

**Report of the Shareholder's Club Round Table**  
**March 13, 2017 at 6:30 pm, at the Disney's hotel New York® Convention Center**

Catherine Powell, President of Euro Disney, Gilles Dobelle, Managing Vice President, General Counsel, Daniel Delcourt Senior Vice President and Chief Operating Officer, Chris Kaiser, Vice President Finance Controllershship and Yoann Nguyen, Head of Investor Relations, thank all members of the Shareholders Club who participated in this round table.

The informal question-and-answer session provided an opportunity to discuss a variety of topics to which Catherine, Mark and Gilles responded:

### **Tender Offer by TWDC on Euro Disney**

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- *Will the tender offer be effective if TWDC fails to repurchase at least 95% of the shares on the market?*

TWDC announced its intention to acquire the outstanding shares of Euro Disney S.C.A and subsequently to proceed to a recapitalization of up to 1.5 billion euros. If TWDC, following the tender offer, holds at least 95% of Euro Disney S.C.A shares, it will process to a squeeze out followed by a delisting of Euro Disney shares from Paris stock exchange (Euronext). The recapitalization will come afterwards. In the case where TWDC does not reach 95% of the capital after the tender offer, Euro Disney will remain listed and TWDC will proceed with the recapitalization.

- *You recorded an impairment of € 583 million, how do you explain that? Can you explain me what disappeared? Once TWDC would have taken over, maybe will they re-evaluate the assets upwards?*

The events in Paris weakened our business and had a negative impact on our performance. We recorded a 7% drop in our revenues due to the decrease in attendance.

In accordance with IFRS and French accounting standards, the Company carried out a review of its assets' value (book value) due to the existence of an indicator of impairment (decrease revenues following the events in Paris). The impairment charge is the result of this review, the recoverable value of our assets being lower than the book value.

- *Given to the senior executive's compensation, should not we start by reducing it to save money?*

We are very transparent in terms of executive compensation. For Catherine Powell, there is a fixed and variable part in her compensation that takes into account her responsibilities as *Présidente* and the cost of her relocation from Australia.

### **The Shareholders' Club**

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- *What is the future of the Shareholder's Club and what kind of relationship will be maintained if the Company become private?*

We want to maintain the privileged relationship we have with the shareholders who are members of the Club, which is very important to us, even if the company should no longer be listed. Shareholders have a very strong and emotional connection to the company and its history. We are still working on it today and hope to be able to tell you more at the General Meeting.

### **Strategic Guidance**

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- *Thanks to the rehabilitations, your predecessors had good starts. Today the park is almost completely renovated so what is your mission?*

We will continue to develop entertainment and new shows that are truly successful. They will be in the deep heart of the 25th anniversary. I also wish to give more autonomy to the teams as well as to our Cast Members, develop partnerships with digital companies, local or American ones, to further improve our Guests' experience.

- *Why don't you adjust the entry fee to take into account the rehabilitations or the unavailability of many attractions (out of order)?*

On one hand, our investment and renovation strategy was planned well ahead, as well as our pricing schedule. However, we do everything possible to inform our Guests about attractions closing. Two years is very short to prepare the park for the 25th, we had no other choice but to massively renovate the resort. On the other hand, all the scenes in the park have been reinvested to balance closed attractions.

- *We are dependent on a small number of attractions (often closed) because the offer is not large enough, and the commercial policy is oriented towards a price increase. Aren't we killing the demand?*

We are open 365 days a year and our open attractions reach an operational rate of 96%. The teams work day and night to ensure maintenance in order to reduce incidents and breakdowns, always to improve the Guests experience. Quality of service, entertainment and safety are our priorities.

- *What about Villages Nature and how do you integrate it into your long-term projects?*

Decisions are taken in agreement with Pierre & Vacances. We are working closely to gain new market shares that we are not capturing yet (Germany, Northern Europe ...). Thanks to Villages Nature we propose a complementary eco-tourism offer which addresses an important demand.

## **Annual Passport**

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- *For Annual Passports owners with a family of 4 people, for example, is any compensation provided for children as they cannot benefit from all the advantages related to the annual passports?*

Our teams worked for a year with the passports holders to better understand their expectations (what advantages they wanted, how long ...). Our studies showed a strong demand for a premium product, this is why we have launched the "Infinity" passport.

This study pointed out that the offer should evolve, including more exclusivity and a range of passports that reflects the premium demand while maintaining an entry-level annual passport. We are part of the IAPA (International Adventure Park Association) associations and SNELAC (National Union of Leisure, Attractions and Cultural Spaces) where we have an active hub which allows us to be aware of the latest news in leisure and marketing industry.

- *We were already struggling with our current passports to attend to events because either we did not receive emails or it was too late to sign up, so why should we pay more to have the same services?*

First of all the offer has not been launched yet so we must wait a bit before coming down against it. Second, you cannot say it is the same thing, because the changes were driven by the wish for more choices and more services. This price you consider too high is justified by the premium experience you will get.

## **Disneyland® Paris**

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- *What will you do for existing attractions (recurring breakdowns and queue lines) and especially for the new attractions coming next? There is a high risk that some unpleasant events impact any guests' visits.*

There were some operating times but our priority is safety and if we detect defaults on our attractions, we stop them. On Big Thunder Mountain, the trains went faster than expected because of the control system that had been changed. Some technical issues were observed at the opening. A team of engineers was dedicated to both BTM and Ratatouille to find solutions to the problems as quickly as possible.

- *What about Wi-Fi?*

In a few weeks, it will be on in the Walt Disney Studios® Park and then in the Disneyland Park. After our rehabilitation plan Wi-Fi will be also available in all the hotels, except in the Ranch for now.

- *Regarding the licenses, are you going to modify few attractions such as the Disney Junior live to adapt them more to children?*

You are 100% right, we are currently studying the possibility of renewing *Disney Junior live*. As far as Marvel is concerned, it should not be long, because following the success we have had with *Star Wars* and *The Season of the Force*, we have created new entertainment which generates satisfaction at a lower cost; it is inspiring for our future developments.

## **Disney Village & Miscellaneous**

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- *What about access to the esplanade?*

There is litigation in progress so we will respect the court decision but we already reached an agreement with the public authorities to operate on this area on an ongoing basis to ensure both safety and security, should this area be either public domain or private.

- *Are you going to extend or propose longer events than two or three days for Rock and Country festivals?*

We are working on new festival programs like "October Fest", with a weekly given theme. We will also have a "Food & Wine" festival in September. These types of events were initiated by Catherine upon her arrival. We also want to diversify the offer by being more responsible financially thanks to this kind of events. This is another way to reach visitors and give a very immersive experience.

- *Do you plan to develop Disney Village which offers a large catchment area?*

This is a key topic, we have plan to develop it, but we cannot come up with more details yet. The Disney Village is part of our renovation plan. We want to guarantee the Disney experience and make the spaces more fluid. We have recently been working with new partners such as Five Guys. The Disney Village is an excellent complement to the Resort.