MCDONALDS CORP
Form 10-Q
May 06, 2014
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UNITED STATES
SECURITIES AND EXCHANGE COMMISSION
Washington, DC 20549
FORM 10-Q

x QUARTERLY REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934
For the quarterly period ended March 31, 2014
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.)
One McDonald's Plaza Oak Brook, Illinois (Address of Principal Executive Offices)	60523 (Zip Code)

(630) 623-3000
(Registrant's Telephone Number, Including Area Code)

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 x No ¨

Indicate by check mark whether the registrant has submitted electronically and posted on its corporate Web site, if any, every Interactive Data File required to be submitted and posted pursuant to Rule 405 of Regulation S-T (§232.405 of this chapter) during the preceding 12 months (or for such shorter period that the registrant was required to submit and post such files). Yes x No ¨

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

Large accelerated filer x	Accelerated filer ¨
Non-accelerated filer ¨ (do not check if a smaller reporting company)	Smaller reporting company ¨

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

988,417,241
(Number of shares of common stock
outstanding as of March 31, 2014)

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McDONALD'S CORPORATION

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PART I – FINANCIAL INFORMATION
Item 1. Financial Statements
CONDENSED CONSOLIDATED BALANCE SHEET

In millions, except per share data	(unaudited) March 31, 2014	December 31, 2013
Assets		
Current assets		
Cash and equivalents	$2,743.8	$2,798.7
Accounts and notes receivable	1,229.7	1,319.8
Inventories, at cost, not in excess of market	106.2	123.7
Prepaid expenses and other current assets	756.6	807.9
Total current assets	4,836.3	5,050.1
Other assets		
Investments in and advances to affiliates	1,223.8	1,209.1
Goodwill	2,891.5	2,872.7
Miscellaneous	1,767.5	1,747.1
Total other assets	5,882.8	5,828.9
Property and equipment		
Property and equipment, at cost	40,503.3	40,355.6
Accumulated depreciation and amortization	(14,853.3)	(14,608.3)
Net property and equipment	25,650.0	25,747.3
Total assets	$36,369.1	$36,626.3
Liabilities and shareholders' equity		
Current liabilities		
Accounts payable	$828.1	$1,086.0
Income taxes	427.8	215.5
Other taxes	393.4	383.1
Accrued interest	161.4	221.6
Accrued payroll and other liabilities	1,189.1	1,263.8
Current maturities of long-term debt	101.4	—
Total current liabilities	3,101.2	3,170.0
Long-term debt	13,825.4	14,129.8
Other long-term liabilities	1,706.6	1,669.1
Deferred income taxes	1,588.2	1,647.7
Shareholders' equity		
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	6,062.9	5,994.1
Retained earnings	42,154.7	41,751.2
Accumulated other comprehensive income	444.3	427.6
Common stock in treasury, at cost; 672.2 and 670.2 million shares	(32,530.8)	(32,179.8)
Total shareholders' equity	16,147.7	16,009.7
Total liabilities and shareholders' equity	$36,369.1	$36,626.3

See Notes to condensed consolidated financial statements.

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CONDENSED CONSOLIDATED STATEMENT OF NET INCOME (UNAUDITED)

	Quarters Ended March 31,	
In millions, except per share data	2014	2013
Revenues		
Sales by Company-operated restaurants	$4,490.5	$4,445.4
Revenues from franchised restaurants	2,209.8	2,159.9
Total revenues	6,700.3	6,605.3
Operating costs and expenses		
Company-operated restaurant expenses	3,767.1	3,726.0
Franchised restaurants—occupancy expenses	417.1	395.2
Selling, general & administrative expenses	620.4	596.5
Other operating (income) expense, net	(40.3)	(61.9)
Total operating costs and expenses	4,764.3	4,655.8
Operating income	1,936.0	1,949.5
Interest expense	135.5	128.1
Nonoperating (income) expense, net	17.2	4.6
Income before provision for income taxes	1,783.3	1,816.8
Provision for income taxes	578.5	546.6
Net income	$1,204.8	$1,270.2
Earnings per common share-basic	$1.22	$1.27
Earnings per common share-diluted	$1.21	$1.26
Dividends declared per common share	$0.81	$0.77
Weighted average shares outstanding-basic	989.6	1,002.7
Weighted average shares outstanding-diluted	995.9	1,010.8

See Notes to condensed consolidated financial statements.

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CONDENSED CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME (UNAUDITED)

In millions	Quarters Ended March 31, 2014	2013
Net income	$1,204.8	$1,270.2
Other comprehensive income (loss), net of tax		
Foreign currency translation adjustments:		
Gain (loss) recognized in accumulated other comprehensive income (AOCI), including net investment hedges	(22.3)	(386.4)
Reclassification of (gain) loss to net income	13.1	—
Foreign currency translation adjustments-net of tax benefit (expense) of $17.4 and $(59.6)	(9.2)	(386.4)
Cash flow hedges:		
Gain (loss) recognized in AOCI	30.2	(8.2)
Reclassification of (gain) loss to net income	(13.4)	(9.3)
Cash flow hedges-net of tax benefit (expense) of $(7.2) and $2.7	16.8	(17.5)
Defined benefit pension plans:		
Gain (loss) recognized in AOCI	6.5	1.2
Reclassification of (gain) loss to net income	2.6	0.1
Defined benefit pension plans-net of tax benefit (expense) of $(4.4) and $(0.3)	9.1	1.3
Total other comprehensive income (loss), net of tax	16.7	(402.6)
Comprehensive income	$1,221.5	$867.6

See Notes to condensed consolidated financial statements.

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CONDENSED CONSOLIDATED STATEMENT OF CASH FLOWS (UNAUDITED)

In millions	Quarters Ended March 31, 2014	2013
Operating activities		
Net income	$1,204.8	$1,270.2
Adjustments to reconcile to cash provided by operations		
Charges and credits:		
Depreciation and amortization	410.4	391.1
Deferred income taxes	(24.0)	22.8
Share-based compensation	25.3	22.8
Other	54.7	67.0
Changes in working capital items	236.1	(87.0)
Cash provided by operations	1,907.3	1,686.9
Investing activities		
Capital expenditures	(568.8)	(634.2)
Sales and purchases of restaurant businesses and property sales	78.7	45.5
Other	(118.1)	64.2
Cash used for investing activities	(608.2)	(524.5)
Financing activities		
Short-term borrowings and long-term financing issuances and repayments	(235.1)	(622.4)
Treasury stock purchases	(439.5)	(339.4)
Common stock dividends	(801.7)	(772.2)
Proceeds from stock option exercises	86.4	112.9
Excess tax benefit on share-based compensation	35.0	52.4
Other	(0.2)	(0.2)
Cash used for financing activities	(1,355.1)	(1,568.9)
Effect of exchange rates on cash and cash equivalents	1.1	(60.3)
Cash and equivalents decrease	(54.9)	(466.8)
Cash and equivalents at beginning of period	2,798.7	2,336.1
Cash and equivalents at end of period	$2,743.8	$1,869.3

See Notes to condensed consolidated financial statements.

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NOTES TO CONDENSED CONSOLIDATED FINANCIAL STATEMENTS (UNAUDITED)

Basis of Presentation

The accompanying condensed consolidated financial statements should be read in conjunction with the consolidated financial statements contained in the Company’s December 31, 2013 Annual Report on Form 10 K. In the opinion of management, all adjustments (consisting of normal recurring accruals) necessary for a fair presentation have been included. The results for the quarter ended March 31, 2014 do not necessarily indicate the results that may be expected for the full year.

Restaurant Information

The following table presents restaurant information by ownership type:

Restaurants at March 31,	2014	2013
Conventional franchised	20,369	19,893
Developmental licensed	4,833	4,420
Foreign affiliated	3,572	3,657
Total Franchised	28,774	27,970
Company-operated	6,719	6,595
Systemwide restaurants	35,493	34,565

The results of operations of restaurant businesses purchased and sold in transactions with franchisees were not material either individually or in the aggregate to the condensed consolidated financial statements for the periods prior to purchase and sale.

Per Common Share Information

Diluted earnings 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 6.3 million shares and 8.1 million shares for the first quarter 2014 and 2013, respectively. Stock options that would have been antidilutive and therefore were not included in the calculation of diluted weighted-average shares totaled 9.2 million shares and 8.1 million shares for the first quarter 2014 and 2013, respectively.

Fair Value Measurements

The Company measures certain financial assets and liabilities at fair value. Fair value disclosures are reflected in a three-level hierarchy, maximizing the use of observable inputs and minimizing the use of unobservable inputs. The Company did not have any significant changes to the valuation techniques used to measure fair value as described in the Company's December 31, 2013 Annual Report on Form 10-K.

• Certain Financial Assets and Liabilities Measured at Fair Value

The following table presents financial assets and liabilities measured at fair value on a recurring basis:

In millions	Level 1	Level 2	Carrying Value
March 31, 2014			
Derivative assets	$130.5	$46.8	$177.3
Derivative liabilities		$(130.4)	$(130.4)

• Certain Financial Assets and Liabilities not Measured at Fair Value

At March 31, 2014, the fair value of the Company’s debt obligations was estimated at $15.1 billion, compared to a carrying amount of $13.9 billion. The fair value was based upon quoted market prices, Level 2, within the valuation hierarchy. The carrying amounts of cash and equivalents and notes receivable approximate fair value.

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Financial Instruments and Hedging Activities

The Company is exposed to global market risks, including the effect of changes in interest rates and foreign currency fluctuations. The Company uses foreign currency denominated debt and derivative instruments to mitigate the impact of these changes. The Company does not hold or issue derivatives for trading purposes.

The following table presents the fair values of derivative instruments included on the Consolidated balance sheet:

In millions	Derivative Assets March 31, 2014	Derivative Assets December 31, 2013	Derivative Liabilities March 31, 2014	Derivative Liabilities December 31, 2013
Total derivatives designated as hedging instruments	$37.4	$55.6	$(123.5)	$(155.5)
Total derivatives not designated as hedging instruments	139.9	144.2	(6.9)	(23.8)
Total derivatives	$177.3	$199.8	$(130.4)	$(179.3)

The following table presents the pretax amounts affecting income and other comprehensive income ("OCI") for the quarters ended March 31, 2014 and 2013, respectively:

In millions	Gain (Loss) Recognized in Accumulated OCI 2014	Gain (Loss) Recognized in Accumulated OCI 2013	Gain (Loss) Reclassified into Income from Accumulated OCI 2014	Gain (Loss) Reclassified into Income from Accumulated OCI 2013	Gain (Loss) Recognized in Income on Derivative(1) 2014	Gain (Loss) Recognized in Income on Derivative(1) 2013
Cash Flow Hedges	$43.2	$(6.7)	$19.2	$13.5	$(0.6)	$(3.3)
Net Investment Hedges	$(46.8)	$423.8	$—	$—		
Undesignated derivatives					$1.3	$19.8

(1) Includes amounts excluded from effectiveness testing, ineffectiveness, and undesignated gains (losses).

• Fair Value Hedges

The Company enters into fair value hedges which convert a portion of its fixed-rate debt into floating-rate debt by use of interest rate swaps. At March 31, 2014, $2.6 billion of the Company's outstanding fixed-rate debt was effectively converted. For the quarter ended March 31, 2014, the Company recognized a $2.6 million loss on fair value interest rate swaps, which was exactly offset by a corresponding gain in the fair value of the hedged debt instruments.

• Cash Flow Hedges

The Company enters into cash flow hedges to reduce the exposure to variability in certain expected future cash flows. To protect against the reduction in value of forecasted foreign currency cash flows (such as royalties denominated in foreign currencies), the Company uses foreign currency forwards and foreign currency options to hedge a portion of anticipated exposures. The hedges cover the next 19 months for certain exposures and are denominated in various currencies. As of March 31, 2014, the Company had derivatives outstanding with an equivalent notional amount of $589.3 million that hedged a portion of forecasted foreign currency denominated royalties.

The Company uses cross-currency swaps to hedge the risk of cash flows associated with certain foreign currency denominated debt, including forecasted interest payments, and has elected cash flow hedge accounting. The hedges cover periods up to 44 months and have an equivalent notional amount of $341.8 million.

Based on market conditions at March 31, 2014, the $14.5 million in cumulative cash flow hedging gains, after tax, is not expected to have a significant effect on earnings over the next 12 months.

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•Net Investment Hedges

The Company primarily uses foreign currency denominated debt (third party and intercompany) 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 OCI and offset translation adjustments on the underlying net assets of foreign subsidiaries and affiliates, which also are recorded in OCI. As of March 31, 2014, $4.3 billion of intercompany foreign currency denominated debt, $4.5 billion of the Company's third party foreign currency denominated debt and $1.0 billion of derivatives were designated to hedge investments in certain foreign subsidiaries and affiliates.

•Credit Risk

The Company is exposed to credit-related losses in the event of non-performance by its derivative counterparties. The Company did not have significant exposure to any individual counterparty at March 31, 2014 and has master agreements that contain netting arrangements. For financial reporting purposes, the Company presents gross derivative balances in the financial statements and supplementary data, including for counterparties subject to netting arrangements.

Segment Information

The Company franchises and operates McDonald’s restaurants in the global restaurant industry. The following table presents the Company’s revenues and operating income by geographic segment. The APMEA segment represents operations in Asia/Pacific, Middle East and Africa. Other Countries & Corporate represents operations in Canada and Latin America, as well as Corporate activities.

	Quarters Ended March 31,	
In millions	2014	2013
Revenues		
U.S.	$2,054.1	$2,088.5
Europe	2,712.2	2,586.4
APMEA	1,618.8	1,593.7
Other Countries & Corporate	315.2	336.7
Total revenues	$6,700.3	$6,605.3
Operating Income		
U.S.	$820.8	$844.7
Europe	752.5	708.1
APMEA	345.1	381.9
Other Countries & Corporate	17.6	14.8
Total operating income	$1,936.0	$1,949.5

Subsequent Events

The Company evaluated subsequent events through the date the financial statements were issued and filed with the Securities and Exchange Commission. There were no subsequent events that required recognition or disclosure.

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Item 2. Management's Discussion and Analysis of Financial Condition and Results of Operations

Overview

The Company franchises and operates McDonald's restaurants. Of the 35,493 restaurants in 120 countries at March 31, 2014, 28,774 were licensed to franchisees (including 20,369 franchised to conventional franchisees, 4,833 licensed to developmental licensees and 3,572 licensed to foreign affiliates ("affiliates") – primarily Japan) and 6,719 were operated by the Company. Under our conventional franchise arrangement, franchisees provide a portion of the capital required by initially investing in the equipment, signs, seating and décor of their restaurant business, 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 conventional franchised restaurant sites. This maintains long-term occupancy rights, helps control related costs and assists in alignment with franchisees. In certain circumstances, the Company participates in reinvestment for conventional franchised restaurants. Under our developmental license arrangement, licensees provide capital for the entire business, including the real estate interest, and the Company has no capital invested. In addition, the Company has an equity investment in a limited number of affiliates that invest in real estate and operate or franchise restaurants within a market.

We view ourselves primarily as a franchisor and believe franchising is important to both delivering great, locally-relevant customer experiences and driving profitability. However, directly operating restaurants is paramount to being a credible franchisor and is essential to providing Company personnel with restaurant operations experience. In our Company-operated restaurants, and in collaboration with franchisees, we further develop and refine operating standards, marketing concepts and product and pricing strategies, so that only those that we believe are most beneficial are introduced in the restaurants. We continually review, and as appropriate adjust, our mix of Company-operated and franchised (conventional franchised, developmental licensed and foreign affiliated) restaurants to help optimize overall performance.

The Company's revenues consist of sales by Company-operated restaurants and fees from restaurants operated by franchisees. Revenues from conventional franchised restaurants include rent and royalties based on a percent of sales along with minimum rent payments, and initial fees. Revenues from restaurants licensed to affiliates and developmental licensees include a royalty based on a percent of sales, and generally include initial fees. Fees vary by type of site, amount of Company investment, if any, 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. Significant reportable segments include the United States ("U.S."), Europe, and Asia/Pacific, Middle East and Africa ("APMEA"). In addition, throughout this report we present "Other Countries & Corporate" that includes operations in Canada and Latin America, as well as Corporate activities. For the quarter ended March 31, 2014, the U.S., Europe and APMEA segments accounted for 31%, 40% and 24% of total revenues, respectively.

Strategic Direction and Financial Performance

The strength of the alignment among the Company, its franchisees and suppliers (collectively referred to as the "System") has been key to McDonald's success. By leveraging our System, we are able to identify, implement and scale ideas that meet customers' changing needs and preferences. In addition, our business model enables McDonald's to consistently deliver locally-relevant restaurant experiences to customers and be an integral part of the communities we serve.

McDonald's customer-focused Plan to Win ("Plan") provides a common framework that aligns our global business and allows for local adaptation. We continue to focus on our three global growth priorities of optimizing our menu, modernizing the customer experience, and broadening accessibility to Brand McDonald's within the framework of our Plan. Our initiatives support these priorities, and are executed with a focus on the Plan's five pillars - People, Products, Place, Price and Promotion - to enhance our customers' experience and build shareholder value over the long term. We believe these priorities align with our customers' evolving needs, and - combined with our competitive advantages of convenience, menu variety, geographic diversification and System alignment - will drive long-term sustainable growth.

For the first quarter, global comparable sales increased 0.5%, reflecting higher average check and negative comparable guest counts of 3.1%. Comparable sales are driven by changes in guest counts and average check, which

is affected by changes in pricing and product mix. Generally, pricing has a greater impact on average check than product mix. The goal is to achieve a balanced contribution from both guest counts and average check.
Looking ahead, the Company expects many of the challenges faced in 2013 to persist in 2014, namely heightened competitive activity, continued consumer price sensitivity and ongoing cost pressures amid flat to modest growth projections for the IEO segment. We remain focused on matters within our control, with the customer as our first priority. Our opportunities include better restaurant execution and optimizing current initiatives for greater customer relevance and broader consumer reach. We are prioritizing our near-term efforts on improving performance in key opportunity markets that are significant contributors to consolidated results, including the U.S., Germany,

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Australia and Japan. In addition, the Company is evaluating opportunities to optimize its capital and restaurant ownership structures, as well as G&A expenditures, while maintaining its existing long-term financial strength and philosophy.

The following is a summary of our first quarter sales performance and our initiatives within the three global growth priorities by major segment.

In the U.S., first quarter 2014 comparable sales decreased 1.7%, reflecting negative comparable guest counts amid challenging industry dynamics and severe winter weather. Our priority remains building guest traffic through greater customer relevance and improved restaurant execution. In addition, we are evolving our menu strategies to enhance the breakfast experience and to better balance affordability, core products, new choices and limited-time offers. We will continue to invest in new and existing restaurants, although the pace of our reimaging program will slow slightly compared to last year as we prioritize other kitchen investments.

In Europe, first quarter 2014 comparable sales increased 1.4%, reflecting positive performance in the U.K, France and Russia, partly offset by ongoing weakness in Germany. Looking ahead, Europe remains focused on growing the business through value menu enhancements, premium menu additions and limited-time offers, and we will continue to expand the breakfast daypart by leveraging our strong foundation in coffee. In addition, we remain committed to modernizing the customer experience through our ongoing restaurant reimaging and technology initiatives, and broadening accessibility by extending operating hours, optimizing drive-thrus and opening new restaurants.

In APMEA, first quarter 2014 comparable sales increased 0.8%, benefiting from positive results in China and many other markets, somewhat offset by weakness in Japan, and to a lesser extent, Australia. To strengthen performance, APMEA is pursuing customer-focused initiatives to deliver menu variety, increased convenience and branded affordability across the segment. In addition, we are focused on restaurant expansion and modernizing the customer experience through ongoing restaurant reimaging.

First Quarter Operating Results:

- Global comparable sales increased 0.5%.
- Consolidated revenues increased 1% (3% in constant currencies).
- Consolidated operating income decreased 1% (increased 1% in constant currencies).
- Diluted earnings per share of $1.21, decreased 4% (2% in constant currencies). Foreign currency translation negatively impacted diluted earnings per share by $0.03.
- The Company paid total dividends of $0.81 per share or $801.7 million and repurchased 4.5 million shares for $432.4 million.

Outlook

While the Company does not provide specific guidance on earnings per share, the following information is provided to assist in forecasting the Company's future results.

- Changes in Systemwide sales are driven by comparable sales and net restaurant unit expansion. The Company expects net restaurant additions to add approximately 2.5 percentage points to 2014 Systemwide sales growth (in constant currencies), most of which will be due to the 949 net restaurants (1,098 net traditional openings less 149 net satellite closings) added in 2013.
- The Company does not generally provide specific guidance on changes in comparable sales. However, as a perspective, assuming no change in cost structure, a 1 percentage point change in comparable sales for either the U.S. or Europe would change annual diluted earnings per share by about 4 cents.
- With about 75% of McDonald's grocery bill comprised of 10 different commodities, a basket of goods approach is the most comprehensive way to look at the Company's commodity costs. For the full year 2014, the total basket of goods cost is expected to increase 1%-2% in the U.S. and Europe.
- The Company expects full-year 2014 selling, general and administrative expenses to increase approximately 8% in constant currencies, with fluctuations expected between the quarters. The increase is primarily due to the impact of below target 2013 incentive-based compensation, expenses associated with our 2014 Worldwide Owner/Operator Convention and sponsorship of the Winter Olympics, and costs related to other initiatives.
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Based on current interest and foreign currency exchange rates, the Company expects interest expense for the full year 2014 to increase approximately 5-7% compared with 2013.

- A significant part of the Company's operating income is generated outside the U.S., and about 40% of its total debt is denominated in foreign currencies. Accordingly, earnings are affected by changes in foreign currency exchange rates, particularly the Euro, British Pound, Australian Dollar and Canadian Dollar. Collectively, these currencies represent approximately 65% of the Company's operating income outside the U.S. If all four of these currencies moved by 10% in the same direction, the Company's annual diluted earnings per share would change by about 25 cents.

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- The Company expects the effective income tax rate for the full-year 2014 to be 31% to 33%. Some volatility may be experienced between the quarters resulting in a quarterly tax rate that is outside the annual range.
- The Company expects capital expenditures for 2014 to be between $2.9-$3.0 billion. Over half of this amount will be used to open new restaurants. The Company expects to open about 1,500-1,600 restaurants including about 500 restaurants in affiliated and developmental licensee markets, such as Japan and Latin America, where the Company does not fund any capital expenditures. The Company expects net additions of between 1,000-1,100 restaurants. The remaining capital will be used to reinvest in existing locations, in part through reimaging. Over 1,000 restaurants worldwide are expected to be reimaged, including locations in affiliated and developmental licensee markets that require no capital investment from the Company.
- The Company expects to return approximately $5 billion to shareholders through dividends and share repurchases in 2014.

The Following Definitions Apply to these Terms as Used Throughout this Form 10-Q:

- Information in constant currency is calculated by translating current year results at prior year average exchange rates. Management reviews and analyzes business results excluding the effect of foreign currency translation and bases incentive compensation plans on these results because they believe this better represents the Company's underlying business trends.
- Systemwide sales include sales at all restaurants, whether operated by the Company or by franchisees. While franchised sales are not recorded as revenues by the Company, management believes the information is important in understanding the Company's financial performance because these sales are the basis on which the Company calculates and records franchised revenues and are indicative of the financial health of the franchisee base.
- Comparable sales represent sales at all restaurants and comparable guest counts represent the number of transactions at all restaurants, whether operated by the Company or by franchisees, in operation at least thirteen months including those temporarily closed. Some of the reasons restaurants may be temporarily closed include reimaging or remodeling, rebuilding, road construction and natural disasters. Comparable sales exclude the impact of currency translation. Comparable sales are driven by changes in guest counts and average check, which is affected by changes in pricing and product mix. Generally, pricing has a greater impact on average check than product mix. Management reviews the increase or decrease in comparable sales and comparable guest counts compared with the same period in the prior year to assess business trends. The number of weekdays and weekend days, referred to as the calendar shift/trading day adjustment, can impact comparable sales and guest counts. In addition, the timing of holidays can also impact comparable sales and guest counts.

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CONSOLIDATED OPERATING RESULTS

Dollars in millions, except per share data	Quarter Ended March 31, 2014	
	Amount	Increase/ (Decrease)
Revenues		
Sales by Company-operated restaurants	$4,490.5	1 %
Revenues from franchised restaurants	2,209.8	2
Total revenues	6,700.3	1
Operating costs and expenses		
Company-operated restaurant expenses	3,767.1	1
Franchised restaurants—occupancy expenses	417.1	6
Selling, general & administrative expenses	620.4	4
Other operating (income) expense, net	(40.3)	35
Total operating costs and expenses	4,764.3	2
Operating income	1,936.0	(1)
Interest expense	135.5	6
Nonoperating (income) expense, net	17.2	n/m
Income before provision for income taxes	1,783.3	(2)
Provision for income taxes	578.5	6
Net income	$1,204.8	(5)%
Earnings per common share-basic	$1.22	(4)%
Earnings per common share-diluted	$1.21	(4)%

n/m Not meaningful

Impact of Foreign Currency Translation

While changes in foreign currency exchange rates affect reported results, McDonald's mitigates exposures, where practical, by purchasing goods and services in local currencies, financing in local currencies and hedging certain foreign-denominated cash flows. Management reviews and analyzes business results excluding the effect of foreign currency translation and bases incentive compensation plans on these results, because they believe this better represents the Company's underlying business trends. Results excluding the effect of foreign currency translation (also referred to as constant currency) are calculated by translating current year results at prior year average exchange rates.

IMPACT OF FOREIGN CURRENCY TRANSLATION

Dollars in millions, except per share data

			Currency Translation Benefit/ (Cost)
Quarters Ended March 31,	2014	2013	2014
Revenues	$6,700.3	$6,605.3	$(79.5)
Company-operated margins	723.4	719.4	(10.4)
Franchised margins	1,792.7	1,764.7	(18.5)
Selling, general & administrative expenses	620.4	596.5	2.8
Operating income	1,936.0	1,949.5	(28.8)
Net income	1,204.8	1,270.2	(29.3)
Earnings per share-diluted	$1.21	$1.26	$(0.03)

Foreign currency translation had a negative impact on consolidated operating results for the quarter primarily due to the weaker Australian Dollar and many other foreign currencies, including the Russian Ruble and Canadian Dollar, partly offset by the stronger Euro and British Pound.

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Net Income and Diluted Earnings per Common Share

For the quarter, net income decreased 5% (3% in constant currencies) to $1,204.8 million, and diluted earnings per share decreased 4% (2% in constant currencies) to $1.21. Foreign currency translation had a negative impact of $0.03 on diluted earnings per share.

For the quarter, net income and diluted earnings per share benefited from higher restaurant margin dollars, but were negatively impacted by an increase in the effective income tax rate due to a prior year tax benefit of nearly $50 million, and higher selling, general and administrative expenses primarily due to costs related to the 2014 Winter Olympics. Diluted earnings per share also benefited from a decrease in diluted weighted average shares outstanding.

During the quarter, the Company paid a quarterly dividend of $0.81 per share or $801.7 million and repurchased 4.5 million shares of its stock for $432.4 million.

Revenues

Revenues consist of sales by Company-operated restaurants and fees from restaurants operated by franchisees. Revenues from conventional franchised restaurants include rent and royalties based on a percent of sales along with minimum rent payments and initial fees. Revenues from franchised restaurants that are licensed to affiliates and developmental licensees include a royalty based on a percent of sales and generally include initial fees.

REVENUES

Dollars in millions

Quarters Ended March 31,	2014	2013	Inc/ (Dec)		Inc/ (Dec) Excluding Currency Translation	
Company-operated sales						
U.S.	$1,040.9	$1,071.7	(3	)%	(3	)%
Europe	1,925.8	1,862.4	3		4	
APMEA	1,356.9	1,331.6	2		4	
Other Countries & Corporate	166.9	179.7	(7	)	2	
Total	$4,490.5	$4,445.4	1	%	2	%
Franchised revenues						
U.S.	$1,013.2	$1,016.8	0	%	0	%
Europe	786.4	724.0	9		4	
APMEA	261.9	262.1	0		10	
Other Countries & Corporate	148.3	157.0	(6	)	8	
Total	$2,209.8	$2,159.9	2	%	3	%
Total revenues						
U.S.	$2,054.1	$2,088.5	(2	)%	(2	)%
Europe	2,712.2	2,586.4	5		4	
APMEA	1,618.8	1,593.7	2		5	
Other Countries & Corporate	315.2	336.7	(6	)	4	
Total	$6,700.3	$6,605.3	1	%	3	%

Consolidated revenues increased 1% (3% in constant currencies) for the quarter primarily due to expansion.

- In the U.S., revenues decreased for the quarter due to negative comparable sales, reflecting negative comparable guest counts amid challenging industry dynamics and severe winter weather.
- In Europe, the constant currency increase in revenues for the quarter benefited from expansion, primarily in Russia (which is almost entirely Company-operated), and positive comparable sales performance in the U.K., France and Russia, partly offset by negative results in Germany.
- In APMEA, the constant currency increase in revenues for the quarter was driven by China and other Asian markets due to positive comparable sales performance and expansion, partly offset by the impact of refranchising in Australia.

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The following table presents the percent change in comparable sales for the quarters ended March 31, 2014 and 2013:
COMPARABLE SALES

Quarters Ended March 31,*	Increase/ (Decrease) 2014	2013
U.S.	(1.7)%	(1.2)%
Europe	1.4	(1.1)
APMEA	0.8	(3.3)
Other Countries & Corporate	6.1	5.6
Total	0.5 %	(1.0)%

* On a consolidated basis, comparable guest counts decreased 3.1% and 1.9% for the quarters 2014 and 2013, respectively.

The following table presents the percent change in Systemwide sales for the quarter ended March 31, 2014:
SYSTEMWIDE SALES

Quarter Ended March 31, 2014	Inc/ (Dec)	Inc/ (Dec) Excluding Currency Translation
U.S.	(1)%	(1)%
Europe	7	4
APMEA	(2)	5
Other Countries & Corporate	(6)	10
Total	1 %	3 %

Franchised sales are not recorded as revenues by the Company, but are the basis on which the Company calculates and records franchised revenues and are indicative of the health of the franchisee base. The following table presents Franchised sales and the related increases/(decreases):
FRANCHISED SALES
Dollars in millions

Quarters Ended March 31,	2014	2013	Inc/ (Dec)	Inc/ (Dec) Excluding Currency Translation
U.S.	$7,338.1	$7,376.6	(1)%	(1)%
Europe	4,402.2	4,064.6	8	4
APMEA	3,108.8	3,236.6	(4)	6
Other Countries & Corporate	1,867.6	1,978.0	(6)	11
Total*	$16,716.7	$16,655.8	0 %	3 %

* Sales from developmental licensed restaurants and foreign affiliated markets where the Company earns a royalty based on a percent of sales totaled $3,548.5 million and $3,726.4 million for the quarters 2014 and 2013, respectively. Results were negatively impacted by the weaker Japanese Yen and Brazilian Real. The remaining balance of franchised sales is derived from conventional franchised restaurants where the Company earns rent and royalties based primarily on a percent of sales.

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Restaurant Margins

FRANCHISED AND COMPANY-OPERATED RESTAURANT MARGINS

Dollars in millions

Quarters Ended March 31,	Percent 2014	Percent 2013	Amount 2014	Amount 2013	Inc/ (Dec)	Inc/ (Dec) Excluding Currency Translation
Franchised						
U.S.	82.5 %	82.9 %	$836.1	$843.2	(1)%	(1)%
Europe	76.9	77.1	604.8	557.9	8	4
APMEA	86.3	87.7	226.1	229.9	(2)	8
Other Countries & Corporate	84.8	85.2	125.7	133.7	(6)	8
Total	81.1 %	81.7 %	$1,792.7	$1,764.7	2 %	3 %
Company-operated						
U.S.	17.3 %	17.4 %	$180.1	$186.8	(4)%	(4)%
Europe	17.0	16.7	328.0	311.7	5	5
APMEA	14.0	14.6	190.5	194.1	(2)	2
Other Countries & Corporate	14.9	14.9	24.8	26.8	(7)	1
Total	16.1 %	16.2 %	$723.4	$719.4	1 %	2 %

Franchised margin dollars increased $28.0 million or 2% (3% in constant currencies) for the quarter primarily due to expansion.

- In the U.S., the franchised margin percent decreased for the quarter due to negative comparable sales and higher depreciation related to reimaging.
- In Europe, the franchised margin percent decreased for the quarter as positive comparable sales performance was more than offset by higher rent expense and the impact of refranchising in Germany and certain other markets.
- In APMEA, the franchised margin percent decreased for the quarter partly due to the impact of refranchising and higher rent expense in Australia. The margin percent decrease reflected a higher proportion of conventionally-franchised restaurants relative to developmentally-licensed and affiliate restaurants. While this has a dilutive effect on the franchised margin percent, it results in higher franchised margin dollars.

Company-operated margin dollars increased $4.0 million or 1% (2% in constant currencies).

- In the U.S., the Company-operated margin percent decreased slightly for the quarter as the positive impact of a higher average check, primarily due to pricing, was offset by negative comparable guest counts and higher commodity and crew labor costs.
- In Europe, the Company-operated margin percent increased for the quarter as strong performance in France and the U.K. was partially offset by higher commodity costs in Russia, due to the weaker Russian Ruble.
- In APMEA, the Company-operated margin percent for the quarter decreased as the impact of positive comparable sales was offset by higher labor, occupancy and other costs, as well as the negative impact of new restaurant openings. While the margin percent grew in several markets, including China and Australia, refranchising in Australia and the weaker Australian Dollar negatively impacted the segment's overall margin.

The following table presents Company-operated restaurant margin components as a percent of sales:

CONSOLIDATED COMPANY-OPERATED RESTAURANT EXPENSES AND MARGINS AS A PERCENT OF SALES

Quarters Ended March 31,	2014	2013
Food & paper	33.7 %	33.8 %
Payroll & employee benefits	26.2	26.3
Occupancy & other operating expenses	24.0	23.7
Total expenses	83.9 %	83.8 %
Company-operated margins	16.1 %	16.2 %

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Selling, General & Administrative Expenses

Selling, general and administrative expenses increased $23.9 million or 4% (4% in constant currencies) for the quarter primarily due to costs related to the 2014 Winter Olympics and higher employee costs.

Selling, general and administrative expenses as a percent of revenues increased to 9.3% for the quarter 2014 compared with 9.0% for 2013, and as a percent of Systemwide sales increased to 2.9% for the quarter 2014 compared with 2.8% for 2013.

Other Operating (Income) Expense, Net

OTHER OPERATING (INCOME) EXPENSE, NET

Dollars in millions

Quarters Ended March 31,	2014	2013
Gains on sales of restaurant businesses	$(29.0)	$(52.7)
Equity in earnings of unconsolidated affiliates	(16.5)	(18.7)
Asset dispositions and other (income) expense, net	5.2	9.5
Total	$(40.3)	$(61.9)

The Company's sale of restaurants to franchisees are aimed at achieving an optimal ownership mix in each market. Gains on sales of restaurant businesses decreased for the quarter, primarily in Australia, the U.S. and China.

The Company's asset dispositions and other expense decreased primarily due to the gain on sale of a European market to a developmental licensee.

Operating Income

OPERATING INCOME

Dollars in millions

Quarters Ended March 31,	2014	2013	Inc/ (Dec)	Inc/ (Dec) Excluding Currency Translation
U.S.	$820.8	$		