Jose-Luis Bretones

Director
Worldwide Supply Chain

Trust

“Daily Miracle”

Canada — **2.5 million guests**

Globally — **60 million guests**

Annual Shopping Cart

- 1.6 billion pounds of beef
- 1.3 billion pounds of chicken
- 3.1 billion pounds of potatoes
- 0.3 billion pounds of pork

..and yet we don’t drive any industry.

Our Supply Chain Priorities

Protect the TRUST in our brand

- Assure safe supply
- Competitive and predictable prices

Basically, deliver GOOD FOOD FAST

So, long story short…

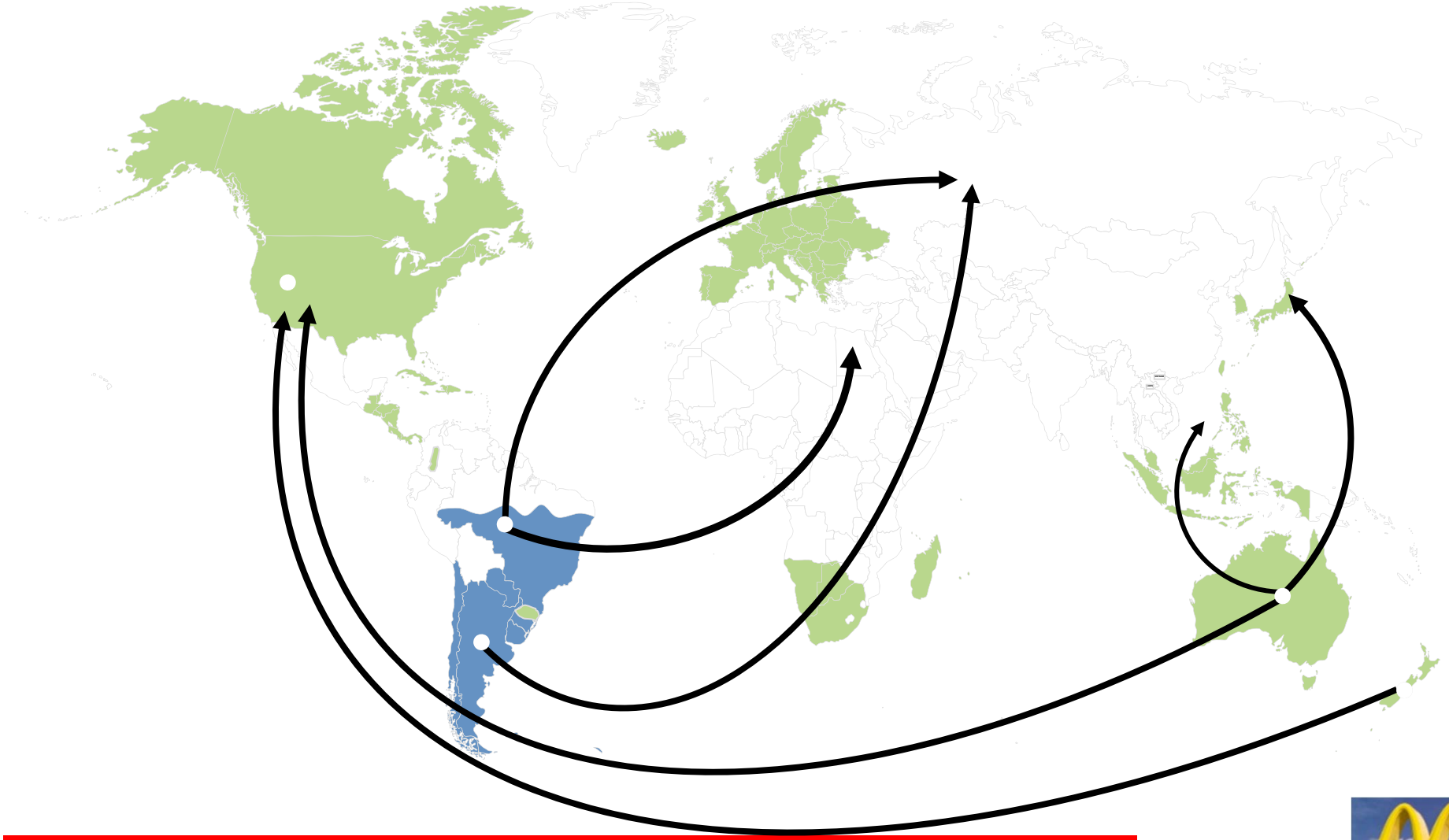
- Safety
- Quality
- Information
- Value

GLOBAL BEEF SOURCING STRATEGY

The world is not that big

Global Beef Trade

McDonald's Beef Trade



The Global Beef Board

- Area of the World Lead
- Corporate Social Responsibility
- Quality & Safety
- Treasury

Global Focus

- Food safety and Quality
- Market Consolidation
- Prices Volatility
- Sustainability
- Visibility and Transparency

Keep an eye on TRUST

- The highest standards
- Global perspective/Local focus
- Consult industry and experts
- Deliver safe food

Customer Driven…

…even if expectations appear to be conflicting !

- Organic / Natural
- Grass fed / Grain fed
- Hormone and antibiotic free

Global scale. Local Relevance

Traceability

- European Union
- Asia (Japan, Australia and NZ leading)
- North America (Canada leading)
- Latin America (Uruguay leading)

What keeps me awake at night?

1. Traceable food safety
2. Assured quality supply
3. Competitive & predictable prices

THANK YOU!
McDonald's