

SUSTAINABILITY AND SOURCING SUSTAINABLE CHICKEN

at McDonald's Europe

Keith KENNY

Willy BRETTE



**15 MILLION
MORE
CUSTOMERS
SERVED**

What we look like today

What we will be in 2020

From 7,400 Restaurants



to 10,000+

From 65% Drive Thru
Restaurants



to 70%

From 38 Countries



to 40+

From 1,400 Franchisees



to 1,500+

From 14 DL markets



to 20+

10,000 restaurants
40 countries
\$45 billion sales



QSR

65% to 68%

IEO

9% to 11%

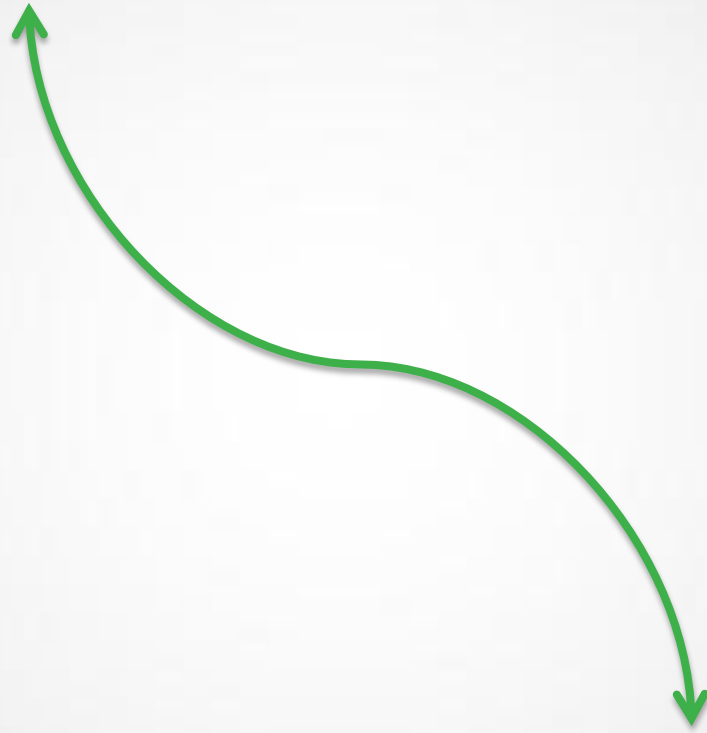
INVESTMENT



A man in a blue sweater is sitting at a table in a fast-food restaurant, smiling as he holds a large burger with both hands. In the background, other people are visible, including a man in a blue and black shirt and a woman smiling. A McDonald's cup with a straw is on the table in the foreground. The scene is brightly lit with colorful horizontal blinds in the background.

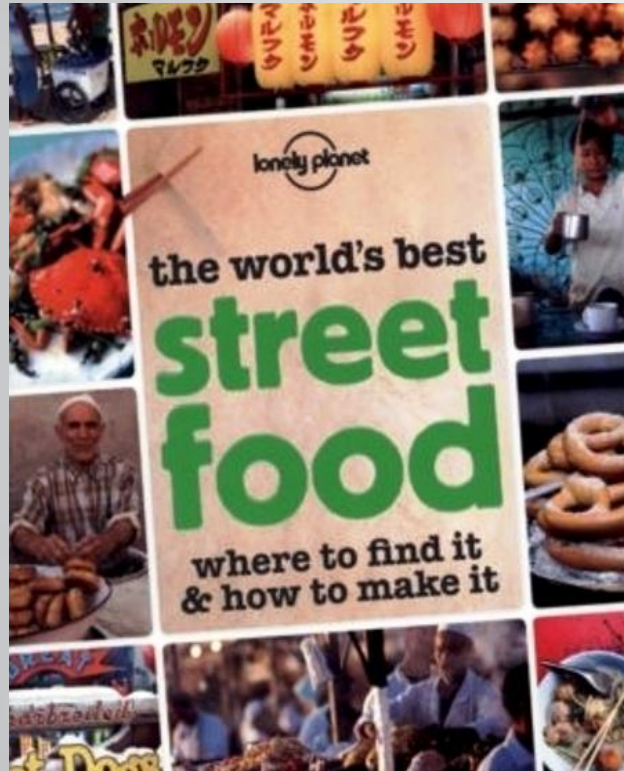
GOOD
FOOD
FAST

120 000 Tonnes

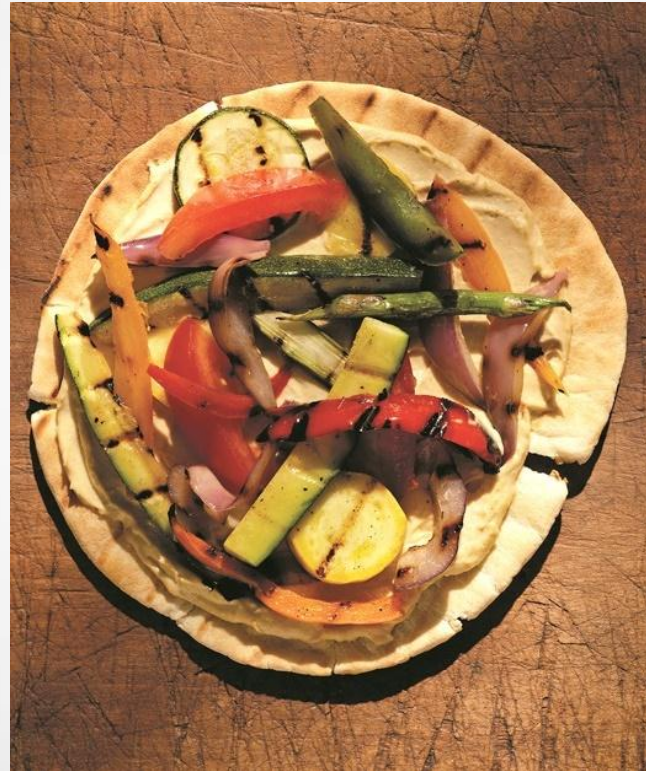


to 160 000 T

CONSUMER FOOD EXPECTATIONS HAVE DRAMATICALLY CHANGED



AUTHENTIC



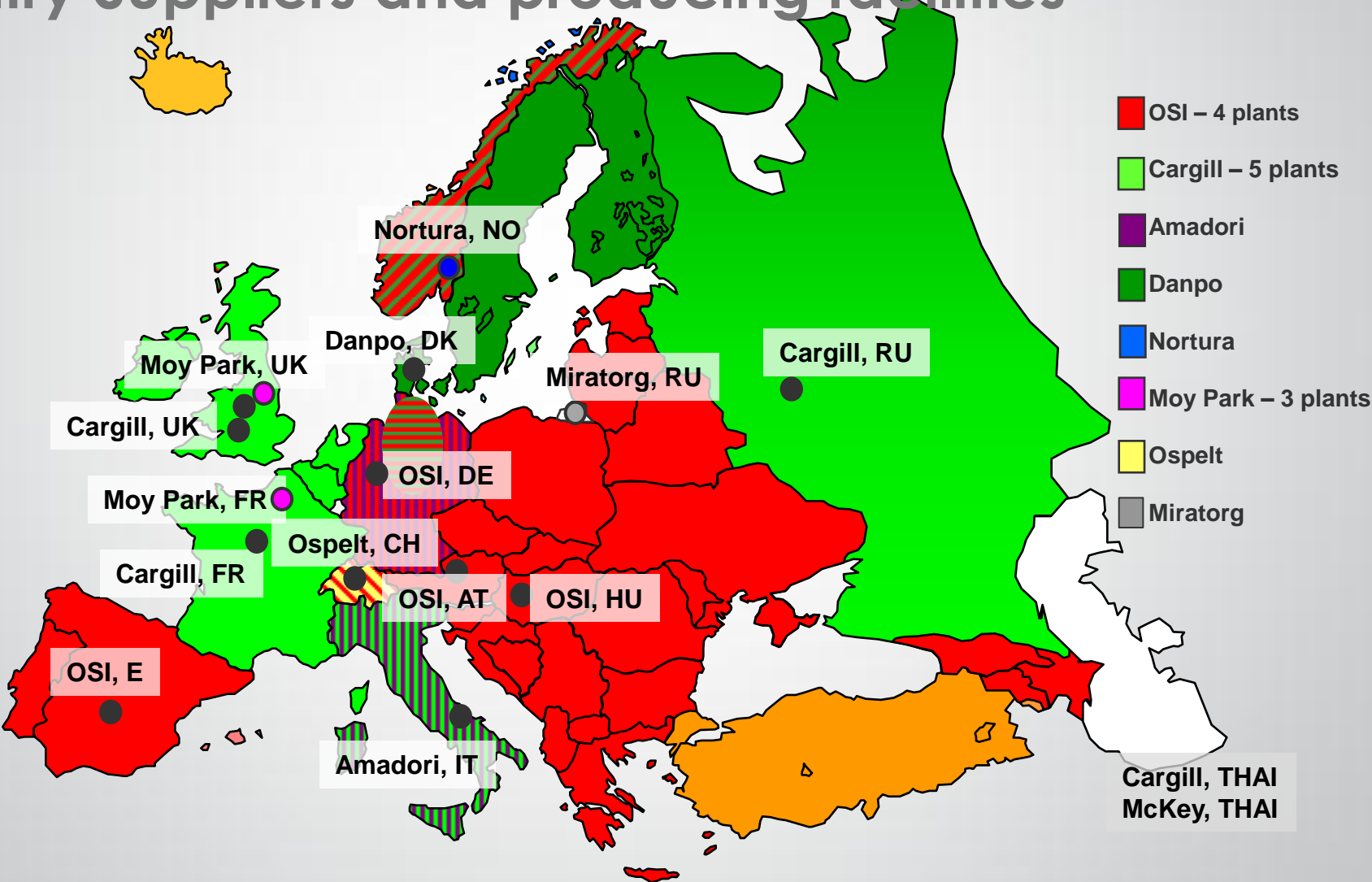
FRESH - REAL



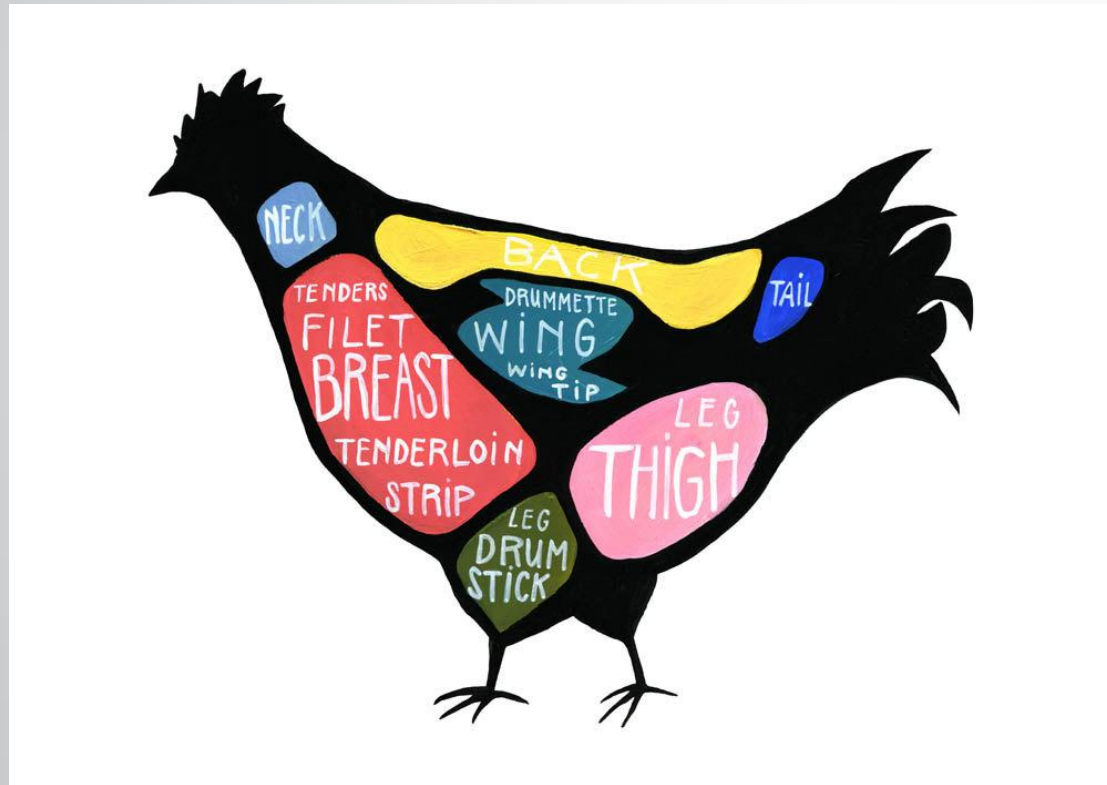
LOCALLY SOURCED

General overview

Poultry Suppliers and producing facilities

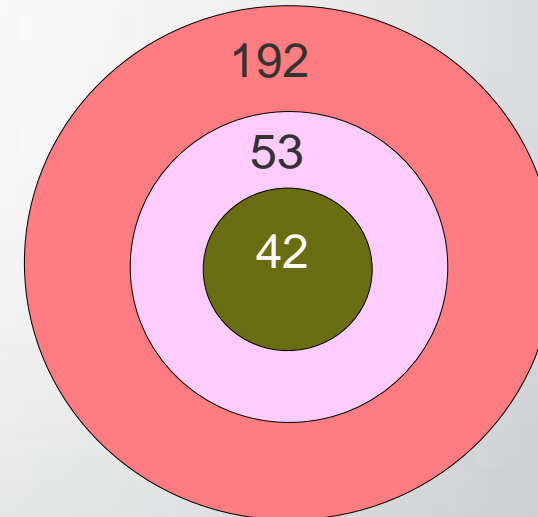


Meat raw material sourcing



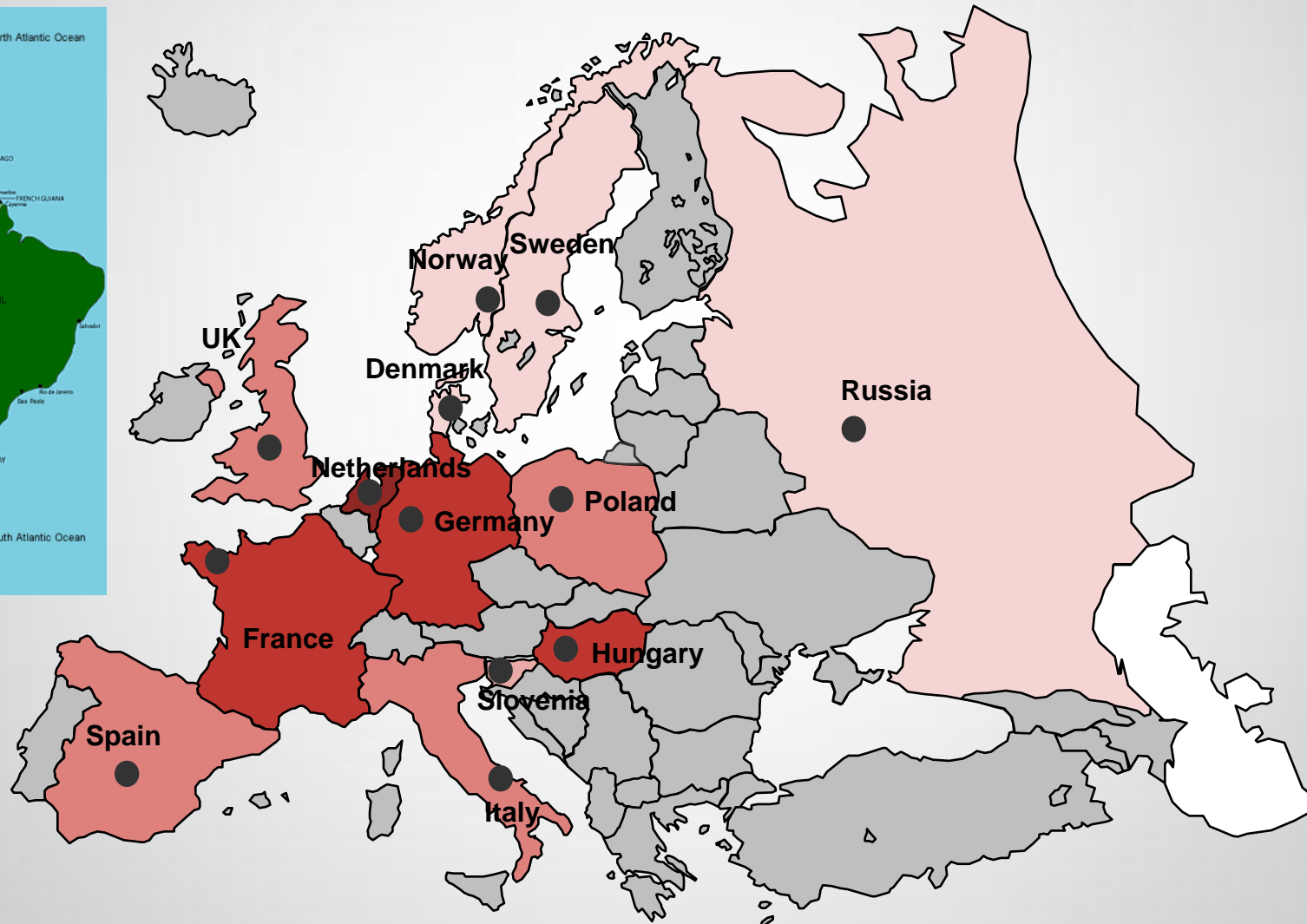
	in %
Breast	77%
Thigh	17%
Wings	6%

Million birds

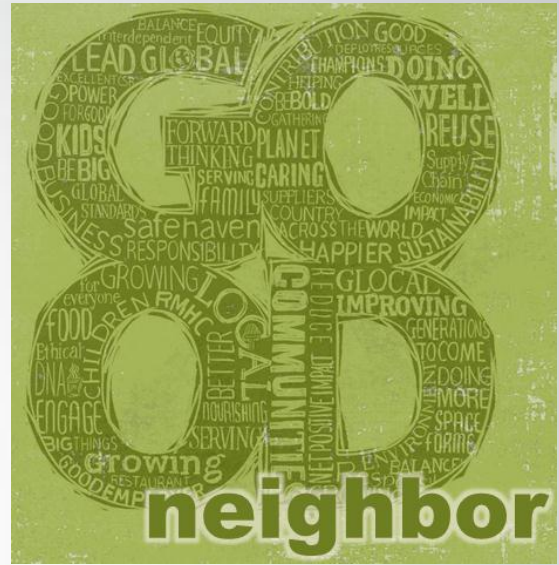
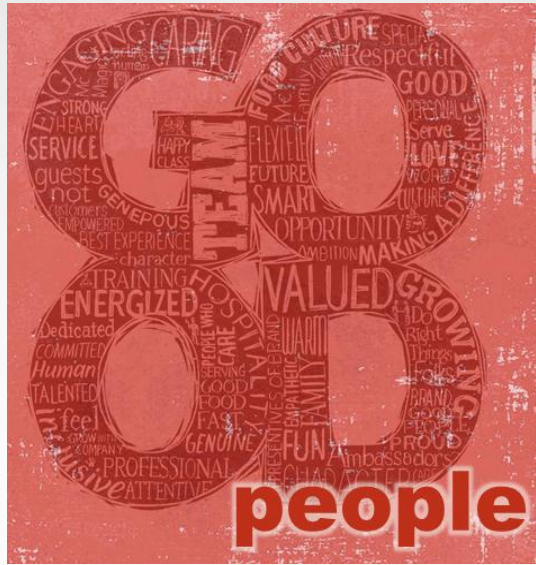
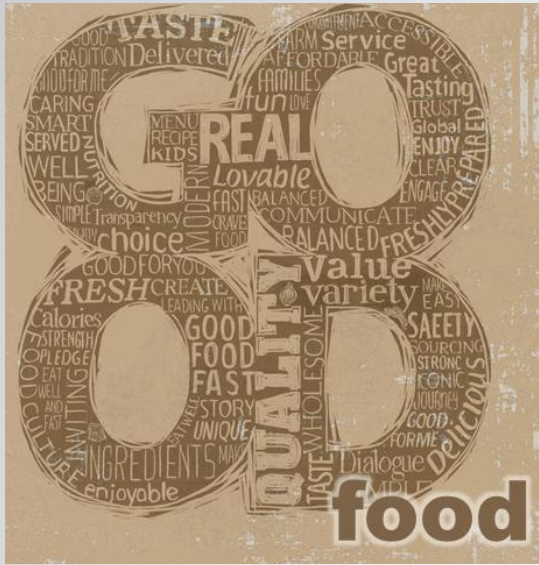


General overview

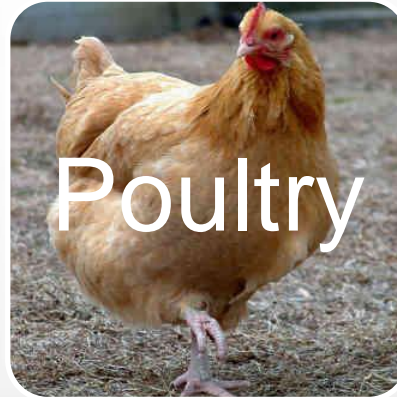
Poultry raw material suppliers



- Transparency
- Long term engagement
- Dedication
- Stable and visionary partner



Source all our food and packaging sustainably



100% coffee from certified growers



100% whitefish from MSC certified fisheries



100% certified palm oil



100% recycled
or certified
virgin wood
fibre by
2015



Standards for Sustainable Beef Production

“To advance continuous improvement in sustainability of the global beef value chain through sharing their knowledge of leadership, science and through multi-stakeholder engagement and collaboration.”



Global Roundtable for Sustainable Beef

Chicken?



Chicken

STEPs Programme – animal welfare and environmental enrichment trials

Carbon footprint

Soy moratorium

Flagship farms

Supplier workplace accountability programme

Animal welfare audits

Environmental scorecard for manufacturing



Commitments to improve the sustainability of our chicken meat supply chain

1. Commitment to have all our chickens grown in enriched houses (perching, pecking and dust bathing areas) with natural daylight* by 2020
2. Commit to purchasing 100% sustainable certified soy by 2020 for poultry feed, starting with the purchase of RTRS certificates for 20% of our 2014 requirement
3. Invest in research into novel protein sources



Work in progress to further improve the sustainability of our chicken meat supply chain

1. Soy reductions/ short term replacements
2. Practical implementation of welfare quality welfare assessment tool
3. Stocking density & growth rates



Principles & Practices of Sustainable Poultry Production

