

Reply from McDonald's Corporation

I am writing in response to your letter dated September 5th regarding McDonald's support for the 2015 European Games in Baku, Azerbaijan.

Firstly, there's no room for discrimination under the Golden Arches. McDonald's stands for inclusion and we welcome, respect and value the diversity, culture and unique differences of our 70 million customers and 1.9 million employees of company-owned and independently owned and operated McDonald's restaurants worldwide.

You can find out more about McDonald's process for identifying and analyzing human rights risks in our operations in this management report to the Sustainability and Corporate Responsibility Committee of our Board of Directors:  
<http://www.aboutmcdonalds.com/content/dam/AboutMcDonalds/Investors/Investor%202014/Human%20Rights.pdf>

The ten McDonald's restaurants in Azerbaijan are run by a developmental licensee - an independent business person with the licence to operate under our brand and the freedom to make locally-relevant marketing decisions. All our franchisees and licensees share our dedication to being a good corporate citizen in every country where we do business – it's what we stand for as a brand. Operating our business ethically is one of our core values – we hold ourselves and conduct our business to high standards of fairness, honesty and integrity.

I would like to clarify the nature of McDonald's involvement in the Games. While our local developmental licensee in Azerbaijan has publicly expressed support for the Games, neither of us is an official sponsor of them and we are not making any financial donations to the organising committee. The primary objective in supporting the Games is to celebrate the spirit of the Games and to bring them to life for our customers in our restaurants in Azerbaijan.

Finally, we support the position previously stated by the International Olympic Committee that sport is a human right. We believe that the European Games should be open to all, free of discrimination, and that applies to spectators, officials, media and athletes.

Yours sincerely,

Bob Langert  
Vice President, Social Responsibility  
McDonald's Corporation