

## **Overview of the Shareholders Club Roundtable Discussion February 13, 2013 at 6:30 pm, at the Pullman Bercy Hotel - Paris 12<sup>th</sup>**

Philippe GAS, C.E.O. of Euro Disney S.A.S., Virginie Calmels, Chairman of the Euro Disney S.C.A. Supervisory Board and Olivier Lambert, Head of Investor Relations, Euro Disney S.C.A., would like to thank all the members of the Shareholders Club who participated in the roundtable.

This informal question and answer session covered the following subjects:

### **Current Context**

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- **Q1 2013 Revenues**
  - Total revenues are up 3% to 327 M€. Resort revenues recorded a 1% growth, at 321 M€ despite a difficult economic context and the shift of one week of the Christmas holidays over to Q2. Real estate revenues are up 6 M€, due to a transaction carried out in Q1 this year, while no transaction had been carried out last year.
- **Refinancing of the Debt**
  - Last September The Walt Disney Company (TWDC) gave us the opportunity to refinance our debt at an advantageous rate, allowing us to reduce the cost of the debt as of this year.
  - The Refinancing grants us greater operational flexibility, as the previous restrictive covenants have been cancelled.
  - The new repayment schedule is more gradual while only two years longer and will provide for 225 M€ of additional cash over the next five years. Over that same period, interest charges will decrease by more than 50 M€. All of these advantages will allow us to continue improving the Guests experience.
  - The Group exercised its purchase options and bought back the Disneyland Park, Disney Village and 5 Disney Hotels, and is now the owner of almost all of its assets.
- **Relationship with TWDC**
  - The Refinancing of the Debt put an end to the rumors of a purchase by TWDC that went back to August 2012 and were linked to an article published in Time magazine.
  - Through this Refinancing TWDC once again demonstrated its trust and long term support for Disneyland® Paris.
  - Since 1992, TWDC had accepted to cancel or push forward half of the Royalties and Management Fees Euro Disney owes it.
- **Marketing strategy**
  - There will be no campaign this year sending free Annual Passports. The idea is to simplify the existing Annual Passport offer by making a clearer difference between the various products offered.
  - The economic context has a direct impact on our key markets, in particular the Italian and Spanish markets. The English market has recorded an encouraging upward trend over the last few months, due in particular to a more favorable exchange rate and an efficient marketing strategy on that market. Indeed our marketing strategies change from one market to the next, depending on the consumers habits. In the United-Kingdom for example it is possible to make very early bookings and that is a real success.
  - We are looking into the possibilities of developing towards Eastern countries, Russia in particular.
  - We are also looking into the development of new methods to recognize loyalty by basing ourselves for example on what already exists in the Disney Parks in the U.S.A.
- **Supervisory Board**
  - The role of the Supervisory Board, among others, is to make sure the agreements between TWDC and Euro Disney are fair and that the Shareholders' interests are respected and protected.
  - At the time of the Debt Refinancing the Supervisory Board fully played its part.
  - Ms. Virginie Calmels has recently been appointed Chairman of the Supervisory Board. Given her financial background and her managerial qualities she was a natural choice for this position.
  - She underlined her investment in her new role as Chairman of the Supervisory Board and her wish to continue the work carried out by Antoine Jeancourt Galignani.

- **Annual General Meeting on February 28, 2013**
  - We have not yet implemented a voting system through internet but we are looking into it and we are studying the investment costs linked to this project. We must also make sure it corresponds to the habits of our shareholders.
- **Shareholders Club**
  - Club membership and renewal conditions have changed since October 1, 2012 with the increase of the number of shares needed to become a member, which today is 100.
  - We believe the change in the admission and renewal conditions will allow the Shareholders Club to better focus on its fundamental objectives.
  - The closing of the Salon Mickey is not at all on our agenda.
- **Workers Council**
  - Since 2011 the accounts of our Workers Council are certified by Statutory Auditors.

## **Disneyland® Paris**

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- **Disneyland Paris**
  - The 20<sup>th</sup> anniversary celebrations are extended for six extra months as of April 2013. Disney Dreams! will also continue and will be enriched by new scenes, thus becoming more immersive for our guests.
  - We are continuing the rehabilitation of our hotels in order to offer a product that meets our Guests expectations. The renovations of the Disney's Sequoia Lodge® and the Disney's Davy Crockett Ranch® were completed in the course of Fiscal Year 2012 and we recently began that of Disney's Hotel Santa Fe®.
- **Walt Disney Studios® Park**
  - We are currently focusing on the development of the Walt Disney Studios Park which we want to be the counterpart of the Disneyland Park.
  - The attraction based on the movie *Ratatouille* will be exclusive world wide and will be inaugurated in 2014, together with a restaurant and a boutique. The creative team at Disney.Pixar in the U.S.A. has participated in the attraction's animation development.
- **Lucasfilm-Marvel**
  - These two franchises open new and beautiful perspectives regarding the future evolutions of Disneyland Paris.
- **Boutiques**
  - We continue to upgrade our boutiques. This strategy pays as we have recorded an increase in the average spending throughout Fiscal Year 2012, linked in particular to the increase of the average check and the number of products sold.
  - The line of products for the 20<sup>th</sup> anniversary has had a real success.
- **Disney® Village**
  - Disney Village should continue to evolve with the objective of offering a product that is increasingly in line with our public's expectations.  
Ever since it opened, World of Disney, the largest boutique in Disneyland Paris, has clearly contributed to the improved performance of Disney Village.

## **Current and future projects**

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- **Sports partnerships**
  - After hosting and co-organizing the Disneyland Paris Leaders Cup with the LNB, we continue to invest in sport projects. We are studying various interesting offers, such as the one regarding the co-organization of a competition of electric cars.
- **Villages Nature**
  - The first phase of the Villages Nature project should open in 2016. The sale of the 1,700 housing units to individual investors should occur during the first semester of 2013.
  - Villages Nature is being developed according to a sustainable development logic including, among other things, the use of local geothermal energy to supply the site and what will be the largest water park in Europe, with heat and energy. Guests will thus be able to enjoy indoor and outdoor pools, in all seasons.
- **Conference on Disneyland Paris pricing strategy**
  - A conference will soon be organized by the Shareholders Club to allow Club members to better understand our marketing and sales strategy.