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### Letter from Shelby Yastrow to Simon Billenness

Shelby Yastrow  
*McDonald's Corporation*

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Shelby Yastrow  
General Counsel  
Senior Vice President  
Secretary

Direct Dial Number  
708.575-6178

February 16, 1994

Mr. Simon Billenness  
Research Associate  
Franklin Research & Development  
711 Atlantic Avenue  
Boston, MA 02111

Dear Simon:

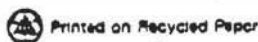
This letter is to confirm our agreement regarding the withdrawal of the proxy proposal Franklin Research and Development has co-filed on the humane treatment of animals.

You will withdraw your proposal in return for McDonald's agreement to:

1. Mail a copy of our policy statement on the humane treatment of animals (copy attached) to all of our meat and poultry suppliers, and request they forward this statement to their primary suppliers.
2. Print an excerpt of the enclosed humane treatment of animals statement in McDonald's 1993 Annual Report. As space is a consideration in the Annual Report, the statement will be condensed; the current draft reads as follows:

"McDonald's believes the humane treatment of animals is a moral responsibility. We require suppliers to adhere to pertinent laws, regulations, and industry guidelines concerning the humane treatment of animals, such as those recommended by the American Meat Institute. Additionally, suppliers should take all reasonable steps to assure animals raised, transported, and slaughtered for McDonald's products are treated humanely. We also require suppliers to provide an annual statement as to their compliance."

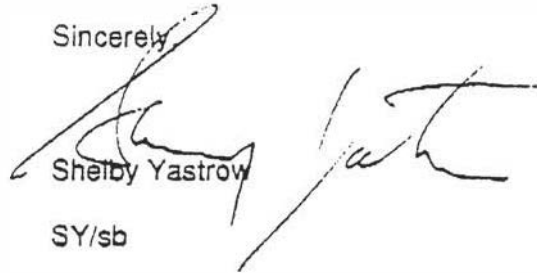
McDonald's Corporation • Kroc Drive • Oak Brook, Illinois 60521



Mr. Simon Billenness  
February 16, 1994  
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I understand that upon receipt of this letter, the proponents will initiate withdrawal of the proposal on the humane treatment of animals. Of course, we will not proceed with the actions described in this letter without the withdrawal of the proposal.

Sincerely

A handwritten signature in black ink, appearing to read 'Shelby Yastrow', written over the typed name.

Shelby Yastrow

SY/sb

Enclosure

cc: Joseph Gordon, Gordon & Gordon  
Henry Spira, Animal Rights International