



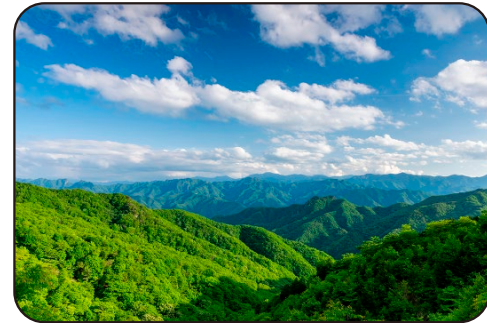
# McDonald's Sustainability Report

2025

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# What's Inside



## Introduction

McDonald's welcomes many customers every day and serves meals, which means that as a community member, we have a responsibility to address global issues.

In this report, we introduce our efforts to feed and foster communities while working toward the realization of a sustainable society.

- 03 A Message From Our CEO
- 04 Our Purpose and Who We Are
- 05 The McDonald's System
- 06 Sustainability Policy and Strategy
- 08 Goals and Progress
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## Our Planet

We take climate action seriously—for our planet and the future. To achieve our goal of net zero emissions by 2050, as a member of society, we proactively engage in addressing global climate change and environmental issues to contribute to environmental conservation. We constantly consider and take action to reduce environmental impact in our business activities.

- 18 Climate Action
- 21 Packaging & Happy Meal Toys / Waste Reduction & Recycling

## Food Quality & Sourcing

We are making relentless efforts to achieve a world-class food quality control system in the areas of safety, quality, and cleanliness to prioritize food safety above everything else. We advance efforts together with our suppliers to serve nutritionally balanced meals, ensure animal health and welfare, secure a stable supply of food, and address environmental and social issues.

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## Jobs, Inclusion & Empowerment

We believe that people are the source of the strength of our business. We aim to create a workplace where all people from diverse backgrounds can take an active role, be true to themselves and grow, and feel positive at work. Guided by our values, we promote safe, respectful, and inclusive workplaces, and offer opportunities to grow. We support the "UP TO YOU" career building program where the sky is the limit based on employees' own choices and efforts.

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## Community Connection

As echoed in the words of Ray A. Kroc, the founder of McDonald's, "We have an obligation to give something back to the community that gives so much to us." As a member of the community, putting a smile on the faces of children and their families, customers, the community, and society as a whole is important to us.

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# A Message From Our CEO

## Nurturing Local Communities and Shaping the Future Our Responsibility and Commitment to Becoming Japan's Most Beloved Restaurant Brand



**Thomas Ko**  
Representative Director, President and CEO  
McDonald's Company (Japan), Ltd.

I would like to express my sincere gratitude to our valued customers of McDonald's in Japan. I am equally grateful to our approximately 220,000 crew members and franchisees who provide exceptional restaurant experiences to our customers every day, and to our suppliers who ensure the safety and quality of our ingredients.

McDonald's Japan will mark its 55th anniversary in 2026. Today, we have grown into a nationwide restaurant chain that welcomes approximately 1.4 billion customer visits annually across nearly 3,000 locations throughout Japan. More than 75% of these restaurants are operated by locally rooted franchisees. According to Oxford Economics, an independent economic research firm, McDonald's Japan's business activities contribute approximately 1.05 trillion yen each year to Japan's GDP. This finding reaffirms the scale of our impact and the significant responsibility we carry in Japan.

Since the opening of our first restaurant, our business has been guided by the principles of QSC&V (Quality, Service, Cleanliness, and Value). These principles represent our unwavering commitment to delivering consistent quality and great taste at all times, while contributing to the communities we serve. The true strength of the McDonald's brand lies not only in what we achieve, but in how we achieve it.

In our medium-term management plan, we aim to become Japan's most beloved restaurant brand and target further

growth through strengthening and expanding our locally rooted franchise business. Our key strategic areas—Menu & Value, Restaurant Portfolio & Digital, and Sustainability & People—do not operate in isolation. Rather, they are mutually reinforcing pillars that work in concert to deepen trust in our brand and drive the creation of sustainable long-term corporate value.

The year 2025, covered in this report, marked a pivotal chapter in our journey toward sustainable growth. In particular, we achieved significant progress in reducing the use of virgin plastics. The introduction of our strawless lid in November 2025 stands as one of the most symbolic milestones of this effort. We devoted approximately three years to its development, striving not only to reduce environmental impact but also to optimize the drinking experience for our customers through thoughtful and refined design. This initiative embodies our conviction that sustainability and enhanced customer experience are not trade-offs, but objectives that can be achieved simultaneously at a higher standard. In addition, we implemented a nationwide transition for our takeout bags, increasing the proportion of biomass-based plastic from 50% to 95%. These initiatives also contribute meaningfully to the reduction of greenhouse gas emissions.

Contributing to local communities lies at the very core of who we are. Through charitable initiatives such as Blue Mac Day, we combined the generous donations entrusted to

us by our customers with contributions from McDonald's Japan and our franchisees. As a result, our 2025 charity campaign enabled us to present a record-breaking total of 121.48 million yen to Ronald McDonald House Charities Japan. We are equally proud to have supported the healthy physical and emotional development of approximately 760,000 children through youth sports tournaments in baseball, youth football, and basketball.

Above all, it is our people who truly sustain and strengthen the McDonald's business. In 2025, we launched a human rights due diligence initiative in Japan, taking steps to identify and address potential risks throughout our supply chain. In addition, through our continued efforts to foster an inclusive workplace where diverse talent can thrive, the proportion of female restaurant general managers increased to 35.4% (+1.2%), and the proportion of women in management roles rose to 27.8% (+2.5%) in our latest results.

Guided by the Three-Legged Stool philosophy—bringing together our company, franchisees, and supply chain partners in close collaboration—we act with shared purpose toward sustainable growth. I am confident that this strong alignment will enable us to deliver meaningful and lasting positive impact to communities across Japan.

We sincerely appreciate your continued support of McDonald's.



# Our Purpose and Who We Are

## Our Purpose

# Feed and Foster Communities

## Our Mission

# Making Delicious Feel-Good Moments Easy for Everyone

## Our Values



### Serve

We put our customers and people first.



### Inclusion

We open our doors to everyone.



### Integrity

We do the right thing.



### Community

We are good neighbors.



### Family

We get better together.

## Who We Are

### McDonald's Company (Japan), Ltd.

<b>Location</b>	6-5-1 Nishi-Shinjuku, Shinjuku-ku, Tokyo 163-1339, Japan Shinjuku i-Land Tower
<b>Established</b>	May 1, 1971
<b>Capital</b>	100 million yen
<b>Business Activities</b>	The operation of a hamburger restaurant chain and all other relating businesses
<b>Number of Restaurants</b>	3,025 (705 company-operated and 2,320 franchised restaurants)
<b>Sales</b>	888.6 billion yen (total sales of company-operated and franchised restaurants)
<b>Number of employees</b>	2,780 (excluding contract employees) Part-timers Approx. 220,000 (includes both company-operated and franchised restaurants)

\*Figures are as of December 2025

## CSR Reporting Scope

<b>Reporting organization</b>	McDonald's Company (Japan), Ltd. (including McDonald's Holdings Company (Japan), Ltd.)
<b>Reporting Period</b>	January 1 to December 31, 2025
<b>Reporting Areas</b>	Social responsibility in general (Environmental, Social, and Governance)
<b>Editor and Contact</b>	Communication & Corporate Relations Division

The following names are registered trademarks or trademarks of McDonald's Corporation and its affiliates. Happy Meal, McFlurry, Filet-O-Fish, McDelivery, McFry Potato, Big Mac, McAdventure



# The McDonald's System

## Suppliers

- 1 Protecting nature, biodiversity, and ecosystems
- 2 Tackling deforestation in our supply chain
- 3 Animal Health and Welfare
- 4 Complying with the Supplier Code of Conduct and responsible sourcing
- 5 Respecting human rights in our supply chain
- 6 Promoting food safety in our supply chain
- 7 Enhancing the efficiency of logistics in our supply chain

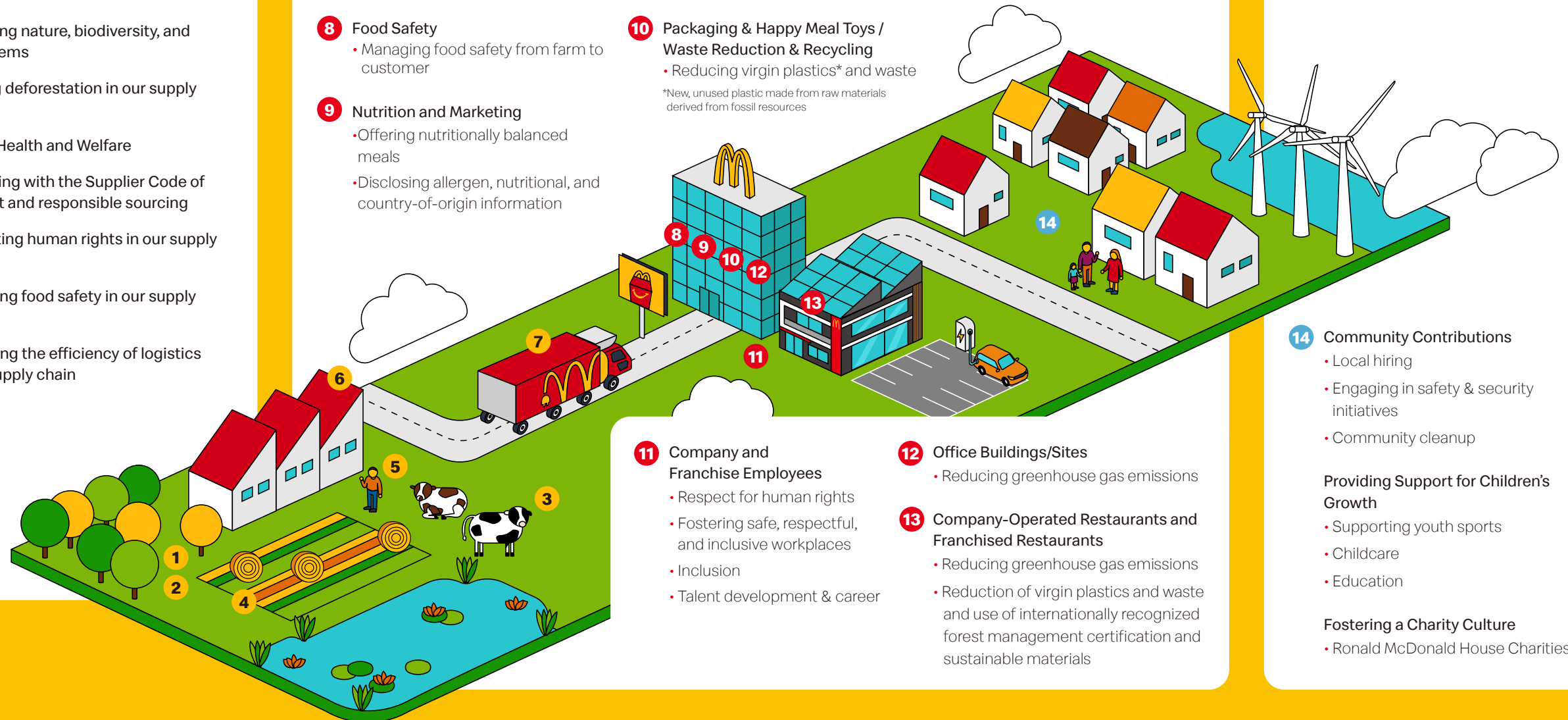
## Our Operations, Employees and Franchisees

- 8 Food Safety
  - Managing food safety from farm to customer
- 9 Nutrition and Marketing
  - Offering nutritionally balanced meals
  - Disclosing allergen, nutritional, and country-of-origin information
- 10 Packaging & Happy Meal Toys / Waste Reduction & Recycling
  - Reducing virgin plastics\* and waste

\*New, unused plastic made from raw materials derived from fossil resources

## Our Communities

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  - Local hiring
  - Engaging in safety & security initiatives
  - Community cleanup
- Providing Support for Children's Growth
  - Supporting youth sports
  - Childcare
  - Education
- Fostering a Charity Culture
  - Ronald McDonald House Charities



- 11 Company and Franchise Employees
  - Respect for human rights
  - Fostering safe, respectful, and inclusive workplaces
  - Inclusion
  - Talent development & career

- 12 Office Buildings/Sites
  - Reducing greenhouse gas emissions
- 13 Company-Operated Restaurants and Franchised Restaurants
  - Reducing greenhouse gas emissions
  - Reduction of virgin plastics and waste and use of internationally recognized forest management certification and sustainable materials



# Sustainability Policy and Strategy

## Together with you for a better future

McDonald's welcomes many customers every day and serves meals, which means that as a community member, we have a responsibility to address global issues.

That's what we believe, and that's why we will continue to serve safe, secure, and high-quality meals.

We take climate action seriously. We support the daily lives of everyone in the community. We increase opportunities for all people to work and grow.

We will continue to feed and foster our communities and keep moving forward.

## Sustainability Strategy

Our business is built on relationships with a variety of stakeholders, including customers, employees, franchisees, suppliers and communities. Our purpose is to feed and foster communities. To realize this, we've identified four impact areas that are critical to sustainability\* and we are working to leverage our strength and scale.

### Anticipated Risks

In addition to the direct damage that extreme weather events may inflict on our restaurants, adverse growing conditions for key raw materials (wheat, feed grains, vegetables, etc.) could result in higher procurement costs, reduced supply volumes, and diminished quality. Marine pollution, including the generation and release of microplastics, may likewise affect the yields of seafood and other marine-derived ingredients. From the perspective of the environmental impact of our business operations, we regard food loss as a material issue. When food is wasted, the natural capital and energy consumed in the production of key raw materials are not effectively utilized, resulting in unnecessary greenhouse gas emissions remaining in the atmosphere and contributing to climate change and the increased occurrence of the extreme weather events described above. In addition, labor shortages and workforce turnover may reduce both employee and customer satisfaction, potentially undermining our reputation and resulting in lower customer visits. Such impacts can even affect suppliers and producers responsible for providing essential ingredients. We recognize these risks and are committed to advancing the sustainable development of the environment, society, and the economy.

\*Sustainability: Refers to ideas and initiatives aimed at the sustainable development of the environment, society, and the economy.



Please also refer to "Our Approach and Actions towards Sustainability," which is also included in the Annual Securities Report for the fiscal year ended December 31, 2025 (disclosed in March 2026):

[https://www.mcd-holdings.co.jp/ir/library\\_financial\\_report/](https://www.mcd-holdings.co.jp/ir/library_financial_report/)



## Sustainability Policy and Strategy

### Governance

Under the supervision of the Board of Directors and the Audit & Supervisory Board, we aim to balance social issues and the operation of sustainable business through initiatives owned by officers and cross-functional projects.

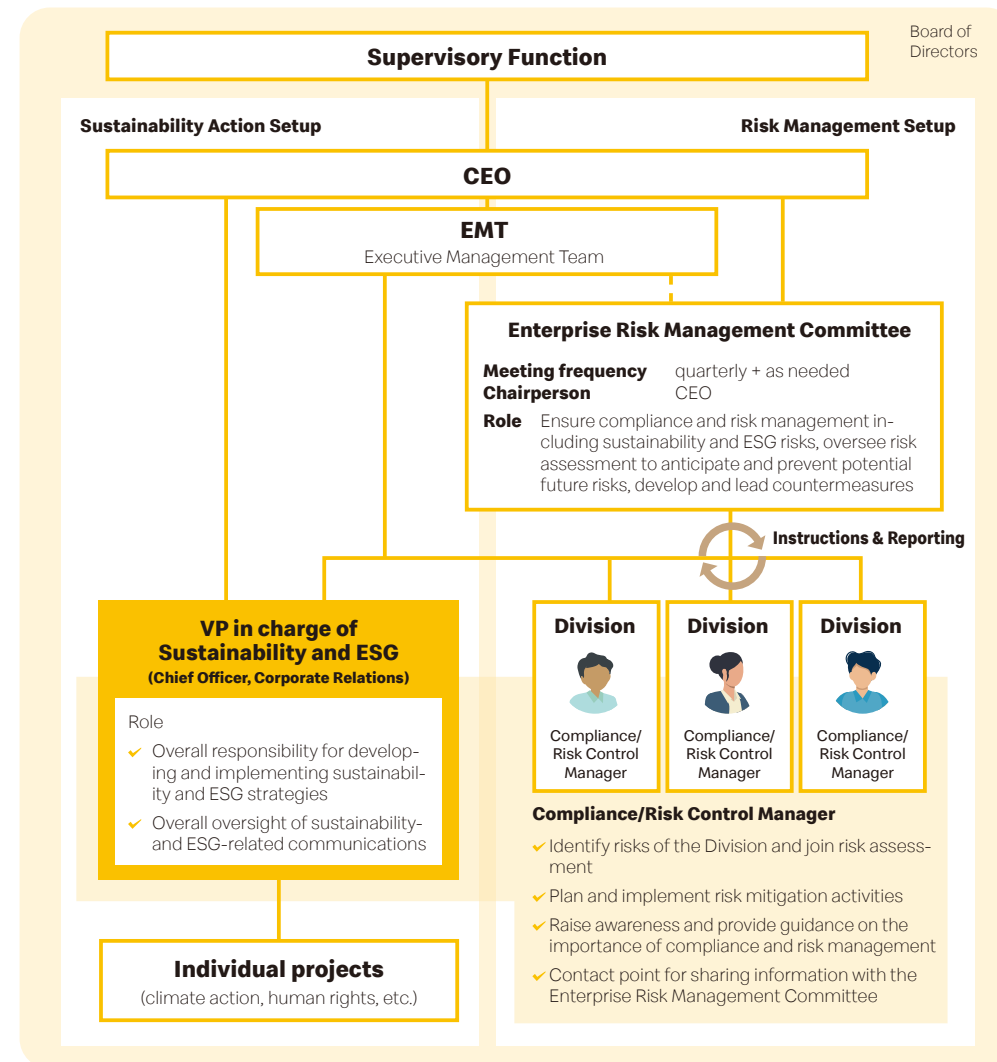
The CEO oversees and manages the progress of relevant initiatives. Under the supervision of the VP in charge of Sustainability and ESG (Chief Officer of Corporate Relations Division, hereinafter referred to as 'the officer in charge'), the responsible departments promote and advance sustainability and ESG initiatives. The Corporate Relations Division plans and develops sustainability strategy and monitors the progress of each initiative. These are reported to the CEO through the officer in charge and, in principle, to the Board of Directors at least once a year. Based on these reports, the Board of Directors oversees matters to ensure that the execution of sustainability strategy contributes to the Company's sustainable growth and the advancement of ESG initiatives.

### Business Resilience

The Enterprise Risk Management Committee identifies, evaluates, and manages significant sustainability risk and all other risks, including compliance risks. In principle, the Enterprise Risk Management Committee meets quarterly, with additional meetings held when it is deemed necessary to discuss significant risks on a case-by-case basis, and reports on its activities to the Board of Directors regularly (once a year in principle). In addition, each officer serves as compliance/risk control manager within their respective division to identify potential risks that may arise in connection with operations within that division. Risks related to sustainability are also identified, assessed, and managed through this process.

For further information, please refer to the Corporate Governance Report.

<https://www.mcd-holdings.co.jp/company/governance/>



### Respect for Human Rights

We, McDonald's Holdings Company (Japan), Ltd. and McDonald's Company (Japan), Ltd. (hereinafter collectively referred to as "McDonald's Japan") respect human rights, take sufficient care to avoid any negative impact on the human rights of others, and act with integrity to deal with any human rights violations that may occur.

We are committed to respecting human rights as set forth in the Universal Declaration of Human Rights. This policy regarding human rights ("Policy") is guided by the principles set forth in the United Nations Guiding Principles on Business and Human Rights, the International Bill of Human Rights, and the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work.

We respect the fundamental rights of McDonald's Japan employees and staff wherever we do business and strive to foster safe and healthy workplaces which are: equal opportunity for all people and free from discrimination and harassment.

These are the principles of McDonald's Japan, and we encourage our franchisees to follow them. In addition, Business Code of Conduct and Supplier Code of Conduct, established by McDonald's Japan, also outline policies related to the above principles. Business Code of Conduct includes our commitment to respect human rights in the workplace and applies to all employees and staff of McDonald's Japan. Supplier Code of Conduct outlines guidelines on respecting human rights that McDonald's Japan expects suppliers to follow.

\*We will continuously monitor the implementation of our Human Rights Policy and, as necessary, make improvements to ensure its effectiveness.

Please visit our website for more information:

<https://www.mcd-holdings.co.jp/company/humanrights/>



# Goals and Progress

✓ ACHIEVED    ✓ ON TRACK    ✓ FOCUS

## Our Planet



### Climate Action

#### GOAL

**Net zero emissions by 2050**

#### PROGRESS STATUS



- Introduce renewable energy
- Energy conservation initiatives
- Waste reduction and recycling

#### DATA



Greenhouse gas emissions (office)  
**0t**  
Achieve 100% effective renewable energy coverage



Greenhouse gas emissions (company-operated and franchised restaurants)  
**286,113t**  
-28.4% from a 2018 base year  
\*Electricity and gas emissions



Number of restaurants using electricity derived from renewable energy  
**Approx. 500**



Percentage of renewable energy  
**20.5%**

**50.4% reduction in greenhouse gas emissions from restaurants and offices by 2030 from a 2018 base year**



**50.4% reduction in greenhouse gas emissions in the supply chain (facilities, logistics, plastic packaging)**  
**16% reduction in greenhouse gas emissions from beef and chicken by 2030 from a 2018 base year**



We are conducting discussions and assessments with suppliers to develop feasible initiative



### Packaging & Happy Meal Toys

**Source 100% of guest packaging and Happy Meal toys from renewable, recycled or certified materials by the end of 2025**



- Use of sustainable materials



Changes to customer-use packaging  
**Achieved almost 100%**  
\*Excluding some customer-use packaging



Changes to Happy Meal toys and books  
**Achieved 100%**  
Applicable to items offered from July 2025 onward

## Jobs, Inclusion & Empowerment



### Inclusion

**Achieve a 40% ratio of female managers by 2030**



- Promoting women



Percentage of female managers  
**27.8%**



Percentage of female executives  
**27.8%**



Percentage of female restaurant general managers  
**35.4%**

**Develop and apply Human Rights Policy**



- Continuous monitoring of the implementation of our Human Rights Policy and making improvements as necessary
- Promotion of human rights due diligence and ongoing monitoring of related risks
- Implementation of the Supply Chain Human Rights (SCHR) Program and Putting People First Visit (PPFV)



# 2025 Highlights

## Our Planet

### Climate Action → P18

#### Introduction of Renewable Energy

We are advancing the adoption of electricity derived from renewable energy sources such as solar, hydropower, and geothermal energy to achieve net zero emissions by 2050. We procure renewable energy through various methods, including corporate PPAs, the installation of solar panels at our restaurants, and the purchase of non-fossil fuel certificates.



**Number of restaurants using electricity derived from renewable energy**

Approximately **500**

**Number of restaurants under the Corporate PPA program**

Approximately **200**

\*Images are for illustrative purposes only.



**CO<sub>2</sub> emissions Offices<sup>\*1</sup>**

Effective use of renewable energy<sup>\*2</sup>  
**0t** Achieved **100%**

**CO<sub>2</sub> emissions<sup>\*1</sup> Company-operated and franchised restaurants**

**286,113t** vs. 2018 **-28.4%**

\*1 Electricity and gas emissions

\*2 Procurement of renewable energy backed by non-fossil fuel certificates

#### Energy Conservation

To make our restaurants more sustainable, we are working to reduce unnecessary energy consumption by installing energy-efficient equipment and demand-control systems, as well as implementing a planned maintenance system.

#### Introduction of High Energy Efficiency Equipment

Restaurants' existing equipment, including air-conditioners, freezers, and refrigerators, are replaced systematically with models that come with higher energy consumption efficiency (energy-saving equipment).



**Energy efficiency of newly installed air-conditioners (vs. previous models)**

Approximately **40%**

#### Other CO<sub>2</sub> Emissions Reduction

We have established a dedicated project team that collaborates with our Supply Chain team to collect information and manage progress toward reducing CO<sub>2</sub> emissions.

#### Logistics Efficiency

We are standardizing and improving the efficiency of delivery operations in the supply chain.



#### Use of Domestic Wood in Restaurant Buildings

We are actively using domestic wood whenever possible to reduce CO<sub>2</sub> emissions.



**Number of restaurants built with domestic wood<sup>\*3&4</sup>**

**386** CO<sub>2</sub> Storage<sup>\*3&5</sup> **5,353t-CO<sub>2</sub>**

\*3 Cumulative total since 2023 \*4 127 wooden-structure restaurants; 259 restaurants using wooden louvers

\*5 Equivalent to the annual CO<sub>2</sub> emissions of 1,434 households

#### Introduction of EVs

We are switching to electric vehicles with low CO<sub>2</sub> emissions to deliver ordered items.





2025 Highlights **Our Planet**

# Packaging & Happy Meal Toys / Waste Reduction & Recycling

P21



Estimated Reduction in Virgin Plastics through Changes to Customer-Use Packaging<sup>2</sup>

Approx. **6,800 tons** per year

\*1 Plastic made from newly produced fossil fuel-based raw materials

\*2 Estimated annual reducible weight calculated based on the number of packaging items used in 2025

\*3 Applicable to items introduced from July 2025 onward

## Sustainable Materials in Packaging and Happy Meal Toys

We are taking steps to reduce the use of virgin plastics<sup>1</sup> used in guest packaging and Happy Meal toys.



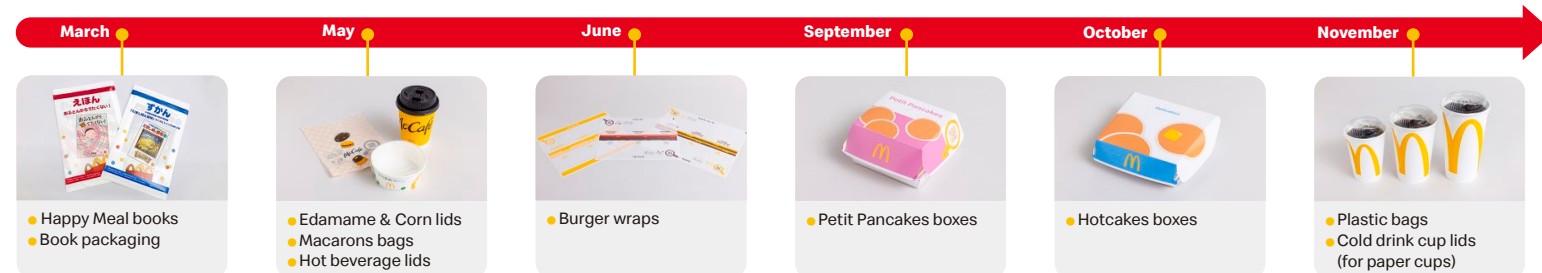
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Toys and Books Replacement with Sustainable Materials<sup>3</sup>

Achieved **100%**

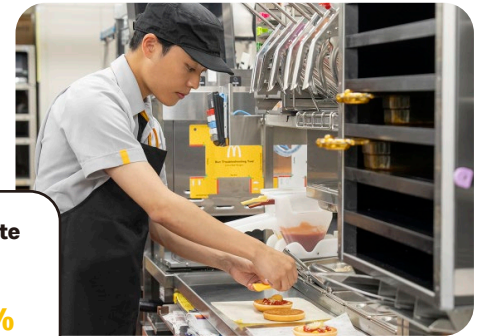
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### Key Changes in 2025



## Waste Reduction

We are working to reduce food waste through our proprietary "Made For You (MFY)" system and initiatives aimed at minimizing leftovers.



Product waste per 1-million-yen sales

**1.4 kg** vs. 2001 **-85.9%**

Food waste rate

**2.1 %**

## Food Recycling

We recycle food waste generated at our restaurants—including used cooking oil, McFry Potato scraps, and coffee grounds—as well as plastic Happy Meal toys.

Food recycling rate<sup>4</sup>

**72.4 %**

Recycling rate of used cooking oil<sup>5</sup>

Almost **100 %**

Number of restaurants recycling kitchen waste

**88**

Number of restaurants converting McFry Potato scraps into animal feed

**59**

Number of restaurants converting coffee grounds into compost

**11**

Number of toys collected

Total of approximately **26.1 million units**

<sup>4</sup> Includes outbreak control based on a periodic report for food recycling

<sup>5</sup> Excludes a single restaurant in a commercial facility





### 2025 Highlights

## Food Quality & Sourcing

### Food Safety

→ P24

#### Food Safety Strategy

From farm to customer, we work with suppliers and experts to serve products that meet a variety of standards.



<b>Number of serious food safety violations</b>	<b>Number of food poisoning outbreaks</b>	<b>Number of product recalls</b>
0	0	0

#### Supplier Summit

We hold a Supplier Summit every year to share our business and future growth plans with our suppliers. Goals, opportunities, and progress related to food safety, quality improvement, and others are shared to deepen mutual understanding and strengthen our partnership.



### Health and Safety in Our Restaurants

McDonald's takes hygiene management seriously in all areas of our restaurants to ensure that our customers can visit McDonald's with peace of mind.

#### Use of Digital Tools for Centralized Management and Data Storage

Our restaurants use tablet devices to manage hygiene control, maintenance schedules for equipment inspection and cleaning, and food safety systems.



## Nutrition and Marketing → P27

### Our Responsibility in Happy Meal

We serve around 100 million Happy Meal sets every year and focus on the following four areas:



\*Images are for illustrative purposes only.

\*No use of artificial flavors or colors; reduction of artificial preservatives

### Elimination of Intentionally Added Fluorinated Compounds

Paper packaging materials—including McFry Potato(S) and Hash brown bags—are processed to prevent oil from soaking through. To provide our products more safely, we have eliminated intentionally added fluorinated compounds, including PFAS (per- and polyfluoroalkyl substances), commonly known as "forever chemicals," from all paper-based, customer-use packaging.

(applicable to packaging manufactured from 2024 onward)





2025 Highlights **Food Quality & Sourcing**

# Responsible Sourcing → P29

## Sustainable Sourcing of Food and Materials

We are committed to the responsible sourcing of ingredients in a manner that respects people, animals, the environment, and our business.

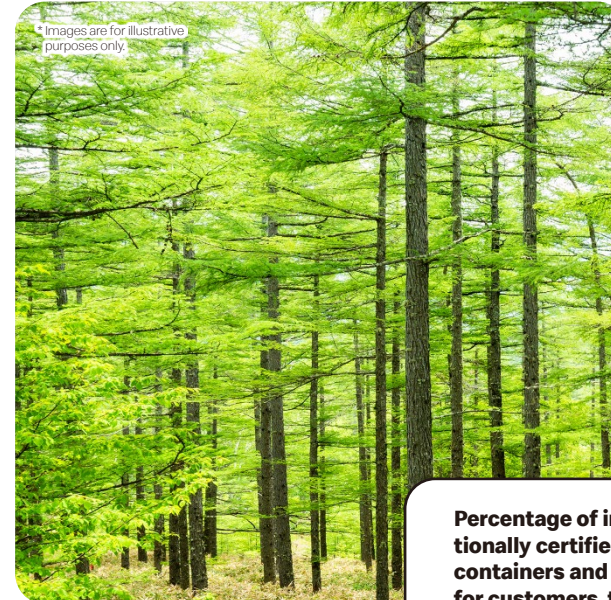
### McDonald's Receives the MSC Japan Awards 2025

For the second consecutive year, McDonald's Japan has won the Food Service category at the MSC Japan Awards. This award recognizes businesses that have contributed to expanding the availability of MSC-labeled seafood products in Japan. The Filet-O-Fish packaging displays the MSC blue fish label.



Percentage of white fish for Filet-O-Fish from MSC-certified fisheries

**100 %**



Percentage of internationally certified paper containers and packaging for customers, tray liners and wooden cutlery

**100 %**

Percentage of coffee beans certified by Rainforest Alliance

**100 %**

Percentage of RSPO-certified\* fry oil

**100 %**

\*Mass Balance Certification

## Animal Health & Welfare → P30

We are committed to sourcing with more focus on animal health and welfare across the globe.



### 2025 Highlights

## Jobs, Inclusion & Empowerment

### People Vision & Human Rights Policy → P32

Based on globally shared People Vision and People Promise, we strive to provide growth opportunities for all staff and employees and promote a work style in which anyone can play an active role and develop a workplace that makes these possible.

#### UP TO YOU

Our guiding principle is "UP TO YOU," meaning "There are no limits to what you can accomplish if you set your mind to it."

#### Human Rights Policy

##### Strengthening and Promoting Awareness of Human Rights

McDonald's is committed to respecting human rights globally and updates its policies as appropriate. In Japan, McDonald's launched a human rights due diligence project in 2025.



### Fostering Safe, Respectful, and Inclusive Workplaces → P33

#### Global Brand Standards

Global Brand Standards focus on four key areas: "Preventing harassment, discrimination, and retaliation," "Preventing workplace violence," "Listening through restaurant employee feedback," and "Protecting employee health and safety." We are committed to providing safe, respectful, and inclusive workplaces for our staff. It is important to implement these standards anytime and anywhere by each and every staff.

## Talent Development & Career → P37

### Educational Institution (Hamburger University)

Hamburger University, a specialized training institution located at the head office of McDonald's Japan, is responsible for talent development and developing educational programs.

Hamburger University offers curriculums for employees and crew members covering leadership, team building, relationship management, and overall management skills, providing learning opportunities tailored to each role and level of responsibility.



Number of employees and crew members taking classes at Hamburger University per year

Approximately **14,000**

Number of courses offered at Hamburger University and total training hours

**485** courses **96,030** hours

Number of curriculums

**10** types



2025 Highlights **Jobs, Inclusion & Empowerment**

# Inclusion → P34

## Promoting Inclusion



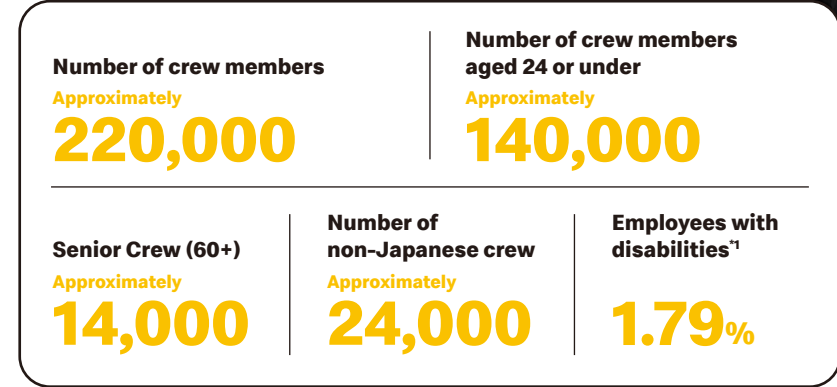
### Strengthening the Open Door! Team Structure and Promoting its Initiatives

The Open Door! Team supports the development of an open organization that respects individuality, shuns isolation, and provides two-way support. In 2025, we restructured the Open Door! Team into a two-team framework consisting of an office team and a field team mainly made up of restaurant staff, and implemented various initiatives such as restaurant general manager roundtable discussions and panel discussions.



## Empowering Diverse Talent

We aim to create a workplace where diverse talent—regardless of gender, age, or backgrounds—can fully leverage their strengths to work and grow.

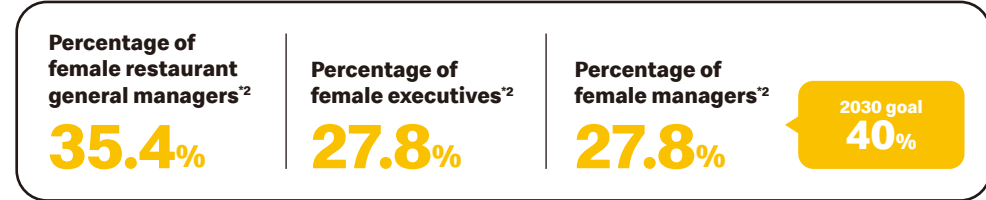


## Promoting Women

We are promoting women to play an active role through activities such as career support, networking, and leadership development for female employees.

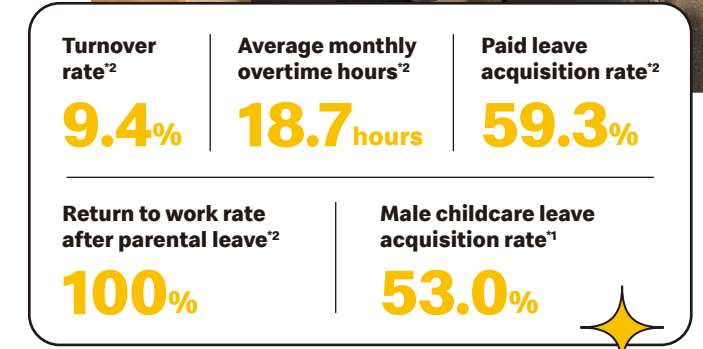
## Workstyle NEXT Project

We implemented the Workstyle NEXT Project, a collaborative initiative among six companies from different industries, aimed at identifying and visualizing the challenges faced by women in field roles and co-creating solutions.



## Mechanisms and Programs to Support Flexible Work Styles

We are making progress in introducing new programs and fostering a corporate culture in which diverse talent can thrive. In 2025, we further promoted the awareness and utilization of these programs, expanded opportunities for career consultations, and introduced role models for employees in the child-rearing stage.



<sup>1</sup> Full-time employees and crew members of McDonald's Japan  
<sup>2</sup> Full-time employees of McDonald's Japan



### 2025 Highlights

# Community Connection

## Ronald McDonald House → P40

### Ronald McDonald House

We are committed to fostering a charity culture and supporting the Ronald McDonald House Charities Japan (RMHC) with the aim of engaging in activities that put smiles on the faces of the children and their families who stay at the house.



**RMHC Support Donations from Customers<sup>\*1</sup>**  
**165,460,338 yen**

<sup>\*1</sup> Includes front counter donation boxes, donations from app while ordering, donations from PayPay at front counter, set menu with donations, Yahoo! Net Fundraising, and direct contributions made to RMHC

### Blue Mac Day Largest Charitable Donation to Date

"Blue Mac Day," a charity event to support RMHC, was held on Sunday, October 19, 2025 at our restaurants nationwide.



**Blue Mac Day Donations in total<sup>\*2</sup>**  
**121,480,660 yen**

<sup>\*2</sup> Includes donations made by McDonald's Company (Japan), Ltd. and its franchisees based on the number of Happy Meal sales, as well as the total amount of customer donations received during the campaign period from October 1 (Wed.) to 31 (Fri.), 2025 (includes front counter donation boxes, donations from app while ordering, donations from PayPay at front counter, set menu with donations, Yahoo! Net Fundraising, and direct contributions made to RMHC)



### PayPay Now Accepted for In-Store Donations

Beginning in September 2025, customers can use the cashless payment service PayPay to make in-store donations in support of Ronald McDonald House.

## Support of Youth Sports → P41

### Baseball, Football, Basketball

We focus on promoting the healthy growth of children's minds and bodies through our support of youths enjoying sports including baseball, football, and basketball.



**Takamadonomiya Cup All-Japan Rubber Baseball McDonald's Tournament**  
Around **10,000** teams nationwide  
Approximately **370,000** children supported

**JFA All Japan U-12 Football Championship**  
Around **8,200** teams nationwide  
Approximately **390,000** children supported

**McDonald's National Mini Basketball Tournament**  
Around **8,340** teams nationwide



2025 Highlights **Community Connection**

# Community Activities

[→ P42](#)

## Protecting Safety and Security

### Increased number of restaurants participating in “#110 House for Children”

McDonald's restaurants are registered as “#110 House for Children,” where children can freely run into for safety in case of danger or trouble. In 2025, participation was also launched in Iwate, Akita, and Nara prefectures, bringing the total to 2,535 restaurants across 35 prefectures.

Number of restaurants participating in “#110 House for Children”  
**2,535** restaurants



## Childcare

McDonald's supports the Childcare Support Passport Program, promoted by both the Japanese government and local municipalities. Our Cheeseburger Happy Meal set is offered at a special price whenever the Childcare Support Passport, issued by individual prefectures, is presented upon ordering.



Number of Happy Meal sets sold under the Childcare Support Passport Program  
**541,596** sets

# Education Support

[→ P43](#)

To help bring more smiles to children, we provide learning opportunities through a variety of initiatives, including Hello Ronald!, McAdventure, SDGs-themed classes, and food education programs.

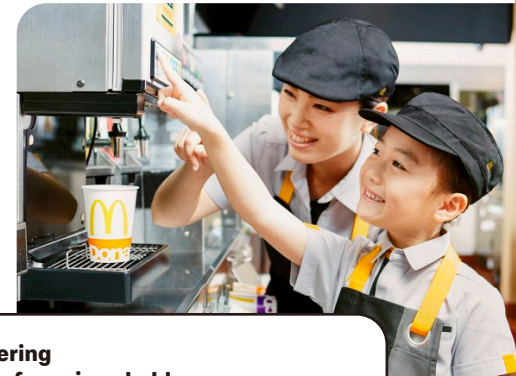
## Hello Ronald!

We offer programs at nursery schools and elementary schools to teach children about rules and manners necessary for daily life. The three programs of traffic safety, crime prevention, and SDGs can be enjoyed in person or online.

Number of Hello Ronald! programs implemented  
**314**

## McAdventure

Selected restaurants offer McAdventure, a job experience program that provides children with the opportunity to experience working at McDonald's. Eligibility: 3 to 12 years old



Number of restaurants offering McAdventure and number of sessions held  
**1,025** restaurants **56,318** sessions



## Training Programs for Educators (Hamburger University)

Hamburger University, McDonald's training and development institution, also provides training programs for educators.

Total number of attendees (graduates)  
**3,000+**



## Our Planet

**We take climate action seriously—for our planet and the future. To achieve our goal of net zero emissions\* by 2050, as a member of society, we proactively engage in addressing global climate change and environmental issues to contribute to environmental conservation. We constantly consider and take action to reduce environmental impact in our business activities.**

\*Reduce greenhouse gas emissions to net zero

### **Our Planet**

- 18 Climate Action**
- 21 Packaging & Happy Meal Toys / Waste Reduction & Recycling**

 <https://www.mcdonalds.co.jp/sustainability/environment/>



## Climate Action

We will constantly take climate action in all business activities related to McDonald's operations.

### GOALS

- Achieve net zero emissions by 2050
- 50.4% reduction in greenhouse gas emissions from restaurants and offices by 2030 from a 2018 base year
- 50.4% reduction in greenhouse gas emissions in the supply chain (facilities, logistics, and plastic packaging), and 16% reduction in emissions from beef and chicken, by 2030 from a 2018 base year

## Reduction of greenhouse gas emissions

We are working to reduce greenhouse gas emissions from our restaurants and offices by facilitating the adoption of electricity generated from renewable energy sources, including solar, hydropower, and geothermal energy.



### Office Buildings/Sites

(excluding McDonald's General Research Facility)

2025 Effective use of renewable energy  
**0t** Achieved **100%**



### Company-operated and franchised restaurants

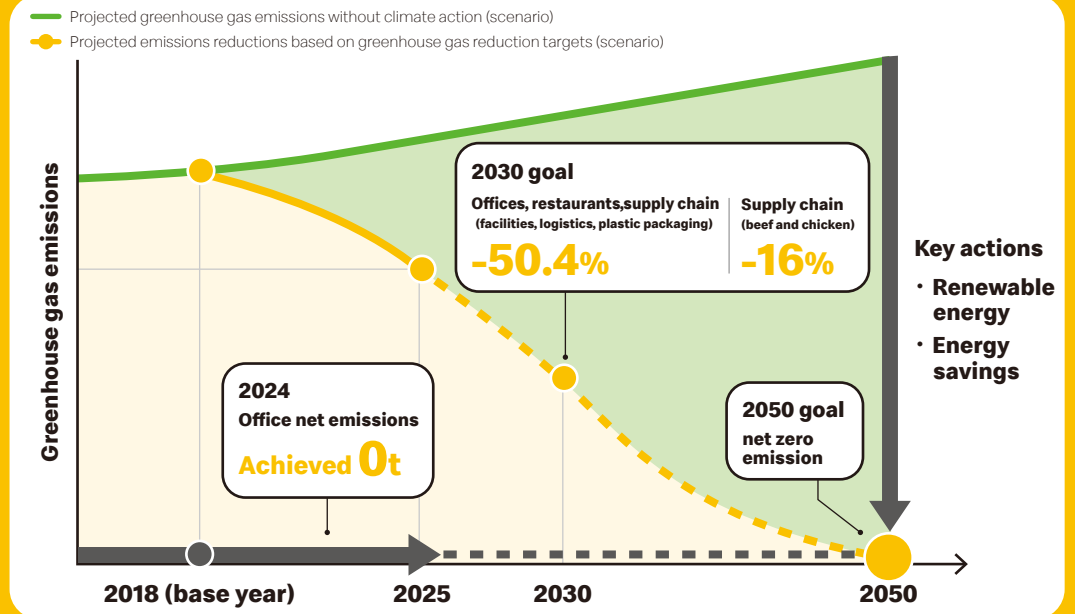
2025 vs. 2018  
**286,113t** **-28.4%**  
\*Electricity and gas emissions



### Supply Chain (Scope 3)

We are conducting discussions and assessments with suppliers to develop feasible initiatives.

### Illustration of Greenhouse Gas Emissions Reduction





## Decarbonization



We are making efforts to reduce our environmental impact, including energy management at our restaurants and the use of electricity generated from renewable energy sources.

### GOALS

- Achieve net zero emissions by 2050
- 50.4% reduction in greenhouse gas emissions from restaurants and offices by 2030 from a 2018 base year
- 50.4% reduction in greenhouse gas emissions in the supply chain (facilities, logistics, and plastic packaging), and 16% reduction in emissions from beef and chicken, by 2030 from a 2018 base year



## Introduction of Renewable Energy

We are making progress in using electricity generated from renewable energy sources such as solar, hydro-power, and geothermal energy, with introductions now completed at approximately 500 restaurants across Japan. In 2024 we reached our goal of sourcing 100% of electricity from renewable energy for our offices and achieved net zero greenhouse emissions.

Number of restaurants with renewable energy  
**Approx. 500**

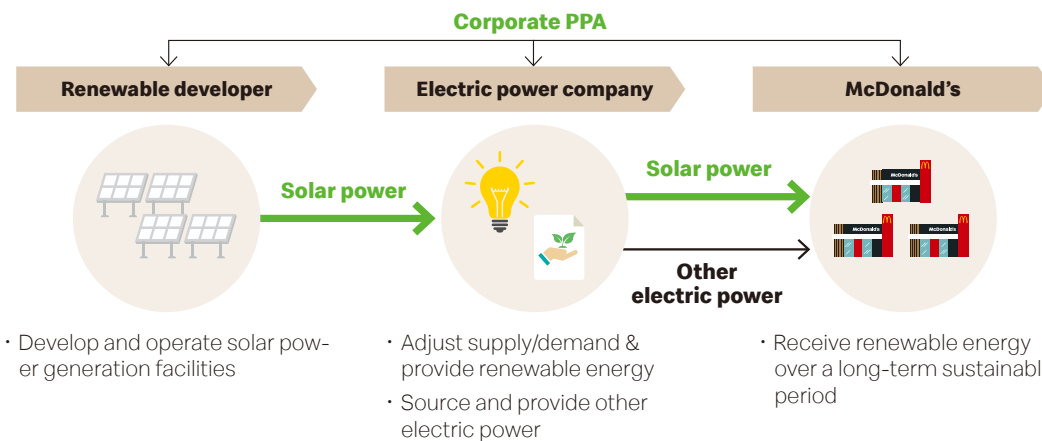
### Corporate PPA

We enter into Corporate PPAs, contracts with renewable energy developers, to purchase renewable energy over a long period.

Number of restaurants under the Corporate PPA program

**Approx. 200**

#### Infographic of Power Supply Through the Corporate PPA Program



### Installation of solar power generation facilities

Solar panels have been installed at select restaurants to make effective use of their rooftops. Through this, we will make further progress in energy-saving actions and use energy sources with even less environmental impact.



### Other Sourcing Initiatives

At our restaurants and offices, we are working to reduce our environmental impact through various approaches, including the procurement of renewable electricity backed by non-fossil certificates\* and direct sourcing. At selected restaurants, we collaborate with property owners (land and building owners) to obtain non-fossil certificates.

\*A certificate that verifies the environmental value of electricity derived from renewable energy sources, including solar, wind, hydropower, and biomass power.



**Decarbonization**

**Energy Conservation Initiatives**

We are working to make our restaurants more sustainable.

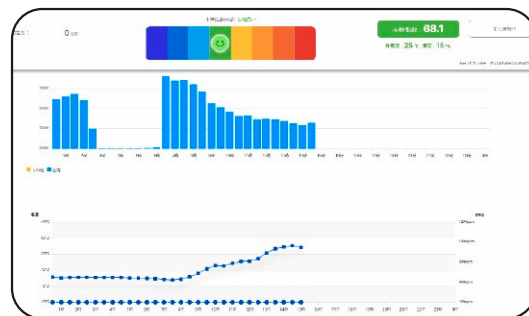
**Planned Replacement of Energy-Efficient Equipment**

Restaurants' existing equipment, including air-conditioners, freezers, and refrigerators, are replaced systematically with models that come with higher energy consumption efficiency (energy-saving equipment). In 2025, energy-efficient air-conditioners, freezers, and refrigerators, which are expected to reduce energy consumption by approximately 40% compared to conventional models, were installed at approximately 130 restaurants.



**Installation of Demand Monitoring Device**

We have implemented a pilot-phase automated demand control system that monitors electricity demand in real time and automatically controls air-conditioning systems. This initiative reduces electricity consumption while maintaining a comfortable in-store environment.



**Planned Maintenance System**

Restaurant staff implements the inspection and cleaning of equipment according to a set schedule. The use of a digitalized, systematized tool allows any of the restaurant staff to perform maintenance and contributes to the maintenance of equipment efficiency and reduction of energy waste.

**Logistics Efficiency**

As part of our efforts to reduce energy consumption used in transporting ingredients and materials, we are working to standardize and improve the efficiency of delivery operations across the supply chain.



**Use of Domestic Wood in Restaurant Buildings**

In support of the purpose of the "Wood Change" initiative promoted by the Forestry Agency, in February 2023, McDonald's Japan signed the "Agreement on Promoting the Use of Timber in Buildings," in collaboration with the Ministry of Agriculture, Forestry and Fisheries. Under this agreement, we were committed to designing restaurants using a minimum amount of local timber with a total volume of 5,550 m<sup>3</sup> over three years. By the end of 2025, the total volume of local timber used in our restaurants reached 5,566 m<sup>3</sup>, which corresponds to 5,353 tons of CO<sub>2</sub> stored. We will continue to actively utilize locally sourced timber to contribute to the reduction of CO<sub>2</sub> emissions.



Number of restaurants built with domestic wood<sup>\*1</sup>

**386**

CO<sub>2</sub> Storage<sup>\*2</sup>

**5,353t-CO<sub>2</sub>**

\*1 127 wooden-structure restaurants; 259 restaurants using wooden louvers

\*2 Equivalent to the annual CO<sub>2</sub> emissions of 1,434 households

<Total since 2023, as of December 2025>

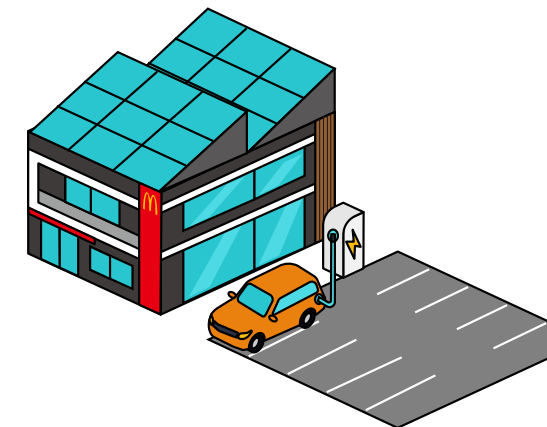
**Introduction of EVs**

We are switching to electric vehicles with low CO<sub>2</sub> emissions to deliver ordered items.



**Installation of EV quick chargers**

EV quick chargers are installed at selected locations. Renewable energy is used for charging, achieving net zero CO<sub>2</sub> emissions. We will continue to work on our infrastructure to ensure readiness for the growth of electric cars that produce fewer CO<sub>2</sub> emissions.





**GOALS**

- Replace all guest packaging with renewable, recycled, or certified materials by the end of 2025
- Move toward the use of sustainable materials including renewable, recycled, or certified materials for all Happy Meal toys by the end of 2025

# Use of Sustainable Materials in Packaging and Happy Meal Toys

We are working to reduce virgin plastics\*<sup>1</sup> used in guest packaging and Happy Meal toys. \*<sup>1</sup> New, unused plastics made from raw materials derived from fossil resources

## Packaging

Since 2022, we have gradually transitioned from virgin plastics to recycled materials, bio-mass-based plastics, and paper in our packaging (including virgin plastics contained in laminated layers). We have also increased the proportion of biomass plastics, progressively moving toward the use of more sustainable packaging materials.

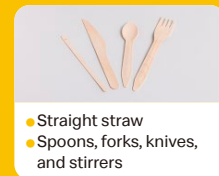
From March 2026, we began replacing straws for children's meals and select products with straws made primarily from 100% plant-based Green Planet® materials, designed to balance ease of use with reduced environmental impact.

### Estimated Reduction in Virgin Plastics through Changes to Customer-Use Packaging\*<sup>2</sup>

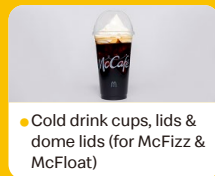
Approx. **6,800 tons per year**

\*<sup>2</sup> Estimated annual reducible weight calculated based on the number of packaging items used in 2025

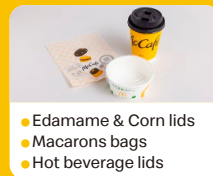
### Changes to customer-use packaging



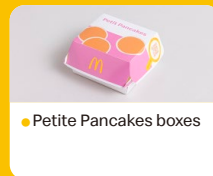
- Straight straw
- Spoons, forks, knives, and stirrers



- Cold drink cups, lids & dome lids (for McFizz & McFloat)



- Edamame & Corn lids
- Macarons bags
- Hot beverage lids



- Petite Pancakes boxes



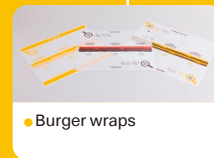
- Plastic bags
- Cold drink cup lids (for paper cups)



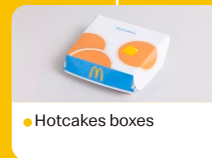
- Side salad containers



- McFlurry cups and spoons



- Burger wraps



- Hotcakes boxes



- Bioplastic straws

## Toys

**Toys** Use of sustainable materials

**Books** Change all books to softcover editions made from internationally certified paper

**Packaging** Switch all toy and book packaging to paper bags made from internationally certified materials

### Change to Sustainable Materials

Achieved **100%** Applicable to items introduced from July 2025 onward



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## Packaging & Happy Meal Toys / Waste Reduction & Recycling

We are driving the reduction of virgin plastics, minimizing waste, and recycling.

\*The image shows strawless lids made from 100% recycled PET



## Waste Reduction and Recycling

We are working to reduce food waste, promote food recycling, and recycle Happy Meal toys and used paper cups, with the goal of reducing greenhouse gas emissions.

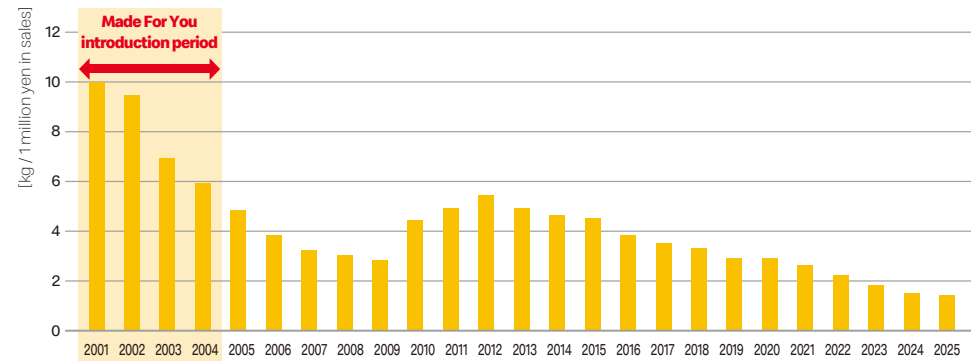
### Food Waste Reduction

#### “Made For You (MFY)” System

The “Made for You” system, where products are made to order, was introduced in 2001. The system enables restaurants to serve freshly made products quickly and also greatly reduces the amount of finished product waste compared to the time when products were prepared in advance.



#### Food Waste per 1 million yen sales



#### Initiatives to Reduce Leftover Food

We are partnering with our customers to reduce food waste due to leftovers. For example, McDonald's offers a variety of menu items and sizes, allowing customers to choose the amount they can eat. When placing an order, customers have the option to decline condiments, such as sugar or coffee creamer.

#### Food waste rate

# 2.1%

\*Discarded edible food (kg) ÷ food purchases (kg)

## Recycling

### ● Food Recycling

We are proactively taking steps to avoid wasting resources. Food waste from our restaurants is collected and converted to feed, fertilizer, and biomass fuel according to the priority order stipulated in the Food Recycling Law.

#### Food recycling rate

# 72.4%

\*Includes outbreak control based on a periodic report for food recycling

#### Used cooking oil

Almost all restaurants are recycling used cooking oil, which is converted mainly into feed, industrial oil, and biomass fuel.

#### Recycling rate of used cooking oil

# Almost 100%

\*Excludes a single restaurant in a commercial facility

#### Kitchen waste

Implemented at selected restaurants in Tokyo, Kanagawa Prefecture, and Fukuoka City. Feed: 19 restaurants (selected locations in Tokyo), Fertilizer: 53 restaurants (selected locations in Tokyo and Kanagawa), Biomass fuel: 16 restaurants (selected locations in Tokyo and Fukuoka City)

#### Number of restaurants participating in recycling

# 88

#### French-fry scraps

French-fry scraps from selected restaurants in Osaka Prefecture and Kyoto City are converted into feed. 47 locations in Osaka Prefecture and 12 locations in Kyoto City

#### Number of restaurants participating in feed conversion

# 59

#### Coffee grounds

Coffee grounds from selected restaurants in Himeji City, Kakogawa City, and Taishi Town of Hyogo Prefecture are turned into compost and provided to elementary and junior high schools for use in school activities upon request.

#### Number of restaurants participating in compost conversion

# 11



### ● Toy Recycling

Since 2018, McDonald's Japan has been implementing an initiative for collecting and recycling Happy Meal toys from nationwide restaurants.

Participating in recycling and seeing the green trays used in our restaurants from a young age give children the opportunity to think about the environment.



#### Number of toys collected

#### Total of approximately

# 26.1 million units

[https://www.mcdonalds.co.jp/sustainability/environment/toy\\_recycling/](https://www.mcdonalds.co.jp/sustainability/environment/toy_recycling/)

### ● Used Paper Cups Recycling

Selected restaurants are participating in the recycling of used paper cups, which are normally discarded after meals. Since 2025, we have been collaborating with three other foodservice companies and Oji Holdings Corporation to jointly collect and recycle used paper cups into paper towels and other products.





## Food Quality & Sourcing

We are making relentless efforts to achieve a world-class food quality control system in the areas of safety, quality, and cleanliness to prioritize food safety above everything else. We advance efforts together with our suppliers to serve nutritionally balanced meals, ensure animal health and welfare, secure a stable supply of food, and address environmental and social issues.

### **Food Quality & Sourcing**

- 24 Food Safety**
- 27 Nutrition and Marketing**
- 29 Responsible Sourcing**
- 30 Animal Health & Welfare**

<https://www.mcdonalds.co.jp/sustainability/food/>



## Food Safety Strategy

From farm to customer, we work with suppliers and experts to serve products that meet a variety of standards.

### Food Safety Risk Management

The Supplier Quality Management System (SQMS) and our Distributors Quality Management Program (DQMP) are embedded from farm to customer to meet rigorous protocols and reduce a variety of food safety risks.



#### SQMS\* (Supplier Quality Management System)

Percentage of suppliers that meet SQMS requirements

**100%**

\*A more robust food safety management system that consists of McDonald's expectations, based on GFSI benchmarks



#### DQMP (Distributors Quality Management Program)

Number and percentage of distribution centers that have been audited by a third party and met our standards

**14 locations 100%**



#### Food Safety Visit to Restaurants

Number and percentage of restaurants that met audit requirements conducted by external inspection companies

**Approximately 3,000 100%**

### Building a Food Safety Culture

As a business that provides safe and secure food products, we provide training on the approach and values toward food safety to all of our staff. We are also working with individual suppliers to foster a food safety culture and build a more robust system.

Number of serious food safety violations

**0**

Number of food poisoning outbreaks

**0**

Number of product recalls

**0**



## Food Safety

We are continuing our efforts to achieve the best food management system in the world.



## Quality Assurance System - From Farm to Customer

The products we serve to customers are managed by our own quality and food safety management system based on international standards, which are embedded from farm to processing plants, logistics, and food preparation at our restaurants.

PACE, HACCP, and other sanitation management methods are adopted by our restaurants to manage product safety.

### Fundamental Principles for Suppliers

We require our suppliers to comply with the Supplier Code of Conduct. This code of conduct contains fundamental principles for partnering with McDonald's and stipulates relevant laws and regulations, human rights, work environment, environmental conservation, and business integrity. Details regarding the code of conduct are specified in the "Supply Chain Human Rights Program (SCHR)," and suppliers are expected to implement and maintain this program.

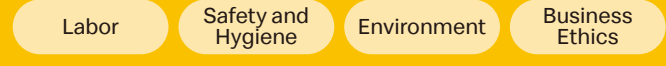
\*SCHR includes 4 audit areas in line with the SMETA audit framework established by SEDEX: Labor, Safety and Hygiene, Environment, and Business Ethics.

#### Supplier Code of Conduct



#### Supply Chain Human Rights Program (SCHR)

An audit program to ensure the implementation and maintenance of the Code of Conduct



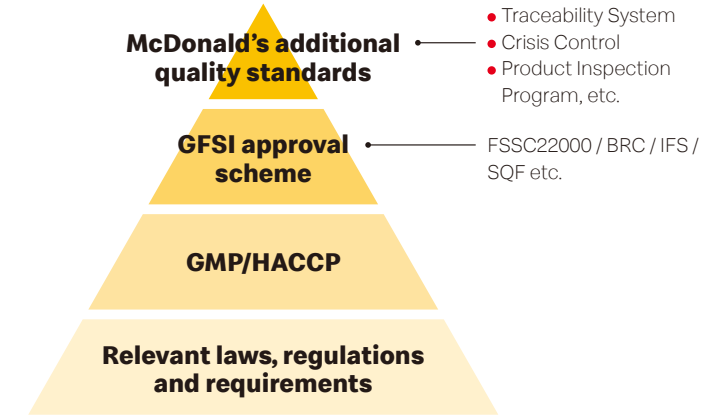
### Supplier Summit

We hold a Supplier Summit every year to share our business and future growth plans with our suppliers. Goals, opportunities, and progress related to food safety, quality improvement, and others are shared to deepen mutual understanding and strengthen our partnership. The Japan Supplier Advisory Council (JSAC), in which suppliers take the lead in addressing challenges, also presents the outcomes of its initiatives.



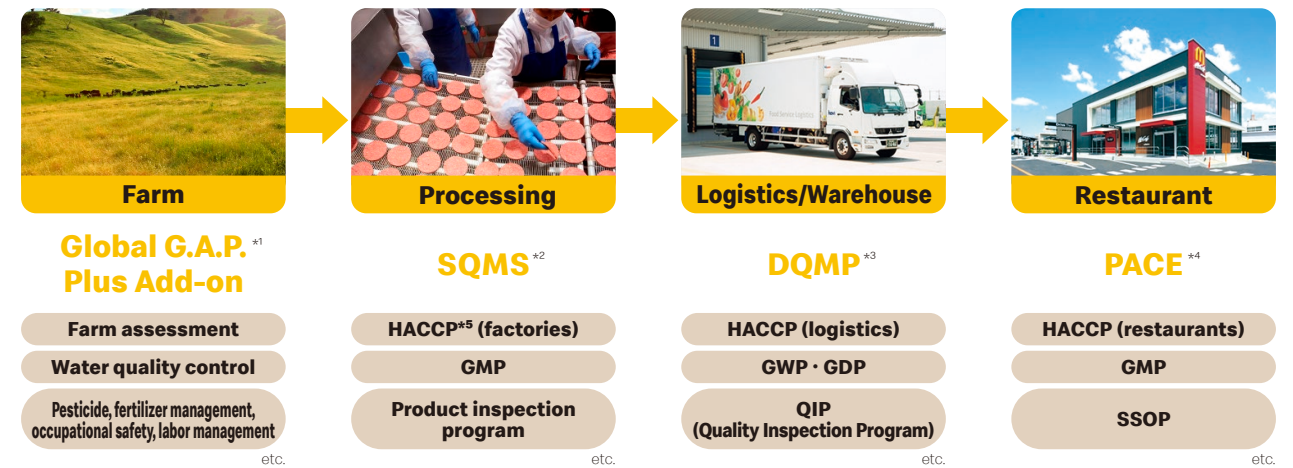
### Food Manufacturing Process Management

The food production process is managed by McDonald's Supplier Quality Management System (SQMS), a food safety management system in line with the Global Food Safety Initiatives (GFSI) founded by relevant laws and regulations including McDonald's additional quality standards. We conduct various tests and evaluations including sensory evaluation, and microbiological and physiochemical test analysis to ensure quality assurance.



### Traceability

We have a traceability system with the ability to trace back the production history from finished goods to raw materials. This will enable us to quickly identify root causes as well as implement countermeasures in case of an incident.



Confirm the effectiveness of the system through an audit program

\*1 Global G.A.P. Plus Add-on: Good Agriculture Practice \*2 SQMS: Supplier Quality Management System \*3 DQMP: Distributors Quality Management Program \*4 PACE: Performance And Customer Excellence to improve operations and provide consulting platform \*5 HACCP: Hazard Analysis and Critical Control Point



## Health and Safety in Our Restaurants



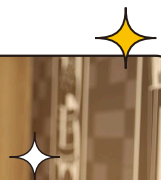
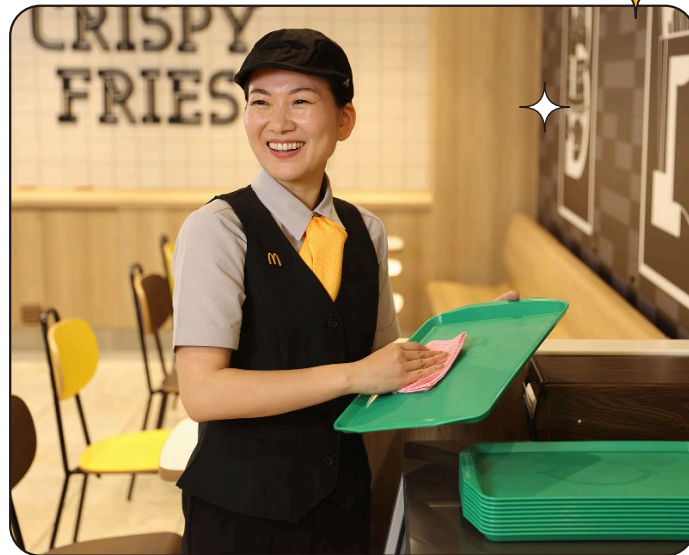
McDonald's takes hygiene management seriously in all areas of our restaurants to ensure that our customers can visit McDonald's with peace of mind.

### Actions that Support Safety and Security

We take seriously the responsibility to ensure health and safety in our restaurants from management to preparation and selling of food. In addition to temperature control of food materials and cooked foods, we complete a variety of daily safety tasks from monitoring the temperature of food materials as well as cooked foods to water quality checks and the degradation of frying oil.

We also provide learning opportunities through various manuals and e-learning programs to ensure that our staff understand and practice food safety correctly.

<https://www.mcdonalds.co.jp/sustainability/food/sanitation/>



#### Hand Washing

Our crew members implement thorough hand washing every hour at least, from fingertips to elbows.



#### Cleaning and Disinfection of Cooking Utensils

Cooking utensils are cleaned and sanitized regularly to ensure that they are always clean before use.



#### Full Use of Alcohol-based Disinfectants

Alcohol-based disinfectants are thoroughly applied to high-touch areas, including door-knobs and dining spaces.



#### Regular Audits by Specialized Agencies

Third-party specialized agencies conduct periodic audits to ensure proper implementation of hygiene management.



#### E-Learning and Training Courses

E-learning for restaurant managers and training courses for consultants are provided.



### Use of Digital Tools for Centralized Management and Data Storage

Our restaurants use tablet devices to manage hygiene control, maintenance schedules for equipment inspection and cleaning, and food safety systems.



#### Checklist-based Management

Over 30 checkpoints including hygiene management and maintaining a clean kitchen environment are carried out efficiently and accurately.



#### Simplified Input and Check Functions

Automation of certain data entries and systemization of processes simplify input and verification, improving both usability and accuracy.



#### Alert Function to Identify Root Cause

If any issues arise, an alert is triggered to determine the root cause, and solutions—like re-measurement—are provided on the spot to ensure prompt corrective action.



#### Access to E-Learning, Manuals, etc.

E-learning programs, manuals, and past maintenance records can be accessed and reviewed on tablet devices.



#### Bluetooth Measurement Devices

Bluetooth-ready thermometers are used for food temperature measurement.





\* Images are for illustrative purposes only.



## Choose with Peace of Mind

We serve around 1.4 billion customers each year, including approximately 100 million Happy Meals. This comes with responsibility, and we strive to offer safer, more reliable products through the use of nutritious ingredients and transparent information about our ingredients and offerings.

### Our Responsibility in Happy Meal

#### ● Consideration for Nutritional Balance

In addition to McFry Potato, the Happy Meal set side menu also includes a choice of Edamame & Corn or a side salad. Nutritionally balanced choices are available according to child's growth and dietary needs.



#### ● Simplification of Ingredients

Happy Meal sets do not contain artificial flavors or colors. We are also working on reducing artificial preservatives.

#### ● Transparency of Happy Meal Nutrition Information

We disclose nutritional information for Happy Meals and all other products.

#### ● Responsible Marketing

In advertising for children, we feature products with careful attention to their nutritional value.

### Elimination of Intentionally Added Fluorinated Compounds

Paper packaging materials—including McFry Potato(S) and Hash brown bags—are processed to prevent oil from soaking through. To provide our products more safely, we have eliminated intentionally added fluorinated compounds, including PFAS (per- and polyfluoroalkyl substances), commonly known as "forever chemicals," from all paper-based, customer-use packaging. (applicable to packaging manufactured from 2024 onward)



## Nutrition and Marketing

We are committed to providing safe and healthy meals and offer an extensive lineup of menu items to choose from.

### Our Approach to the Development of Happy Meal Toys and Books

At McDonald's, we hope that through Happy Meal toys and books, children can become absorbed in play, explore a wide range of interests, and enjoy the process of thinking and learning. Our goal is to foster imagination, self-expression, and creativity, helping children grow true to themselves. The development is based on seven child development themes in collaboration with child development specialists.





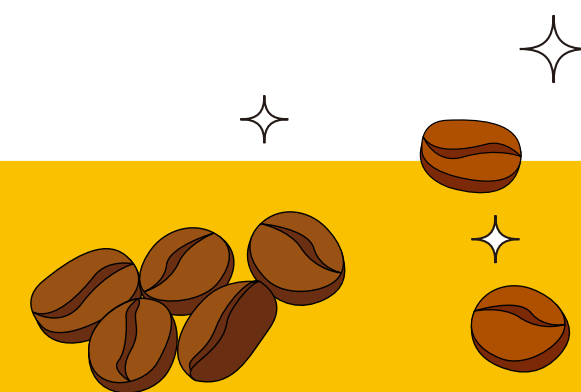


\* Images are for illustrative purposes only.



# Sustainable Sourcing of Food and Materials

We are committed to the responsible sourcing of ingredients in a manner that respects people, animals, the environment, and our business. By sourcing ingredients responsibly, we aim to contribute to a sustainable society and economy.

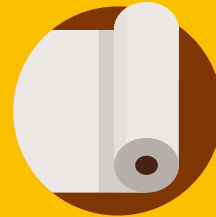


## Responsible Sourcing

We are considering the global environment, biodiversity, and the people who work in our supply chain. Together with our suppliers and producers, we conduct responsible sourcing.

### International Forest Conservation Certification

All paper containers, packaging, tray liners, and wooden cutlery provided to customers at our restaurants are produced using internationally certified paper and wood.



### Rainforest Alliance Certification (Sustainable Agriculture)

The coffee we serve to our customers is 100% grown by farms that have obtained Rainforest Alliance Certification to conserve forests and ecosystems and provide workers with appropriate working condition

For more information, please visit the Rainforest Alliance website



Coffee

### Beef

Globally, we are aiming toward the goal of sourcing beef from deforestation-free supply chains<sup>\*1</sup>. In 2024, we achieved 77%<sup>\*2</sup> of this goal.

<sup>\*1</sup> Deforestation-Free Beef Procurement Policy  
<sup>\*2</sup> McDonald's Global figure (2024)



### MSC Certification (Fishery Resource Conservation)

Whitefish used in our Filet-O-Fish is MSC certified and comes from sustainable, environmentally friendly fisheries for natural Alaskan pollock.

For more information, please visit the MSC Japan website



MSC-C-57384

### RSPO Certification\* (Sustainable Palm Oil Procurement)

We use palm oil certified as sustainable by the Roundtable on Sustainable Palm Oil (RSPO) for fry oil. The production of palm oil without taking into consideration the environment and local communities can lead to a large-scale loss of tropical rainforests and a variety of species.

\*Mass Balance Certification



### Soy

With regard to soy, a standard ingredient in chicken feed, we purchase credits from the Roundtable on Responsible Soy (RTRS) certification.





\*Images are for illustrative purposes only.



# Compliance with Requirements on Farms and in Meat Processing Facilities

To provide safe and high-quality food, it is essential that livestock are properly raised throughout their lives, and that suppliers and producers understand and cooperate with these practices.

McDonald's requires its meat processing plants of food material origin to comply with Animal Health & Welfare (AH&W).

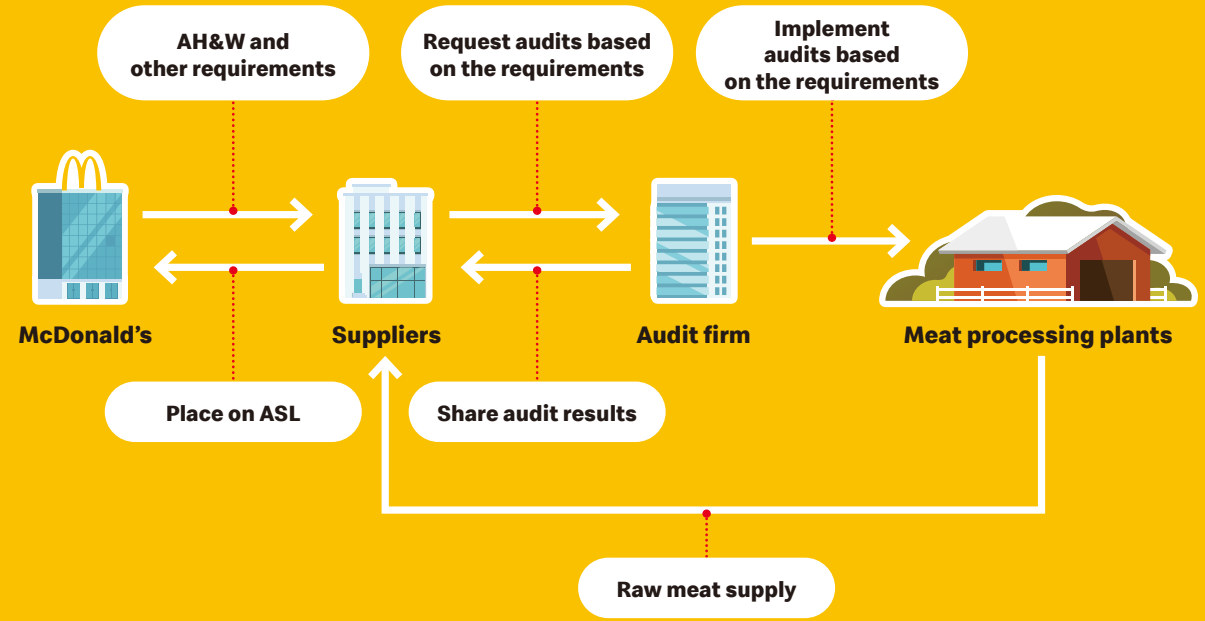
AH&W audits ensure that cattle/chickens/pigs are slaughtered (meat processing) in a humane manner according to their nature and slaughter process.

McDonald's suppliers can only source meat from meat processing plants that meet the criteria of these audits and are placed on the Approved Supplier List (ASL) as approved suppliers.

The beef, chicken, and pork used by McDonald's Japan are sourced from a supply chain that meets McDonald's sourcing standards.

## Animal Health & Welfare

We are committed to sourcing with more focus on animal health and welfare across the globe.



### Beef

From cattle raising to meat processing, we make the health and welfare of animals a priority. We only source beef from meat processing plants that take steps to minimize stress on the cows.



### Chicken

We are committed to sourcing chicken raised in a better environment. We follow policies regarding the use of antibiotics for products for McDonald's Japan.



### Pork

We are committed to sourcing pigs raised in a better environment. We only source pork from meat processing plants that take steps to minimize stress on the pigs.

[Click here to learn more about Global McDonald's Animal Health & Welfare initiatives.](#)



# Jobs, Inclusion & Empowerment

**We believe that People are the key to a sustainable future.  
We are giving full focus to a safe and inclusive workplace where everyone can grow and play an active role.**

## **Jobs, Inclusion & Empowerment**

- 32 People Vision & Human Rights Policy**
- 33 Fostering Safe, Respectful, and Inclusive Workplaces**
- 34 Inclusion**
- 37 Talent Development & Career**

<https://www.mcdonalds.co.jp/sustainability/people/>



## McDonald's Approach Towards People



McDonald's has various approaches to achieving its brand mission.

These include the globally shared vision for everyone who works at McDonald's, called the "People Vision," and the commitment made to all staff and employees to bring this vision to life, known as the "People Promise."

Based on these principles, McDonald's aims to provide growth opportunities for all employees and foster a workplace where everyone can play an active role.

### People Vision

Striving to become the employer of choice in every town around the world



### People Promise

We value you, your growth, and your contributions

## People Vision & Human Rights Policy

We stand behind the words of Ray A. Kroc, founder of McDonald's, who said, "We are not a hamburger business serving people, but we are a people business serving hamburgers."



### UP TO YOU

We have established the "UP TO YOU" policy, which means that there are no limits to what you can accomplish if you set your mind to it.

The growth of McDonald's business has been, and will continue to be, supported by individuals thinking about their career and keep challenging themselves regardless of their career history or age. We strive to foster a new McDonald's culture where everyone can build a career that fits their goals, lifestyle, and work needs.

### Human Rights Policy

McDonald's is committed to respecting human rights globally and updates its policies as appropriate. In Japan, McDonald's launched a human rights due diligence project in 2025. In addition to our ongoing human rights audits of suppliers and restaurants, we will continue to identify risks of human rights violations affecting our staff, employees, and business partners and address them progressively. As a company providing food—an essential part of social infrastructure—we will also continue to communicate and update our human rights policy as needed.

<https://www.mcd-holdings.co.jp/company/humanrights/>



## Fostering Safe, Respectful, and Inclusive Workplaces

**McDonald's has introduced Global Brand Standards to foster an inclusive culture where our staff and customers feel safe, and harassment or discrimination of any kind is not tolerated.**

## Global Brand Standards

**Global Brand Standards focus on four key areas: "Preventing harassment, discrimination, and retaliation," "Preventing workplace violence," "Listening through restaurant employee feedback," and "Protecting employee health and safety." We are committed to providing safe, respectful, and inclusive workplaces for our staff. It is important to implement these standards anytime and anywhere by each and every staff.**

### Ensure Compliance with the Standards

Distribution of the Brand Standards Playbook and orientations and training to prevent harassment, discrimination, and retaliation have been implemented for our staff to enable the understanding of the four key areas and the details of our actions. The Compliance Hotline and other programs are available in the event that someone is subject to harassment or discrimination.

We want to provide a workplace that is always safe and secure. To that end, we also conduct surveys and stress check, as well as implement Putting People First Visit (PPFV) and other programs to identify issues and solicit staff feedback. Issues that cannot be addressed by the restaurant or department alone are shared with relevant departments. Then, the Safety and Health Committee considers and implements specific measures.



### PPFV

As part of the process to ensure safety at our restaurants (workplace), PPFV is conducted at least once a year to diagnose and review whether the three standards (shown below) are met.

#### PPFV check items



##### Critical Legal Areas

- Proper pay for hours worked
- Proper staff breaks
- Proper filing of crew employment documents
- Recruitment and employment of persons under 18 years of age in line with law and employment regulations



##### Global Brand Standards

- No harassment or discrimination
- No violence
- Conduct People Survey
- Conduct orientations
- Proper hiring and placement of foreign nationals



##### Mechanisms, Systems and Career Development

- Use of paid leave
- Pay for performance
- Flexible work schedule
- Benefits
- Use of Hamburger University curriculums and crew training



# Inclusion

**We provide a wide range of employment opportunities regardless of gender, age, or nationality, while striving to further enhance individual engagement and create a rewarding workplace.**

## Promoting Inclusion

**A diverse workforce has different work styles and support is needed for them to work and grow. At McDonald's, we listen to our staff, organize and review the system, and strive to make the system more staff friendly. Seminars and in-house workshops are held to facilitate the understanding of staff who use the system, their colleagues, and supervisors. Through these efforts, we provide an opportunity for all staff to think about "what I can do to build an inclusive workplace."**

### ● Open Door! Team

The Open Door! Team supports the development of an open organization that respects individuality, shuns isolation, and provides two-way support. Sponsored by the CEO, the team made up of volunteers from different departments at McDonald's offers suggestions on systems and mechanisms to develop an active and diverse workforce. The team also partners with universities, other businesses, and relevant organizations to hold awareness-raising seminars and workshops, advancing inclusion within and outside of the company.



### Establishing the Field Open Door! Team to Foster an Inclusive Workplace

We held a restaurant general manager roundtable to exchange ideas and share initiatives focused on creating store environments where diverse talent can thrive and grow.



### Special Panel Discussion for International Women's Day

In celebration of International Women's Day, which advocates for the elimination of discrimination against women and the advancement of their status, we held a special event to promote the empowerment of women in the workplace. The panel discussion, themed "Growth at McDonald's," was attended by McDonald's employees as well as suppliers and franchise staff.





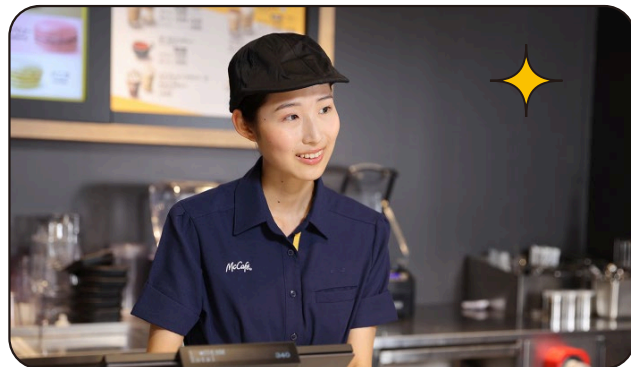
## Diverse Teams

We are working to create a workplace where diverse talent—regardless of gender, age, individuality or backgrounds—can fully leverage their strengths to work and grow.

Number of crew members

Approximately **220,000**

\*Figures include company-operated and franchised restaurants



## Fostering an inclusive workplace for crew from diverse backgrounds

At McDonald's, we welcome approximately 1.4 billion customers each year. To provide an exceptional restaurant experience for our diverse customers across Japan, we believe it is essential for our own team to reflect diversity. By creating employment opportunities throughout Japan and empowering people from all backgrounds to thrive, we contribute to the well-being of society. This sense of giving back to the community inspires each team member's personal growth. As a widely recognized brand, we strive to lead this positive cycle and serve as a role model for promoting inclusion across Japan.

In 2024, as part of our initiatives, we revised our crew appearance policy to allow freedom of hair color. McDonald's will continue working to create a workplace where diverse individuals can be true to themselves.

### Youth

We are proactively providing work and growth opportunities to youth. Of our approximately 220,000 crew members, more than 60% of those working at our restaurants are under the age of 24. We believe that work experience with people from diverse backgrounds presents a highly valuable experience and gain portable skills. A total of approximately 3 million former part-timers at McDonald's are now playing active roles in society. In addition, we partner with NPOs, boards of education, and other organizations to hold an internship program to drive youth employment.

Number of crew member aged 24 or under

Approximately **140,000**

### Homemakers (male & female)

At McDonald's, 1 out of every 5 crew members is a homemaker. We provide a friendly workplace for them. For example, they can work as little as 2 hours a week, and shifts are adjusted on a weekly basis, allowing them the flexibility to work long-term according to their family's needs.

### Seniors

People over 60 years old who have gained a variety of knowledge and skills in society are playing an active role at McDonald's. Regardless of age, each crew member works in their own way and style.

Senior Crew (60+)

Approximately **14,000**



### Foreign Nationals

Crew members, primarily international students from over 80 countries, are working at McDonald's restaurants and we are developing a workplace where they can put their strengths to work by including support items such as multi-language tablets.

Number of non-Japanese crew

Approximately **24,000**



### Hire Crew with Disabilities

People with disabilities are also working as crew members. We are developing a friendly workplace for everyone by adopting a universal design for orientations and people development kits.

Employees with disabilities

**1.79%**

\*Full-time employees and crew members of McDonald's Japan



**Diverse Teams**

**Promoting Women**

The Open Doors! Team takes the lead in promoting women to play an active role through activities such as career support, networking, and leadership development for female employees.

**Special Panel Discussion for International Women's Day**

Three women, former crew members from both inside and outside the company, were invited to speak on the theme "What is the secret to growing authentically at McDonald's?" They shared valuable insights drawn from their experiences as crew members and their current roles, covering topics such as diversity, keys to growth, creating a supportive work environment, building a career as a woman, and working styles. The session resonated with the participants—including suppliers and franchise partners—and offered new perspectives and takeaways.



Percentage of female restaurant general managers

**35.4%**

Percentage of female executives

**27.8%**

Percentage of female managers

**27.8%**

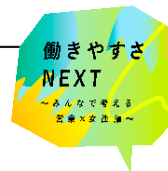
\*Full-time employees of McDonald's Japan



**Initiatives with Suppliers and Other Companies**

We promote inclusion not only within our company but also in collaboration with our suppliers. Suppliers led discussions, drawing on company survey results, to explore the current state and potential solutions for two key topics that drew strong interest: "promoting active roles for women" and "employment of foreign nationals." These activities were shared at our Supplier Summit, helping to advance inclusion among our business partners.

**Workstyle NEXT Project**



We launched the "Workstyle NEXT Project" in collaboration with six companies from different industries to identify challenges faced by women in sales roles and co-create solutions.

Through this project, we identified specific issues and compiled initiatives aimed at advancing the next stage of workplace improvement in a white paper titled "Workstyle NEXT Project FOR THE NEXT 2025," which has been made publicly available.

<https://www.mcdonalds.co.jp/company/news/2025/1210b/>

**Mechanisms and Programs to Support Flexible Work Styles**

We have been enhancing programs that support various ways of work to realize work-life balance that suits each employee and life events.

We have continuously worked to introduce new programs and foster a corporate culture in which diverse talent can play an active role, and we will continue striving to ensure these initiatives take root and become firmly established. In 2025, we further promoted the awareness and utilization of these programs, expanded opportunities for career consultations, and introduced role models for employees in the child-rearing stage.



**Work Arrangement**

Flextime and telecommuting work arrangements are provided for our office staff, and a variable working hour system is available for restaurant staff, enabling them to adjust working hours and holidays during busy work periods and for personal activities to maintain work-life balance. In addition, flextime work arrangement is available for restaurant general managers to add more flexibility to their work schedule.

**Local Salaried Employee Program (company-operated restaurants)**

Local salaried employee program is introduced to promote a flexible way of work. This enables our people to advance their careers within areas that are an easy commute and according to their lifestyles.

**Support Restaurant General Manager Program (company-operated restaurants)**

When a restaurant general manager takes maternity leave, childcare leave, or nursing care, the support restaurant general manager assists in restaurant operations. This arrangement allows restaurant general managers to maintain a proper work-life balance.

**Support Childbirth, Childcare, and Nursing Care**

We are developing a workplace including a variety of supportive programs so that our people can make full use of their strengths and play an active role without giving up career advancement in the event of changes in life, such as childbirth, childcare, and nursing care. We also believe that males' involvement in childcare is essential. We are working on creating a workplace that promotes the use of different programs, for example, by setting up a contact point for inquiries from those eligible for childcare leave and distributing Childcare Leave Support Booklet.

Turnover rate<sup>\*1</sup>

**9.4%**

Average monthly overtime hours<sup>\*1</sup>

**18.7 hours**

Paid leave acquisition rate<sup>\*1</sup>

**59.3%**

Return to work rate after parental leave<sup>\*1</sup>

**100%**

Male childcare leave acquisition rate<sup>\*2</sup>

**53.0%**

\*1 Full-time employees of McDonald's Japan \*2 Full-time employees and crew members of McDonald's Japan



# Talent Development & Career

We strive to be a “Feel Good Place to Work,” a rewarding workplace where everyone working at McDonald’s enjoys many “Feel-Good” moments.

## Talent Development at McDonald’s

To realize a “Feel Good Place to Work,” we believe it is important for each individual to harness their potential, work with pride, and recognize self-growth.

### Talent Management

To ensure continuous people development, we implement a strategic positioning of our people, job rotation, and others to develop successors.

### ALL JAPAN CREW CONTEST(AJCC)

Since 1977, McDonald’s has been holding AJCC every year to recognize the day-to-day contributions of our crew and with the hope of instilling pride among crew members. AJCC is truly the pinnacle for restaurants and crew members, which is held every year starting in April, followed by national competitions in December. AJCC contributes to enhanced skills and service, stronger motivation and teamwork, and spurs the growth of individual crew members.



Champions receive commemorative gifts, such as exclusive original badges



### Educational Institution (Hamburger University)

Hamburger University, located at the head office of McDonald’s Japan, is a specialized training institution dedicated to talent development and the advancement of educational systems, utilizing the latest educational theories and methodologies. With 11 campuses worldwide, the Japan campus was established in June 1971—prior to the opening of the company’s first restaurant in Japan (Ginza Mitsukoshi)—demonstrating the company’s long-standing belief that people development is a top priority. The curriculum covers leadership, team building, relationship management, and overall management, providing learning opportunities tailored to each role and level of responsibility. The comprehensive programs are designed to help participants naturally develop essential skills in an engaging environment, incorporating not only classroom instruction but also video-based and e-learning formats. As part of our community contribution efforts, we also offer training programs for educators using our original curriculum, an initiative that has been very well received.

Number of attendees	Total training hours	Number of curriculums
Approximately <b>14,000</b>	<b>96,030</b> hours	<b>10</b> types

[https://www.mcdonalds.co.jp/sustainability/people/hamburger\\_university/](https://www.mcdonalds.co.jp/sustainability/people/hamburger_university/)



## Career Development

“There are no limits to what you can accomplish if you set your mind to it.” These words of our founder, Ray A. Kroc, are ingrained in our corporate culture. It's UP TO YOU. We believe that McDonald's growth is underpinned by each individual who continues to think about their own career and take on the challenge regardless of career background or age.

\*McDonald's policy describing the diversity of career choices and growth based on individual efforts

### Diverse Career Choices

McDonald's offers a wide variety of career programs so that people can build a career that suits their lifestyle. Systems and programs include an internal job posting system, a job posting system for transfer to a franchisee company, and a support system to become an independent owner operator.

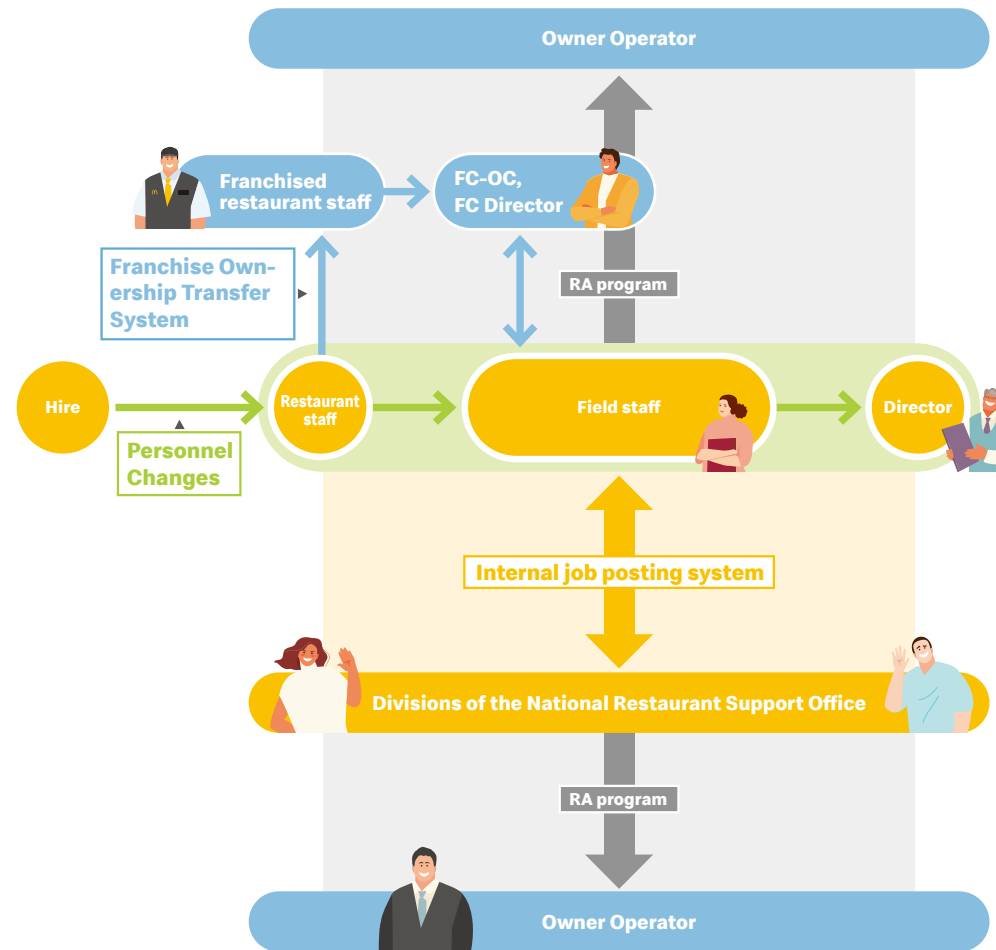
Each staff receives a Career Book to provide a wider viewpoint and information on these job opportunities.

#### Internal Job Posting System

A variety of open departments and positions are shared with the employees, with suitable candidates are selected from among the applicants. Anyone who meets the eligibility and terms for the position can apply. We provide opportunities for our staff to take up the challenge of aiming for and achieving their career goals and work on supporting individuals' career advancement to ensure that we have the right people at the right place.

#### Franchise Ownership Program

McDonald's is a people business, and franchise owners who are deeply rooted in their local communities are the foundation of our success. Employees can leverage the experience and skills they have developed at McDonald's to become an independent franchisee. Each year, a growing number of employees take on new challenges by transitioning to franchise ownership and establishing themselves as independent franchisees.



### A Workplace that Enables Growth (Portable Skills)

Working in a restaurant as a crew with work colleagues offers everyone an opportunity to develop skills such as communication, cooperation, leadership, and other skills that help individuals flourish at different life stages. Also, our proprietary training program enables our staff to add knowledge to the experience they gained. Working as a crew at McDonald's offers a unique opportunity to develop these skills and is a key for assisting former crew members to play an active role in a wide range of stages throughout their careers.

Office staff can also enhance their abilities through work and attend Hamburger University classes or take elective training to develop portable skills that are useful throughout life. In addition, we have established a globally aligned performance and development system known as the Performance Motivation process. Through this framework, each employee is empowered to act in alignment with Our Values, stay motivated, pursue individual goals, and maximize performance—driving personal career growth and development while contributing to the company's sustained success.



## Community Connection

**“We have an obligation to give back to the community that has always supported us.”**  
Everything we do originates in these words of Ray A. Kroc, founder of McDonald's.  
As a member of the community, we put the happiness of children and the smiles of our customers, local communities, and society first.

### **Community Connection**

- 40 Ronald McDonald House**
- 41 Support of Youth Sports**
- 42 Community Activities**
- 43 Education Support**

 <https://www.mcdonalds.co.jp/sustainability/local/>



## Ronald McDonald House

We are committed to fostering a charity culture and supporting the Ronald McDonald House Charities Japan (RMHC) with the aim of engaging in activities that put smiles on the faces of the children and their families who stay at the house.

### Ronald McDonald House (RMH)

RMH facilities are built adjacent to hospitals to provide a "home away from home" and help families with sick or injured children stay together. There are 12 locations in Japan as of December 2025. McDonald's has supported the Ronald McDonald House since the establishment of Ronald McDonald House Charities Japan, the operator of RMH. McDonald's Japan continues to provide support to this day, including setting up donation boxes at nationwide restaurants, offering coupons with donations, donations from our Mobile Order & Pay app, and PayPay, a cashless payment service, when ordering to provide easy access for customers to engage in charity activities.



### RMHC Support Donations from Customers (2025)

# 165,460,338yen

All the donations made at our restaurants are donated to Ronald McDonald House Charities Japan to operate and build House facilities.

\* Includes donations collected through front counter donation boxes, Mobile Order & Pay, use of PayPay at front counter, set menu including donations, Yahoo! Net Fundraising, and direct contributions made to RMHC

### Blue Mac Day

"Blue Mac Day," a charity initiative, was held on Sunday, October 19, 2025. Drink cups and paper bags were changed to blue, and restaurants were decorated in blue—the theme color of Ronald McDonald House—to encourage support. Many people responded and the event raised the largest charitable donation to date. McDonald's and McDonald's franchisees donated 50 yen for every Happy Meal sold on "Blue Mac Day."

### Donations from Blue Mac Day

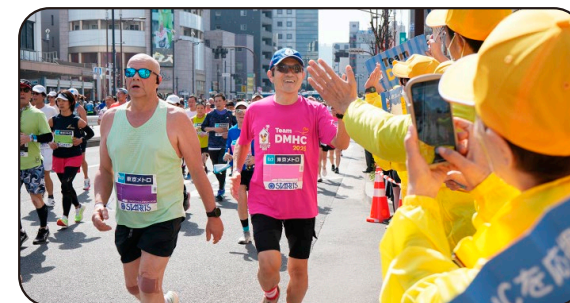
# 121,480,660yen

\* Includes donations made by McDonald's Company (Japan), Ltd and its franchisees based on the number of Happy Meal sales, as well as the total amount of customer donations received during the campaign period from October 1 (Wed.) to 31 (Fri), 2025 (includes front counter donation boxes, Mobile Order & Pay, donations from PayPay at front counter, set menu with donations, Yahoo! Net Fundraising, and direct contributions made to RMHC).



### Supporting RMHC through the Marathons

In March 2025, approximately 852 Team RMHC runners participated in the Tokyo Marathon 2025 in support of RMH. The runners were cheered on by a group of around 400 McDonald's staff and business partners. RMHC support through marathons is spreading in other parts of Japan, and Team RMHC runners also participated in marathons held in Osaka, Kobe, and Fukuoka. Donations raised through charity runners at the Tokyo Marathon 2025 reached 200 million yen.



RMHC is a donor recipient organization for the Tokyo Marathon 2025 Charity

### Smile Socks Donation

In honor of children of the same age who are fighting serious illnesses, youth baseball players, youth football players, their parents, and team supporters showed their support by wearing red and white striped "Smile Socks" at the national tournament. "Smile Socks Donation" are also held at prefectural youth baseball tournaments and events throughout Japan.





## Support of Youth Sports

We focus on promoting the healthy growth of children's minds and bodies through our support of youths enjoying sports.

We also organize events and Experience Sessions for children to enjoy the sport, regardless of experience.



### Baseball

#### Takamadonomiya Cup All-Japan Rubber Baseball McDonald's Tournament

Known as the elementary school equivalent of "Koshien," McDonald's Japan has supported this tournament since 1986, celebrating its 40th year of support in 2025. The 2025 national tournament was held in Niigata, where many children played with determination and gave their all until the very end.

As part of our support initiatives, we distributed the Baseball Player Book 2025 booklet to approximately 370,000 registered team players. In addition, restaurants located near the home bases of teams participating in the national tournament hosted presentation ceremonies for the "McDonald's Wappen," a symbol of admiration for youth baseball players across the country. These events bring together the local community to support the players.

#### 45th Takamadonomiya Cup All-Japan Rubber Baseball McDonald's Tournament

**Around 10,000** teams nationwide  
**Approximately 370,000** children supported

\*FY2025



### Youth Football

#### JFA All Japan U-12 Football Championship

Since 2011, McDonald's has been supporting one of the largest youth football tournaments in Japan, where players aged 12 or younger from around the country compete and many J-League and Japan National Team players have been produced. In 2025 we continued our support, including the distribution of the Football Player Book 2025 booklet to approximately 390,000 registered team players.



#### JFA All Japan U-12 Football Championship

**Around 8,200** teams nationwide  
**Approximately 390,000** children supported

#### McDonald's Friendly Cup

Starting in 2019, this event is held in hopes of creating opportunities for more players to forge deeper ties with more friends. The JFA (Japan Football Association) has given a special permission for the players to wear Smile Socks in the Friendly Cup as a sign of support for sick children.

#### Support for the Japan Inclusive Football Federation

Since 2016, we have been supporting the Japan Inclusive Football Federation with the aim of creating a society where all children can enjoy sports. Through this initiative, we contribute to build an inclusive environment where everyone can enjoy football, regardless of ability or disability.



### Basketball

#### McDonald's National Mini Basketball Tournament

Basketball is familiar to elementary school children of both genders. Since 2023, we have been supporting the McDonald's National Mini Basketball Tournament for elementary school students. The tournament was held at the Yoyogi National Gymnasium First and Second Gymnasiums at the end of March, with 47 boys' teams and 47 girls' teams, representing each prefecture participating. The event was conducted as a friendship tournament, with no championship title awarded. Starting in 2025, an original McDonald's Wappen Sticker is presented to all national tournament players in the hope that children representing their prefectures will shine even brighter as they enjoy basketball with pride.

#### 56th McDonald's National Mini Basketball Tournament

**Around 8,340** teams nationwide



## Community Activities

Community involvement means supporting and engaging in local community programs and creating a safe and secure neighborhood.



### Safety and Security Initiative

We partner with local police departments and implement a variety of activities to protect our children in local communities. McDonald's restaurants are registered as "#110 House for Children," where children can freely run for safety in case of danger or trouble. In 2025, participation was also launched in Iwate, Akita, and Nara prefectures, bringing the total to 2,535 restaurants across 35 prefectures. During the National Traffic Safety Campaign period at other times, we collaborate with local police headquarters to hold crime prevention classes and traffic safety classes. We also raise safety and security awareness through tray liners and in-store digital signage.



Number of restaurants participating in "#110 House for Children"

**2,535** restaurants



### Childcare

McDonald's supports the Childcare Support Passport Program, promoted by both the Japanese government and local municipalities. Our Cheeseburger Happy Meal set is offered at a special price whenever the Childcare Support Passport, issued by individual prefectures, is presented upon ordering.

Number of Happy Meal sets sold under the Childcare Support Passport Program (2025)

**541,596** sets

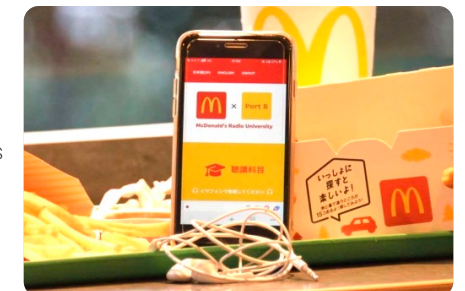


### Children's Canteen

As a member of the community, in certain areas, we provide Children's Canteen support upon request and offer other assistance in collaboration with support groups. In addition, we are working in collaboration with our suppliers to establish a sustainable framework that enables the ongoing donation of surplus ingredients following product promotions to food banks.

### McDonald's Radio University®

An art project by director & artist Akira Takayama (Port B), in which immigrants and refugees are invited to speak as "professors" and listeners attend the sessions via mobile devices. In collaboration with art galleries, this initiative offers learning and discovery along with meal enjoyment. In 2025, the initiative was selected as a finalist in the Corporate Strategy category of the "ART & BUSINESS AWARD 2025," presented by Japan's Ministry of Economy, Trade and Industry and Forbes JAPAN.





## Education Support

We offer a wide range of learning opportunities to bring bigger smiles to the faces of children.



### Hello Ronald!

We offer programs at nursery schools and elementary schools to teach children about rules and manners necessary for daily life. The three programs of traffic safety, crime prevention, and SDGs can be enjoyed in person or online together with Ronald McDonald in a fun and easy way.

Number of sessions

**314**



### McAdventure

McAdventure is a unique hands-on work experience program where children can learn how to make McDonald's favorites such as hamburgers, McFry Potatoes, and drinks. Designed for children ages 3 to 12, the program also teaches proper handwashing practices the McDonald's way.

Number of restaurants & sessions

**1,025** restaurants

**56,318** sessions



### Visitation Classes on SDGs

We want children to have an opportunity to think "What can I do?" for the planet and society, and with that in mind, we set up visitation classes in selected locations for upper elementary school students. To date, approximately 2,300 children\* have taken the class. Our staff working at nearby restaurants introduce McDonald's initiatives in environmental conservation, followed by a class presentation by students on "What we can do for the planet."

\*Figures reported as of the end of December 2025



### Food Education

Since 2005, McDonald's has been providing support to elementary schools' food education classes for 20 years through the use of a digital teaching tool called "Shokuiku no Jikan," developed by McDonald's. "Shokuiku no Jikan + (Plus)" teaching tool, which is available on our official website, is utilized at elementary schools throughout Japan. In 2025, a special website was set up during the summer vacation period to provide an opportunity for families to learn about food.



### Training Programs for Educators (Hamburger University)

Hamburger University, McDonald's talent development institution, also offers training programs for educators.

We believe that supporting teachers' professional development through our leadership and communication programs contributes to the vitality of local communities. Since launching training sessions for Tokyo Metropolitan Government employees in 1999, we have continued to expand the program to other prefectures.

Total number of attendees (graduates)

**3,000+**





# 2025 DATA Our Planet

## Environmental Data Trends Energy Consumption & CO<sub>2</sub> Emissions

### Energy usage per type (all restaurants)

Electricity

**656.48**  
million kWh/year  
+0.9% YoY

Gas (city gas equivalent)

**31.18**  
million m<sup>3</sup>/year  
+3.1% YoY

Water

**5.273**  
million tons/year  
+4.1% YoY

Crude oil equivalent

**195,526**  
kl/year  
-4.0% YoY

### Energy usage per 1 million yen in sales

Electricity

**738.5** kWh/million yen  
-5.9% YoY

Gas (city gas equivalent)

**35.1** m<sup>3</sup>/million yen  
-3.8% YoY

Water

**5.9** t/million yen  
-3.3% YoY

### Energy usage per 1,000 customers per type

Electricity

**409.4** kWh per 1,000 customers  
-4.2% YoY

Gas (city gas equivalent)

**19.4** m<sup>3</sup> per 1,000 customers  
-2.5% YoY

Water

**3.3** t per 1,000 customers  
±0.0% YoY

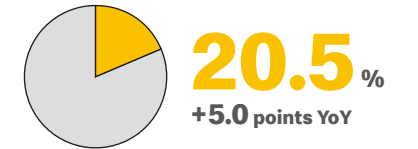
### Percentage of CO<sub>2</sub> emissions & renewable energy (all restaurants)

CO<sub>2</sub> emissions

**286,113** t-CO<sub>2</sub>/year  
-9.0% YoY

**92.0** t-CO<sub>2</sub>/restaurant  
-9.6% YoY

Percentage of renewable energy



### CO<sub>2</sub> emissions for the past 3 years per facility

		Base value (2018)	2023	2024	2025	
<b>Total amount</b> <sup>*1</sup> (t-CO <sub>2</sub> )		<b>399,436</b>	<b>332,899</b>	<b>314,273</b>	<b>286,116</b>	
Reduction rate from the base year		-	<b>16.7</b>	<b>21.3</b>	<b>28.4</b>	
<b>Scope 1</b> <sup>2</sup>	Office buildings/sites <sup>(t)</sup>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
	Company-operated restaurants <sup>(t)</sup>	<b>27,750.6</b>	<b>23,526.0</b>	<b>20,988.6</b>	<b>16,409.0</b>	
	Franchised restaurants <sup>*3(t)</sup>	<b>53,763.9</b>	<b>51,036.3</b>	<b>54,781.4</b>	<b>38,304.6</b>	
	McDonald's general research facilities <sup>(t)</sup>	<b>1.9</b>	<b>1.9</b>	<b>4.5</b>	<b>3.3</b>	
<b>Scope 2</b> <sup>*2,4</sup>	<b>Market based</b>	Office buildings/sites <sup>*5(t)</sup>	<b>329.4</b>	<b>198.3</b>	<b>0.0</b>	<b>0.0</b>
		Company-operated restaurants <sup>(t)</sup>	<b>109,422.7</b>	<b>74,832.4</b>	<b>53,500.5</b>	<b>31,641.3</b>
		Franchised restaurants <sup>*3(t)</sup>	<b>208,063.7</b>	<b>183,213.5</b>	<b>184,998.0</b>	<b>199,757.7</b>
		McDonald's general research facilities <sup>*5(t)</sup>	<b>104.0</b>	<b>90.8</b>	<b>0.0</b>	<b>0.0</b>
	<b>Location based</b>	Office buildings/sites <sup>(t)</sup>	<b>355.4</b>	<b>214.5</b>	<b>218.4</b>	<b>168.7</b>
		Company-operated restaurants <sup>(t)</sup>	<b>116,403.6</b>	<b>94,148.9</b>	<b>85,019.7</b>	<b>74,040.3</b>
		Franchised restaurants <sup>*3(t)</sup>	<b>211,349.9</b>	<b>191,840.2</b>	<b>202,655.2</b>	<b>206,832.1</b>
		McDonald's general research facilities <sup>(t)</sup>	<b>111.7</b>	<b>102.0</b>	<b>102.3</b>	<b>73.8</b>

\*1 Total volume is calculated using the market-based method. In accordance with the GHG Protocol, changes were made to the aggregation methodology for base-year emissions, resulting in revisions to previously disclosed figures.

\*2 Within the Scope 1 and 2 boundaries, emissions from diesel and gasoline used by company-owned vehicles for services such as McDelivery are excluded, as they account for less than 1% of total emissions (approximately 0.3% in FY2023).

\*3 Emissions from franchised restaurants would ordinarily fall under Scope 3, Category 14; however, because they are included within the target boundary for emission reductions from restaurants and office buildings/sites, they are accounted for under Scope 1 and 2.

\*4 The emission factors used for Scope 2 calculations are the Emission Factors by Electric Utility published by the Ministry of the Environment. As the emission factors for FY2025 were not available at the time of this report's preparation, provisional figures based on the FY2024 emission factors are reported.

\*5 Greenhouse gas emissions associated with electricity use at offices buildings/sites and McDonald's general research facilities are considered effectively zero through the use of renewable energy and the application of non-fossil fuel certificates.



2025 DATA Our Planet

Environmental Data Trends Waste Trends & Packaging Consumption Trends



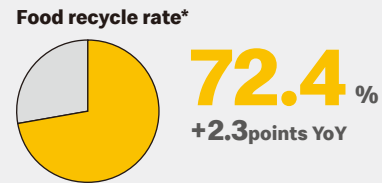
Food and packaging waste amount (all restaurants)

Company-wide

**169.5** thousand tons/year  
+3.0% YoY



**Food**  
**50.4** thousand tons/year  
Percentage of the total **29.7%**  
-0.8% YoY



\*Includes outbreak control based on a periodic report for food recycling



**Packaging**  
**51.3** thousand tons/year  
Percentage of the total **30.2%**  
+5.1% YoY



**Wrapping and others**  
**67.8** thousand tons/year  
Percentage of the total **40.0%**  
+4.5% YoY

**Paper**  
**45.3** thousand tons/year  
Percentage of the total **26.7%**  
+5.3% YoY

**Plastic**  
**6.0** thousand tons/year  
Percentage of the total **3.5%**  
+3.4% YoY



Food and packaging waste amount per 1 million yen sales

Company-wide

**195.5** kg/million yen  
-3.7% YoY



**Food**  
**58.2** kg/million yen  
Percentage of the total **29.8%**  
-7.2% YoY

Target for fast food restaurants to contain food waste based on the Food Recycling Law = Below 83.3kg per 1 million yen sales



**Packaging**  
**59.1** kg/million yen  
Percentage of the total **30.2%**  
-1.8% YoY



**Wrapping and others**  
**78.2** kg/million yen  
Percentage of the total **40.0%**  
-2.3% YoY

**Paper**  
**52.2** kg/million yen  
Percentage of the total **26.7%**  
-1.5% YoY

**Plastic**  
**6.9** kg/million yen  
Percentage of the total **3.5%**  
-4.2% YoY



Our Initiatives for Guest Packaging/ Containers

Use of PFAS  
All products manufactured from 2024

**Not used**

Total cost of environmental fines and penalties during the fiscal year

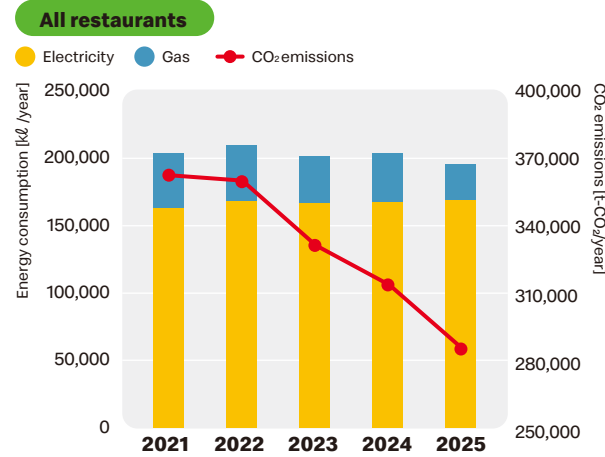
**0** yen



2025 DATA **Our Planet**

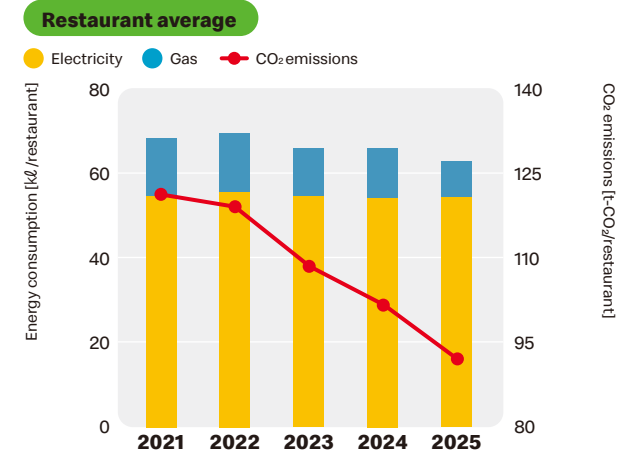
### Environmental Data Trends

#### Energy Consumption & CO<sub>2</sub> Emissions



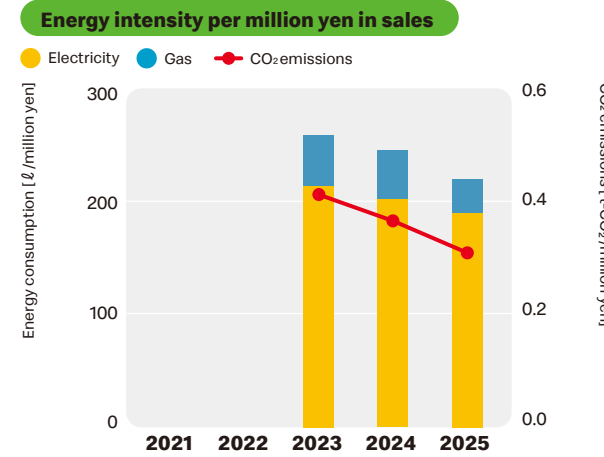
#### Energy usage per type (all restaurants)

	2021	2022	2023	2024	2025
<b>Electricity (kℓ/year)</b>	163,032	167,859	166,333	167,342	168,897
YoY (%)	-	+1.3	+3.0	-0.9	+0.6
<b>Gas (city gas equivalent) (kℓ/year)</b>	40,524	41,747	35,120	36,279	26,629
YoY (%)	-	+5.3	+3.0	-15.9	+3.3
<b>Crude oil equivalent (kℓ/year)</b>	203,556	209,605	201,453	203,622	195,526
YoY (%)	-	+2.0	+3.0	-3.9	+1.1
<b>CO<sub>2</sub> emissions (t-CO<sub>2</sub>/year)</b>	362,470	360,083	331,622	314,268	286,113
YoY (%)	-	+3.1	-0.7	-7.9	-5.2
<b>Water (million tons/year)</b>	4.84	4.73	4.84	5.06	5.27
YoY (%)	-	+11.8	-2.2	+2.4	+4.5
<b>Percentage of renewable energy</b>	Not calculated	Not calculated	8.1	15.5	20.5
YoY(points)	-	-	-	+7.4	+5.0



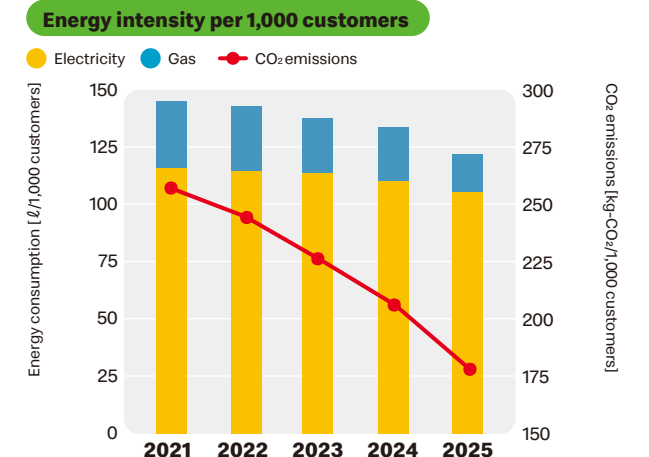
#### Energy consumption intensity by type per restaurant

	2021	2022	2023	2024	2025
<b>Electricity (kℓ/restaurant)</b>	54.6	55.6	54.5	54.2	54.3
YoY (%)	-	+0.4	+1.8	-2.0	-0.6
<b>Gas (city gas equivalent) (kℓ/restaurant)</b>	13.6	13.8	11.5	11.8	8.6
YoY (%)	-	+4.4	+1.5	-16.7	+2.6
<b>Crude oil equivalent (kℓ/restaurant)</b>	68.2	69.4	66.0	66.0	62.9
YoY (%)	-	+1.1	+1.8	-4.9	±0.0
<b>CO<sub>2</sub> emissions (t-CO<sub>2</sub>/restaurant)</b>	121.5	119.3	108.7	101.8	92.0
YoY (%)	-	+2.2	-1.8	-8.9	-6.3
<b>Water (t/restaurant)</b>	1,621.9	1,567.5	1,588.2	1,641.6	1,696.1
YoY (%)	-	+10.8	-3.4	+1.3	+3.4



#### Energy consumption intensity by type per million yen in product sale

	2021	2022	2023	2024	2025
<b>Electricity (ℓ/million yen)</b>	Not calculated	Not calculated	213.8	201.8	190.0
YoY (%)	-	-	-	-5.6	-5.8
<b>Gas (city gas equivalent) (ℓ/million yen)</b>	Not calculated	Not calculated	45.2	43.7	30.0
YoY (%)	-	-	-	-3.3	-31.4
<b>Crude oil equivalent (ℓ/million yen)</b>	Not calculated	Not calculated	259.0	245.5	220.0
YoY (%)	-	-	-	-5.2	-10.4
<b>CO<sub>2</sub> emissions (t-CO<sub>2</sub>/million yen)</b>	Not calculated	Not calculated	0.43	0.38	0.32
YoY (%)	-	-	-	-11.6	-15.8
<b>Water (t/million yen)</b>	Not calculated	Not calculated	6.2	6.1	5.9
YoY (%)	-	-	-	-1.6	-3.3



#### Energy consumption intensity by type per 1,000 customers

	2021	2022	2023	2024	2025
<b>Electricity (ℓ/1,000 customers)</b>	115.8	114.2	113.5	109.9	105.3
YoY (%)	-	-4.1	-1.4	-0.6	-3.2
<b>Gas (city gas equivalent) (ℓ/1,000 customers)</b>	28.8	28.4	24.0	23.8	16.6
YoY (%)	-	-0.3	-1.4	-15.5	-0.8
<b>Crude oil equivalent (ℓ/1,000 customers)</b>	144.6	142.7	137.5	133.8	121.9
YoY (%)	-	-3.3	-1.3	-3.6	-2.7
<b>CO<sub>2</sub> emissions (kg-CO<sub>2</sub>/1,000 customers)</b>	257.6	245.1	226.3	206.5	178.4
YoY (%)	-	-2.3	-4.9	-7.7	-8.7
<b>Water (t/1,000 customers)</b>	3.4	3.2	3.3	3.3	3.3
YoY (%)	-	+6.2	-5.9	+3.1	±0.0

\*Energy consumption (kℓ/year) (ℓ/year) is based on crude oil equivalent values

Sustainability data is also available on our website.

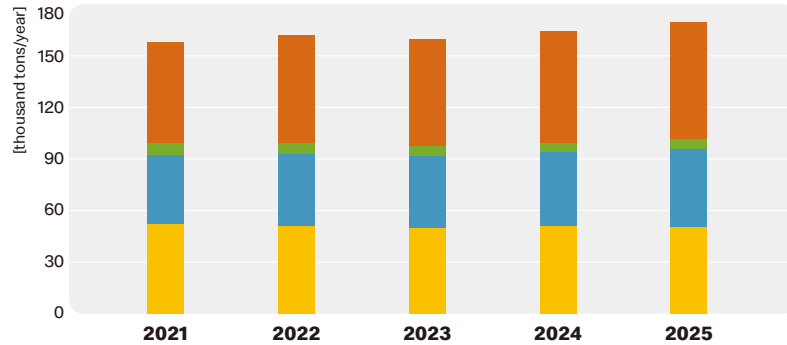


2025 DATA Our Planet

Environmental Data Trends

Trends in waste (all restaurants)

Food Paper (packaging) Plastic (packaging) Wrapping and others

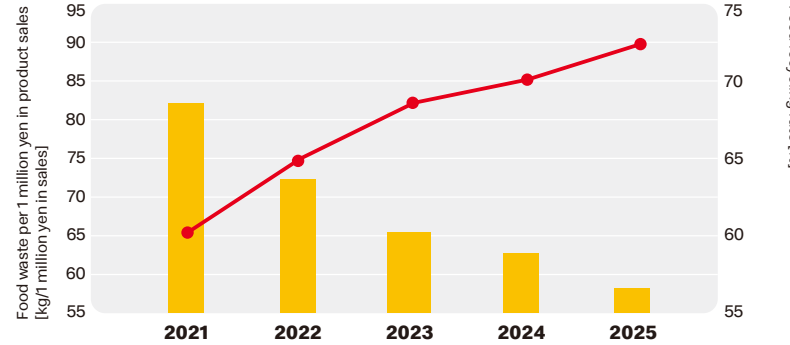


Food and packaging waste amount (all restaurants)

	2021	2022	2023	2024	2025
<b>Company-wide</b> (thousand tons/year)	<b>158.2</b>	<b>161.9</b>	<b>160.1</b>	<b>164.6</b>	<b>169.5</b>
YoY (%)	+9.9	+2.4	-1.2	+2.8	+3.0
<b>Food</b> (thousand tons/year)	<b>52.3</b>	<b>50.8</b>	<b>49.9</b>	<b>50.8</b>	<b>50.4</b>
Ratio	33.1	31.4	31.1	30.9	29.7
YoY (%)	+10.1	-2.9	-1.8	+1.8	-0.8
<b>Food recycling rate<sup>1</sup></b> (%)	<b>60.2</b>	<b>65.0</b>	<b>68.6</b>	<b>70.1</b>	<b>72.4</b>
YoY (points)	+1.2	+4.8	+3.6	+1.5	+2.3
<b>Paper<sup>2</sup></b> (thousand tons/year)	<b>40.1</b>	<b>41.8</b>	<b>41.4</b>	<b>43.0</b>	<b>45.3</b>
Ratio	25.3	25.8	25.9	26.1	26.7
YoY (%)	+8.0	+4.3	-1.0	+3.9	+5.3
<b>Plastic<sup>2</sup></b> (thousand tons/year)	<b>6.5</b>	<b>6.7</b>	<b>6.0</b>	<b>5.8</b>	<b>6.0</b>
Ratio	4.1	4.2	3.7	3.6	3.5
YoY (%)	+14.1	+3.7	-10.4	-3.3	+3.4
<b>Wrapping and others</b> (thousand tons/year)	<b>59.3</b>	<b>62.6</b>	<b>62.8</b>	<b>64.9</b>	<b>67.8</b>
Ratio	37.5	38.6	39.2	39.4	40.0
YoY (%)	+10.8	+5.6	+0.3	+3.3	+4.5

Food waste & recycling rate per 1 million yen in product sales

Food waste per 1 million yen in product sales Food recycling rate



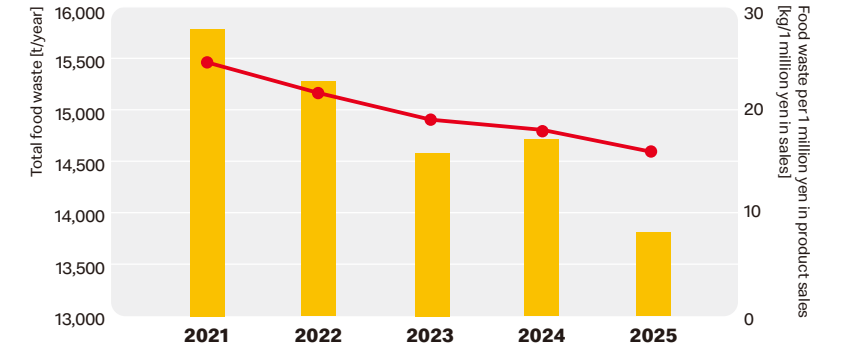
\*Target for fast food restaurants to contain food waste based on the Food Recycling Law = Below 83.3kg per 1 million yen sales

Food and packaging waste amount per 1 million yen in sales

	2021	2022	2023	2024	2025
<b>Company-wide</b> (kg/million yen)	<b>248.2</b>	<b>230.3</b>	<b>210.0</b>	<b>203.0</b>	<b>195.5</b>
YoY (%)	-0.3	-7.2	-8.8	-3.3	-3.7
<b>Food</b> (kg/million yen)	<b>82.1</b>	<b>72.3</b>	<b>65.4</b>	<b>62.7</b>	<b>58.2</b>
YoY (%)	-0.3	-12.0	-9.5	-4.1	-7.2
<b>Paper</b> (kg/million yen)	<b>62.9</b>	<b>59.5</b>	<b>54.4</b>	<b>53.0</b>	<b>52.2</b>
YoY (%)	-2.1	-5.5	-8.6	-2.6	-1.5
<b>Plastic</b> (kg/million yen)	<b>10.2</b>	<b>9.6</b>	<b>7.8</b>	<b>7.2</b>	<b>6.9</b>
YoY (%)	+3.4	-6.0	-18.5	-7.7	-4.2
<b>Wrapping and other</b> (kg/million yen)	<b>93.0</b>	<b>88.9</b>	<b>82.4</b>	<b>80.0</b>	<b>78.2</b>
YoY (%)	+0.4	-4.3	-7.3	-2.9	-2.3

Total food waste & food waste per 1 million yen in product sales

Total food waste Food waste per 1 million yen in product sales



Total food waste & food waste per 1 million yen in product sales

	2021	2022	2023	2024	2025
<b>Total food waste</b> (t/year)	<b>15,805.9</b>	<b>15,292.3</b>	<b>14,592.0</b>	<b>14,726.7</b>	<b>13,819.2</b>
YoY (%)	+4.9	-3.2	-4.6	+0.9	-6.2
<b>Food waste per 1 million yen in product sales</b> (kg/million yen)	<b>24.8</b>	<b>21.8</b>	<b>19.2</b>	<b>18.2</b>	<b>16.0</b>
YoY (%)	-5.0	-12.3	-11.9	-5.2	-12.2

\*1 Includes outbreak control based on periodic report for food recycling \*2 Packaging is calculated as the sum of paper and plastic materials

Sustainability data is also available on our website.

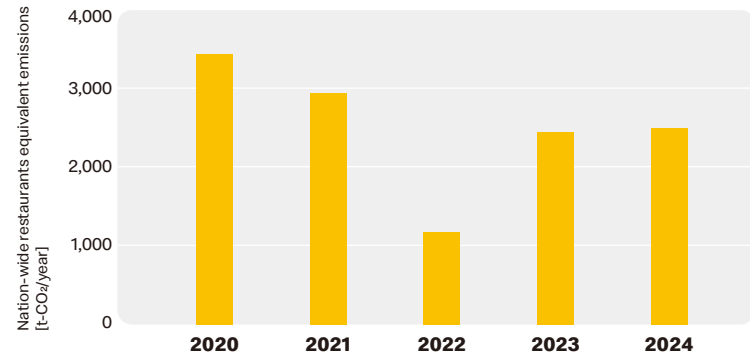


2025 DATA Our Planet

Environmental Data Trends

CFC Emissions (all restaurants)

\*Calculated from April to March of the following year



Waste Trends

CFC Emissions (all restaurants)

	2020	2021	2022	2023	2024
CFC (t-CO <sub>2</sub> /year)	3,436	2,941	1,172	2,448	2,489
YoY (%)	-	-14.4	-60.1	+108.9	+1.7

2025 DATA Food Quality & Sourcing

Food Safety

**Serious food safety violations**  
Number of major violations identified by food safety audit bodies **0**

**Number of food poisoning outbreaks** **0**

**Number of food recalls, total volume of food recalls**  
**0** recalls **0** t

**SQMS (Supplier Quality Management System)**  
Percentage of suppliers who met a more robust food safety management system that consists of McDonald's expectations, based on GFSI benchmark **100%**

**DQMP (Distributors Quality Management Program)**  
Number and percentage of distribution centers audited by a third party and met our standards  
**14 locations 100%**

**Food Safety Visit to Restaurants**  
Number and percentage of restaurants that met audit requirements conducted by external inspection companies  
**Approximately 3,000 100%**

Responsible Sourcing

**International Forest Conservation Certification**  
Percentage of paper containers and packaging for customers, tray liners and wooden cutlery certified under the International Forest Conservation Certification system **100%**

**MSC Certification (Fishery Resource Conservation)**  
Percentage of caught whitefish for Filet-O-Fish from MSC-certified fisheries **100%**

**Rainforest Alliance Certification (Sustainable Agriculture)**  
Percentage of coffee beans certified by Rainforest Alliance **100%**

**RSPO Certification (Sustainable Palm Oil Procurement)**  
Percentage of RSPO-certified fry oil **100%**

**Beef**  
Percentage of sourcing from deforestation-free supply chains **77%**  
\*Figures from McDonald's Global (2024)

**Soy**  
Percentage of purchased credits for RTRS\* certification for soy in chicken feed **100%**  
\*Roundtable on Responsible Soy

Sustainability data is also available on our website.



# 2025 DATA Jobs, Inclusion & Empowerment

## Personnel data



### Staff ratio

#### Office employees

Total number of employees (full-time employees)

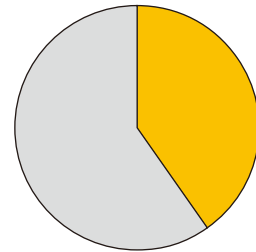
**2,780** 人

Employees with disabilities<sup>2</sup>

**1.79** %

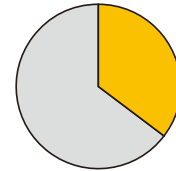
Gender ratio<sup>1</sup>

Male **59.9** %



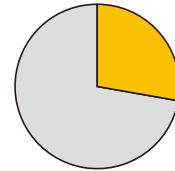
Female **40.1** %

Percentage of female restaurant general managers<sup>1</sup>



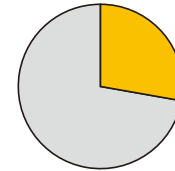
**35.4** %

Percentage of female executives<sup>1</sup>



**27.8** %

Percentage of female managers<sup>1</sup>



**27.8** %

2030 goal

**40** %

#### Crew (part-timers)

Total number of crew members

Approximately **220,000**

Number of crew member aged 24 or under

Approximately **140,000**

Senior Crew (60+)

Approximately **14,000**

Number of non-Japanese crew

Approximately **24,000**



### Work environment

Employee engagement<sup>2</sup>

**91.2** %

Calculated from staff survey items related to engagement

Turnover rate<sup>1</sup>

**9.4** %

Average monthly overtime hours<sup>1</sup>

**18.7** hours

Paid leave acquisition rate<sup>1</sup>

**59.3** %

Return to work rate after parental leave<sup>1</sup>

**100** %

Male childcare leave acquisition rate<sup>2</sup>

**53.0** %

Number of staff that took maternity, childcare, and nursing care leave<sup>1</sup>

**61**

Wage gap between male and female

All employees<sup>2</sup> **76.4** %

Regular employees<sup>1</sup> **77.4** %

Non-regular employees<sup>3</sup> **96.9** %

Percentage of female's wages to male's wages

### Average hourly wage by region

The minimum wage is set by each prefecture. In 2025, the national average was 1,121 yen. We guarantee a 100% minimum wage in all regions and set competitive pay levels based on the level of roles and responsibilities under McDonald's global compensation policy.

### Compliance with labor-related laws and regulations

McDonald's is a people business, and as such, we place importance on strict compliance with laws and regulations in our training and systems.



### Training, Education, and Health Programs – Participant Results

#### Hamburger University

Number of participants, training hours, and curriculums

Approximately **14,000** total of **96,030** hours **10** types

#### Health and wellness programs

Employee health check-up participation rate<sup>1</sup>

**98** %

Stress check participation rate<sup>1</sup>

**86** %

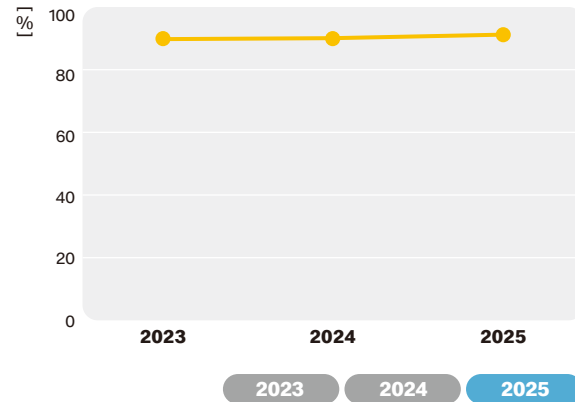
\*1 Full-time employees of McDonald's Japan \*2 Full-time employees and crew members of McDonald's Japan \*3 Crew members of McDonald's Company (Japan), Ltd.



2025 DATA Jobs, Inclusion & Empowerment

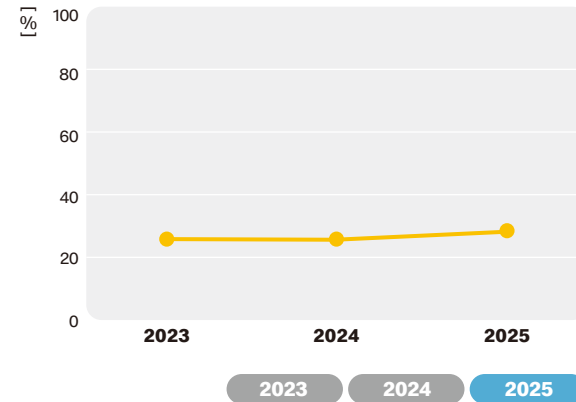
Personnel Data Trends

Employee engagement<sup>\*1</sup>



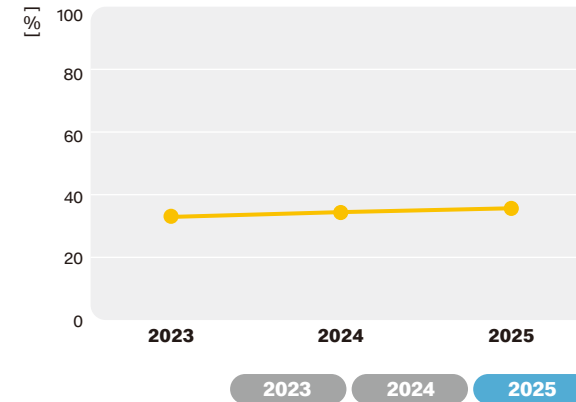
Employee engagement (%)	2023	2024	2025
	89.8	90.1	91.2

Percentage of female managers<sup>\*2</sup>



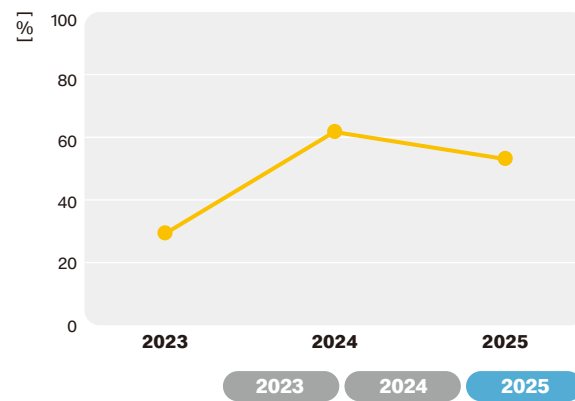
Percentage of female managers (%)	2023	2024	2025
	25.5	25.3	27.8

Percentage of female restaurant general managers<sup>\*2</sup>



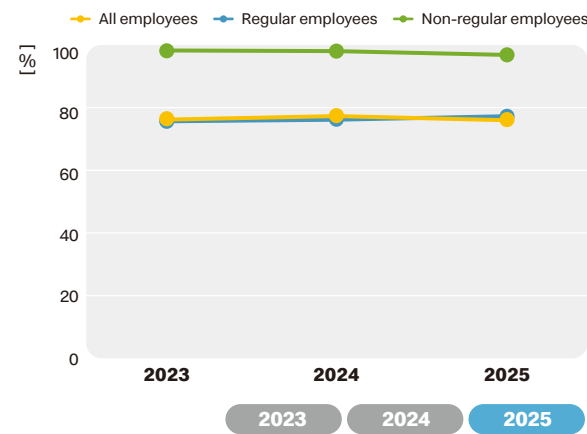
Percentage of female restaurant general managers (%)	2023	2024	2025
	32.7	34.2	35.4

Male childcare leave acquisition rate<sup>\*3</sup>



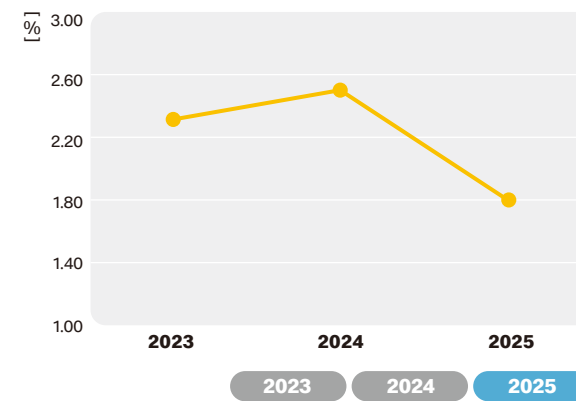
Male childcare leave acquisition rate (%)	2023	2024	2025
	29.3	61.5	53.0

Wage gap between male and female



All employees <sup>*3</sup> (%)	2023	2024	2025
	76.6	77.7	76.4
Regular employees <sup>*2</sup> (%)			
	75.8	76.3	77.4
Non-regular employees <sup>*4</sup> (%)			
	98.3	98.1	96.9

Employees with disabilities<sup>\*3</sup>



Employees with disabilities (%)	2023	2024	2025
	2.31	2.50	1.79

2025 DATA Community Connection

Expenditure on Social Contribution Activities

Total  
**701,547,626** yen  
 Of which, donations to nonprofit organizations  
**22,673,900** yen

\*1 Calculated from employee survey engagement items. Applicable to full-time employees and crew members of McDonald's Japan \*2 Full-time employees of McDonald's Japan \*3 Full-time employees and crew members of McDonald's Japan \*4 Crew members of McDonald's Company (Japan), Ltd.

Sustainability data is also available on our website.

<https://w.mdj.jp/1a22am/>



## Third Party Testimonial

As a Kansai native, I'll call it "Makudo"—it has always been a familiar yet special part of my childhood. In my family, my mother was a full-time homemaker, and most meals and snacks were homemade, so eating out or bringing in prepared food wasn't part of our daily routine. However, on weekends, we would sometimes go to Makudo, a family-friendly restaurant that offers a variety of options. Those visits were something I really looked forward to.

I always ordered either hotcakes or a Filet-O-Fish. The Filet-O-Fish, in particular, greatly broadened my palate, and I still remember the unforgettable impression it left on me. Who would have thought that one day it would become synonymous with the MSC "Eco-label for Oceans," certifying its use of sustainable seafood? Winning the MSC Japan Award for two consecutive years is truly a remarkable achievement.

At university, I majored in global environmental issues and founded an environmental club called the "Kyodai Gomi-bu (Kyoto University Waste Club)." Through these activities, I met people with a wide range of perspectives, including some who were critical of McDonald's in terms of globalization or eating habits. I believe that everything has both positive and negative aspects. When addressing complex challenges such as global environmental issues, which require the understanding and cooperation of many, I believe it is important to first highlight the positive aspects and promote proactive initiatives. I have high expectations for McDonald's Japan, a company that is implementing global standards such as sustainable and responsible sourcing, as well as animal welfare—concepts that are still not widely embraced in Japan.

After graduating from graduate school, I stayed on at the university as a faculty member and became involved in publishing the very first Kyoto University Environmental Report. Starting with data collection was challenging, but what I found most difficult was deciding who the intended audience was and why they should read it. Within the university, opinions were divided—some felt it was enough to simply present the facts. However, I was determined to make the report more than just a collection of data, using it as a starting point for action toward building a sustainable campus. When I received McDonald's sustainability report, I couldn't help but read it with the same mindset, from start to finish. While the report is substantial in volume, many pages are designed to be easily understood—even by elementary school students. At the same time, it includes goals, plans, and detailed data, providing valuable content for experts as well. Perhaps this reflects McDonald's true strength: its ability to engage meaningfully with a diverse range of people.

As an expert in waste and resource circulation, I particularly value the established initiatives to reduce and recycle Happy Meal toys and other waste, as well as the newly introduced strawless lid in November 2025. These measures address the global challenge of plastic pollution, but their long-term success depends on consumer understanding and cooperation. As a researcher, I look forward to continuing to monitor these efforts.

While the report felt like a treasure trove of insights, one suggestion would be to include not only achievements but also the challenges ahead. As we enter an era of co-creation to tackle such challenges, I hope Makudo will continue to be a familiar yet special presence.



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