards, net of related tax effects	(156.3)
Pro forma—net income	\$2,129.0
Net income per share:	
As reported—basic	\$ 1.81
Pro forma—basic	\$ 1.69
As reported—diluted	\$ 1.79
Pro forma—diluted	\$ 1.68

The fair value of each stock option granted is estimated on the date of grant using a closed-form pricing model. The following table presents the weighted-average assumptions used in the option pricing model for the 2006, 2005 and 2004 stock option grants. The expected life of the options represents the period of time the options are expected to be outstanding and is based on historical trends. Expected stock price volatility is generally based on the historical volatility of the Company's stock for a period approximating the expected life. The expected dividend yield is based on the Company's most recent annual dividend payout. The risk-free interest rate is based on the U.S. Treasury yield curve in effect at the time of grant with a term equal to the expected life.

#### *Weighted-average assumptions*

	2006	2005	2004
Expected dividend yield	1.99%	1.72%	1.51%
Expected stock price volatility	26.4%	27.8%	28.6%
Risk-free interest rate	4.55%	3.97%	3.93%
Expected life of options IN YEARS	6.22	7.00	7.00
Fair value per option granted	\$9.72	\$10.06	\$8.44

Prior to the adoption of SFAS No. 123(R), the Company presented all benefits of tax deductions resulting from the exercise of share-based compensation as operating cash flows in the Consolidated statement of cash flows. SFAS No. 123(R) requires the benefits of tax deductions in excess of the compensation cost recognized for those options (excess tax benefits) to be classified as financing cash flows. Results included \$87.1 million and \$70.1 million of excess tax benefits as a financing cash inflow in 2006 and 2005, respectively.

#### **Property and equipment**

Property and equipment are stated at cost, with depreciation and amortization provided using the straight-line method over the following estimated useful lives: buildings—up to 40 years; leasehold improvements—the lesser of useful lives of assets or lease terms which generally include option periods; and equipment—three to 12 years.

#### **Goodwill**

Goodwill represents the excess of cost over the net tangible assets and identifiable intangible assets of acquired restaurant businesses. The Company's goodwill primarily results from purchases of McDonald's restaurants from franchisees and ownership increases in international subsidiaries or affiliates, and it is generally assigned to the reporting unit expected to benefit from the synergies of the combination. If a Company-operated restaurant is sold within 24 months of acquisition, the goodwill associated with the acquisition is written off in its entirety. If a restaurant is sold beyond 24 months from the acquisition, the amount of goodwill written off is based on the relative fair value of the business sold compared to the portion of the reporting unit (defined as each individual country).

In accordance with Statement of Financial Accounting Standards No. 142, *Goodwill and Intangible Assets*, the annual goodwill impairment test, conducted in the fourth quarter, compares the fair value of a reporting unit, generally based on discounted future cash flows, with its carrying amount including goodwill. If the carrying amount of a reporting unit exceeds its fair value, an impairment loss is measured as the difference between the implied fair value of the reporting unit's goodwill and the carrying amount of goodwill.

The following table presents the 2006 activity in goodwill by segment:

<i>IN MILLIONS</i>	<i>Latin</i>					
	<i>U.S.</i>	<i>Europe</i>	<i>APMEA<sup>(1)</sup></i>	<i>America</i>	<i>Canada</i>	<i>Consolidated</i>
Balance at December 31, 2005	\$ 897.8	\$557.6	\$212.1	\$126.5	\$130.4	\$1,924.4
Net restaurant purchases	115.0	26.1	8.1	4.3	0.4	153.9
Ownership increases in subsidiaries/affiliates			43.2			43.2
Currency translation		68.7	14.5	4.8	(0.3)	87.7
<b>Balance at December 31, 2006</b>	<b>\$1,012.8</b>	<b>\$652.4</b>	<b>\$277.9</b>	<b>\$135.6</b>	<b>\$130.5</b>	<b>\$2,209.2</b>

(1) APMEA represents Asia/Pacific, Middle East and Africa.



## Long-lived assets

In accordance with Statement of Financial Accounting Standards No. 144, *Accounting for the Impairment or Disposal of Long-Lived Assets* (SFAS No. 144), long-lived assets are reviewed for impairment annually in the fourth quarter and whenever events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable. For purposes of annually reviewing McDonald's restaurant assets for potential impairment, assets are initially grouped together at a television market level in the U.S. and at a country level for each of the international markets. The Company manages its restaurants as a group or portfolio with significant common costs and promotional activities; as such, each restaurant's cash flows are not largely independent of the cash flows of others in a market. If an indicator of impairment (e.g., negative operating cash flows for the most recent trailing 24-month period) exists for any grouping of assets, an estimate of undiscounted future cash flows produced by each individual restaurant within the asset grouping is compared to its carrying value. If an individual restaurant is determined to be impaired, the loss is measured by the excess of the carrying amount of the restaurant over its fair value as determined by an estimate of discounted future cash flows.

Losses on assets held for disposal are recognized when management has approved (and Board of Directors have approved, as required) and committed to a plan to dispose of the assets, the assets are available for disposal, the disposal is probable of occurring within 12 months, and the net sales proceeds are expected to be less than its net book value. Generally, such losses relate to restaurants that have closed and ceased operations as well as businesses or restaurants that meet the criteria to be considered "available for sale" in accordance with SFAS No. 144.

## Financial instruments

The Company generally borrows on a long-term basis and is exposed to the impact of interest rate changes and foreign currency fluctuations. The Company uses foreign currency denominated debt and derivative instruments to manage the impact of these changes. The Company does not use derivatives with a level of complexity or with a risk higher than the exposures to be hedged and does not hold or issue derivatives for trading purposes.

The counterparties to these agreements consist of a diverse group of financial institutions. The Company continually monitors its positions and the credit ratings of its counterparties and adjusts positions as appropriate. The Company did not have significant exposure to any individual counterparty at December 31, 2006 and has master agreements that contain netting arrangements. Certain of these agreements also require each party to post collateral if credit ratings fall below, or aggregate exposures exceed, certain contractual limits. At December 31, 2006 and 2005, the Company was required to post collateral of \$49.3 million and \$24.2 million, respectively.

Statement of Financial Accounting Standards No. 133, *Accounting for Derivative Instruments and Hedging Activities* (SFAS No. 133), as amended, requires companies to recognize all derivatives as either assets or liabilities in the balance sheet at fair value. SFAS No. 133 also requires companies to designate all derivatives that qualify as hedging instruments as fair value hedges, cash flow hedges or hedges of net investments in foreign operations. This designation is based upon the exposure being hedged.

All derivatives, primarily interest rate exchange agreements and foreign currency exchange agreements, were classified in the Consolidated balance sheet at December 31, 2006 and 2005, respectively, as follows: miscellaneous other assets—\$40.6 and \$83.3 million; other long-term liabilities (excluding accrued interest)—\$165.8 and \$102.7 million; and accrued payroll and other liabilities—\$6.7 and \$1.3 million. In addition, for the year ended December 31, 2005, the Company recorded prepaid expenses and other current assets of \$6.5 million. All derivative purchases and settlements were classified in Other financing activities in the Consolidated statement of cash flows.

There was no significant impact to the Company's earnings related to the ineffective portion of any hedging instruments for the three years ended December 31, 2006.

- **Fair value hedges**

The Company enters into fair value hedges to reduce the exposure to changes in the fair values of certain assets or liabilities. The types of fair value hedges the Company enters into include (1) interest rate exchange agreements to convert a portion of its fixed-rate debt to floating-rate debt and (2) foreign currency exchange agreements for the exchange of various currencies and interest rates. The foreign currency exchange agreements are entered into to hedge the currency risk associated with debt and intercompany loans denominated in foreign currencies, and essentially result in floating-rate assets or liabilities denominated in U.S. Dollars or appropriate functional currencies.

For fair value hedges, the gains or losses on derivatives as well as the offsetting gains or losses on the related hedged items resulting from changes in fair value are recognized in nonoperating (income)/expense, net.

- **Cash flow hedges**

The Company enters into cash flow hedges to reduce the exposure to variability in certain expected future cash flows. The types of

cash flow hedges the Company enters into include (1) interest rate exchange agreements that effectively convert a portion of floating-rate debt to fixed-rate debt and are designed to reduce the impact of interest rate changes on future interest expense, (2) forward foreign exchange contracts and foreign currency options that are designed to protect against the reduction in value of forecasted foreign currency cash flows (such as royalties and other payments denominated in foreign currencies due to changes in foreign currency exchange rates), and (3) foreign currency exchange agreements for the exchange of various currencies and interest rates. The foreign currency exchange agreements hedge the currency risk associated with debt and intercompany loans denominated in foreign currencies, and essentially result in fixed-rate assets or liabilities denominated in U.S. Dollars or appropriate functional currencies.

For cash flow hedges, the effective portion of the gains or losses on derivatives is reported in the deferred hedging adjustment component of accumulated other comprehensive income in shareholders' equity and reclassified into earnings in the same period or periods in which the hedged transaction affects earnings. The remaining gain or loss in excess of the cumulative change in the present value of future cash flows of the hedged item, if any, is recognized in earnings during the period of change.

The Company recorded after-tax adjustments related to cash flow hedges to the deferred hedging adjustment component of accumulated other comprehensive income in shareholders' equity, primarily related to foreign currency exchange agreements that hedge long-term intercompany loans. The Company recorded a net

increase of \$10.7 million for the year ended December 31, 2006, and net decreases of \$2.8 million and \$15.2 million for the years ended December 31, 2005 and 2004, respectively. Based on interest rates and foreign currency exchange rates at December 31, 2006, no significant amount of deferred hedging adjustments, after tax, included in accumulated other comprehensive income in shareholders' equity at December 31, 2006, will be recognized in earnings in 2007 as the underlying hedged transactions are realized. The maximum maturity date of any cash flow hedge of forecasted transactions at December 31, 2006 was 15 months, excluding instruments hedging forecasted payments of variable interest on existing financial instruments that have various maturity dates through 2013.

- ***Hedges of net investments in foreign operations***

The Company uses forward foreign exchange contracts, foreign currency exchange agreements and foreign currency denominated debt to hedge its investments in certain foreign subsidiaries and affiliates. Realized and unrealized translation adjustments from these hedges are included in shareholders' equity in the foreign currency translation component of accumulated other comprehensive income and offset translation adjustments on the underlying net assets of foreign subsidiaries and affiliates, which also are recorded in accumulated other comprehensive income.

During the year ended December 31, 2006, the Company recorded a decrease in translation adjustments in accumulated other comprehensive income of \$23.2 million after tax (included in the net increase of \$514.7 million of translation adjustments in the Consolidated statement of shareholders' equity), related primarily to foreign currency denominated debt designated as hedges of net investments. During the year ended December 31, 2005, the Company recorded an increase in translation adjustments in accumulated other comprehensive income of \$356.8 million after tax related to hedges of net investments. During the year ended December 31, 2004, the Company recorded a decrease in translation adjustments of \$190.7 million after tax related to hedges of net investments.

**Sales of stock by subsidiaries and affiliates**

As permitted by Staff Accounting Bulletin No. 51 issued by the Securities and Exchange Commission, when a subsidiary or affiliate sells unissued shares in a public offering, the Company records an adjustment to reflect an increase or decrease in the carrying value of its investment and a resulting nonoperating gain or loss. In 2006, the Company's gain of \$32.0 million due to the Chipotle IPO, in accordance with this policy, is reported in discontinued operations.

**Income tax contingencies**

The Company, like other multi-national companies, is regularly audited by federal, state and foreign tax authorities, and tax assessments may arise several years after tax returns have been filed. Accordingly, tax reserves have been recorded when in management's judgment it is not probable that the Company's tax position will ultimately be sustained. While predicting the outcome of the audits involves uncertainty and requires estimates and informed judgments, we believe that the recorded tax liabilities are adequate and appropriate. The judgments and estimates made at a point in time may change based on the outcome of tax audits, as well as changes to or further interpretation of regulations. Income tax expense is adjusted in the period in which these events occur or when the statute of limitations for a specific exposure item has expired.

In July 2006, the Financial Accounting Standards Board (FASB) issued Interpretation No. 48, *Accounting for Uncertainty in Income Taxes* (FIN 48), which is an interpretation of FASB Statement No. 109, *Accounting for Income Taxes*. FIN 48 clarifies the accounting for income taxes by prescribing the minimum recognition threshold a tax position is required to meet before being recognized in the financial statements. FIN 48 also provides guidance on derecognition, measurement, classification, interest and penalties, accounting in interim periods, disclosure and transition. The provisions of FIN 48 are effective January 1, 2007, with the cumulative effect of the change in accounting principle recorded as an adjustment to retained earnings. We are currently evaluating the impact of adopting FIN 48 on our financial statements; however, we do not expect the impact to be significant.

The Company records interest on income tax contingencies in the provision for income taxes.

**Per common share information**

Diluted net income per common share is calculated using net income divided by diluted weighted-average shares. Diluted weighted-average shares include weighted-average shares outstanding plus the dilutive effect of share-based compensation calculated using the treasury stock method, of (in millions of shares): 2006-17.7; 2005-13.8; 2004-14.0. Stock options that were not included in diluted weighted-average shares because they would have been antidilutive were (in millions of shares): 2006-16.4; 2005-44.4; 2004-85.5.

The Company has elected to not include the pro forma deferred tax asset associated with share-based compensation in net income per share.

**Statement of cash flows**

The Company considers short-term, highly liquid investments with an original maturity of 90 days or less to be cash equivalents. The

positive impact of fluctuating foreign currencies on cash and equivalents, included in other financing activities in the Consolidated statement of cash flows, was approximately \$200 million in 2006.

#### **Employers' accounting for defined benefit pension and other postretirement plans**

In September 2006, the FASB issued Statement of Financial Accounting Standards No. 158, *Employers' Accounting for Defined Benefit Pension and Other Postretirement Plans, an amendment of FASB Statements No. 87, 88, 106 and 132(R)* (SFAS No. 158). SFAS No. 158 requires the Company to recognize the overfunded or underfunded status of a defined benefit postretirement plan as an asset or liability in the Consolidated balance sheet and to recognize changes in that funded status in the year changes occur through other comprehensive income. The Company adopted the applicable provisions of SFAS No. 158 effective December 31, 2006, as required. This resulted in a net adjustment to other comprehensive income of \$89.0 million for a limited number of applicable international markets.

#### **Sabbatical leave**

In June 2006, the FASB ratified Emerging Issues Task Force (EITF) Issue 06-2, *Accounting for Sabbatical Leave and Other Similar Benefits Pursuant to FASB Statement No. 43, Accounting for Compensated Absences* (EITF 06-2). Under EITF 06-2, compensation costs associated with a sabbatical should be accrued

over the requisite service period, assuming certain conditions are met. Previously, the Company expensed sabbatical costs as incurred. The Company adopted EITF 06-2 effective January 1, 2007, as required and accordingly, we expect to record a cumulative adjustment to beginning retained earnings of approximately \$35 million in the first quarter of 2007. We expect the annual impact to earnings to be insignificant.

## DISCONTINUED OPERATIONS

In first quarter 2006, Chipotle completed an IPO of 6.1 million shares resulting in net proceeds of \$120.9 million to Chipotle and a tax-free gain to McDonald's of \$32.0 million to reflect an increase in the carrying value of the Company's investment as a result of Chipotle selling shares in the public offering. Concurrent with the IPO, McDonald's sold 3.0 million Chipotle shares, resulting in net proceeds to the Company of \$61.4 million and an additional gain of \$13.6 million after tax.

In second quarter 2006, McDonald's sold an additional 4.5 million Chipotle shares, resulting in net proceeds to the Company of \$267.7 million and a gain of \$127.8 million after tax, while still retaining majority ownership. In October 2006, the Company completely separated from Chipotle through a noncash, tax-free exchange of its remaining Chipotle shares for its common stock. McDonald's accepted 18.6 million shares of its common stock in exchange for the 16.5 million shares of Chipotle class B common stock held by McDonald's and recorded a tax-free gain of \$479.6 million in the fourth quarter. As a result of the complete disposition of Chipotle, the Company has reflected Chipotle's results of operations through the date of the exchange and transaction gains (\$653.0 million net of tax, \$0.53 per share—basic and \$0.52 per share—diluted) as discontinued operations for all periods presented.

## IMPAIRMENT AND OTHER CHARGES (CREDITS), NET

On a pretax basis, the Company recorded impairment and other charges (credits), net of \$134.2 million in 2006, (\$28.4) million in 2005 and \$281.4 million in 2004 associated with impairment, as well as certain strategic actions in 2006 and a lease accounting correction in 2004.

In 2006, the charges primarily related to the following items: losses incurred on the transfers of the Company's ownership interest in certain markets to developmental licensees (\$35.8 million); the closing of certain restaurants in the U.K. in conjunction with an overall restaurant portfolio review (\$35.3 million); costs to buy out certain litigating franchisees in Brazil (\$29.3 million); asset write-offs and other charges in APMEA (\$17.5 million); and a loss related to the decision to dispose of supply chain operations in Russia (\$13.1 million).

In 2005, the Company recorded \$22.8 million of pretax impairment charges primarily in South Korea. In addition, the Company recorded \$51.2 million of pretax income, primarily due to the transfer of the Company's ownership interest in Turkey to a developmental licensee and a favorable adjustment to certain liabilities established in prior years due to lower than originally anticipated employee-related and lease termination costs.

In 2004, the Company recorded \$130.5 million of pretax impairment charges primarily in South Korea. In addition, like other companies in the restaurant and retail industries, the Company reviewed its accounting practices and policies with respect to leasing transactions. Following this review and in consultation with its external auditors, the Company corrected an error in the amount of \$150.9 million pretax in its prior practices to conform the lease term used in calculating straight-line rent expense with the term used to amortize improvements on leased property. The result of the correction primarily accelerated the recognition of rent expense under certain leases that include fixed-rent escalations by revising the computation of straight-line rent expense to include these escalations for certain option periods. As the correction related solely to accounting treatment, it did not affect McDonald's historical or future cash flows or the timing of payments under the related leases. Its effect on the Company's net income per share, cash from operations and shareholders' equity was immaterial. These adjustments primarily impacted the U.S., China and Boston Market. Other markets were less significantly impacted, as many of the leases outside of the U.S. do not contain fixed-rent escalations.

## OTHER OPERATING EXPENSE, NET

<b>OTHER OPERATING (INCOME) EXPENSE, NET</b>			
<i>IN MILLIONS</i>			
	<b>2006</b>	<b>2005</b>	<b>2004</b>
Gains on sales of restaurant businesses	<b>\$ (38.3)</b>	\$ (44.7)	\$ (45.0)
Equity in earnings of unconsolidated affiliates	<b>(76.8)</b>	(52.8)	(60.0)
Asset dispositions and other expense	<b>182.2</b>	202.8	250.0
Total	<b>\$ 67.1</b>	\$105.3	\$145.0

- ***Gains on sales of restaurant businesses***

Gains on sales of restaurant businesses include gains from sales of Company-operated restaurants as well as gains from exercises of purchase options by franchisees with business facilities lease arrangements (arrangements where the Company leases the businesses,

including equipment, to franchisees who generally have options to purchase the businesses). The Company's purchases and sales of businesses with its franchisees and affiliates are aimed at achieving an optimal ownership mix in each market. Resulting gains or losses are recorded in operating income because the transactions are a recurring part of our business.

- ***Equity in earnings of unconsolidated affiliates***

Equity in earnings of unconsolidated affiliates-businesses in which the Company actively participates but does not control-represents McDonald's share of each affiliate's results. These results are reported after interest expense and income taxes, except for partnerships in certain markets such as the U.S., which are reported before income taxes.

- ***Asset dispositions and other expense***

Asset dispositions and other expense consists of gains or losses on excess property and other asset dispositions, provisions for contingencies and uncollectible receivables, and other miscellaneous expenses.

## FRANCHISE ARRANGEMENTS

Individual franchise arrangements generally include a lease and a license and provide for payment of initial fees, as well as continuing rent and service fees to the Company based upon a percent of sales with minimum rent payments that parallel the Company's underlying leases and escalations (on properties that are leased). McDonald's franchisees are granted the right to operate a restaurant using the McDonald's System and, in most cases, the use of a restaurant facility, generally for a period of 20 years. Franchisees pay related occupancy costs including property taxes, insurance and maintenance. In addition, in certain markets outside the U.S., franchisees pay a refundable, noninterest-bearing security deposit. Foreign affiliates and developmental licensees pay a royalty to the Company based upon a percent of sales.

The results of operations of restaurant businesses purchased and sold in transactions with franchisees, affiliates and others were not material to the consolidated financial statements for periods prior to purchase and sale.

Revenues from franchised and affiliated restaurants consisted of:

<i>IN MILLIONS</i>	2006	2005	2004
Rents and service fees	\$5,452.2	\$5,067.9	\$4,802.7
Initial fees	51.5	38.0	36.1
Revenues from franchised and affiliated restaurants	\$5,503.7	\$5,105.9	\$4,838.8

Future minimum rent payments due to the Company under existing franchise arrangements are:

<i>IN MILLIONS</i>	<i>Owned Sites</i>	<i>Leased Sites</i>	<i>Total</i>
2007	\$ 1,076.8	\$ 855.7	\$ 1,932.5
2008	1,046.8	836.3	1,883.1
2009	1,009.4	814.1	1,823.5
2010	967.3	782.1	1,749.4
2011	917.9	746.9	1,664.8
Thereafter	6,991.6	5,394.6	12,386.2
Total minimum payments	\$ 12,009.8	\$ 9,429.7	\$21,439.5

At December 31, 2006, net property and equipment under franchise arrangements totaled \$11.0 billion (including land of \$3.2 billion) after deducting accumulated depreciation and amortization of \$5.4 billion.

## LEASING ARRANGEMENTS

At December 31, 2006, the Company was the lessee at 14,659 restaurant locations through ground leases (the Company leases the land and the Company or franchisee owns the building) and through improved leases (the Company leases land and buildings). Lease terms for most restaurants are generally for 20 years and, in many cases, provide for rent escalations and renewal options, with certain leases providing purchase options. Escalation terms vary by geographic segment with examples including fixed-rent escalations, escalations based on an inflation index, and fair-value market adjustments. The timing of these escalations generally ranges from annually to every five years. For most locations, the Company is obligated for the related occupancy costs including property taxes, insurance and maintenance. However, for franchised sites, the Company requires the franchisees to pay these costs. In addition, the Company is the lessee under noncancelable leases covering certain offices and vehicles.

Future minimum payments required under existing operating leases with initial terms of one year or more are:

<i>IN MILLIONS</i>	<i>Restaurant</i>	<i>Other</i>	<i>Total</i>
2007	\$ 1,041.7	\$ 60.1	\$ 1,101.8
2008	980.4	49.9	1,030.3
2009	908.8	43.8	952.6
2010	838.2	36.3	874.5
2011	767.9	29.8	797.7
Thereafter	6,215.5	147.4	6,362.9
Total minimum payments	\$ 10,752.5	\$367.3	\$11,119.8

The following table provides detail of rent expense:

<i>IN MILLIONS</i>	2006	2005	2004
Company-operated restaurants:			
U.S. <sup>(1)</sup>	\$ 130.3	\$ 124.4	\$ 107.7

Outside the U.S.	<b>515.1</b>	483.9	446.0
Total	<b>645.4</b>	608.3	553.7
Franchised restaurants:			
U.S.	<b>341.1</b>	320.1	295.5
Outside the U.S.	<b>312.5</b>	287.9	280.2
Total	<b>653.6</b>	608.0	575.7
Other	<b>106.9</b>	98.9	91.4
Total rent expense	<b>\$1,405.9</b>	\$1,315.2	\$1,220.8

(1) Includes rent expense of Boston Market of (in millions): 2006–\$48.7; 2005–\$45.6; 2004–\$41.1.

Rent expense included percent rents in excess of minimum rents (in millions) as follows—Company-operated restaurants: 2006–\$107.4; 2005–\$96.2; 2004–\$84.4. Franchised restaurants: 2006–\$124.3; 2005–\$112.5; 2004–\$97.3.

The 2004 rent expense above excludes a correction of \$150.9 million (\$17.7 million for 2004 and \$133.2 million for prior years) in the Company’s lease accounting practices made in 2004. See Impairment and other charges (credits), net note for further discussion.



## INCOME TAXES

Income from continuing operations before provision for income taxes, classified by source of income, was as follows:

<i>IN MILLIONS</i>	2006	2005	2004
U.S.	\$2,138.2	\$2,024.1	\$1,573.5
Outside the U.S.	2,028.2	1,650.3	1,627.2
Income from continuing operations before provision for income taxes	\$4,166.4	\$3,674.4	\$3,200.7

The provision for income taxes, classified by the timing and location of payment, was as follows:

<i>IN MILLIONS</i>	2006	2005	2004
U.S. federal <sup>(1)</sup>	\$ 633.2	\$ 598.4	\$ 561.8
U.S. state <sup>(1)</sup>	108.8	100.4	56.9
Outside the U.S.	522.7	423.8	481.5
Current tax provision	1,264.7	1,122.6	1,100.2
U.S. federal	51.5	(11.8)	(182.8)
U.S. state	10.3	(1.7)	10.0
Outside the U.S.	(33.1)	(21.1)	(4.2)
Deferred tax provision (benefit)	28.7	(34.6)	(177.0)
Provision for income taxes	\$1,293.4	\$1,088.0	\$ 923.2

(1) In late 2005, the Company repatriated approximately \$3 billion of the earnings of foreign subsidiaries in accordance with the Homeland Investment Act (HIA) and recorded federal tax expense of \$104.1 million and state tax expense of \$2.2 million.

Net deferred tax liabilities consisted of:

<i>IN MILLIONS</i>	December 31,	
	2006	2005
Property and equipment	\$ 1,399.0	\$ 1,385.2
Other	250.3	143.4
Total deferred tax liabilities	1,649.3	1,528.6
Intangible assets	(315.0)	(286.5)
Operating loss carryforwards	(359.0)	(318.4)
Employee benefit plans	(249.2)	(217.8)
Property and equipment	(237.8)	(214.7)
Capital loss carryforwards	(58.4)	(91.0)
Unrealized foreign exchange losses	(67.4)	(88.4)
Other	(297.3)	(361.5)
Total deferred tax assets before valuation allowance	(1,584.1)	(1,578.3)
Valuation allowance	437.8	467.1
Net deferred tax liabilities	\$ 503.0	\$ 417.4
Balance sheet presentation:		
Deferred income taxes	\$ 1,066.0	\$ 949.2
Other assets-miscellaneous	(490.5)	(404.8)
Current assets-prepaid expenses and other current assets	(72.5)	(127.0)
Net deferred tax liabilities	\$ 503.0	\$ 417.4

The statutory U.S. federal income tax rate reconciles to the effective income tax rates as follows:

	2006	2005	2004
Statutory U.S. federal income tax rate	35.0%	35.0%	35.0%
State income taxes, net of related federal income tax benefit	1.9	1.8	1.4
Benefits and taxes related to foreign operations	(5.3)	(4.7)	(6.5)
Settlement of federal tax audit		(4.8)	
Repatriation of foreign earnings under HIA		2.9	
Other, net	(0.6)	(0.6)	(1.1)
Effective income tax rates	31.0%	29.6%	28.8%

Deferred U.S. income taxes have not been recorded for basis differences related to investments in certain foreign subsidiaries and corporate joint ventures. These basis differences were approximately \$5.0 billion at December 31, 2006 and consisted primarily of undistributed earnings considered permanently invested in operations outside the U.S. Determination of the deferred income tax liability on these unremitted earnings is not practicable because such liability, if any, is dependent on circumstances existing if and when remittance occurs.

## **SEGMENT AND GEOGRAPHIC INFORMATION**

The Company operates in the food service industry. Revenues consist of sales by Company-operated restaurants and fees from restaurants operated by franchisees and affiliates. Fees from franchised and affiliated restaurants include continuing rent and service fees, initial fees, and royalties received from foreign affiliates and developmental licensees. All intercompany revenues and expenses are eliminated in computing revenues and operating income. Operating income includes the Company's share of operating results of affiliates after interest expense and income taxes, except for affiliates in certain markets such as the U.S., which are reported before income taxes. Royalties and other payments from subsidiaries outside the U.S. were (in millions): 2006—\$945.4; 2005—\$840.6; 2004—\$781.1.

Corporate general & administrative expenses are included in the Corporate & Other segment and consist of home office support costs in areas such as facilities, finance, human resources, information technology, legal, marketing, restaurant operations, supply chain and training. Corporate assets include corporate cash and equivalents, asset portions of financing instruments and home office facilities.

<i>IN MILLIONS</i>	2006	2005	2004
U.S.	\$ 7,464.1	\$ 6,955.1	\$ 6,525.6
Europe	7,637.7	7,071.8	6,736.3
APMEA	3,053.5	2,815.8	2,721.3
Latin America	1,659.2	1,326.8	1,007.9
Canada	1,080.7	947.8	898.1
Corporate & Other	691.2	715.2	704.8
Total revenues	\$21,586.4	\$19,832.5	\$18,594.0
U.S.	\$ 2,657.0	\$ 2,421.6	\$ 2,181.4
Europe	1,610.2	1,449.3	1,471.1
APMEA	364.4	345.1	200.4
Latin America	54.6	29.6	(19.6)
Canada	197.6	155.5	178.0
Corporate & Other	(438.7)	(408.6)	(473.4)
Total operating income	\$ 4,445.1 <sup>(1)</sup>	\$ 3,992.5 <sup>(2)</sup>	\$ 3,537.9 <sup>(3)</sup>
U.S.	\$ 9,477.4	\$ 8,968.3	\$ 8,551.5
Europe	10,413.9	9,424.6	10,389.5
APMEA	3,727.6	3,596.5	3,853.0
Latin America	1,778.1	1,652.8	1,496.6
Canada	1,268.2	1,237.7	1,162.4
Corporate & Other	2,358.6	4,728.9	2,025.8
Discontinued operations		380.0	358.7
Total assets	\$29,023.8	\$29,988.8	\$27,837.5
U.S.	\$ 774.3	\$ 642.4	\$ 486.7
Europe	504.9	449.5	445.0
APMEA	208.1	197.1	157.8
Latin America	87.1	84.9	62.6
Canada	68.4	64.5	87.5
Corporate & Other	36.6	84.5	81.9
Discontinued operations	62.5	83.9	97.8
Total capital expenditures	\$ 1,741.9	\$ 1,606.8	\$ 1,419.3
U.S.	\$ 390.5	\$ 385.8	\$ 394.6
Europe	436.4	427.5	422.6
APMEA	171.8	168.3	165.6
Latin America	82.6	77.5	66.3
Canada	66.5	62.2	51.9
Corporate & Other	77.1	99.0	79.1
Discontinued operations	25.0	29.2	20.9
Total depreciation and amortization	\$ 1,249.9	\$ 1,249.5	\$ 1,201.0

See *Impairment and other charges (credits), net* note for further discussion of the following items:

- (1) Includes \$134.2 million of charges (Europe—\$61.9; APMEA—\$48.2; Latin America—\$30.6 and Corporate & Other—(\$6.5)) primarily related to losses incurred on the transfers of the Company's ownership interest in certain markets to developmental licensees and certain other strategic actions.
- (2) Includes (\$28.4) million of credits (Europe—\$4.1; APMEA—(\$9.1); Latin America—\$2.4; and Corporate & Other—(\$25.8)) primarily related to a gain due to the transfer of the Company's ownership interest in a market to a developmental licensee and reversal of certain restructuring liabilities, partly offset by impairment charges.
- (3) Includes \$281.4 million of charges (U.S.—\$79.8; Europe—\$27.0; APMEA—\$138.7; Latin America—\$2.1; Canada—\$3.8 and Corporate & Other—\$30.0) primarily related to a correction in the Company's lease accounting practices and policies and impairment.

Total long-lived assets, primarily property and equipment, were (in millions)—Consolidated: 2006—\$24,789.3; 2005—\$23,192.6;

2004—\$24,057.6. U.S. based: 2006—\$9,590.4; 2005—\$9,187.0; 2004—\$8,886.1.

## **DEBT FINANCING**

### **Line of credit agreements**

At December 31, 2006, the Company had a \$1.3 billion line of credit agreement expiring in 2010 with fees of 0.08% per annum on the total commitment, which remained unused. Fees and interest rates on this line are based on the Company's long-term credit rating assigned by Moody's and Standard & Poor's. In addition, certain subsidiaries outside the U.S. had unused lines of credit totaling \$951.7 million at December 31, 2006; these uncommitted lines of credit were principally short-term and denominated in various currencies at local market rates of interest.

As a result of the Company's decision to repatriate certain foreign earnings under HIA, certain wholly-owned subsidiaries outside the U.S. entered into a multi-currency term loan facility totaling \$2.9 billion in 2005. The loan has a three-year term with the ability to prepay without penalty. The loan agreement stipulates future repayments of borrowings reduce the amount available under the facility. At December 31, 2006, the outstanding borrowings under the HIA multi-currency term loan facility totaled \$2.4 billion with a weighted-average interest rate of 4.7%.

The weighted-average interest rate of short-term borrowings, excluding HIA-related borrowings, was 5.0% at December 31, 2006 (based on \$497.3 million of foreign currency bank line borrowings) and 4.7% at December 31, 2005 (based on \$423.4 million of foreign currency bank line borrowings).

### **Fair values**

At December 31, 2006, the fair value of the Company's debt obligations was estimated at \$8.6 billion, compared to a carrying amount of \$8.4 billion. This fair value was estimated using various pricing models or discounted cash flow analyses that incorporated quoted market prices. The Company has no current plans to retire a significant amount of its debt prior to maturity.

The carrying amounts for both cash and equivalents and notes receivable approximate fair value. Foreign currency and interest rate exchange agreements, foreign currency options and forward foreign exchange contracts were recorded in the Consolidated balance sheet at fair value estimated using various pricing models or discounted cash flow analyses that incorporated quoted market prices. No fair value was estimated for noninterest-bearing security deposits by franchisees, because these deposits are an integral part of the overall franchise arrangements.

## Debt obligations

The Company has incurred debt obligations principally through public and private offerings and bank loans. There are no provisions in the Company's debt obligations that would accelerate repayment of debt as a result of a change in credit ratings or a material adverse change in the Company's business. Certain of the Company's debt obligations contain cross-acceleration provisions, and restrictions on Company and subsidiary mortgages and the long-term debt of certain subsidiaries. Under certain agreements, the Company has the option to retire debt prior to maturity, either at par or at a premium over par.

The following table summarizes the Company's debt obligations. (Interest rates reflected in the table include the effects of interest rate and foreign currency exchange agreements.)

IN MILLIONS OF U.S. DOLLARS	Maturity dates	Interest rates <sup>(1)</sup> December 31		Amounts outstanding December 31	
		2006	2005	2006	2005
Fixed-original issue <sup>(2)</sup>		4.9%	4.8%	\$2,375.9	\$ 2,914.6
Fixed-converted via exchange agreements <sup>(3)</sup>		4.5	4.3	(808.1)	(1,122.5)
Floating		5.0	4.2	158.7	196.9
Total U.S. Dollars	2007-2028			1,726.5	1,989.0
Fixed		3.2	3.4	448.4	618.8
Floating		3.6	2.6	2,342.0	3,019.4
Total Euro	2007-2013			2,790.4	3,638.2
Fixed		6.0	6.0	1,067.4	960.0
Floating		5.5	4.8	785.6	947.4
Total British Pounds Sterling	2008-2032			1,853.0	1,907.4
Total Japanese Yen-fixed	2010-2030	2.2	2.0	549.3	808.6
Fixed		4.0	3.7	356.8	347.0
Floating		5.1	4.8	1,049.5	1,255.6
Total other currencies <sup>(4)</sup>	2007-2016			1,406.3	1,602.6
Debt obligations before fair value adjustments <sup>(5)</sup>				8,325.5	9,945.8
Fair value adjustments <sup>(6)</sup>				108.7	191.0
Total debt obligations <sup>(7)</sup>				\$8,434.2	\$10,136.8

(1) Weighted-average effective rate, computed on a semi-annual basis.

(2) Includes \$150 million of debentures that mature in 2027, which are subordinated to senior debt and provide for the ability to defer interest payments up to five years under certain conditions.

(3) A portion of U.S. Dollar fixed-rate debt effectively has been converted into other currencies and/or into floating-rate debt through the use of exchange agreements. The rates shown reflect the fixed rate on the receivable portion of the exchange agreements. All other obligations in this table reflect the net effects of these and other exchange agreements.

(4) Primarily consists of Chinese Renminbi, Hong Kong Dollars, Australian Dollars, Swiss Francs, Korean Won and Singapore Dollars.

(5) Aggregate maturities for 2006 debt balances, before fair value adjustments, were as follows (in millions): 2007-\$17.7; 2008-\$3,240.1; 2009-\$406.3; 2010-\$1,708.1; 2011-\$544.4; Thereafter-\$2,408.9. These amounts include a reclassification of short-term obligations totaling \$1.2 billion to long-term obligations as they are supported by a long-term line of credit agreement expiring in 2010.

(6) SFAS No. 133 requires that the underlying items in fair value hedges, in this case debt obligations, be recorded at fair value. The related hedging instrument is also recorded at fair value in either miscellaneous other assets or other long-term liabilities. A portion (\$54.8 million) of the adjustments at December 31, 2006 related to interest rate exchange agreements that were terminated in December 2002 and will amortize as a reduction of interest expense over the remaining life of the debt.

(7) Includes notes payable, current maturities of long-term debt and long-term debt included in the Consolidated balance sheet. The decrease in debt obligations from December 31, 2005 to December 31, 2006 was due to net repayments (\$2,264.7 million) and SFAS No. 133 non-cash fair value adjustments (\$82.3 million), partly offset by the impact of changes in exchange rates on foreign currency denominated debt (\$605.5 million) and other changes related primarily to the consolidation of Malaysia (\$38.9 million).

**ESOP loans and other guarantees**

Borrowings related to the ESOP at December 31, 2006, which include \$79.1 million of loans from the Company to the ESOP, are reflected as long-term debt with a corresponding reduction of shareholders' equity (additional paid-in capital included a balance of \$71.1 million and \$77.4 million at December 31, 2006 and 2005 respectively). The ESOP is repaying the loans and interest through 2018 using Company contributions and dividends from its McDonald's common stock holdings. As the principal amount of the borrowings is repaid, the debt and the unearned ESOP compensation (additional paid-in capital) are being reduced.

The Company also has guaranteed certain affiliate and other loans totaling \$11.8 million at December 31, 2006. These guarantees are contingent commitments generally issued by the Company to support borrowing arrangements of certain U.S. partnerships and franchisees, and certain affiliates outside the U.S. The terms of the guarantees vary and are equal to the remaining term of the related debt. At December 31, 2006, there was no carrying value for obligations under these guarantees in the Consolidated balance sheet.

## EMPLOYEE BENEFIT PLANS

The Company's Profit Sharing and Savings Plan for U.S.-based employees includes a 401(k) feature, a leveraged employee stock ownership (ESOP) feature, and a discretionary employer profit sharing match. The 401(k) feature allows participants to make pretax contributions that are partly matched from shares released under the ESOP. The Profit Sharing and Savings Plan also provides for a discretionary employer profit sharing match at the end of the year for eligible participants who have contributed to the 401(k) feature.

All contributions and related earnings can be invested in several investment alternatives as well as McDonald's common stock in accordance with each participant's elections. Effective January 1, 2007, participants' future contributions to the 401(k) feature and the discretionary employer match are limited to 20% investment in McDonald's Common stock.

Employees of Boston Market participate in a separate retirement plan known as the McDonald's Ventures 401(k) Plan. The Ventures Plan includes 401(k) and matching features. The investment alternatives for the Ventures Plan are identical to the McDonald's Profit Sharing and Savings Plan.

The Company also maintains certain supplemental benefit plans. At the end of 2004, the Company froze the nonqualified, unfunded Supplemental Plan that it previously maintained due to changes under Section 409A of the Internal Revenue Code, so that no new contributions or changes will be made to the Supplemental Plan. Effective January 1, 2005, the Company adopted a new nonqualified, unfunded Excess Benefit and Deferred Bonus Plan that allows participants to (i) make tax-deferred contributions and (ii) receive Company-provided allocations that cannot be made under the Profit Sharing and Savings Plan and Ventures 401(k) Plan because of Internal Revenue Service limitations. The investment alternatives and returns in the Excess Benefit and Deferred Bonus Plan, and also the frozen Supplemental Plan, are based on certain market-rate investment alternatives under the Profit Sharing and Savings Plan. Total combined liabilities under the frozen Supplemental Plan and the Excess Benefit and Deferred Bonus Plan were \$378.6 million at December 31, 2006 and \$366.5 million at December 31, 2005 and were included in other long-term liabilities in the Consolidated balance sheet.

The Company has entered into derivative contracts to hedge market-driven changes in certain of the Supplemental Plan and Excess Benefit and Deferred Bonus Plan liabilities. At December 31, 2006, derivatives with a fair value of \$91.5 million indexed to the Company's stock as well as an investment totaling \$78.2 million indexed to certain market indices were included in miscellaneous other assets in the Consolidated balance sheet. All changes in liabilities for these nonqualified plans and in the fair value of the derivatives are recorded in selling, general & administrative expenses. Changes in fair value of the derivatives indexed to the Company's stock are recorded in the income statement because the contracts provide the counterparty with a choice to settle in cash or shares.

Total U.S. costs for the Profit Sharing and Savings Plan and Ventures 401(k) Plan, including nonqualified benefits and related hedging activities, were (in millions): 2006-\$61.9; 2005-\$59.9; 2004-\$58.5. Certain subsidiaries outside the U.S. also offer profit sharing, pension, stock purchase or other similar benefit plans. Total plan costs outside the U.S. were (in millions): 2006-\$69.8; 2005-\$54.1; 2004-\$47.8. The total combined liabilities for the international pension plans of \$127.9 million, which were in a limited number of markets, were primarily included in other long-term liabilities in the Consolidated balance sheet.

Other postretirement benefits and postemployment benefits were immaterial.

## PROPERTY AND EQUIPMENT

Net property and equipment consisted of:

<i>IN MILLIONS</i>	<i>December 31,</i>	
	<i>2006</i>	<i>2005</i>
Land	\$ 4,722.7	\$ 4,480.6
Buildings and improvements on owned land	10,852.5	10,104.5
Buildings and improvements on leased land	10,829.4	9,922.9
Equipment, signs and seating	4,839.9	4,398.1
Other	565.7	576.4
	31,810.2	29,482.5
Accumulated depreciation and amortization	(10,964.5)	(9,909.2)
Net property and equipment	\$ 20,845.7	\$ 19,573.3

Depreciation and amortization expense related to continuing operations was (in millions): 2006-\$1,180.2; 2005-\$1,157.5; 2004-\$1,117.4.

## CONTINGENCIES

From time to time, the Company is subject to proceedings, lawsuits and other claims related to competitors, customers, employees,

franchisees, government agencies, intellectual property, shareholders and suppliers. The Company is required to assess the likelihood of any adverse judgments or outcomes to these matters as well as potential ranges of probable losses. A determination of the amount of accrual required, if any, for these contingencies is made after careful analysis of each matter. The required accrual may change in the future due to new developments in each matter or changes in approach such as a change in settlement strategy in dealing with these matters. The Company does not believe that any such matter currently being reviewed will have a material adverse effect on its financial condition or results of operations.



## SHARE-BASED COMPENSATION

At December 31, 2006, the Company had a share-based compensation plan, which authorizes the granting of various equity-based incentives including stock options and restricted stock units (RSUs) to employees and nonemployee directors. The number of shares of common stock reserved for issuance under the plans was 155.3 million at December 31, 2006, including 50.8 million available for future grants.

### Stock options

Stock options to purchase common stock are granted with an exercise price equal to the closing market price of the Company's stock on the date of grant. Substantially all of the options become exercisable in four equal installments, beginning a year from the date of the grant, and generally expire 10 years from the grant date. Options granted between May 1, 1999 and December 31, 2000 (approximately 26 million options currently outstanding) expire 13 years from the date of grant.

Intrinsic value for stock options is defined as the difference between the current market value and the exercise price. During 2006 and 2005, the total intrinsic value of stock options exercised was \$412.6 million and \$290.9 million, respectively. Cash received from stock options exercised during 2006 was \$975.7 million and the actual tax benefit realized for tax deductions from stock options exercised totaled \$111.9 million. The Company uses treasury shares purchased under the Company's historical share repurchase program to satisfy share-based exercises.

A summary of the status of the Company's stock option grants as of December 31, 2006, 2005 and 2004, and changes during the years then ended, is presented in the following table:

Options	2006				2005		2004	
	Shares IN MILLIONS	Weighted- average exercise price	Weighted- average remaining contractual life IN YEARS	Aggregate intrinsic value	Shares IN MILLIONS	Weighted- average exercise price	Shares IN MILLIONS	Weighted- average exercise price
Outstanding at beginning of year	136.3	\$ 28.90			166.9	\$ 27.80	194.2	\$ 26.90
Granted	7.0	36.36			7.1	32.59	20.1	26.10
Exercised	(37.7)	26.86			(32.7)	23.87	(30.0)	20.16
Forfeited/expired	(3.7)	32.51			(5.0)	30.44	(17.4)	28.99
Outstanding at end of year	101.9	\$ 30.03	5.58	\$ 1,457.8	136.3	\$ 28.90	166.9	\$ 27.80
Exercisable at end of year	78.7	\$ 30.50	4.93	\$ 1,089.3	103.3		114.7	

### RSUs

RSUs generally vest 100% on the third anniversary of the grant and are payable in either shares of McDonald's common stock or cash, at the Company's discretion. Certain executives have been awarded RSUs that are performance-based vesting. The fair value of each RSU granted is equal to the market price of the Company's stock at date of grant less the present value of expected dividends over the vesting period.

A summary of the Company's RSU activity during the years ended December 31, 2006 and 2005 is presented in the following table:

RSUs	2006		2005	
	Shares IN MILLIONS	Weighted- average grant date fair value	Shares IN MILLIONS	Weighted- average grant date fair value
Nonvested at beginning of year	2.6	\$ 23.60	1.7	\$ 16.01
Granted	1.4	34.12	1.2	32.58
Vested	(1.3)	15.24	(0.1)	14.70
Forfeited	(0.1)	31.78	(0.2)	19.65
Nonvested at end of year	2.6	\$ 33.00	2.6	\$ 23.60

The Company granted 0.2 million RSUs in 2004, a majority of which have performance conditions. The Company realized tax deductions of \$13.5 million from RSUs vested during 2006. The total fair value of RSUs vested during 2006 and 2005 was \$43.8 million and \$6.0 million, respectively.

**QUARTERLY RESULTS (UNAUDITED)<sup>(1)</sup>**

IN MILLIONS, EXCEPT PER SHARE DATA	Quarters ended December 31		Quarters ended September 30		Quarters ended June 30		Quarters ended March 31	
	2006	2005	2006	2005	2006	2005	2006	2005
	<b>Revenues</b>							
Sales by Company-operated restaurants	\$4,194.3	\$3,767.7	\$4,223.3	\$3,836.9	\$3,995.6	\$3,655.4	\$3,669.5	\$3,466.6
Revenues from franchised and affiliated restaurants	1,439.6	1,293.5	1,447.9	1,325.6	1,371.8	1,283.9	1,244.4	1,202.9
<b>Total revenues</b>	<b>5,633.9</b>	<b>5,061.2</b>	<b>5,671.2</b>	<b>5,162.5</b>	<b>5,367.4</b>	<b>4,939.3</b>	<b>4,913.9</b>	<b>4,669.5</b>
Company-operated margin	681.7	564.3	707.0	588.5	627.2	523.9	525.1	475.4
Franchised margin	1,164.2	1,039.0	1,175.2	1,069.2	1,111.5	1,030.3	992.4	945.9
<b>Operating income</b>	<b>1,124.6</b>	<b>927.6</b>	<b>1,285.5</b>	<b>1,151.8</b>	<b>1,123.6</b>	<b>1,006.7</b>	<b>911.4<sup>(5)</sup></b>	<b>906.4</b>
<b>Income from continuing operations</b>	<b>761.2</b>	<b>604.8</b>	<b>840.1</b>	<b>731.0</b>	<b>698.3</b>	<b>524.9<sup>(4)</sup></b>	<b>573.4<sup>(5)</sup></b>	<b>725.7<sup>(7)</sup></b>
<b>Net income</b>	<b>\$1,241.5<sup>(2)</sup></b>	<b>\$ 608.5</b>	<b>\$ 843.3</b>	<b>\$ 735.4</b>	<b>\$ 834.1<sup>(3)</sup></b>	<b>\$ 530.4<sup>(4)</sup></b>	<b>\$ 625.3<sup>(5,6)</sup></b>	<b>\$ 727.9<sup>(7)</sup></b>
<b>Per common share—basic:</b>								
<b>Income from continuing operations</b>	<b>\$ 0.63</b>	<b>\$ 0.48</b>	<b>\$ 0.68</b>	<b>\$ 0.58</b>	<b>\$ 0.57</b>	<b>\$ 0.42<sup>(4)</sup></b>	<b>\$ 0.46<sup>(5)</sup></b>	<b>\$ 0.57<sup>(7)</sup></b>
<b>Net income</b>	<b>\$ 1.02<sup>(2)</sup></b>	<b>\$ 0.48</b>	<b>\$ 0.69</b>	<b>\$ 0.59</b>	<b>\$ 0.68<sup>(3)</sup></b>	<b>\$ 0.42<sup>(4)</sup></b>	<b>\$ 0.50<sup>(5,6)</sup></b>	<b>\$ 0.57<sup>(7)</sup></b>
<b>Per common share—diluted:</b>								
<b>Income from continuing operations</b>	<b>\$ 0.61</b>	<b>\$ 0.47</b>	<b>\$ 0.67</b>	<b>\$ 0.57</b>	<b>\$ 0.56</b>	<b>\$ 0.41<sup>(4)</sup></b>	<b>\$ 0.45<sup>(5)</sup></b>	<b>\$ 0.56<sup>(7)</sup></b>
<b>Net income</b>	<b>\$ 1.00<sup>(2)</sup></b>	<b>\$ 0.48</b>	<b>\$ 0.68</b>	<b>\$ 0.58</b>	<b>\$ 0.67<sup>(3)</sup></b>	<b>\$ 0.42<sup>(4)</sup></b>	<b>\$ 0.49<sup>(5,6)</sup></b>	<b>\$ 0.56<sup>(7)</sup></b>
<b>Dividends declared per common share</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 1.00</b>	<b>\$ 0.67</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Weighted-average common shares—basic</b>	<b>1,216.8</b>	<b>1,259.8</b>	<b>1,230.4</b>	<b>1,253.9</b>	<b>1,235.1</b>	<b>1,259.5</b>	<b>1,254.1</b>	<b>1,268.5</b>
<b>Weighted-average common shares—diluted</b>	<b>1,238.3</b>	<b>1,275.7</b>	<b>1,245.7</b>	<b>1,271.6</b>	<b>1,248.0</b>	<b>1,269.7</b>	<b>1,271.2</b>	<b>1,289.0</b>
<b>Market price per common share:</b>								
High	\$ 44.68	\$ 35.69	\$ 40.06	\$ 35.03	\$ 35.99	\$ 31.91	\$ 36.75	\$ 34.56
Low	38.95	31.48	32.75	27.36	31.73	27.74	33.20	30.81
Close	44.33	33.72	39.12	33.49	33.60	27.75	34.36	31.14

(1) For all periods of 2005 and the first three quarters of 2006, amounts previously reported in the Company's filings included Chipotle activity. As a result of the Company's disposition of its entire investment in Chipotle in October 2006, the above amounts have been adjusted by the following Chipotle activity:

IN MILLIONS	Quarter ended December 31	Quarters ended September 30		Quarters ended June 30		Quarters ended March 31	
	2005	2006	2005	2006	2005	2006	2005
<b>Revenues</b>							
Sales by Company-operated restaurants	\$ 172.6	\$ 210.3	\$ 163.8	\$ 204.3	\$ 155.8	\$ 186.4	\$ 132.9
Revenues from franchised and affiliated restaurants	0.8	1.0	0.8	0.6	0.6	0.6	0.4
<b>Total revenues</b>	<b>173.4</b>	<b>211.3</b>	<b>164.6</b>	<b>204.9</b>	<b>156.4</b>	<b>187.0</b>	<b>133.3</b>
Company-operated margin	23.5	33.9	22.3	36.0	24.7	28.0	15.0
Franchised margin	0.8	0.7	0.6	0.6	0.4	0.5	0.4
<b>Operating income</b>	<b>\$ 7.9</b>	<b>\$ 18.0</b>	<b>\$ 8.0</b>	<b>\$ 15.8</b>	<b>\$ 10.0</b>	<b>\$ 12.4</b>	<b>\$ 3.2</b>

(2) Includes a tax-free gain of \$479.6 million or \$0.39 per share resulting from the Company's complete disposition of Chipotle.

(3) Includes a gain of \$127.8 million after tax (\$0.11 per share-basic, \$0.10 per share-diluted) due to the secondary sale of Chipotle shares.

(4) Includes \$112.0 million or \$0.09 per share of incremental tax expense for the second quarter of 2005 resulting from the decision

*to repatriate certain foreign earnings under the Homeland Investment Act.*

- (5) Includes net pretax charges of \$86.1 million (\$59.1 million after tax or \$0.045 per share) primarily related to a limited number of restaurant closings in the U.K. in conjunction with an overall restaurant portfolio review and costs to buy out certain litigating franchisees in Brazil.*
- (6) Includes a gain of \$45.6 million after tax or \$0.035 per share due to the IPO of Chipotle and the concurrent sale of Chipotle shares.*
- (7) Includes a tax benefit of \$178.8 million (\$0.14 per share income from continuing operations as well as net income-basic, \$0.13 per share net income-diluted) primarily due to a favorable audit settlement of the Company's 2000-2002 U.S. tax returns.*

## MANAGEMENT'S REPORT

Management is responsible for the preparation, integrity and fair presentation of the consolidated financial statements and Notes to the consolidated financial statements. The financial statements were prepared in accordance with the accounting principles generally accepted in the U.S. and include certain amounts based on management's judgment and best estimates. Other financial information presented is consistent with the financial statements.

Management is also responsible for establishing and maintaining adequate internal control over financial reporting as defined in Rules 13a-15(f) and 15d-15(f) under the Securities Exchange Act of 1934. The Company's internal control over financial reporting is designed under the supervision of the Company's principal executive and financial officers in order to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. The Company's internal control over financial reporting includes those policies and procedures that:

- (i) Pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of assets of the Company;
- (ii) Provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the Company are being made only in accordance with authorizations of management and directors of the Company; and
- (iii) Provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use or disposition of the Company's assets that could have a material effect on the financial statements.

Because of its inherent limitations, internal control over financial reporting may not prevent or detect misstatements. Also, projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

Management assessed the effectiveness of the Company's internal control over financial reporting as of December 31, 2006. In making this assessment, management used the criteria established in Internal Control-Integrated Framework issued by the Committee of Sponsoring Organizations of the Treadway Commission (COSO).

Based on our assessment and those criteria, management believes that the Company maintained effective internal control over financial reporting as of December 31, 2006.

The Company's independent registered public accounting firm, Ernst & Young LLP, has issued an attestation report on management's assessment of the Company's internal control over financial reporting. That report appears on a subsequent page of this Report and expresses unqualified opinions on management's assessment and on the effectiveness of the Company's internal control over financial reporting.

McDONALD'S CORPORATION  
February 19, 2007

## **REPORT OF INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM**

The Board of Directors and Shareholders  
McDonald's Corporation

We have audited the accompanying Consolidated balance sheets of McDonald's Corporation as of December 31, 2006 and 2005, and the related Consolidated statements of income, shareholders' equity and cash flows for each of the three years in the period ended December 31, 2006. These financial statements are the responsibility of McDonald's Corporation management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with the standards of the Public Company Accounting Oversight Board (United States). Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the consolidated financial position of McDonald's Corporation at December 31, 2006 and 2005, and the consolidated results of its operations and its cash flows for each of the three years in the period ended December 31, 2006, in conformity with U.S. generally accepted accounting principles.

As discussed in the Notes to the consolidated financial statements, on December 31, 2006, the Company adopted the provisions of SFAS No. 158, *Employers' Accounting for Defined Benefit Pension and Other Postretirement Plans*, and changed its method of recognizing the funded status of its defined benefit postretirement plans. Also, effective January 1, 2005, the Company changed its method for accounting for share-based compensation to conform with SFAS No. 123(R), *Share-Based Payment*.

We also have audited, in accordance with the standards of the Public Company Accounting Oversight Board (United States), the effectiveness of McDonald's Corporation's internal control over financial reporting as of December 31, 2006, based on criteria established in Internal Control-Integrated Framework issued by the Committee of Sponsoring Organizations of the Treadway Commission and our report dated February 19, 2007 expressed an unqualified opinion thereon.

ERNST & YOUNG LLP

Chicago, Illinois  
February 19, 2007

## **REPORT OF INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM ON INTERNAL CONTROL OVER FINANCIAL REPORTING**

We have audited management's assessment, included in the accompanying Management's Report, that McDonald's Corporation maintained effective internal control over financial reporting as of December 31, 2006, based on criteria established in Internal Control-Integrated Framework issued by the Committee of Sponsoring Organizations of the Treadway Commission (the COSO criteria). The Company's management is responsible for maintaining effective internal control over financial reporting and for its assessment of the effectiveness of internal control over financial reporting. Our responsibility is to express an opinion on management's assessment and an opinion on the effectiveness of the Company's internal control over financial reporting based on our audit.

We conducted our audit in accordance with the standards of the Public Company Accounting Oversight Board (United States). Those standards require that we plan and perform the audit to obtain reasonable assurance about whether effective internal control over financial reporting was maintained in all material respects. Our audit included obtaining an understanding of internal control over financial reporting, evaluating management's assessment, testing and evaluating the design and operating effectiveness of internal control, and performing such other procedures as we considered necessary in the circumstances. We believe that our audit provides a reasonable basis for our opinion.

A company's internal control over financial reporting is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal control over financial reporting includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorizations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

Because of its inherent limitations, internal control over financial reporting may not prevent or detect misstatements. Also, projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

In our opinion, management's assessment that the Company maintained effective internal control over financial reporting as of December 31, 2006, is fairly stated, in all material respects, based on the COSO criteria. Also in our opinion, the Company maintained, in all material respects, effective internal control over financial reporting as of December 31, 2006, based on the COSO criteria.

We have also audited, in accordance with the standards of the Public Company Accounting Standards Board (United States), the Consolidated balance sheets of McDonald's Corporation as of December 31, 2006 and 2005, and the related Consolidated statements of income, shareholders' equity and cash flows for each of the three years in the period ended December 31, 2006 and our report dated February 19, 2007 expressed an unqualified opinion thereon.

**ERNST & YOUNG LLP**

Chicago, Illinois  
February 19, 2007

## **ITEM 9. CHANGES IN AND DISAGREEMENTS WITH ACCOUNTANTS ON ACCOUNTING AND FINANCIAL DISCLOSURE**

None.

## **ITEM 9A. CONTROLS AND PROCEDURES**

### **Disclosure controls**

An evaluation was conducted under the supervision and with the participation of the Company's management, including the Chief Executive Officer (CEO) and Chief Financial Officer (CFO), of the effectiveness of the design and operation of the Company's disclosure controls and procedures as of December 31, 2006. Based on that evaluation, the CEO and CFO concluded that the Company's disclosure controls and procedures were effective as of such date to ensure that information required to be disclosed in the reports that it files or submits under the Exchange Act is recorded, processed, summarized and reported within the time periods specified in Securities and Exchange Commission rules and forms.

### **Internal control over financial reporting**

The Company's management, including the CEO and CFO, confirm that there was no change in the Company's internal control over financial reporting during the quarter ended December 31, 2006 that has materially affected, or is reasonably likely to materially affect, the Company's internal control over financial reporting.

### **Management's report**

Management's report and the Report of independent registered public accounting firm on internal control over financial reporting are set forth in Part II, Item 8 of this Form 10-K.

## **ITEM 9B. OTHER INFORMATION**

None.

## **PART III**

## **ITEM 10. DIRECTORS, EXECUTIVE OFFICERS AND CORPORATE GOVERNANCE**

Information regarding directors and the Company's Code of Conduct for the Board of Directors, its Code of Ethics for Chief Executive Officer and Senior Financial Officers and its Standards of Business Conduct are incorporated herein by reference from the Company's definitive proxy statement, which will be filed no later than 120 days after December 31, 2006. We will post any amendments to or any waivers for directors and executive officers from provisions of the Codes on our website at [www.governance.mcdonalds.com](http://www.governance.mcdonalds.com).

Information regarding all of the Company's executive officers is included in Part I, page 7 of this Form 10-K.

## **ITEM 11. EXECUTIVE COMPENSATION**

Incorporated herein by reference from the Company's definitive proxy statement, which will be filed no later than 120 days after December 31, 2006.

## **ITEM 12. SECURITY OWNERSHIP OF CERTAIN BENEFICIAL OWNERS AND MANAGEMENT AND RELATED SHAREHOLDER MATTERS**

Incorporated herein by reference from the Company's definitive proxy statement, which will be filed no later than 120 days after December 31, 2006.

## **ITEM 13. CERTAIN RELATIONSHIPS AND RELATED TRANSACTIONS AND DIRECTOR INDEPENDENCE**

Incorporated herein by reference from the Company's definitive proxy statement, which will be filed no later than 120 days after December 31, 2006.

## **ITEM 14. PRINCIPAL ACCOUNTANT FEES AND SERVICES**

Incorporated herein by reference from the Company's definitive proxy statement, which will be filed no later than 120 days after December 31, 2006.

## **PART IV**

## **ITEM 15. EXHIBITS AND FINANCIAL STATEMENT SCHEDULES**



**a. (1) All Financial statements**

Consolidated financial statements filed as part of this report are listed under Part II, Item 8, pages 30 through 44 of this Form 10-K.

**(2) Financial statement schedules**

No schedules are required because either the required information is not present or is not present in amounts sufficient to require submission of the schedule, or because the information required is included in the consolidated financial statements or the notes thereto.

**b. Exhibits**

The exhibits listed in the accompanying index are filed as part of this report.

## McDonald's Corporation Exhibit Index (ITEM 15)

<u>Exhibit Number</u>	<u>Description</u>
(3)	(a) Restated Certificate of Incorporation, effective as of March 24, 1998, incorporated herein by reference from Form 8-K, dated April 17, 1998.
	(b) By-Laws, as amended and restated with effect as of November 9, 2006, incorporated herein by reference from Form 8-K, dated November 8, 2006.
(4)	Instruments defining the rights of security holders, including Indentures: **
	(a) Senior Debt Securities Indenture, incorporated herein by reference from Exhibit (4)(a) of Form S-3 Registration Statement (File No. 333-14141), filed October 15, 1996.
	(i) 6 3/8% Debentures due 2028. Supplemental Indenture No. 1, dated January 8, 1998, incorporated herein by reference from Exhibit (4)(a) of Form 8-K, filed January 13, 1998.
	(ii) Medium-Term Notes, Series F, Due from 1 Year to 60 Years from Date of Issue. Supplemental Indenture No. 4, incorporated herein by reference from Exhibit (4)(c) of Form S-3 Registration Statement (File No. 333-59145), filed July 15, 1998.
	(iii) Medium-Term Notes, Series G, Due from 1 Year to 60 Years from Date of Issue. Supplemental Indenture No. 6, incorporated herein by reference from Exhibit (4)(c) of Form S-3 Registration Statement (File No. 333-60170), filed May 3, 2001.
	(iv) Medium-Term Notes, Series H, Due from 1 Year to 60 Years from Date of Issue. Supplemental Indenture No. 7, incorporated herein by reference from Exhibit (4)(c) of Form S-3 Registration Statement (File No. 333-92212), filed July 10, 2002.
	(b) Subordinated Debt Securities Indenture, incorporated herein by reference from Exhibit (4)(b) of Form S-3 Registration Statement (File No. 333-14141), filed October 15, 1996.
	(i) 7.31% Subordinated Deferrable Interest Debentures due 2027. Supplemental Indenture No. 3, dated September 24, 1997, incorporated herein by reference from Exhibit (4)(a) of Form 8-K, filed September 30, 1997.
	(c) Debt Securities Indenture, incorporated herein by reference from Exhibit (4)(a) of Form S-3 Registration Statement (File No. 33-12364), filed March 3, 1987.
	(i) 8 7/8% Debentures due 2011. Supplemental Indenture No. 17, dated April 1, 1991, incorporated herein by reference from Exhibit (4) of Form 8-K, filed April 23, 1991.
	(ii) Medium-Term Notes, Series D, Due from 9 months (U.S. Issue)/184 Days (Euro Issue) to 60 Years from Date of Issue. Supplemental Indenture No. 18, incorporated herein by reference from Exhibit (4)(b) of Form S-3 Registration Statement (File No. 33-42642), filed September 9, 1991.
	(iii) Medium-Term Notes, Series E, Due from 9 Months (U.S. Issue)/184 Days (Euro Issue) to 60 Years from Date of Issue. Supplemental Indenture No. 22, incorporated herein by reference from Exhibit (4)(b) of Form S-3 Registration Statement (File No. 33-60939), filed July 13, 1995.
	(d) McDonald's Corporation 2002 QSC Rewards Program, effective as of February 13, 2002, incorporated herein by reference from Exhibit (4) of Form S-3/A Registration Statement (File No. 333-82920), filed March 14, 2002.
	(i) Prospectus dated March 15, 2002, incorporated by reference from Form 424(b)(4) (File No. 333-82920), filed March 20, 2002, as supplemented by the Prospectus Supplement, dated March 4, 2003 (incorporated by reference from Form 424(b)(3) filed March 4, 2003 and the Prospectus Supplement, dated September 25, 2003 (incorporated by reference from Form 424(b)(3) filed September 26, 2003).
(10)	Material Contracts
	(a) Directors' Stock Plan, as amended and restated March 24, 2005, incorporated herein by reference from Form 10-Q, for the quarter ended March 31, 2005.*
	(b) McDonald's Excess Benefit and Deferred Bonus Plan, effective January 1, 2005, as amended and restated June 2, 2005, incorporated herein by reference from Form 10-Q, for the quarter ended June 30, 2005.*
	(i) First Amendment to the McDonald's Excess Benefit and Deferred Bonus Plan, as Amended and Restated June 2, 2005, incorporated by reference from Form 10-Q for the quarter ended March 31, 2006.*

- (c) McDonald's Corporation Supplemental Profit Sharing and Savings Plan, effective as of September 1, 2001, incorporated herein by reference from Form 10-K, for the year ended December 31, 2001.\*
  - (i) First Amendment to the McDonald's Corporation Supplemental Profit Sharing and Savings Plan, effective as of January 1, 2002, incorporated herein by reference from Form 10-K, for the year ended December 31, 2002.\*
  - (ii) Second Amendment to the McDonald's Corporation Supplemental Profit Sharing and Savings Plan, effective January 1, 2005, incorporated herein by reference from Form 10-K, for the year ended December, 31, 2004.\*

- (d) 1975 Stock Ownership Option Plan, as amended and restated July 30, 2001, incorporated herein by reference from Form 10-Q, for the quarter ended September 30, 2001.\*
  - (e) 1992 Stock Ownership Incentive Plan, as amended and restated January 1, 2001, incorporated herein by reference from Form 10-Q, for the quarter ended March 31, 2001.\*
  - (f) 1999 Non-Employee Director Stock Option Plan, as amended and restated September 12, 2000, incorporated herein by reference from Form 10-Q, for the quarter ended September 30, 2000.\*
  - (g) Executive Retention Plan, as amended and restated December 1, 2004, incorporated herein by reference from Form 10-K, for the year ended December 31, 2004.\*
  - (h) McDonald's Corporation Amended and Restated 2001 Omnibus Stock Ownership Plan, as amended and restated March 18, 2004, incorporated herein by reference from Form 10-Q, for the quarter ended June 30, 2004.\*
    - (i) First Amendment to the McDonald's Corporation Amended and Restated 2001 Omnibus Stock Ownership Plan, effective February 4, 2006, incorporated by reference from Form 10-Q for the quarter ended March 31, 2006.\*
  - (i) Form of McDonald's Corporation Tier I Change of Control Employment Agreement, as amended, authorized by the Board of Directors, on December 3, 2003, incorporated herein by reference from Form 10-K, for the year ended December 31, 2003.\*
    - (i) First Amendment to Tier I Change of Control Employment Agreement, effective January 25, 2005, incorporated herein by reference from Form 10-K for the year ended December 31, 2004.\*
  - (j) McDonald's Corporation 2004 Cash Incentive Plan, effective as of January 1, 2004, incorporated herein by reference from Form 10-Q, for the quarter ended June 30, 2004.\*
  - (k) Senior Director Letter Agreement between Donald G. Lubin and the Company, incorporated herein by reference from Form 8-K, dated May 24, 2006.\*
  - (l) Arrangement between M. Lawrence Light and the Company, incorporated herein by reference from Form 10-K for the year ended December 31, 2004.\*
  - (m) Form of Stock Option Grant Notice, incorporated herein by reference from Form 10-Q, for the quarter ended June 30, 2005.\*
  - (n) Form of Restricted Stock Unit Award Notice, incorporated herein by reference from Form 10-Q, for the quarter ended June 30, 2005.\*
  - (o) McDonald's Corporation Severance Plan, effective April 1, 2006, incorporated by reference from Form 10-Q for the quarter ended March 31, 2006.\*
  - (p) Employment Contract between Denis Hennequin and the Company, dated February 26, 2007 filed herewith.\*
  - (q) Assignment Agreement between Timothy Fenton and the Company, dated January 2006 filed herewith.\*
  - (r) Relocation Agreement between Timothy Fenton and the Company, dated January 12, 2006 filed herewith.\*
- (12) Computation of ratio of earnings to fixed charges.
  - (21) Subsidiaries of the registrant.
  - (23) Consent of independent registered public accounting firm.
  - (31.1) Rule 13a-14(a) Certification of Chief Executive Officer.
  - (31.2) Rule 13a-14(a) Certification of Chief Financial Officer.
  - (32.1) Certification pursuant to 18 U.S.C. Section 1350 by the Chief Executive Officer, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002.
  - (32.2) Certification pursuant to 18 U.S.C. Section 1350 by the Chief Financial Officer, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002.

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\* Denotes compensatory plan.

\*\* Other instruments defining the rights of holders of long-term debt of the registrant and all of its subsidiaries for which consolidated financial statements are required to be filed and which are not required to be registered with the Commission, are not included herein as the securities authorized under these instruments, individually, do not exceed 10% of the total assets of the registrant and its subsidiaries on a consolidated basis. An agreement to furnish a copy of any such instruments to the Commission upon request has been filed with the Commission.

## SIGNATURES

Pursuant to the requirements of Section 13 or 15(d) of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned, thereunto duly authorized.

McDonald's Corporation  
(Registrant)

By /s/ Matthew H. Paull  
Matthew H. Paull  
*Corporate Senior Executive Vice President  
and Chief Financial Officer*

February 26, 2007  
Date

Pursuant to the requirements of the Securities Exchange Act of 1934, this report has been signed below by the following persons on behalf of the registrant and in their capacities indicated below on the 26th day of February, 2007:

Signature,  
Title

By /s/ Hall Adams, Jr.  
Hall Adams, Jr.  
*Director*

By /s/ Edward A. Brennan  
Edward A. Brennan  
*Director*

By /s/ Robert A. Eckert  
Robert A. Eckert  
*Director*

By /s/ Enrique Hernandez, Jr.  
Enrique Hernandez, Jr.  
*Director*

By /s/ Jeanne P. Jackson  
Jeanne P. Jackson  
*Director*

By /s/ Richard H. Lenny  
Richard H. Lenny  
*Director*

By /s/ Walter E. Massey  
Walter E. Massey  
*Director*

By /s/ Andrew J. McKenna  
Andrew J. McKenna  
*Chairman of the Board and Director*

By /s/ Cary D. McMillan  
Cary D. McMillan  
*Director*

/s/ Matthew H. Paull

By Matthew H. Paul  
*Corporate Senior Executive Vice President  
and Chief Financial Officer*

By /s/ Sheila A. Penrose  
Sheila A. Penrose  
*Director*

By /s/ David M. Pojman  
David M. Pojman  
*Corporate Senior Vice President – Controller*

By /s/ John W. Rogers, Jr.  
John W. Rogers, Jr.  
*Director*

By /s/ James A. Skinner  
James A. Skinner  
*Vice Chairman, Chief Executive Officer and  
Director*

By /s/ Roger W. Stone  
Roger W. Stone  
*Director*

**EXHIBIT 10(p).**

**CONTRAT DE TRAVAIL  
ENTRE LES SOUSSIGNES**

La Société **McDONALD'S SYSTEM OF FRANCE, INC.**, société de droit américain dont le siège social est sis Prentice Hall Corporation System Inc., 2711 Centerville Road, Suite 400, Wilmington, Delaware, 19808, représentée en France par sa succursale de droit américain sise 1, rue Gustave Eiffel - 78045 Guyancourt cedex, représentée aux présentes par Monsieur Matthew H. Paull agissant en qualité de Vice Président et de Contrôleur de la Société, (Ci-après: la société)

**D'UNE PART,**

**ET**

**Monsieur Denis HENNEQUIN**, de nationalité française, immatriculé à la sécurité sociale sous le numéro XXXXXXXXXXXX, domicilié XXXXXXXXXXXXXXXX.

**D'AUTRE PART,**

**Il a été convenu et arrêté ce qui suit:**

Le présent contrat actualise le contrat de travail de Monsieur HENNEQUIN afin de rappeler et d'entériner les conditions actuelles de son emploi.

Depuis le 3 décembre 1984, les fonctions de Monsieur HENNEQUIN ont régulièrement évoluées, sans interruption, jusqu'à sa position actuelle de Président Europe.

**Article 1 : Engagement**

Monsieur HENNEQUIN exerce les fonctions de Président Europe, position Cadre.

Il est expressément convenu que l'ancienneté de Monsieur HENNEQUIN est prise en compte depuis le 3 décembre 1984, date à laquelle il a commencé à travailler avec le Groupe McDonald's (défini comme comprenant la Société McDonald's Corporation ainsi que toutes les filiales qu'elle détient à cent pour cent).

Il est tenu compte de cette date pour la détermination de l'ensemble des droits de Monsieur HENNEQUIN liés à l'ancienneté.

A seul titre informatif, il est spécifié que la Société applique à titre volontaire la convention collective des bureaux d'Etudes Techniques, Cabinets d'Ingénieurs-Conseils, Sociétés de Conseils Nationale dans ses dispositions étendues (SYNTEC<sup>(1)</sup>).

**Article 2 : Attributions**

Le descriptif du poste de Président Europe se trouve en annexe et est considérée comme faisant partie intégrante du présent contrat. Elle est signée par Monsieur HENNEQUIN.

Monsieur HENNEQUIN doit rendre compte de sa mission aussi souvent que nécessaire à la Direction de la société ou à toute autre personne, physique ou morale, désignée par cette

**EMPLOYMENT CONTRACT  
BETWEEN THE UNDERSIGNED**

**McDONALD'S SYSTEM OF FRANCE, INC.**, a company governed by American law whose registered office is located at Prentice Hall Corporation System, Inc., 2711 Centerville Road, Suite 400, Wilmington, Delaware 19808, represented in France by its branch McDonald's System of France, governed by American law and located at 1, rue Gustave Eiffel - 78045 Guyancourt cedex, represented for the purposes hereof by Matthew H. Paull, acting in his capacity as Vice President and Controller of the Company, (Hereinafter: the Company)

**ON THE ONE HAND,**

**AND**

**Mr. Denis HENNEQUIN**, a French national, registered with the French social security system under number XXXXXXXXXXXX, residing at XXXXXXXXXXXXXXXX.

**ON THE OTHER HAND,**

**It is hereby agreed as follows:**

The present contract is to update Mr. HENNEQUIN'S employment contract to acknowledge and memorialize the current conditions of his employment. Since December 3rd 1984, Mr. HENNEQUIN'S duties have been regularly developed without any interruption until his current position of President Europe.

**Article 1: Hiring**

Mr. HENNEQUIN holds the position of President-Europe, with executive employee status.

It is expressly agreed that Mr. HENNEQUIN'S seniority shall be taken into account with effect from 3 December 1984, which is the date on which he first joined the McDonald's Group (defined as inclusive of McDonald's Corporation and all whollyowned subsidiaries thereof).

This date shall be used as a reference in order to determine all Mr. HENNEQUIN'S entitlements based on length of service.

For information purposes, it is specified that the Company has chosen to apply voluntarily the extended provisions of the national collective bargaining agreement for the IT, engineering and consulting sector ("SYNTEC<sup>(1)</sup>").

**Article 2: Duties**

The Job description for President - Europe is attached to this employment contract and is considered as an integral part of said contract. It is signed by Mr. HENNEQUIN.

Mr. HENNEQUIN reports on the performance of his duties, as often as necessary, to the Management of the Company McDonald's Corporation or to any other natural person or legal entity designated by the latter.

The duties of Mr. HENNEQUIN may evolve over time and



dernière.

Les attributions de Monsieur HENNEQUIN sont amenées à évoluer, et lesdites attributions, ainsi que le nom et/ou la qualité de la personne à laquelle Monsieur HENNEQUIN rendra directement compte de son activité, pourront être modifiés, autant que nécessaire, compte tenu de l'évolution de

said duties, as well as the person and/or the capacity of the person to whom Mr. HENNEQUIN is required directly to report, are subject to change and may be modified as often as necessary to take into account organizational changes within the Group, provided that these changes are in keeping with Mr. HENNEQUIN's status. Mr. HENNEQUIN shall be informed of any such changes

*(1) Convention collective des bureaux d'études techniques, cabinets d'ingénieurs conseils, sociétés de conseils*

l'organisation du Groupe, dans le respect des qualifications de Monsieur HENNEQUIN.

Tout changement de cette nature sera notifié par Monsieur HENNEQUIN par note interne et ne pourra pas être considéré comme une modification du présent contrat de travail, ce que Monsieur HENNEQUIN accepte expressément.

Monsieur HENNEQUIN s'engage à remplir ses fonctions au mieux des intérêts de la Société et du Groupe et conformément à leur politique générale, incluant, en particulier, le Code de Pratiques des Affaires (« Standards of Business Conduct ») ainsi qu'aux instructions qui lui seront données par ses supérieurs hiérarchiques. De façon générale, Monsieur HENNEQUIN s'engage à consacrer ses meilleurs soins à l'exercice de la fonction qui lui est confiée et à respecter, dans le cadre de sa fonction et de ses attributions, toutes instructions orales ou écrites, générales ou particulières, de la Direction de la Société et du Groupe.

Dans le cadre de cette mission, il est expressément convenu que Monsieur HENNEQUIN accepte tout mandat social pouvant lui être confié au titre de l'une des sociétés du Groupe.

### **Article 3 : Durée**

Le présent contrat est conclu pour une durée indéterminée.

### **Article 4 : Rémunération**

A compter du 1<sup>er</sup> mars 2007, Monsieur HENNEQUIN perçoit en rémunération de son travail un salaire brut mensuel fixe de 34.615,39 € (trente-quatre mille, six cent quinze point trente-neuf euros). Cette rémunération inclut les primes conventionnelles.

Monsieur HENNEQUIN perçoit en outre un "treizième mois" égal à la mensualité définie ci-dessus. Cette gratification lui est versée suivant les modalités en vigueur dans l'entreprise. En cas de rupture du présent contrat, Monsieur HENNEQUIN percevra ce treizième mois prorata temporis, au cours de l'année considérée.

Monsieur HENNEQUIN perçoit en outre, compte tenu de son statut, une rémunération variable dont le montant est fixé en fonction d'objectifs définis, à titre informatif, en annexe au présent contrat. Monsieur HENNEQUIN reconnaît et accepte que ces objectifs et critères pourront être modifiés à tout moment ou annuellement en application de la Politique du Groupe et que ces modifications ne constituent pas une modification de son contrat de travail.

Monsieur HENNEQUIN continuera également à percevoir une prime d'expatriation lors de ses déplacements professionnels à l'étranger.

Monsieur HENNEQUIN bénéficiera également d'une voiture de fonction selon la politique de McDonald's France.

### **Article 5 : Durée du travail**

Compte tenu des responsabilités qui sont attribuées à

by internal memoranda. Mr. HENNEQUIN expressly acknowledges that said changes shall not be considered as a modification of this employment contract.

Mr. HENNEQUIN undertakes to perform his duties in the best interests of the Company and the Group and in compliance with the general policies of the latter, including but not limited to the Standards of Business Conduct, and the instructions given to him by his superiors. Mr. HENNEQUIN undertakes to devote the necessary care and attention to the duties entrusted to him and to follow all the verbal, written, general or special instructions given to him by the Management of the Company and the Group, provided they are within the scope of the duties and responsibilities entrusted to him.

For the purposes of his duties, it is expressly agreed that Mr. HENNEQUIN shall agree to be appointed as a corporate officer and/or Director of any company of the Group.

### **Article 3: Term**

This contract is entered into for an unlimited period.

### **Article 4: Compensation**

As of 1 March 2007, in consideration for the performance of his duties, Mr. HENNEQUIN receives a fixed monthly salary of 34,615.39 € gross. This compensation includes the bonuses provided for in the collective bargaining agreement.

Mr. HENNEQUIN shall also receive a "thirteenth month" salary payment, equal to one month of salary as defined above. This amount shall be paid to him in accordance with the terms and conditions in force from time to time in the Company. In the event of termination of this employment contract, the amount of this thirteenth month payment shall be prorated to the time effectively worked by Mr. HENNEQUIN during the year in question.

Mr. HENNEQUIN shall also receive a variable compensation according to his level based on his achievement of the targets as stipulated in, for informational purposes only, an appendix to this contract. Mr. HENNEQUIN acknowledges and agrees that such targets and criteria may be changed from time to time or year-to-year in conformance with Group policy and that such changes shall not constitute a modification of this employment contract.

Mr. HENNEQUIN shall also continue to receive allowance expatriation when he shall go abroad for business reasons.

Mr. HENNEQUIN shall have benefit of a company car according to the policies of McDonald's France.

### **Article 5: Working time**

Given the importance of the responsibilities entrusted to Mr. HENNEQUIN, which imply that he will have a great deal of freedom to organize his work schedule and take autonomous decisions, as well as the level of his compensation which is amongst the highest in the Company, it is expressly agreed that Mr. HENNEQUIN is considered as a managing executive and consequently, he is not subject to the

Monsieur HENNEQUIN, dont l'importance implique une large indépendance dans l'organisation de son emploi du temps, de son habilitation à prendre des décisions de façon largement autonome et de la rémunération qu'il perçoit, qui se trouve dans les niveaux de rémunération les plus élevés de l'entreprise, il est convenu expressément entre les parties que Monsieur HENNEQUIN sera considéré comme cadre dirigeant au regard des dispositions relatives à la durée du travail et, à ce titre, exclu du bénéfice desdites dispositions.

provisions on working time.

**Article 6: Paid vacation**

Mr. HENNEQUIN's paid vacation entitlements shall be in accordance with the relevant legal provisions.

#### **Article 6 : Congés payés**

Monsieur HENNEQUIN bénéficie des dispositions légales applicables en matière de congés payés.

#### **Article 7 : Lieu de travail**

Monsieur HENNEQUIN est rattaché administrativement à la succursale française de la société sise à Guyancourt où il exerce, à titre principal, son activité. Toutefois, il est expressément convenu que la nature des fonctions de Monsieur HENNEQUIN peut l'amener à exercer temporairement sa mission en tout autre lieu en France ou à l'étranger.

En conséquence, Monsieur HENNEQUIN s'engage notamment à effectuer tous déplacements nécessaires à l'exercice de ses fonctions, tant en France qu'à l'étranger, et ce quelle que soit leur durée.

#### **Article 8 : Clause de mobilité**

La société se réserve la possibilité de modifier le lieu de travail et de muter Monsieur HENNEQUIN dans tout autre établissement ou société du Groupe situés dans toutes les zones géographiques en Europe considérées comme appartenant, au jour de la signature du présent contrat, à « McDonald's Europe », sous la seule réserve de le prévenir au moins six mois à l'avance.

Les parties au présent contrat tiennent à réaffirmer l'importance de la mobilité dont Monsieur HENNEQUIN doit faire preuve dans l'exercice de ses fonctions compte tenu de la multitude des lieux où s'exerce l'activité du Groupe.

#### **Article 9 : Remboursement de frais**

Les frais professionnels, notamment de déplacement, de Monsieur HENNEQUIN, engagés à l'occasion de l'exercice de ses fonctions, dans l'intérêt de la Société, lui seront remboursés sur présentation des notes de frais accompagnée des justificatifs appropriés, conformément aux procédures en vigueur dans la Société, dont il déclare avoir pris connaissance. Le remboursement est effectué une fois par mois.

La Société se réserve à tout moment la possibilité de modifier les modalités de remboursement des frais professionnels, sans que cette modification puisse être considérée comme une modification du contrat par Monsieur HENNEQUIN.

#### **Article 10 : Exclusivité**

Monsieur HENNEQUIN déclare n'exercer aucune autre activité professionnelle, autres que celles exercées au titre du présent contrat, rémunérée ou non, ni détenir aucun mandat social de Directeur dans toute société du Groupe. L'acceptation par Monsieur HENNEQUIN de toute autre activité professionnelle doit faire l'objet d'une autorisation écrite préalable de la Direction.

#### **Article 11 : Discrétion/ Confidentialité**

Monsieur HENNEQUIN reconnaît que la divulgation

#### **Article 7: Place of work**

From an administrative point of view, Mr. HENNEQUIN is attached to the French branch of the Company in Guyancourt, where he will perform the major part of his duties. However, it is expressly agreed that, due to the nature of these duties, he may be required to work on a temporary basis at any other place in France or abroad.

As a result, Mr. HENNEQUIN undertakes to travel as often and for as long as necessary for professional purposes, both in France and abroad.

#### **Article 8: Mobility clause**

The Company reserves the right to change the place of work of Mr. HENNEQUIN and to transfer the latter to any other establishment or company of the Group in a country within the geographical area that is as of the date of this contract considered "McDonald's Europe", subject to at least six months' prior notice.

The parties hereto stress the importance of Mr. HENNEQUIN's acceptance of these provisions regarding mobility, in view of the number of sites operated by the Group.

#### **Article 9: Reimbursement of business expenses**

The business expenses, and in particular the travel expenses incurred by Mr. HENNEQUIN for the purposes of his duties and in the Company's interests, shall be reimbursed to him upon the presentation of expense sheets along with supporting documents, in compliance with the Company's business expenses policy, Mr. HENNEQUIN representing that he understands and accepts same. Business expenses are reimbursed on a monthly basis.

The Company reserves the right to change the terms and conditions of its business expenses policy at any time, without said change being considered as a modification of Mr. HENNEQUIN's employment contract.

#### **Article 10: Exclusivity**

Mr. HENNEQUIN represents that he does not and will not perform any other professional activities, either with or without compensation, other than pursuant to his employment under this contract or as corporate officer or Director of any Group company. Mr. HENNEQUIN shall not agree to undertake any other professional activities without the prior written consent of the Management.

#### **Article 11: Secrecy/Confidentiality**

Mr. HENNEQUIN acknowledges that the disclosure of the Company's and/or Group's confidential information or trade secrets could be detrimental to the interests of the Company and/or Group. This obligation of secrecy/confidentiality shall apply, in particular, to:

- (a) any and all versions of the computer software (including source codes and object codes), hardware, packages and documents owned by the Company or any Group

d'informations confidentielles ou de secrets commerciaux de la Société et/ ou de toute société du Groupe pourrait nuire aux intérêts de ces derniers. Ceci concerne, notamment :

- (a) toutes les versions de logiciels, de matériel informatique, de progiciels et de documents dont la Société et/ ou toute société du Groupe sont propriétaires (y compris les codes sources et les codes objet) ;
- (b) la documentation technique concernant la Société et/ ou toute société du Groupe ;

company;

- (b) all technical documents relating to the Company and/ or any Group company;
- (c) information relating to the Company's and/or Group company's business, including non-published accounting and financial information, business plans, market survey methods, files and data regarding clients and

- (c) les informations concernant l'activité de la Société et/ ou de toute société du Groupe s'agissant, notamment, des informations comptables et financières non publiées, les business plans, les méthodes d'étude de marché, les fichiers et données clients et prospects, les fichiers et données fournisseurs et les stratégies d'entreprise ;
- (d) les informations fournies par les fournisseurs, les salariés, les consultants, les clients ou les entreprises partenaires de la Société et/ ou de toute société du Groupe à des fins d'étude, d'évaluation ou d'utilisation ;
- (e) toutes autres informations dont n'a pas connaissance le public de manière générale et qui, s'il en était fait mauvais usage ou si elles étaient divulguées, pourraient, selon toute vraisemblance, avoir un impact négatif sur les activités de la Société et/ ou de toute société du Groupe.

Monsieur HENNEQUIN s'engage à observer la discrétion la plus absolue sur les secrets commerciaux de la Société et/ ou de toute société Groupe (et ceux de toute personne physique ou morale avec lesquelles la Société passe des contrats), peu importe qu'il ne les ait pas développés en personne.

Monsieur HENNEQUIN est tenu à une obligation générale de discrétion sur les activités de la Société et sur celles du Groupe ainsi que celles de leurs clients, fournisseurs et partenaires. Ceci s'applique tant pendant la durée du présent contrat qu'après sa cessation, sur une période illimitée. A cet effet, Monsieur HENNEQUIN ne peut en aucun cas divulguer à un quelconque tiers, ni utiliser pour son usage personnel, les informations techniques ou commerciales confidentielles relatives à la Société et au Groupe.

#### **Article 12 : Droits de propriété intellectuelles et/ ou industrielles**

Si dans l'exercice de ses fonctions, qui comportent une mission inventive, Monsieur HENNEQUIN réalisait une invention quelconque, brevetable ou non, créait des dessins ou modèles, méthodes, programmes, formules ou procédés ayant trait aux activités, études ou recherches de la société et susceptibles d'être protégés, les droits de propriété intellectuelle ou industrielle en résultant appartiendrait de plein droit à la Société.

Monsieur HENNEQUIN s'engage, en tout état de cause, à n'effectuer aucune démarche ni procédure visant à se faire reconnaître ou à se faire réserver un droit de propriété intellectuelle quel qu'il soit (droit d'auteur, copyright, brevet, dessin et modèle, marque), ou un quelconque droit d'usage ou d'exploitation, sur les produits ou procédés précités de sa création ou de son invention, dans quelque pays que ce soit, tant en exécution du présent contrat qu'après l'achèvement de celui-ci.

Monsieur HENNEQUIN a bien conscience de ce que toute violation de la présente obligation engagerait nécessairement sa responsabilité contractuelle.

#### **Article 13 : Non- sollicitation du personnel**

prospective clients, files and data regarding suppliers and corporate strategies;

- (d) information provided by the Company's and/or any Group company's suppliers, employees, consultants, clients or business partners for review, evaluation or use;
- (e) all other information not generally known to the general public, which if misused or disclosed, could reasonably be expected to adversely affect the Company's and/or any Group company's business.

Mr. HENNEQUIN keeps the Company's and any Group company's trade secrets (and those of any individual or legal entity contracting with the Company), whether or not prepared or developed by him, in the strictest confidence.

Mr. HENNEQUIN is bound by a general duty of discretion and secrecy regarding the Company's business and that of the Group as well as those of their clients, suppliers and business partners. This obligation shall apply both during the performance of this contract and following the termination hereof for an unlimited period. Consequently, Mr. HENNEQUIN agrees not to disclose to any third party or use for his own private purposes, any confidential technical or commercial information relating to the Company or the Group.

#### **Article 12: Intellectual and/or industrial property rights**

If, during the performance of his duties, Mr. HENNEQUIN makes any invention, whether patentable or not, or creates any design or model, method, program, formula or process relating to the activities, studies or research of the Company which is capable of being protected, the resulting intellectual or industrial property rights would automatically belong to the Company.

In any event, Mr. HENNEQUIN agrees not to take any steps or implement any procedures aimed at obtaining title to or the reservation of an intellectual property right of any kind whatsoever (author's rights, copyright, patent, design, model, trademark) or any right of use or exploitation over the aforementioned products or processes or over the creation or invention thereof. This undertaking shall apply in all countries, both during the performance of this contract and following the termination thereof.

Mr. HENNEQUIN is aware of the fact that he shall be held contractually liability for any violation of this obligation.

#### **Article 13: Non-solicitation**

During the performance of this contract or following its termination at the initiative of either party and for any reason whatsoever, Mr. HENNEQUIN undertakes not to, either directly or indirectly, convince or attempt to convince any person employed by the Company or by any company of the Group it may form or belong to at the time of termination, to leave their employment or to work for or provide services to any other individual or legal entity, in any capacity whatsoever.

Aussi bien pendant la durée du présent contrat qu'après sa rupture par l'une ou l'autre des parties et pour quelque motif que ce soit, Monsieur HENNEQUIN s'engage à ne pas, directement ou indirectement, convaincre ou tenter de convaincre un quelconque employé de la Société ou de toute autre société du groupe qu'elle pourra former ou dont elle pourra faire partie, à la date de cessation de son contrat, de quitter son emploi ou de travailler pour ou fournir des services à une quelconque autre personne physique ou morale, en quelque qualité que ce soit.

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**Article 14: Termination**

This employment contract may be terminated at the initiative of either of the parties subject to a mutual notice period of three months, except that it may be terminated by the Company without notice in the event of serious misconduct (“faute grave”), gross misconduct (“faute lourde”) or force majeure.

#### **Article 14 : Cessation du contrat**

Le présent contrat de travail pourra être rompu à l'initiative de l'une ou l'autre des parties moyennant le respect d'un préavis réciproque de trois mois, hormis dans les cas où la Société décidera de rompre le contrat de travail pour faute grave, lourde ou événement de force majeure.

En cas de cessation du présent contrat de travail, pour un quelconque motif (licenciement, démission, départ en retraite, etc.), Monsieur HENNEQUIN s'engage à restituer à la Société, de sa propre initiative, tout le matériel ainsi que tout fichier et autres documents (y compris toutes photocopies de ceux-ci) qu'il pourra avoir en sa possession ou sous son contrôle en rapport avec ses activités professionnelles pour le compte de la Société et/ ou de toute Société du Groupe et/ou avec les activités professionnelles de ses clients. Cette restitution interviendra au terme du préavis sauf si celui-ci n'est pas exécuté quelle qu'en soit la raison. Dans cette dernière hypothèse, la restitution interviendra dans les 48 heures suivant la notification de la rupture du contrat.

En cas de suspension du contrat de travail, pour quelque raison que ce soit et quelle que soit la durée de cette suspension, Monsieur HENNEQUIN devra également restituer, à la société, à la première demande notifiée par la société par tout moyen, tous les éléments visés ci-dessus.

#### **Article 15 : accords antérieurs**

Le présent contrat constitue l'intégralité des accords entre les parties. Il annule et remplace tout accord antérieur conclu directement ou indirectement, tant écrit que verbal, entre la Société et Monsieur HENNEQUIN, et/ou les éventuels engagements, directs ou indirects, de l'une des parties à l'égard de l'autre.

Monsieur HENNEQUIN informera sans délai la Société de toute modification des informations qu'il lui aura données lors de son embauche (adresse, etc.).

#### **Article 16 : Loi applicable**

Le présent contrat de travail sera régi par le droit français, tant pour sa conclusion que pour son exécution et sa cessation. Tout litige y afférent sera soumis à la compétence exclusive des tribunaux français.

Les engagements pris de part et d'autre assurent les intérêts de chacun, les parties confirmeront leur accord sans réserve sur les termes de la présente et s'engageront à respecter loyalement les droits et obligations qui en résultent.

Pour la bonne règle, Monsieur HENNEQUIN retournera l'un des deux exemplaires ci-joints, revêtu de sa signature précédée de la mention « lu et approuvé ».

Fait à Paris, France, le February 26, 2007

/s/ Denis Hennequin  
Monsieur HENNEQUIN

/s/ Matthew H. Paull

Following the termination of this employment contract, for any reason whatsoever (dismissal, resignation, retirement, etc), Mr. HENNEQUIN undertakes to return to the Company, at his own initiative, all the equipment, data files and other documents (including photocopies) in his possession or under his control relating to his professional activities for the Company and/or any Group company and/or the professional activities of its clients. This equipment shall be returned at the end of the notice period, unless the notice period is not worked out for any reason whatsoever, in which case the equipment shall be returned within 48 hours of the date of the written notice of termination.

In the event that this employment contract is suspended, for any reason whatsoever and irrespective of the duration, Mr. HENNEQUIN shall also return all the above equipment to the Company by any appropriate means upon the first request of the latter.

#### **Article 15: Prior agreements**

This contract represents the entire agreement between the parties. It supersedes any prior direct or indirect written or verbal agreements entered into between the Company and Mr. HENNEQUIN and/or any commitments made, directly or indirectly, by either party towards the other.

Mr. HENNEQUIN shall immediately inform the Company of any change to the information given to the latter at the time he was hired (address, etc.).

#### **Article 16: Governing law**

This employment contract shall be governed by French law, for the purposes of its conclusion, performance and termination. Any dispute in relation hereto shall be submitted to the French courts.

The commitments made herein are done so in the mutual interests of the parties, who confirm the term and conditions of this contract without reservation and undertake to abide by the ensuing rights and obligations.

Mr. HENNEQUIN shall return one of the enclosed copies to us for the Company's files, bearing his signature preceded by the words "read and approved".

Executed in Paris, France, on February 26, 2007

/s/ Denis Hennequin  
Mr. HENNEQUIN

/s/ Matthew H. Paull  
For the Company



For the Company

P.J. Annexes (descriptif de fonctions et modalités de la rémunération variable).

## Annexe 1



### McDONALD'S CORPORATION DEFINITION DE POSTE

Date : janvier 2007

Lieu : Europe

Fonction : Président - McDonald's Europe

Sous la supervision du : Président directeur général  
(*President and COO*)

**ETENDUE** : (fonctions et nombre de subordonnés)

A la responsabilité globale de la croissance et du développement durables à long terme de McDonald's en Europe, y compris la supervision directe et la responsabilité des Présidents des Divisions européennes de McDonald's et indirectement des Directeurs généraux. Aligne l'organisation de McDonald's en Europe avec le programme de réussite « Plan to Win », en privilégiant l'image d'une implantation locale des restaurants au sein du réseau mondial de McDonald's, en améliorant notablement l'image du groupe en tant qu'employeur, les pratiques en matière d'exploitation, de finances, de formation et de ressources humaines. Est responsable de la gestion des talents et du développement du leadership des Présidents des Divisions européennes et, indirectement des Directeurs généraux. Doit s'assurer du renforcement de la confiance des salariés, des clients et des parties prenantes dans chaque pays. Prend les décisions difficiles en s'engageant personnellement et en assumant leur issue. Gère avec rigueur les rapports professionnels clés en se concentrant sur le climat social. Communique une vision fédératrice de l'avenir de McDonald's en Europe grâce à son leadership, en amenant les autres à suivre la voie du changement. Exige des Présidents des Divisions et des Directeurs généraux qu'ils alignent leur organisation sur le « Plan to Win » et qu'ils appliquent ce programme dans tous ses aspects sur leurs marchés.

**OBJET** : (grandes lignes et raisons du poste)

Offre un leadership et des orientations aux Présidents des Divisions européennes et aux Directeurs généraux afin d'optimiser les résultats de McDonald's dans leur pays respectif. Évalue les plans stratégiques afin de s'assurer que l'accent sera mis sur la croissance durable à long terme, la gestion des talents et l'évolution du personnel, la conformité au « Plan to Win », l'innovation dans l'exploitation des restaurants grâce à l'amélioration perpétuelle des normes de QSP (qualité, service et propreté), en atteignant les objectifs en termes de résultat d'exploitation, de ventes et de bénéfices.

**PRINCIPALES ATTRIBUTIONS** : (liste des principaux objectifs finaux du poste)

## Appendix 1



### McDONALD'S CORPORATION POSITION/PERFORMANCE DESCRIPTION

Date: January 2007

Location: Europe

Title: President - McDonald's Europe

Reports to: President and Chief Operating Officer

**DIMENSIONS**: (Job titles and numbers of people supervised)

Overall responsibility and accountability for driving McDonald's sustainable, long-term growth and development in Europe, including direct supervision of and accountability for McDonald's European Division Presidents and indirectly for Managing Directors. Aligns McDonald's in Europe around the Plan to Win, focusing on promoting McDonald's as local businesses that are part of a global network, driven to dramatically improve employment image, operations, finances, training and people practices. Responsible for talent management and leadership development of European Division Presidents and, indirectly, Managing Directors. Responsible for ensuring countries enhance trust with employees, customers and stakeholders. Makes the tough calls with personal responsibility and ownership of outcomes. Decisively manages key interrelationships with focus on organizational climate. Communicates compelling vision of McDonald's European future through leadership, drawing others into change process. Demands of Division Presidents and Managing Directors that they make their organizations align with the Plan to Win and implement each aspect within their markets.

**POSITION PURPOSE**: (Broad functions - Why does job exist?)

To provide leadership and direction to European Division Presidents and Managing Directors to maximize the business results of McDonald's in their countries. Assesses their strategic plans to ensure emphases will be on long-term sustainable growth, talent management and employee development, alignment around the Plan to Win, innovation in restaurant execution through continuously improving QSC, achieving operating income, sales building and profit goals.

**PRINCIPLE ACCOUNTABILITIES**: (A list of major end results the position is designed to accomplish.)

Strategic Planning - Assesses strategic plans for McDonald's in Europe for alignment with Plan to Win. Provides leadership and support to European Division Presidents and Managing Directors in their implementation of these plans.

Planification stratégique - Evalue les plans stratégiques pour McDonald's en Europe pour les rendre conformes au « Plan to Win ». Offre un leadership et une assistance aux Présidents des Divisions européennes et aux Directeurs généraux dans la mise en œuvre de ces plans.

Sustainable Growth - Establishes direction and oversees AOW plans and their implementation to ensure long-term sustainable growth aligned with Plan to Win. Assesses whether country has the staff and resources needed to ensure that sustainable growth is achieved.

Croissance durable - Etablit les orientations et surveille les plans « AOW » et leur mise en œuvre afin de s'assurer que la croissance durable à long terme est en ligne avec le « Plan to Win ». Evalue si le pays concerné dispose du personnel et des ressources nécessaires pour s'assurer que la croissance durable peut être atteinte.

Gestion des talents et développement du leadership – Est responsable des évaluations de performance des Présidents des Divisions et doit s'assurer que les Présidents des Divisions en font de même pour les Directeurs généraux. Assure un coaching à long terme afin de développer les compétences en matière de leadership des Présidents des Divisions et des Directeurs généraux. Elabore les plans de succession pour les subordonnés clés et doit s'assurer que les subordonnés établissent des plans de succession pour leurs propres subalternes.

Résultat d'exploitation, ventes et bénéfices - A la responsabilité globale de la supervision des initiatives stratégiques visant à atteindre les objectifs mensuels et annuels en termes de résultat d'exploitation, de ventes et de bénéfices.

Conduite professionnelle - Offre un leadership et une assistance aux Présidents des Divisions et aux Directeurs généraux dans le cadre du renforcement de la confiance des salariés, des clients et des parties prenantes. Doit s'assurer que les Présidents des Divisions et les Directeurs généraux exercent leur activité conformément au Code de Pratiques des Affaires (« Standards of Business Conduct »). Donne des orientations et des directives afin de s'assurer que tous les pays disposent de plans visant à améliorer de manière cohérente l'image du groupe en tant qu'employeur.

## **PROFIL :**

### **Expérience et compétences :**

Doit se prévaloir d'une expérience réussie en tant que Président d'une Division, Directeur général ou à tout autre poste équivalent, et doit avoir fait ses preuves en tant que leader ayant permis une croissance durable, une gestion des talents, un développement du leadership, une croissance du résultat d'exploitation et une confiance accrue dans la marque McDonald's.

### **Communication :**

Fait preuve de solides qualités de communication, tant à l'écrit qu'à l'oral.

### **Formation :**

Est de préférence titulaire d'un diplôme d'une école supérieure de commerce ou d'un diplôme équivalent ou possède une expérience à un poste équivalent.

### **Qualités souhaitées :**

Fait preuve des plus hautes compétences en matière de leadership (individuelles et stratégiques), de prise de décision, de vision, de discernement, d'organisation et de planification,

Talent Management and Leadership Development - Responsible for performance evaluations of Division Presidents and that Division Presidents perform same on Managing Directors. Does long-term coaching to develop leadership competencies in Division Presidents and Managing Directors. Develops succession plans for key subordinates and responsible for ensuring that subordinates develop succession plans for their reports.

Operating Income, Sales and Profits - Overall responsibility for overseeing strategic initiatives designed to achieve monthly and annual operating income, sales and profit goals.

Business Conduct – Provides leadership and support to Division Presidents and Managing Directors in enhancing trust with employees, customers and stakeholders. Responsible for ensuring that Division Presidents and Managing Directors conduct business in conformance with Standards of Business Conduct. Provides direction and guidance to ensure all countries have plans to consistently improve employment image.

## **POSITION SPECIFICATIONS:**

### **Experience and Knowledge:**

Should be a successful Division President, Managing Director or equivalent with a proven track record of demonstrated leadership to achieve sustainable growth, talent management, leadership development, operating income growth and increased trust in Brand McDonald's.

### **Communications:**

Strong, clear written and verbal communications skills are required.

### **Education:**

Prefer a college degree in business or related studies, or equivalent work experience.

### **Desired traits:**

Highest Levels of Competency in Leadership (individual and strategic), Decision Making, vision, sound business judgment, organizing and planning, adaptability, and ability to communicate effectively with all levels in the organization.

d'adaptation, et de la capacité à communiquer efficacement avec tous les niveaux de l'organisation.

**EXHIBIT 10(q).**



January 2006

**Tim Fenton**

Dear Tim,

This letter is to review your salary and benefits package for your assignment in Hong Kong. The term of the assignment is expected to be approximately three to five years. In Hong Kong, your position will continue to be President APMEA, effective March 1, 2006. Your band will continue to be the Executive Management Band for compensation and benefit purposes.

This letter confirms our mutual understanding of the terms and conditions that apply to your employment with McDonald's while on assignment. Such employment is subject, of course, to medical clearances, foreign government entry documents, work/residency permits and/or visas, and your acceptance of the terms and conditions outlined in this letter.

Your compensation and benefits package is designed to provide you with a level of compensation and benefits that is approximately comparable to your home country of the United States (U.S.). We have taken into consideration the additional costs that you may reasonably anticipate as a result of living in Hong Kong.

The terms and conditions outlined in this letter will be in effect only for the period of this assignment.

**Total Overseas Compensation**

For purposes of this assignment, the U.S. shall be designated as your point of origin or your home country. Hong Kong shall be designated as your assignment location.

McDonald's uses a balance sheet approach to help ensure that your standard of living in Hong Kong will be reasonably comparable to that which you had in the U.S. A copy of your compensation balance sheet is attached to this letter.

**Base Salary**

Your current annual base salary is \$400,000 effective January 4, 2005. You will remain on the U.S. payroll and you will continue to follow the U.S. compensation and benefits programs. You will receive an annual performance and base salary review on March 1, 2006 based on your home country guidelines.

**Bonus**

You will continue to be eligible to be considered for a bonus under the Corporate Officer target incentive program according to your level. The performance factor of the bonus computation will continue to be based on a combination of McDonald's APMEA and Corporate performance.

**Long Term Incentives**

You will continue to be eligible for long term incentives based on McDonald's U.S. guidelines.

**Cash Performance Unit Plan**

You will maintain your eligibility in the Cash Performance Unit Plan based on the plan guidelines.

**Cost of Living Allowance**

A cost of living allowance (COLA) is a differential paid to equalize for the difference between the cost of goods and services in the U.S. versus the cost goods and services in Hong Kong. The COLA is determined by an outside consulting firm and is adjusted as warranted due to changes in prices, fluctuations in exchange rates, base salary and family size. While your COLA will be paid at the same time as your payroll, it can fluctuate from time to time based on these adjustments.

**Housing Allowance**

A budget for your housing in Hong Kong will be determined. Housing includes rent and utilities excluding telephone, cable television

and internet, which are your responsibility.

### Housing Contribution

A housing contribution is an estimated amount that a person with your base salary and family size would spend on housing (includes assumed utility cost) in the U.S. The amount is determined by an outside consultant at the start of the assignment and is based on base salary and family size. The housing contribution amount is fixed for the duration of the assignment and does not change unless there is a change in family status.

Your housing contribution has been set at an annual amount of \$26,019 for the term of the assignment. This is a reduced portion of the full housing contribution amount of \$48,272. This amount will be deducted from your payroll. Any housing you decide to maintain in the U.S. during your assignment will be your responsibility.

#### Family Assistance Allowance

A family assistance allowance is paid to compensate for additional family costs that arise when relocating outside of your home country. You will receive an annual family assistance allowance for your spouse in the amount of US \$5,000 per year and US \$1,000 for each additional dependent. Your family assistance payment will be paid to you through your U.S. payroll on an ongoing basis.

#### Tax Equalization

You will be tax equalized to ensure that you pay approximately the same amount of taxes that you would have paid in the U.S. McDonald's will pay your actual U.S. and Hong Kong tax obligations either directly or by reimbursing you. You will be responsible for paying a "hypothetical" U.S. federal and state tax to McDonald's. Deductions from your paycheck for this "hypothetical" tax should reflect approximately what you would have paid in tax had you remained working in the U.S. This "hypothetical" tax withholding is only an estimate; your actual tax liabilities may be more or less.

An accounting firm selected by McDonald's Corporation will be retained to assist in the preparation of your U.S. and Hong Kong income tax returns. The accounting firm will calculate a final tax equalization settlement after your tax returns have been completed. At this time, your final tax liability will be determined. Your total hypothetical tax withholding will be compared to this final tax liability as calculated by the accounting firm to determine whether tax has been overwithheld, in which case McDonald's will refund the excess withholding to you within 30 days, or whether not enough tax was withheld, in which case you must pay the additional tax liability to McDonald's within 30 days.

#### Relocation Assistance

You will be eligible to receive the global relocation program for long-term assignments. Please contact Tracy Toth (XXX-XXX-XXXX) in Relocation Services, Oak Brook. She will provide you with relocation assistance throughout your relocation.

#### Medical Insurance

McDonald's will provide you with medical coverage approximately equivalent to that you had in U.S. You will be removed from the McDonald's medical plan during the course of your international assignment and will be placed on the CIGNA International medical program.

The selection of insurance provider and determination of equivalence will be solely within McDonald's discretion.

#### Cultural Training

You and your family are eligible for cross-cultural training. Please contact Gaby Gutierrez (XXX-XXX-XXXX) to arrange for cultural training before your move to Hong Kong.

#### Holidays and Vacation

You will follow the public holiday schedule in effect in Hong Kong. You will continue the same eligibility for vacation as under McDonald's U.S. policy.

#### Automobile

McDonald's China Development Company will provide you with a company car according to its policies.

#### Home Leave

You and your eligible family members are eligible for home leave. The number of home leave trips for you and your eligible family members is agreed to between you and Mike Roberts, COO of McDonald's. McDonald's will reimburse round-trip coach airfare or lowest available fare (business class airfare for flights over 6 hours in length) from Hong Kong to South Carolina. While you are encouraged to return home on your leave, you may choose another destination. McDonald's will reimburse up to the limit of the equivalent airfare of Hong Kong to South Carolina.

#### Sabbatical Entitlement

Your eligibility for sabbatical will be determined under McDonald's U.S. policy. If you intend to take your sabbatical during your assignment, you must give at least 6 months notice and obtain approval prior to taking the sabbatical.



Human Resource Policies

McDonald's Corporation's benefits and compensation guidelines and global assignee policies (including vacation, home leave, and tax equalization) will apply to you and your family. Such guidelines and policies may be changed from time to time by McDonald's at its sole discretion.

Data Protection

Personal information relating to you and your family in connection with your employment and your overseas assignment will need to be processed and such information may need to be sent between Hong Kong and the U.S. and to other McDonald's entities located elsewhere. By signing below, you agree on behalf of yourself and your family members to all such transmittal and processing of this information

Governing Law

This assignment letter is governed by and construed in accordance with the laws of the State of Illinois and the United States, without reference to principles of conflicts of laws. In the event of any dispute arising with respect to this assignment letter, which cannot amicably be resolved, the courts of the United States of America shall have sole and exclusive jurisdiction over any and all such claims.

Termination while Overseas

Your assignment to Hong Kong may be voluntarily ended by you, or involuntarily by McDonald's Corporation or McDonald's China Development Company at will, with or without notice or reason. If your assignment ends for whatever reason and you continue to be an employee of McDonald's Corporation or a McDonald's subsidiary or joint venture, McDonald's will reimburse you for return airfare (coach/economy class) for you and your eligible dependents and will provide for shipment of your household goods within prescribed limits to your point of origin or, if appropriate, to the place of your next assignment, whether in or outside the United States.

If you voluntarily terminate your employment with McDonald's Corporation while on assignment, and do not immediately become an employee of a McDonald's subsidiary or joint venture, you are solely responsible for your own relocation and repatriation. If your employment with McDonald's Corporation is involuntarily terminated while you are on assignment, McDonald's will reimburse you for return airfare (coach/economy class) for you and your eligible dependents and will provide for shipment of your household goods within prescribed limits to your point of origin within the U.S. This reimbursement and shipment is contingent on your moving back to the U.S. within 60 days of termination.

You understand that this letter is not to be construed as an employment contract or guarantee of employment for any period of time. Your employment at McDonald's shall continue to be "at will." This means that you are free to terminate your employment at any time, for any reason, and McDonald's Corporation retains the same right.

Summary

We wish you success in your global assignment. If you have any questions, please contact Gaby Gutierrez (xxx-xxx-xxxx) or me.

/s/ Richard Floersch

Rich Floersch

Please sign and return this letter of understanding to Gaby Gutierrez.

I hereby agree and accept this assignment as outlined above and other general McDonald's policies.

/s/ Timothy J. Fenton

Tim Fenton

January 2006

**EXHIBIT 10(r).**

**Global Assignee & Repatriation  
RELOCATION AGREEMENT**

McDonald's Corporation has agreed to pay for or reimburse me for certain expenses in connection with relocation. In consideration for this, I agree as follows:

1. I understand and agree to all terms and conditions contained in the McDonald's Relocation Program Brochure.
2. If I resign or my employment with McDonald's otherwise terminates (excluding termination due to a reduction in workforce) within six months from the job effective date noted below and/or within 6 months from the last date on which my relocation expenses have been paid on my behalf, (which ever occurs later), I agree to reimburse McDonald's for all expenses incurred in my relocation, including, but not limited to, the following terms:
  - a) The total amount of the lump sum, cost of living and temporary living payments.
  - b) The cost of moving household goods and other personal property.
  - c) Any commission and other charges connected with the buyout/sale of my current home.
  - d) Closing and other costs related to the purchase of my home at the new location.
  - e) All other amounts which may be paid to me or on my behalf in connection with my relocation.
3. To the extent that this agreement provides for reimbursement to McDonald's for the expenses outlined above I hereby expressly authorize the Company to deduct such expenses from any money or benefits due to me from McDonald's to the full extent permitted by law and agree to promptly repay any balance which may remain.
4. I agree to pay any attorney's fees and costs incurred by McDonald's in seeking reimbursement, as well as interest on any outstanding balance which I am obligated to repay.
5. If a homeowner, I hereby state that I and my spouse, if applicable, hold sole title to the property in which I currently reside and it is not subject to any dispute, argument, or encumbrance including but not limited to, divorce, joint ownership, probate, rental agreement, etc., or any other condition that will affect my ability to convey clear title when it is sold.
6. If I have been furnished a Company car, I understand the following:
  - a) For relocations into Home Office or a Division office from a regional office, the personal use charge will generally be higher. In addition, positions at a director level or above require a one-time, permanent salary reduction to buy into the program. Positions below the director level have the choice of a one-time car loss allowance or a three-year phase out of the company car program.
  - b) For relocations out of Home Office or a Division office to a regional office, the personal use charge will generally be lower. Any permanent salary reduction to buy into the program will not be refunded. The relocation of a company provided vehicle is contingent provided you will drive a minimum of 18,000 business miles in your new location.
7. Nothing herein shall be constructed to constitute a guarantee or contract of employment by McDonald's for the twelve-month period referred to in Section 2, above or for any other time period. I am an at will employee and McDonald's may terminate my employment at any time.
8. In case of any conflict between this document and any other documents, policies or statements, written or oral, this document shall apply.

Signature: /s/ Timothy J. Fenton

Date: 1-12-06

Job Effective Date: 3-15-06

New Location: Hong Kong

EXHIBIT 12.

**McDONALD'S CORPORATION**  
**COMPUTATION OF RATIO OF EARNINGS TO FIXED CHARGES**

<i>DOLLARS IN MILLIONS</i>	<i>Years ended December 31,</i>				
	<i>2006</i>	<i>2005</i>	<i>2004</i>	<i>2003</i>	<i>2002</i>
<b>Earnings available for fixed charges</b>					
Income from continuing operations before provision for income taxes and cumulative effect of accounting changes	<b>\$4,166.4<sup>(1)</sup></b>	\$3,674.4	\$3,200.7 <sup>(2)</sup>	\$2,351.4 <sup>(3)</sup>	\$1,675.7 <sup>(4)</sup>
Minority interest expense in operating results of majority-owned subsidiaries, including fixed charges related to redeemable preferred stock, less equity in undistributed operating results of less than 50%- owned affiliates	<b>5.5</b>	1.2	4.4	18.6	8.2
Income tax provision (benefit) of 50% owned affiliates included in income from continuing operations before provision for income taxes	<b>5.9</b>	(3.5)	13.1	(28.6)	(9.5)
Portion of rent charges (after reduction for rental income from subleased properties) considered to be representative of interest factors*	<b>327.9</b>	317.6	295.6	279.4	257.9
Interest expense, amortization of debt discount and issuance costs, and depreciation of capitalized interest*	<b>437.5</b>	392.2	394.2	427.3	419.7
	<b>\$4,943.2</b>	\$4,381.9	\$3,908.0	\$3,048.1	\$2,352.0
<b>Fixed charges</b>					
Portion of rent charges (after reduction for rental income from subleased properties) considered to be representative of interest factors*	<b>\$ 327.9</b>	\$ 317.6	\$ 295.6	\$ 279.4	\$ 257.9
Interest expense, amortization of debt discount and issuance costs, and fixed charges related to redeemable preferred stock*	<b>418.5</b>	373.4	375.6	408.9	401.7
Capitalized interest*	<b>5.5</b>	5.0	4.1	7.9	14.4
	<b>\$ 751.9</b>	\$ 696.0	\$ 675.3	\$ 696.2	\$ 674.0
Ratio of earnings to fixed charges	<b>6.57</b>	6.30	5.79	4.38	3.49

\* Includes amounts of the Registrant and its majority-owned subsidiaries, and one-half of the amounts of 50%-owned affiliates.

(1) Includes pretax charges of \$134.2 million primarily related to impairment.

(2) Includes pretax charges of \$232.1 million consisting of \$130.5 million related to impairment and \$150.9 million related to the correction in the Company's lease accounting practices and policies as well as a \$49.3 million gain relating to the sale of the Company's interest in a U.S. real estate partnership.

(3) Includes pretax charges of \$407.6 million primarily related to the disposition of certain non-McDonald's brands and impairment.

(4) Includes pretax charges of \$853.2 million primarily related to restructuring markets and eliminating positions, restaurant closings/asset impairment and the write-off of technology costs.

## **EXHIBIT 21. McDONALD'S CORPORATION SUBSIDIARIES OF THE REGISTRANT**

### ***Name of Subsidiary (State or Country of Incorporation)***

#### **Domestic Subsidiaries**

Boston Market Corporation (Delaware)  
Franchise Realty Investment Trust - Illinois (Maryland)  
McDonald's APMEA, LLC (Delaware)  
McDonald's Deutschland, Inc. (Delaware)  
McDonald's Development Italy, Inc. (Delaware)  
McDonald's Europe, Inc. (Delaware)  
McDonald's International Property Company, Ltd. (Delaware)  
McDonald's Latin America, LLC (Delaware)  
McDonald's Real Estate Company (Delaware)  
McDonald's Restaurant Operations Inc. (Delaware)  
McDonald's Sistemas de Espana, Inc. (Delaware)  
McDonald's USA, LLC (Delaware)

#### **Foreign Subsidiaries**

Arras Comercio de Alimentos Ltda. (Brazil)  
Alimentos Arcos Dorados de Venezuela, C.A. (Venezuela)  
McDonald's Australia Holding Limited (Australia)  
McDonald's Australia Limited (Australia)  
McDonald's Comercio de Alimentos Ltda. (Brazil)  
McDonald's Danmark A/S (Denmark)  
McDonald's France S.A. (France)  
McDonald's GmbH (Germany)  
McDonald's Immobilien GmbH (Germany)  
McDonald's LLC (Russia)  
McDonald's Nederland B.V. (Netherlands)  
McDonald's Polska Sp.zo.o. (Poland)  
McDonald's Real Estate LLP (United Kingdom)  
McDonald's Restaurants (Hong Kong) Ltd. (Hong Kong)  
McDonald's Restaurants (New Zealand) Ltd. (New Zealand)  
McDonald's Restaurants (Taiwan) Co., Ltd. (Taiwan)  
McDonald's Restaurants Limited (United Kingdom)  
McDonald's Restaurants of Canada Limited (Canada)  
McDonald's System de Puerto Rico, Inc (Puerto Rico)  
McDonald's Suisse Franchise Sarl (Switzerland)  
MDC Inmobiliaria de Mexico S. de R.L. de C.V. (Mexico)  
Moscow-McDonald's (Russia)  
Restaurantes McDonald's, S.A. (Spain)  
Sistemas McDonald's Portugal Limitada (Portugal)  
Svenska McDonald's AB (Sweden)  
Svenska McDonald's Development AB (Sweden)

The names of certain subsidiaries have been omitted as follows:

- (a) 49 wholly-owned subsidiaries of McDonald's USA, LLC, each of which operates one or more McDonald's restaurants within the United States.
- (b) Additional subsidiaries, including some foreign, other than those mentioned in (a), because considered in the aggregate as a single subsidiary, they would not constitute a significant subsidiary.

**EXHIBIT 23. CONSENT OF INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM**

We consent to the incorporation by reference in the Registration Statements of McDonald's Corporation and the related prospectus of our reports dated February 19, 2007 with respect to the Consolidated financial statements of McDonald's Corporation, McDonald's Corporation management's assessment of the effectiveness of internal control over financial reporting, and the effectiveness of internal control over financial reporting of McDonald's Corporation, included in this Annual Report (Form 10-K) for the year ended December 31, 2006.

<i>Commission File No.</i>	
<u>FORM S-8</u>	<u>FORM S-3</u>
33-09267	33-00001
33-24958	33-64873
33-49817	333-25899
33-50701	333-59145
33-58840	333-60170
333-03409	333-82920
333-65033	333-92212
333-36776	333-120453
333-36778	333-139431
333-71656	
333-121092	
333-115770	
333-139415	

Chicago, Illinois  
February 23, 2007

ERNST & YOUNG LLP

### EXHIBIT 31.1. RULE 13A-14(A) CERTIFICATION OF CHIEF EXECUTIVE OFFICER

I, James A. Skinner, Vice Chairman and Chief Executive Officer of McDonald's Corporation, certify that:

- (1) I have reviewed this annual report on Form 10-K of McDonald's Corporation;
- (2) Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report;
- (3) Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the registrant as of, and for, the periods presented in this report;
- (4) The registrant's other certifying officer(s) and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rules 13a-15(f) and 15d-15(f)) for the registrant and have:
  - (a) Designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the registrant, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared;
  - (b) Designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;
  - (c) Evaluated the effectiveness of the registrant's disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such evaluation; and
  - (d) Disclosed in this report any change in the registrant's internal control over financial reporting that occurred during the registrant's most recent fiscal quarter (the registrant's fourth fiscal quarter in the case of an annual report) that has materially affected, or is reasonably likely to materially affect, the registrant's internal control over financial reporting; and
- (5) The registrant's other certifying officer(s) and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the registrant's auditors and the audit committee of the registrant's board of directors (or persons performing the equivalent functions):
  - (a) All significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the registrant's ability to record, process, summarize and report financial information; and
  - (b) Any fraud, whether or not material, that involves management or other employees who have a significant role in the registrant's internal control over financial reporting.

Date: February 26, 2007

*/s/ James A. Skinner*  
By James A. Skinner  
*Vice Chairman and Chief Executive Officer*

## EXHIBIT 31.2. RULE 13A-14(A) CERTIFICATION OF CHIEF FINANCIAL OFFICER

I, Matthew H. Paull, Corporate Senior Executive Vice President and Chief Financial Officer of McDonald's Corporation, certify that:

- (1) I have reviewed this annual report on Form 10-K of McDonald's Corporation;
- (2) Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report;
- (3) Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the registrant as of, and for, the periods presented in this report;
- (4) The registrant's other certifying officer(s) and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rules 13a-15(f) and 15d-15(f)) for the registrant and have:
  - (a) Designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the registrant, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared;
  - (b) Designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;
  - (c) Evaluated the effectiveness of the registrant's disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such evaluation; and
  - (d) Disclosed in this report any change in the registrant's internal control over financial reporting that occurred during the registrant's most recent fiscal quarter (the registrant's fourth fiscal quarter in the case of an annual report) that has materially affected, or is reasonably likely to materially affect, the registrant's internal control over financial reporting; and
- (5) The registrant's other certifying officer(s) and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the registrant's auditors and the audit committee of the registrant's board of directors (or persons performing the equivalent functions):
  - (a) All significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the registrant's ability to record, process, summarize and report financial information; and
  - (b) Any fraud, whether or not material, that involves management or other employees who have a significant role in the registrant's internal control over financial reporting.

Date: February 26, 2007

*/s/ Matthew H. Paull*  
By Matthew H. Paull  
*Corporate Senior Executive Vice President and  
Chief Financial Officer*



**EXHIBIT 32.1. CERTIFICATION PURSUANT TO 18 U.S.C. SECTION 1350 BY THE CHIEF EXECUTIVE OFFICER, AS ADOPTED PURSUANT TO SECTION 906 OF THE SARBANES-OXLEY ACT OF 2002**

Pursuant to Section 906 of the Sarbanes-Oxley Act of 2002 (subsections (a) and (b) of Section 1350, Chapter 63 of Title 18, United States Code), the undersigned officer of McDonald's Corporation (the "Company"), does hereby certify, to such officer's knowledge, that the Annual Report on Form 10-K for the year ended December 31, 2006 of the Company fully complies with the requirements of Section 13(a) or 15(d) of the Securities Exchange Act of 1934 and information contained in the Form 10-K fairly presents, in all material respects, the financial condition and results of operations of the Company.

Date: February 26, 2007

*/s/ James A. Skinner*  
\_\_\_\_\_  
By James A. Skinner  
*Vice Chairman and Chief Executive Officer*

**EXHIBIT 32.2. CERTIFICATION PURSUANT TO 18 U.S.C. SECTION 1350 BY THE CHIEF FINANCIAL OFFICER, AS ADOPTED PURSUANT TO SECTION 906 OF THE SARBANES-OXLEY ACT OF 2002**

Pursuant to Section 906 of the Sarbanes-Oxley Act of 2002 (subsections (a) and (b) of Section 1350, Chapter 63 of Title 18, United States Code), the undersigned officer of McDonald's Corporation (the "Company"), does hereby certify, to such officer's knowledge, that the Annual Report on Form 10-K for the year ended December 31, 2006 of the Company fully complies with the requirements of Section 13(a) or 15(d) of the Securities Exchange Act of 1934 and information contained in the Form 10-K fairly presents, in all material respects, the financial condition and results of operations of the Company.

Date: February 26, 2007

/s/ Matthew H. Paull  
By Matthew H. Paull  
*Corporate Senior Executive Vice President and Chief  
Financial Officer*