



January 30, 2014

Thomas P. DiNapoli
New York State Comptroller
110 State Street
Albany, NY 12236

RECEIVED
EXECUTIVE CORRESPONDENCE

FEB 03 2014

OFFICE OF THE STATE COMPTROLLER
THOMAS P. DINAPOLI
COMPTROLLER

Dear Mr. DiNapoli,

I am writing on behalf of McDonald's Chief Executive Officer Don Thompson in response to your letter regarding human rights in Russia. We appreciate you reaching out on behalf of this group of institutional investors. We also apologize for the delay in responding, which in no way reflects on our commitment to this important topic.

The issues you've raised are important to us as a global brand that, together with our restaurant owner-operators, employs 1.8 million people around the world. We are dedicated to being a good corporate neighbor in every country where we do business – it's what we stand for as a brand.

Our company has a strong and longstanding commitment to maintaining high standards of human rights in the workplace worldwide and we take that commitment seriously. McDonald's has been a pioneer in workplace diversity and inclusion and we take pride in our dedication to both.

Please note that we've discussed internally the concerns that you voiced, as well as directly with the International Olympic Committee and the Sochi Organizing Committee for the Olympic Games. We believe these are the most effective steps that we can take to be sure the issues are raised with the most appropriate people who can address them. We will continue to reinforce the importance of ongoing progress in these critical areas.

Please know we work diligently to be constructive, valuable members of the communities we serve. Together with our owner-operators, we strive to provide jobs and growth opportunities while providing meaningful working conditions and employee benefits.

Thank you for your letter, and we appreciate you voicing your concerns.

Sincerely,

A handwritten signature in black ink that reads "Bob Langert".

Bob Langert
Vice President, CSR and Sustainability