



QBR

DLX

Q1 2019



Performance Highlights for the Quarter and YTD 2019



	Q1 2019 Actual	Q1 2019 Plan	PY Q1
Comp Sales %			
Comp GCs %			
Total Sales Growth %			

Comp Sales YTD 2019	Actual Channel Comp %	Plan %
Delivery		
DT		
Instore		
Total		

Comp GC YTD 2019	Actual Channel Comp %	Plan %
Delivery		
DT		
Instore		
Total		

	YTD 2019 Actual	YTD 2019 Plan	PY YTD
Comp Sales %			
Comp GCs %			
Total Sales Growth %			

	Q1 2019 Actual	YTD 2019 Actual	YTD 2019 Plan	2019 Proj	2019 Plan
New openings					
Remodeling					
Closings					
SOMs	n/a				

*SOMs - Store Operating Months

Performance related key headlines



- **What is driving performance or non-performance?**
- **What is working and what is not working? What will you do different in the next 90 days (and beyond) in case of things not working?**
 - Please provide a strong narrative around what parts of the business are delivering and what parts are not delivering (consider Ops excellence, channels, dayparts, marketing programs etc.)
 - Are there any particular areas that are significantly dragging the business down – certain cities/ regions etc.
 - Quantify impact from one-off events (weather, holiday shifts etc.), construction around key stores etc.
 - Quantify impact from new store cannibalization, delayed openings and reimagining related closures if these are significant to understanding performance

Driving Profitable GCs

Review of Q1 2019 Big Bets on Marketing calendar



- Please cover only major marketing calendar programs executed during the quarter supported with KPIs (UPT level, incremental GCs, cash flow) and learning (would you do it again, what could change etc.)
- Please also mention any pricing changes implemented during the quarter

Running Great Restaurants

Opportunities and Action plans



	Guests			
	"Voice of Customer"		Best/Best	
	OSAT	NPS	Claims / 100 000 GC	% restaurants in category
			OSAT 1-3/100 000 GC	
DL				
McD Russia				

	ROIP					
	% Cycle completed	BSV, % audits done	Food safety, % Failed Visit	3rd Party Food Safety Audit % Failed Visit	IPUR, number of restaurants	% Action Plan
DL						
McD Russia						

	Service Time			
	Service Time DT		Service Time Counter	
	Service Time from Matrix (GPM), sec	% GC, confirming to a standard (GPM)	Service Time from Matrix (GPM), sec	% GC, confirming to a standard (GPM)
DL				
McD Russia				

Please elaborate on Opportunities and Action plans
(be specific and have timelines for action plans)

Next 90 Days Outlook



Please include a narrative on:

- Key factors leading to variance
- Action plan to mitigate any negative deviation from plan

	Plan	Projection	Variance	FY 2019 Proj	FY 2019 Plan
Total Sales LC					
Total GC					
Comp Sales %					
Comp GC %					
Total Sales growth %					
Openings					
Closings					

Outline Marketing calendar for next 2 quarters



	April	May	June	July	August	September
National ALL CITIES						
National -Regional CITIES						
Regional DL CITIES						

Please include all major Sales/ GC driving activities

BETTER TOGETHER

Development Plan and Pipeline

Restaurant Development Plan

	2019 YTD Fact	2019 YTD Plan	Diff. vs. Plan	2019 Plan	2019 Proj	Diff. vs. Plan	2020	2021
Total New Stores	1	1		2	3		3	3
Remodels	0	0		2	2		2	2
Total Number of Projects (New + Remodels)				4	4		5	5
New Openings Drive Thru	0	0		2	2		2	2
SOM's*	10	9		19	18		NA	NA
Closings	0	0		0	0		0	0

Development Plan Highlights:

- Highlight one or two major challenges

Openings – Opportunities:

- Highlight one or two major challenges to exceed your development plan.

Remodeling – Opportunities:

- Highlight one or two major challenges

*SOMs - Store Operating Months

Pipeline*

	Store Type	RE Signed 90%	Under Construction 95%	Already Open	Total projected to open	1Q Plan Openings
2019	all	1	1	1	3	2
	DT	1	1	0	2	1
	Food courts	0	0	0	0	0
2020	all	0	0	0	NA	3
	DT	0	0	0	NA	1
	Food courts	0	0	0	NA	0

* Please Provide numbers only for the committed pipeline for the respective year

Development Calendar 2019

	Period			Number of restaurants	
Openings according to Developmental Agreement (DA)					
	Q1_2019	Q2_2019	Q3_2019	Q4_2019	Plan 2019
Openings Plan	Moscow	Moscow Kirov	Volgograd Omsk	Sochi	
RE agreement is signed					
Restaurants under construction					
	Q1_2019	Q2_2019	Q3_2019	Q4_2019	Projection 2019
Openings Actual	Moscow Kirov				
Including:					
DT					
In-Store					
Mall					
Closures					



Thank you!



Additional Info Section

These slides are not for presentation during QBR call

Summary of Financial Results



Financial Results	YTD 2019 Actual	YTD 2019 Plan	Better/ Worse	FY 2019 Projection	FY 2019 Plan
Total Sales LC '000					
Gross Profit LC '000					
Gross Profit %					
Advertising & Promotion %					
PAC LC '000					
PAC %					
Royalty %					
SOI LC '000					
SOI %					
Average Restaurant Cash Flow LC					
G&A %					
Operations Income LC'000					
Net Income LC '000					
Operating Income Cash Flow LC '000					
Net Income Cash Flow LC '000					
CAPEX LC '000					

McDelivery



Add narrative on key strategies/ plans to drive growth aligned with opportunity areas:

- 3PO
- Operations
- Digital GCs
- Marketing support

METRICS	2019 YTD	2019 PLAN
No. of Delivery restaurants		
Delivery restaurants as % of Total Restaurants		
Total Delivery sales (LC)		
Avg. GCs per restorant/ day		
Delivery comp sales %		
Delivery comp GC %		
Delivery share of system sales %		
Delivery share of system GC %		
Avg. check Ratio		

EOTF Update (restaurants excluding Food Courts)



	Modern	GEL	SOK/ NGK	Table Service	Split Counter	DMB	Fully Deployed
2018 ACTUAL	75%	38%	63%	63%	31%	100%	25%
2019 PLAN	81%	88%	88%	88%	88%	100%	81%
2019 ACTUAL	88%	94%	94%	94%	94%	100%	88%

■ < 30% of market completed
 30% - ■ % of market completed
 > 80% of market completed ■

Quality System



Bacterial stability Results

Category	Q1 2019	Q2 2019	Q3 2019	Q4 2019
Main Menu				
McCafe				
McKiosk				
Total				

Please elaborate on Opportunities and Action plans
(be specific and have timelines for action plans)

Restaurant 3-d Party Food Safety Audit

Category	Q1 2019	Q2 2019	Q3 2019	Q4 2019
Compliance				
Non compliance				

Litigation status report



Case category	Name of court	Case number	Parties	Filing date	Dispute amount	Case summary	Status

People KPIs



	Plan 2019	Actual 2019	Difference
Avg. Managers per store			
Swings per store			
Mgt Turnover			
Mgt Transfers			
Mgmt. People Survey			
Avg Crew per store			
Crew T/O			
90 Day Crew T/O			
Crew People Survey			
	Plan 2019		Difference
Total Crew			
Total Managers (incl. Swings)			

People development plans implementation

	Q1'19		Q2'19		Q3'19		Q4'19	
	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual
Restaurant Manager/Successors								
OPS consultant/Successors								
OPS Leader/ Successors								

Sales Decomp analysis YTD 2019



	2019 % of Sales	2018 % of Sales	Segment growth Comp Sales %	Contribution to Total Comp%
YTD 2019 TOTAL				
In Store				
Drive Thru				
Food courts				
Service Area Total				
Breakfast (5.00 to 10.00)				
Snack (10.00 to 12.00)				
Lunch (12.00 to 17.00)				
Dinner (17.00 to 21.00)				
Late Dinner (21.00 to 0.00)				
Late Night (0.00 to 5.00)				
Daypart Total				

GC Decomp analysis YTD 2019



	2019 % of GC	2018 % of GC	Segment Comp GC%	Contribution to Comp%
YTD 2019 TOTAL				
In Store				
Drive Thru				
Food Courts				
Service Area Total				
Breakfast (5.00 to 10.00)				
Snack (10.00 to 12.00)				
Lunch (12.00 to 17.00)				
Dinner (17.00 to 21.00)				
Late Dinner (21.00 to 0.00)				
Late Night (0.00 to 5.00)				
Daypart Total				