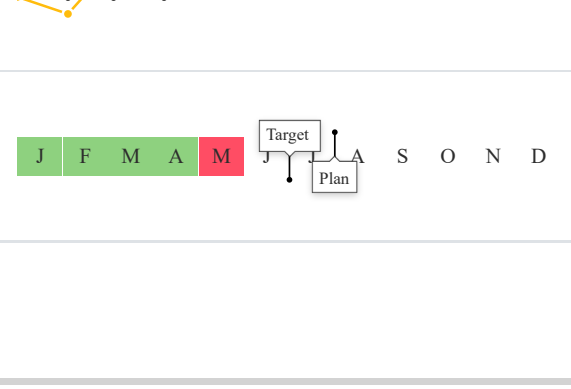
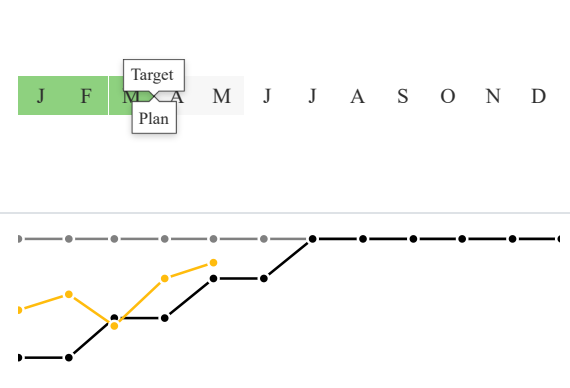
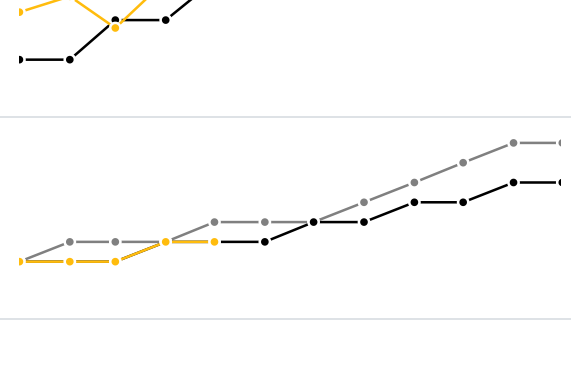
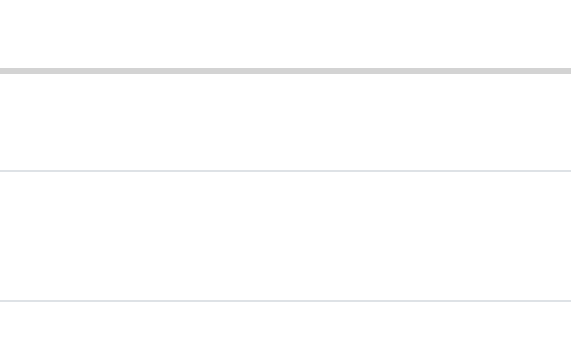
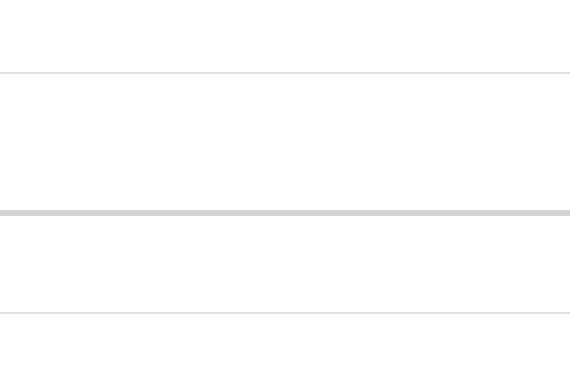


Consumer

1.1 : Successfully Transition to In-sourced Model for archOS

1.1.1 : Complete knowledge transfer sessions for all departments, ensuring 90% of team members report confidence in their new roles.	Val Ashbaugh	On track	May 2025 Target 0.9 Plan 0.65 Actual 0.7	
1.1.2 : Achieve a successful "send, receive, commit" process with all responsibilities transitioned before releasing consultant resources.	Val Ashbaugh	Delayed	May 2025 Target 0.7 Plan 1.0 Actual 1.1	

1.2 : Deploy GMA with Orders 2.0 in US and LIOM

1.2.1 : Complete system integration testing.	Val Ashbaugh	Complete	May 2025 Target 1.0 Plan 1.0 Actual 1.0	
1.2.2 : Achieve 95% user acceptance testing satisfaction score.	Val Ashbaugh	On track	May 2025 Target 0.95 Plan 0.9 Actual 0.92	
1.2.3 : Launch GMA with Orders 2.0 in US and LIOM.	Whitney, David, Jolo	At risk	May 2025 Target 1.0 Plan 1.0 Actual 1.0	

1.3 : Develop New Loyalty Features for US and LIOM

1.3.1 : Complete development of multi-step bonus campaign by [specific date].	Val Ashbaugh			
1.3.2 : Launch code-based digital downloads feature.	Whitney, David, Jolo			
1.3.3 : Achieve 80% user engagement with new loyalty features within the first month post-launch.	Val Ashbaugh			

1.4 : Standardize Digital Tech Stack Components

1.4.1 : Complete development of Content Management and Global ID components.	Val Ashbaugh			
1.4.2 : Implement standardized profile components across all markets.	Val Ashbaugh			
1.4.3 : Ensure 100% compliance with digital tech stack standards.	Val Ashbaugh			

1.5 : Complete Web Ordering MVP for Market 0 (Sweden)

1.5.1 : Complete Web Ordering MVP for Market 0.	Val Ashbaugh			
1.5.2 : Conduct pilot testing with 50 users, achieving 90% satisfaction score.	Val Ashbaugh			
1.5.3 : Launch web ordering MVP in Sweden.	Jolo Scarin			

1.6 : Enable 4 Market Deployment of PE3 by 2025

1.6.1 : Establish end-to-end architecture blueprint.	Val Ashbaugh			
1.6.2 : Implement all required data elements and pipelines, including a centralized promotional database.	Val Ashbaugh			
1.6.3 : Develop a packaged PE dependency data stack for future market adoption.	Whitney, David, Jolo			

1.7 : Deliver on commitments against Phase 2 Enterprise Transformation Roadmaps

1.7.1 : Execute against commitments agreed to on roadmap	Val Ashbaugh			
1.7.2 : Ensure markets are successful deploying against their market roadmaps	Val Ashbaugh			

1.8 : Deploy commitments as per Market Roadmaps

1.8.1 : Complete deployments agreed on Phase 2 roadmap by end of year	Whitney, David, Jolo			
1.8.2 : Complete activations of deployments on Phase 2 roadmap by end of year	Whitney, David, Jolo			

Restaurant

2.1 : Develop and Deploy MVP IoT Solution

2.1.1 : Successfully develop and deploy the MVP IoT solution in Market Zero	Val Ashbaugh			
2.1.2 : Ensure alignment with MCX/OPS for the deployment goal	Val Ashbaugh			
2.1.0.1 : Complete the "discovery" phase of the Shift Leader Co-Pilot by Q2 2025, in collaboration with MCX				

2.2 : Plan for Conversational Commerce

2.2.1 : Determine the strategic path and scope for Conversational Commerce for 2025 and 2026	Val Ashbaugh			
2.2.2 : Align all stakeholders on the Conversational Commerce roadmap	Val Ashbaugh			

2.3 : Achieve NDR for DMB/CMS

2.3.1 : Achieve Network Data Reliability (NDR) by the end of Q1 2025 to stay on track for retiring the Stratacache solution in 2026	Val Ashbaugh			
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2.4 : Prepare for Migration to Google Cloud

2.4.1 : Develop a comprehensive migration plan to Google Cloud, including scope definition for 2025	Val Ashbaugh			
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2.5 : Advance GenAI Initiatives

2.5.1 : Make progress on the GenAI-enabled initiatives with responsible AI platform support	Val Ashbaugh			
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2.6 : Launch Operations PACE Technology Platform

2.6.1 : Complete the global launch of the Operations PACE technology platform across 110+ markets	Whitney, David, Jolo			
2.6.2 : Provide hyper care support in all launched markets during the initial rollout period.	Val Ashbaugh			

2.7 : Evaluate and Define POS Architecture in China

2.7.1 : Evaluate the current POS solution in China and define an architecture path	Val Ashbaugh			
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2.8 : Reduce Sesame-Related Issues

2.8.1 : Reduce Sesame-related P1 issues in stores by 30%				
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2.9 : Complete Sesame Deployments

2.9.1 : Complete x IDL market Sesame deployments by the end of the year, focusing on markets not waiting for Edge deployment				
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2.11 : Achieve Successful Edge Deployment

2.11.1 : Meet Edge contractual commitments by deploying 2,000 restaurants by the end of September 2025.				
2.11.2 : Deploy US restaurants at the agreed pace according to restaurant demand throughout 2025.				
2.11.3 : Deploy pilots in 4 ROM markets (Australia, Canada, UK, and Germany) by the end of 2025, focusing on new store openings, remodels, and McQosco restaurants.				
2.11.4 : Develop plans for deployment in France by 2026.				
2.11.5 : Deploy Edge solutions in Singapore and Thailand, and create plans for opportunistic deployment in IDL markets, prioritizing ROM alignment with Sesame deployments.				

2.12 : Standardize Restaurant Technology Globally

2.12.1 : Establish a global technology standardization roadmap in collaboration with market segments				
2.12.2 : Co-develop a business case for Project Crisp (technology sourcing, procurement, and deployment) with segments and markets for support and deployment in 2026.				

2.13 : Transform Global Restaurant Network

2.13.1 : Deploy the Global Restaurant Network Transformation to 7,600 US restaurants by the end of 2025, maintaining the pace to fully deploy in the US by the end of 2026.				
2.13.2 : Establish a roadmap and commitments for deployments in ROM and IDL through phase planning by mid-2025.				

2.14 : Improve Reliability and Stability

2.14.1 : Maintain global P1 and P2 incident levels at or below 2024 levels throughout 2025.				
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2.15 : Transform Global Service Desk

2.15.1 : Build the future service desk platform in 2025.				
2.15.2 : Begin the migration of the US service desk from the current solution to the new global provider, ensuring readiness for transition in Q1 of 2026.				
2.15.3 : Establish a roadmap and commitments for deployments in ROM and IDL through phase planning by mid-2025.				

2.16 : Deliver on commitments against Phase 2 Enterprise Transformation Roadmaps

2.16.1 : Execute against commitments agreed to on roadmap				
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2.17 : Deploy commitments as per Market Roadmaps

2.17.1 : Complete deployments agreed on Phase 2 roadmap by end of year				
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Company

3.1 : Successfully Implement Global People Modernization

3.1.1 : Complete Wave 2 Go-live by the end of Q2.				
3.1.2 : Complete Wave 3a Go-live by the end of Q4.				
3.1.3 : Ensure a steady-state team is in place and operational by the end of Q1.				

3.2 : Advance Global Finance Modernization

3.2.1 : Complete Wave 1 User Acceptance Testing (UAT) by the end of Q2.				
3.2.2 : Achieve Wave 1 Go-live by the end of Q3.				
3.2.3 : Complete Wave 2 kick-off and localization by the end of Q1.				
3.2.4 : Finish Wave 2 localization design and build by the end of Q3.				
3.2.5 : Kick off Wave 3 and complete localization design by the end of Q4.				

3.3 : Establish EDAA Program for Data, Analytics, and AI

3.3.1 : Establish a centralized EDAA operating model and organizational structure	Val Ashbaugh			
3.3.2 : Execute the EDAA program successfully with MCC insourcing within the planned timeline and budget	Val Ashbaugh			

3.4 : Expand EDAA Use Cases

3.4.1 : Expand the Sales Forecasting MVP and GC models beyond the planned 7 markets	Val Ashbaugh			
3.4.2 : Architect and implement Restaurant Location Data to the converged architecture platform, with GFMod as the first consumer of Location data	Val Ashbaugh			
3.4.3 : Finalize technology selection and implement Version 1 of the Integration Platform for API management, event streaming, and managed file transfer	Val Ashbaugh			
3.4.4 : Consolidate 600+ financial reports to support GFMod value realization	Val Ashbaugh			

3.5 : Establish AI Lab for Future Innovation

3.5.1 : Setup the AI Lab as a rapid prototyping and tech discovery space by Q2	Val Ashbaugh			
3.5.2 : Develop at least 3 proof-of-concept projects in the AI Lab within the first six months of operation.	Val Ashbaugh			

3.6 : Deliver on commitments against Phase 2 Enterprise Transformation Roadmaps

3.6.1 : Execute against commitments agreed to on roadmap				
3.6.2 : Ensure markets are successful deploying against their market roadmaps				

3.7 : Deploy commitments as per Market Roadmaps

3.7.1 : Complete deployments agreed on Phase 2 roadmap by end of year				
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Securing the Arches

4.1 : Increase cybersecurity maturity

4.1.1 : Define cyber risk taxonomy and standardize across all cyber risk areas.				
4.1.2 : Mature and operationalize Data Protection services for global deployments in 2026.				

4.2 : Embed cyber culture into the McDonald's DNA

4.2.1 : Fill 80% of open roles by end of year (100 FTEs).				
4.2.2 : Embed engineers into priority projects (including Edge, ArchOs, etc.).				
4.2.3 : Rollout market scorecard to all markets by end of 2025.				
4.2.4 : Establish feedback mechanism and initial baseline for market engagement by Q2.				

4.3 : Drive market adoption and standardization of cybersecurity services

4.3.1 : Onboard markets to Global SOC by year end (100% US/LIOM, ROM BU 75%, IDL 50%)				
4.3.2 : Deploy PAM to 30 markets by year end.				
4.3.3 : Automate 100% of SOX controls on new GP/GF Mod platforms.				
4.3.4 : Deploy Data Protection services to 4 pilot markets by year end.				

4.4 : Reduce global attack surface

4.4.1 : Implement CI/CD API security measures across all development environments.				
4.4.2 : Achieve 100% SLA for patching compliance.				
4.4.3 : Integrate TPM process across all ROM markets by end of year.				
4.4.4 : All critical and high findings from restaurant device forest AD assessment remediated by Q1 2025.				

4.5 : Implement asset management program

4.5.1 : Identify data owners and establish governance model for asset management program.				
4.5.2 : Deploy ServiceNow instance to support asset management by end of Q2 2025.				
4.5.3 : Apply McDonald's asset taxonomy by end of Q2 2025.				
4.5.4 : [Placeholder] CI integration target metric				

4.6 : Deliver on commitments against Phase 2 Enterprise Transformation Roadmaps

4.6.1 : Execute against commitments agreed to on roadmap				
4.6.2 : Ensure markets are successful deploying against their market roadmaps				

4.7 : Deploy commitments as per Market Roadmaps

4.7.1 : Complete deployments agreed on Phase 2 roadmap by end of year				
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Technology Transformation

5.1 : Achieve GTT Value Realization Targets

5.1.1 : Deliver cumulative run rate targets of \$75M by 2025 and identify additional initiatives to increase in-year value.	Maria Walter			
5.1.2 : Reduce spending by \$41M in the current year through various initiatives across MCX/GT	Maria Walter			
5.1.3 : Achieve a 2025 in-year financial plan reduction of \$12M in OpEx and \$29M in CapEx.	Maria Walter			

5.2 : Successfully Implement Insourcing Strategy

5.2.1 : Complete hiring in Mexico and establish the MCC India team in partnership with GBS	Maria Walter			
5.2.2 : Finalize the founding team and hiring strategy for MCC India for GT	Maria Walter			
5.2.3 : Meet or exceed the GT NPS goal of 36 in both Mexico and India	Maria Walter			

5.3 : Enhance Product Operating Model

5.3.1 : Execute pending squad ramp-downs and implement the squad operational model to achieve targeted run rate savings by [specific date].	Maria Walter			
5.3.2 : Improve quality of technology delivery by reducing Sesame (POS) and GMA MUAT defects by 50% compared to 2024.	Maria Walter			

5.4 : Optimize Vendor Contracts

5.4.1 : Implement 2025 inflight initiatives for vendor cost optimization for Capgemini and other vendors.	Maria Walter			
5.4.2 : Renegotiate the Capgemini contract based on feedback from tower teams.	Maria Walter			

5.5 : Scale Talent Initiatives

5.5.1 : Scale enhanced onboarding practices globally, plan for MCC India onboarding with GBS	Maria Walter			
5.5.2 : Activate Tech Academy "Leadership" and "Foundations" programs based on pilots executed in 2024.	Maria Walter			
5.5.3 : Launch ~10 GT career paths providing clarity for employees to advance their careers	Maria Walter			
5.5.4 : Design strategy for GT specific recruitment marketing in coordination with GBS and continue amplifying GT brand both internally and externally to build credibility	Maria Walter			

5.6 : Standardize Segment and Market Operations

5.6.1 : Reorganize LIOM market technology teams according to a single Market Technology Organization blueprint by [specific date].	Maria Walter			
5.6.2 : Standardize LIOM technology business processes and ways of working by [specific date].	Maria Walter			

People

6.1 : Improve Employee Satisfaction and Engagement

6.1.1 : Increase NPS score from 34 to 36				
6.1.2 : Increase US NPS score from x to y				
6.1.3 : Increase ROM NPS score from x to y				
6.1.4 : Increase IDL NPS score from x to y				

6.2 : Establish comprehensive succession plans to ensure business continuity and cultivate strong diverse leadership for the future.

6.2.1 : Identify at least one Ready Now or Contingency successor for critical leadership roles.				
6.2.2 : Identify one or more successors for all VP roles who are Ready in 2-3 years.				
6.2.3 : Identify three or more longer-range successors who are Ready in 4+ years.				
6.2.4 : Develop and implement a plan to enhance the diversity of the succession pool and pipeline.				
6.2.5 : Ensure that succession plans provide an honest and actionable depiction of the readiness of the pipeline, with biannual reviews and updates				

6.3 : Ensure successor readiness through effective development plans.

6.3.1 : Implement and execute development plans for 100% of identified successors.				
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6.4 : Mentor future leaders to support their growth

6.4.1 : Conduct quarterly 1				
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6.5 : Enhance personal capability in inclusive leadership

6.5.1 : Actively develop inclusive leadership skills and consistently role model inclusive behaviours to foster a supportive team environment				
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6.6 : Increase representation of women technology leaders at the Senior Director level and above.

6.6.1 : Raise the % of women from 31% to 35% globally by the end of the year.				
6.6.2 : Increase participation of women in leadership development programs by 25% YoY.				
6.6.3 : Track and report on the promotion rates of women in technology to ensure equitable advancement opportunities				

6.7 : Enhance representation of minority leaders in the US

6.7.1 : Increase the percentage of minority leaders from 28% to 30% US by the end of the year.				
6.7.2 : Implement targeted recruitment and mentorship programs aimed at minority candidates to support their advancement into leadership roles.				
6.7.3 : Conduct quarterly training sessions on inclusive leadership for existing leaders to promote a supportive environment for minority advancement.				