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# Letter from Shelby Yastrow to Henry Spira

Shelby Yastrow  
*McDonald's*

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Shelby Yastrow  
General Counsel  
Senior Vice President  
Secretary

Direct Dial Number  
708/575-6178

May 12, 1992

Mr. Henry Spira  
Animal Rights International  
Box 214  
Plantetarium Station  
New York, NY 10024

Dear Mr. Spira:

I wanted to respond to your last letter to us and confirm several of the previous discussions we've had with you.

We have taken all the steps that we said we would take. We indicated we would talk with our suppliers and survey their procedures, and we are assured that they are in compliance with the laws, regulations and industry guidelines concerning the humane treatment of animals.

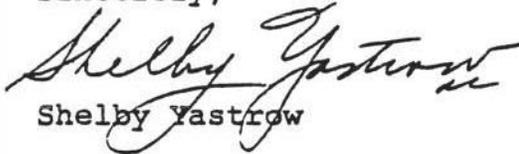
Moreover, we have an understanding with them that if those existing guidelines do not show sufficient concern for the humane treatment of animals, they will take all reasonable additional measures to assure that animals raised, transported and slaughtered for McDonald's products are treated humanely.

As you know, we've taken these steps in addition to sponsoring with our suppliers the Farm Animal Well-Being Workshop at Tufts University. We thank you for your participation in the workshop, and we believe that the dialogue that developed provided all participants with additional insights into animal agricultural systems and practices.

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We appreciate the suggestions you've made, and we feel we have taken all the steps we committed to. We are in the business of franchising restaurants to independent men and women. In that capacity we work with top U.S. suppliers and we respect that they, too, are independent businesses.

Sincerely,



Shelby Yastrow