



FACTS AND FIGURES ABOUT McDONALD'S GERMANY

Supplement to Corporate Responsibility Report:
2014 Update



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SOURCING



In 2014, we sourced a total of around 1,028 different food and packaging products from 129 different suppliers. We have been working with around 31 suppliers for more than 30 years now. Measured in tons, we sourced 62 percent – and therefore the majority – of our raw materials from Germany in 2014.

A further 34 percent came from the EU and just 4 percent from countries outside the EU. In total, 75 percent of our purchased volume (in euros) originated in Germany in 2014.

→ ORIGIN OF RAW MATERIALS

G4-EN1 Materials used by weight or volume

G4-FP9 Percentage and total of animals raised and/or processed

VOLUME OF RAW MATERIALS USED IN 2014

ASSURED



Raw materials	Amount in 2014 (in tons)
Potatoes	117,526
Beef	40,507
Wheat flour	30,853
Milk	30,744
Chicken	21,695
Oil	16,330
Onions	14,501
Lettuce	10,685
Sugar	8,747
Cheese	6,185
Tomatoes	5,698
Pork	4,561
Apples	3,264
Cucumbers	2,671
Eggs	1,844
Coffee	1,237
Fish	963
Strawberries	395
Bananas	373
Melons	284
Total	319,064

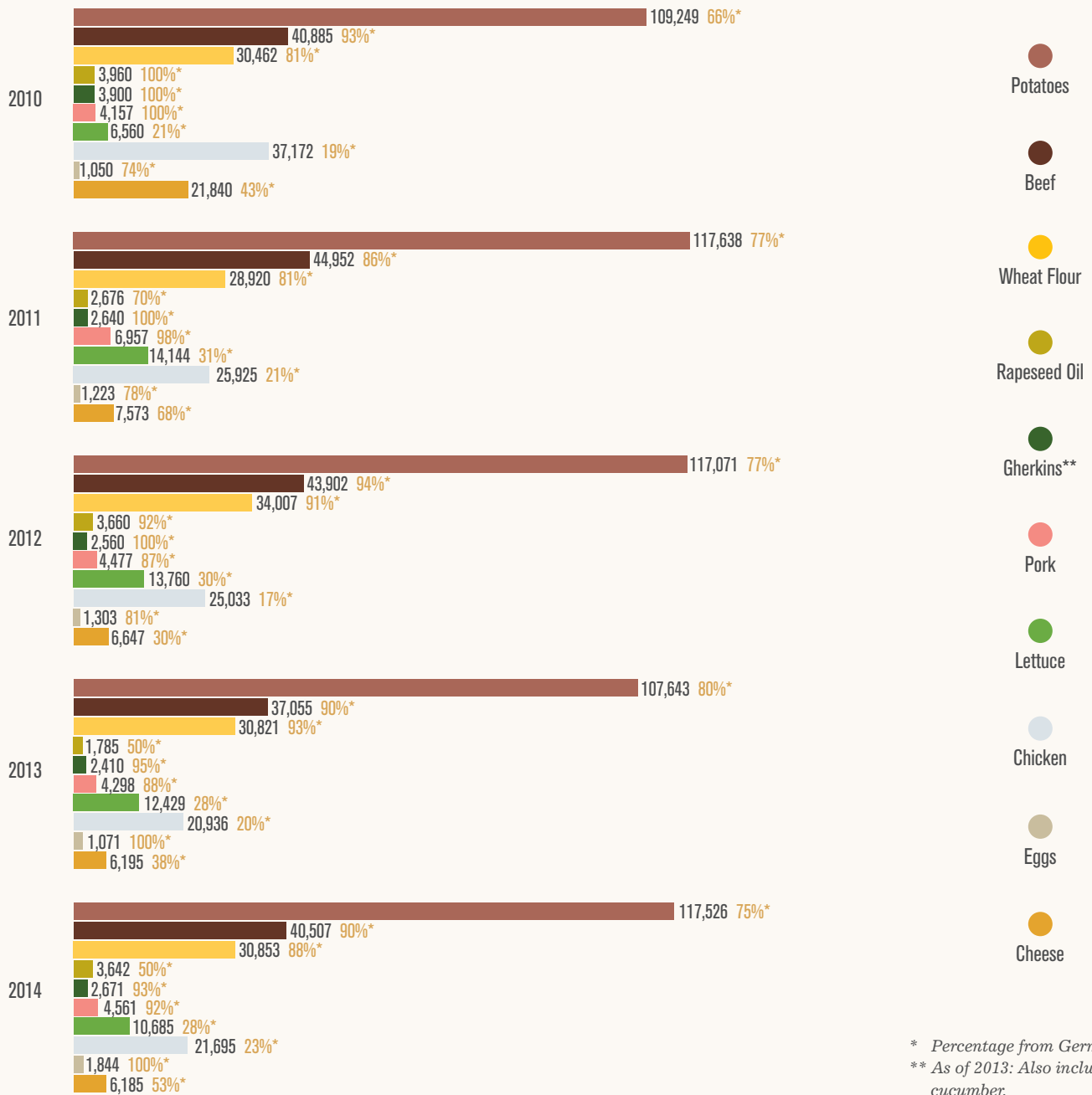
ORIGIN OF RAW MATERIALS USED IN 2014 (IN PERCENT)

ASSURED



Raw materials	From Germany	From the EU	From the rest of the world
Potatoes	75%	25%	0%
Beef	90%	10%	0%
Wheat flour	88%	10%	2%
Milk	50%	50%	0%
Chicken	23%	64%	13%
Oil	30%	58%	12%
Onions	0%	83%	17%
Lettuce	28%	70%	2%
Sugar	56%	43%	1%
Cheese	53%	42%	5%
Tomatoes	0%	69%	31%
Pork	92%	8%	0%
Apples	4%	81%	15%
Cucumbers	93%	7%	0%
Eggs	100%	0%	0%
Coffee	0%	0%	100%
Fish	0%	43%	57%
Strawberries	0%	78%	22%
Bananas	0%	0%	100%
Melons	0%	52%	48%
Total	62%	34%	4%

VOLUME AND PERCENTAGE OF MAIN RAW MATERIALS FROM GERMANY 2010 - 2014 (IN TONS AND PERCENT*)



QUALITY LABEL

G4-FP2 Purchased volume in accordance with internationally recognized production standards

When purchasing coffee, fish and sides for our Happy Meal offering, McDonald's relies on established quality labels committed to sustainability.

QUALITY LABEL (RELATING TO RAW MATERIALS IN TONS)

Quality label	Raw material	Volume	Product	from Germany	from Europe	from the rest of the world
Organic	Apples	2,100	Organic apple slices, organic fizzy apple drink	5%	72%	23%
Organic	Milk	1,323	Organic milk, organic yoghurt drink**	14%	86%	0%
Rainforest Alliance	Coffee	1,237	Caffeinated coffee	0%	0%	100%
MSC	Fish	963	Filet-o-Fish, McFish*	0%	43%	57%

* No longer sold as of 2015

** No longer sold as of August 2015



ORGANIC PRODUCTS IN HAPPY MEALS

In 2014, we purchased 2,100 tons of organic apples (for our organic apple slice packs and organic fizzy apple drinks) and 1,323 tons of organic milk (for our organic milk and organic yoghurt drink** products). Our Happy Meals contain a range of organic products including organic milk, organic apple slices, our organic fizzy apple drink and an organic yoghurt drink**. In February 2014, we added an extra portion of fruit to our Happy Meal offering. Our young guests can now choose between three different fruit products in addition to their main meal, side order and drink: organic apple slices, fruit puree (Fruchtquatsch) and an organic yoghurt drink**. The national German eco label identifies produce from certified organic agricultural holdings which comply with EU legislation on organic farming. www.bio-siegel.de



RAINFOREST ALLIANCE – COFFEE

In total, we purchased 1,237 tons of coffee from certified plantations in South and Central America in 2014. Since 2008, 100 percent of our caffeinated coffee is Rainforest Alliance-certified. The Rainforest Alliance Certified™ label is awarded to plantations that meet stringent standards for sustainable agricultural practices. www.rainforest-alliance.org



FISH CERTIFIED BY THE MARINE STEWARDSHIP COUNCIL (MSC)

In 2014, we procured 963 tons in total of MSC-certified fish from Poland, Lithuania, the US and New Zealand. As of October 2011, 100 percent of the fish used in Germany for our Filet-o-Fish offering is sourced from sustainable fisheries, certified in line with the Marine Stewardship Council (MSC) standard. The Marine Stewardship Council (MSC) is an independent, non-profit organization which awards an ecolabel for fish sourced from sustainable fisheries. Its aim is to mitigate the global problem of overfishing. www.msc.org

* No longer sold as of 2015

** No longer sold as of August 2015

PROCUREMENT STANDARDS

G4-FP2 Purchased volume in accordance with internationally recognized production standards

BEEF, CHICKEN AND PORK – QS SYSTEM, GAP & IKB

Chicken: Mandatory adoption and implementation of a recognized quality standard; all breeding farms are externally audited in line with at least one internationally recognized standard such as Global G.A.P., QS or IKB.

G.A.P. stands for Good Agricultural Practice. Global G.A.P. is the global standard that assures this.

www.globalgap.org/de

IKB is the quality control system deployed in the Dutch meat sector. It stands for Integrale Keten Beheersing, or integrated chain control. It guarantees the traceability and quality of Dutch poultry. Today, companies in the European and American poultry sector also adhere to these guidelines. www.gefluegel-info.de/ikb

QS is a quality assurance system that covers all stages and companies involved in the production, processing and marketing of foodstuffs. The system was originally created for meat and meat products in 2001 but was expanded to include fruit, vegetables and potatoes in 2004. www.q-s.de

Beef: To participate in the BEST Beef program (see p. 7 of the McDonald's Germany Corporate Responsibility Report: 2014 Update), breeders must first achieve QS certification or QS approval.

Pork: Since 2011, we have sourced all of our pork from animals that have not been castrated and which are part of the QS quality program.

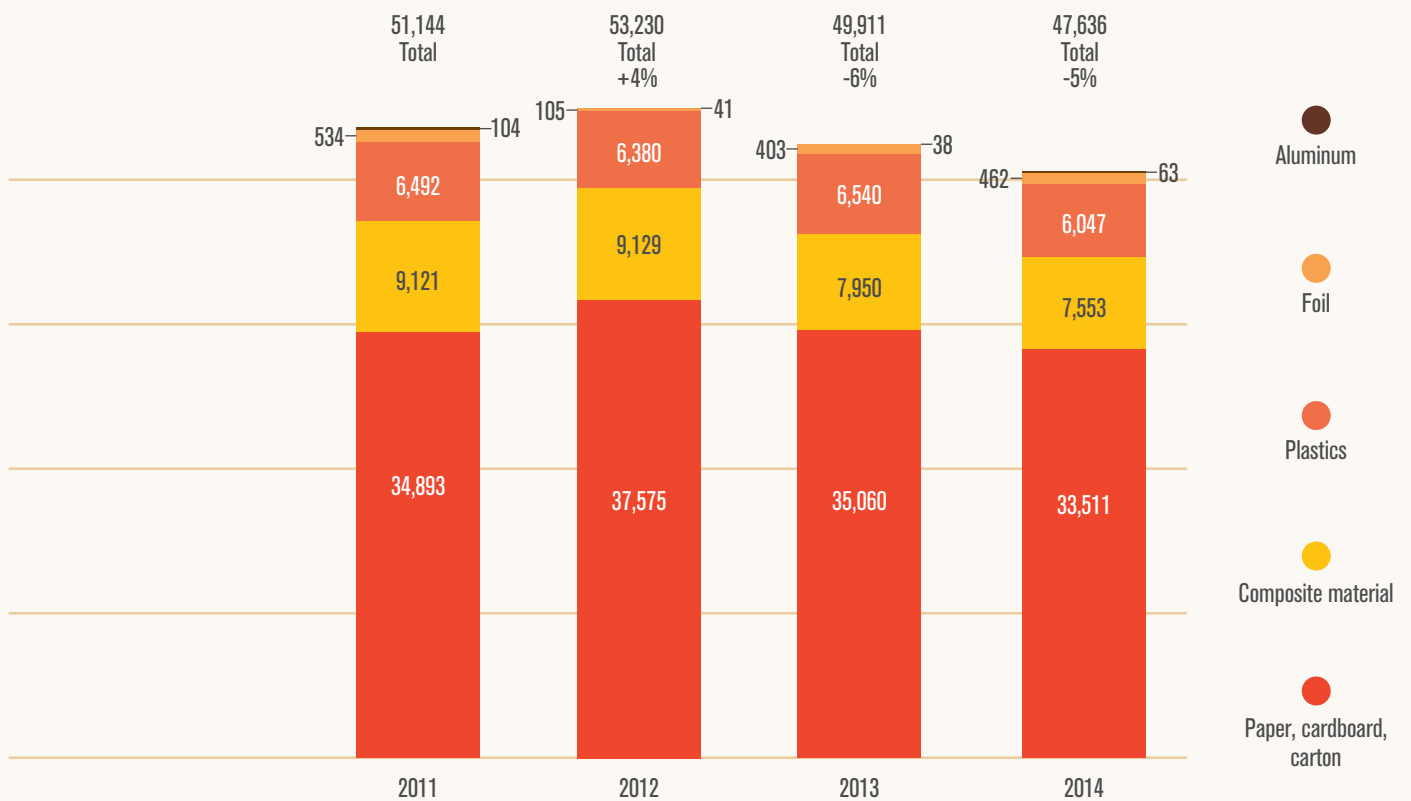
→ PACKAGING MATERIALS

G4-EN1 Materials used by weight or volume

G4-EN2 Materials used that are recycled input materials

Reducing packaging and minimizing waste is a core goal of McDonald's Germany. We use products made of renewable raw materials wherever possible. In 2014, we used a total of 47,636 tons of packaging materials. This is five percent less than in the previous year (2013: 49,991). This total volume of packaging includes the packaging in which we sell our products to our guests, packaging generated during transport to our restaurants or in our restaurant kitchens, and non-packaging waste of similar material such as serviettes, drinking straws and advertising flyers. Paper, cardboard and carton account for 70 percent of our packaging. Composite material accounts for 16 percent and plastics 13 percent. A very small volume of our packaging comprises foil (1 percent) and aluminum (0.1 percent).

PACKAGING BY MATERIAL 2011 - 2014 (IN TONS)



	2011	2012	2013	2014
Total	51,144	53,230	49,911	47,636
- of which sold on site*	33,388	34,488	33,067	31,910
- of which sold to go**	17,756	18,742	16,924	15,726

* Consumed in restaurants
** Consumed outside of restaurants

VOLUME OF PACKAGING PER RESTAURANT VISIT 2011 - 2014



	2011	2012	2013	2014
In grams per guest count*	85.8	91.0	91.0	92.3

* Guest count measures the number of cashier-processed customer transactions in our restaurants

COMPOSITION OF OUR PACKAGING (IN PERCENT)

	2011	2012	2013	2014
Renewable raw materials percentage of service packaging	90%	90%	89%	91%
Average weight per unit of service packaging in grams	5.47	5.6	5.47	5.26

In 2014, we started transitioning to virgin fiber paper from certified sustainable forestries.

PERCENTAGE OF RECYCLED MATERIALS IN PACKAGING 2010 - 2014 (IN PERCENT)

	2010	2011	2012	2013	2014
Main product packaging Burger containers (clamshells), folding cartons (e.g. for Chicken McNuggets), Happy Meal boxes, and packaging for fries, apple pies and all breakfast products	65%	69%	72%	76%	73%
To-go bags	58%	58%	100%	100%	100%
Average percentage of recycled materials in paper packaging	51%	52%	50%	52%	53%

FOOD



→ GUEST COMMUNICATION

G4-PR6 Sale of banned or disputed products

G4-PR7 Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by type of outcomes

Our guests can access a number of different channels to find out more about McDonald's. They can also contact us directly. In addition, any questions relating to food can be posted on our frag.mcdonalds.de platform or put to our customer service team by e-mail, letter or phone. In addition to our online question platform, our YouTube channel and Facebook, Twitter and Google+ pages also play an important role here.

Our customer service team received around 70,000 inquiries (by phone, letter and e-mail) in 2014. 53 percent of these were complaints from our guests and 45 percent were concrete inquiries. In 2014, we received almost 8,500 inquiries via our 'Our Food.Your Questions.' platform. Each question was answered individually by our team of specialists (June 2013 - December 2014: 21,555).

A significant number of questions were related to product quality, the origin of our raw materials, the availability of gluten-free, lactose-free, vegetarian and vegan products as well as animal husbandry and genetic engineering. These interactions can be viewed by anyone who uses the platform.

CONTACT WITH McDONALD'S CUSTOMER SERVICE 2010 - 2014

Contact with McDonald's customer service	2010	2011	2012	2013	2014
	69,697	73,034	74,946	71,015	69,978
- of which inquiries	35,809	32,134	34,732	30,622	31,398

→ EU PLEDGE

G4-PR7 Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by type of outcomes

McDonald's Germany has been a member of the EU Pledge since January 2012. This voluntary initiative promotes self-regulation in children's advertising. You can view the guidelines online at www.eu-pledge.eu. There were no instances of non-compliance at McDonald's Germany in 2014.

PLANET



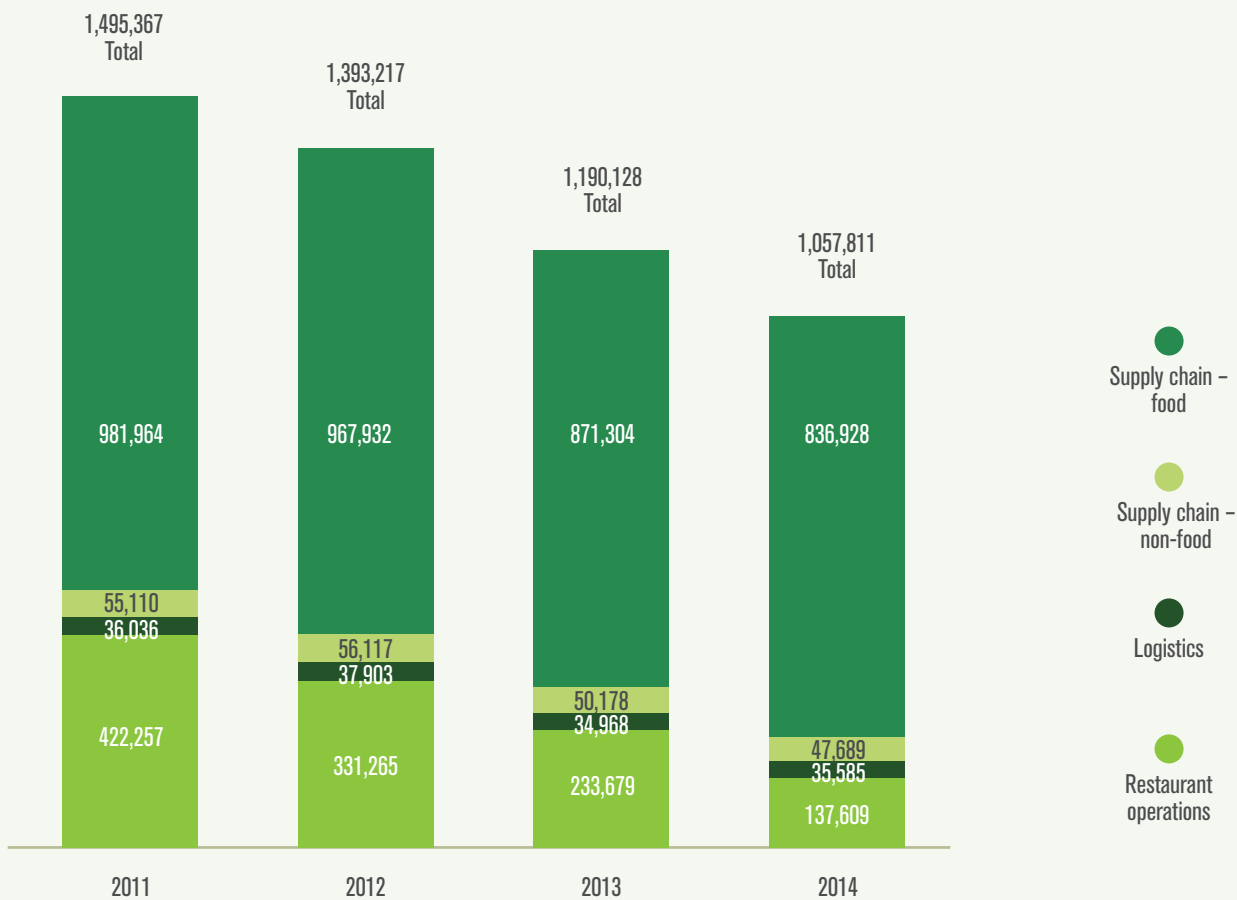
→ CO₂ FOOTPRINT

G4-EN15 Direct greenhouse gas (GHG) emissions (Scope 1)

G4-EN17 Other indirect greenhouse gas (GHG) emissions (Scope 3)

In 2014, we completed our gradual process of switching our restaurants over to green energy. This initiative has enabled us to significantly lower our CO₂ emissions in recent years.

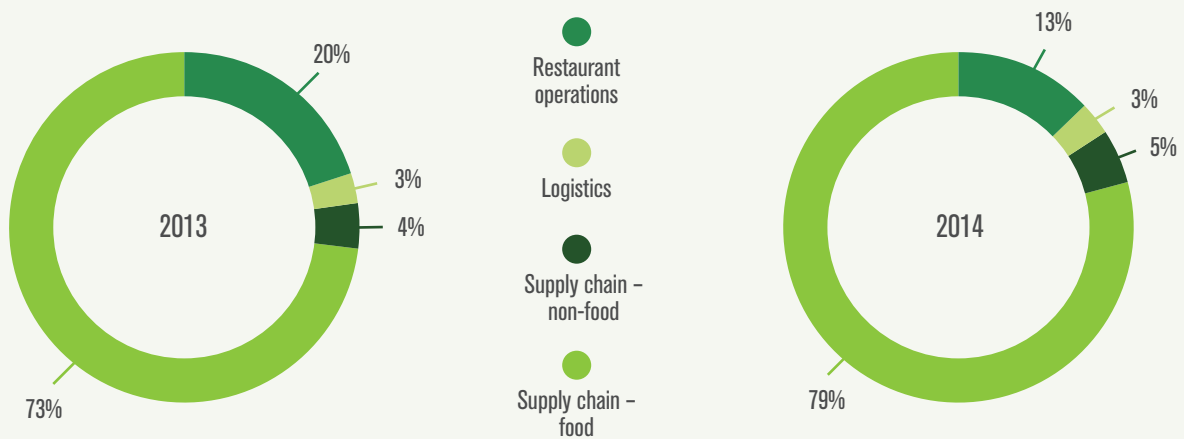
CO₂ EMISSIONS FROM McDONALD'S GERMANY 2011 - 2014 (IN 1,000 TONS)



The total CO₂ emissions from McDonald's Germany for 2014 were 11 percent lower than the previous year. This reduction is due to our transition to 100 percent green energy and improvements in restaurants (for example, improvements to energy control systems as well as building and kitchen technology). The carbon footprint from restaurant operations at McDonald's Germany accounted for 13 percent of total CO₂ emissions. This is down from the previous figure of 20 percent.

In 2014, McDonald's Europe revised its carbon footprint calculator based on new findings from recent years and improved data availability. For legal reasons, McDonald's Germany is also responsible for nine restaurants in Luxembourg. Data for these restaurants is therefore also included in the CO₂ calculation.

CO₂ EMISSIONS (IN PERCENT) FROM THE McDONALD'S GERMANY VALUE CHAIN 2013 - 2014



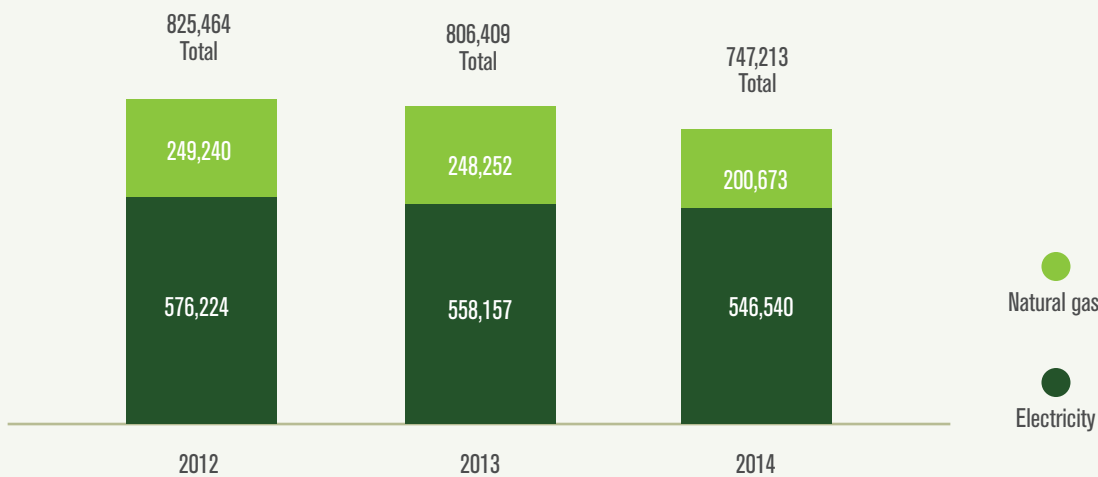
The figures for restaurant operations are primarily based on country-specific emissions factors; figures for logistics and the supply chain are based on average European emissions factors.

→ ENERGY CONSUMPTION AND EMISSIONS FROM RESTAURANT OPERATIONS

G4-EN3 Energy consumption within the organization
 G4-EN15 Direct greenhouse gas (GHG) emissions (Scope 1)
 G4-EN16 Energy indirect greenhouse gas (GHG) emissions (Scope 2)

ENERGY CONSUMPTION FROM RESTAURANT OPERATIONS

TOTAL ENERGY CONSUMPTION BY OUR RESTAURANTS 2012 - 2014 (IN MWH)



Total natural gas consumption

The majority of our restaurants use natural gas for heating, although some also use it to power kitchen equipment such as grills and fryers.

A total of 1,104 restaurants operating in Germany used natural gas in 2014 (2010: 1,012 restaurants, 2011: 1,046 restaurants, 2012 and 2013: 1,107 restaurants). Natural gas consumption figures were extrapolated based on comparable restaurants (open all year round) which had valid natural gas consumption data available (2010: 905 restaurants, 2011: 979 restaurants, 2012: 1,001 restaurants; 2013: 988 restaurants; 2014: 957 restaurants).

Total electricity consumption

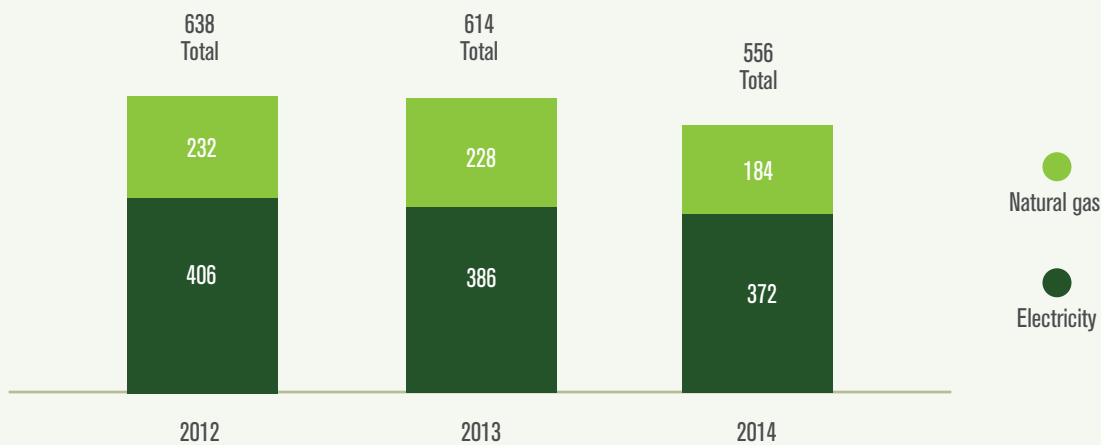
In 2014, we sourced 100 percent of the power for our restaurants in Germany from renewable sources.

Electricity consumption by all restaurants operating in Germany: Electricity consumption figures were extrapolated based on comparable restaurants (open all year round) which had valid electricity consumption data available (2010: 1,288 restaurants, 2011: 1,322 restaurants; 2012: 1,365 restaurants; 2013: 1,384 restaurants; 2014: 1,394 restaurants).

Energy consumption per restaurant

In recent years, we have continually reduced the average annual consumption of electricity and natural gas in our restaurants that are open all year round.

AVERAGE ENERGY CONSUMPTION FOR A COMPARABLE RESTAURANT 2012 - 2014 (IN MWH)



EMISSIONS FROM RESTAURANT OPERATIONS

By acquiring more energy from renewable sources (2012: 50 percent; 2013: 75 percent; 2014: 100 percent at stores over which we have direct influence, see also p. 18), we were able to reduce our CO₂ emissions from electricity consumption in 2014 by around 82,000 tons compared with 2013. This corresponds to a reduction of around 83 percent relative to the previous year. In all, the direct and indirect CO₂ emissions (Scope 1 and 2) from our restaurants amounted to 137,609 tons, approximately 41 percent less than in 2013.

CO₂ EMISSIONS FROM OUR RESTAURANT OPERATIONS IN TONS 2011 - 2014 (SCOPE 1 AND 2)

	2011	2012	2013	2014
Electricity consumption	294,807	203,237	99,896	17,379
Heating	64,581	64,611	71,795	58,297
Cooling agents	11,793	10,922	11,157	11,032
Restaurant buildings, water consumption and waste	10,049	11,175	10,262	10,407
Fleet, air kilometers and office buildings	7,122	6,589	5,198	4,565
Staff travel	33,905	34,731	35,371	35,929
Total	422,257	331,265	233,679	137,609

CO₂ EMISSIONS FROM OUR RESTAURANT OPERATIONS PER RESTAURANT VISIT (SCOPE 1 AND 2)

	2011	2012	2013	2014
CO ₂ emissions per guest count* ((kg/GC)	0.71	0.56	0.42	0.27

*Guest count measures the number of cashier-processed customer transactions in our restaurants.

FLEET

Our internal car policy has outlined CO₂ thresholds for all vehicles since the start of 2012. It also includes a CO₂ compensation scheme. This is part of our long-term aim to gradually bring average CO₂ emissions down to less than 100 grams per kilometer by 2020. Our fleet comprised 468 vehicles at the close of 2014. We have reduced CO₂ emissions by eight percent since 2012.

OVERVIEW OF THE McDONALD'S GERMANY FLEET

		Unit	2011	2012	2013	2014
New vehicles purchased during the period under review: Average CO ₂ emissions per kilometer		gr/km	n/a	130	117	119
Company fleet: Average CO ₂ emissions per kilometer		gr/km	n/a	136	130	125
Total fuel consumption	ASSURED ☑	l diesel	767,326	919,999	990,636	1,001,412
Total number of kilometers driven	ASSURED ☑	km	10,235,401	13,019,533	15,158,047	16,655,036
Number of vehicles	ASSURED ☑	Vehicles	n/a	443	467	468

→ ENERGY CONSUMPTION AND EMISSIONS FROM LOGISTICS

G4-EN4 Energy consumption outside of the organization

G4-EN30 Significant environmental impacts of transporting products and other goods and materials for the organization's operations, and transporting members of the workforce

Since 1981, HAVI Logistics GmbH has been responsible for the multi-supplier sourcing, storage and delivery of practically all the food and non-food items required by all of our restaurants across Germany. In 2014, the total energy consumption of HAVI Logistics GmbH on behalf of McDonald's Germany amounted to 116,761 megawatt hours.

HAVI LOGISTICS GMBH ENERGY CONSUMPTION ON BEHALF OF McDONALD'S GERMANY

		2011	2012	2013	2014
Total energy consumption (in MWh)	ASSURED ☑	127,848	130,726	122,489	116,761
Total CO ₂ emissions (in t)		36,036	37,903	34,968	35,585

HAVI LOGISTICS GMBH ENERGY CONSUMPTION ON BEHALF OF McDONALD'S GERMANY PER TON OF GOODS DELIVERED

		2011	2012	2013	2014
Energy consumption per ton of goods delivered (in kWh)	ASSURED ☑	255	259	263	264
CO ₂ emissions per ton of goods delivered (in t)		72	75	75	80

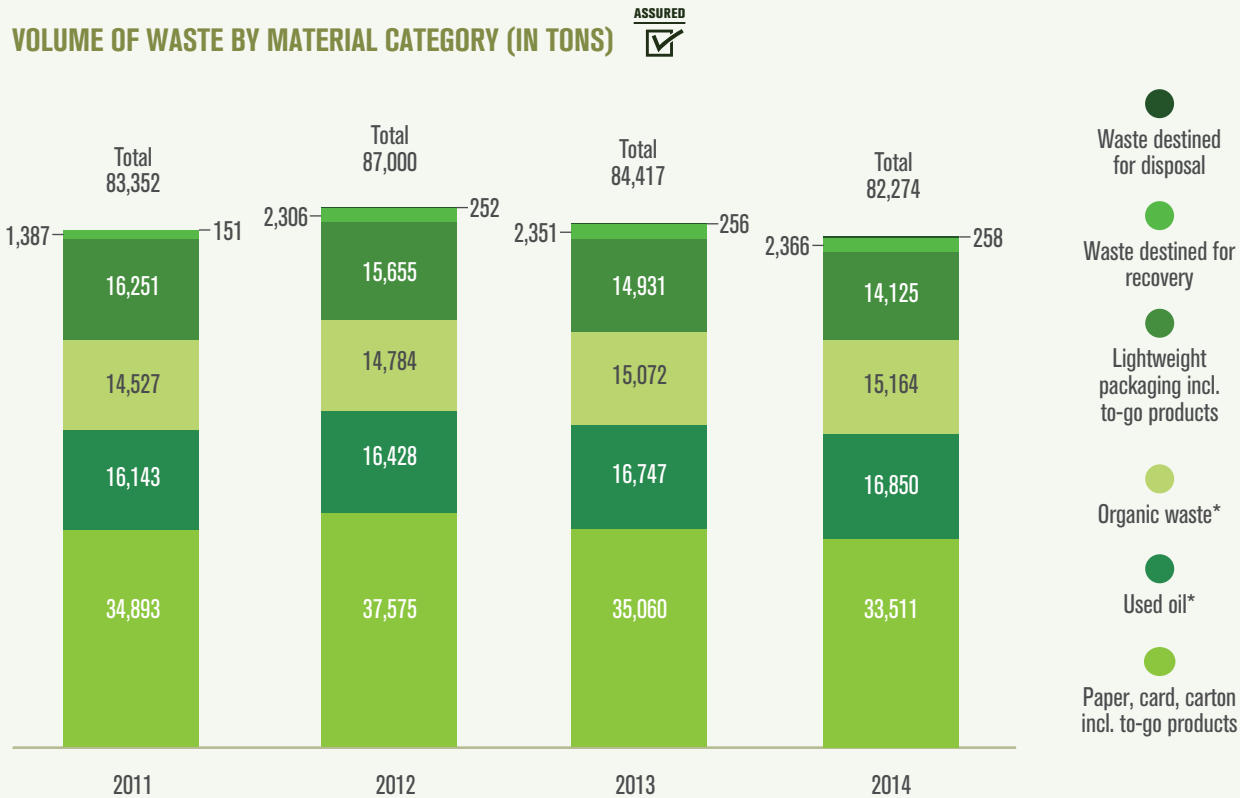
→ WASTE AND RECYCLING

G4-EN23 Total weight of waste by type and disposal method

In 2014, operating our restaurants produced 82,274 tons of waste.

VOLUME OF WASTE BY MATERIAL CATEGORY (IN TONS)

At 41 percent, paper, cardboard and carton represented the largest category of waste at McDonald's Germany. Based on weight, used oil was the second biggest contributor to waste at 20 percent. Organic waste and lightweight packaging each accounted for 18 percent by weight.



*Extrapolation based on a 2012 survey on the number and size of containers and the frequency with which they are emptied.

RECYCLING

As with transport packaging and non-packaging waste of similar material, our employees sort packaging left in restaurants by our guests into the relevant categories and then feed them back into the recycling chain. McDonald's Germany meets all legally prescribed recycling rates here.

RECYCLING FOR EACH MATERIAL CATEGORY

Paper, cardboard, carton	Rate of material recycling: 71.1%*
Lightweight packaging	Rate of material recycling: 62.5%; composite materials: 60%; aluminum 62.5%*
Organic waste	Largely used for electricity and heat generation in biogas plants
Used oil	Largely converted to biodiesel
Waste destined for recovery	Largely used to generate energy
Waste destined for disposal	Largely used to generate heat

* Source: Figures from volume flow records 2014

PEOPLE



G4-10 Total number of employees

G4-LA2 Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation

G4-LA10 Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings

G4-LA12 Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity

→ EMPLOYEES

McDonald's is the largest employer in the German restaurant business. Together with our franchisees, we employed a total of 57,438 people in 2014.

NUMBER OF EMPLOYEES 2011 - 2014* ^{ASSURED}

	2010	2011	2012	2013	2014
Crew	52,029	53,420	53,488	50,896	47,790
Restaurant management	7,454	7,580	7,695	7,575	7,484
Trainees	2,263	2,279	2,147	1,892	1,601
Administration	530	545	556	583	563
Total employees	62,276	63,886	63,889	60,946	57,438

*Company-owned restaurants, franchise restaurants and administration

EMPLOYEES BY EMPLOYMENT STATUS 2014* ^{ASSURED}

	Full-time	Part-time	Short-term	'Mini-jobs'
Crew	23%	49%	16%	12%
Restaurant management and apprentices	91%	7%	1%	1%

*Company-owned restaurants

→ DIVERSITY AND EQUAL OPPORTUNITIES

EMPLOYEES BY GENDER 2014 (IN PERCENT)* ^{ASSURED}

	Men	Women
Crew	46%	54%
Restaurant management and apprentices	54%	46%
Administration	51%	49%
Total	47%	53%

*Company-owned restaurants and administration

The ratio of men to women in company-owned restaurants is more or less equal. 54 percent of crew members and 41 percent of restaurant management are female.

WOMEN IN MANAGEMENT POSITIONS 2014 (IN PERCENT)*



	Men	Women
Administration	69%	31%
Executive Board & senior managers	81%	19%
Department and team leaders	67%	33%
Restaurants	53%	47%
Restaurant managers	60%	40%
Assistants and shift leaders	52%	48%

*Company-owned restaurants and administration

EMPLOYEES BY AGE 2014 (IN PERCENT)*



	Under 30	30-50	Over 50
Crew	47%	43%	10%
Restaurant management and apprentices	38%	52%	10%
Administration	10%	70%	20%

*Company-owned restaurants and administration

EMPLOYEES BY NATIONALITY 2014 (IN PERCENT)*



	German national	EU national (excl. Germany)	Non-EU national
Crew	51%	21%	28%
Restaurant management and apprentices	78%	8%	14%
Administration	93%	5%	2%

*Company-owned restaurants and administration

NUMBER OF EMPLOYEES WITH DISABILITIES 2011 - 2014*



	2011	2012	2013	2014
Employees with disabilities	740	828	863	838

*Company-owned restaurants, franchise restaurants and administration

→ VOCATIONAL TRAINING AND UNIVERSITY EDUCATION

We offer three different training paths in Germany: Training to become a specialist in the hospitality services industry (Fachkraft im Gastgewerbe, FKGS), training to become an expert in the foodservice sector (Fachmann/Fachfrau für Systemgastronomie, FASY) and a combined work/study program to obtain a Bachelor's degree (BA).

INDIVIDUALS UNDERTAKING TRAINING AT COMPANY-OWNED AND FRANCHISEE RESTAURANTS 2011 - 2014

	2011	2012	2013	2014
FKGS apprentices	477	513	449	360
FASY apprentices	1684	1480	1296	1095
Combined work/study students	148	154	147	146
Apprentices & students (total)	2279	2147	1892	1601

→ TRAINING AND SKILLS BUILDING

We train management-level restaurant staff at our regional training centers in Berlin, Hamburg, Dusseldorf, Offenbach and Munich. McDonald's also has a Hamburger University in Munich, which is one of seven McDonald's Corporation training centers worldwide.

NUMBER OF COURSES OFFERED AND NUMBER OF PARTICIPANTS 2010 - 2014

	2010	2011	2012	2013	2014
Participants at regional training centers	14,467	10,866	8,928	8,353	9,236
Participants at the Hamburger University	1,529	1,579	1,844	1,564	1,796
Total participants	15,996	12,445	10,772	9,917	11,032
Courses offered at the Hamburger University	80	92	100	81	136
Courses offered at regional training centers	2,139	1,642	1,299	1,266	1,201
Total courses offered	2,219	1,734	1,399	1,347	1,337

COMMUNITY



→ RONALD McDONALD HOUSE CHARITIES IN GERMANY

G4-SO1 Percentage of operations with implemented local community engagement, impact assessments, and development programs

Ronald McDonald House Charities in Germany has been developing, promoting and running programs dedicated to the health and wellbeing of children since 1987. The foundation implements its goals via four programs.

RONALD McDONALD HOUSES

Ronald McDonald houses provide families with a temporary home-away-from-home while their severely ill children are treated at a nearby hospital. These houses give families a place to recharge their batteries and gather the strength they need to support their sick family members. In 2014 alone, 5,960 families stayed an average of 17 days at our Ronald McDonald houses.

RONALD McDONALD FAMILY ROOMS

Ronald McDonald family rooms provide a comfortable retreat for young outpatients and their families within hospital environments. The whole family can spend the long waits in a peaceful, homely space that provides welcome distraction. In 2014, 6,976 families spent time in Ronald McDonald family rooms.

KINDERGESUNDHEITSMOBIL (KID'S HEALTH TRUCK)

Since September 2012, Germany's first 'kid's health truck' provides an addition to the regular healthcare and support services delivered by the City of Essen. The service is funded by the City of Essen, the Essen branch of the German Association for the Protection of Children and the Ronald McDonald House Charities in Germany. The truck helps to improve children's health by raising awareness of health issues among parents and their children. 9,573 visitors took advantage of the services provided by the kid's health truck in 2014.

SUPPORT PROGRAM

Ronald McDonald House Charities in Germany supports selected programs dedicated to the health and wellbeing of children. These include the 'Ark' ('Die Arche') program that helps children in need who are living below the poverty line and the aid organization 'nph deutschland e. V.'

PROCEEDS FROM DONATIONS 2010 - 2014 (IN EUR K)

	2010	2011	2012	2013	2014
McDonald's, franchisees, suppliers	2,909	3,284	3,405	3,449	3,241
Charity events	419	740	751	921	974
Charity gala	1,263	1,362	1,352	921	911
Collection boxes	2,363	2,580	2,852	2,810	2,996
Total donations and proceeds	6,954	7,966	8,333	8,101	8,122

EXPLANATORY NOTES

G4-10 & G4-LA12

General information on employment numbers

- Figures relating to workers employed by franchisees are based on the data supplied by our franchisees. This information is provided on a voluntary basis. As such, some data only refers to restaurants run by McDonald's Germany (McOpCo restaurants) and for the administration offices of McDonald's Germany. This is clearly stated in each case.
- The standard definitions used internally throughout McDonald's Germany were used as a general basis for employment numbers for McDonald's Germany.
 - To ensure that figures can be compared globally, on a group-wide basis, only data for active employees was reported. As such, the figures do not include those employees who were on non-paid sick leave on the reporting date, nor those on maternity leave, taking unpaid leave or in any other kind of dormant employment relationship.
 - The number of administration employees reported here does not include apprentices, student trainees or interns working in administration on the reporting date.
- Due to the internal sale of restaurants from franchisees to McDonald's Germany or vice versa, the number of employees of McOpCo/franchisee restaurants reported in relation to the number of McOpCo/franchisee restaurants may vary slightly (less than one percent).

Employees by employment contract (temporary/permanent)

- The systems used to collect information on employee figures mainly document fixed-term contracts per position and not per person. It is therefore not possible to provide any meaningful figures in this context.

Supervised workers

- McDonald's Germany does not employ any supervised workers in the restaurants that it runs directly. Less than one percent of employees working in administration are supervised workers.

Employees by region

- As McDonald's Germany only operates in Germany, there is no need to break down figures by region.

Self-employed workers or individuals who are not employees or supervised workers

- 237 franchisees (199 men and 36 women) operated a total of 1,248 McDonald's restaurants in Germany in 2014. The franchisees operate at their respective locations under the same brand as legally recognized independent contractors. Our franchisees employed a total of 46,704 people. Figures relating to workers employed by franchisees are based on the data supplied voluntarily by our franchisees. This includes information on the total number of restaurant employees (broken down into restaurant management and crew) as well as data on trainees.
- Only a very small number of workers who fall under the above definition carry out tasks in the restaurants operated directly by McDonald's Germany or the administration offices of McDonald's Germany.

Significant variations in employment numbers

- There are no significant variations in the number of employees who work in the restaurants operated directly by McDonald's Germany or in the administration offices of McDonald's Germany.

G4-13

Changes regarding size, structure, ownership, or supply chain

- During the period under review, there were no significant changes to the size, organization or ownership structure of McDonald's Germany.

G4-34

Governance structure of the organization

As a subsidiary of a parent company listed in the US, McDonald's Germany is subject to the Sarbanes-Oxley Act. McDonald's Germany has four Executive Board members based in Germany: Holger Beeck (Managing Director and President), Wolfgang Goebel (Vice President Human Resources), Michael Th. Werner (Chief Marketing Officer) and Marcus Almeling (Chief Financial Officer).

G4-EN1

Packaging material by weight or volume

- The volumes of packaging material reported here are based on an internal database provided by our logistics service provider HAVI Logistics GmbH. The database contains the packaging specifications (in particular weight and material) for all articles delivered to our restaurants. When collecting information on the amount of packaging used to serve our products, McDonald's Germany uses a cashier-based system to differentiate exactly between packaging for products consumed on site and 'to-go' packaging.

Origin of raw materials used and volume of raw materials used

- The volume of raw materials used in the production of all McDonald's food products during the period under review is based on a survey of all McDonald's Germany food suppliers with a purchased volume of EUR 50,000 or more. This covered 85 percent of suppliers. The resulting information is aggregated according to the type of raw material and subject to a plausibility check that compares the figures against the previous year's volumes and the HAVI report (EAP database based on the monthly sales report).
- The most important raw material categories were defined according to volume (focus on the largest raw material groups) and relevance to sustainability (e.g. palm oil or organic products). Some raw materials that would fall under the criteria listed above were not included due to inaccurate or insufficient data. Some were only partially included.

The following raw materials are included:

- Included in full: Apples, bananas, strawberries, melons, cheese, cucumbers, gherkins, onions, potatoes, lettuce and fish. The fish is MSC-certified (see also page 3).
- Partially included: Tomatoes (only tomatoes for burgers and salads), coffee (caffeine-free coffee not included), milk (liters were converted to tons, milk used in baked goods, e.g. for McCafé products not included), palm oil (palm oil for cakes in McCafés not included) eggs (units were converted into tons; eggs used in sauces or baked goods not included), rapeseed and sunflower oil (oil for frying included; oil used in baking and oil for pre-frying not included), sugar (for packs of sugar and sugar in buns and sauces), wheat flour (volume for the production of buns).
- Not included: Butter (due to lack of information on processed cheese, toppings and McCafé products), cocoa (incomplete information for drinking chocolate and for McCafé products), salt (information for convenience products is incomplete or unavailable) and milk used in cheese production (cheese is classified as a raw material).

G4-EN3

Energy consumption

- We only have information on the electricity and heating consumption for some of our administration buildings for the year under review (only for the Main Service Center in Munich and the Regional Service Center South; the West and Northeast Service Centers are not included). This data is not sufficient for us to perform a meaningful extrapolation or report meaningful results. In 2015 and beyond, we will be working on improving data availability in this area.

- Percentage of energy from renewable sources: In 2014, 1,445 restaurants (of 1,477) were powered entirely or in part by 'green electricity' of varying quality. In total, we purchased approximately 534,540 megawatt hours of renewable energy in 2014. This corresponds to 97.8 percent of our total electricity consumption (546,540 MWh). 32 restaurants are not included in this figure (around 2.1 percent of all restaurants in Germany) as these are located for example in shopping malls where the power supply is organized by the respective operator. Based on the number of stores over which we have direct influence, we have achieved a quota of 100 percent green energy.
- When comparing restaurant groups, we include and evaluate all types of restaurant equally (McDrive, in store, satellites). The consumption patterns of the individual types vary (satellites generally consume less than in-store restaurants and McDrives).

G4-EN15, G4-EN16, G4-EN17

Direct greenhouse gas emissions (Scope 1), energy indirect greenhouse gas emissions (Scope 2), other indirect greenhouse gas emissions (Scope 3)

- Since 2009, we have been calculating our annual carbon footprint along our entire value chain as part of a wider McDonald's Europe initiative. As part of this process, all the participating McDonald's markets in Europe, including Germany, set out their own annual targets for reducing CO₂ emissions from their restaurant operations over which they have direct influence.
- In 2014, McDonald's Europe revised its carbon footprint calculator based on new findings from recent years and improved data availability. In this context, all emissions factors used were also brought up to date (2011 - 2014). The entire carbon footprint for McDonald's Germany and emissions from restaurant operations were corrected retrospectively from 2011 to 2013 in order to adjust the emissions factor for energy and the number of restaurants. McDonald's Germany is also responsible for nine restaurants in Luxembourg. These are also included in the CO₂ emissions calculations.
- CO₂ emissions generated by HAVI Logistics for McDonald's Germany: We only report cooling agents for distribution centers here. Cooling agents used by fleet vehicles (to cool trucks) are not reported. This is because it is not part of the Environmental Key Figures report that was agreed on at European level by HAVI Logistics GmbH and McDonald's and that forms the basis of the data reported here.

G4-EN23

Amount of waste by type

- Paper, cardboard, carton and lightweight packaging: The volumes of waste reported here correspond to the amounts of paper, cardboard, carton and lightweight packaging reported under EN1.
- Used cooking oil and organic waste: The volumes of waste reported here are based on a survey carried out at our restaurants in 2012. The survey revealed that around 75 percent of all restaurants have concrete data on waste disposal, in particular relating to the number and size of the containers and the frequency with which they are emptied. This data was used to extrapolate figures.
- Waste destined for recovery and waste destined for disposal: The volumes of waste reported here are based on values estimated using the average amounts of waste by category disposed of by our restaurants.
- The report does not include special waste generated outside of day-to-day operations at our restaurants, for example used electrical equipment removed during restaurant refurbishments or construction waste. The company does not collect data for this in a central database.

G4-EN30

Environmental impact of transporting products and other goods and materials

- The figures refer to consumption values and emissions related to logistics involved in transporting goods, products and other materials.

G4-DMA (MATERIAL ASPECT: ANTI-CORRUPTION), G4-S04

Communication and training on anti-corruption policies and procedures

- The global anti-corruption guidelines are available to all office staff and restaurant managers in German on the intranet. In 2014, all McDonald's Germany office staff took part in mandatory anti-corruption training, which was delivered worldwide. In addition, office staff are required to confirm compliance with the basic anti-bribery guidelines once a year.

G4-DMA (MATERIAL ASPECT: PRODUCT AND SERVICE LABELING), G4-PR3

Required product and service information

We provide more information on products and services than required by law. Our guests can find out about nutritional value, allergens and contents for all of our products in our restaurants and online.

- In restaurants: Nutrition information on packaging for all standard products; nutritional values for all standard products on the reverse side of each tray liner; flyer on nutritional values on info boards & allergen poster
- McDonald's App: Nutritional value and list of allergens for all standard and promotional products under 'Products'
- Internet: *www.mcdonalds.de*: Lists of all ingredients, contents and allergens per ingredient at *www.mcdonalds.de/produkte/unsere-zutaten*; nutritional values and information on allergens in all standard and promotional products at *www.mcdonalds.de/produkte*
- Stakeholders can also post any questions relating to our food on our *frag.mcdonalds.de* platform or put them to our customer service team by e-mail, letter or phone.

Retrospective adjustments

- If we identify a way of improving data quality or availability for certain indicators, or if we change our calculation methods, we also adjust the respective KPIs retrospectively for past years (see carbon footprint).
- We adjust indicators retrospectively if the new method or input causes an indicator's value to differ by at least three percent from the previous figure.
- We have referenced any retrospective changes to indicators in the footnotes of this report.

Independent Assurance Report

To the Board of McDonald's Deutschland Inc., Munich

We were engaged to provide assurance on selected indicators on sustainability performance published in the 'Facts and Figures About McDonald's Germany - Supplement to Corporate Responsibility Report: 2014' Update (further 'the report') of McDonald's Deutschland Inc. (further 'McDonald's') for the business year 2014. The Board of McDonald's is responsible for the appropriateness of the determination and presentation of selected indicators on sustainability performance in accordance with the reporting criteria, including the identification of material issues. Our responsibility is to issue an assurance report on the selected indicators on sustainability performance.

Scope

Our assurance engagement was designed to provide limited assurance on whether the following selected indicators on sustainability performance for the business year 2014, including the explanatory notes, are presented, in all material respects, in accordance with the reporting criteria:

- Indicators 'Volume of raw materials used' and 'Origin of raw materials used'
- Indicators on 'Packaging by material' and 'Volume of total packaging per restaurant visit'
- Indicators on 'Total energy consumption by our restaurants', 'Average energy consumption of a comparable restaurant', 'Overview of McDonald's Germany fleet', 'HAVI Logistics GmbH energy consumption on behalf of McDonald's Germany total', 'HAVI Logistics GmbH energy consumption on behalf of McDonald's Germany per ton of goods delivered'
- Indicator 'Volume of waste by material category'
- Indicators 'Number of employees', 'Employees by employment status', 'Employees by gender', 'Women in management positions', 'Employees by age', 'Employees by nationality', 'Number of employees with disabilities'

The indicators included in the scope of our assurance engagement are marked with:



¹ Translation of the independent assurance report, authoritative in German language.

Procedures performed to obtain a limited level of assurance are aimed at determining the plausibility of information and are less extensive than those for a reasonable level of assurance.

Reporting criteria and assurance standards

McDonald's applies the Sustainability Reporting Guidelines G4 of the Global Reporting Initiative, as described in the section 'About this report', as reporting criteria for selected indicators on sustainability performance.

We conducted our engagement in accordance with the International Standard for Assurance Engagements (ISAE) 3000: Assurance Engagements other than Audits or Reviews of Historical Financial Information, issued by the International Auditing and Assurance Standards Board. This standard requires, amongst others, that the assurance team possesses the specific knowledge, skills and professional competencies needed to provide assurance on sustainability information, and that we comply with the requirements of the Code of Ethics for Professional Accountants of the International Federation of Accountants to ensure our independence.

Work undertaken

Our procedures included:

- A risk analysis with regard to the selected indicators on sustainability performance in scope in the reporting period.
- Evaluation of the design and implementation of the systems and processes for the collection, processing and control of selected indicators on sustainability performance, including the consolidation of the data.
- Interviews with relevant staff of McDonald's responsible for determining, analysing and consolidating data as well as carrying out internal control procedures.
- An analytical review of the data and trends.
- Interviews with a logistics provider in Germany as well as selected raw materials suppliers to assess local data collection and reporting processes and the reliability of the reported data.
- Evaluating internal and external documentation to determine whether selected indicators on sustainability performance are supported by sufficient evidence.
- An evaluation of the overall presentation of the selected indicators on sustainability performance, published in the report.

Conclusion

Based on the procedures performed, as described above, nothing has come to our attention to indicate that the selected indicators on sustainability performance for the business year 2014, including the explanatory notes, are not, in all material respects, presented in accordance with the reporting criteria.

Düsseldorf, 24. August 2015

KPMG AG
Wirtschaftsprüfungsgesellschaft

Simone Fischer
Certified Public Accountant (Wirt-
schaftsprüferin)

ppa. Carmen Auer