MCDONALD'S NATURAL REFRIGERANT JOURNEY

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BACKGROUND

- Element of our holistic sustainability strategy
- First 100% Natural Refrigerant restaurant in Veijle, Denmark
- 13,000 pieces of natural refrigerant equipment deployed propane, isobutane, CO2
- Have made progress but much more is needed.

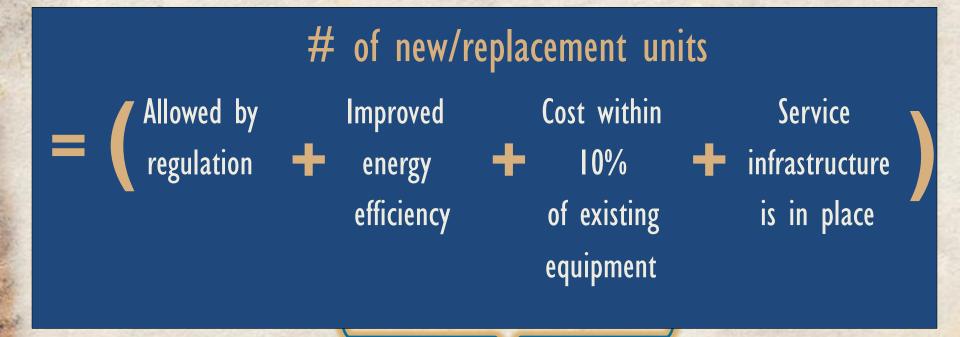


MCDONALD'S USE OF REFRIGERANTS

- Estimate 700,000 pieces of refrigerant equipment
 - Small < 150g charge (shake machines, small refrigerators, ice machines, etc.)</p>
 - Large > 150g charge (HVAC, walk in coolers)
- Less than 0.2% of our global carbon footprint
- Less than 0.2% of the global supply of packaged HVAC units
- Opportunity lies in energy efficiency 20% of our CF



OUR OBJECTIVE REDUCE OVERALL IMPACT ON ENVIRONMENT



+/_ 10% Total Cost of Ownership

OPPORTUNITIES/CHALLENGES

- Decentralization of our system Opportunity lies in new/replacements
- Regulatory support for approval of Natural Refrigerants —
 particularly those that are flammable
- Innovation > 150g systems like HVAC and WIC/WIF





MCDONALD'S & CONSUMER GOODS FORUM IEO SECTOR REFRIGERATION SUMMIT - 2015 INTERESTED? JEFFREY.HOGUE@US.MCD.COM