



Pat Harris  
Global Chief Diversity Officer  
Vice President, Inclusion & Diversity  
McDonald's Corporation  
2111 McDonald's Drive  
Oak Brook, IL 60523

May 29, 2008

Dr. Donald E. Wildmon  
Founder & Chairman  
American Family Association  
Post Office Drawer 2440  
Tupelo, Mississippi 38803

Dr. Wildmon:

We are in receipt of your May 22, 2008 letter. As Global Chief Diversity Officer of McDonald's, I am responding on behalf of Ralph Alvarez. I would like to take this opportunity to reaffirm our position on diversity.

Our founder Ray Kroc once said, "None of us is as good as all of us." At McDonald's we believe that sentiment still holds true today, and is best reflected in action; specifically, with our strong and longtime commitment to our People through diversity and inclusion. This is a core value of McDonald's.

We treat our employees and our customers with respect and dignity, regardless of their ethnicity, religious beliefs, sexual orientation or other factors. We support our employees' personal involvement in organizations of their choice.

McDonald's is associated with countless local and national affinity groups here in the United States. We have a well-established and proud heritage of associating with individuals and organizations that share in the belief that every person has the right to live and work in their community free of discrimination.

McDonald's is a trusted and well-respected neighbor, employer and corporate citizen in communities across the U.S. We will continue to support our people and their right to live and work in an inclusive society.

Sincerely,

Pat Harris  
Global Chief Diversity Officer  
McDonald's Corporation