



CORPORATE PRESS KIT  
30<sup>TH</sup> ANNIVERSARY

—  
THE BIG PICTURE  
OF OUR BIG FUTURE

# A NEW ERA OF ENDLESS POSSIBILITIES

NATACHA RAFALSKI, Présidente of Disneyland® Paris



Over the past three decades, Disneyland® Paris has created unforgettable memories for Guests from all around the world delivering outstanding creativity and Disney Guest service. We celebrate this milestone in the history of our Resort with tremendous pride as we seek to inspire generations to forever dream bigger. At the heart of the magic, our Cast Members play a starring role to deliver an unparalleled Guest experience each and every day. Their passion and unique expertise allow us to successfully bring our timeless storytelling to life and connect with

Guests of all ages in the most wonderful way. We believe that the great diversity and talent of our Cast Members is our greatest strength, enabling us to always be more creative and ambitious, and we are deeply committed to fostering a culture of inclusion where everyone belongs.

As we continue to look to the future and develop new and innovative ways to tell our stories, the past 2 years, marked by the ongoing health situation, have compelled us to accelerate our transformation on every level.

From the implementation of new digital capabilities to the reinvention of our hotel offering and the upcoming launch of new immersive experiences, including the opening of Avengers Campus at Walt Disney Studios® Park, we have worked to turn challenges into opportunities with the sense of hope and optimism which sets us apart.

Among these momentous projects, Disneyland® Paris is also responsible for the harmonious development of the territory surrounding the Resort, acting as a driver of tourism for the region and a real economic and social powerhouse for the zone.

“We are excited to continue to push the boundaries of creativity.”

In this dynamic, we are proud to have established longstanding relationships with

local suppliers, associations and communities as we work together to propel the territory forward. Meanwhile, our partnership with public authorities has continued to grow thanks to an increasingly close collaboration with the elected officials of the various municipalities that are part of Val d'Europe. Our commitment to environmental stewardship is also a cornerstone of our efforts as we strive to deliver a positive environmental legacy for future generations with notably the phased development of one of the largest solar canopy plants in Europe currently underway.

As we celebrate 30 years of making dreams come true and enter a new era of endless possibilities, we are excited to continue to push the boundaries of creativity and innovation to further immerse our Guests in their favorite Disney stories and franchises. Providing inspiration through the power of storytelling and imagination has always been at the core of our brand's DNA and, building on this legacy, we are so proud to take on our big and bright future, further bringing people together.

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Conception et réalisation: HAVAS PARIS

# KEY MILESTONES

## 1987

24 March, **signature of the Agreement** between French authorities and The Walt Disney Company, laying the groundwork for Euro Disneyland.

## 1992

- 31 March, **opening of the Marne-la-Vallée - Chessy RER** regional train station connecting Disneyland® Paris to Paris in just 35 minutes by RER A.
- 12 April, **Disneyland® Park opens its doors.**



## 1994

19 May, **opening of the Marne-la-Vallée - Chessy TGV train station**, which became France's number one TGV hub, serving 54 French and international cities daily.



## 1995

31 May, **opening of the new attraction Space Mountain®: From the Earth to the Moon.**  
A special passport is created for the occasion - the first ever passport to the Moon!



## 2000

24 October, **opening of the Val d'Europe shopping mall** with 60 storefronts, a dining area, the Terrasses, and an aquarium. Between 2012 and 2017, 26 new shops would be added, with a 21,000-m<sup>2</sup> expansion.

## 2001

8 June, **opening of the Val d'Europe RER regional train station.**



## 2002

16 March, **opening of Walt Disney Studios Park**, a second park that pays tribute to the world of cinema, animation, and television with unique shows such as *Moteurs... Action! Stuntshow Spectacular* and thrill attractions such as *Rock'n Roller Coaster* starring Aerosmith.

## 2008

12 August, **Disneyland Paris welcomes its 200 millionth visit**, made by a family from southeast France, visiting for the 5<sup>th</sup> time.



## 2010

- 14 September, **the signature of a new amendment to the Agreement of 1987 renews** and begins a new stage in the partnership between Euro Disney and French public authorities. This amendment, which goes until 2030, provides for the continued development of the tourist destination and of the territory of Val d'Europe, as well as the development of a new tourist destination project, Villages Nature® Paris.
- 30 September, **Disneyland Paris partners with Veolia to set up its own wastewater treatment and recycling plant.** This is the first time that a theme park has its own dedicated treatment center.

## 2012

- 12 April, **Disneyland Paris celebrates its 20<sup>th</sup> Anniversary** featuring a new parade and new night-time show, *Disney Dreams®!*



## 2014

- 10 July, **opening of the new attraction Ratatouille: L'Aventure Totalement Toquée de Rémy**, with Fleur Pellerin, Secretary of Commerce and of Tourism Promotion.



- 14 September, **phase IV of the site development is signed with the government.** This new step will be focused on Val d'Europe's development as a major business hub on a European scale.

## 2015

January, **launch of an extensive refurbishment plan** of some of the Resort's most iconic attractions and show theaters.



## 2017

**DISNEYLAND PARIS BECOMES A WHOLLY-OWNED SUBSIDIARY OF THE WALT DISNEY COMPANY.**

Disneyland Paris celebrates its **25<sup>th</sup> Anniversary**, and the 30-year anniversary of the Agreement.

## 2018

27 February, Chairman and CEO of The Walt Disney Company Robert A. Iger **announces plans for a 2 billion-euro, multi-year expansion for Disneyland Paris** alongside French President Emmanuel Macron at the Palais de l'Élysée, in Paris. The new development will include a transformation of the Walt Disney Studios Park, adding three new areas.

## 2019

1 June, Disneyland Paris hosts **Magical Pride**, an after-hours event appealing to our LGBTQ+ audience and their allies.

## 2020

- Disneyland Paris launches its very own **Disney PRIDE Business Employee Resource Group (BERG)** sponsored by Présidente Natacha Rafalski and Deputy Chief Counsel Gilles Dobelle. The group is tasked with raising awareness of LGBTQ+ topics and helping to foster a culture of inclusion.
- 6 October, **signing of the 9<sup>th</sup> amendment to the Agreement of 1987.** This amendment, which goes until 2040, provides for the continued development of the tourist destination and of Val d'Europe.



- 22 October, Disneyland Paris announces the phased **development of one of the largest solar canopy plants in Europe** as part of a continued commitment to environmental stewardship developed in collaboration with Urbasolar Group through a co-investment.

## 2021

- 28 April, Disneyland Paris announces the next step in its resort hotel transformation plan with the **regal transformation of the iconic Disneyland® Hotel**, which will be the first Disney Hotel to celebrate a royal theme.
- 21 June, **opening of Disney's Hotel New York® - The Art of Marvel**, the first hotel in the world dedicated to Marvel artwork.



- As of 3 December, our **MagicALL approach** to accessibility for guests, Cast Members and communities now includes a program which empowers guests with disabilities and special needs to decide which attractions they can experience, depending on their own autonomy evaluation.



## 2022

- 6 March, Disneyland Paris kicks off the **30<sup>th</sup> Anniversary celebration.**
- June return of the **Disneyland Paris Pride** special evening event at Walt Disney Studios® Park.
- Summer **opening of Avengers Campus.**




# TRANSFORMING the Guest experience


For the past 30 years, we have repeatedly shown our ability to make magic by reimagining the Guest experience.

Today, we're taking this spirit of renewal and innovation to a whole new level with the most significant transformation in our resort's history.

Two billion euros are being invested in a multi-year expansion plan, including the transformation of Walt Disney Studios® Park, adding three new themed areas starting with Avengers Campus in Summer 2022. Other new products and experiences are coming to Disneyland® Park and to Disney Hotels, and we continue to modernize the Guest experience with digital tools and services across the Resort.

We look forward to immersing our Guests even more in stories from our many amazing franchises.

  
2 | 59  
theme parks | attractions

  
7  
Disney Hotels

  
2  
convention centers

  
Disney Village

# A SEAMLESS RESORT EXPERIENCE



Sleeping Beauty Castle at Disneyland® Park completed its most ambitious renovation ever in 2021, for decades of Guest enjoyment to come.



## EXCEPTIONAL CRAFTSPEOPLE AT WORK ON SLEEPING BEAUTY CASTLE

When it came time to renovate the iconic Sleeping Beauty Castle, the teams at Walt Disney Imagineering Paris – Design & Show Quality and Construction wanted a partner able to match their high standards, so they hired Le Bras Frères, a French company with extensive experience working on historical monuments.

In the words of **Adrien Beaugendre**, Le Bras Frères craftsman and 2015 winner of the prestigious Best Craftsman in France Award for roofing: “The framework, the roofing slates: everything we are doing for Disneyland Paris is exactly the same as what we would do on a real French chateau. Sleeping Beauty Castle is truly fit for a royal!”

We are honoring the past and creating the momentum that will propel us into the future with our ambitious renovation and transformation programs.

Launched in 2015, our ambitious Experience Enhancement Program – just one element of a plan to transform Disneyland® Paris – has enabled us to redesign or refresh iconic attractions such as Star Tours: The Adventures Continue and Star Wars Hyperspace Mountain to offer our Guests new and unpredictable experiences enhanced with technological advancements.

The health crisis allowed us to accelerate our work. With Disneyland Paris closed just under a year in total, our maintenance teams were able to refurbish attractions, shops and restaurants during the daytime without impacting the Guest experience. Sleeping Beauty Castle, the iconic symbol of our Resort, has undergone its biggest renovation since 1992. Disneyland Paris has never looked so beautiful.

We are always striving to provide our Guests with immersive experiences featuring their favorite stories. The major transformation that has been underway since 2018 at Walt Disney Studios® Park is a great illustration. In the past few years, we’ve continuously refreshed the park with reimagined attractions such as Animation Celebration and Cars ROAD TRIP.

Our Guests’ expectations are constantly changing, and we are adapting our business with them. We now have an online registration system to manage park capacity and help deliver our signature Guest experience in the best conditions. We have new digital services such as Online Check-In and Mobile Order plus a suite of digital tools such as Disney Premier Access and guaranteed access - all for greater ease and customization. These are just the beginning and will continue to evolve and expand to further enrich the guest experience.

Our 30<sup>th</sup> Anniversary is a decisive moment that raises the high standards we have set for our future and the tourism sector. Disney’s Hotel New York® - The Art of Marvel is just one example



Disney’s Hotel New York - The Art of Marvel opened at Disneyland® Paris in June 2021, paying tribute to the home of so many Marvel superheroes and the artists who created them.

of a new generation of hotels where Guests are immersed in incredible environments. This four-star hotel, styled as an iconic art gallery, offers premium comfort and personalized services, while celebrating the culture and vibrant energy of New York City. With more than 350 pieces of artwork on display, it’s more than a hotel – it’s a masterpiece.

Having been awarded many times for the quality of our entertainment offerings, we have continued to develop shows which surpass guest expectations. *The Lion King: Rhythms of the Pride Lands* – which has returned this year – is a great demonstration of our ability to reinvent classic stories in surprising and stunning ways by offering shows of exceptional quality and creativity.

The 30<sup>th</sup> Anniversary celebration is also an opportunity for Guests to see Disneyland® Park and their favorite Disney Characters in a whole new light. The magic will shine even brighter to mark this historic milestone, as the décors on Main Street, U.S.A., will display the celebration’s vibrant colors and Sleeping Beauty Castle will be the backdrop for a new and exceptional limited-time show on the hub and a new and exceptional limited-time show on Central Plaza. This celebration culminates with the opening of Avengers Campus this summer, the first of three new themed areas that will elevate the Guest experience even further.

Disney Premier Access is an optional digital service that allows Guests the ability to skip the regular queue line for some of our most beloved attractions.



## A CULTURE OF MAKING THE IMPOSSIBLE, POSSIBLE

Walt Disney Imagineering is the creative force that imagines, designs and brings to life all Disney theme parks, resorts, attractions and cruise ships worldwide. Founded in 1952, it is today the place where imagination and creativity combine with cutting-edge technology to create unforgettable experiences. Imagineers pioneer the story-driven, themed entertainment that makes Disney parks like no other place in the world.

In Europe specifically, Imagineers engage some of the world’s most talented artisans and vendors. These creative collaborations within the European community are an integral part in expanding Disney’s legacy of immersive storytelling at Disneyland Paris.

“Imagineering is the only think tank started by Walt Disney himself, and today Imagineers continue to live by his belief that ‘it’s kind of fun to do the impossible’ as they dream up big ideas and make those dreams a reality,” shared David Wilson, Walt Disney Imagineering Site Portfolio Leader, Disneyland Paris. “It’s a legacy we are all very proud of, and one we are excited to carry into the future. Together with our Disneyland Paris partners, we have pioneered Europe’s first Disney theme park that continues to exceed our Guests’ dreams of living our beloved stories. Hundreds of Imagineers work tirelessly to build upon this foundation to contribute to and help shape the future of Disneyland Paris.”

**DAVID WILSON,**  
Walt Disney  
Imagineering  
Site Leader for  
Disneyland Paris



different Imagineering disciplines

# EVEN MORE MAGIC TO COME FOR A BRIGHT FUTURE



Sleeping Beauty Castle at Disneyland® Park completed its biggest renovation ever in 2021, for decades of guest enjoyment to come.



The Disneyland® Hotel is currently undergoing a regal renovation, marking the highpoint of the transformation of the Disneyland® Paris hotels, to offer an ever more immersive experience to our Guests.



Popular entertainment returns for the 30<sup>th</sup> Anniversary, including The Lion King: Rhythms of the Pride Lands, Mickey and the Magician, and Disney Junior Dream Factory, three shows which immerse guests in their favorite stories like only Disney can.



The celebrations for the 30<sup>th</sup> Anniversary of Disneyland® Paris will begin 6 March 2022. To mark this historic milestone and continue to inspire and delight our Guests, the magic will shine brightly. Our creative teams are hard at work to prepare for the festivities.



With Avengers Campus opening at Walt Disney Studios® Park this summer 2022, Disneyland Paris is pushing the boundaries of creativity and storytelling.

# A MORE MAGICAL & MORE IMMERSIVE VISIT

We are deploying innovative technologies across our Resort to create experiences that are more magical and immersive than ever before.

As we head into the future, we are focused on creating exceptional experiences for our Guests by designing new attractions, refurbishing existing ones and reimagining our hotels, shows, dining and merchandise available across the Resort.

We can count on the amazing resources of The Walt Disney Company and especially on the unparalleled creativity of Walt Disney Imagineering teams. In fact, Imagineers are already hard at work using digital tools such as virtual reality and 4D to create the incredible experiences only Disney can offer. With significant support and input from Disneyland® Paris, these experts in their fields understand and anticipate the expectations of Guests from France, Europe and beyond, and so can create experiences that match their desires and tastes.

A perfect example can be found in Avengers Campus at Walt Disney Studios® Park, where Guests will be potential recruits alongside Iron Man, Spider-Man and other Avengers at action-packed attractions, heroic meet-and-greets with Marvel Characters and engaging themed restaurants. As close collaboration across our different divisions is the pillar of our 360-degree approach, new products will also be available in our stores to enhance the overall Guest experience, such as connected accessories that can be activated in a future attraction to help Spider-Man control an army of Spider-Bots that have taken over Avengers Campus.

We are also enhancing our shows. Studio D, a new state-of-the-art theater, will be used for shows to delight audiences of all ages. *Disney Junior Dream Factory* is currently having a successful run there with an amazing array of light, sound and special effects.



*Cars ROAD TRIP opened at Walt Disney Studios Park in June 2021, inviting guests into a Cars-themed version of a road trip on America's most legendary highway.*

◆  
**DANIEL DELCOURT,**  
Vice President  
of Operations



***"Disneyland Paris has never looked so beautiful."***

*"Welcoming Guests from all over Europe and beyond is a big job. The success of Disneyland Paris is based on two distinctive and foundational pillars: the unique experience we offer, and the hospitality and kindness of our Cast Members. We are all constantly working to push the boundaries and offer an unparalleled quality of service. That's the Disney difference!"*

**"THERE'S A WHOLE NEW GENERATION OF HOTELS AT DISNEYLAND® PARIS."**

**SYLVIE MASSARA,**  
Art Director, Walt Disney  
Imagineering Paris  
- Design & Show Quality



At Disneyland Paris, we are developing and implementing a revolutionary approach to the Disney Hotel experience. Hotels at our Resort are more than just a place to sleep. In addition to the many benefits offered,

Guests who stay in these hotels are immersed in themed environments and favorite stories. The latest example can be seen at Disney's Hotel New York® - The Art of Marvel and is and it will be a key factor in the redesign of Disneyland® Hotel currently underway.

"My goal is to make Guests dream with hotels where they can continue to enjoy the Disney magic even after their day at the Parks is over," said Art Director **Sylvie Massara**. "When people enter Disney's Hotel New York - The Art of Marvel, for example, they are immersed in a New York gallery dedicated to the art of Marvel. We didn't just do a quick face-lift. We completely redesigned the whole place."

And that trend continues with the transformation currently underway at Disneyland Hotel. "After its reopening, Disneyland Hotel will have a royal theme and become the realm of many Disney princesses and princes, with elegantly decorated rooms and suites inspired by

**PILAR HAMIL,**  
Vice President, Hotels  
& Convention Centers,  
Disneyland Paris



animated classics such as *Beauty and the Beast*, *Cinderella* and *Sleeping Beauty*, as well as the recent hits *Tangled* and *Frozen*," said **Pilar Hamil**, Vice President, Hotels & Convention Centers.

**"OUR JOB IS NOT TO MEET OUR GUESTS' EXPECTATIONS. OUR JOB IS TO EXCEED THEIR EXPECTATIONS."**

**EDWIGE LECHEVALIER,**  
Head of Commercial



**What is your most important goal for the 30<sup>th</sup> Anniversary?**

Our mission at Disneyland Paris is to create magical and immersive experiences that foster unforgettable lifelong memories. We continuously seek to exceed our Guests' expectations to fulfill this ambitious mission. And what better time than the 30<sup>th</sup> Anniversary celebration to make it happen!

**What are your objectives for the future?**

More than ever, Disneyland Paris is the place where cherished stories come to life in a way that only Disney can offer. Our talented Entertainment team brings characters to life in a range of unique ways, from encounters to dedicated shows of unrivaled quality, all for the greatest enjoyment of children and adults alike. With the new themed areas at Walt Disney Studios® Park, we are going even further.

Our stories will take on unprecedented dimensions. Meeting Anna and Elsa was already magical... Visiting Arendelle in real life will only bring more joy and amazement to our Guests. The ongoing expansion and transformation of Walt Disney Studios Park will offer our Guests immersive experiences of unparalleled depths. Then the adventure continues in our hotels, with the new level of immersion we have set at **Disney's Hotel New York® - The Art of Marvel**, and soon at the redesigned Disneyland Hotel. We cannot wait to welcome Guests from all over Europe and the world to discover our new experiences, whether for the first time or to see how much things have changed since they last came.

Our 30<sup>th</sup> Anniversary is just the beginning of a new era. There is so much more to come!



# DRIVING

sustainable growth  
of the area

As a must-see tourist site and a major source of jobs and revenues, Disneyland® Paris has played an important role in the impressive development of the Val d'Europe territory.

The area is easily accessible and offers an appealing multicultural environment for the people and companies who have settled here.

This success story is due in great part to our collaborative work with national, regional and departmental councils and real estate land developers, as well as with our close partnerships with local municipalities. Indeed, these relationships are stronger than ever today.

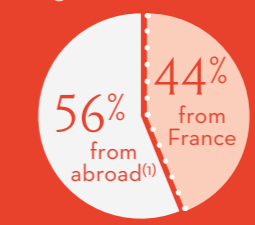


tourist destination  
in Europe



More than  
**375** MILLION  
visits  
since 1992

Origin of visits, 1992-2020:



(i) European countries key markets are UK / Netherlands / Spain / Belgium-Luxembourg / Germany / Italy



of France's  
tourism revenues  
since 1992



# AN APPEALING & SUCCESSFUL ECONOMIC HUB



Place de Toscane is one of the hubs of Val d'Europe, serving as a key entry point to the region's major shopping mall.

◆  
**€9.1** BILLION  
 invested since 1992

◆  
**€84.5** BILLION  
 added to the French economy since 1992

Data from Setec contribution study for 1992-2020.



The Deloitte University EMEA campus is coming soon to Val d'Europe, with more than 22,000 m<sup>2</sup> of space for training and accommodation.

Disneyland® Paris is more than just a leading tourist destination. It is one of the major driving forces in a rapidly evolving French territory.

Disneyland Paris is Europe's top tourist destination, accounting for 6% of French tourism revenues with more than 375 million visits since 1992. The Resort plays a key role in the economies of Val d'Europe, France and Europe, investing €9.1 billion, paying in France €8.8 billion in taxes and contributing up to €84.5 billion in added value to the French economy since 1992. As we are constantly looking for know-how and expertise, Disneyland Paris is also a real economic powerhouse for many of our external suppliers, with whom we have very strong relationships. Disneyland Paris generated 63,000 direct, indirect and induced jobs<sup>(1)</sup>.

The territory is now a major economic hub. Some 6,300 companies including Deloitte, Henkel and Orange have offices here, and it is home to the headquarters of Crédit Agricole Brie Picardie. The Val d'Europe Shopping Mall is the zone's second economic powerhouse, and luxury outlet mall La Vallée Village is the third most visited site in Île-de-France. The area sees an estimated 40 million visitors each year<sup>(2)</sup>.

Val d'Europe is very accessible, with two metro stations, the nearby A4 highway and the Marne-la-Vallée - Chessy high-speed train (TGV) station, which offers the highest number of interconnections in France reaching all French cities and many European cities and takes visitors to and from Charles-de-Gaulle Airport in just 10 minutes.

A sure sign of the area's attractiveness is its exceptional growth. With 36,000 jobs and 36,000 residents - 70% families, 81.7% active workers<sup>(3)</sup>, an average annual job creation rate of 3.9% - the population has multiplied by seven in 30 years. People are drawn by the area's environment, youthful population, high standards of living and especially its dynamic economy.

(1) In 2019.  
 (2) Source: Val d'Europe Agglomération.  
 (3) Source: Insee, RP 2016, RP 2010, geography on 1 January 2019, data expressed on the 10 municipalities of Val d'Europe.

◆  
**MARC GUILLAUME,**  
 Inter-ministerial delegate to Disneyland® Paris

*"Disneyland Paris is a triple success for the territory: in terms of tourism as Europe's leading destination; in terms of the economy with a pool of 36,000 jobs and 6,300 businesses; and in terms of infrastructure development, to the benefit of everyone who lives here. This success is the result of 30 years of partnership between the French government, its agents, the local communities and Disney. France remains mobilized alongside its partners to pursue and amplify these successes."*



## A TRUE PARTNER OF THE LOCAL ECONOMY

Disneyland Paris continues to have very strong relationships with area businesses and artisans, which benefit both directly and indirectly from the Resort.

Consider the new Cars ROAD TRIP attraction, for which some of the décors were produced by two small companies based in the Seine-et-Marne department: **Axyon**, an engineering firm, and **Carolaux-Paradis**, an auto body shop.

"Despite health crisis, we continued our 25-year-long collaboration with Disneyland Paris by complying with their strict but clear health protocols," said **Christophe Gomy**, co-manager of Carolaux-Paradis. "The work we did for the Resort is probably what helped us achieve better results than most other companies in our sector."

## A COLLABORATION THAT IS EVOLVING AND GETTING STRONGER

The "Agreement for the Creation and Operation of Euro Disneyland in France" was signed on 24 March 1987 by representatives of The Walt Disney Company, the French government, the Île-de-France regional council, the Seine-et-Marne department council, public development company EPA France and Paris public transport operator RATP.

Since then, thanks to an increasingly close cooperation with local elected officials, these partnerships have only gotten stronger.

In light of this success and the announced expansion of Walt Disney Studios® Park, an addendum signed on 6 October 2020 has extended the Agreement to 2040.

◆  
**PHILIPPE DESCROUET,**  
 President of Val d'Europe Agglomération and Mayor of Serris



*"I am entirely certain that we met the challenge that we faced 30 years ago. Thanks to the unique partnership between the French government, Disney and the Val d'Europe Agglomération, and with the support of many public players, Val d'Europe has become a major dynamic economic center. Today more than ever, we wish to boost this partnership in order to continue to work together making Val d'Europe a great place to live, work and have fun."*

◆  
**3.9%**

Average annual job creation rate in Val d'Europe

Data from SETEC contribution study for 2017.



# A DYNAMIC & PLEASANT PLACE TO LIVE AND WORK

Perfectly located and thoughtfully managed, the Val d'Europe territory is looking at a bright future.



One of the largest European solar canopy plants is under development at Disneyland Paris, to be completed in 2023.

Val d'Europe has already reached half of its development goals, which give the area the means to grow further. The next development phase should see the territory reach 60,000 residents of all ages and stages of life, and 60,000 jobs. Cooperation between all partners remains vital, as does close collaboration with the local communities.

The health crisis temporarily closed Disneyland® Paris, the shopping mall and most of the area's major businesses. Today, all indicators of a diversified and dynamic economic recovery are positive, and the collaboration between Disneyland Paris and our public partners, especially our neighboring communities within the Val d'Europe Agglomeration is stronger than ever.

With 540,000 m<sup>2</sup> of facilities available for service businesses, Val d'Europe is recognized as an international economic center. This land of opportunity is also undergoing an ecological transition focused on renewable energies, making the environmental policies of Val d'Europe consistent with those of Disneyland Paris. Geothermal and biomass heat networks with a greatly reduced environmental impact are being installed, and a solar canopy plant being built over the Guest parking lot is expected to generate 36 GWh per year of renewable energy - enough to power a city with 17,400 inhabitants for a full year.

Going forward, Val d'Europe will continue to deploy sustainable methods and practices. This can already be seen in newer real estate projects such as Quartier des Studios which will use renewable energies.

Deeply rooted in its territory, Val d'Europe will continue to harmoniously combine the needs of local and international tourism and business with a high-quality, diverse offer and a unique gateway to Europe.

◆  
**JÉRÉMY MONNIER,**  
Val d'Europe resident

*“Even though I work in Paris, I chose to live in Val d'Europe because of the incredible quality of life. The residential sectors are peaceful, and the business and tourist areas are lively. It's a very liveable area that harmoniously offers all the advantages of a big city with all the little shops and services you need every day. With people from dozens of nationalities around you everywhere you go, and with Disneyland Paris right nearby, it's almost like being on a perpetual vacation.”*

“THERE'S A REAL BALANCE BETWEEN THE TOURIST-DRIVEN ECONOMY AND THE PLEASANT RESIDENTIAL LIFE.”

**DAMIEN AUDRIC,**  
Director of Land  
Development & Sustainability



**Val d'Europe is known to be a dynamic business zone and also a great place to live. How do you explain this unique combination?**

It's because we offer both Europe's number one tourist destination and also a wonderfully livable city. There are top schools, excellent sport amenities and state-of-the-art medical facilities. Maintaining a harmonious balance between the tourist hub and the urban center is a constant challenge, but the fact that Val d'Europe can do it so successfully is thanks to an ever-closer collaboration with the communities.

**Val d'Europe really does seem to have “everything and its opposite.” There is a real sense of harmony and consistency.**

That's exactly what we wanted to achieve. Val d'Europe is a modern territory at the forefront of technology and sustainable development - and yet it's also a place with a timeless architectural style inspired by

the latest European urban planning trends. By the way, this is the same sort of balance and harmony we find between the shopping mall and the smaller stores and boutiques. Residents get the best of a big urban area and the best of local commerce. The health crisis reminded us to keep maintaining the diversity of the territory's economy so it is not dependent on tourism and shopping.

**What is your vision for the future of Val d'Europe?**

The whole territory is focused on renewable energy and on managing its environmental footprint. We're working to have better water management, recycling, and biodiversity. We have seen how our attitudes and commitments in these areas boost our attractiveness for both companies and citizens.

“VAL D'EUROPE HAS EVERYTHING IT TAKES TO BE A GREAT HOME FOR BIG COMPANIES.”

**CHRISTOPHE GIRAL,**  
Real Estate Development  
Director



**Many companies are setting up offices in Val d'Europe. How do you explain this?**

The area's excellent accessibility is one key reason. Beyond that, it's because we are committed to assisting our partners in every aspect of their move. We are first and foremost a service company, and we look at every project through the lens of the interested party. When we build offices, we make sure there is an ecosystem around them with all the services employees might need. This is why Deloitte chose Val d'Europe above 88 other sites to build their Deloitte University EMEA training complex. Same for Crédit Agricole Brie Picardie: their headquarters are here now, along with their startup accelerator, which works with businesses in tourism, sustainable construction and agri-food. One of those startups is car equipment manufacturer Defta, whose director not only lives in Val d'Europe,

he's also the president of the Entrepreneur Club - a fine example of civic engagement.

**How will these projects evolve in the future?**

Our services will evolve not just in quantity, but also in quality. In collaboration with the teams of the Val d'Europe Agglomeration community, we just launched Val d'Europe, Fields of Opportunities, a new brand for the territory. The goal is to attract new players who want to be in an easily accessible, multicultural setting with a dynamic economy and a pleasant living environment, with all the advantages of the urban lifestyle and also all the advantages of nature and consideration for the environment. This is a meaningful new step, and the result of our efforts to strengthen of our relationships with local and institutional partners. I'm hopeful it is just the first of many successful collaborative projects.



# EXPANDING

our engagements  
with employees

Walt Disney himself once said: "You can dream, create, design and build the most wonderful place in the world... but it takes people to make the dream a reality." These people are our 16,000 Cast Members, and they make magic happen every day.

Being a Cast Member is more than just a job; it means playing a key role in the exceptional experience delivered to Guests.

Disneyland® Paris has unparalleled work environments, diversity and employee support. As we pursue our overall transformation, we are deploying new and ambitious human resource policies that keep our Cast Members at the heart of our business.



16,000  
Cast Members



job types



124  
nationalities

# A MULTICULTURAL & DIVERSE WORK ENVIRONMENT



Disneyland® Paris employees have unique and enriching careers. Diversity and inclusion are key to our company's success.

One of our fundamental principles is understanding and appreciating our Cast Members' skills and building personalized development plans to enable them to grow and evolve within the company. Over 500 different jobs are practiced at Disneyland Paris, so there is truly a wide variety of possible career paths that can allow our talented employees to discover new activities and broaden their horizons. And indeed, our workforce's average length of service is more than 11 years, 78% of Cast Members became managers through internal promotions, and our annual rate of internal mobility is more than 10%.

Our priority is to make Disneyland Paris a company that is welcoming to everyone. Just like the diversity of our Guests, the diversity of our Cast Members is an incredible source of opportunity, creativity and inspiration. Disneyland Paris employees represent 124 nationalities and speak 20 languages. Diversity and inclusion have been at the heart of our human resources policies since we opened our doors in 1992. And it's not just an HR issue: respecting these values drives our performance.

Inclusion for us also means integrating and empowering employees with disabilities. In 1993, Disneyland Paris became the first company in France to create a specific HR team dedicated to the inclusion of disabled Cast Members, and this commitment has only gotten stronger since then. Furthermore, so that our Cast Members with disabilities have access to the largest number of roles within the company, we offer solutions for each person's unique situation, such as adapted schedules, part-time work or reimbursement of special transportation expenses.



84%  
of our employees have a permanent contract (CDI)  
2019 figure

Data from Disneyland Paris' employment report for 2020.



Ensuring an intergenerational balance is important to us, too. We know we can constantly evolve and yet still maintain the jobs of older workers. In 2022, more than 900 Cast Members will celebrate 30 years of seniority - or more! - in the company. Having multigenerational teams is a true asset and a great source of fruitful and enriching exchanges.

Disneyland® Paris is committed to gender equality and to the LGBTQ+ cause, both of which have become key elements of our HR policy. We have a range of internal networks and Cast Member groups, such as the D&I committee and our *Women@Disney* employee network. In 2020, we supported the Cast Members who launched a Disney PRIDE BERG. The members of this group are raising awareness of LGBTQ+ issues with their coworkers through actions and events that promote an inclusive and welcoming culture. Sponsored by our Présidente Natacha Rafalski and by Gilles Dobelle, our Deputy Chief Counsel, Legal and European Affairs, this internal network notably works in close collaboration with Disneyland Paris during Pride Month. The return of the Disneyland Paris Pride special evening event in June 2022 will mark yet another milestone in our resort's commitment to diversity.

These groups and communities represent the diversity of our employees - and we also want their actions to have an impact on our business decisions, so that issues and concerns can be addressed in focused and adapted ways. We know that informing and inspiring people also means integrating Cast Member diversity into our company's choices.



5.9%  
of our employees have disabilities

◆ JEAN VANDESMAL,  
Cast Member,  
Guest Flow team and Event  
Manager Disney PRIDE BERG



"LGBTQ+ topics are so important to me. When Disneyland Paris launched the Disney PRIDE BERG, I saw it as a real opportunity to rally around a good cause. It's a wonderful initiative. The reputation and influence of Disneyland Paris can make it possible to change people's minds and contribute to evolving toward a fairer, more open and more inclusive world."

# SUPPORTIVE & ENGAGING POLICIES AND PRACTICES



Our HR policies show how much we value our employees and reveal our intentions to be an even more engaging and inspiring place to work.



Cast Members will celebrate in 2022 30 years of seniority - or more! - in the company



of managers internally promoted

Data from Disneyland® Paris' employment report for 2020.

The day-to-day work experience of our Cast Members has radically changed in the past few years. Today, we offer Cast Members four key benefits: activities that can be enjoyed with friends and family; sporting and festive events to boost the sense of belonging; a range of services to make their personal lives easier, including an on-site concierge, certified childcare providers, tutors and more; and a variety of ways to recognize and celebrate their excellent work such as with Service Awards and Walt Disney Legacy Awards.

In 2020, we delivered 306,750 hours of training as part of our belief in giving Cast Members opportunities to develop their skills so they can evolve. We have a diversified multimodal training policy, including a development plan with leadership, vocational and cross-sectoral training modules. Going forward, we will be encouraging more transfers between positions, so that people can also develop their skills by experiencing different professions and activities.

Prompted by the health crisis, we accelerated our digital transformation to offer greater work flexibility. Support functions now have fully flexible remote work options. Operationally, we have centralized the management of work patterns, freeing up time so that leaders can more effectively assist their teams.

The health, safety and well-being of our Cast Members have always been key priorities, and the health crisis has only emphasized this.

“OUR CAST MEMBERS ARE AS DIVERSE AS OUR GUESTS.”

**GUILLAUME DA CUNHA,**  
Vice President,  
Human Resources



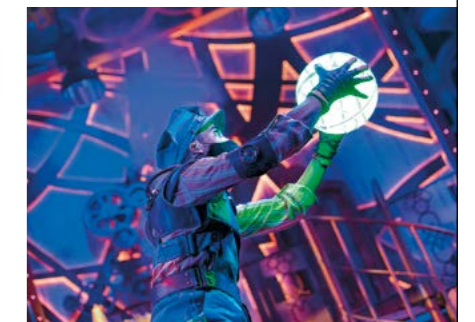
**What makes Disneyland® Paris a great place to work?**

The success of our company is built on the fact that the diversity of our Cast Members mirrors the diversity of our Guests. Our human resources policies are designed to create a rewarding and fulfilling environment for everyone. Every decision we make for our employees is based on a strong social dialog and a joint decision-making process. More than a dozen collective agreements and addenda have been established since the beginning of 2020. Among them: an agreement enabling up to 17 days of remote work per month and job protection until March 2024. Disneyland Paris is a place where it is possible to be rewarded in professional development or pay raises. The performance achieved in 2021's fiscal year allowed for the payment of an “intéressement” premium, based on the achievement of financial and/or guest satisfaction objectives and as part of our 2021

Compulsory Annual Negotiations, we guaranteed up to 3% increase for all employees. This is a major commitment for the gratitude and the loyalty of our Cast Members given the challenging current economic situation in France.

**What is your frame of mind for the 30<sup>th</sup> Anniversary of Disneyland Paris?**

More than ever, we need to give meaning to what we do. More than ever, we need to celebrate together. This 30<sup>th</sup> Anniversary marks the beginning of a new era for our Resort. It is an opportunity to talk about the future and to speak to our Cast Members - those who have been here these past 30 years, and those who just arrived and who will be here for the next 30 years.



“I NEVER IMAGINED THAT I WOULD BECOME A VICE PRESIDENT AT DISNEYLAND PARIS!”

**MARTINA SARDELLI,**  
Vice President,  
Park Operations,  
Disney Village and Events



“My Disney adventure began in 1995 when I answered a classified ad to work at Disneyland Paris. I had an interview, and then they offered me a position as salesperson at a brand-new store, just as Space Mountain was being launched. I was housed in a Disney residence, where I met Cast Members of many nationalities.

I gradually worked my way up through the ranks, and in September 2021, I was promoted to Vice President, Parks Operations, Disney Village and Events. That means I'm responsible for the operations of both parks as well as all the special events that take place.

Disneyland Paris has given me the opportunity to grow professionally, to work in multicultural teams, to broaden my skills and to evolve to where I am today. I'm from Italy, and my cultural differences have always been seen as valuable. I have never been treated any differently than my male colleagues,

nor have I ever felt like being a woman has been an obstacle in my career development.

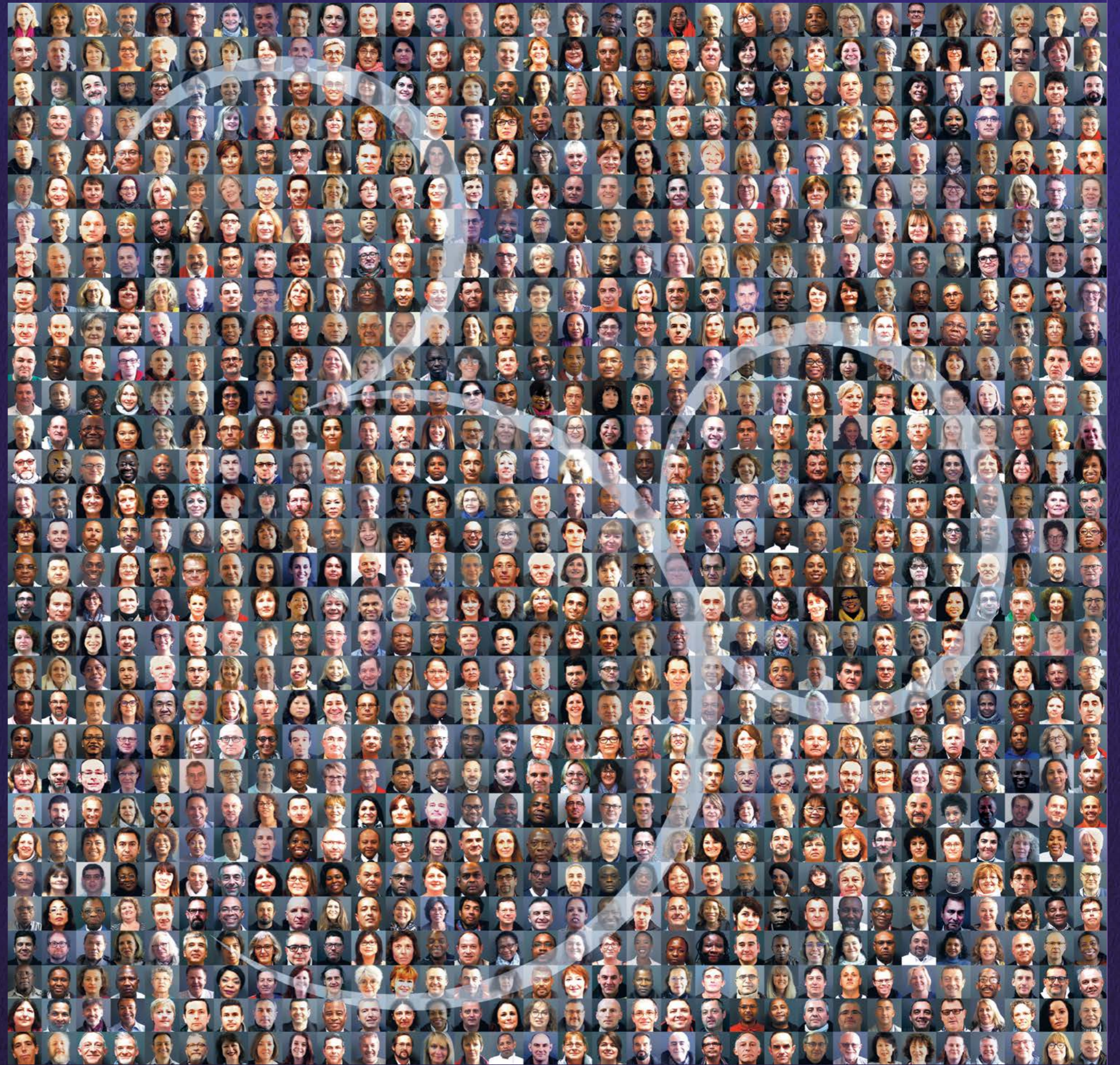
The story of my career here is a good example of all the extraordinary opportunities that are given to Cast Members. This is a company where you can climb the ranks quickly, and where diversity is seen as a value.

I'm responsible for more than 5,000 Cast Members now, and their well-being is my priority: when they get up in the morning, I want them to look forward to coming to work, I want them to feel good about their jobs, and I want them to know that they can continue to learn and grow throughout their careers here - just like me.”

EXPANDING OUR ENGAGEMENTS  
WITH EMPLOYEES

# THEY HAVE BEEN WITH US SINCE THE START!

More than 900 incredible people  
have been Cast Members at  
Disneyland® Paris for 30 years or more.  
We are humbled by their passion  
and deeply grateful for their loyalty.





# INSPIRING generations to shape the future

Storytelling is at the heart of everything we do at Disney. Stories inspire us to believe in the future, be true to our hearts and make the world a better place. And through this ability to inspire, here at Disneyland® Paris, we make dreams come true.

That unique role drives our commitments to society and to the environment, focused on three core areas of action. Through philanthropy, we bring comfort and hope to those who need it most. Through inclusive programs, we help those trying to find their way. Through sustainable practices, we enable future generations of storytellers to visualize tomorrow's world. And these practices only continue to grow at Disneyland Paris.

◆  
1,000

Disney VolunteARS offer their time to the community every year

◆  
8,000  
◆

volunteering hours every year

We partner with

◆  
150+  
◆

charity associations

◆  
Nearly  
€20  
MILLION

of items donated to charities and health facilities in France and Europe since March 2020

# COMFORTING & CARING EXPERIENCES FOR CHILDREN IN NEED

Experiences make a difference. Our parks, products and characters let us create larger-than-life moments for children in need of happiness and dreams.



Since 1991, more than 10,000 Disney VoluntEARS – selfless, generous Cast Members who volunteer for philanthropic activities in our Parks, in hospitals and with partner associations – have been providing happiness and inspiration to children with difficult lives.

Our primary goal is to bring joy to sick children with a visit to Disneyland® Paris. Since 1992, the Disney Wish Program has granted more than 20,000 wishes to kids from more than forty French and European charities, including Make-A-Wish, Association Petits Princes and Rêves. These wishes bring families together and, by lifting a child's spirits, help them get better and often take a step forward in their treatment journey.

When children cannot travel, Disney VoluntEARS bring the magic to them by visiting hospitals in France and nearby countries to organize workshops and visits from Disney Characters. We also support disadvantaged families in cooperation with French and European charities including Secours Populaire français.

Our skills sponsorship activities will continue to build the unique abilities of Cast Members, such as redecorating the pediatric emergency department of a hospital or promoting culture and education by collaborating with cultural institutions.

Hope is even more crucial in times of crisis: during the Covid crisis, Disneyland Paris redistributed nearly 20 million euros worth of items to charities and healthcare facilities in France and Europe.

Our commitment to create hope and inspire optimism is stronger than ever!

More than  
**20,000**  
wishes of children granted  
since 1992



Every year, more than 1,000 Disney VoluntEARS bring their talent, expertise, enthusiasm and spare time to the community, just like Binta.

◆  
**DOMINIQUE BAYLE,**  
Co-Founder  
and Managing Director  
Association Petits Princes

“For almost 30 years now, Disneyland® Paris has helped Association Petits Princes make dreams come true for children and teenagers with serious medical conditions. It's a partnership built on our shared values of kindness, selflessness and dedication. We all believe in the power of dreams, magic, enchantment and happiness.”



## THE ENGAGEMENT OF OUR VOLUNTEARS

As a member of our Guest Relations team, Binta always has a smile as she welcomes and informs our Guests. She applies this same mindset of hospitality every time she takes part in one of our outreach activities.

Binta – a Disney VoluntEAR since 2011 – knows that, beyond bringing moments of joy to children and families in need, she is also growing, both personally and professionally.

“During these actions, I meet colleagues from across all the divisions, all of us united for the same cause. It is very rewarding,” Binta says. “My best memory is the day I had the chance to accompany children from my country, Mauritania, and introduce them to my world.”

  
**300,000**  
disadvantaged children  
welcomed for a day of magic  
at our Parks since 1992

**40,000**  
sick children visited  
in 500 hospitals across  
France and Europe  
since 1991

◆  
**THIERRY ROBERT,**  
General Manager  
Secours Populaire



“Disneyland Paris has been there for Secours Populaire since the Park opened in 1992. We are honored to have been part of so many of their events and outreach campaigns. More than 60,000 disadvantaged children and families have been able to discover the magical atmosphere of the Parks, thanks to Disneyland Paris and the commitment of Disney VoluntEARS. We are particularly grateful for their contributions to our programs that offer a vacation to children who could not otherwise have one.”



# INCLUSIVE & SUPPORTIVE POLICIES AND PROGRAMS

The magic of Disneyland® Paris is for everyone. Like the Avengers, it's our differences that make us collectively stronger.



Every year, Disneyland Paris welcomes hundreds of thousands of guests with disabilities and special needs. Since 2004, both Parks have been recognized for meeting French accessibility standards for people with hearing, mental, motor and visual disabilities. We are renowned for our broad accessibility efforts, most recently with the introduction of a new accessibility approach which puts Guest autonomy at the forefront.

We show our commitment to diversity and inclusion with internal initiatives for Cast Members and with events for our Guests, such as those held on International Women's Day and during Pride Month. Our exclusive Disneyland Paris Pride special event is just one example of how we celebrate inclusivity with ever-expanding audiences. These events are a unique opportunity to engage with our Cast, Guests and the local community on one of our key values as a multicultural company.

We also believe in helping young people who are disadvantaged, underrepresented or just looking for their place in the world. Since 2006, we've been supporting young people and helping them make career choices, in partnership and collaboration with the Seine-et-Marne department, the Île-de-France region, the French Ministry of the Armed Forces and various associations<sup>(1)</sup>. In 2022, we will also launch a mentoring program to give promising young people a vision of tomorrow's world through informative conferences, immersive activities, networking opportunities and professional coaching.

<sup>(1)</sup> Passerelles emploi, Service militaire volontaire, Arpejeh, Nos quartiers ont des talents.



Disneyland Paris works with associations to welcome youth for engaging and educational opportunities at the Resort all year long.

## MAGICALL AT DISNEYLAND® PARIS

We are committed to providing a magical experience for all. At Disneyland Paris, MagicALL is our approach to accessibility and is intended to empower those with disabilities and special needs through a collection of offerings and services provided for Guests, Cast Members and the community. We have placed inclusion at the heart of everything we do and are committed to creating an environment where everyone feels welcome and belongs. We understand that individuals and communities have specific and unique needs and preferences. We will continue to listen and learn as we refine our offerings to build on our commitment to inclusion.



We welcomed **125,000** Guests with disabilities or special needs in 2019



**young people** with disabilities or from underprivileged backgrounds supported in their professional orientation since 2006

More than



**trainings and jobs** offered since 2016 through Passerelles emploi

## INVESTING IN YOUNG PEOPLE TO BUILD OUR FUTURE

France's voluntary military service gives unemployed 18- to 25-year-olds the opportunity to learn a trade or acquire professional experience. Disneyland Paris supports this program, welcoming about 20 people every year - half of whom are women - and providing them with support, training, advice, mentoring and business connections. They develop skills in communication, customer relations and English.

Through their work with us, program participants set up a project adapted to their interests and abilities. They feel part of a team and know their work is appreciated. Since 2016, we have offered 150 program participants a contract after their training.



# RESPONSIBLE & SUSTAINABLE PRACTICES



## ANOTHER STEP TOWARDS ENERGY TRANSITION WITH OUR SOLAR CANOPY PLANT

In 2020, at our main Guest parking lot, Disneyland Paris began building one of the largest solar canopy plants in Europe developed in collaboration with Urbasolar Group through a co-investment. The plant will produce renewable energy for the equivalent of 17,400 inhabitants and reduce the Val d'Europe territory's greenhouse gas emissions by approximately 890 tons of CO<sub>2</sub> per year. It will also enhance the Guest experience by providing shade from the sun and shelter. A first stage will be operational in early 2022 and construction is expected to be completed in 2023.

2 MILLION M<sup>3</sup>

of drinking water saved since 2013 thanks to our wastewater treatment plant

Our sustainability efforts are guided by The Walt Disney Company's 2030 environmental goals, adapted to provide specific solutions that meet the challenges of our business.

Our commitment to the planet goes back to the beginning of The Walt Disney Company - and even to Walt Disney himself, who said: "Conservation isn't just the business of a few people. It's a matter that concerns all of us."

At Disneyland® Paris, we believe in finding practical, realistic and effective solutions to the major challenges we face while working to limit our environmental impact. One challenge concerns water management. The recycled water from our on-site treatment plant, designed with Veolia, is used to clean the Park paths, water green spaces, and fill fountains and ornamental ponds. This has saved more than 2 million m<sup>3</sup> of drinking water since 2013. Another challenge is heating. Today the geothermal well at Villages Nature® Paris covers 18% of our heating needs. We are also focused on energy. Once operational, our solar canopy plant - under construction in the main Guest parking lot - will produce enough renewable clean electricity to account for about 17% of the resort's current consumption.

In addition, across the Val d'Europe Agglomeration, we have proactive policies for responsible sourcing, recycling, sustainable management of our operational and construction waste, biocontrol, biomethanization, reasonable irrigation of our green spaces and more.

Reducing and recovering waste are important to us, too. We have decreased our use of single-use plastic since 2019 by replacing plastic bags with reusable bags made of 80% recycled plastic and by replacing plastic straws and stirrers with paper ones. Each year,



up to 2,000 tons of food waste are collected and treated. We also partner with the French authorities to find ways to limit waste at our buffets, among other projects.

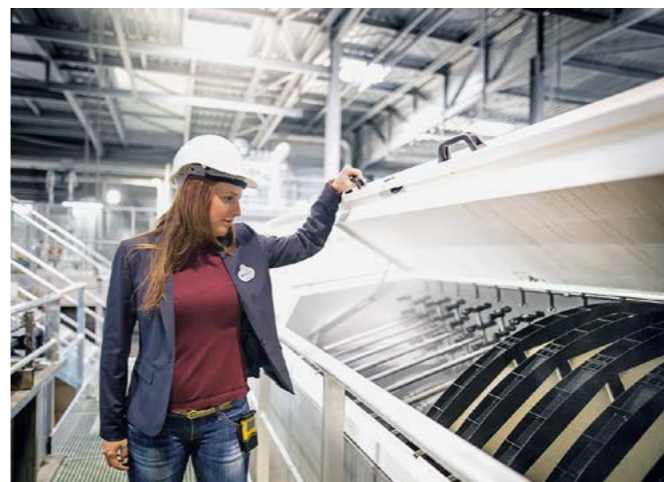
We are also working to raise Guest awareness and encourage good practices. Since January 2018, six of our hotels have been part of a voluntary French environmental labelling initiative supported by the French government.

In short, we are committed to limiting our environmental impact at our Resort and more widely across the Val d'Europe territory.

Sustainable development will remain a top strategic priority through net-zero gas emissions by 2030 for direct and indirect operations, sustainable water resources management, biodiversity conservation and development across the Resort, movement toward a circular economy business model.

Concrete actions have already been implemented and dozens of projects are being explored to give this strategy a real boost and make Disneyland Paris a model for future sustainable resorts.

Disneyland Paris is the only theme park in Europe to have its own wastewater treatment plant.



**SIMONE TARGETTI,**  
Senior Manager,  
Environment & Sustainable  
Development



"Being a responsible, leading tourist destination means bringing a tangible transformation in the way we do business through the lens of sustainability, using our influence to mobilize partners and make Guests aware of the role that everyone can play.

724,000

kWh produced from 2,000 tons of restaurant biowaste

890

fewer tons of CO<sub>2</sub> per year by 2023 thanks to our solar canopy plant

# TRANSFORMING

the Guest experience



are being invested in a multi-year expansion plan, including the transformation of Walt Disney Studios® Park, adding three new areas and starting with the opening of Avengers Campus in 2022

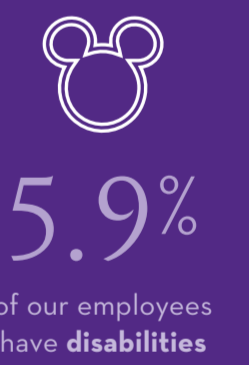
# DRIVING

sustainable growth of the area



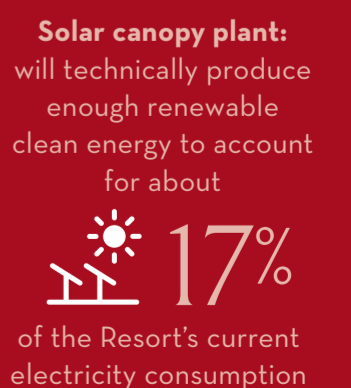
# EXPANDING

our engagements with employees



# INSPIRING

generations to shape the future





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