



25 YEARS  
OF ECONOMIC AND SOCIAL  
CONTRIBUTION





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# Editorial

**Catherine Powell**  
*Présidente of Euro Disney S.A.S.*

This year's double anniversary celebration represents both an historic milestone and our renewed ambition for the future. We mark 25 years of Disneyland® Paris, during which it has risen to the forefront of European tourism, and 30 years of our Agreement with the State, which laid the groundwork for our development.

This gamble on the future required equal measures of daring and trust from all shareholders. For 30 years, we have been working to ensure that the gamble would pay off. We have created €68 billion in added value for the French economy, generated as many as 56,000 jobs yearly throughout France, and we have become the number one tourist destination in Europe, welcoming more than 320 million visits since the park opened its doors. This unique collaboration bestows a responsibility upon our resort, and an objective that is shared with public partners: contribute to the reputation of Paris, Île-de-France, and France in the eyes of guests from around the world.

France is a truly remarkable country, and people from around the world dream of visiting. For 30 years, Disneyland Paris has relied on the richness of its surrounding area, its cultural diversity, and the energy of its local population, to become Europe's number one tourist hub. Being the leader pushes us to look to the future and imagine the tourism of tomorrow, so that the tourist destination of France – to which we are intrinsically linked – remains the worldwide industry reference. To write the next chapter of our shared adventure, we know we can count on the women and men that have made Disneyland Paris so successful over these 25 years. We are many that stand united in the ongoing search for excellence and in our desire to promote French tourism: the millions of guests

at the heart of our activities, our Cast Members who bring magic to life every day, local elected officials working to sustainably transform the area, and our partners, suppliers, service providers, architects, and organisations.

In the pages that follow, you will learn more about these men and

*“This unique collaboration bestows a responsibility upon our resort, and an objective that is shared with public partners: contribute to the reputation of Paris, Île-de-France, and France in the eyes of guests from around the world.”*

women. You will learn about the human adventures that have led to our European success, and you will get a glimpse of the backstage at our resort.

I am happy and proud to pay tribute to these fantastic men and women with this book, and to share this unforgettable moment in our history with you.



# BEGINNINGS:

## MARCH 1987, A SIGNATURE REACHING

# NEW HEIGHTS

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**The project to bring a Disney park to Europe was born in the 1970s, and was finally realised in 1987. The Walt Disney Company chose France, and a new town, Marne-la-Vallée, just 30 kilometres from the French capital, for this dream.**

It is the story of a new French town looking to be revitalized, and of an international group that brings dynamic economic, tourist, and social growth wherever it goes. The story began with two partners joining forces 30 years ago. On 24 March, 1987, Michael Eisner, Chairman of the Board and Chief Executive Officer of The Walt Disney Company signed his name beside that of French Prime Minister at the time, Jacques Chirac, at the end of the Agreement for the creation and operation of Euro Disney in France.

*"Disney and its affiliates have created and developed and directly operate or license the operation of theme parks known as Disneyland in Anaheim, California, Walt Disney World Magic Kingdom near Orlando, Florida, and Tokyo Disneyland near Tokyo, Japan. These theme parks have achieved worldwide public recognition due to their quality and have enabled the development of numerous and important activities in the peripheral areas."*

Extract from the Agreement of 24 March 1987

creation of a first theme park (though the idea of a second park was already on the table) and real estate developments around the park, including, in particular, the creation of a business district. The theme park might be the most

### A GLOBAL PROJECT OF UNRIVALED MAGNITUDE

The scale of this project immediately made it extraordinary. French authorities entrusted, by concession, no fewer than 1,945 hectares of land in sector IV of Marne-la-Vallée, in Seine-et-Marne, to The Walt Disney Company, for the establishment of its first European theme park. Disney committed to develop and transform this large area, in partnership with local governments and EPAMARNE, the local public urban management authority. The task was delegated in 1989 to a private company created for this purpose, Euro Disney ("the Group"). The Agreement provided for the



Michel Giraud, President of the Île-de-France regional council, Michael Eisner, Chief Executive Officer and Chairman of the Supervisory Board at The Walt Disney Company, and Jacques Chirac, French Prime Minister, sealing the creation of Euro Disneyland.

publicised part of the Agreement, but it clearly states that the "overall financial equilibrium of the Project will result from the combination of the operation of the Park, on the one hand, and of the other aspects of the Project developments envisaged in the present Agreement, on the other hand." The public authorities, for their part, undertook a number of commitments intended to make site access and use easier, such as creating infrastructure including extending the RER A regional train line, providing highway access via a 5-kilometre access road, and constructing or repairing secondary roads. Though the SNCF transportation group did not sign the Agreement, it nonetheless provided financial means to connect the area to the eastern branch of the TGV networks. The Walt Disney Company chose France to host its first European park partly because of these strong commitments from national, regional, and local governments.

### RIGHTS AND RESPONSIBILITIES

The 1987 Agreement played a large part in the project's success, but also bestowed responsibilities on the Group, the likes of which had rarely been seen before in the private sector. Thus, with every decision it made, Euro Disney would take into account not only its own business strategy, but also would consider the public interest. In line with the goals set by the Agreement signatories, Disneyland® Paris would quickly become a major player in the tourism industry and a strong point of attraction internationally. Its economic, urban, and environmental footprints would also be significant, meeting the challenges set by the Agreement including developing the area, boosting local employment, and promoting the eastern region of France. One after another, these goals were met – and sometimes considerably surpassed!

**Jacques Chirac,**  
Prime Minister

**Michael Eisner,**  
Chairman of the Board  
and Chief Executive  
Officer of The Walt  
Disney Company

**Pierre Méhaignerie,**  
The Minister of Public  
Works, Housing,  
Regional Development  
and Transportation

**Michel Giraud,**  
President of the  
Île-de-France  
Regional Council

**Paul Séramy,**  
President of the General  
Council of Seine-et-  
Marne and Vice President  
of the Cultural Affairs  
Commission of the  
Senate

**Paul Reverdy,**  
Chairman of the Board  
of Directors, RATP

**Jean Poulit,**  
Director General  
of EPAMARNE,  
Établissement public  
d'aménagement de  
Marne-la-Vallée (public  
urban management  
authority)

**Jérôme Bouvier,**  
Chairman of the Board  
of Directors, EPAMARNE

# Once upon a time...

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## 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.



## 1993

### 7 March

Disneyland® Paris welcomes its 100,000<sup>th</sup> guest, less than one year after opening.

### 30 July

Opening of a new thrill attraction, Indiana Jones™ et le Temple du Péril, with George Lucas himself in attendance! This was the first attraction in any Disney park to feature an inversion.

## 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 centre with 60 storefronts, a dining area, the Terrasses, and an aquarium. Between 2012 and 2015, 26 new shops would be added, with a 21,000m<sup>2</sup> expansion.

### December

Creation of CastMemberland, a service dedicated to Cast Members'\* quality of life at work. A unique programme that was awarded in 2010 by the "Better Living at Work" award from Malakoff Mederic.

## 2001

### 10 January

The 100 million<sup>th</sup> visit to the park is paid by a family from Germany. They receive "lifetime" passes to the park.

### 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.



### 23 November

Opening of the Paris-Val d'Europe business park which will stretch over 180 hectares.

\*An expression that designates Disneyland® Paris employees.

○ 7



# 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

## 3 May

Disneyland Paris renews its partnership, begun in 2006, with the Pôle Emploi 77 employment office. More than 3,500 Cast Members are recruited each year through this agreement.



## 16 August

Opening of the new Toy Story Playland in Walt Disney Studios® Park, celebrating the Toy Story franchise from Disney•Pixar.



## 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 Val d'Europe, as well as the development of a new tourist destination project, Villages Nature.



## 30 September

Disneyland Paris signs an agreement with Veolia for the construction of a water treatment and



recycling centre with a capacity of 740,000 m³/year. This is the first time that a theme park has its own dedicated treatment centre.



# 2011

## September

Founding of IDEcM, *l'instance pour la diversité et l'égalité des Cast Members* ("Organisation for Diversity and the Promotion of Equality among Cast Members"). This initiative welcomes, listens, and supports any Cast Member that feels they are being – or have been – discriminated against during their career at Disneyland Paris. This unique programme is run by volunteer Cast Members, called Diversity Advocates.

# 2012

## 14 March

Disneyland® Paris reveals, for the first time, a study of 20 years of economic and social contribution to the French economy and the development of eastern France.

## 12 April

Disneyland Paris celebrates its 20<sup>th</sup> anniversary featuring a new parade and new nighttime 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.



## 21 July

Anne Hidalgo, mayor of Paris, comes to celebrate the new Parisian-style square, symbolizing the strong relationship between the two destinations. La Place de Rémy is an impressive replica of a typical Parisian square, featuring art deco influences throughout, and a real fountain! The square is home to the attraction inspired by *Ratatouille*, as well as a real bistro restaurant and a boutique so that guests can enjoy the Paris of Disney.



## 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 a vast renovation plan of 10 of the resort's most iconic attractions and shows.

## 21 July

The teams at Disneyland Paris welcome their 200,000<sup>th</sup> Cast Member.



# 2016

## 8 March

Disney's Newport Bay Club® receives a 4<sup>th</sup> star, thanks to the expansive renovation project.

## 1 June

Publication of a study on the social and societal impact of the company on its surrounding area.

# 2017

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







Some 25 years ago, Disneyland® Paris made an offer and a promise to the French state and to its local partners: to grow together. This promise has been kept, through decisive and sustainable contribution to the organization and development of the territory that welcomed the resort. Getting to know its partners and building projects with them that benefitted everyone is how, in the area around the parks and hotels, a real ecosystem sprung up which attracts residents and companies drawn by the unique lifestyle and flourishing social and economic environment. Today, the adventure continues with projects for the next ten years which will take the ambition of Disneyland Paris further. These projects will be developed – as always! – together.

# ECONOMIC

# CONTRIBUTION





ECONOMIC



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CONTRIBUTION





# In a quarter century,

## €68 BILLION IN ADDED VALUE FOR THE FRENCH ECONOMY

Disneyland® Paris has generated an average of €2.7 billion in added value each year since its creation. In 25 years, the resort has become a true economic driver, both for the local area and for France.



300  
million potential  
guests live less  
than two hours  
from the site

  
93%\*  
of Val d'Europe  
residents would  
recommend living  
and working there

\* Source: TNS Sofres.

Nearly 70%  
of purchases made  
over 25 years  
were made  
from suppliers  
in Île-de-France

Since 1992, the Euro Disney group (operator of Disneyland® Paris and developer of Val d'Europe) has invested €7.9 billion in France. In addition to the initial €5.06 billion investment in the creation of the tourist resort, €646 million was invested to open the second park in 2002, as well as the addition of new attractions such as Space Mountain or Rata-touille: L'Aventure Totalement Toquée de Rémy.

The close partnership with the state, which dates back to 1987, has boosted the effect of the €691 million given by concession by public powers. Since 1992, this initial investment has multiplied by 11.4, thanks to all the investments made by the Euro Disney group. As a major financial contributor, the Group has generated almost €6 billion in tax revenue for the government in 25 years. This allowed the French state to get a return on its investment very quickly.

The success of this iconic new tourist destination is central to the success of the entire project. In 25 years, Disneyland Paris received over 320 million visits, during which guests spent a sum close to €80 billion in the parks and the surrounding area. Through the operation of its parks and hotels, Disneyland Paris has spent over €13.7 billion in purchasing, primarily in France.

The company also makes use of a large range of European suppliers (€77.5 million). The top countries concerned are the United Kingdom (30% of imported purchases) and The Netherlands (20%).

Over the past 25 years, Disneyland Paris has thus created considerable added value, estimated at €68 billion. The Île-de-France region benefitted the most from these positive outcomes, though they were certainly felt throughout France considering that Disneyland Paris generated 6.2% of France's tourism revenue over 25 years.

*“A total surface of 40 hectares of the site\* will be reserved to establish public superstructure buildings such as schools, and social or security buildings, or other buildings for public service.”*

Extract from the Agreement of 1987

The 1987 Agreement explicitly assigned Disneyland Paris a role in the development and opening up of the eastern Île-de-France region. It's safe to say the mission has been accomplished. Today, Val d'Europe is a dynamic and attractive area with easy access to and from the rest of Europe. The site is at the centre of a transportation hub, linking the biggest TGV interconnection station after Paris-Charles de Gaulle Airport, serving 54 French and international cities, two RER regional train stations, and three highway accesses. The arrival of Disneyland Paris has meant significant development in demographics and real estate. The population of Val d'Europe has soared from 5,000 residents in 1989 to 30,000 in 2016. In this same period, 12,000 residences, a university, a high school, and a hospital have been built.

\* The site represents the entirety of the site concerned by the Agreement of 1987 and given by concession to the Euro Disney group for development.

# Key figures

The creation of Disneyland® Paris has had a positive economic impact, generating considerable financial benefits and added value for the economy. At the same time, it has allowed for the development of a real economic structure around the resort and in European countries.

€7.9 billion  
*in investment:*  
91% private investment,  
9% public investment  
or  
€11.4  
*in private investment  
for every €1* in public investment

## GDP

€68 billion  
*in added value  
to the French economy*



The area that most benefited from this added value from Disney is Île-de-France, with €60 billion or 87.3% of the total. In Île-de-France, the Seine-et-Marne region benefited from €22.4 billion

## CONTRIBUTION



€7.1 billion  
*in taxes paid*



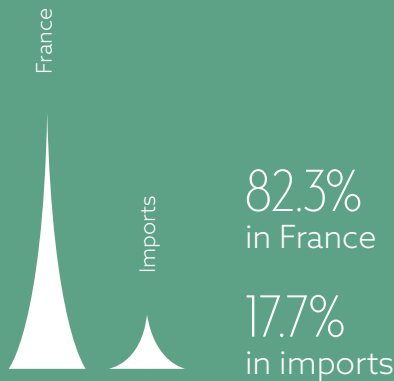
6.2%  
of tourism income  
in France\*

## PURCHASES

3,000\*\*  
*suppliers,*  
including almost  
490\*\*  
*from within Europe*

\* In foreign currency  
\*\* In 2016

More than €13.7 billion  
*in purchases*



**Almost 70%** of these purchases take place in Île-de-France, 12.8% elsewhere in France, and 17.7% are imported

In 2015, of  
€77.5 million  
in purchases

ALMOST 30%  
were ordered from British suppliers

AND APPROXIMATELY 20%  
were ordered from Dutch suppliers



Values for purchases were superior to €5 million for five European countries

Data from SETEC contribution study for the 1992 - 2016 period unless otherwise stated



# Perspectives on a unique partnership

30 years after the signature of the 1987 Agreement, relationships with stakeholders have been strengthened thanks to ongoing dialogue. Some words from signatories.



## “DISNEYLAND PARIS, A PRECIOUS ASSET FOR OUR REGION”

VALÉRIE PÉCRESSÉ, PRESIDENT OF THE ÎLE-DE-FRANCE REGIONAL COUNCIL

In 30 years, Disneyland® Paris has become a precious asset for the region in terms of tourism, but also for the economic development of eastern Île-de-France. Since 1987, teams from the regional Council and from Disneyland Paris have worked in close collaboration. This served as a powerful driver of the project and highlighted Île-de-France as a destination in a new way, both for guests from elsewhere in France and tourists from around the world. Disneyland

Paris is a marker and a motor of the economy in Île-de-France, and contributes considerably to local job creation. We will continue to support it in the future.



## “SUCCESS THROUGH COLLABORATION”

JEAN-JACQUES BARBAUX, PRESIDENT OF THE REGIONAL COUNCIL OF SEINE-ET-MARNE

The Seine-et-Marne region saw an opportunity in Disneyland Paris, and seized it. The project increased economic development and created thousands of jobs. The arrival of Disneyland Paris had a positive impact on the region and its residents, thanks to the

successful collaboration with local authorities – a success we are proud of. Let’s hope that our collaboration will bring this project continued success through 2030!



## “CONTINUING TO GROW TOGETHER”

ARNAUD DE BELENET, PRESIDENT OF THE VAL D’EUROPE AGGLOMERATION

Since Disneyland Paris arrived in Val d’Europe 30 years ago, together we have put this area on the map. Val d’Europe is a destination that offers an exceptional quality of life, where people are happy to visit but

also to live. With Disneyland Paris as our partner, we hope to continue to grow together and continue our winning relationship to the benefit of economic development, job creation, and local quality of life.



## “A SUCCESSFUL PUBLIC-PRIVATE PARTNERSHIP”

JEAN-FRANÇOIS CARENCU, PREFECT OF ÎLE-DE-FRANCE, DELEGATE TO THE INTER-MINISTERIAL DELEGATION FOR THE EURO DISNEYLAND PROJECT IN FRANCE

Euro Disney represents all that can be accomplished by bringing together the power of the public authority and the energy of the private sector! Since 1992, it is not just a theme park that was established in Marne-la-Vallée – it is the number one tourist destination in France! What is more, it has created over 15,000 jobs, and

become a real economic driver. Thanks to the inter-ministerial delegation that I lead, we are doing everything we can to continue the development of this project, which has generated close to €80 billion in tourist spending in 25 years, to the benefit of, primarily, the Paris region, and secondarily, all of France.



## “A ONE-OF-A-KIND DEVELOPMENT PROJECT”

NICOLAS FERRAND, MANAGING DIRECTOR OF EPA MARNE - EPA FRANCE

The establishment of Euro Disney in Val d’Europe, and the work carried out in collaboration with the State and local public authorities resulted in an area with international reach. Disneyland® Paris and EPAFRANCE brought their strengths together to establish an exceptional urban project, founded

on an unprecedented model of partnership. Val d’Europe is a product of shared success, which will continue for the next 30 years.



## “TRANSPORTATION: A KEY FACTOR IN THE PROJECT’S SUCCESS”

ÉLISABETH BORNE, PRESIDENT AND DIRECTOR OF THE RATP TRANSPORTATION GROUP

From the beginning, the RATP was a key partner in this project, both to ensure the transportation of guests and park employees, and to develop the economic and tourist attractiveness of eastern Île-de-France. For this project to succeed, it was essential to ensure that the RER A train would link Disneyland Paris quickly and efficiently to the centre of Paris – particularly for our European guests. The RATP is proud to transport guests straight to the magic of Disneyland Paris!



**Maison Lucien Gau**  
Since 1860, Maison Lucien Gau has specialised in stylish lighting, a special savoir faire that was able to meet the creative demands of Disneyland® Paris.

For six generations, Maison Lucien Gau has been bringing its bright ideas to homes and businesses. In the early 1990s, the company worked primarily with individuals, high-end hotels, and historic monuments. “When Disneyland Paris opened, buyers naturally first thought to use American lighting providers,” shares group President Julien Gau. “But certain products weren’t compatible with use in France in terms of voltage, plugs, or safety norms. Everything was different. Our first



job was on Disney’s Hotel New York®, and the rest followed. We are located near Melun, and this geographical proximity most likely played a part in

our partnership. Every step of the process, from development and creation to follow-up, takes place in close collaboration. We travel to Val d’Europe at least once a week and teams from Disneyland Paris regularly visit our workshops.” The quality of the relationship is built on a shared passion for excellence. “Disneyland Paris is a demanding client, and expects the best from the smallest detail to the finishing touches. We apply the same standards of quality to all our work, from applying patina to a fixture to creating lanterns for the Pirates of the Caribbean attraction.” With this belief as a foundation, which also led to

financial success and a growing reputation, Maison Lucien Gau was able to turn to new markets and broaden its scope. “Not only have we developed a department dedicated to hotel dining and theme parks, but we have also begun working with resin, which is new to us. This has allowed us to diversify our knowledge, which has been really interesting for our teams.”



**Adrenaline**  
For 20 years, Fred Foli and his teams have worked, far above the ground and often overnight, to maintain attractions at the resort.

**How did your adventure with Disneyland® Paris begin?**  
**Fred Foli:** When I started working with Disney, in the early 90s, we had been doing high-level industry work – cement manufacturers, paper mills. We quickly began working on Space Mountain, and then moved on to others including Indiana Jones™ et le Temple du Péril and Peter Pan’s Flight.

**But it all almost came to an end, three years ago...**  
**F. F.:** In 2013, one of my partners had a stroke. We were close to filing for bankruptcy for this first company. My contacts at Disneyland Paris were the ones who convinced me to bounce back, which I did with Adrenaline within the Échelle group in Europe, and with my team. If they

hadn’t encouraged me at that critical moment, I might have left the industry, and other people would have lost their jobs too.

**What do you do in the parks?**  
**F. F.:** We have a four-person on-site team at all times, who work to check and maintain the attractions. This work often takes place overnight. Our other technicians can back up this team, if need be. Last summer, we had as many as 18 people. Our employees have technical specialties (boilermakers, welders, etc.) and are trained to work at great heights, from cherry pickers or harnesses and safety lines. We are also regularly

consulted about safety measures, so that Cast Members can work on attractions without risks.

**It seems like you have grown up with Disneyland Paris?**  
**F. F.:** My son certainly grew up with Disneyland Paris! He was born in 1996. He used to cry at the train station when I left on a job. This year, though, he was at my side! We worked together on the renovation of La Cabane des Robinson.





**Ravico**  
As the true definition of excellence, Belgian chocolate took its place at the table in the restaurants of Disneyland® Paris from the beginning, when a chocolate house founded in 1907 was chosen as supplier.

Cinderella’s glass slipper, a sheriff’s five-point star, a palm tree, or even a boat made of chocolate. Can it be done? “Our speciality is questions no one else can answer!” laughs Michel Vanderkerken, head of the Belgian company Ravico. Their unique knowledge attracted the Group’s buyers among the stands of



the SIAL food expo in the early 90s. Since then, Ravico has been stocking the boutiques and restaurants of the resort with custom-made products, such as the chocolate Cinderella slippers at the Auberge de Cendrillon restaurant, or chocolate ships inspired by *Pirates of the Caribbean*.

Ravico was founded in 1907 and represents the tradition of Belgian chocolate throughout the world, including in China, Australia, and Russia, with ingredients that are used in kitchens for creations including pastries and ice cream. “We were already doing lots of exporting when we began working for Disneyland Paris,” explains Michel Vanderkerken, “but we are proud to say that we work with Disneyland Paris, just as we are all proud of how long this relationship has endured.”

[www.ravico.com](http://www.ravico.com) – [www.ellphi.com](http://www.ellphi.com)



“IT’S ALL ABOUT INGREDIENT QUALITY. BELGIAN CHOCOLATE IS FAMOUS FOR ITS SMOOTHNESS.”



“OUR NURSERIES HAVE EXISTED SINCE 1876. OUR PRECISION AND CONTINUED SOLIDITY ARE APPRECIATED, AND THEY’VE HELPED US TO FORM STRONG TIES WITH DISNEYLAND PARIS, FOR ITS DEVELOPMENT.”

Jan-Dieter Bruns,  
director of Bruns  
Pflanz Export

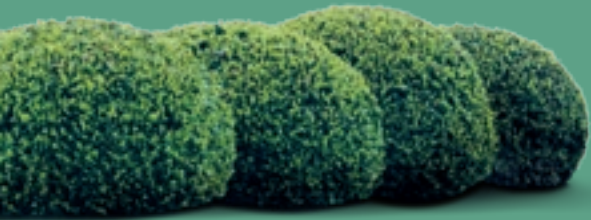
**Bruns**  
When an old family company and a new theme park begin working together, the result is a win/win relationship.

In the early 80s, while the Disneyland® Paris project was still in its planning stages, Disney landscapers combed through European garden centres looking for suppliers for the future park. “A French landscape architect came to see us, and we had an

immediate connection,” shares Jan-Dieter Bruns, the director of Bruns Pflanz Export. “One year later, we were invited to EPAMARNE’s call for tender, to supply plants and trees for the park’s infrastructure.”

**A turning point for the company**  
The Bruns family has been working as gardeners in Lower Saxony, in Germany, since 1876. “Winning three out of the five lots in the call for tender was a true turning point in our development,” remembers Jan-Dieter Bruns. “To ensure that the trees chosen by Disneyland Paris would be ready on the day, we even opened a special nursery spread over 5 hectares, near Senlis.”

**A relationship of trust**  
The years that followed brought a series of contracts. “I studied horticulture and worked in the United States and France, which gave me a good understanding of American and French culture,” explains Jan-Dieter. Artistically, I understood what Disneyland Paris wanted, because they asked me to meet Bill Evans (director of landscape architecture for Disney worldwide) very early on so that I could understand the concept. The plants chosen should always strengthen and underline the different worlds in the parks and hotels, like Disney’s Hotel New York®, Disney’s Hotel Santa Fe®, and Disney’s Sequoia Lodge®.” Working for Disneyland Paris also paved the way for Bruns to work in other big theme parks, in Germany and China. “After all these years, our relationship is strong. Many landscape architects have become friends, like Luc Behar, Paul Comstock, Becky Bishop, and others.”







In France, Disneyland® Paris is the company that brings together the largest number of employees on a single site. This is fortunate, but it is also a responsibility. It is fortunate because of the extraordinary diversity of career roles available to men and women from all backgrounds, in an environment where lots of languages are spoken and where enthusiasm and passion for service and excellence are the keys to success. It is a responsibility because it implies a commitment to working towards professional integration for everyone, and because each Cast Member must be supported throughout his or her professional journey. Disneyland Paris has successfully played this role for 25 years, with help from its partners, always aiming to lead by example. This success can be measured by the smiles of its Cast Members, and by their loyalty to the company and its values. It can also be measured by the jobs created by its suppliers and partners. This solid and lasting footprint is a great source of pride.



LAISON



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CONTRIBUTION





# 56,000 jobs\*

## GENERATED EACH YEAR

As a responsible employer, Disneyland® Paris brings positive and lasting effects to the local area, particularly in the hotel and dining sectors. It also influences professional integration.



15,000  
Cast Members



52%  
male and  
48%  
female Cast Members  
in 2015



30%  
increase in training  
hours between 2010  
and 2015

\* Direct, indirect and induced jobs.

With an average of 15,000 Cast Members, Disneyland Paris is the largest single-site employer in France. As such, the company strives to lead by example with regards to its human resources management policy. Disneyland® Paris thus places huge importance on the quality of jobs it offers. Since 1995, 85% of employees have been on permanent contracts. The budget for employee training and education is three times the legal minimum, as Cast Member development is a top priority for the company. What's more, Disneyland Paris seeks out real potential in its recruitments in order to be able to offer rewarding career paths. In 2015, 80% of managers and senior managers were promoted internally. Safety is also a strong focus of the human resources policy, with a team working to improve health and safety conditions at work for Cast Members.

This policy fosters long-term loyalty, as proven by the fact that 13% of employees have been with the company since the resort's opening and that average seniority of Cast Members rises each year. In 2015, the average seniority was just over nine years. Beyond jobs directly linked to the resort's operation, since its creation Disneyland Paris has also generated a significant number of direct, indirect and induced jobs by purchasing and compensation related to site function.

Each job created at Disneyland Paris between 1992 and 2016 resulted in almost three jobs outside the resort, particularly in dining and hotel sectors. This effect was, of course, particularly beneficial to the Seine-et-Marne *département*. Since 1992, the company has generated over 22,000 direct or indirect jobs in Seine-et-Marne. At the resort's opening, only 32% of Cast Members lived in the *département*. As employment became stable, this figure constantly increased until 2012. Today, 73% of Cast Members live and work in Seine-et-Marne, and more than 17% of these live in Val d'Europe.

At Disneyland Paris, there are some 500 different career roles. This is a real asset when it comes to recruiting individuals from varied backgrounds, particularly in terms of integrating less qualified individuals or local residents that might be in employment difficulty. Since 2006, the company has developed a unique approach with these populations in mind, which touches on the integration

*"It is expected to have recourse in priority, within the framework of laws and regulations in force, to the local and regional labor market."*

Extract from the Agreement of 1987

aspect of agreements signed with the general council of Seine-et-Marne. Two programmes came from this approach, called *Les Passerelles pour l'emploi* and *Cap parrainage*. In just seven years, these programmes have helped over 500 individuals to find work at Disneyland Paris or other local businesses. At Disneyland Paris, diversity is more than a corporate value: it's a reality that is alive, in the 20 spoken languages and 100 nationalities of our Cast Members. Each year, recruitment sessions are held in 12 European countries. Though over 70% of Cast Members are French, 18% come from other European countries. To help these employees to develop professionally, the company, which signed a diversity charter in 2009, makes efforts to promote a multilingual working environment. Since 2012, thanks to the Disneyland Learning Program, Cast Members can now take language courses which allow them to obtain internationally recognised certificates of competence.

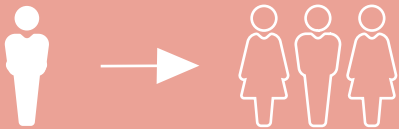


# Key figures

For 25 years, the activity of Disneyland® Paris has created an employment pool in the Eastern Paris region. Disneyland Paris is today the number single-site employer in France, with 15,000 employees.

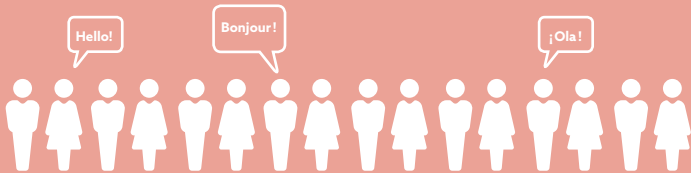
*Number one single-site employer in France with 15,000 Cast Members*

*56,000 direct, indirect and induced jobs generated annually by the activity*



**1 job** at Disneyland Paris results in **3 jobs** elsewhere in France

*At Disneyland Paris, 85% of employees are on permanent contracts*



500 career roles  
100 nationalities  
20 languages spoken

Over **400,000** training/education hours dedicated to Cast Members each year

Approximately **30%** of training/education hours (**140,000** hours/year) benefit European Cast Members

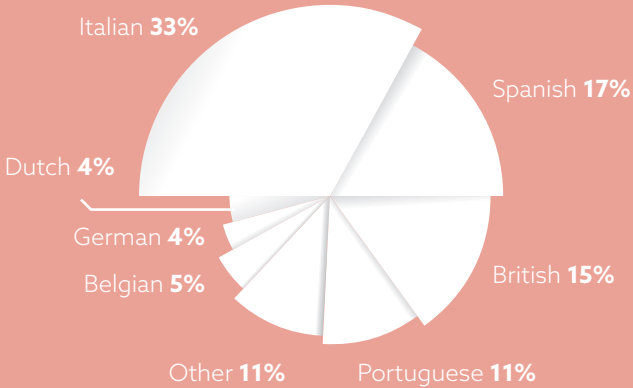


**80%** of managers and senior managers come from internal promotions

*18% of Cast Members come from a European country besides France*

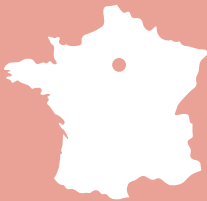


**Breakdown of non-French European Cast Members in 2015**



## LOCAL IMPACT

*Driver of employment in Seine-et-Marne*



More than **22,000 jobs** created by Disneyland Paris in Seine-et-Marne  
Particularly in hotel, dining and service sectors

Data from SETEC contribution study for the 1992 - 2016 period unless otherwise stated



I climbed the rungs until I became the director of Parks Operations in 2000, when there was only one park.

**Your favourite memories?**

**M. B.:** I was lucky enough to take part in the opening of Walt Disney Studios® Park, and as the head of Disney Village® I got to implement the new family strategy. I really loved these projects, because their objective was to give our guests

an even more unforgettable experience. The renovation of Disney’s Newport Bay Club®, which I directed beginning in 2010, was also a huge milestone.

**What’s the best way to celebrate this 25<sup>th</sup> anniversary?**

**M. B.:** Stay true to the dream! Our parks are part of a unique tradition, a tradition many of us have grown up with. We have so many stories to bring alive every day that I’m sure our next 25 years will be magical.

“MY COMMITMENT IS TO OFFER GUESTS A TRULY UNIQUE EXPERIENCE.”



Over 25 years, Marco has climbed all the rungs of the ladder at Disneyland Paris.

**Marco Bernini**  
**Vice President, Parks Operations**  
Marco Bernini began on-site, an average Cast Member, and “grew up” with Disneyland® Paris.

**How does one go from Big Thunder Mountain to directing Parks Operations?**

**Marco Bernini:** By being daring, and being interested in what’s going on around you. Since my first days in 1992 as an operational Cast Member, I have had many experiences, taking part in attraction openings and the development of sales and the annual passports.



“I AM PROUD TO HAVE WORKED WITH OUR CAST MEMBERS IN MAKING DISNEYLAND PARIS THE REFERENCE IN FAMILY ENTERTAINMENT.”

Interacting with Cast Members is essential for Marco, as he thinks it’s important to be present on-site.



Mike Attah

Mike Attah, 64 years old, is Team Leader of Merchandise and manages 22 Cast Members from different backgrounds. At first glance, nothing sets him apart from other managers, aside from perhaps the special attention he pays to co-workers looking to feel at home in a different culture. Originally from Ghana, Mike was living in Liberia and teaching history and geography in a high school.

“DISNEYLAND PARIS HELPED ME TO SET A GOOD EXAMPLE FOR MY CHILDREN.”



In Liberia, Mike was forced to flee from civil war. He moved to Sierra Leone, only to once more be forced to leave due to conflict. In the early 90s, Mike thus arrived in France – though he did not speak a word of French. He knew that learning the language would be vital to rebuilding a life in France, and so he immediately signed up for French classes upon arrival. After a first fixed-term contract, Mike signed a permanent contract at Disneyland® Paris in 1993. He quickly asked to work part-time so that he could register at the university in Nanterre, alternating between classes and working at the park for one year.

Education as a passport to success

“In Ghana, I was a teacher, and so I wanted to become a training leader at Disneyland Paris. But then I began a new career in the boutiques, and I loved it. With the experience I had gained in France, I was able to apply to the management school at Disneyland Paris.” It was no small challenge: out of 100 applicants, 30 would be short-listed, and then only 12 accepted to the Talent School. One of these 12

was Mike. Today he considers this a key step in his professional journey.

Pride in tradition

“When I arrived in France, before joining Disney, I was working over-night cleaning jobs. Psychologically, it was really tough. Disneyland Paris helped me to overcome difficulties, and to set a good example for my children. They are all pursuing higher learning, and I am so proud.”

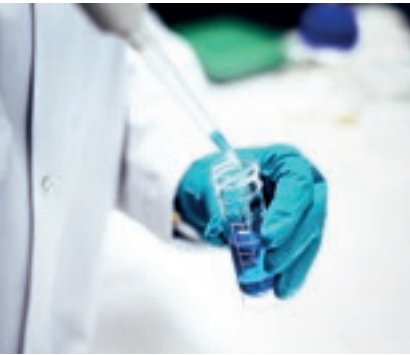


Thanks to the Talent School at Disneyland Paris, Mike was able to grow within the company. Today, he has a job that he truly loves.



“MANAGEMENT GAVE ME A CHANCE, AND DIDN'T LET MY AGE OR MY BACKGROUND STAND IN MY WAY. MY DESIRE TO GROW WAS ALL THAT MATTERED.”





Thanks to the creation of the water treatment centre at Disneyland Paris, Marilya is able to continue her career as an engineer, and to live out her passion for Disney.

Marilya Chatzistamatiou

Once upon a time, there was a little Greek girl who loved Disney movies.

When the little girl grew up, she became an environmental engineer, specialising in water treatment, and began working. But in 2013, she left the financial crisis in her country behind and decided to try her luck in France.

In France, her fairy-tale truly began. The little girl, all grown up, applied for a job at Disneyland® Paris, and began as an attractions host at Orbitron and Buzz Lightyear Laser Blast. “It was pretty different from my training as an engineer,” shares Marilya Chatzistamatiou, “but I loved it. One day, in the break room, I happened to notice an internal job posting. They were looking for an Environment and Water Engineer, with experience transporting hazardous materials and computer and English skills. It was as if I was reading a description of myself!”

A question of confidence

Marilya applied for the job, and began working with the Environment team. She was in charge of the basins, air quality, hazardous waste sorting, and material reuse. “I only spoke English at the beginning. I learned French ‘on the job,’ but my manager trusted me.” One year later, Marilya became head of the water treatment station.



An unusual job that doesn’t come immediately to mind when we think of theme parks.

The adventure continues

Today, Marilya has gone back to school. Twice a week, she takes the RER train to Paris after her work day for her classes. She is completing a Master 2 in general management at the Sorbonne-Panthéon university. “It has really helped me with my French, and I’m learning so much – particularly in my classes on finance and French law. I love my job, and I’m determined to be my best. I really believe that if you put your mind to it, you can do anything.”



“I WAS 13 THE FIRST TIME I VISITED DISNEYLAND PARIS.

A PHOTO FROM THAT TRIP IS THE ONLY ONE THAT I’VE KEPT WITH ME THROUGH MANY MOVES OVER THE YEARS.”



“I LOVE WHAT I DO, I’VE FOUND MY DREAM JOB!”

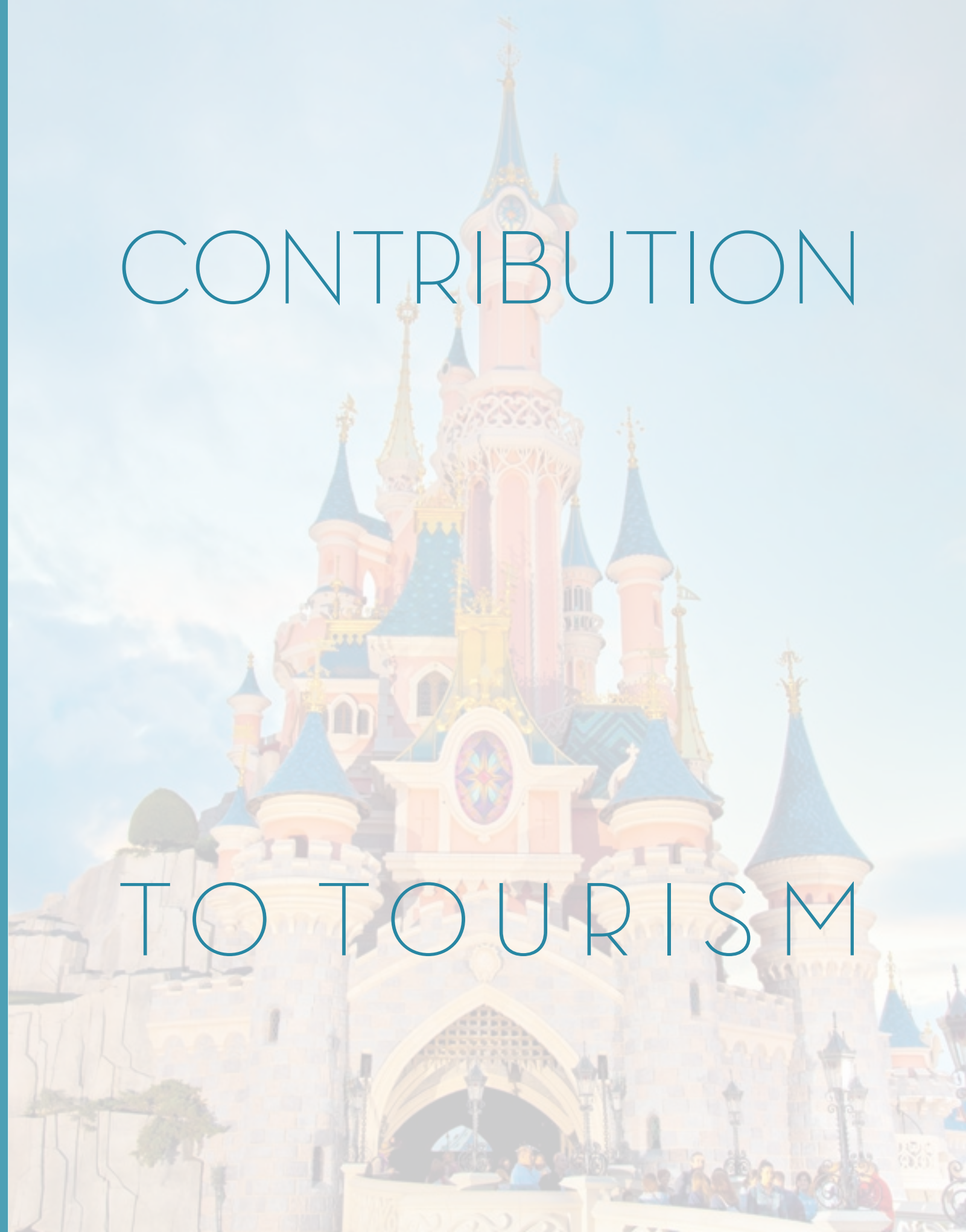


3 4

Some 25 years ago, Disneyland® Paris set an ambitious goal: create a world-class tourist destination in the heart of Europe, near an iconic capital city, from the ground up. Today, the resort has become a reference for holiday-goers around the world, just like its American counterparts. Just 30 minutes from Paris, it has managed to bring tradition and creativity together around a continually growing tourist hub. In its attractions, hotels, restaurants, and shows, it is constantly working to improve the quality of the experience, in order to attract guests from around the world, generation after generation. The magic works – and it's not going anywhere!

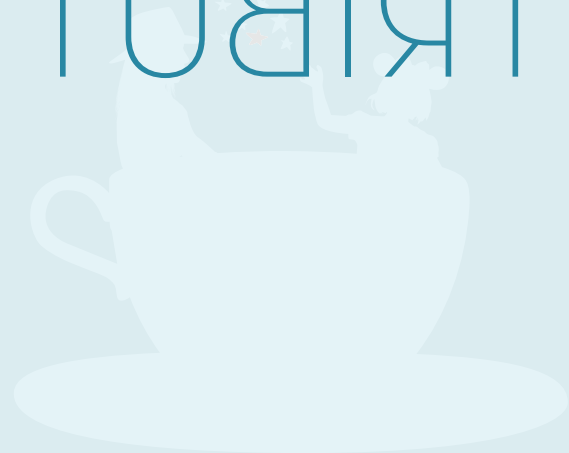
# CONTRIBUTION

# TO TOURISM





# CONTRIBUTION



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# TOURISM





# #1 tourist destination

## IN EUROPE

Today, for millions of visitors, visiting France as a tourists means visiting Disneyland® Paris. This successful association is built upon a solid tourist ecosystem, and on the unfailing commitment of Cast Members to the guest experience.



More than **320**  
million visits since 1992



**52%**  
of foreign visitors  
to Disneyland Paris  
also visit Paris  
during their stay



**5<sup>th</sup>** largest  
hotel zone in France

In 25 years, Disneyland® Paris has risen as an iconic tourist destination. Among pay-to-enter tourist sites in France, Disneyland Paris is by far the most visited, receiving more visitors annually than the Eiffel Tower and the Château de Versailles put together. Disneyland Paris is also far ahead of other European and French theme parks. It benefits from the strong pull that Paris has on tourists that come from throughout France and those that come to discover Europe. Today, Disneyland Paris is the only tourism player that attracts so many European tourists to a single site. Half of the resort's guests come from France, while the other half come from European countries: 28% from the U.K., 13% from Netherlands, 13% from Spain, 12% from Germany, 11% from Belgium and Luxembourg, and 6% from Italy.

This success is also due to the development of a tourist hub with international reach only 30 kilometres from Paris. This hub is today the 5<sup>th</sup> largest in France. With 8,500 hotel rooms and hotel apartments (including 5,800 in Disney hotels), two convention centres, a 27-hole golf course, and 115 restaurants and boutiques, Disneyland Paris is truly a point of reference in tourist development and operation. It has become an important part of France's identity as



*"A committed partner with shared values."*

"Disneyland Paris, the number one private destination in Europe, plays an essential role in attracting tourists to Paris. The resort is a major economic actor for the region, as it generates 56,000 direct, indirect, and induced jobs. Since the beginning of my term, we have developed a strong relationship regarding solidarity, participating in a series of events and activities every year that give unprivileged children from the Paris region a chance to enjoy themselves at the resort. At this, the 25<sup>th</sup> anniversary of our partnership, I am delighted to reaffirm the commitment of the City of Paris to this world-famous theme park."

**ANNE HIDALGO, mayor of Paris**

a tourist destination – a trend that grew thanks to the 2014 opening of the attraction directly inspired by the Paris represented in Disney•Pixar's *Ratatouille*.

The guest experience has always been central to the Disneyland Paris project. The company works tirelessly to improve the guest experience, in function of the feedback received via 300,000 satisfaction surveys that guests fill out each year. Thus, a three-year enhancement and modernisation plan including 10 of the park's most iconic attractions – including Big Thunder Mountain, "it's a small world," and Peter Pan's Flight – has been underway since 2015. At the same time, steps are being taken to improve the resort's dining options, and an extensive hotel renovation programme is ongoing. Lastly, the company is strengthening its digital presence with online solutions which allow guests to optimise their trip preparations. Making dreams come true is a real job, and a promise. Some 5.6% of employees are involved in ongoing training and education promises, which ensures that the 15,000 Cast Members continue to act as ambassadors of the Disney brand for guests. These training and education programmes ensure that the Disney Keys – safety, courtesy, show, and efficiency – are kept alive, and that the Disneyland Paris tradition of excellence, innovation, and imagination remains its trademark.

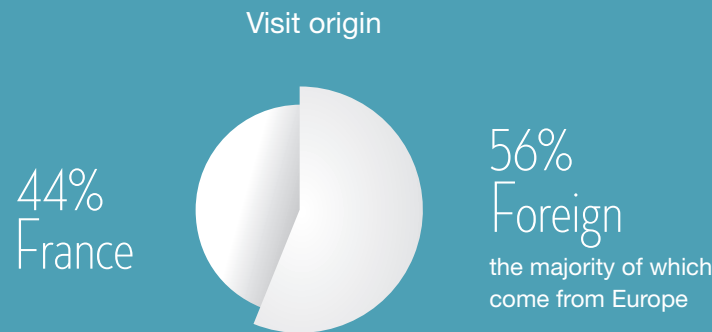


# Key figures

In 25 years, Disneyland® Paris has confirmed its place as the number one tourist destination in Europe, attracting tourists from all over Europe and contributing to France's tourism industry – particularly in the Île-de-France region.

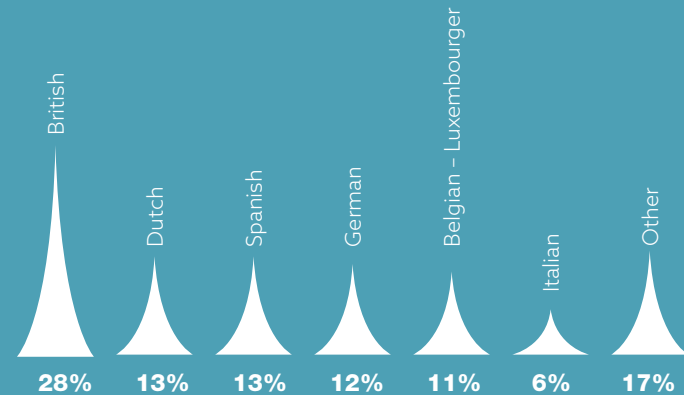


More than 320 million *visits*

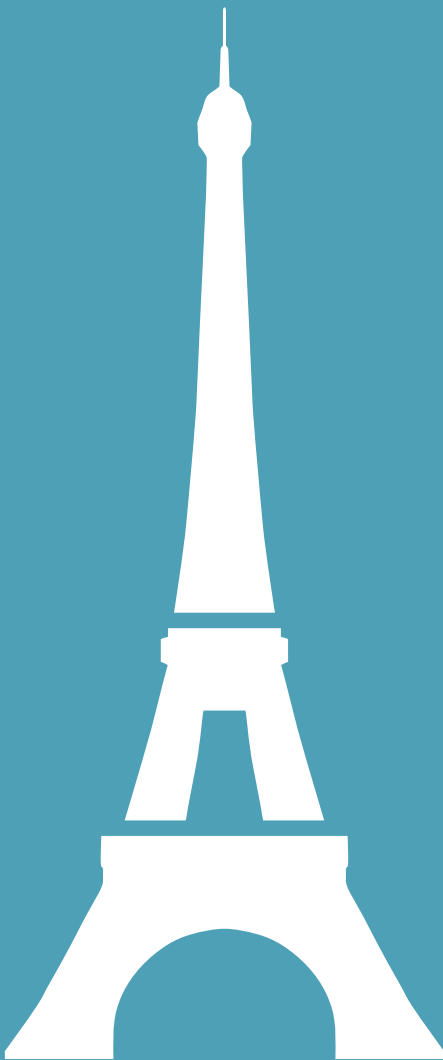


## BREAKDOWN BY NATIONALITY

Breakdown of non-French visitors by nationality over 25 years



Data from SETEC contribution study for the 1992 - 2016 period unless otherwise stated



52% of foreign guests also visit Paris

## HOTEL CAPACITY

5<sup>TH</sup> LARGEST HOTEL ZONE IN FRANCE

8,500 rooms in 7 Disney hotels and 9 partner hotels



49.5% OF THE HOTEL CAPACITY IN SEINE-ET-MARNE

Disneyland Paris is home to the biggest **TGV** station

IN FRANCE, serving 54 French and international cities daily



# THE ART OF STORYTELLING

What makes Disneyland® Paris unlike any other tourist destination? It is the only destination to find the perfect balance between tourism and show. Every land in Disneyland® Park and every production zone in Walt Disney Studios® Park tells a story that may continue in any one of the boutiques or seven themed hotels, sometimes with the help of characters. To bring these enchanted worlds to life, Cast Members give their all. Gardeners, maintenance workers, attraction hosts and hostesses, security personnel,

boutique salespersons, house-keeping staff, or artists, every single Cast Member is committed to the same level of detail in their search for perfection. Without hard work, there is no magic!

“AS SHOW GARDENERS, EVERY PROJECT IS A CHALLENGE!”

PIERRICK PAILLARD



Manager in Landscaping, Pierrick Paillard leads a team of 30 Cast Members. His department is made up of specialists from all aspects of gardening, from trees or flowers to irrigation. He recruits and manages 25 work study students, with whom he shares his passion.



Each year, teams prepare the parks for Disney’s Enchanted Christmas at nighttime. Disney’s Halloween Festival is hardly over when teams from Show, Maintenance, Landscaping, and Boutiques work over six nights, once the parks are closed, to carefully set up every detail of the decorations for children’s favourite holiday.



Flying above London with Peter Pan has never been so spectacular or immersive, thanks to new colours, a new projection system, LED lighting, and black lights. In addition to Peter Pan’s Flight, iconic attractions benefitted from the renovation plan for the 25<sup>th</sup> anniversary of Disneyland Paris, including “it’s a small world,” Space Mountain, and Big Thunder Mountain.

“THE 500 CAREER ROLES AT DISNEYLAND PARIS ALL SHARE A COMMON GOAL: SURROUND THE GUEST IN A WORLD OF MAGIC.”



It took 8,000 hours to design, create by hand, paint, and install the 2,000 artificial plants, ivy, and geranium flowers that decorate Ratatouille: L’Aventure Totalement Toquée de Rémy and the neighbouring restaurant.



Storytelling is done through “visual literature,” which means that guests of all ages and cultures immediately understand the different worlds being created for them through colour, architecture and lighting. The greatest challenge for maintenance and landscaping teams is keeping these worlds as magical as the day they were first created by Imagineers\*.

\* “Imagineers” are the engineers of Disney magic. It is a term created by combining “Imagination” and “engineer.”



# INNOVATING TO TELL A STORY

Walt Disney created Walt Disney Imagineering to reflect a new type of entertainment he wanted to create for Disneyland: three-dimensional immersive environments based on many of the stories he was sharing on the silver screen. It's a mix of science and technology blending creative imagination with technical know-how. Imagineering is what makes Disneyland® Paris more than a theme park. The resort is a world of its own, where every detail counts. It is no small feat to immerse generations of visitors from different cultures in this magical world, for the first time or time and again. The Imagineers' work includes the smallest details of features such as music, smells, architecture, materials, plants, and lights, using the latest technology to create immersive environments that make emotional connections with guests using the senses.



“TECHNOLOGY IS INVISIBLE, YET EVERYWHERE. IT BRINGS THE MAGIC ALIVE.”

**BJÖRN HEERWAGEN**



Björn Heerwagen began his career as a stage grip, working on theatrical musicals in London's West End, before joining The Walt Disney Company in 1991. In 2010, he became the Senior Design & Production Manager at Disneyland Paris. Björn takes part in designing and creating new attractions and shows at Disneyland Paris, or renovations.



Since 2015, all 85 vehicles of the Autopia® fleet at Disneyland® Park are hybrids. These new cars produce less pollution and noise than traditional cars – an improvement to the work conditions of Cast Members!



“THERE ARE SO MANY STORIES TO TELL! IT'S SO EXCITING TO BE AN IMAGINEER.

EVERY DAY IS DIFFERENT, AND EVERY PROJECT RAISES NEW QUESTIONS THAT CAN ONLY BE ANSWERED THROUGH TEAMWORK.”



During Earth Month in April 2016, scenes from Disney nature films were projected onto Sleeping Beauty Castle each night before the Disney Dreams®! show, highlighting the beauty of nature. This projection used mapping (special image projection technology created for this show) synchronised with a soundtrack and the Disney Dreams! fountains.



Ratatouille: l'Aventure Totalement Toquée de Rémy, too, uses top-of-the-line technology such as 3D video projections on huge screens, totally trackless navigation “rat-mobiles,” and even a special cleaning system for the 3D glasses. This system cleans the attraction's 22,000 pairs of glasses in only five hours!





# FOUR KEYS TO EXCELLENCE IN SERVICE

4 4

Safety, courtesy, show, and efficiency. These are the four keys around which CastMembers are trained, whether they be centre stage or backstage, in direct contact with guests or in support roles. It's not by chance that safety is listed first. Safety is a reflex, an absolute priority, and a commitment undertaken by every Cast Member and reinforced through regular training and awareness-raising opportunities. Courtesy drives every interaction between Cast Members and guests, through countless small actions that make the difference.

As for show, it is the essence of the Disney spirit, and is brought alive through the tiniest details of costume, makeup, decoration, or lighting. Efficiency is present everywhere to improve the guest experience. It is the basis for effective team work, and relies on each Cast Member's sense of responsibility and ability to anticipate the needs of fellow Cast Members and guests.

"CAST MEMBERS ARE COMMITTED TO CREATING AN UNFORGETTABLE EXPERIENCE."

ARNAUD GODEBIN



Arnaud Godebin has been at Disneyland® Paris for 15 years. He began as a bartender at the Disneyland® Hotel, before being put in charge of beverages at dining products management in 2012. For one year, he coached Cast Members who were participating in the bartending division of the *Un des Meilleurs Ouvriers de France* national competition for craftsmen. Thanks to Arnaud, there were three finalists and one winner!



The abuse of alcohol is dangerous for your health. Consume in moderation.



In March 2016, the largest hotel at Disneyland® Paris, the Disney's Newport Bay Club®, was awarded a fourth star. This was a concrete recognition of the excellent renovation and improvement work that teams completed together.



Two of the resort's hotels, the Disneyland Hotel® and the Disney's Davy Crockett Ranch, received a certificate of excellence from Trip Advisor in 2016. These awards, which add to the attractiveness of Disneyland Paris, are the product of great teamwork. The Cast Members at Disneyland Hotel defined five values that they wanted to embody for their co-workers and guests: enthusiasm, excellence, refinement, talent, and respect.



4 5

"THE MEILLEUR OUVRIER DE FRANCE CONTEST IS AN EXERCISE IN EXCELLENCE. PARTICIPATING DEMONSTRATES THE PROFESSIONALISM OF DINING AT DISNEYLAND PARIS, AND HIGHLIGHTS OUR TALENTED CAST MEMBERS AND THEIR POTENTIAL."



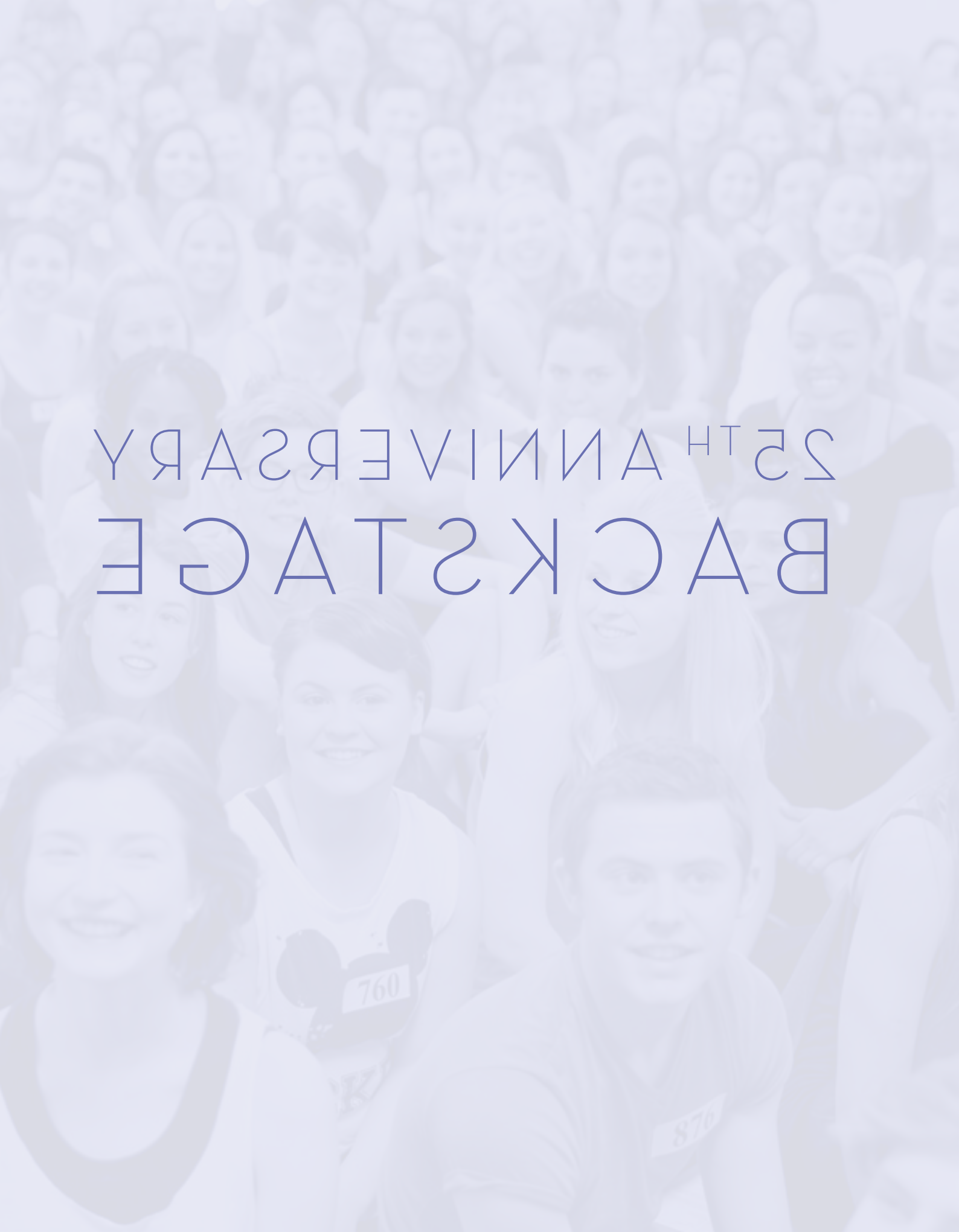
A culture of courtesy was promoted in 2016 with "Join the Disney Attitude" training sessions, intended for all Cast Members in direct contact with guests, by highlighting the importance of courtesy and high-quality interactions with guests to ensure they have an unforgettable experience.





# 25<sup>TH</sup> ANNIVERSARY BACKSTAGE

A fire-breathing dragon, a galaxy far, far away, and a blastoff into hyperspace? There's no doubt that 2017 is an exceptional year for Disneyland® Paris. To celebrate its 25<sup>th</sup> anniversary, the resort is taking the magic and dreams further than ever before, with sparkling surprises, glittering decorations, and never-before-seen shows - not to mention highlighting newly-renovated classics. Cast Members have risen to the challenge. In the Disney tradition, backstage is a hive of activity and collaboration to make sure that this event is truly spectacular, and that it will bring guests into a world of light and wonder.



# BACKSTAGE 25<sup>TH</sup> ANNIVERSARY



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**Daniel Harding,**  
**Casting Spectacles**  
Beginning as a dancer at the opening of Disneyland® Paris, today U.K. native Daniel Harding has the job of his dreams: Director of Casting.

**How did you arrive at Disneyland Paris?**

**Daniel Harding:** I've been here since the beginning, when I auditioned to be a dancer. In 1992, I was chosen for my first show, *C'est magique*, and from then on one role led to another. In 2004, I got the chance to move into Casting to recruit new talents for our shows.

**How do you find the talents for the shows and events in the parks?**

**D.H.:** I travel around the world! We look for a huge variety of talents.



For example, we go several times a year to the U.K., and even to the U.S.A. or Australia depending on what we're looking for. We hold auditions every two weeks. The number of participants varies, but can be anywhere from 30 to 100 at a single audition.

**What qualities are important to join the Disneyland Paris teams?**

**D.H.:** Technical knowledge is important, but it's not enough. We're also looking for personalities, and artists that are able to live in a team setting. We want generous people that will bring magic alive for our guests.



**Katy Harris,**  
**Director**  
For Katy Harris, being a director at Disneyland® Paris is, most of all, about sharing emotions, and perhaps even inspiring future performers.

Katy arrived in 1993, to join the cast of *Beauty and the Beast* for four months. This role was how she discovered Disneyland Paris. She hasn't looked back since, spending time both centre stage and backstage over the years. "In 1997, artistic management asked me to be a choreography assistant on a new show, *Winnie the Pooh and Friends Too*. It was a fantastic experience!" Today, Katy is part of the team of directors in charge of everything Disneyland Paris produces in terms of shows, parades, fireworks, etc. "My role is much bigger than just directing.

*I design, sometimes I write the script, I work with the musical director to choose the music, the costume and set designers, teams from casting and production, all to create the final effect. A production has so many parts! Next, I hand over the show or the event to operational teams on the ground. I learn something from every new project.*

Mickey and the Magician, for example, was the first time that we bought magic in a musical theatre production. The timing, the lights... Everything had to be extremely precise, to bring the magic alive on stage!"







*The iconic attraction Big Thunder Mountain got a huge rehabilitation for its 25-year anniversary. From renovated decor to new special effects, guests will love every detail of the new and improved wildest ride in the West!*





*Preparations for an exceptional anniversary celebration have been characterised by attention to detail and product quality, and driven by the ongoing search for excellence.*





All 500 career roles at Disneyland® Paris are working together to prepare the 25<sup>th</sup> anniversary celebration.





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