



2006 Annual Review

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Where I met an old friend for the first time



12.8 million visits,  
strengthening Disneyland  
Resort Paris as the first tourist  
destination in Europe.



2007... our 15<sup>th</sup> anniversary... we will continue to focus on performance and building momentum.



We are proud of our Company's accomplishments in 2006, and I trust that you are too. Although the Company encountered many challenges, I believe we faced them head on and made good progress in building the foundations for future profitability. Our most important successes of the year include a significant increase in attendance – up 500,000 compared to 2005, increased hotel occupancy and overall revenue growth. Other highlights were also seen throughout the year including the inauguration of *Buzz Lightyear Laser Blast*® in Disneyland® Park, the new storybook brochure – *The Little Book of Big Dreams*, and special offers both for our local and more distant markets.

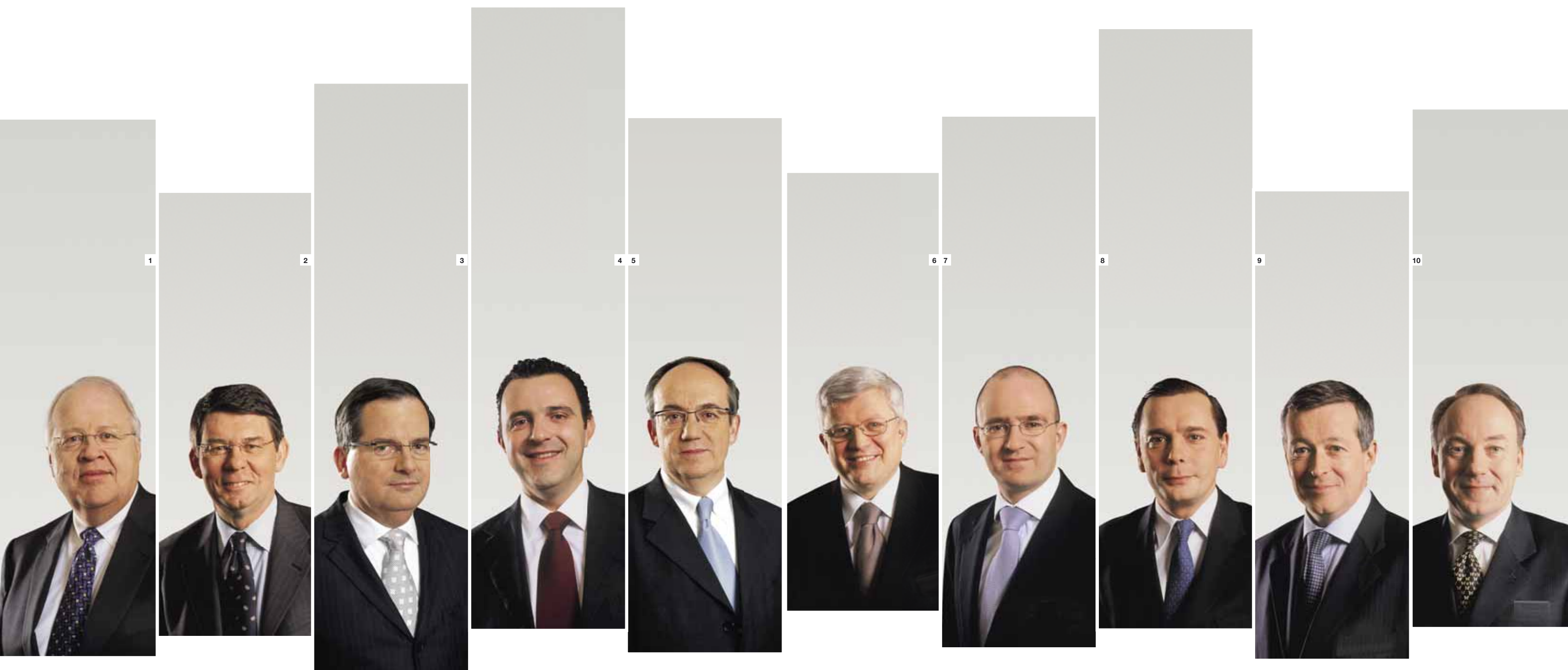
All of these achievements have created momentum that will drive the business even further. The 15<sup>th</sup> anniversary of Disneyland Resort Paris provides us with the perfect opportunity... three new attractions in Walt Disney Studios: *Crush's Coaster*; *Cars Race Rally* and *The Twilight Zone Tower of Terror*; a new "Once Upon a Dream Parade" in Disneyland Park, more Disney character opportunities and other special experiences. Our anniversary year will be filled with celebrations. These new product offerings combined with special pricing offers and packages will make 2007 the year to visit Disneyland Resort Paris.

In 2007, Disneyland Resort Paris will be, more than ever, the place where dreams come true. Our Cast Members will continue to make dreams – both big and small – come true for our guests through their exceptional service. It is truly the Cast whom we thank for our success both this past year and in those to come.

We have taken Walt Disney's advice to heart with the implementation of our growth strategy, "Get a good idea, and stay with it... work at it until it's done, and done right." For me, 2007 will be a year in which we will build upon our commitment to success.



KARL L. HOLZ  
Chairman & Chief Executive Officer



## The management team

**01 / KARL L. HOLZ**  
Chairman & Chief Executive Officer

**02 / DOMINIQUE COCQUET**  
Senior Vice President, Development  
& External Relations

**03 / GEORGE A. KALOGRIDIS**  
Senior Vice President &  
Chief Operating Officer

**04 / IGNACE LAHOUD**  
Senior Vice President &  
Chief Financial Officer

**05 / JEFF ARCHAMBAULT**  
Vice President, Corporate  
Communication & Strategic Alliances

**06 / PATRICK AVICE**  
Vice President, Operations

**07 / ANDREW DE CSILLÉRY**  
Vice President, Strategic  
Planning & Integration

**08 / FEDERICO J. GONZALEZ**  
Vice President, Marketing

**09 / FRANÇOIS PINON**  
Vice President & General Counsel

**10 / NORBERT STIEKEMA**  
Vice President, Sales & Distribution

# Summary of financial results in fiscal year 2006

Revenues increased 4.5% to €1,087.7 million in fiscal year 2006 reflecting increases in Theme Parks attendance and hotel occupancy. Theme Parks revenues increased 5.4% to €579.2 million, following an increase of 0.5 million in attendance, which reached 12.8 million in 2006. Hotels and Disney Village revenues increased 4.2% to €412.2 million due to a higher occupancy rate of 83.5% compared to 80.7% for fiscal year 2005, as well as increased guest visitations at Disney Village. Real estate development segment revenues increased €0.7 million to €29.4 million, due to land sales of residential property made as part of our long term development plan, primarily near the Resort's golf course and the commercial area of Val d'Europe town center.

Results for fiscal year 2006 reflect the first benefits of the marketing and sales initiatives launched during the beginning of the year as well as the opening of *Buzz Lightyear Laser Blast*<sup>®</sup>, the first deliverable from our multi-year development plan, which aims to reinvigorate the Theme Parks while continuing to provide guests with a unique experience.

The increase in Theme Parks attendance primarily reflects the solid performance during the second half of the year. Attendance by French visitors increased 12% over the prior year resulting in a French visitors' share of total visits up from 39% to 42%. Hotel occupancy rates increased 2.8 percentage points, which translated into an additional 59,000 room nights compared to fiscal year 2005. This increase was mostly driven by higher attendance of Spanish visitors, who predominantly stayed on-site.

Theme Parks spending per guest increased 1.1% driven by a moderate price increase in Theme Parks admissions, partially offset by special offers.

Operating margin before depreciation and amortization increased 29.6% to €147.9 million as a result of growth in revenues combined with a moderate increase in costs and expenses. Operating margin before depreciation and amortization as a percentage of revenues increased 2.6 percentage points to 13.6%.

Costs and expenses for fiscal year 2006 grew 1.6% to €1,090.1 million reflecting management's ongoing focus on cost containment. The Group's operating margin improved €29.5 million to a loss of €2.4 million for fiscal year 2006. Other net financial charges increased over the period due to a higher effective interest rate on the Group's debt.

For fiscal year 2006, net losses of the Group amounted to €88.6 million. Excluding the non-recurring, non-cash gain in fiscal year 2005 that resulted from the Group's 2005 legal and financial Restructuring, net loss on a comparable basis attributable to equity holders of the parent decreased 20.5% from the prior year to €73.1 million. The remaining net loss of €15.5 million was attributable to minority interests.

Cash and cash equivalents as of September 30, 2006 was €266.4 million, up €24.2 million from the prior year. Cash flows generated by operating activities amounted to €151.9 million compared to €25.2 million in the prior year, reflecting improved operating performance during the year as well as payments made in 2005 related to 2004 royalties and management fees and previously deferred interest on

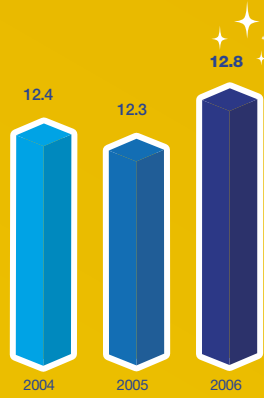
certain loans. In 2006 and 2005, certain royalties, management fees and interest expense were accrued in borrowings, but not paid. Cash flows used in investing activities totalled €131.2 million, an increase of €56.2 million, which primarily reflects capital expenditures related to the projects associated with our €240 million multi-year investment program.

Based on existing cash positions, liquidity from the undrawn €150.0 million line of credit from The Walt Disney Company (TWDC), and provisions for the unconditional and conditional deferral of certain royalties and management fees and interest charges pursuant to the 2005 Restructuring, management believes the Group has adequate cash and liquidity for the foreseeable future, subject to the Group's compliance with its debt agreements. For fiscal year 2006, the Group has complied with all its contractual obligations.

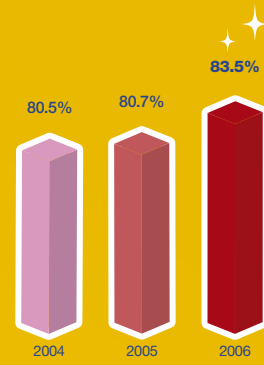
The Group adopted International Financial Reporting Standards ("IFRS") as of the beginning of fiscal year 2006. A transition report detailing the impacts of the implementation on the Group's opening balance sheet in IFRS and the restatement of fiscal year 2005 financial statements in IFRS has been included in the Group's Reference Document published on April 21, 2006 under the number R. 06-034 and posted on the Group's website at [www.eurodisney.com](http://www.eurodisney.com). All prior-year figures provided for comparative purposes have been restated from French accounting principles to conform to IFRS recognition and measurement principles. ■

Turnover of € 1,1 billion,  
up 5%.

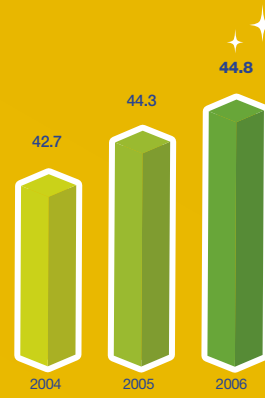
Operating Margin before D&A  
of € 148 million, up 30%.



Theme Park Attendance  
(in million visits)



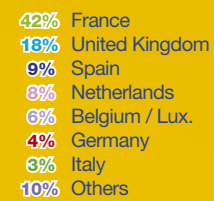
Hotel Occupancy Rate



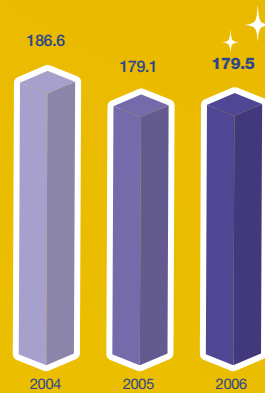
Theme Park Average Spending per Guest  
(in € excluding VAT)



Breakdown of Revenues by Activity



Breakdown of Attendance by Country of Origin



Average Spending per Room  
(in € excluding VAT)

Financial Statements

IN € MILLION	2006 IFRS	2005 IFRS	2005* FRENCH GAAP	2004* FRENCH GAAP
Revenues	1,087.7	1,040.6	1,076.0	1,048.0
Operating Margin before depreciation and amortization	147.9	114.1	117.1	122.9
Operating Margin	(2.4)	(31.9)	(26.9)	(23.9)
Gains from debt modification <sup>(1)</sup>	NA	58.9	NA	NA
Net Financial Charges	(86.3)	(78.3)	(87.9)	(105.7)
Loss before Taxes	(88.6)	(52.0)	(114.8)	(129.6)
Net Loss <sup>(2)</sup>	(88.6)	(53.1)	(115.5)	(151.9)
Net Loss on a Comparable Basis <sup>(3)</sup>	(88.6)	(112.0)	NA	NA
Cash Flows generated by operating activities	151.9	25.2	18.4	124.6
Borrowings (excl. accrued interests)	1,941.3	1,890.5	1,906.0	1,946.0
Shareholders' Equity (deficit)	287.1	358.7	295.7	(59.9)
Minority Interests	106.4	117.4	106.3	339.6

(\*) As reported in the Reference Document as filed by the AMF on April 21, 2006. • (1) Non-recurring, non-cash gain in fiscal year 2005 that resulted from the Group's 2005 legal and financial Restructuring. • (2) As of September 30, 2006, Net Loss included 73.1M€ attributable to equity holders of the parent and 15.5M€ attributable to minority interests. • (3) Before the effect of a debt modification adjustment.

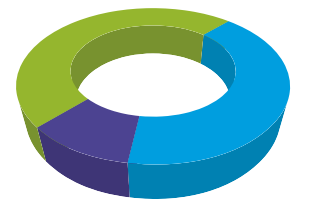
# Stock information

## Market Capitalisation

FISCAL YEAR	2004 as of 30/09	2005 as of 30/09	2006 as of 30/09	2007 as of 15/01
Number of shares (in millions)	1,083	3,897	3,897	3,897
Market Capitalisation (in € million)	347	507	234	351
Share Price*				
High (in €)	0.64	0.19**	0.13	0.10
Low (in €)	0.22	0.10**	0.05	0.07

\*based on share price at closing • \*\*share price adjusted for dilution impact of Equity Rights Offering in February 05

## Shareholding Structure

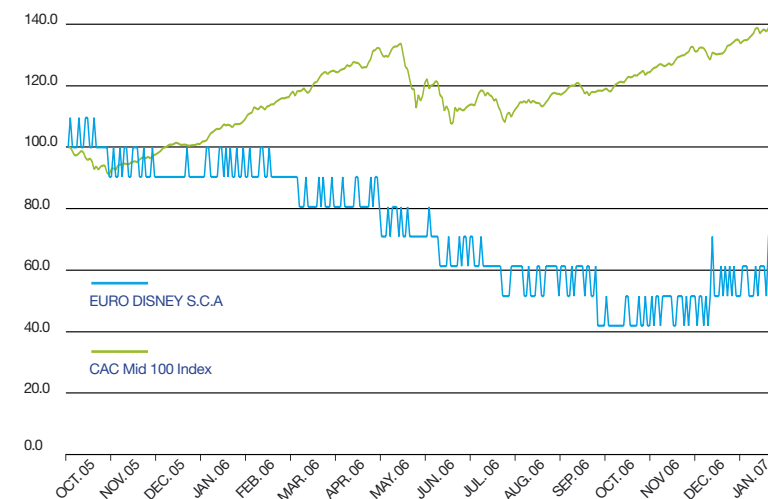


39.8% The Walt Disney Company\*  
10.0% Prince Alwaleed\*\*  
50.2% Other Shareholders

\*Via its wholly-owned subsidiary, EDL Holding Company  
\*\*Via KINGDOM 5-KR-135 Ltd a company whose shares are held by trusts for the benefit of Prince Alwaleed and his family

## Evolution of Euro Disney Share Price

(Base 100 in October 2005)



## Identification Sheet of Euro Disney S.C.A. Share

**NOMINAL VALUE**  
0.01 euro per share

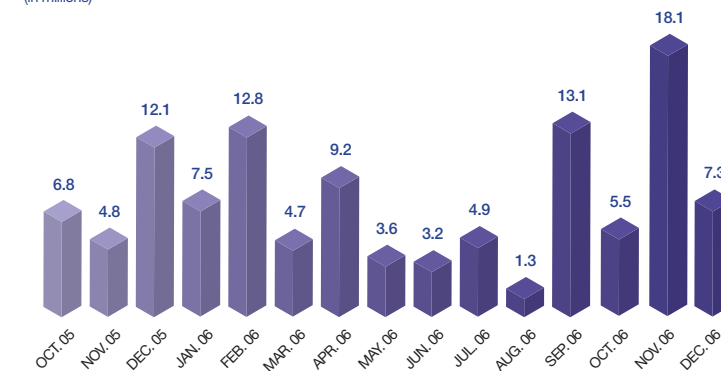
**NUMBER OF SHARES**  
3,897,649,046 shares as of 15/01/07

**MARKET PLACE**  
Paris

**MAIN CODES**  
ISIN: FR0000125874  
Reuters: EDL.PA  
Bloomberg: EDL.FP

## Average Daily Trading Volume on Euronext Paris

(in millions)





The Euro Disney S.C.A. Shareholders Club wins this year the Fils d'Or 2006 prize that awards the best Shareholders' Services in French listed companies (CAC Mid 100 index)!

## Shareholders Club

Since its creation in 1995, the Euro Disney S.C.A. Shareholders Club aims at strengthening the Company's relationship with its shareholders. Its primary objective is to provide quality information to our shareholders and quickly and clearly answer all the questions they might have regarding the company. By phone or on the website, the Shareholders Club is your privileged contact.

When you become a Euro Disney S.C.A. Shareholders Club member, you receive directly, by mail or e-mail, all our financial press releases and information regarding our shareholders' meetings. In addition to that, a regular Shareholders Club Newsletter is exclusively sent to you and provides up-to-date information on the Company as well as the latest Disneyland® Resort Paris and Shareholders Club news. Shareholders can also find the most recent Company news and financial documents on our website [www.eurodisney.com](http://www.eurodisney.com). They can consult, download or ask for all our financial documents and follow the evolution of the share price quotation.

In addition to the information provided, we are pleased to propose a wide range of services and privileges at Disneyland Resort Paris, such as a priority booking service (+33 1 60 30 60 72) to allow you to organize your trip to Disneyland Resort Paris and benefit from significant reduced rates at the Resort's Hotels.

Amongst a host of special services, Shareholders Club members and their guests benefit from reductions on the admission price into the Disneyland® Park and Walt Disney Studios® Park, including Annual Passports, that can give them access to both of the Parks 365 days per year!

Shareholders Club members also benefit from many discounts at the Resort. They are invited to discover, at preferred rates, the pleasure of going shopping, enjoy the most magical dinner shows such as "Buffalo Bill's Wild West Show" or "The Magical World of Tinker Bell Dinner Show", during the Christmas season, or even play golf at Golf Disneyland. Then, gain height into the tethered balloon PanoramaMagique! Aerophile SA offers Shareholders Club members a special rate to discover Disneyland Resort Paris from the air.

You are also invited to taste the richness and diversity of gastronomy proposed at Disneyland Resort Paris thanks to discounts in table service restaurants at the Parks, the Disney Hotels, the Disney Village and Golf Disneyland.

As VIPs, Shareholders Club members are welcome to start their day agreeably at Disneyland Resort Paris by a visit to the Salon Mickey, a charming Victorian setting exclusively reserved for Shareholders Club members.

Through all these services, we wish to develop a privileged relationship with each of our shareholders. We also want to include you in the company's activities. Thus, special events are exclusively organized for Shareholders Club members, such as Disney film previews and screenings, guided tours of the Resort or the opportunity to discover new Disneyland Resort Paris attractions in advance!

If you have any further questions about the Shareholders Club, please visit our information pages online at: [www.eurodisney.com](http://www.eurodisney.com) or feel free to contact the Shareholders Club by phone through the toll-free number: 00 800 64 74 56 30 \* or by e-mail: [dlp.actionnaires@disney.com](mailto:dlp.actionnaires@disney.com). ■

\* From France, Germany, United Kingdom, Belgium, Netherlands, Spain and Italy from a land line, national operators only, only at French offices business hours (9h00 a.m. - 5h00 p.m.). From other countries, call at: + 33 1 64 74 56 30.

## The Supervisory Board

**1. ANTOINE JEANCOURT-GALIGNANI**  
Chairman of the Supervisory Board, he was elected to the Supervisory Board in 1989 and appointed Chairman in September 1995. He is currently President of the board of directors of SNA Holding (Bermuda) and member of the board of directors of Gecina. The term of office of Mr Jeancourt-Galignani expires at the close of the Annual General Meeting that will deliberate upon the annual financial statements of the fiscal year ending 30 September 2007.

**2. MICHEL CORBIÈRE**  
Elected as a member of the Supervisory Board in 2006. He is the founder of the group Forest Hill, specialized in sports and leisure activities as well as in the hotel industry. He is also the founder of the French company Aquaboulevard de Paris. The term of office of Mr Corbière expires at the close of the Annual General Meeting that will deliberate upon the annual financial statements of the fiscal year ending 30 September 2008.

**3. PHILIPPE LABRO**  
Elected as a member of the Supervisory Board in 1996. He was Vice President and General Manager of RTL France Radio. He is currently Project Director, Design and Operations of Labrocom S.A.R.L. and Vice President of Direct 8. The term of office of Mr Labro expires at the close of the Annual General Meeting that will deliberate upon the annual financial statements of the fiscal year ending 30 September 2007.

**4. ANTHONY MARTIN ROBINSON**  
Elected as a member of the Supervisory Board in 2004. He is currently Executive Chairman of Center Parks UK Plc. The term of office of Mr Robinson expires at the close of the Annual General Meeting that will deliberate upon the annual financial statements of the fiscal year ending 30 September 2007.

**5. Dr. JENS ODEWALD**  
Elected as a member of the Supervisory Board in 1989. He is currently Chairman of Deutsche Schutzvereinigung für Wertpapierbesitz e.V. and Chairman of the Advisory Board of Odewald and Compagnie GmbH. The term of office of Dr. Odewald expires at the close of the Annual General Meeting that will deliberate upon the annual financial statements of the fiscal year ending 30 September 2008.

**6. JAMES A. RASULO**  
Elected as a member of the Supervisory Board in 2003. He is currently Chairman Disney Parks & Resorts for The Walt Disney Company. The term of office of Mr Rasulo expires at the close of the Annual General Meeting that will deliberate upon the annual financial statements of the fiscal year ending 30 September 2008.

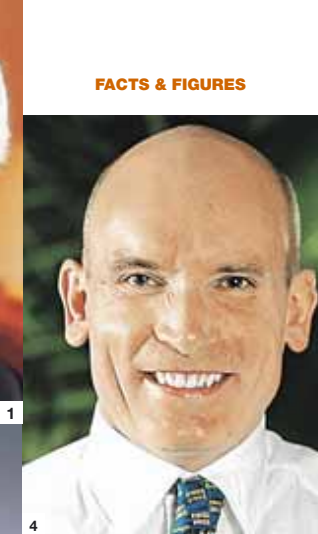
**7. THOMAS O. STAGGS**  
Elected as a member of the Supervisory Board in 2002. He is currently Senior Executive Vice President Finance and Chief Financial Officer and Chairman of the Investment and Administrative Committee of The Walt Disney Company. The term of office of Mr Staggs expires at the close of the Annual General Meeting that will deliberate upon the annual financial statements of the fiscal year ending 30 September 2007.

### Compensation of the Supervisory Board and corporate positions and directorships held

The aggregate compensation of the Supervisory Board during fiscal year 2006 was €152,449. Compensation for Supervisory Board members is proportional to attendance at meetings. For disclosure of the compensation paid to each member of the Supervisory Board individually as well as a complete list of the other corporate positions and directorships that each holds, see the Management Report. The Walt Disney Company employees are not paid by the Group for serving on the Supervisory Board of Euro Disney S.C.A.



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# Corporate governance bodies

Euro Disney S.C.A., the holding company of Euro Disney Group ("The Group"), Euro Disney Associés S.C.A. and EDL Hôtels S.C.A., the operating companies of Disneyland® Resort Paris, are each a French *société en commandite par actions*. Under French law, the structure of a *société en commandite par actions* introduces a distinction between the *Gérant*, which is responsible for operating the company, and the Supervisory Board, which oversees the management of the company. The two other components of the legal structure of a *société en commandite par actions* are the general partners and the limited partners.

**The Management Company ("Gérant")**  
The role of the *Gérant* of a *société en commandite par actions* is to manage the company in the company's best interests.

The *Gérant* of Euro Disney S.C.A., Euro Disney Associés S.C.A. and EDL Hôtels S.C.A. is Euro Disney S.A.S. (the "*Gérant*"), a French *société par actions simplifiée*, which is an indirect wholly-owned subsidiary of The Walt Disney Company ("TWDC"). Mr Karl L. Holz is the Chairman & Chief Executive Officer of the *Gérant*.

An Executive Committee has been created. For disclosure of the list of the members of this Executive Committee and the positions that each holds, see pages 6 and 7 ("The management team").

**The Supervisory Board**  
The role of the Supervisory Board is to monitor the management of the company in the best interests of the shareholders and to oversee the quality of the information communicated to them. The members of the Supervisory Board of Euro Disney S.C.A. are elected for a term of three years, from the date of the annual general meeting of shareholders called to elect or re-elect them.

The Supervisory Board of Euro Disney S.C.A. currently consists of seven members, five of whom are independent of the Group and TWDC. For disclosure of the list of the members of the Supervisory Board, see page 13.

The Euro Disney S.C.A. Supervisory Board Members' Charter dictates fundamental obligations to which the members of the Board must conform. Four Supervisory Board meetings were held during fiscal year 2006, with an attendance rate of 79%.

Two Committees have been created within the Supervisory Board of Euro Disney S.C.A.:

A Financial Accounts Committee, created in 1997, is composed of two members of the Supervisory Board, namely Dr Jens Odewald and Mr Anthony Martin Robinson. Three meetings of the Financial Accounts Committee were held during fiscal year 2006 in order to review, on behalf of the Supervisory Board, the Company's financial reporting process and the audit thereof, and the internal control environment and the review thereof. The Financial Accounts Committee also reviewed the internal and external audit functions.

A Nomination Committee, created in 2002, is composed of two members of the Supervisory Board, namely, Mr Philippe Labro and Mr Thomas O. Staggs. Its role is to propose candidates as members of the Board. The members of the Nomination Committee considered in fiscal year 2006 the nomination of new members of the Supervisory Board.

The members of the Supervisory Board of Euro Disney S.C.A. and the members of the Supervisory Board of Euro Disney Associés S.C.A. are the same. The Supervisory Board of EDL Hôtels S.C.A. consists of subsidiaries of Euro Disney Associés S.C.A.

**The general partners**  
Towards third parties, the general partners have unlimited liability for all debts and liabilities of the company.

The general partner of Euro Disney S.C.A. is EDL Participations S.A.S., a French *société par actions simplifiée* (the "General Partner"), an indirect wholly-owned subsidiary of TWDC. The General Partner of Euro Disney S.C.A. is entitled to a distribution each year equal to 0.5% of Euro Disney S.C.A.'s profit.

The general partners of Euro Disney Associés S.C.A. are Euro Disney Commandité S.A.S., a French *société par actions simplifiée* and wholly-owned subsidiary of Euro Disney S.C.A., and EDL Corporation S.A.S. and Euro Disney Investments S.A.S., French corporation structured as a *sociétés par actions simplifiée* and indirect wholly-owned subsidiaries of TWDC (the "General Partners"). The General Partners of Euro Disney Associés S.C.A. are entitled to a distribution each year equal to 0.001% of Euro Disney Associés S.C.A.'s profit, as follows:

- Euro Disney Commandité SAS: 82%,
- EDL Corporation SAS: 9%,
- Euro Disney Investments SAS: 9%.

The general partner of EDL Hôtels S.C.A. is EDL Hôtels Participations S.A.S., a French *société par actions simplifiée* wholly-owned by Euro Disney Associés S.C.A. The General Partner of EDL Hôtels S.C.A. is entitled to a distribution each year equal to 0.5% of EDL Hôtels S.C.A.'s profit.

**The limited partners**  
The limited partners are the shareholders. Their rights are represented by shares which are identical to shares of a company which is structured as a *société anonyme*. The shareholders are convened to general meetings of shareholders and deliberate in accordance with the legal and regulatory requirements in effect. During each general meeting, each shareholder is entitled to a number of votes equal to the number of shares that he or she holds or represents. In lieu of attending a meeting in person, each shareholder may give a proxy to another shareholder or his or her spouse, vote by mail, or send to the company a blank proxy, under the conditions provided by law and regulations.

**Management compensation**  
*Compensation of the Management Company (Gérant), Euro Disney S.A.S.*  
In its capacity as *Gérant*, and as a result of the financial and legal Restructuring of the Group, Euro Disney S.A.S. is entitled to annual fixed fees paid by Euro Disney S.C.A. and annual variable fees (consisting of a base management fee, a management incentive fee and a fee payable upon the sale of hotels, and depending upon the financial performance of Disneyland® Resort Paris) paid by Euro Disney Associés S.C.A. in accordance with Article IV of the by-laws of Euro Disney Associés S.C.A. Euro Disney S.A.S. is also entitled to annual fixed fees paid by EDL Hôtels S.C.A. During the fiscal year ended 30 September 2006, Euro Disney S.A.S. was entitled to receive €10.8 million from Euro Disney Associés S.C.A., €76,000 from EDL Hôtels S.C.A. and €25,000 from Euro Disney S.C.A. As a result of the financial and legal Restructuring of the Group, the payment of certain fees due by Euro Disney Associés S.C.A. to Euro Disney S.A.S. has been deferred. Thus, the fees normally due in relation to fiscal year 2006 and payable during the first quarter of fiscal year 2006 have been converted into a subordinated long-term debt obligation, payable after the Group's senior debt has been repaid.

*Compensation of the Members of the Executive Committee of the Group*  
Aggregate compensation paid to the members during the period of their tenure on the committee totaled €5.4 million in fiscal year 2006. As of 30 September 2006, these same officers held together a total of 33.4 million Euro Disney S.C.A. stock options.

**Stock Options**  
The Company's shareholders have approved the implementation of three different stock option plans since 1994 authorizing the issuance of stock options for acquisition of the Company's outstanding common stock at a market exercise price calculated as the average closing market price over the preceding 20 trading days preceding a stock option grant. The options are valid for a maximum of 10 years from their issuance date and become exercisable over a minimum of 4 years in equal installments beginning one year from the date of grant. Upon termination of employment, any unvested options are cancelled after a specified period of time. For further information about stock options at 30 September 2006, see note 18 of Euro Disney FY2006 Consolidated Financial Statements. ■



# Corporate organization of the group

In the wake of the Group's legal reorganization completed in February 2005, the Group consists of the following entities.

**Holding company**  
*Euro Disney S.C.A. (the "Company")*  
Euro Disney S.C.A. is the holding company of the Group and is the listed company. The main asset of the Company is its investment in 82% of the share capital of its subsidiary, Euro Disney Associés S.C.A. ("EDA").

**Operating Companies**  
*Euro Disney Associés S.C.A. ("EDA")*  
EDA operates Disneyland® Park and Walt Disney Studios® Park, the Disneyland Hotel, Davy Crockett® Ranch and Golf Disneyland® and manages the real estate segment of the Group. The remaining 18% of EDA share capital is held by two indirect subsidiaries of The Walt Disney Company ("TWDC"): EDL Corporation S.A.S. and Euro Disney Investments S.A.S.

**EDL Hôtels S.C.A.**  
EDL Hôtels S.C.A., an indirectly wholly-owned subsidiary of EDA, operates all of the Hotels (except the Disneyland Hotel and Davy Crockett Ranch), and also Disney® Village.

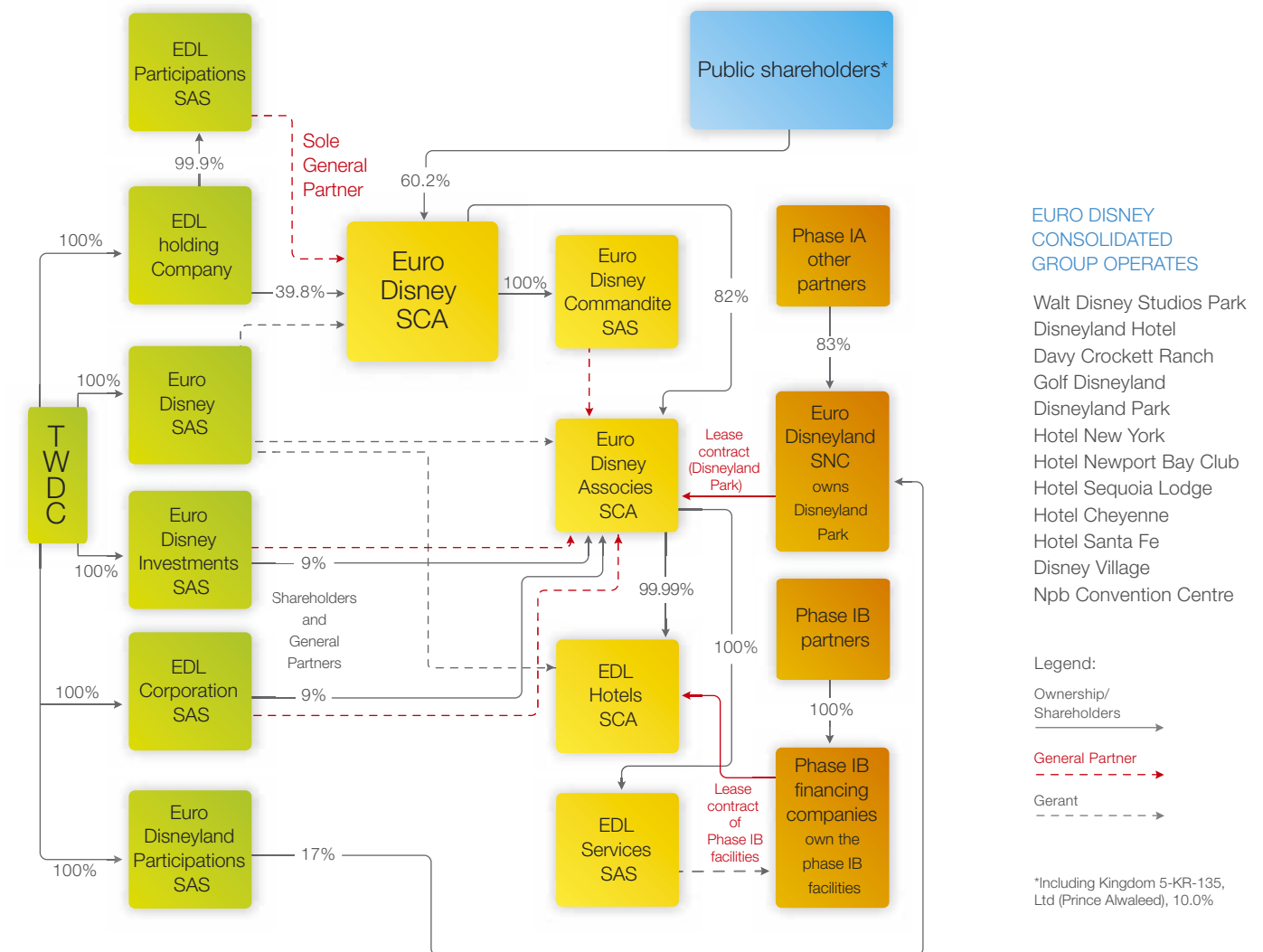
**Financing Companies**  
Effective 1 October 2003 (first day of Fiscal Year 2004), the Financing Companies described below were included in the consolidated reporting group (see paragraph entitled "Significant Accounting Policies" discussed in Note 3 of the Consolidated Financial Statements).

**Phase IA Financing Company**  
The Phase IA Financing Company, Euro Disneyland S.N.C., a company incorporated as a French *société en nom collectif* owns Disneyland® Park and leases it to EDA. The partners of the Phase IA Financing Company are various banks, financial

institutions and companies holding an aggregate participation of 83%, and Euro Disneyland Participations S.A.S., a French *société par actions simplifiée* and an indirect wholly-owned subsidiary of TWDC, holding a participation of 17%. The Group has no ownership interest in the Phase IA Financing Company. The Group is jointly liable for a significant portion of the indebtedness of the Phase IA Financing Company (approximately two-thirds of the outstanding indebtedness due under the Phase IA Credit Facility). The partners are subject to unlimited joint and several liabilities for the financial obligations of the Phase IA Financing Company. The banks that are parties to the Phase IA Credit Facility and the CDC with regard to CDC *Prêts Participatifs*, have effectively waived any recourse against the partners of the Phase IA Financing Company. The Phase IA Financing Company has generated tax losses due to interest charges during the construction period and depreciation expenses from Opening Day until 31 December 1996.

The legal structure of the Phase IA Financing Company enabled its partners to take these French tax losses directly into their own accounts for French tax purposes. In return, the partners agreed to provide subordinated partner advances to the Phase IA Financing Company at an interest rate below the market rate. The Phase IA Financing Company is managed by a management company, Société de Gérance d'Euro Disneyland S.A.S., a French *société par actions simplifiée* and an indirect wholly-owned subsidiary of TWDC.

**Phase IB Financing Companies**  
The Phase IB Financing Companies are incorporated as French *sociétés en nom collectif* and are governed by the same principles as the Phase IA Financing



Company. Each of these companies (i) rents the land on which the related hotel or Disney Village, as the case may be, is located, from EDL Hôtels S.C.A., (ii) owns the related hotel or Disney Village, as the case may be, and (iii) leases the related hotel or Disney Village, to EDL Hôtels S.C.A. The partners of the Phase IB Financing Companies are various banks and financial institutions that are creditors of the Phase IB Financing Companies. The Group has no ownership interest in the Phase IB Financing Companies. EDL Hôtels S.C.A. has guaranteed all the obligations of the Phase IB Financing Companies with respect to the loans extended by their lenders and partners. The partners of the Phase IB Financing Companies are normally subject to unlimited joint and several liability

for the obligations of the Phase IB Financing Companies. However, the creditors of the Phase IB Financing Companies have waived any recourse against the partners of the Phase IB Financing Companies. The Phase IB Financing Companies have consistently generated tax losses primarily due to interest charges during the construction period and depreciation expense from Opening Day until 31 December 1995 with the exception of Centre de Divertissements Associés S.N.C., which generated tax losses until 31 December 1998. The legal structure of the Phase IB Financing Companies enabled their partners to take these French tax losses directly into their own accounts for French tax purposes. In return, the partners agreed to provide subordinated

partner advances to the Phase IB Financing Companies at an interest rate below the market rate. The management company of each of the Phase IB Financing Companies is EDL Services S.A.S., a French *société par actions simplifiée* and wholly-owned subsidiary of EDA.

**Centre de Congrès Newport S.A.S.**  
Centre de Congrès Newport S.A.S., a French *société par actions simplifiée* and indirect wholly-owned subsidiary of TWDC, entered into a ground lease with EDL Hôtels S.C.A. pursuant to which it financed and acquired the Newport Bay Club Convention Centre and, when completed, leased it back to EDL Hôtels S.C.A. with an option to repurchase such assets. ■

Where I became a pirate



# Investing all around

New attractions, new parades, new Disney characters and new ways to get to know them: these are just some of the dreams we're weaving to make the Disney magic stronger than ever.

The Disney experience never stops – and it never stops growing and getting better. We're constantly innovating to keep our guests surprised and delighted, which we find is the best way to keep the timeless Disney values alive. The emphasis on family-friendly entertainment, on storytelling and on every detail of a visit to Disneyland® Resort Paris is reinforced every single day; but just as Disney creativity never stops, neither does the Resort's. Our guests come to our Resort to see their children enchanted by the famous Disney characters, to live out their own Wild West dreams – or even to be launched to the very edge of the universe. At Disneyland Resort Paris, grown-ups can become children again and share their excitement with their own children and grandchildren. Thanks to the Disney heritage of storytelling, our creative expertise and our attention to detail, our guests are transported to another world – a world full with fun, shared emotions and lasting memories.

#### A unique experience

Disneyland Resort Paris has become the number one European tourist destination, with over 170 million visits since opening in 1992, because it offers much more than 'just' the parks – and because no two days here are the same.

Our guests come to our Resort for the magic of Disney. From seasonal events which drive attendance throughout the course of the year to unparalleled major new attractions that are increasingly more imaginative, we are delivering a product that our guest could never have dreamed possible. As a result, Disneyland Resort Paris today has more things than ever to offer: more ways to relax, have fun, meet and play with the Disney characters, enjoy top quality service and explore new worlds. A visit to Disneyland Resort Paris is an experience like no other in Europe. ■



# Investing in our legacy



I wanted to create a magical place for my little girls where all their dreams could come true: that's how it all started.

Walt Disney



Disneyland® Resort Paris has always stayed true to its roots: the timeless Disney gift for storytelling and for creating characters who are household names all around the world.

For strong growth, you need a solid foundation. For Disneyland® Resort Paris, it begins with the Disney legacy: the magic and power of Disney storytelling that has enchanted millions. We trace the magic to the pioneering genius of Walt Disney himself. Disney was a true artist, whose visionary ideas (often drawn from Europe) and willingness to take risks brought ground-breaking capability to the movies. In 1928, a mischievous little mouse hit the big time in a short film called *Steamboat Willie*, the first cartoon ever to synchronize music and sound effects. The mouse was soon known around the world as Mickey – and the rest, as they say, is magic.

#### Genius rewarded

In 1934, Walt began work on another new concept: a cartoon that would run to full feature length. Hollywood pundits said it would never work (many called it 'Disney's folly'), but on its release in 1937 it was a smash hit: the film was *Snow White and the Seven Dwarfs*. It won critical acclaim, the adoration of movie-goers – and one Oscar. Recognition of Walt's artistic talent continues to the present day: take the recent Walt Disney

exhibition at the prestigious Grand Palais in Paris. From the 1930s, the Disney magic grew and grew, introducing to the world one timeless character after another – Minnie Mouse, Donald Duck, Pluto, Goofy, Bambi, Dumbo and more – or putting unforgettable faces to best-loved characters from children's literature such as Pinocchio, Mowgli, Peter Pan, Alice and Cinderella.

#### The Disney characters' home

Then, in 1955, Walt Disney proved himself a visionary in the realm of family tourism, opening a Theme Park in southern California: a place where children and their parents could enjoy rides and meet the familiar Disney characters in a clean, safe environment. It was another stroke of Disney genius. Since then, the characters, and the style of storytelling that's woven around them, have been a fundamental part of the Disneyland experience: as important as any of our other attractions, if not more so. Disneyland Resort Paris is where the Disney characters live, and where they come out to play. It's throughout our attractions and, in particular, our special seasonal events and parades – giving our guests many different ways to meet the Disney characters



Disneyland Resort Paris is where the Disney characters live, and where they come out to play. Throughout our attractions, we keep the Disney legacy alive.

loved as much by parents as by their children – that we keep the Disney legacy alive. Not only do we invest in the Classic characters mentioned above but we also embrace more recent beloved characters such as Buzz Lightyear, Nemo or Lightning McQueen, coming from the Disney/Pixar movies, or the washbuckling hero Jack Sparrow coming from Disney's *Pirates of the Caribbean* saga, which give the Resort new appeal. The brilliance of Walt Disney's dream is clear for all to see. At Disneyland Resort Paris, we are continuously working to refine his idea of high-quality family entertainment. Walt put it best himself: "Disneyland will never be completed. It will continue to grow as long as there is imagination left in the world." ■

## Fun for all seasons

One visit is never enough: guests have a different experience each time they come to Disneyland Resort Paris. Summer or Christmas, Halloween or Carnival – each has its special appeal. Our unique seasonal shows are an integral part of the entertainment we offer, and have proven to encourage repeat visits that generate revenues throughout our Resort. From the twinkle of falling snow and the sparkling Christmas Parade to the Enchanted Fairytale Ceremony starring our Disney Princesses, guests are swept up in the emotion of this most magical season: Christmas. Halloween is another favorite: the Disney Villains are out and about, ready to scare – but just as ready to pose for a souvenir photo. In our high summer season, "Winnie the Pooh", "Tarzan" and "The legend of Lion King" come to life, and the *Fantillusion* Parade thrills guests with its story of good versus evil. On summer nights more Disney characters star in the nighttime spectacular "Wishes", where they prove that dreams really do come true in the wonderful, magical world of Disney.



# Investing in new attractions

The launch this year of *Buzz Lightyear Laser Blast*® has paved the way for a trio of blockbuster new attractions that will arrive at the Resort in 2007 and 2008.



## Happy customers

It's great to see the smiles on the faces of our guests to know that we're doing things right. As it happens, what we see with our own eyes is confirmed by our research: 78 per cent of guests in 2006 said they were very or completely satisfied with their visit; 93 per cent plan to return again in the future; and an amazing 99 per cent plan to recommend the Resort. With all the fabulous new features planned for the 15<sup>th</sup> anniversary and beyond, satisfaction is expected to improve. In nearby markets like France and southern Belgium, marketing campaigns will exploit the new attractions as a key reason to visit – certainly not the only reasons to visit the Resort, but excellent reasons to visit now.



In *Cars Race Rally*, inspired by the 2006 smash hit *Cars*, younger members of the family will become racing drivers on the iconic Route 66.

In April 2006, Disneyland® Resort Paris launched its latest attraction: *Buzz Lightyear Laser Blast*, the first attraction under our €240 million, four-year investment program. The popularity of this attraction is evident as guests rush to Discoveryland to enjoy the new experience. Once there, they find themselves enlisted as Space Rangers by Buzz Lightyear, and equipped with laser cannons and a joystick that spins them 360 degrees to help him in the fight against the evil Emperor Zurg and save the toy universe. Inspired by the Disney/Pixar animated film *Toy Story*, *Buzz Lightyear Laser Blast* matches the fast-paced energy of a video game with the power of Disney storytelling; it's an exhilarating, fully interactive, action-packed adventure that's endless fun for families and friends.

### An ambitious line-up

And it's only the first of an ambitious line-up of new attractions that Disneyland Resort Paris will open between now and 2008. In June 2007,

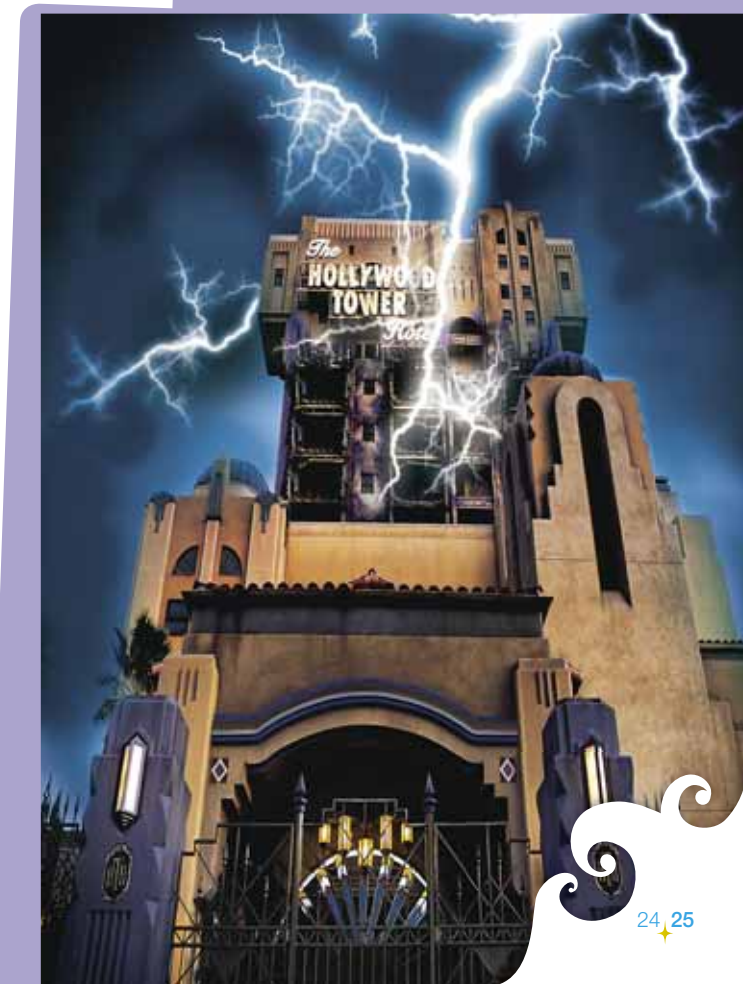
two more animation-themed attractions will launch in the Walt Disney Studios® Park. One will be *Crush's Coaster*, based on the film *Finding Nemo*. In it, guests will dive with Nemo and Squirt into a colorful underwater wonderland of coral reefs, aquatic plants... and deep-sea predators, poisonous jellyfish, and Bruce, the not-so-repentant shark. The escape route twists, plunges, and spirals in the powerful East Australian current. The second will be *Cars Race Rally*, inspired by the 2006 Disney/Pixar smash hit *Cars*, an attraction in which younger members of the family will become racing drivers on the iconic Route 66. Lightning McQueen will be on hand to urge them on with advice and racing tips. Then, in fiscal year 2008, *The Twilight Zone Tower of Terror* will open also inside the Walt Disney Studios Park and is sure to become one of our top attractions. Already a blockbuster experience in other Disney Resorts, this iconic attraction cannot be missed, not just for its huge architecture and central position, but also for its dramatic storyline and sensational effects. On a visit

to the Hollywood Tower Hotel, guests will learn its disturbing secret: a scary story told through haunting special effects as they move up from one floor to another. But most frightening is the exit, via the 13<sup>th</sup> floor elevator. This elevator doesn't just descend to ground level: it plunges, faster than terminal velocity, into the Twilight Zone.

### A birthday bonanza

Apart from these new attractions, Disneyland Resort Paris will introduce brand new events. Spring 2007 will bring with it the all-new "Once Upon a Dream Parade", where guests will be thrilled to join Mickey and friends in a once-in-a-lifetime chance to act out favorite Disney moments and stories; the parade has been created exclusively for the 15<sup>th</sup> anniversary of Disneyland Resort Paris. Also in 2007, there'll be more Meet 'n' Greet with the beloved Disney characters. Kids, in particular, will love it – every day a birthday ceremony will take place in front of Sleeping Beauty Castle, decorated specially for the 15<sup>th</sup> anniversary. ■

Inspired by the Disney/Pixar animated film *Toy Story*, *Buzz Lightyear Laser Blast* matches the fast-paced energy of a video game with the power of Disney storytelling.





## Investing in every detail

From *Big Thunder Mountain* to the buttons on costumes, we always have an eye for the big and the small.

**G**enius is in the details. This saying is particularly true when it comes to the richness of the Disney experience – and when it comes to our details, we never stop working to refine them. The physical look of Disneyland® Resort Paris doesn't come about by chance; Disney Imagineers work tirelessly to ensure that every last feature will enchant our guests, from the natural rock spring setting of the Davy Crockett® Ranch swimming pool to the cowboy boot

table lamps in the Hotel Cheyenne. Because every piece of fabric and accessory worn by the Disney characters is important to our story and helps immerse guests into our magical world, dedicated Disney garment specialists work on every stitch and fold of our costumes to make them entirely authentic. All this careful attention to detail, along with our sense of service, is what makes 'the Disney Difference' – that unique experience that guests will find only at our Resort.

**Constant improvement**  
Still, the Theme Parks are just one part of the huge range of entertainment and services that guests enjoy and expect at Disneyland Resort Paris. For this reason, we're continually repainting and refurbishing our flagship hotels, simplifying menus and creating special family meals, as well as adding ever more characters in hotels and parks. The improved Disney Village is a perfect example of our energy: in the last two years the area has

Every piece of fabric and every accessory worn by the Disney characters is an important part of our story.

evolved into a warmer, more welcoming place, with improved access thanks to the addition of a new public car park and redesigned lighting and landscaping. What's more, a new games arcade has opened next to the Gaumont cinema complex, lining up a range of family activities from fun-bowling (smaller than traditional 10-pin bowling) to car, motorbike and disco simulators, pool tables and state-of-the-art video games, as well as a play area for younger children.

**An enjoyable working place**  
All of the initiatives mentioned above, and others, are essential to the continued success of Disneyland Resort Paris. Equally as important is the everyday work of our Cast Members: they're the people who make the Disney magic work day after day. As Walt Disney so shrewdly put it, "You can dream, create, design and build the most wonderful place in the world, but it requires people to make the dream become a reality." By recruiting with a steady eye on the needs of our multi-national guests (most of whom come from the European Union, though increasing numbers visit us from developing markets further afield), we've evolved into a vibrant and multi-cultural company – which is good for our guests, of course, and good for our employees as well: the Cast Members' amazingly rich mix of origins and professional disciplines has the effect of making Disneyland Resort Paris an exceptionally rewarding place to work. In a nutshell, we genuinely want the best for our staff, they're the people who make Disneyland Resort Paris the enchanting destination it is. ■



Where my dreams are real



# Getting closer to our guests ✨

A new marketing, sales and pricing strategy to get the news out to the right audience at the right time with the right message and package.

**D**isneyland® Resort Paris has welcomed more than 170 million visits since the Resort first opened in 1992, and 12.8 million visits last year. The important thing now is to push further, to make our guests happier still, and to visit for a first, second or multiple times. In other words, make Disneyland Resort Paris even more magical than it already is.

#### The best time to visit is now

That's why we've drawn up an exciting program of events for the 15<sup>th</sup> anniversary in 2007, a program packed with a dazzling new parade, bewitching firework displays and even more chances for our guests to interact with the Disney characters. We'll be launching several exceptional offers for the duration of the anniversary festivities to give our guests even more time to savor the magic.

We are also happy to welcome a brand new high-speed rail link to Marne-la-Vallée/Chessy station, which, beginning in June 2007, will make getting to the Resort faster and easier from destinations to the East. Just one more reason to make the trip! Finally, we've refined our marketing and sales strategies, to better communicate the excitement of our new attractions to the diverse segments of our European key markets. Our message to existing and future guests? Disneyland Resort Paris has never been better – and there's never been a better time to visit than today. ■





# The right message to the right target

Finding creative ways to make the Disneyland® Resort Paris not only fun but meaningful – that's the guiding push behind our ambitious and imaginative program of investment.



Disney is as relevant today as storytellers were in the past, because it tells universal stories. The world is driven by dreams and people who believe in their dreams – and the belief that dreams can come true is vital to

a child's development. More than anything, Disney tells stories that help children grow – and the Parks are the only place where the Disney fairy tales and dreams can be experienced. Disneyland Resort Paris is the place where dreams come true and where children learn to believe that dreams can come true. After 15 years, Disneyland Resort Paris has become the number one European tourist attraction for family getaways. We've created a new concept in family tourism: the all-in-one destination. Given that our European guests don't want their leisure time to be simply fun, they want it to be meaningful, Disneyland Resort Paris aims at creating new ways to visit.

### On the right track

A detailed and accurate understanding of our markets is a cornerstone of the Disney business. 15 years of experience mean that today Disneyland Resort Paris has a solid knowledge of the diverse European markets. Our long-term growth strategy is not only centered on the development of the Resort – new attractions and shows – but also on the reinforcement of the business through new efforts in the areas of marketing, sales and pricing. These

can only succeed if they're correctly planned and targeted. Happily, the strong 2006 results give us confidence that these efforts are bearing fruit: Disneyland Resort Paris is on the right track.

In the last few years we've carried out a Europe-wide study to identify different groups of potential visitors and the best ways to communicate with them.



Recently, we've carried out a Europe-wide study to identify different groups of potential visitors and the best ways to communicate with them.

With this in mind, we have adjusted our marketing strategy to reach our core targets more efficiently. For this reason, we've completely redesigned and refreshed our brochure. The new-look brochure, *The Little Book of Big Dreams*, has more pictures and less text, creating a storybook feel; guests can also fill in certain pages with their favorite memories, making the 'storybook' a real keepsake. The responses to the new brochure have been highly positive from guests and travel agents alike. Research also showed that guests wanted a more interactive website where they could get detailed information and make bookings online; we responded with a redesigned website packed with more interactive features than ever. And as if that weren't enough, we've created a new advertising campaign to be rolled out across Europe in March 2007, based on the idea that Disneyland Resort Paris is the place where dreams come true. ■

We've created a new advertising campaign, to be rolled out in March 2007.



## Connecting Europe to the magic!

With the opening of the new TGV Est railway line in June 2007, the Marne-la-Vallée/Chessy station will become the largest high-speed rail interchange in Europe. Once it's running at full capacity, more than six million passengers are expected to transit through it every year, and over 40 per cent of its destinations will be international. The station will serve and be served by an additional 32 stops (current total 76), and Val d'Europe will then become a true European crossroads, the meeting place of routes to six countries outside France: Great Britain, Germany, Belgium, the Netherlands, Switzerland and Luxembourg. Transit times from Zurich will be just 4h30, from London 2h30, and from Luxembourg a mere 2h15. In one stroke, the number of people within easy travelling of Disneyland Resort Paris will significantly increase.



On the redesigned website, visitors find more interactive features than ever.

Thanks to our partners





## The right package for the right guest

First we make existing and potential guests aware of the delights of the Resort and then we give them Extra Magic Hours when they arrive.

To adapt our sales initiatives to the desires of our guests, we've intensified the focus on our pricing policy. We're working hard to improve our market's perception of value for money at Disneyland® Resort Paris and to lower the affordability barrier through the introduction of innovative pricing packages: "Tailor Made Dreams". Our pricing is now tailored to the different segments of each market,

and lets guests design a package that most closely fits their requirements and budget. Disneyland Resort Paris offers guests more flexibility at the time they book their vacation, with prepaid meals and the option of extra hotel nights. Visitors can now add up to two extra nights at very attractive rate to their initial package in a Disney hotel, at the beginning or end of their stay. This flexibility lets visitors get the maximum out of the Resort and its hotels.

For the 15<sup>th</sup> birthday celebrations in 2007, kids under seven will get to enjoy the Resort for free, when accompanied by a paying adult.

Two new half-board supplements – 'Half-board Standard' and 'Half-board Plus' – have also been launched, and are valid for lunch or dinner; these represent a saving of up to 15 per cent on a similar meal bought in one of our restaurants. Guests can choose from up to 14 restaurants in the Disney hotels, the parks and in the Disney Village. We've also introduced a series of price reductions for longer stays: the longer the stay, the lower the rate per night. For the 15<sup>th</sup> birthday celebrations in 2007, kids under seven will get to enjoy the Resort for free, when accompanied by a paying adult. This promotion was designed to show parents that there are plenty of activities at the Resort to share with younger children. Studies have shown that children enjoy the experience even more when they still believe in Santa Claus and the Tooth Fairy!

The most appropriate partners Marketing is the first step, sales the next. Our sales approach has been closely tailored to the new travel distribution landscape in Europe, which means that in each national market we choose the most appropriate partners to promote the Resort. At the same time, we're investing in our own systems and processes to continue to improve sales through all channels. A perfect example of our new sales approach was the 2006 promotion 'Dreams are not far away', aimed at the residents of the local Ile-de-France region: a new pass, Billet Francilien, entitled holders to discounted entry rates to the Resort if they booked at least five days ahead on the Disney website or at certain specified booking offices. ■



### Extra Magic Hours

With our new product offerings, the guests of the Resort will want extra time to fully experience and enjoy them. Starting from 1 April 2007 and lasting through the 15<sup>th</sup> anniversary celebrations, every guest who books a package in one of the Disney Hotels or at the Elysée Val d'Europe will be able to enjoy the privilege of Extra Magic Hours – in other words, extra time in Disneyland Park on certain days of the week. Specific areas of the Resort will be opened up specifically for them, before the Park's scheduled opening or closing. It's a perfect plan for guests to enjoy easier access to selected attractions – even some of the most popular ones.

Where I live a fairy tale dream



# Preparing for tomorrow

Europe's number one tourist attraction is getting even better.

**D**isneyland® Resort Paris is proud to be Europe's leading tourist attraction, but we're still continually working to make it an even better, more exciting experience for our guests. With its new attractions, its combination of heritage and flexibility, and the strong commitment of management and employees, we shall continue to march towards profitability, and an optimistic future.

Any growth strategy, however carefully thought out, can only come to fruition if we take care of the people we work with. Corporate responsibility and meaningful participation in the local community is a significant aspect of Disney's values and traditions. Caring about people (especially our Cast Members and partners), the community and the environment are the cornerstones of everything we do.

#### A key contributor to the region's growth

Our belief in nurturing and rewarding our team, and our actions carried out on that belief, are amply repaid by the loyalty of our Cast Members. And it's a two-way street: the more we nurture our Cast, the more we increase the attractiveness to potential employees of the Disney brand and company values; the more we encourage mobility within the Company, provide opportunities for training and personal growth, and foster a working environment founded on diversity and enthusiasm, the more our team members can provide improved levels of service to our guests.

We are proud that the Resort's success is of economic benefit to the surrounding region. In fact, Disneyland Resort Paris is a key contributor to the region's growth, which is why it has put so much

into the development of Val d'Europe, just 32 kilometers east of Paris. Since its first office building opened just four years ago, Val d'Europe has quickly expanded – and when the new *TGV Est* high speed railway line joins up to its Marne-la-Vallée/Chessy station, the city and the region will climb to even greater heights. These are exciting times. But there's much more to come, as we work to prepare for the future. ■



# Teamwork: a Disney specialty

It's not only what we do, it's the way we do it – with a tightly-knit, motivated team of Cast Members.

The Disney magic could never work without our devoted Cast Members. Fostering that devotion is a core aspect of our corporate responsibility. We have high regard and appreciation for them: nine out of ten of our workforce have permanent contracts; 56 per cent have worked at the Resort for five years or longer, and of those, 34 per cent have been here for over ten years; and staff turnover continues to decline.

**A rewarding place to work**  
Such loyalty to the company can be traced to a number of factors, not the least of which is the attractiveness of the Disney brand, its corporate values and its commitment to the local region; but we like to think that high on the list are such aspects as training opportunities, the rich diversity of nationalities, ages, trades and disciplines represented in our workforce, and the opportunities for professional

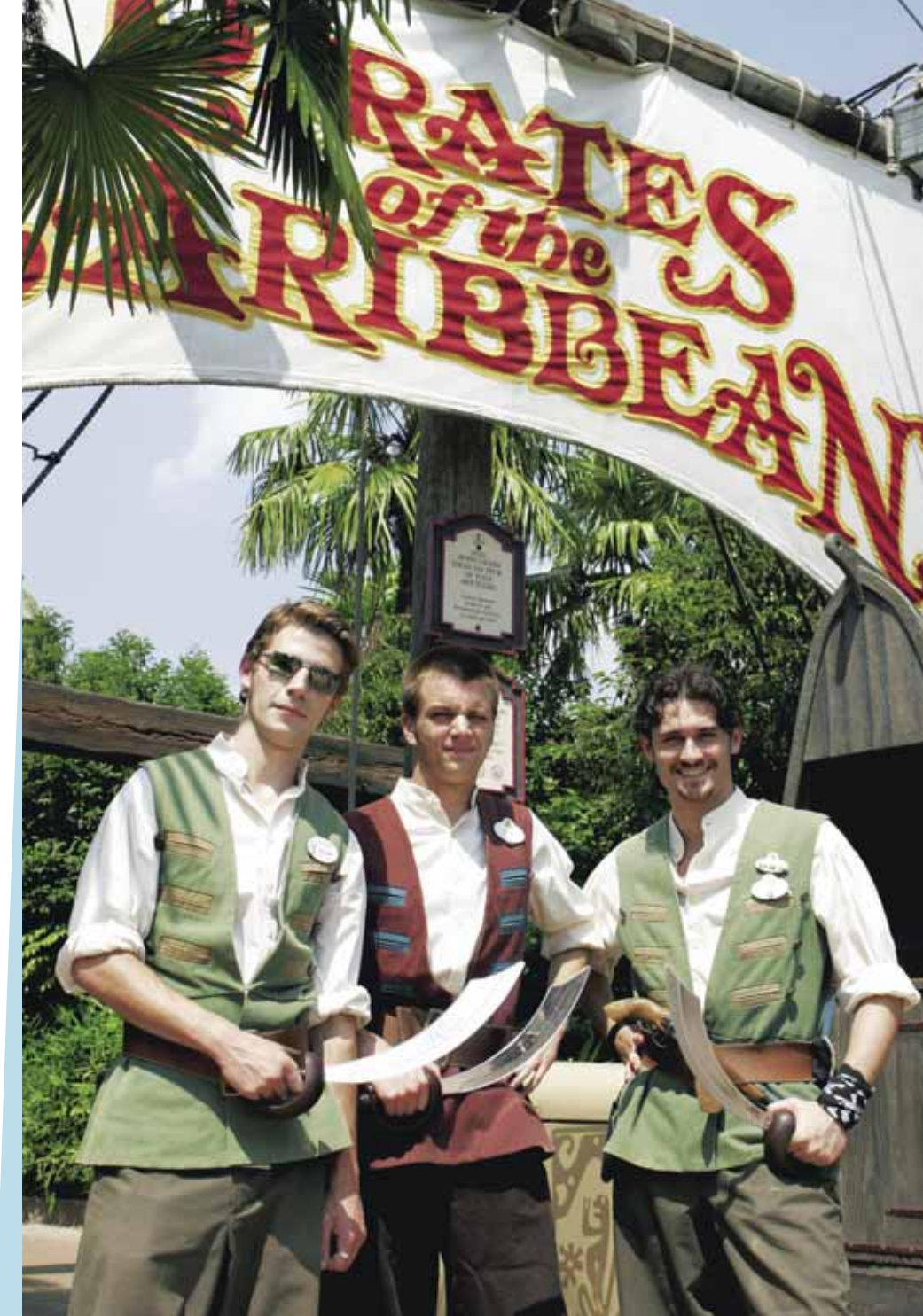
56 per cent of our Cast Members have worked at the Resort for five years or longer, and of those, 34 per cent have been here for over ten years.

development and mobility within the company. At Disneyland® Resort Paris, we make sure our Cast Members receive the best training – not only so they can deliver the excellent service our guests rely upon, but so they can blossom personally and professionally: Disney is a first class 'academy' for the instruction of entertainment and tourism disciplines. What's more, we offer our Cast a wide range of social support, through special events, rewards, links to local charity programs and more. June 2006 saw significant independent recognition of this commitment to our staff when the Disney University (the Resort's vocational training unit open to all Cast Members) was awarded AFAQ-AFNOR certification for the quality of its resources, service and instruction – one of only 15 such training units in France to receive such recognition. Furthermore, we're continually seeking to improve the health and safety of Cast Members in the workplace, and the Castmemberland program, created in 1999, aims to study and improve Cast Members' working conditions. Autonomous and independent, the Castmemberland team advises on practical aspects of the cast experience such as catering, costumes, transport, accommodation, and backstage or social work.

**A multicultural company**  
Diversity has become a broadly mentioned trendy topic, but it has been a Disneyland Resort Paris cornerstone from the beginning. Today, the Resort's Cast represents over 100 nationalities and speaks 19 different languages. There's the

mix of professions, too: Disneyland Resort Paris needs gardeners and grooms, costume and wig makers, ride engineers, waiters and waitresses, sound and lighting technicians, dancers and musicians – and even stuntmen! Horizontal mobility is high, as well: we give Cast Members the chance to learn new trades, and 4.5 per cent of the workforce are in vocational training at any one time, four times the legal minimum. As for internal promotion, 70 per cent of the Resort's managers are drawn from its own employment pool. This healthy mix is more than a token feature of our workforce, it's crucial to our success – for without diversity, we would not have the flexibility we need to adapt to our guests.

**Commitment to dialogue**  
All these factors make Disneyland Resort Paris the top employer in the Seine et Marne region. We really couldn't have it any other way – after all, when you take into account our salaried workforce as well as the employment created indirectly by the Resort, you have 49,000 jobs. 2006 was a year in which Disney proved its commitment to ongoing dialogue with its employees and unions: in December, Disneyland Resort Paris signed two important agreements regarding the 2007 salary plan and the amendment of the 35-hour workweek, a move which has helped meet the needs of both Cast Members and the company alike. Disney has always worked closely with its unions to give the Resort maximum flexibility, to adapt staffing to guests' needs, and to best manage costs within the inherent seasonality of its business. ■



## Facts and figures

over 12,200  
employees (average number  
per year)

91%  
of employees have permanent  
contracts

500  
job types

70,000  
spontaneous job applications  
each year





## Caring for the world around us

For Disneyland Resort Paris, caring for the environment is sound common sense and good business sense – and it's at the core of our work.

No company will have long-term growth without caring for the environment it operates in; Disneyland® Resort Paris was built on that belief from the start. Careful energy management (based on strategic decisions such as the choice of natural gas over less clean equivalents) and impressive and ever-improving recycling activities are key to the Resort's commitment to its surrounding area. In 2006, Disneyland Resort Paris signed a three-year progress plan with EDF (the national energy company) to focus on reducing energy loss and increasing energy efficiency. What's more, Disneyland Resort

Paris has promised to buy 15 per cent of its electricity from renewable energy sources between January 1<sup>st</sup>, 2006 and December 31<sup>st</sup>, 2007.

### Waste not, want not

The management of waste at Disneyland Resort Paris is overseen by a dedicated waste committee that has two major objectives: to sort waste by category, and to sort waste at source. Recycling is therefore made more efficient: in 2006, the Resort almost doubled its retrieval of cardboard. Employees are informed every month of their sorting efforts in order to raise their awareness and encourage them to take part in these actions.

Also in 2006, the Resort sent some 39 per cent of its waste for recycling; as an example, 99 per cent of used cooking oils are collected for reprocessing as biofuel oil.

### Inventive recycling activities

As for the recycling of waste, the Resort is constantly improving: for example, 3.4 tons of batteries were collected in 2006. Among further improvements, a tank was set up in the Resort this year to settle the water polluted by acrylic paints; this allows the separation of the liquid element from the solid, making it easier to recycle both. Furthermore, to optimize selection and the collectors' rounds,

specific measures were implemented to store potentially hazardous empty paint cans. Then there are the other, more inventive ways we recycle things. One popular scheme involves giving objects 'a second life' in 'Ali Baba's Cave'. This feature, created in 2004, is open to all our Cast Members and has enabled us to recycle 32,000 products – or an equivalent of over 5,700m<sup>3</sup>. It's based on a simple idea: we collect items that are being replaced as part of refurbishing a hotel, and put them up for sale to our staff. The wares include anything from furniture and linen to decoration and Disney products. ■

## A child's smile - the best cause of all

Disneyland Resort Paris's community relations department has been working since 1991, even before the Resort opened. Its main activity is visiting hospitals, where the Disney characters drop in to visit sick children and bring them a touch of magic and entertainment: balloon sculpture, for example, or fun with paints and make-up. 3,995 children were visited in 2006. Then there are the 'dreams come true' trips to Disneyland Resort Paris for children with life-threatening illnesses. For three days, together with his/her family, the child is made to feel as the most important person in the Resort. Disneyland works in partnership with 60 children's charities around the world, and has made 6,500 dreams come true since 1992.

We also have a long record of making dreams come true for socially deprived children. We bring them to Disneyland Resort Paris, via several associations and partners, and give them a healthy serving of Disney joy and sunshine. After all, nothing is as important for a child's healthy development as happy playtime. The Company's devotion

to charitable causes is matched by that of its Disney VolunteARS – Cast Members who give their free time to carry out the many fundraising campaigns and collections for Disney's charity partners – organizations that research into rare illnesses, children's charities – and Telethons. What's more, for every ten hours of charity work, the Walt Disney Company gives each VolunteAR 100 euros to spend on the charity of his or her choice.



# Building a town for today and tomorrow

Welcome to the shining light in the eastern Paris region – Val d'Europe, the dynamic, youthful new town that Disneyland® Resort Paris has helped build from the ground up.

**T**he sight of a town being born before your very eyes is something special and rare. Yet such an event has unfolded and the extraordinary progress of Val d'Europe is now visible to all. Since the opening of its first office building in June 2002, the town has passed one milestone after another, to the point where Val d'Europe is now a driving economic force in the region east of Paris.

## A town with a buzz

As it happens, the Resort and the town have each contributed to the development of the other. The tax contributions of the Resort and associated businesses financed the growth of local services and infrastructure in step with the growth of the local population – which pleased the existing inhabitants, and encouraged others to move to the town. The growth of the population created an ever larger

employment pool for local businesses, and an ever larger need for service industries – which helped Val d'Europe strengthen its own gravitational pull. And so the process continues: a virtuous cycle. Disney's two-decade, top-to-bottom commitment to the town shows how profound the Resort's roots go into the



region. Val d'Europe's synergy with the capital just 32 kilometers to the west, and Disney's partnership with the Ile-de-France Regional Tourist Board in its sponsorship of the Billet Francilien, are further confirmation of the Resort's dedication to its surrounding region. Val d'Europe is a dynamic place with all the ingredients of a prestigious town: a wealth of shops, restaurants and cafés, businesses, a university and a major multimedia library in the town center, along with, in the near future, a brand new hospital and an international lycée.

## A growing workforce

For Val d'Europe, having Disneyland Resort Paris as a neighbour brings obvious economic benefits. Disneyland's economic impact in the region has been, and will continue to be, considerable: since the Resort's creation, investment has reached €534 million from public funds and €5 billion from private sources; in the period leading up to 2010, a further €800 million to €1.2 billion of private money, and €100 million from public funds, will be invested in the local area. Disneyland Resort Paris is also one of the region's leading employers, with an average of over 12,200 people on its payroll every year. When the number of local jobs indirectly generated by the Resort are taken into account, this figure rises to 49,000. Furthermore, Disney's international appeal, and its young and multicultural workforce, make it a beacon to companies thinking of setting up in Val d'Europe. None of this would be possible if Val d'Europe didn't have first-class transport links, and in June 2007 those links will be strengthened further with the inauguration of the eastward *TGV Est* high speed

railway line, brought about in a collaboration between Disney and the SNCF (French state railways). The new line will be good for Val d'Europe, and quite a feather in the Resort's cap: it will create a strong dynamic and open the Resort to the whole of Europe. Hand in hand with its partners, Disneyland Resort Paris is spearheading the development of Val d'Europe to build a major economic hub with first-class urban facilities and infrastructure – a fresh, modern town for today and tomorrow that will eventually be home to 40,000 inhabitants and jobs. Today the framework is in place. ■

Disneyland Resort Paris is spearheading the development of Val d'Europe to build a major economic hub with first-class urban facilities.



## Piazza the action

**I**n December 2006, the new heart of Val d'Europe, a counterpoint to the Place d'Ariane and the latest architectural gem in the town center, was officially opened: the Place de Toscane. Inspired by the building styles of Tuscany, its architects have replicated the charm and conviviality of Italian piazzas, by ensuring above all that each aspect was conceived on a human scale.

The Place de Toscane is distinguished by its elliptical shape, its picturesque charm and its elegant and welcoming architecture which fit harmoniously into the surrounding urban fabric.

The 3,200m<sup>2</sup> of this unique pedestrian piazza have been developed around restaurants, food shops and services. 150 residential units, as well as a complex of 150 short-stay suites designed for travelling executives or students, are also located around its perimeter. What's more, Place de Toscane will be the gateway to future residential districts at Val d'Europe. A place for sharing, for exchanges – a place where everyone, visitors and residents alike, can feel comfortable and at ease.





# 15 years... that's now!

15 years, a colorful birthday celebration and a wonderful party – that will last for an entire year!

# 15<sup>th</sup> anniversary: a great year to come

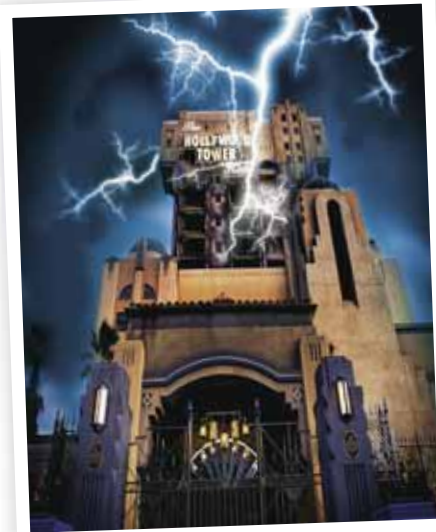


**Cars Race Rally**  
This is the ride that puts our visitors behind the wheel of a roaring sports car on Route 66. Flash McQueen gives them his champion's tips and Mater will be there to cheer them on at every turn.



## Magical Encounters

In 2007, our guests will be able to have more interaction with the Disney characters than ever – and at the end of every day, a magical anniversary celebration will take place in front of Sleeping Beauty Castle.



**The Twilight Zone Tower of Terror**  
The Hollywood Tower Hotel is not a normal hotel – it's a mysterious place where dazzling special effects culminate in a vertical plummet from the 13<sup>th</sup> floor that will leave guests speechless.



## Crush's Coaster

A whirl of adventure with Nemo and Squirt: sumptuous coral reefs, aquatic creatures galore – and Bruce the infamous shark. Strong currents take hold of our visitors as they try to escape.



## Disney's Once Upon a Dream Parade

This brand new parade, a festival of romance, friendship and adventure, has been specially created to mark the Resort's 15<sup>th</sup> anniversary: a marvellous way for guests to celebrate with their favorite characters.

EURO DISNEY S.C.A. ✦

