

Census update: HCM is 35.3 million strong

Texas displaces New York as No. 2 in population

America's population jumped 13.2 percent in the past decade as Texas became the second most populous state, according to Census Bureau figures released recently. Census 2000 documented the largest and most ethnically mixed group of Americans in history, officials said, as the country grew from 248,709,873 people in 1990 to 281,421,906 today.

"Never have we been so diverse, never have we been so many, and never have we been so carefully measured," said Census Bureau Director Kenneth Prewitt.

The 2000 census results showed Texas has grown 22.8 percent since 1990 to reach a population of 20,903,994, displacing New York as the second-largest state after California. As a result, the state will gain two congressional seats in the November 2002 election, increasing the size of the Texas delegation to 32. In addition to Texas, Florida, Georgia and Arizona will add two congressional seats; while Colorado, Nevada and North Carolina will each gain one.

The census documented the continued historic shift of America's population from the Northeast to the South and the West, officials said. Nevada, with a population increase of 66 percent, was the fastest-growing state in the past decade, followed by Arizona and Colorado. Texas ranked eighth. Every state grew in population between 1990 and 2000, the census figures show. North Dakota was the slowest-growing at 0.5 percent, followed by West Virginia at 0.8 percent.

The District of Columbia's population fell by 5.7 percent, to 572,000, while Puerto Rico grew 8 percent to 3.8 million. While precise demographic breakdowns were not available at the time *McFamilia* went to press, experts say much of the population increase in Texas and the rest of the West was among Hispanics.

The census has been conducted since 1790, when horseback U.S. Marshals counted almost 4 million people in the original 13 colonies. Mandated by the Constitution in 1783, the first census was directed by Thomas Jefferson for President George Washington. The original purpose of the census—and still a critical result of the findings each decade—is apportioning seats in Congress.

A commitment to McDonald's employees—"We Value You, Your Growth and Your Contributions."

The Five People Principles

The People Promise is more than words. McDonald's and its independent owner/operators have made a commitment to employees that it strives to achieve with its actions every day. To ensure the delivery of this promise, McDonald's has embraced Five People Principles. These Principles reflect McDonald's values and describe the culture they embrace.

1. Respect and Recognition
 - Managers treat employees as they would want to be treated.
 - Employees are respected and valued.
 - Employees are recognized formally for good work performance, extra effort, teamwork and customer service.
2. Values and Leadership Behaviors
 - All of us act in the best interest of the Company.
 - We communicate openly, listening for understanding and valuing diverse opinions.
 - We accept personal accountability.
 - We coach and learn.
3. Competitive Pay and Benefits
 - Pay is at or above local market.
 - Employees value their pay and benefits.
4. Learning, Development and Personal Growth
 - Employees receive work experience that teaches skills and values that last a lifetime.
 - Employees are provided the tools they need to develop personally and professionally.
5. Resources to Get the Job Done
 - Employees have the resources they need to serve the customer.
 - Restaurants are adequately staffed to allow for a good customer experience as well as to provide schedule flexibility, work-life balance and time for training.

McDonald's People Vision

Our People Vision defines what we strive to be as an employer. Simply put, we aspire to be the "best employer in each community around the world."

McDonald's People Promise

To the 1.5 million people who work at McDonald's in 120 countries around the world, and to all future employees, we want you to know, "We Value You, Your Growth and Your Contributions."



¿Ideas?

Do you have an interesting story to share with the *McFamilia*? We encourage your participation!

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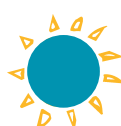
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McFamilia

U.S. Hispanic Network News for the McDonald's Team
Noticias de la red Hispana para el equipo McDonald's

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Gloria Santona named Senior VP, General Counsel & Secretary

"I do not know anyone who has got to the top without hard work. That is the recipe. It will not always get you to the top, but should get you pretty near."

— Margaret Thatcher,
Former British Prime Minister



In recently announced changes in the global management team for the company, Gloria Santona has been promoted to the position of Senior Vice President, General Counsel & Secretary of McDonald's. She replaces Jeff Kindler, who was promoted to the newly created position of President of New Brands, with oversight for Aroma Café, Boston Market, Chipotle Mexican Grill, Donatos Pizza, and Pret A Manger. Kindler remains Chairman and CEO of Boston Market.

In her new position, Santona becomes one of the highest ranking Latina corporate executives in the nation. In addition to her duties as Secretary of the McDonald's Corporation Board of Directors, she will oversee the delivery of legal services to McDonald's and will be responsible for oversight of corporate, securities, regulatory and transactional matters.

Santona graduated from Michigan State University with a B.S. in 1971. A *cum laude* graduate of the University of Michigan Law School, she joined McDonald's as an attorney after her graduation in 1977. Since then, she has held positions of increasing responsibility in the corporate legal department.

She is a member of the American and Chicago Bar Associations and the American Corporate Counsel Association. Santona serves on the Board of Directors of the American Society of Corporate Secretaries and is a member of its Corporate Practices Committee. She was formerly Chair of the Corporate Board of Advisors of the National Hispana Leadership Institute.

Marketing to A Latin America III

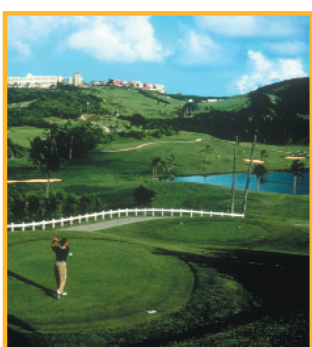
MHOA Symposium scheduled for Puerto Rico June 6-8

Mark your calendars for June 6, 7 & 8 for the *Marketing to a Latin America III* conference in Puerto Rico. McDonald's Hispanic Owner/Operators Association (MHOA) is putting together its third biennial symposium at the beautiful Wyndham El Conquistador Resort & Country Club.

The event tees off June 6 with a golf outing and a welcome reception hosted by McDonald's Puerto Rico. Come join MHOA members and McDonald's franchisees from Argentina, Venezuela, and Mexico to exchange ideas on how to best market to the Spanish language consumer.

Guests will include: Alan Feldman, President of the Americas, McDonald's Corporation; Jim Cantalupo, Vice Chairman & President, McDonald's Corporation; Ed Sanchez, President Latin America Operations; USA Divisional Presidents; Regional Managers and many more members of the McDonald's corporate family.

For more information and to make travel arrangements, contact Martina Cardenas at (630) 623-6832, by fax at (630) 623-4819, or by email at martina.cardenas@mcd.com.



McDonald's Hispanic Owner-Operators Association



The nation's most influential Latinos

Entertainers and politicians top the list

Hispanic Trends, a polling firm owned by Hispanic Publishing Group—publishers of *HISPANIC* and *Vista* magazines—recently interviewed U.S. Hispanics regarding those they consider the most influential leaders in the community.

1. **Edward James Olmos:** An actor and public speaker on the Latino experience.
2. **Henry G. Cisneros:** A principal in American CityVista and most recently president and CEO of Univision Communications, parent company of the nation's top Spanish-language network. He is the former Secretary of Housing and Urban Development, and, in 1981, became the first Hispanic mayor of a major U.S. city when he was elected mayor of San Antonio.
3. **Jorge Ramos:** He is best known for his journalistic work with Univision. He has interviewed personalities such as President Clinton, Subcomandante Marcos in Chiapas, and President Ernesto Samper of Colombia. Ramos has a weekly column in 30 newspapers, and his radio commentaries are broadcast over 34 radio stations nationwide.
4. **Gloria Molina:** In her position as chair of the Los Angeles County Board of Supervisors, Gloria Molina regulates the largest U.S. county, with a population of nearly 10 million. She is the first Latina to be elected to the California State Legislature, the Los Angeles City Council, and the Los Angeles County Board of Supervisors. Molina served in the Carter Administration as a deputy for presidential personnel and later served in San Francisco as a deputy director for the Department of Health and Human Services.
5. **Ricardo Montalban:** Ricardo Montalban became Hollywood's original "Latin lover" in 1947, after he broke free from these roles and went on to star in more than 80 films. Perhaps best known for playing Mr. Roarke, the mysterious host on the TV series *Fantasy Island*, Montalban had one of his most notable big screen roles late in his career, as the villainous Khan, in *Star Trek: The Wrath of Khan*.



(Please see "Influential Latinos" on page 3)

Partners In Progress

"No matter what your color or race, the United States is the place, where if you work hard, you can accomplish your dream."

— *Cano Container Corporation*

In 1986, McDonald's began a search for a candidate to jointly develop a minority-owned, corrugated container company. It chose Juventino Cano, a 12-year veteran of packaging production experience. That was the start of Cano Container Corporation—a success story that continues to grow to this day.

When McDonald's first learned of Cano, he had mastered the packaging business and had worked his way up the corporate ladder to become plant superintendent at Packaging Dimensions, a packaging container company in Aurora, Illinois. He was an obvious choice for the type of person McDonald's was seeking to head their minority-owned corrugated container enterprise. The commitment to quality and customer satisfaction he demonstrated has not waned during his 14 years as a business owner.

Cano credits a great portion of his business success to the early mentoring provided by McDonald's. "McDonald's invested in my experience, in my desire to succeed, and in my commitment to attaining the 'American dream' for my family, and myself," he states. "They also taught me the importance of investing in the communities in which we live, work, and do business."

He serves on numerous professional, industry, and community boards, both locally and nationally. He serves on several Boards of Directors, among them: the Aurora Hispanic Chamber of Commerce, Aurora Economic Development Commission, Greater Aurora Chamber of Commerce, Mercy Service Foundation, Urban League, U.S. Hispanic Chamber of Commerce (Region IV), and Waubensee Community College Foundation.



*Juventino Cano, President & CEO,
Cano Container Corporation.*



Cano Container Corporation, Aurora, Illinois.

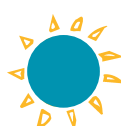
He has also received numerous awards and recognition for his business success, including: "Manufacturing Firm of the Year" in Illinois; member of the "Hispanic 500" by *Hispanic Business Magazine*; and named "Region IV Hispanic Businessman of the Year" by the U.S. Hispanic Chamber of Commerce.

Cano was born in 1956 on a small farm in Estapilla, Colima in Mexico. He came to the United States after graduating from Benito Juarez High School in Tecoman. He settled in Aurora in 1974, and started working—the day after he arrived—as an entry-level laborer with Packaging Dimensions.

In 14 years, the company has grown from three initial employees to 21. Today, Cano Container Corporation is listed as one of the "Top 500" Latino-owned businesses in the U.S. by *Hispanic Business Magazine*. In addition to McDonald's, Cano Container now provides

its products and services to major national companies like Butterball Farms, Kraft Foods, General Mills, and Miller Brewing Company.

Juventino Cano epitomizes an old Spanish adage: "*No me den, pónganme donde hay*"—loosely translated: "Don't give me a hand-out, give me an opportunity to make my own way."



“Influential Latinos” continued from page 2)

6. **Gloria Estefan:** Estefan's music was topping the charts long before Latin music was popular in the United States. Her song “Conga” even made the *Guinness Book of World Records* when an estimated 119,000 people did the conga in Miami in 1988 to her song. She has won several Grammy Awards for her best-selling English- and Spanish-language albums. She made her acting debut in the 1999 film *Music of the Heart*.
7. **Bill Richardson:** Bill Richardson, the former U.S. Secretary of Energy, was the highest-ranking Hispanic in the U.S. government. Prior to becoming Energy Secretary, he served as U.S. Ambassador to the United Nations between 1997 and 1998, following seven terms as New Mexico's U.S. Congressman.
8. **Luis V. Gutierrez:** Congressman Luis V. Gutierrez of Illinois' 4th district was elected to the U.S. House in 1992 and re-elected to three consecutive terms. He is well known for his unique approaches to getting feedback from his constituents, such as holding “office hours” in local grocery stores to meet with them at times that fit into their busy schedules. He has fought to protect legal immigrants, improve public transportation, and was an early and outspoken proponent of the earned income tax credit.
9. **Cristina Saralegui:** Although Saralegui is her last name, she is best known as simply Cristina. Her Emmy Award-winning, self-titled program addresses a wide range of issues and is telecast from Miami through the Univision network to an audience of more than 100 million. Once the editor of the Spanish-language version of *Cosmopolitan*, she launched her own publication, *Cristina-The Magazine*, in 1991.
10. **Lincoln Diaz-Balart:** Congressman Lincoln Diaz-Balart, of Florida's 21st district, had his first political win in 1986 when he was elected to the Florida legislature by the largest margin of victory of any state representative in Florida. In 1994, he became the first Hispanic in U.S. history to be named to the powerful Rules Committee. Lincoln Diaz-Balart drafted much of the legislation that came to be known as the Helms-Burton Law and was the prime author of the Nicaraguan Adjustment and Central American Relief Act of 1997.

Houston Region's Hispanic Network

“Flaming enthusiasm, backed up by horse sense and persistence, is the quality that most often makes for success.”

— Dale Carnegie

The Houston Network was created for the advancement of Hispanics into positions of increasing responsibility and leadership. When the Network was started a number of years ago, there were less than 10 members. Today the Network is 26 members strong—consisting of McOpCo salaried management and Regional staff. They have created an environment that is fun, conducive to development, and provides a support base for its members. Their success can be attributed to changes that took place about four years ago.

The Network's current officers are: David Garcia, President; Marissa Holland, Vice President; and Jeffrey Andaberde, Treasurer. Their duties include providing leadership, conducting quarterly meetings, and planning Network activities. These positions are helpful in the development of skills necessary to prepare employees for higher level positions. This allows various members to be visible. Martha Scott of the Houston regional office is the group's corporate liaison. Scott and other members of the regional staff provide guidance and feedback to the Network.

According to Scott, the membership developed a mission statement to define the Network's purpose: “Creating an environment that provides members the opportunity to maximize their abilities and potential while strengthening the McDonald's system.”

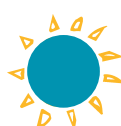
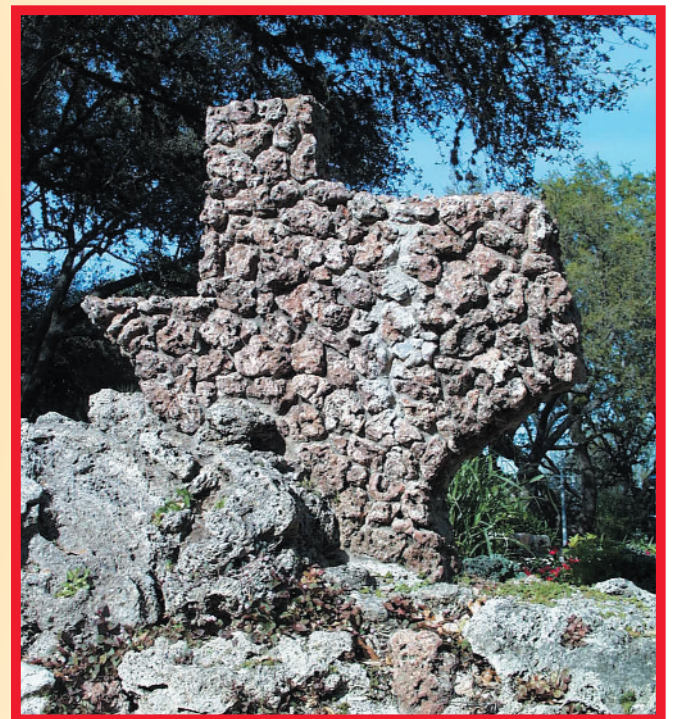
“We felt strongly that the mission statement should include our contributions to the system,” explains Scott. “Our regional leadership has been very supportive and is making a difference in the restaurants.”

A succession plan was put in place for the Network. Each member was asked, “Where do you see yourself in 1 year, 3 years, and 5 years?” The members were realistic in their personal assessment. The Network helped members to determine the skills necessary to achieve their individual goals. The succession plan is reviewed at each meeting. Members are recognized and rewarded for achieving their succession objectives.

Management development teams also have been organized to keep development top of mind. A staff member was paired with a store manager in the Network. These teams are responsible for monitoring the development of four salaried managers. Everyone enthusiastically supported this program. It has proven to be a “win/win” for each Network member and McDonald's.

In addition, the Hispanic Network has sponsored the “I Have a Dream Picnic” project for eleven years. This is to recognize and reward inner-city, middle school students for academic excellence.

The Network members are thankful for the support provided by its regional leadership, which they feel recognizes, appreciates and values diversity in the workplace. Larry Zimmerman, Houston Region Vice President has provided his support to the Network for many years. The members have come to learn that the Network's success is possible when you have management's commitment to help.



Gonzalez named AVP of Diversity

“Goodwill is the one and only asset that competition cannot undersell or destroy.”

Rey B. Gonzalez has been promoted to Assistant Vice President of Diversity. His new responsibilities will focus on management and development of U.S. External Diversity Partnerships, including related philanthropic and employment initiatives.

“Rey’s dedication to McDonald’s objectives in expanding its diversity efforts has been extremely valuable in our progress in this critical area,” states Raymond Mines, Executive Vice President, System Relations.

“As an officer, Rey will have great influence in ensuring that McDonald’s diversity initiatives continue to be an integral business strategy.”

Gonzalez has been a key player in McDonald’s Diversity Initiatives programs over the past two years. He helped solidify relationships between McDonald’s and many Hispanic community-based organizations. Through his efforts, McDonald’s has assisted many of these organizations in their community development programs.

Prior to joining McDonald’s in 1998, Rey served as Public Affairs Director for Commonwealth Edison Company in Chicago where he gained considerable experience in human, community, government and media relations.

— **Marshall Field**

An advocate for diversity and the Hispanic community, he has a long history of community involvement. Rey serves several community boards, including the chairperson of both the U.S. Hispanic Leadership Institute and El Valor, Inc. in the Chicago area.

WMAQ-TV, the NBC affiliate in Chicago, and the Hispanic Association on Career Enhancement (HACE) have recognized Gonzalez for community leadership. The Governor’s State University established the Rey B. Gonzalez Scholarship Fund, for deserving Latino students and El Valor Inc. named a \$3.8 million Children and Family Center in his honor for his long-term commitment and leadership to the organization.

Gonzalez graduated with a master’s degree in educational administration from Northern Illinois University and a bachelor’s degree in business management from St. Joseph’s Calumet College in Indiana.



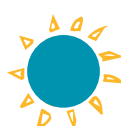
The top 10 Hispanic populated areas

U.S. counties with the highest population



COUNTY	STATE	MAIN CITY	POPULATION
Los Angeles	CA	Los Angeles	4,000,000
Dade	FL	Miami	1,200,000
Cook	IL	Chicago	900,000
Harris	TX	Houston	880,000
Orange	CA	Santa Ana	780,000
Bexar	TX	San Antonio	760,000
San Diego	CA	San Diego	720,000
Bronx	NY	New York	580,000
Maricopa	AZ	Phoenix	550,000
San Bernardino	CA	San Bernardino	550,000

(Estimated numbers are based on preliminary U.S. Census findings, 2001)



High tech Latinos

Hispanics adapting to the web at a rapid rate

The Hispanic population in the U.S. is embracing the personal computer at a faster rate than the general population. And what is keeping Latinos from getting on the web is not cost, but a lack of understanding of the benefits of being online.

These are among the findings from a new study examining the attitudes and behavior of U.S. Hispanics towards computer technology, conducted by Cheskin Research. Of everything the study unearthed the most unexpected news, says Cheskin Research principal and co-founder Felipe Korzenny, is the rapid growth of the Hispanic computer user population.

"The digital divide is actually closing with respect to the Hispanic population of the United States," he says.

Between 1998 to 2000, computer penetration in Hispanic households increased by 68 percent. Over the same time, computer penetration in all households increased by 42 percent. Korzenny says that with general penetration at about 60 percent, the rate of growth among Hispanics is legitimately outpacing the growth in the country as a whole. Nobody suspected Hispanics were embracing computers this rapidly.

"Seventy-five percent of all Hispanic households in the U.S. now have at least one person in them who uses a computer," says Korzenny. "That is quite outstanding when you consider the socioeconomic and demographic factors at play. I would expect a lower rate of use from a population that has come from the disadvantaged and rural backgrounds that many of them come from."

He explains the embrace of computer technology in cultural terms. "The realization that computer technology is going to change their lifestyles is becoming more and more important," he says. Korzenny says, Latinos as a group are very committed to seeing that their children achieve things in life that they were not able to achieve themselves.

"The kids come home from school and they say they need a computer, they say they need access to the internet," he says, and the adults respond. I believe that is what closing the digital divide," he says. "If children want something that is good for them, their parents will buy it, even if it means a sacrifice."

But if Hispanics are open to computer technology, this seems to be news to the computer industry, says Korzenny. As a result computer brands have little name recognition among Hispanics in this country. According to the study, less than half of Hispanic adults can name a computer brand without being prompted.

This strikes Korzenny as a particular shame for two reasons. First, in other areas Hispanics have proven to be a strongly brand-loyal group. As a whole, they seem ready and eager to embrace a brand and stick with it. Second, Hispanics as a group seek guidance from advertising and marketing more so than the general population.

"When we do research with Hispanics about shopping behaviors and about advertising, one of the key issues that come up over and over is that they want more information and more guidance," says Korzenny.

When Hispanics are online they tend to prefer many of the same sites popular with the overall online population. The study grouped together all online entities—web sites, service providers and browsers of choice—and found that Yahoo, AOL, Internet Explorer and Netscape were by far the most popular among Latinos. This is probably due so far to how much easier it is to find these sites and services than the more specialized Hispanic portals at this point, says Korzenny.

However, frontrunner Yahoo has helped to solidify its position as well through the development of a Spanish-language site among its many offerings. But in part because in other media Hispanics tend to use English- and Spanish-speaking properties about equally, Korzenny anticipates a solid future for Hispanic portals once a couple of clear leaders differentiate themselves.

As for what will help Hispanic users continue to flow online, the study points to one activity that is proving popular with this group: online shopping, which was found to be the third most common activity of Hispanics online, after information gathering and email.

"I thought that was a very important finding," he says. "Traditionally we consider Latinos quite conservative in the way they use money." To begin with, as a group they have less access to credit cards than the Anglo population. Plus, the study does show that trust issues are the biggest obstacles for Hispanics when it comes to buying things on the web. But the fact that shopping is already breaking out as a popular online activity is a strong sign.



Scholarship Web Sites

"The future belongs to those who believe in the beauty of their dreams."
— Eleanor Roosevelt

Looking for help with college tuition and books for you or your family members? Check out these educational scholarship web sites:

RMHC/HACER Scholarship Program

www.lomcximo.com

League of United Latin American Citizens (LULAC)

www.lulac.org

Mexican American Legal Defense and Education Fund (MALDEF)

www.maldef.org

National Hispanic Scholarship Fund

www.nhsf.net

National Association of Hispanic Journalists

www.nahj.org

National Institutes of Health (NIH) Undergraduate Scholarship

www.ugsp.info.nih.gov

P.L.A.T.O. Scholarship 2001

www.plato.org

Scholarships.com

www.scholarships.com

The Wilson Fund

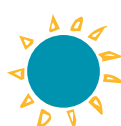
www.wilsonfund.org

Wal-Mart Scholarship

www.compedge.wal-mart.com/wfscholar.htm

If you are a high school senior, visit:

www.fastweb.com



Noche de Carnaval celebrates Latino music

Elvis Crespo is joined by Pedro Fernandez and Paulina Rubio at Miami celebration

McDonald's *Noche de Carnaval*, a star-studded, three-hour spectacular event that brings together the best talent from Latin America, officially kicked off the 19th annual *Carnaval Miami* festivities in March.

The event featured popular international and renowned recording artists Pedro Fernandez, Paulina Rubio, Ilegales, Jerry Rivera, Azul Azul, El General, Son by Four, Sparx, Puerto Rican Power, Juanes, and OV 7—among others. This year's Master of Ceremonies were internationally renowned comedian Julio Sabala, Karla Martinez from Univision's "Control" and comedians Huarachín Huarachón. The "King of Carnaval," Elvis Crespo, closed the evening with a spectacular finale.

To take the excitement level up a notch this year, McDonald's teamed with Walt Disney World to provide vacation packages, which included two days at the Walt Disney World Resort and tickets to *Noche de Carnaval* in Miami. The national winners of the radio and television contests were selected from across the country and included the following lucky winners: Osairis Vereá, Hialeah, FL; Alicia Sanchez, Chicago, IL; Clara Armendariz, Dallas, TX; Verge Cabrera, Houston, TX; Carmen Adorno, Hartford, CT; Maria Pineda, San Antonio, TX; Liz Mendoza, New York, NY; and Rosario Leal, Sacramento, CA.

"McDonald's *Noche de Carnaval* is one of the hottest nationally-televised concerts in the nation, featuring the best Latino talent performing on one stage," explained Marta Gerdes, McDonald's Senior Director of Marketing USA. "We were especially delighted to be featuring the national debut performance of Diestra, the group from Atlanta who took top honors in McDonald's 'Best of Latin Music' talent contest," she added (see *McFamilia*, Fall Issue). "We are proud to have shared this special evening with our customers, as we salute our rich musical heritage."

"McDonald's has always demonstrated leadership in its efforts to promote Latino culture and heritage within their national marketing strategies," said Obdulio Piedra, President of the Kiwanis Club of Little Havana, co-promoters of the event. "Once again, we were honored

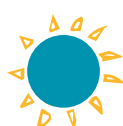
to have *Noche de Carnaval* made possible by McDonald's generosity. And through their special promotion with Walt Disney World, Latinos from across the country were able to experience a spectacular event."

McDonald's *Noche de Carnaval* is the traditional kick off of the week-long *Carnaval Miami* festival—a celebration of the country's rich and diverse Hispanic musical heritage. It is presented by McDonald's Corporation, along with Univision Television Network and Kiwanis Club of Little Havana. In *Carnaval Miami's* 19th year, more than 1,000,000 spectators participated in a number of different activities including an 8K run, beauty pageant, golf tournament, Latin-style cooking contest and *Calle Ocho*, the world's largest street festival with entertainment, dancing and special attractions for the entire family.



McFacts about the U.S. HCM

- The Hispanic population in the U.S. is larger than the entire population of Canada, 35.3 million, compared to 31.3 million.
- Hispanics are applying for home mortgage loans in larger numbers than any other group.
- The median age of Hispanics in the U.S. is 27.6 years, compared to 36.8 years for non-Hispanics.
- The average size of an Hispanic household is 3.4 members, compared to 2.6 members for a non-Hispanic household.
- Hispanic purchasing power will top \$2 trillion by 2020.
- The percentage of spending by Hispanics on food will increase 248 percent by 2020, compared to an increase of 113 percent by non-Hispanics.
- Univision is now the No. 5 network in the U.S., behind ABC, NBC, CBS and Fox.
- Tortillas outsell bread in the U.S.



More Latinos break into middle class

“That some should be rich shows that others may become rich, and hence is just encouragement to industry and enterprise.”

— Abraham Lincoln

More than one million Latino households rose to middle-class status during the past two decades, a new study shows. The study, conducted by the Tomas Rivera Policy Institute (TRPI), also reports this positive trend despite the fact that a steady flow of immigration from Latin America over the same period of time—with attendant low salaries for workers—affected average income figures for Latinos overall.

The number of foreign-born Latino households who earned less than \$20,000 in the United States increased almost threefold from 1979 to 1998, from less than 600,000 households to more than 1.6 million households, according to the report. Meanwhile, the rate of growth for the Latino middle class—defined as those who earned more than \$40,000—grew 80 percent over the past 20 years. This growth rate was three times higher than among whites, the study found.

Major findings:

- Discretionary income among Latinos has also doubled in the past decade to about \$72 billion, with the vast majority of the gain concentrated in the middle class.
- The gap in educational attainment between U.S.-born and foreign-born Latinos could narrow rapidly in the near future; this translates into an increase in average income for Latinos overall.
- While less than 20 percent of new immigrants in Southern California have a high school diploma, more than 70 percent of their children complete high school.
- More than 80 percent of U.S.-born Latinos complete high school.
- Annual income for a U.S.-born Latino with a college degree was \$60,000.
- Annual income for a Mexican immigrant without a high-school diploma was less than \$19,000.

“As Latinos make gains in education, their income is expected to surge correspondingly,” states TRPI’s president Harry Pachon. “Latino economic progress has been significant, but too often, we overlook this ever-increasing segment of the Hispanic community.”

According to the study, Latinos, who are making strides in educational attainment and, consequently, increasing their economic power, are a ripe market for companies that want to boost profits.

The TRPI study is based on data from the 1980 and 1990 U.S. Census of Population and Housing, as well as several recent years of the U.S. Current Population Survey.



Haydee Olinger named to board of NHLI

“Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it's the only thing that ever has.”

— Margaret Mead

Haydee Olinger, General Counsel for the Great Lakes Division of McDonald's Corporation, has been named to the Board of Directors of the National Hispana Leadership Institute (NHLI). Based in Arlington, Virginia, the organization is the only national leadership development program focusing on the development of Hispanic women leaders.

NHLI was formed in 1987 by a group of Latino leaders who recognized the need to develop leadership to improve opportunities and services for Hispanic communities at the local, state and national level. Its mission is to develop Hispanics as world leaders through training, professional development, community and world activism and relationship building. Women who have graduated from NHLI have gone on to become elected officials, senior executives and decision-makers in educational and cultural organizations.

At McDonald's, Haydee is responsible for the legal services of more than 2,700 restaurants, that generate more than \$4 billion annually in sales. Through Haydee's volunteer efforts and the company's financial support to NHLI, McDonald's has helped significantly to develop Hispana leadership.

Olinger began her McDonald's career in 1984, with responsibility for new restaurant development in the Albany, South Florida, Dallas and Puerto Rico markets. In 1990, she was promoted to Staff Director for Asset Management for all of the U.S. McDonald's regional markets. In 1993, she became

Home Office Director in the International Legal Department where she provided leadership and strategic direction in the delivery of legal services in multiple practice areas.

She was instrumental in McDonald's entry into Bolivia, Colombia, Guadeloupe, Honduras, Martinique, Mexico, Paraguay and Peru. She provided legal advice and counsel to Central and South America, the Caribbean, Greece, and Turkey while participating in the development of McDonald's strategies for growth in Latin America.

A graduate of DePaul University College of Commerce in Chicago, Illinois, she received a bachelor's degree in Management and Business Administration. She holds a juris doctor degree from DePaul University College of Law. Haydee is a member of the American Bar Association and has served as a board member on the McDonald's Hispanic Steering Committee since 1989. She and her husband, Don, and their two children, reside in Park Ridge, Illinois.



Haydee Olinger (l) and Deb Parra (r) discuss Great Lakes Division strategies.

