

Chris Kempczinski, CEO System Message
Subject: 5 Principles to Guide Our Ongoing Response to Coronavirus
Date: March 16, 2020

Hello Global McFamily,

It's been a little over a week since you last heard from me about our response efforts to the outbreak of coronavirus, and a lot has changed.

The world is moving quickly, and governments and businesses are mobilizing to slow the spread of Covid-19 and protect the public health.

How we act—and what we do—as a System directly translates into how we take care of our people.

Last week, we announced a dedicated team, led by Ed Lee at MHQ, to coordinate our response and ensure that all markets receive the necessary support.

We also restricted travel to business-essential only and encouraged our Corporate employees to work from home, in addition to fundamental changes to gatherings like Worldwide Convention.

In the markets, our Managing Directors are working closely with operator leadership to make the decisions most appropriate for their situations.

I'm truly in awe of our System's ability to come together in times of need to support our communities. It's that special ability that makes us unlike any other company on earth.

We're continuing to meet as business leaders from all our key markets along with our global functional leaders. I have reiterated that Managing Directors in each market, along with the operator leadership, are empowered to make the necessary decisions to protect their people and our business.

At the same time, however, I have outlined 5 key principles that I expect all markets to adhere to. This will provide consistency in our approach and ensure that our system emerges stronger than ever from this crisis.

I want to share those 5 key principles with all of you and ask for your endorsement to use these in your own decisions to help guide our collective response.

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Our first principle, we're all in this together.

We've got each-others backs, because that's what makes us so strong.

As your franchisor, that means we're going to do whatever is necessary to help every owner-operator and partner survive this crisis.

We will not let you fail, and Managing Directors have the necessary tools and authority to work with each owner-operator and partner to address your unique financial situation.

To our suppliers, you're part of McFamily. And while most of you have many other customers beyond McDonald's, you can count on us to do our part to help you and your organization through this pandemic.

As all three legs of the stool, let's also recognize our collective responsibility to help our people. Again, we're all in this together. That means we need to support our people who are infected by Covid-19 and embrace them once they've returned to health. Leave no one behind.

Second principle, think and act with a long-term mindset.

It might be hard to imagine today, but one day, we will be on the other side of this. Life will normalize again. Communities will be back to normal. And that's where we need to keep our focus.

The decisions we do, or don't make, in the coming weeks will reverberate for years.

As I told you, McDonald's is going to make certain that our owner-operators emerge from this pandemic, and so there's no reason to think anything other than long-term.

It took us 65 years to build the brand that we have today. Let's make certain the next 65 years are even better.

Our third principle, be transparent with each other and our stakeholders

If any one of us has a problem, we all have a problem.

You can count on me and our leaders to give it to you straight.

I tell it like it is, because that's what I'd ask of anyone in the System.

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You'll be hearing from me regularly—weekly—with updates on the actions we're taking and the impact we're seeing

Fourth principle, lead by example.

We will never ask customers or our people to go where we wouldn't go, or work where we wouldn't work.

Our decisions on operations will continue to be guided by expert local and global health authority guidance. We will be pragmatic in our approach.

And perhaps most important is what we stand to do in the world.

Well before I became CEO, it was clear to me that fostering community is the most powerful thing we do here at McDonald's.

And that's why the fifth principle is stay true to that purpose.

We serve community.

Our System has almost 40,000 community touchpoints.

These are spaces where we feed and foster the community we serve.

In some instances, that will mean going the extra mile to keep restaurants open. We'll need to make sure we're making safe and caring decisions.

We'll need to stay laser-focused on the local, person-to-person level. That's how we've always operated, and it's the key to our success.

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I am so proud to be CEO of McDonald's. I'm proud of you. I care about you.

You've worked around the clock to support our customers and crew, and it makes a world of a difference—and a difference in the world.

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As your CEO, but also as a colleague, husband, and father, you can count on me. I am committed to doing the right thing for you, for our customers and crew, and for the communities that are counting on us.

Please remember, you have the full support of the McDonald's system behind you, and I'll be back in touch in the coming days.

Thank you.