

McDONALD'S® BIG MAC® MEAL TRACKS

Key Messages

McDonald's marks another milestone in its leadership marketing efforts today with the announcement of a new marketing relationship with Sony Connect Inc. and the launch of an unprecedented multi-national restaurant promotion for customers.

The McDonald's *Big Mac Meal Tracks* program offers every customer who purchases a Big Mac Extra Value Meal® at participating McDonald's restaurants a code for one free song download at the Connect™ music store www.connect.com. It will run in six countries to start: United States, Puerto Rico and Canada June 8; Germany, France and the United Kingdom in early July. It will roll out to additional McDonald's countries as plans become final.

During this promotion, McDonald's anticipates providing millions of customer downloads, making this one of the largest music promotions of its kind. It is the first time that a promotion of this scale is being offered to consumers in multiple countries around the world.

Big Mac Meal Tracks will be supported by a new global television commercial featuring a cameo appearance by superstar Justin Timberlake. In keeping with the innovative spirit of the promotion, the commercial will feature soundtracks by hot music artists including rising R&B star Houston and the hot young group, the Conti Brothers.

Music is a key component of McDonald's successful *i'm lovin it*™ campaign, and our partnership with Sony Connect provides another way to reach customers in a way that surprises, delights and is uniquely McDonald's.

McDonald's and Sony are both strong consumer brands globally, and we look forward to exploring more opportunities in other areas in the future

Big Mac Meal Tracks with Sony Connect is just one example of the innovation and creativity inherent in our new strategic alliance with Sony, the world leader in music and technology. We view this as a long-term partnership that can benefit our customers in unique ways relevant to today's lifestyles and trends.

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McDONALD'S® BIG MAC® MEAL TRACKS

Q&A

Q1: How does the Big Mac Meal Tracks promotion work?

A1: During the Big Mac Meal Tracks promotion and while supplies last, every customer who purchases a Big Mac Extra Value Meal at participating restaurants will receive a code right on the Big Mac sandwich box worth one free song download at the Connect music store www.Connect.com, Connect.com/canada and Connect-europe.com. The program runs from six to ten weeks in six countries: U.S., Puerto Rico and Canada on June 8; Germany; France and the UK in early July.

Q2: What makes this promotion unique?

A2: In addition to the fact that this is the first time McDonald's and Sony Connect have partnered together, the program is unique because it is the first time that a music promotion of this scale is being offered to consumers in multiple countries around the world. It is expected to give away millions of downloads to millions of McDonald's customers in six countries.

Q3: Why is McDonald's partnering with Sony Connect?

A3: Sony Connect is a world leader in music and technology unequaled in its knowledge and expertise of the industry. As part of our global marketing strategy, we are partnering with leaders in music, fashion, entertainment and sports and Sony Connect fits these criteria. As the first program of its kind in six countries, Big Mac Meal Tracks meets our criteria of first, big, best.

Q4: Will this partnership replace your Disney partnership?

A4: No. We will continue to work with Disney, the leader in children's entertainment and are delighted to welcome Sony Connect as a new partner in the music and technology arena. Our goal is to partner with leaders in the areas of music, fashion, entertainment and sports, and Disney and Sony are both important to this strategy.

Q5: How many countries are participating in McDonald's/Sony Big Mac Meal Tracks promotion?

A5: Currently, there are six countries participating in McDonald's/Sony Big Mac Meal Tracks promotion including: the United States, Puerto Rico, Canada, France, Germany and the United Kingdom. The program will roll out to additional McDonald's countries as plans are finalized.

Q6: Why is the promotion only being conducted in these six countries?

A6: The online music industry is so new that copyright laws vary from country to country, and not all the legal issues have been solved in every country around the world. Sony Connect is the first online music store to launch in Europe and we are proud to be partnering on this break through program.

Q7: If McDonald's cares about fighting obesity, how come they require customers to buy the Big Mac instead of other products such as Premium Salads?

A7: The Big Mac sandwich is our most popular and widely recognized flagship menu item. We believe that the Big Mac along with all of our food can and does fit into a balanced and active lifestyle.

Q8: The reviews of Sony Connect have not been favorable, was it wise for McDonald's to partner with Sony on this promotion?

A8: Sony is the world leader in music and technology and a pioneer in bringing this service to Europe and beyond. Pioneering is not without risk and as the new service continues to evolve we are confident it will continue to lead the industry in outstanding quality and service. (See Sony Q&A #12)

Q9: Is this the beginning of a long-term partnership between McDonald's and Sony?

A9: Big Mac Meal Tracks with Sony Connect is just one example of the innovation and creativity inherent in our new strategic alliance with Sony, the world leader in music and technology. We view this as a long-term partnership that can benefit our customers in unique ways relevant to today's lifestyles and trends.

Several McDonald's countries have already identified and are developing new opportunities with Sony. These range from joint Happy Meal[®] programs in Germany and Italy, to CD promotions in Spain, to Sony Playstation opportunities in Canada, the Netherlands, Philippines and the U.S.

Q10: Are there any restrictions on what songs people can download?

A10: No. One of the best parts of McDonald's/Sony Big Mac Meal Tracks promotion is that people get to choose what song they want from Sony's extensive catalog of hundreds of thousands of tracks with a huge variety of artists not limited the Sony label. This includes music from both major and independent labels and artists.

Q11: Are you afraid that children will download inappropriate music?

A11: With hundreds of thousands of songs to choose from, there is great music for people of all ages to enjoy. Music is the universal language of our customers and we are pleased to be able to offer this exciting new program to them.

Other Related Q&A

Nutrition

Q12: Can McDonald's food be part of a healthy, balanced diet?

A12: Yes. Many leading health professionals agree that McDonald's food can be part of a healthy diet based on the sound nutrition principles of balance, variety and moderation. One key to a healthy diet is to moderate, not eliminate, favorite foods because eliminating foods is rarely successful long term. In fact, the American Dietetic Association says that all foods can fit into a healthy diet and that what's most important is eating a balanced diet over time, rather than focusing on any one food or meal.

McDonald's varied menu and range of serving sizes provide items that fit into a balanced diet and that can be combined with other foods to create a range of meal combinations, falling within recommended guidelines for calories, fat and other nutrients. In addition, McDonald's has been providing nutrition information for their standard menu items for more than 25 years. This information is available on McDonald's Website at www.mcdonalds.com, in their restaurants or by calling their toll-free number at 800-244-6227.

Q13: How can consumers find nutrition information about McDonald's products?

A13: McDonald's has been an industry leader in providing nutrition information for their standard menu items. In fact, they've been doing so for more than 25 years. You can easily find this information on their Website at www.mcdonalds.com, in restaurants or by calling McDonald's toll-free number at 800-244-6227.

Q14: With obesity rates among at an all-time high, how can McDonald's continue to promote products that are not "nutritious" and healthy?

A14: McDonald's provides customers with the choices and information they need to help them meet their nutrition goals.

Health experts such as the World Health Organization, the U.S. Surgeon General and the American Dietetic Association agree that no single factor is responsible for obesity. Rather, the causes are complex and fueled by many factors. Among these are genetics, cultural issues, economic factors, excess food consumption and today's increasingly sedentary lifestyles.

The Surgeon General's 2001 Call to Action to Prevent and Decrease Overweight and Obesity report emphasizes each individual's role in making wise food and physical activity choices to achieve a healthy weight. The report also recommends that restaurants provide nutrition information for menu items and a range of options and portion sizes to help consumers make informed and balanced food choices. McDonald's has a long-standing commitment to both actions:

McDonald's has been an industry leader in providing nutrition information for our standard menu items. In fact, we've been doing so for more than 25 years. You'll find this information on our Website at www.mcdonalds.com, at our restaurants or by calling our toll-free number at 800-244-6227.

To help our customers choose a balanced diet that fits within their calorie goals, McDonald's menu provides a wide range of options and serving sizes. For example, in addition to burgers, fries and soft drinks we offer new Premium Salads, a Chicken McGrill® sandwich, Fruit 'n Yogurt Parfaits, juice and 1% low fat milk. Customers also may special order various menu items to help meet their nutritional needs. For instance, customers may request sandwiches without mayo or sauce.

Q15: What is McDonald's stand on food quality and food safety?

A15: Food quality is key at McDonald's. We take pride in the foods we serve our customers and seek out fresh lettuce and tomatoes, quality buns and potatoes, pure ground beef, select poultry and fish and wholesome dairy products. In fact, many of the foods we serve at McDonald's are the same trusted brands our customers purchase at the local grocery

store. McDonald's has implemented rigorous food safety standards for almost 50 years. We've established and implemented high food safety standards and processes, many of which far exceed government regulations.

Q16: What is McDonald's reaction to the film "Super Size Me" and the negative light that it portrays McDonald's in?

A16: We continue to encourage an active and balanced lifestyle. Coupled with informed and nutritious choices, readily available through our new menu options, and exercise, McDonald's is part of a balanced lifestyle.

Marketing/Business

Q17: How is the "i'm lovin' it"/Rolling Energy marketing strategy for McDonald's remaining relevant?

A17: We press on with our borderless approach, leveraging the power, talent and resources of the McDonald's system to strengthen our marketing leadership worldwide. We will continue to listen to our customers and create marketing initiatives that speak to them in ways that are uniquely McDonald's.

Q18: Now, almost a year later, how has i'm lovin it evolved?

A18: i'm lovin' it has evolved from a marketing strategy into an international phenomenon. The five famous notes "ba-da-ba-ba-ba-aa" have become synonymous with McDonald's and i'm lovin' it, and the campaign has taken a life of its own.

Besides the commercials, you can see the campaign in all that we do. Everything at McDonald's uses i'm lovin' it as a central theme. From our commercials to our new packaging, in-store promotions to P.O.P, everything has a consistent look and feel.

i'm lovin' will continue to be the centerpiece of an international effort aimed at connecting McDonald's with customers in highly relevant, culturally significant ways around the world.

Q19: What's up next for Rolling Energy?

A19: There are a lot of surprises in store for the rest of 2004, including some big news regarding our Olympic program, our dedication to balanced lifestyles, World Children's Day and more fun stuff. We'll also continue to incorporate i'm lovin' it into every facet of our business.

Q20: What is McDonald's relationship with Justin Timberlake this year?

A20: We will continue a relationship with Justin Timberlake throughout the year. He is scheduled to appear at a number of events for McDonald's including an Australian tour and a number of other personal appearances. Justin also is featured in a yet-to-be aired commercial.

Q21: What direction will McDonald's take when Justin Timberlake is no longer connected to the brand?

A21: Music is a big part of what i'm lovin' it and Rolling Energy are about and Justin is included in that. Justin has done a lot of wonderful things since partnering with McDonald's and we will continue to find new ways to involve him.

Q22: With your new marketing strategy, how have your customers recognized the difference in your restaurants?

A22: Our two top priorities are operational excellence and marketing leadership. This year research experts have said our numbers in terms of marketing success and outreach are off the charts for any new advertising launch they have ever studied. Our customers have recognized our attempt to reach out to them and clearly appreciate the opportunity to express what they love about life, and how McDonald's fits into that.

Q23: How is the recent death of Jim Cantalupo affect the McDonald's brand?

A23: While the McDonald's family mourns the loss of a great leader and a dear friend, we will carry on the programs that Mr. Cantalupo had implemented and continue to bring his ideas to life. We know that he would've wanted us to press on, and it is because of his dedication, determination, and incredible passion for this brand that we will continue to make it a success.

Q24. How is Charlie Bell's health and how does it affect the current management situation at McDonald's?

A24. Charlie is doing very well and is back to work. We are fortunate to have a strong management team in place that will help Charlie to continue to keep everything moving forward and on-track.

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