

Dear Marina and Vitória,

Thank you for reaching out. The restaurants referenced in this report are owned and operated by Arcos Dorados, a developmental licensee, and/or their sub-franchisees, which independently set their own employment policies. While we cannot comment on behalf of them or on the specifics of this report, we know that our global franchisee/licensee partners implement health and safety programs, follow our values and provide access to well-being resources and training to support healthy working conditions for their employees.

With our franchisees, we'll continue listening and taking steps to keep the well-being of hardworking crew and customers at the forefront of everything we do.

Please do feel free to reach out to me going forward so I may address any future questions or requests for comment.

Thank you again,

Laura



Laura McElroy

Global Public Policy & Stakeholder Engagement

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Dear Marina and Vitória,

Thank you for the follow up. More information on how McDonald's works with our franchisees to help foster safe and respectful workplaces can be found on our corporate website: <https://corporate.mcdonalds.com/corpmcd/our-purpose-and-impact/jobs-inclusion-and-empowerment/respectful-workplaces.html>

Please also do not hesitate to get in touch with the Arcos Dorados team at imprensa.mcd@inpresspni.com.br.

Thank you,
Laura