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INTERVIEW WITH THE PRÉSIDENTE OF EURO DISNEY S.A.S.

CATHERINE POWELL

CATHERINE POWELL
IN 3 KEY DATES

2016
Became Présidente of Euro Disney S.A.S. on 11 July.

2004
Catherine arrived at Disney 12 years ago, and has held management positions around the world, including in Europe, the Middle East, and Asia. At The Walt Disney Company, Catherine Powell was Senior Vice-President/GM of Media Distribution, EMEA from 2004 to 2014, and then Managing Director for Australia and New Zealand from 2014 to 2016.

1997
Before joining The Walt Disney Company, Catherine worked for BBC Worldwide for seven years, holding various management positions in sales for Central Europe, Eastern Europe, the Middle East, Germany, Spain, and Portugal.

How do you see Disneyland® Paris today, almost a year after arriving?

CP: I look at Disneyland Paris in admiration! I was lucky enough to live in Paris 25 years ago, and I have wonderful memories of that time. I’m really honoured, today, to find myself at the head of this fantastic company. Disneyland Paris is Europe’s leading tourist destination, with more than 320 million visits since the April 12, 1992 opening, and the resort is a leader in business tourism. I feel extremely proud of this exceptional success. These figures are certainly impressive, but the most important thing to me is their meaning: they represent the strength of our relationship with our guests. Today, my mission is to continue developing this relationship, in all its integrity and diversity. This is what has guided most of my professional life, and why I am now at Disneyland Paris. Developing this relationship takes time, as well as lots of creativity, daring, and investment, because to enter into the world of Disney is to experience its creativity, to appreciate its know-how, and to recognize its constant search for innovation and excellence.

In your opinion, what are the resort’s major assets?

CP: Its location is a top asset. At Disney, we have always been convinced that France had undeniable assets. That’s why France was chosen in 1987 to host the first European Disney theme park. In just 30 years, an entire resort has risen from the ground including two theme parks, over 8,500 hotel rooms, two convention centres, a golf course, Disney Village®, and Val d’Europe, a dynamic urban centre. Disneyland Paris has become Europe’s number one tourist destination, welcoming more guests than the Eiffel Tower and the Château de Versailles put together.

“"The key to success is continued quality in experience, welcome, and service.""
Thanks to this programme, five iconic attractions were completely renovated in 2016, offering brand new experiences: “it’s a small world”, Peter Pan’s Flight, La Cabane des Robinson, Adventure Isle, and Space Mountain: Mission 2. We also increased the number of Disney character meet-n-greets, and presented brand new original live theatre shows such as The Forest of Enchantment: a Disney musical adventure and Mickey and the Magician.

In our hotels, the renovation of Disney’s Newport Bay Club® was finished in 2016 and the hotel earned a fourth star, while Disney’s Hotel Cheyenne® also received impressive enhancements. Dining at the resort, too, has continued to transform, in order to offer guests a more up-market and varied selection across our restaurants.

How was fiscal year 2016?

CP : 2016 was a hard year for all those involved in tourism in France and the Paris region, and Euro Disney was no exception. We were affected by several external factors: terrorist attacks in Paris, Brussels, and Nice, as well as springtime strikes in France and poor weather conditions throughout Île-de-France. These events impacted our revenue, which decreased by 7%. Despite this unfavourable context, our resort resisted well: we saw an increase in attendance of nearly 14 million guests in our parks, as well as rising satisfaction levels regarding recently-renovated attractions and hotels.

What are your priorities today?

CP : Our environment is in constant flux. Tourism is evolving, as are our guests and their needs. As Europe’s number one tourism destination, we must think of the tourism of tomorrow and reinvent Disneyland Paris looking towards 2020. This is the idea behind the new initiative I’ve already shared with our teams. It is built around four strategic priorities: be customer-centric in our processes and strategies; count on the excellence of Disney service through our Cast Members; innovate and reinvent our culture, structure, and business approach to be more daring and more agile. This means that we must be financially stable, making efforts to be efficient in our spending and dynamic in our commercial offer. Lastly, we must capitalise on the strength of our brand and our franchises, a powerful lever for growth across markets. Our creative potential knows no limits with Disney, but also with Marvel, Pixar, and Lucasfilm! Season of the Force is a good example of this momentum.

This prowess illustrates the resilience of Disneyland® Paris, and the commitment of its Cast Members. They are ambassadors of the Disney brand, culture, and tradition. Whether they are on stage or backstage, our Cast Members continue to live out Walt Disney’s heritage. They are our greatest strength and our most valuable asset. I would like to thank them for their amazing work and their commitment, especially in the difficult period that has followed recent events in France and in Belgium.

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In this context, what were some of this year's accomplishments?

CP : We continued to implement our investment strategy which seeks to improve the guest experience. This strategy makes it possible to continue to reinvent our products and services. Our guests and their expectations are our priority, and we do everything that we can to make sure they have a truly unforgettable experience. This, too, is the focus of our ongoing renovation programme.

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2017 will feature many big events. What are some expected high points?

CP: We have two major celebrations in 2017: the 25th anniversary of Disneyland® Paris, and the 30th anniversary of the Agreement signed with the French state. Celebrations for our 25th Anniversary will begin on 25 March 2017 with a brand new night-time show, a new parade, and lots of surprises that will dazzle our guests! We have been working for two years to prepare for this big event, and we’ve been putting all our energy into spreading a little extra pixie dust around the resort!

In February 2017, we celebrated the 30th anniversary of the Agreement signed in 1987 with the French state. It is truly a “win-win” partnership, forged out of our common desires: to make Disneyland Paris a reference tourist destination in Europe, and to help build the reputation of Paris and France in Europe and the rest of the world. Over the past 30 years, our company has benefited from its location in this fantastic country, which the whole world dreams of visiting. We are strengthened by its rich traditions, and the diversity and cultural energy of its population. In return, we are committed to contributing to the economic, social, and societal development of the surrounding area.

How do you see the future?

CP: I have every faith in the future of our resort. These anniversaries are great opportunities to reconnect with returning guests, and to attract new ones. Our 25th Anniversary will give the necessary momentum to continue on our trajectory.

With the Pierre et Vacances-Center Parcs group, we will soon be launching Villages Nature Paris, a next-generation tourism project which will be a “green” tourist destination. Disneyland Paris will use its position as Europe’s number one tourist destination, with the public authorities by its side, to imagine the tourism of tomorrow and to promote France as a destination.

While key indicators in the tourism sector are showing signs of improvement, The Walt Disney Company has renewed its support of the Group and of France, committing to supporting a recapitalisation to respond to the Group’s financial needs. We welcome the news, and we feel optimistic about the future. This proposal will enable the Group’s future development and continued investment in France as the number one tourist destination in Europe. We also wish to continue to maintain a special relationship with Euro Disney shareholders, some of whom I have met, and with whom we have been lucky enough to share an active dialogue for many years.

Today more than ever, I believe in the future of this resort, created through a successful combination of men and women, ideas, and investments. I know that I can count on the commitment of our Cast Members, and the support of our stakeholders, as we write the next chapter in our history.
Highlights

May 2016

Work began on Big Thunder Mountain for its biggest renovation in history

May 10, 2016

Creation of the 1st Disney brand that includes products ranging from fashion to housewares

February 10, 2016

THE FOREST OF ENCHANTMENT: A DISNEY MUSICAL ADVENTURE

Last winter, a one-of-a-kind spectacular took the stage at Chaparral Theatre, in the heart of Frontierland. This show, designed in the tradition of musical theatre, brought spectators deep into an enchanted forest where Disney heroes celebrated nature in a whole new way. Disney characters from Pocahontas and Baloo to Tarzan and the Lion King himself brought guests on an extraordinary musical adventure full of surprises, featuring classic Disney tunes from favourite movies, as well as some brand new songs specially created for the occasion.

May 9, 2016

RESTAURANT

WALT’S – AN AMERICAN RESTAURANT REVEALS ITS NEW MENU

July 12, 2016

THIRD SUMMER OF SOLIDARITY FOR CHILDREN IN PARISIAN DAY CARE CENTRES

Catherine Powell, Présidente of Euro Disney S.A.S., welcomed 300 children from city day-care centres in the Paris region to Disneyland® Paris. Anne Hidalgo, mayor of Paris, also took part in this wonderful opportunity to bring magic alive for these special children!
July 9, 2016

BRIGHT RENOVATION FOR PETER PAN’S FLIGHT

After five months of renovation, Peter Pan’s Flight reopened its doors in July 2015. The facade and roofs were redone in bright new colours, new props were added and new technology and lighting systems were installed. The attraction got a complete makeover, to give guests an experience that is more immersive than ever!

June 8, 2016

DISNEYLAND® PARIS IS NAMED “BEST FRENCH THEME PARK” BY VICTOIRES DU TOURISME

During the second edition of the Victoires du Tourisme, organised by the magazine Quotidien du Tourisme in collaboration with BFM Business, nearly 5,000 tourism professionals were asked to choose the company with which they had the most pleasant experience working. Disneyland Paris was thus named the best French theme park for the second year in a row. This victory for the resort illustrates its innovation, and strengthens its reputation as a quality destination.

June 29, 2016

SEEING EYE DOG ASSOCIATION CELEBRATES ITS 40TH ANNIVERSARY AT DISNEYLAND PARIS

This event took place with the inter-ministerial delegation for accessibility and a senator from Val-de-Marne, and showed the Group’s commitment to raising disability awareness among the public.

September 10-11, 2016

RAISING FIRST AID AWARENESS WITH THE RED CROSS

For World First Aid Day, Disneyland Paris partnered with the Red Cross to give Cast Members and 100 children the chance to receive first aid training.
Highlights

**June 27, 2016**

**ACCESSIBILITY VISIT FOR GUESTS WITH A DISABILITY**

In its constant effort to welcome guests with a disability in the best way possible, Disneyland® Paris further developed its access map systems and its accessibility guide.

**December 2015**

**DISNEY MAGIC COMES TO THE PARIS-CHARLES DE GAULLE AIRPORT**

The very first off-site Disneyland Paris boutique opened in Terminal 2A of the Paris-Charles de Gaulle Airport. It’s easy to recognize, thanks to the impressive 5-metre high Sleeping Beauty Castle at its entrance! This area brings the magic of the Disney parks beyond the resort, and includes an assortment of varied products that is sure to please airport visitors, as well as seasonal items in line with cinema releases and park events. The boutique will also offer timeless bestselling Disney merchandise. This important first helped Disneyland Paris to strengthen its visibility to a wider flow of tourists and potential guests.

**September 2016**

**INAUGURAL DISNEYLAND PARIS HALF-MARATHON WEEKEND**

The 21 kilometres of the first ever Disneyland Paris – Val d’Europe Half-Marathon Weekend was the opportunity for running enthusiasts to enjoy a spectacular race along the world’s most magical route, cheered on by Disney characters. The whole family was welcome over this full weekend event, which followed in the footsteps of other runDisney races. In addition to the half-marathon itself, the weekend included races for children, a 5km race, as well as private evening events and a health and fitness convention.

**AWARD**

**THE SHOW MICKEY AND THE MAGICIAN WINS A PRIZE FOR BEST THEATRICAL PRODUCTION**

* awarded by the IAAPA (International Association of Amusement Parks and Attractions)
April 16, 2016

THE ARC-EN-CIEL ASSOCIATION BLOWS OUT 25 CANDLES AT DISNEYLAND® PARIS

For 25 years, Disneyland Paris has partnered with the Arc-en-Ciel charitable association, which grants wishes to sick children. For the association’s 25th anniversary, it planned an unforgettable weekend for 200 sick children and their families. The programme included being welcomed by the Disney VoluntEARS, visiting the attractions, watching the parade, meeting Disney characters, and attending a gala evening organised at Disney’s Hotel New York® with actress Sophie Marceau, a sponsor of the organisation. To finish the weekend, a private concert was organised with 16 stars from the French television show The Voice!

June 12, 2016

The association Tout le monde contre le cancer celebrates its 10th anniversary at Disneyland Paris

June 4, 2016

DISNEYLAND PARIS TAKES PART IN THE CHALLENGE DU MONDE DES GRANDES ÉCOLES ET DES UNIVERSITÉS

Always eager to welcome new talent, Disneyland Paris took part in the Challenge du Monde des Grandes Écoles et Universités for the 4th year running. This event is half sporting event and half recruitment drive, and each year brings students and businesses together in a fun setting. This year, 150 Cast Members were able to share their diverse career roles with over 6,000 students.

August 1, 2016

DISNEYLAND® HOTEL AND DISNEY’S DAVY CROCKETT RANCH: EXCELLENCE RECOGNIZED

These two establishments received Certificates of Excellence from TripAdvisor in 2016. This is a true recognition of the excellent service these hotels provide, and also celebrates the incredible work of Cast Members.
COCA-COLA, A HISTORIC PARTNER FOR DISNEYLAND PARIS

This refreshing relationship is much more than just drink distribution, as Coca-Cola has helped to shape the parks’ landscape, and shares the Group’s environmental vision. Coca-Cola brought excitement to Disney Village® with football-related entertainment for the Euro 2016, giving participants the chance to win unforgettable getaways in the resort.

PARTNERS GET INVOLVED WITH runDISNEY

Loxam, Vittel, Powerade and Lactel Sporteus all got involved with the 1st Disneyland Paris – Val d’Europe Semi-Marathon Weekend, becoming official event sponsors.

A “COOL” NEW EXPERIENCE WITH UNILEVER

In its continued efforts to offer guests an even more unforgettable experience, and to expand the selection at buffets, the Group introduced an innovative ice cream distribution system as part of its deserts. Guests enjoy serving themselves at Italian ice cream machines, made possible in collaboration with Unilever, the official ice cream partner.

THE DISNEYLAND PARIS LEADERS CUP LNB: A SOLIDARITY CHALLENGE

For the 4th edition of the Disneyland Paris Leaders Cup LNB, a solidarity challenge was organised to benefit the Petits Princes charitable association, which helps children who are sick or have a disability. This event, which falls perfectly in line with the priorities of the Corporate Citizenship department of Disneyland® Paris, was able to raise €17,500 for the association. This huge basketball tournament brings together the eight best teams in France, and was a way for the Group to perfect its expertise in the organisation of sporting events.

SUMMER BREAK PARTY #2 BY CRÉDIT MUTUEL

After a successful first edition of this private event in summer 2015, the French bank Crédit Mutuel organised a second Summer Break Party in the Walt Disney Studios®, Close to 9,000 young invitees had the chance to participate in this exceptional musical event, featuring popular DJs from 11 p.m. until 5 a.m.
January 28, 2016  
OFFICIAL OPENING OF THE B&B HOTEL  
MINUTES FROM DISNEYLAND® PARIS

December 2015  
A NEW VISUAL IDENTITY FOR  
REAL ESTATE DEVELOPMENT

To increase its visibility and to promote its activities to businesses and investors, the department of the Group that is charge of real estate development in Val d’Europe created a new name and logo.

June 16, 2016  
Grand opening of the Greenwich office building, featuring local authorities and Legendre development group

*As of September 30, 2016
Rethinking the experience for more magic moments
The ambitious programme launched to improve the guest experience before the 25th anniversary includes renovating iconic attractions, revisiting the resort’s restaurants, increasing the number of live shows, refurbishing hotels, and creating new shopping experiences. The success of this programme relies on the skills, commitment, and creativity of over 15,000 Cast Members, who have brought magic to life every day for millions of guests over the years.

ENHANCE, RENOVATE, AND MODERNISE

The renovation plan was launched in 2015 and aims to make iconic attractions shine more brightly than ever and to enhance the guest experience. Stretching over two years, this programme involves 10 attractions and experiences in total. Every detail has been revisited in order to reinvent each moment and make the resort even more magical, from examining comfort and technical aspects to updating software and special effects.

Peter Pan’s Flight, a favourite attraction in Disney parks across the world, reopened its doors in summer 2016 after four months of work. Following a total renovation of its facade and roofs, new lighting and black lights were installed using LED fixtures, bringing the attraction back to its original splendour. Adventure Isle was next, reopening in September 2016 and revealing the results of its eight-month renovation.

Beyond superficial enhancements, this attraction also received accessibility and safety upgrades. Lastly, the renovation of Frontierland’s iconic Big Thunder Mountain took place in 2016. The attraction features new special effects, and its iconic mountain has received a deep cleaning and repainting, and the Rivers of the Far West basin was fully drained, cleaned, and refilled.

The Star Tours attraction, currently under renovation, is set to reopen soon and will feature a brand new 3D experience. Each ride will be a new adventure, as stories and journeys will be randomly selected with each new visit to the attraction. There’s more still to come, as Pirates of the Caribbean is set to receive brand new latest-generation audio-animatronics, for a more realistic effect. These new additions all bring to life the Disneyland Paris savoir faire: innovation, creativity, and offering immersive and surprising experiences.

BRINGING BACK THE TRADITION OF LIVE SHOWS

Disneyland Paris offers new entertainment to its guests, beyond classic shows, parades, and special meetings with characters.

For example, two brand new shows were launched during this fiscal year: The Forest of Enchantment: a Disney musical adventure, is an original Disneyland Paris production where Disney heroes and heroines celebrate nature in a brand new way. ●●●
1/ The renovated Big Thunder Mountain offers a more explosive and interactive experience to guests.

2 & 3/ Enhancing technical quality is one of the goals of the renovation programme.

4/ Singers, dancers, and acrobats take the stage in the brand new show Mickey and the Magician.

5/ attractions completely renovated in 2016
A strategy that pays

From renovating iconic attractions and hotels to launching new shows, the steps taken over the past two years have had one single objective: satisfy guests. This strategy has already been proven successful, as seen in the rising levels of satisfaction for hotels and newly-renovated attractions. The satisfaction ratings for “it’s a small world” and Peter Pan’s Flight have already noticeably increased, 4 and 6 points respectively to attain record levels of 81% and 73%. For the hotels, the overall satisfaction level climbed 5 points, increased in particular by the spectacular increase of Disney’s Newport Bay Club (+20 points). This hotel’s renovation will be finished in 2017.

The second show, Mickey and the Magician, is a unique creation that tells a magical story in the musical theatre style. Performed five times daily, this show has been hugely successful for young and young at heart alike (see page 19).

In its constant efforts to improve its services, Disneyland Paris has taken steps to increase the likelihood of guests bumping into favourite Disney characters. How? The resort’s programme now includes character meeting points, with times and places. In total, guests have 15 opportunities per day to meet Disney characters in Disneyland® Park, and 3 more in Walt Disney Studios® Park.

CONTINUE HOTEL RENOVATIONS

The renovation programme in the hotel zone, underway since 2011, is ambitious, and includes improving quality standards, adding new decorations, and proposing innovative services. Beyond improving hotel quality and comfort, Disneyland Paris is taking advantage of this plan to take inspiration from latest market trends and to bring its establishments up to the most recent norms, particularly regarding accessibility. At the end of the fiscal year, over 3,000 hotel rooms had already been renovated – more than half of the hotel zone – and hotel upkeep is more impressive than ever before. In 2016, the renovation of Disney’s Newport Bay Club® was completed. This is one of the biggest hotels in Europe with some 1,093 rooms! A totally new experience awaits guests, with spacious rooms and more modern decorations, optimised design, improved acoustics around the pool area, decreased noise pollution from the kitchen, and a new gym. Insulation works were also completed to improve the building’s energy and environmental efficiency. In March 2016, Disney’s Newport Bay Club obtained a fourth star, proving that its renovation was top quality. At Disney’s Hotel Cheyenne®, a hotel inspired by a typical 19th-century town in the American West, some 215 rooms were renovated in 2016. Following the example of Disney’s Hotel Santa Fe® and Disney’s Sequoia Lodge®, the focus is on decorations in the hotel rooms and common areas to make the hotel more comfortable and modern.

BRING DINING BACK TO THE HEART OF THE EXPERIENCE

Guests don’t only come to Disneyland Paris for the attractions. Dining is also a key part of their experience. To improve dining at the resort, the Group implemented an enhancement strategy for the quality and variety of its restaurants. This strategy is aimed at counter-service, buffet-style, and sit-down restaurants alike. Restaurant services have been upgraded with several keywords in mind: seasonality, chef/guest interactions, freshness, and product quality. After completely re-imagining the menus at California Grill, the Yacht Club, and the Plaza Gardens restaurant in 2015, Walt’s – an American restaurant was next, as it presented its new menu in 2016. Dishes use fresh and seasonal produce in classic American cuisine with a French touch. The Restaurant des Stars and the Parkside Diner will soon receive similar upgrades.

MATHIEU AND AURÉLIE,
35 AND 33 YEARS OLD, GUESTS SINCE 1992

We’ve been fans of Disneyland® Paris since it opened, and we visit as a family several times a year. Every time, we feel like kids again! There is something for everybody, and it’s easier than ever for the children to meet their favourite Disney characters.

“...

IMMERSION Rethinking the experience
What is so special about this new show?

This show was created exclusively for Disneyland® Paris, and is totally different from anything else we’ve ever done. For the first time, the world of magic was brought alive onstage, in a musical theatre style. It’s a return to basics, with a Mickey that’s mischievous and playful just like in the first animated shorts.

What are the keys to a successful Disney show?

A good story, catchy music, well-known songs, top-quality artists, and a show that feels contemporary despite being rooted in imagination. It’s also really important to get certain feelings across, to bring the audience on a journey. It seems that we’ve succeeded with Mickey and the Magician, because this show is already a huge hit with audiences young and old alike!

What qualities should a director at Disneyland Paris possess?

A director is like an orchestra conductor: he or she is at the centre of all creative and technical teams, and must guide collaboration across every domain! So, you must be organised and people-oriented... Not to mention artistic, with a healthy dose of passion!

Something else that’s important is understanding new technologies, because our profession is changing and technology is playing a bigger role. For this show, we combined our knowledge as junior and senior directors. This teamwork is a good illustration of the Group’s desire to keep talents fresh, to share savoir faire, and to prepare new generations of directors. This experience was extremely valuable for both of us!
3 questions for...

GÉRALD VAUX
SENIOR MANAGER OF RESTAURANT
RESEARCH & DEVELOPMENT

What is the current strategy for upgrading restaurants?

The current plan was put in place three years ago, in order to bring dining back to the heart of the guest experience. Updates would affect buffet service and sit-down restaurants, and is designed around three pillars: authenticity, quality, and freshness. In just three years, the percentage of meals created on-site increased from 30% to 70%! Simultaneously, we are seeking to improve the quality of our products, to adapt to new trends, and to develop innovative culinary concepts for our menus, which change yearly. The Agrabah Café restaurant, for example, got a second buffet area which offers guests Middle Eastern- and Moroccan-inspired options. Several restaurants have already been upgraded, including Plaza Gardens, California Grill, Walt’s, the Yacht Club, and the Cape Cod. In 2017, the Blue Lagoon restaurant is next!

How has this strategy impacted guest satisfaction?

Satisfaction levels immediately increased when the strategy was implemented, so it’s clear that guests are happy about it. To measure satisfaction, we use monthly analytical tools in addition to guest and Cast Member feedback. We also work with an independent firm that sends mystery guests on secret visits to our restaurants.

What is your vision for dining at Disneyland® Paris?

Dining is definitely at the centre of the guest experience, as our dining locations are the perfect place for guests to share special moments with family or friends. We’re constantly creating and innovating. Our research & development teams follow the latest culinary trends from around the world to stay current and find new products or interesting recipes to serve in the restaurants, while keeping with the concept and storytelling of each restaurant.
THE EXPERIENCE CONTINUES WITH RESTAURANTS AND SHOPPING

The Disney experience continues at Disney Village®, beyond the park gates, with shops, restaurants, entertainment, and cinemas! Over the years, Disneyland® Paris has re-imagined its boutiques, constantly offering new merchandise. The Group has also allowed popular third party brands like Lego, Five Guys, and Vapiano to open locations at Disney Village.

In 2016, the Group went even further when it created its first brand: Disneyland Paris Collection. This brand offers all sorts of products for fans of the magical world of Disney, so that they can wear a stylish little bit of Disney every day. Now, Disneyland Paris products can stretch beyond the destination itself. Minnie Mouse becomes Minnie the muse for the capsule collection, Minnie Parisienne. Bringing together expertise from artists and product creators, this first collection took a year of development. It is exclusive to Disneyland Paris, and became available in March 2016 in the Disneyland® Hotel boutique, the Disney Fashion boutique at Disney Village, and select retail locations in the parks.

Fiscal year 2016 also saw the opening of the first-ever off-site boutique in Terminal 2A of the Paris-Charles de Gaulle airport. This initiative was put in place through collaboration with Paris Aéroports to increase the visibility of the Disneyland Paris brand to a large number of passing tourists and potential guests. In this new boutique, airline passengers can discover a range of products, which have been selected with airport visitors particularly in mind (luggage, comestibles, and Paris-related items). The boutique also offers merchandise related to some of Disney’s most successful stories (like Frozen, Disney Princesses, and Star Wars).

More than 21M meals served each year at Disneyland Paris.
“Share your Disneyland® Paris experience with us!”
Share your joy at Disneyland™ Paris and "tag" our Instagram account @disneylandparis in your favourite moments.
A culture of excellence
At Disneyland® Paris, improving the quality of the guest experience is a constant preoccupation. This is what inspires and energizes the team of over 15,000 Cast Members every day. Guided by a culture of excellence, they make unforgettable moments happen for millions of guests from around the world.

The position of Disneyland Paris as the number one tourist destination in Europe is thanks to the commitment, talent, energy, and savoir faire of over 15,000 Cast Members. They guarantee that the quality of service provided is up to Disney standards. Their strong commitment is proof of the Group’s ability to attract talent from all over the world and to foster these talents, offering a quality of life at work that leads to professional growth.

PART OF THE DISNEY MAGIC

Over 15,000 Cast Members strive to give guests a unique experience every day, guided by three foundational Disney values: creative excellence, imagination, and innovation. These values are central to the four Disney keys – Safety, Courtesy, Show, and Efficiency – and reflect the high standards of quality that the Disney brand guarantees.

Throughout the 2016 fiscal year, the Group encouraged Cast Members to improve the overall quality of services provided, based on these four Disney keys. Courtesy was top among the Group’s priorities, as visible through the launch of ‘Join the Disney Attitude.’ Some 7,000 Cast Members have already participated in this ambitious training programme, which encourages a culture of courtesy. What makes it special? The programme is participation-based, which means that training sessions and key messages are developed by Cast Members themselves and sessions are run by “Courtesy Ambassadors,” whose selection is based on an exam. ‘Join the Disney Attitude’ was launched in early 2016, and should be completed by the resort’s 25th anniversary in 2017.

DEVELOPING AN ATTRACTIVE EMPLOYER BRAND

Every year, Disneyland Paris sets out to look for new talents in France and Europe through large recruitment drives. The Group is finding new ways to share its job opportunities with the public, such as organising recruitment forums or using powerful new digital tools. Each year, the Euro Disney S.C.A. group recruits between 6,000 and 8,000 new Cast Members (excluding seasonal employees)!

“Making dreams come true is a real job” is the slogan of the employer brand, created in 2013. The employer brand echoes the Group’s culture and values, and guides Human Resources policy and decision-making. The slogan is shared through communication tools and recruitment drives such as the Casting Tour. This big recruitment drive takes place in September of each year in 15 countries throughout Europe. Stops on this tour include Paris, Lyon, Athens, Warsaw, and London.
In total, the Group travels through more than 50 cities to meet candidates who want to join the Disney adventure! This year, 6,508 Cast Members were hired through the 2016 Casting Tour, or 16% of permanent contract employees.

Throughout the year, the Group meets with candidates through other events such as the Journées de l’Alternance, organised at the resort two years in a row. This event aims to increase the number of work training contracts signed each year. At the end of fiscal year 2016, the Group had 720 employees on work training contracts thanks to these Journées.

This year, the Group participated once again in the Challenge du Monde des Grandes Ecoles sporting event and career fair. During this event, the Group shared career opportunities with over 6,300 students.

Discovered talents

Joining Disneyland Paris means embracing opportunities to evolve constantly, and to share knowledge and skills. Whether they are dancers, artists, housekeeping staff, or directors, all Cast Members can broaden their knowledge or evolve towards a new career thanks to training sessions, internal mobility, and promotions – initiatives that the Group encourages! It is clear that internal promotion is a priority for the Group, as 80% of management positions are staffed through internal promotions.

Adaptable training sessions are available through many initiatives, including training teams, representatives on the ground, and the Group’s internal certified training centre, Disney University. The management school at Disneyland Paris, the Talent School, provides a gateway for operational Cast Members towards management positions. As of today, the school has had five graduating classes and 150 graduating students.

To foster internal mobility and promotions, the Group’s online hub Move@DLP posts available positions for current Cast Members who wish to evolve to new roles. The Group chose to invest in digital media in order to better support Cast Members throughout their careers. Cap 2020 is the Group’s massive digitalisation project, through which it seeks to adapt to new recruitment trends and to give its employees more freedom in terms of training and attendance.

Constructing a unique social model

The Group is exemplary in its social policy, and has thus developed an admirable business model where multiculturalism, diversity, and the battle against discrimination and for equality are brought to life daily. Since its opening, Disneyland Paris has signed four agreements in favour of gender equality, as well as eight agreements with social partners in favour of employees with disabilities. The Group is also one of the first companies in its industry to have signed an intergenerational agreement. What is the goal?

To favour sustainable professional integration for young employees, hiring and job stability for seniors, as well as the sharing of knowledge and skills.

Mourad Adli
Director Park Operations, Custodial, and Duty Manager Program

Disneyland® Paris believed in me, even though I had few diplomas and only one professional experience. That’s the strength of our company. My managers supported me and my co-workers believed in me.

90% of employees on permanent contracts

* Source: Corporate Social Responsibility Report 2016
What does the Casting Tour involve?

For 25 years, we have organised a yearly European recruitment drive, to seek out the best talents to bring Disney magic to life and offer top quality service to our guests. We seek to fill all sorts of positions: reception, hotel services, sales, park activity, and food & beverage. During the 2016 Casting Tour, we visited 13 European cities and offered 8,000 operational contracts to job seekers! This international tour is the perfect way to recruit Cast Members who will be able to welcome guests in their native language.

What personality traits do you look for in applicants?

For operational recruits, we look for applicants that are enthusiastic, hardworking, motivated, and have a sense of service. For support positions, we look for applicants with open dispositions and positive attitudes. Whether they are novices or experienced workers, applicants should have an acute sense of service and be comfortable in both English and French. Above all, we look for individuals that are committed!

As a recruiter, what are your greatest challenges?

Bringing the true spirit of Disneyland® Paris to applicants is something we strive for. This is where our motto is extremely useful: Making dreams come true is a real job. We must respond to the needs of Disneyland Paris, but also to the needs of the future Cast Member. The application experience must be as smooth as possible from the first interview to the first day of work. Another important goal is to share our huge diversity in career roles (there are over 500!) with as many people as possible.
The diversity of our careers and our employees is an everyday reality, and visible through several of the Group’s organisations: Mission Handicap, the Central Committee on Diversity and Integration, and IDEcM (Organisation for Diversity and the Promotion of Equality among Cast Members). The Group is exemplary in this regard, as illustrated by its long-term commitment to several associations, such as NQT (formerly “Nos quartiers ont des Talents”) which works for equal opportunities, the regional employment integration agency Initiatives 77, or the Arpejeh association which supports education for young students with disabilities.

Over the past nine years, the Euro Disney group has worked with Initiatives 77 for the re-integration of 700 individuals with employment difficulties in the Seine-et-Marne region. Through Cap Parrainage, another integration initiative, Euro Disney employees volunteer to mentor job seekers. In 2017, inclusion management skills will be developed in order to continue fostering a management culture of inclusion.

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Throughout the year, Cast Members took part in the ‘Join the Disney Attitude’ training programme, intended to promote a culture of courtesy with guests.

As makers of the Disney magic, Cast Members have a unique opportunity to interact with our guests and create unforgettable memories.

As the 25th anniversary approaches, Cast Members came together this year to make the resort sparkle like never before.
93% of company leaders in Val d’Europe would recommend starting a business there*

71% of residents are satisfied by quality of life*

93% of company leaders in Val d’Europe would recommend starting a business there*

A unique urban approach
The Group is developing and increasing the value of the Val d’Europe area, by committing to creating urban and architectural coherence. This is a place where commuters, residents, tourists, and companies all interact and live together.

Euro Disney, founder of Val d’Europe
With the signature of Phase IV in 2014, the Group cemented its role as a local developer. This step ensured the continued expansion of Val d’Europe in the long term to make it an economic, social, and urban hub.

The history of Disneyland® Paris is founded on a public/private partnership Agreement signed in 1987 with the French government, the Île-de-France region, the Seine-et-Marne département, EPA Marne, and the RATP transportation group. The common goal was to commit to continuously developing the Val d’Europe area, in order to redistribute some of the economic weight of Île-de-France towards the east of the region. Almost 30 years later, the establishment of Disneyland Paris has led to unprecedented economic and urban growth in the area. This ecosystem was built thanks to the close collaboration of all stakeholders.

**A MAJOR CONTRIBUTOR TO FRENCH TOURISM**

The arrival of Disneyland® Park and Walt Disney Studios® Park to the area played a huge role in attracting tourists to France and Paris. In 25 years, the Group has brought over €80 billion in tourist spending to France. With over 320 million visits since 1992, Disneyland Paris is the number one most visited fee-paying site in France, and the number one tourist destination in Europe. The city of Paris also benefits from this success, as over half of foreign visitors to Disneyland Paris also visit the French capital.

**A DRIVER OF EMPLOYMENT**

There is no doubt that the Group is a driver for the employment market, considering that it has generated over 56,000 direct, indirect, and induced jobs since its opening. This role extends beyond the resort itself, as each job created within the Group means three other jobs created elsewhere in France. This positive dynamic promises a bright future, with a large number of jobs still to be created over the coming years. With more than 15,000 Cast Members, Disneyland Paris is France’s number one single-site employer and the largest private employer in Seine-et-Marne.

The partnership between Disneyland Paris and the Paris-Est Marne-la-Vallée university is another illustration of the Group’s commitment to creating jobs and promoting careers in tourism. This mutually beneficial partnership gives students the opportunity to complete internships or work-study contracts at the resort, and gives Disneyland Paris the opportunity to benefit from the university’s expertise and research in order to continue developing. The collaboration illustrates the Group’s commitment to excellence in tourism, hotel services, leisure, and traditional artisanal trades, and its devotion to working with private companies and public associations.

**A KEY PLAYER IN VAL D’EUROPE DEVELOPMENT**

The Group contributed considerably to the development of the eastern part of the greater Paris region. In 25 years, Val d’Europe has prospered and become a true urban and economic hub with 90% of residents today feel attached to Val d’Europe.

*Source: study by TNS Sofres and ISPOS, 2016*
The Euro Disney group is an exemplary company in its territory. It creates jobs in the area but also builds pathways that lead to outstanding careers. Our long-term partnership is due to this vision of the Group.

JEAN-LUC RAVIS
REGIONAL DIRECTOR, SEINE-ET-MARNE EMPLOYMENT OFFICE

an international reach. Today, Val d’Europe is home to 30,000 inhabitants, a real estate park with 12,000 residences, and 50,000 m² of office space in the downtown area. The site also has impressive real estate possibilities, such as buildings that are ready for use and land available for made-to-measure projects, a 150-hectare business park, and a retail hub unlike any other in France including the Val d’Europe shopping centre and La Vallée Village luxury outlets. Val d’Europe is also a university town, home to 1,400 students from the Paris-Est Marne-la-Vallée university, as well as minutes from France’s largest TGV hub, serving 54 French and international cities daily. Val d’Europe is one of 14 areas identified as an international hub for growth in the greater Paris region, thanks to its business district, research facilities, and proximity to Paris-Charles de Gaulle Airport.

Since its creation, the Group has been careful to develop Val d’Europe in a balanced manner, giving equal importance to economic activity and quality of life. Based on two recent studies run by polling institutes TNS Sofres and ISPOS, this balance has been achieved. Both studies confirm that the new town, developed by teams from Real Estate Development by Euro Disney and public partners, are excellent places to live and work. Val d’Europe residents report feeling more attached than ever to the area, while businesses, too, have shown high levels of satisfaction.

Fiscal year 2016 saw several real estate projects develop, such as the Greenwich building which opened last June. This building is right in the downtown area, steps from the RER A station and next to the Place d’Ariane and countless

1/
The Val d’Europe shopping centre is home to some 140 shops.

2 & 3/
Urban developers and architects are committed to making Val d’Europe recognized as a place where people love to live, study, and work.
How do you see Val d’Europe?

Since arriving at Disneyland® Paris in 1999, I have seen this city grow, transform, and develop. Over the years, I have developed a truly strong attachment to Val d’Europe, but also a real feeling of belonging to the project, which is all thanks to the team.

How is the Disney identity present in the architecture of Val d’Europe?

The architecture in Val d’Europe is inspired by Disney values, insofar as the town was constructed around the sole ambition of giving its residents a high quality of life. We wanted Val d’Europe to be a town where people feel good, comfortable, and safe. Its different areas have been designed with the Disney attention to detail. Lastly, we are committed to a coherent approach in terms of urban planning and architecture. We hope to design the most complete and diverse range of services for residents as well as tourists, so that everyone can enjoy the town fully.

What makes the Val d’Europe project so unique?

Its very set-up makes it unique: a private developer, represented by Disneyland Paris, working in close collaboration with EPA France and other partners (La Commune, the Val d’Europe agglomeration, etc.), in consultation with other developers and architects. This urban development is remarkable, given the size of the areas concerned and the mastery displayed each step of the way. Throughout the construction, we made sure that Val d’Europe would become a balanced and responsible town that will stand the test of time.
One of the big successes of this development is keeping the balance between economic attractiveness and quality of life, while making Val d’Europe an exceptional destination.

FRANCIS BOREZÉE
VICE PRESIDENT RESORT AND REAL ESTATE DEVELOPMENT

A DECADE OF DEVELOPMENT

When Phase IV for the development was signed in September 2014, the Val d’Europe project entered into a new stage, for the coming 10 years. The roadmap is clearly plotted, and will lead towards economic and urban development, gathering €2.8 billion in private funding and €280 million in public funds. This long-term vision will help to anticipate needs in terms of infrastructure and services, which will guarantee sustainability. Worldwide tourism is set to double between now and 2030*. It is thus essential that Paris and the Île-de-France region remain at the top of tourist, family, heritage, and cultural destinations worldwide.

Plans for the next ten years are already in place: creating 3,500 new residences and 1,250 specialized residences, not to mention economic growth such as expanding the Val d’Europe shopping centre and adding 95,000 m² in extra office space. The tourist experience is at the heart of Phase IV, including renovating both parks and developing new experiences with the goal of encouraging visitors to stay for longer at the resort. Transportation infrastructure is also a top priority. Goals in this regard include improving general accessibility across the site and pushing for future developments of the tourist destination and the urban area. Creating a technical work zone for the RER A regional train should increase the frequency of trains from the current rate of once every ten minutes, to once every three minutes by 2022.

Over the next ten years, new transportation infrastructure will be developed to improve site accessibility, especially the resort’s bus station and RER access.

*Source: World Tourism Organization
Offer dreams to those who need them most

SOCIAL RESPONSIBILITY
Social Responsibility

Corporate citizenship

Making dreams come true confers responsibilities. As the number one tourist destination in Europe, Disneyland® Paris has a responsibility to be exemplary in terms of the environment and all its stakeholders: Cast Members, guests, partners, and others who need it most.

Sharing, solidarity, and generosity are the foundational values which Walt Disney held dear. The founding dream of The Walt Disney Company was to give everyone the chance to live joyful moments. This is the tradition of the Group’s Corporate Citizenship team, through activities run with the Disney VoluntEARS since the opening in 1992.

GET INVOLVED ON THE GROUND

During fiscal year 2016, some 1,123 Cast Members volunteered their generosity and talents for others to provide special moments for children and families in difficult situations. Every year, numerous solidarity operations are organised in partnership with several associations and with the Group’s support.

In 2016, the Group reaffirmed its commitment to solidarity by carrying out over 1,000 actions for children and populations in difficulty. For the third year running, the Group invited children from Parisian day-care centres to spend an unforgettable day at the resort. Throughout the month of July, close to 1,000 children who otherwise would not have had summer holidays enjoyed a magical Disney day. A highlight of this summer of solidarity was 12 July 2016, when 300 young Parisians were welcomed by Catherine Powell, Présidente of Euro Disney S.A.S. and Anne Hidalgo, mayor of Paris.

On 22 April 2016, 150 children from the French Secours Populaire association celebrated World Earth Day with Disney VoluntEARS. During this daylong event, children enjoyed the latest Disneynature movie Monkey Kingdom during a private showing at Cinémagique theatre in the Walt Disney Studios® Park. The day continued with a pre-parade featuring the little gardeners of today, who will be responsible for tomorrow’s earth-friendly projects.

The Arc-en-Ciel association chose to celebrate its 25-year anniversary at Disneyland Paris, with a special extra day for children whose dream already came true. In this same spirit, the Disney VoluntEARS dedicated their energy and their smiles for children during a weekend full of magic. Special guests included the association’s sponsors, Sophie Marceau and Christophe Willem.

Last June, the Guide Dog Association of Île-de-France (association des Chiens guides d’aveugles d’Île-de-France) celebrated its 40th anniversary at Disneyland Paris. After enjoying many celebrations, over 50 guide dog owners and host families with their puppies participated in a pre-parade with the Disney VoluntEARS, to raise awareness to the public about disabilities and the benefits of guide dogs for individuals with impaired vision. During this event, which took place with the inter-ministerial delegation for accessibility and a senator from Val-de-Marne,
Catherine Procaccia, Disneyland Paris reaffirmed its desire to make Disney magic available to everyone.

To celebrate its tenth anniversary, the Tout le monde contre le cancer association chose Disneyland Paris. Some 700 children and adults were invited to spend a day in the parks, with the Disney VoluntEARS. As well as enjoying attractions, the guests were invited to a private concert and saw airplanes from the national fleet that performed a fly-over above the parks.

Once more this year, for World First Aid Day, the Red Cross worked with the Disney VoluntEARS and children invited to Disneyland Paris to raise awareness about potentially life-saving behaviours. This new solidarity day illustrated the strong relationship that Disneyland Paris and the French Red Cross have shared since the resort was created.

Another important event of this fiscal year was the traditional Christmas brunch on 20 December 2015. The Corporate Citizenship team and the Disney VoluntEARS volunteered to welcome children to Billy Bob’s Country Western Saloon. Finally, the solidarity campaign #ShareYourEars, which invited participants to take a picture of themselves with Disney ears and to post it on social media, raised €2 million for the Make-A-Wish Foundation.
Since its creation, the Group has been committed to using resources efficiently and changing its habits and technology so that its long-term growth is respectful of both nature and the local community.

**DANIEL DELCOURT**

VICE PRESIDENT, OPERATIONS

In 2016, the Group continued its efforts to limit its environmental footprint. As part of a plan for long-term progress, this initiative includes taking measures to improve the Group’s environmental performance, as well as raising awareness for guests and Cast Members alike.

**IMPROVE ENVIRONMENTAL PERFORMANCE**

One of the ambitious goals that the Group set for itself in 2014 was to reduce greenhouse gas emissions by 30% between 2012 and 2020. For example, over 40,000 lightbulbs have been replaced by LED lights along the roofs and facades of Main Street U.S.A.®, of Disneyland® Park, and the Disneyland® Hotel. More efficient LED lights have also been installed at the “it’s a small world” attraction during its renovation.

The renovation of Disney’s Hotel Cheyenne® was the kick-off of the first phase in improving its energy efficiency. This step saw numerous improvements such as making six out of 14 buildings more waterproof and replacing the windows in 429 out of 1,000 hotel rooms. A study on waste disposal was also launched with a survey firm specialised in waste characterisation. What was the goal? To carry out an inventory of waste production and management throughout the resort, and to deploy corrective initiatives in order to reach a rate of 60% operational waste recovery and 75% construction waste recovery by the year 2020.

The Group also hopes to become an example in terms of purchasing. In 25 years, 82.3% of purchases made by the Group were made in France, including a large part in Île-de-France. The Group has also developed partnerships with local suppliers to prioritise short circuits, for example in its purchases of Brie cheese (a local speciality), and certain charcuteries and jams.

Another example of the Group’s responsible purchasing policy is respecting the environment in its food and drink purchases.

**PRACTICING ECONOMICALLY RESPONSIBLE BEHAVIOR**

The Group is fully aware that protecting the environment starts with everyday habits, and so it makes efforts to raise environmental awareness and encourage action among Cast Members.

The goal is clear: to prioritise environmentally responsible behaviour at the resort. In April 2016, the Group celebrated Earth Month. During this annual event, Cast Members are invited to show their “Environmentality,” through more than 20 activities with diverse goals, such as finding out about the resort’s plants and biodiversity, visiting the beehive at Disney’s Davy Crockett Ranch, or visiting the resort’s water treatment centre.

As in past years, the Group rewarded teams who excelled in managing waste and saving energy, with its Trophées Environnementalité award ceremony.

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*Not including Food & Beverage purchases*
How would you define the responsible buying policies at Disneyland® Paris?

Our responsible buying initiative is part of the wider Disney policy. It is comprised of three parts: supporting internal clients in their waste management and sorting strategies; negotiating our energy contracts to include greener energy at good prices; and prioritising purchases within France or even more locally where possible. Thanks to this policy, 82.3% of our purchases are made from French suppliers, and 17.7% from European suppliers.

Do you carry out social audits of your suppliers?

We do not carry out social audits, strictly speaking, but we ensure that our suppliers respect the law and social conditions under current collective agreements. When it comes to hiring employees with disabilities, Disneyland Paris does everything it can to meet thresholds and maintain long-term business relationships with certain Entreprises Adaptées ("adapted businesses").

Have you noticed a progression in the Group’s policy over the last few years?

Our energy purchasing has progressed as we are striving to use more renewable energy sources. To move our purchases from Le Havre to the Île-de-France region, we increased our transport by barge instead of by road from 37% to 65% in 2016. Transportation by water produces much less pollution than by road, as it uses little energy.
“Despite a difficult context in the tourism industry, our resort fared well and welcomed over 13 million visits to our parks. We remain confident in our long term investment strategy. It has already been proven successful, as seen in the rising levels of satisfaction for hotels and newly-renovated attractions. Just like the 20th anniversary celebration, the 25th anniversary should be the opportunity to enjoy increasing attendance.”
In 2016, consolidated revenue decreased by 7% compared to 2015, due in particular to unfavourable factors that affected players in the Parisian tourism industry. Nonetheless, revenue stayed stable in comparison to 2014.

Increasing costs over the fiscal year led to a weakened operational performance for the Group.

Fiscal year 2016 saw a 5% increase in operating costs, due to improvements to the guest experience, planned salary increases, and extra costs linked to additional security measures.

The net consolidated loss includes an asset impairment charge for the Group amounting to €565 million. This impairment charge has no impact on the Group’s cash position or cash flows.

In fiscal year 2016, the Group drew an amount of €130 million from the credit granted by The Walt Disney Company.

CONSOLIDATED REVENUE
€ in millions

1,278

CONSOLIDATED DEBT
€ in millions

1,135

AS OF SEPTEMBER 30, 2016

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The Euro Disney S.C.A. group and its shareholders

Euro Disney S.C.A. has been listed on Euronext Paris since November 6, 1989, with 76% of its share capital held by The Walt Disney Company and its subsidiaries as of 30 September 2016.

**STRUCTURE AND ORGANISATION OF THE GROUP**

*As of 30 September 2016.
** Including KINGDOM K-KR-222 and Kingdom 5-KR-11, companies whose shares are held in trusts for the benefit of HRH Prince Alwaleed and his family.
*** Financing Company of the Newport Bay Convention Centre.
BUILDING RELATIONSHIPS WITH THE FINANCIAL COMMUNITY

The Euro Disney S.C.A. Investor Relations team maintains an ongoing relationship with the financial community, to encourage opportunities for exchange and dialogue with financial analysts and investors. The team is transparent and communicative, regularly informing shareholders about the Group’s activity.

STRENGTHENING SHAREHOLDER RELATIONSHIPS

The Group is committed to maintaining a high quality relationship with each shareholder, which is why the Shareholders Club was founded in 1995. Members enjoy privileged interactions with the Group. They are kept informed of all aspects of the Group’s activities and its financial performance, its annual general meeting, and the latest news for the Shareholders Club and Disneyland® Paris. They are also invited to participate in informal Q&A sessions with the Group’s management, and themed conferences and presentations created especially with them in mind.

Members have access to their own private phone line to get answers to their questions about the Group, and another line to manage reservations. They also have their own website to view the Club newsletters or to reserve their places for private events.

In addition, members receive benefits such as discounts in boutiques, restaurants, and hotels. They may also enjoy a coffee break in the Salon Mickey, located at the entrance to the Parks, every morning from 9 A.M. to noon (limited to four visits per month).

Since 10 March 2016, new members of the Shareholders Club must hold at least 1,000 shares in Euro Disney S.C.A*. Membership is free and valid for five years. This limitation does not apply to old members of the Shareholders Club.

All details can be found by going online: http://corporate.disneylandparis.com/shareholders/shareholders-club

* With the exception of two situations as described in the General Conditions of the Shareholders Club, available at: http://corporate.disneylandparis.com/shareholders/shareholders-club

SHARE PRICE HISTORY

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NYSE EURENEX PARIS

- 783,364,900 shares (nominal value: €1 per share)
- Eurolist Segment B (Mid Caps)
- Mnemonique EDL
- ISIN Code FR0010540740
- Market Indexes
  - CAC Mid & Small, CAC Small, CAC All-Tradable, CAC All Shares, CAC Consumer Services, CAC Travel & Leisure, SBF 250, Gaïa Index.

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  00 800 64 74 56 30*
  +33 (0) 1 64 74 56 36
  eurodisney@clubactionnaires.com

* Toll free number from a land line and national operators in Belgium, France, Germany, Italy, the Netherlands, Spain, and the United Kingdom. From other countries, please call +33 (0) 1 64 74 56 30 (local rates apply).
Corporate Governance


FOUR GOVERNANCE BODIES

THE GÉRANT (EURO DISNEY S.A.S.)
is in charge of managing the Group in the Group’s best interests. Catherine Powell has been Présidente of the Group since July 11, 2016.

THE GENERAL PARTNER
(EDL PARTICIPATIONS S.A.S.)
has unlimited liability for all debts and liabilities.

THE LIMITED PARTNERS
are the shareholders. They are invited at least once a year to a general meeting to deliberate in accordance with the legal and regulatory requirements in effect.

THE SUPERVISORY BOARD
is responsible for monitoring the way the group is managed. It acts in the best interests of the group and its shareholders. Composed of members from various backgrounds, the Board oversees the transparency and quality of information communicated to shareholders. It enlists the assistance of two specialized committees: the Audit committee and the Nomination committee.

Virginie Calmels,
Chairwoman of the Supervisory Board
from 2013 to February 2017
Elected to the Supervisory Board in 2011, Calmels is currently Deputy Mayor of Bordeaux, in charge of the economy, employment, and sustainable growth.

Valérie Bernis,
Member of the Supervisory Board
and the Audit Committee from 2008 to February 2017
Executive Vice President of Engie.

Gérard Bouché,
Member of the Supervisory Board
from 2007 to February 2017
Owner and operator of the E. Leclerc Shopping Center of Coulommiers and of Boutigny Golf Course and Restaurant. He is also Chairman of Bouché Distribution S.A.S.

Michel Corbière,
Member of the Supervisory Board since 2006 and Member of the Nomination Committee since February 2017
Corbière is the founder and Chief Executive Officer of the Forest Hill group and of the French company Aquaboulevard de Paris.

Axel Duroux,
Chairman of the Supervisory Board
since February 2017, Member of the Supervisory Board since 2015 and Member of the Nomination Committee from November 2016 to February 2017
Executive Vice President Emerging and High-Growth Markets for the Publicis Group. He is also Director of AXMA S.A., as well as a member of the Institut National de l’Audiovisuel (French National Audiovisual Institute) Supervisory Board.

Philippe Geslin,
Member of the Supervisory Board
and Chairman of the Audit Committee since 2007
Geslin holds various corporate positions and board memberships in financial institutions and major companies (Crédit Foncier de Monaco and Union Financière de France-Banque).

Karl L. Holz,
Member of the Supervisory Board since 2015
President of New Vacation Operations and Disney Cruise Line, part of The Walt Disney Company.

Philippe Labro,
Member of the Supervisory Board since 1996 and Member of the Nomination Committee until November 2016
Project Director, Design and Operations of Labrocom S.A.R.L. and Vice President of Matin Plus.

Anthony Martin Robinson,
Member of the Supervisory Board since 2004 and the Audit Committee since 2005
Robinson is Chairman of Center Parcs (UK) Group Ltd.

Christine McCarthy,
Member of the Supervisory Board and the Audit Committee since 2015
McCarthy is Senior Executive Vice President & Chief Financial Officer of The Walt Disney Company (TWDC).

Catherine Pariset,
Member of the Supervisory Board since 2016 and the Audit Committee since 2016
Currently retired, Pariset has over 35 years of experience in consultancy and auditing.

Patricia Wilber,
Member of the Supervisory Board since 2016
Chief Marketing Officer, The Walt Disney Company EMEA.
The Management Team is the driving force for the Group’s overall strategy. It is composed of international executives with solid experience.
Feel the magic like never before from 26th March 2017, as Disneyland® Park turns spectacularly sparkly to celebrate our 25th Anniversary.

A once in a lifetime experience that'll leave you starry-eyed and beaming for years to come.
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