

DISNEY WAY I

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DISNEYLAND INTERNATIONAL

Disneyland International, a subsidiary of the Walt Disney Company, is responsible for providing overall direction for projects involving the Walt Disney Attractions segment of the Corporation. This responsibility can include assessing project feasibility, developing suitable master plans, recommending specific locations, negotiating management contracts, providing operational design criteria and guidelines, and overseeing the ultimate operation of the project.

The Company evolved from Disneyland, Inc., which, to fulfill the Walt Disney Company's contractual obligation to Oriental Land Co., Ltd. (owners and operators of TOKYO DISNEYLAND), had been established in June 1983, to provide support in the operation of the first international Disney Theme Park.

Ongoing functions of Disneyland International include:

- o Researching and developing special projects for Walt Disney Attractions.
- o Supporting Oriental Land Co., Ltd. in matters regarding the operation of TOKYO DISNEYLAND.
- o Maintaining operational and technical documentation for all Walt Disney Attractions locations.

DISNEYLAND INTERNATIONAL

Dick Nunis	President
Jim Cora	Vice President
Ron Pogue	Managing Director,
John McCoy	Manager

THE WALT DISNEY COMPANY JAPAN

TOKYO DISNEYLAND DIVISION

Jim Cora	Vice President
Ron Pogue	Managing Director
<u>Disney Expatriates</u>	
Bill Bealer	Director, Maintenance and Construction
Bernie Bullard	Director, Marketing and Participant Affairs
Fred Duffy	Director, Entertainment and Theme Show Services
Mas Imai	Director, Financial Affairs
Rudy Lord	Director, Design
Steve Nakasone	Director, Business and Legal Affairs/ Administration
Tom Turley	Director, Theme Park Operations, Employee Relations, General Services, Food and Merchandise
Dave Simpson	Manager, Marketing

TOKYO DISNEYLAND

BASIC AGREEMENT (4/79)

ORIENTAL LAND CO. RESPONSIBILITIES:

- o Own
- o Construct
- o Finance
- o Operate

THE WALT DISNEY COMPANY RESPONSIBILITIES:

Operations (Disneyland International) -

- o Provide overall support, guidance and advice
- o Tokyo Disneyland Purchase and Film Delivery Requests
- o Entertainment Service Requests
- o Theme Park Master Plan
- o Peripheral Area Planning and Development
- o Communications Coordination

Projects (Walt Disney Imagineering) -

- o Design/Engineering
- o Ride/Show Manufacturing Support
- o Installation Technical Support
- o Technical Publications

On-Site Management Services -

- o Liaison and Communication with Oriental Land Co., Ltd.
- o Monitor Operations and Inspect Facilities
- o Provision and Delivery of New and Improved Disney Technology and Know-how
- o Protection of Disney Philosophy, Name, Trade Names, Trademarks and other Disney Properties
- o Ensure Compliance with Disney Standards/Manuals
- o Represent Disney on Park Operating Committee
- o Provide Support for American Entertainers

TWENTY-YEAR TERM -- OPTIONS FOR FIVE ADDITIONAL 5-YEAR PERIODS:

Royalties -

- | | |
|------------------------|-----|
| o Admissions and Rides | 10% |
| o Merchandise and Food | 5% |
| o Participant | 4% |

**THE WALT DISNEY COMPANY JAPAN
TOKYO DISNEYLAND DIVISION**

The Walt Disney Company Japan has an assignment from Disneyland International to render the following services with Oriental Land Company:

- o Liaison and communication with Oriental Land Company regarding Disney support, guidance and advice
- o Provision and delivery of new and improved Disney technology and know-how
- o Protection of Disney philosophy, name, trade names, trademarks and other Disney properties
- o Monitor operation and inspect facilities
- o Ensure compliance with Disney standards/manuals
- o Provide support for U.S. entertainers
- o Represent Disney on Park Operating Committee
- o Provide liaison coordination for all Far East Disney activities with Tokyo Disneyland and Oriental Land Company

TOKYO DISNEYLAND MILESTONES

- o Oriental Land Co. Formation 1962
- Major shareholders:
 - Keisei Electric Railway Co., Ltd.
 - Mitsui Real Estate Development Co., Ltd.
- o Recreational Activity Survey by Oriental Land Co., Ltd. 1972
- o Oriental Land Co., Ltd. Approaches Walt Disney Productions 1974
- o Feasibility Study 1976
- o Level II Scope 1977
- o Master Contract Signed April 1979
- o Ground Breaking Ceremony December 1980
- o Construction Starts April 1981
- o 15 Tokyo Disneyland Participants Announced October 1981
- o Attractions Installation Starts April 1982
- o Employment Center Established May 1982
- o Construction Ends January 1983
- o On-Site Training Starts January 1983
- o Grand Opening April 1983

TOKYO DISNEYLAND

LOCATION AND MARKET

LOCATION

Located 10 km (6.2 miles) from the center of Tokyo in Urayasu, Chiba-prefecture.

MARKET

The local market (30 miles - 50 km - radius of the Park) approximately 30 million inhabitants (more than the population of the State of California).

The 30 million people are three times the number of people within a 30-mile radius of Disneyland.

Great popularity of Disney film and merchandise.

Population base.

Demand for leisure facilities.

Favorable economic climate.

TOKYO DISNEYLAND
OPERATING HIGHLIGHTS

Opened	April 15, 1983
First Year Attendance (1983/1984)	9,933,000
Second Year Attendance (1984/1985)	10,013,000
Third Year Attendance (1985/1986)	10,675,000
Fourth Year Attendance (1986/1987)	10,665,000
Disney Theme Park Record Attendance Day (December 31, 1986)	136,957
Operating Days	350
Peak Operating Hours (9:00 a.m. - 10:00 p.m.)	13 hours
Number of Employees	7,600
o Regular	2,150
o Part-time	5,500

**TOKYO DISNEYLAND
MASTER PLAN HIGHLIGHTS**

1984 (completed)

General Store (Rawhide Corral conversion) - (April 27)
Parking Lot expansion - (May)
Meet the World show activation - (March 11)
Silhouette Studio - (April 10)
Restaurant Hokusai - (July 21)
Second Omnibus - (July 21)
Main Street Cinema conversion - (July 10)
Promenade Gifts - (July 7)

1985 (Completed)

Magic Journeys - (January 17)
Electrical Parade - (March 9)
Alpine Haus (Ice Cream Fantasy conversion) - (March 20)

1986 (Completed)

Alice's Tea Party - (March 8)
Group Photo Plaza - (March 1)
Crystal Arts - (April 25)
(Part of Laffite's Treasure Chest conversion)
American Journeys - (May 17)
(Magic Carpet Round the World conversion)
Frontier Woodcraft - (June 20)
Cinderella's Castle Mystery Tour - (July 11)
Safari Trading Company - (December 7)
(Tropic Toppers conversion)

1987

Captain EO (Magic Journeys Conversion) - (March 20)
Small World Restaurant - (March 9)
Lucky Nugget Cafe - (June 27)
Lucky Nugget Stage - (June 27)
Big Thunder Mountain Railroad complex - (July 4)

1988

Promenade (Gifts) East - (July 7)
Tomorrowland Stage - (April)
Sheraton Grande Tokyo Bay Hotel - (April 14)
Tokyo Bay Hilton International Hotel - (July)
Regent Park Hotel - (July)

TOKYO DISNEYLAND
MASTER PLAN HIGHLIGHTS

1989

East JR Tokyo Disneyland Station
Star Tours - (June/July)

1990

Country Bear Jamboree (New Show) - (May)

1991

Splash Mountain

1993

Matterhorn Bobsleds - (March)

**THEME PARK
FACILITY SUMMARY**

	<u>ATTRACTION</u>	<u>FOOD</u>	<u>MERCHANDISE</u>
Disneyland	48	32	62
Magic Kingdom	41	31	55
Tokyo Disneyland	32	30	41
EPCOT Center	17	26	53
Euro Disneyland (proposed)	29	28	32

THEME PARK COMPARISON

GUEST PROFILE

	<u>TOKYO DISNEYLAND</u>	<u>DISNEYLAND</u>	<u>MAGIC KINGDOM</u>	<u>EPCOT Center</u>
PEAK MONTHS				
First Month	August	August	July	March
Second-Month	March	July	August	July
AVERAGE LENGTH OF STAY	6.3 hours	7.3 hours	7.3 hours	8.hours

THEME PARK COMPARISON

DEMOGRAPHICS

	<u>TOKYO DISNEYLAND</u>	<u>DISNEYLAND</u>	<u>MAGIC KINGDOM</u>	<u>EPCOT Center</u>
STATE (KANTO)	63%	60%	20%	21%
NATIONAL	30%	28%	74%	75%
FOREIGN	<u>7%</u>	<u>12%</u>	<u>6%</u>	<u>4%</u>
	100%	100%	100%	100%
AGE DISTRIBUTION				
Adult	67%	62%	63%	73%
Junior	15%	6%	7%	7%
Child	<u>18%</u>	<u>32%</u>	<u>30%</u>	<u>20%</u>
	100%	100%	100%	100%

EURO DISNEYLAND

* Bob Fitzpatrick	President
Jim Cora	Executive Vice President
* Lee Lanselle	Vice President, Business Affairs/Administration
Thor Degelmann	Director, Employee Relations
* Bill Gair	Director, Facilities Management
* Bernard Geiben	Director, Security
Sam Hutchins	Director, Merchandise
Steve Lewelling	Director, Operations
Jack Myers	Director, Marketing
Craig Smith	Director, Administration
Larry Sullens	Director, Information Services
Dave Vermeulen	Director, Foods/Administration Walt Disney World
Tom Gardner	Project Cost Controller
Linda Hwa	Manager, Finance

* Located in France.

EURO DISNEYLAND

WHY EUROPE?

THE EUROPEAN MARKETPLACE

	<u>EUROPE</u>	<u>U.S.A.</u>
Continental Land Area (Millions of Square Miles)	1.4	3.5
Population (in millions)	353	232
Density (Population/Square Miles)	254	64
Per Capita Income (1980)	\$10,032	\$9,503
Vacation (Weeks)	4-6	2-3
Theme Park Competition	Limited	Extensive

EURO DISNEYLAND

WHY PARIS?

- o High Population Base (1 hour drive) 17.4M
- o High Population Base (6 hour drive) 100.0M
- o High Per-Capita Income \$13,000
- o High Tourism 18.5M
- o Short-Vacation Potential
- o Complementary Tourist Season
- o Outstanding Transportation
- o Good Site Location
- o Europeans Preferred Paris Location
- o Peripheral Development Potential

EURO DISNEYLAND

OBSTACLES TO OVERCOME

- o POOR CLIMATE

Annual Rainy Days 119

Annual Cloudy Days 160

Temperature Nov - Mar Below 50F

OBJECTIVE: Design Park with weather protection and emphasize indoor facilities.

- o NEGATIVE TOURIST PERCEPTION

Requires short vacation (similar to New York City)

Expensive

Poor hospitality reputation

For adults only/Paris nightlife

OBJECTIVE: Address positively in marketing communications and cast/guest interaction training. Benefit of generating attendance from non-traditional markets.

- o COMPETITION WITH PARIS FOR TOURIST TIME

OBJECTIVE: Develop package to incorporate both Paris and Euro Disneyland attractions as a combined tourist destination.

- o THE FRENCH DO NOT VISIT PARIS

OBJECTIVE: Distribute French tourist visitation throughout the year.

EURO DISNEYLAND

OPENING — SPRING 1992

OPENING DAY SCOPE

o **MAGIC KINGDOM**

Attractions

- 29 Facilities
- 46,781 Hourly Capacity

Foods

- 28 Facilities
- 13,845 Hourly Meal Capacity

Merchandise

- 32 Facilities
- 48,939 Total Square Footage

Entertainment

- 3 Stages
- Character and Atmosphere Talent

Support Facilities

o **PERIPHERAL**

Hotels

Resort Center

Campgrounds

Golf Course

Residential Housing

Office/Industrial

EURO DISNEYLAND

PROJECT DEVELOPMENT SCOPE

- o Magic Kingdom
- o Hotels
- o Camping Facilities
- o Convention Facilities
- o Recreation Facilities
 - Water
 - Golf
 - Equestrian
- o Retail
- o Industrial/Offices
- o Residential

WALT DISNEY ATTRACTIONS DOCUMENTATION

PURPOSE AND RESPONSIBILITIES

In January 1985, Disneyland International established the Walt Disney Attractions Documentation department in an effort to help coordinate the documentation and communications among DISNEYLAND, WALT DISNEYWORLD, TOKYO DISNEYLAND and in anticipation of EURO DISNEYLAND.

The purpose of this department is to ensure that operational information developed and/or changed by any or all of the Walt Disney Attractions locations is properly documented and communicated in a consistent format and distributed so that all may benefit from such information, thus contributing to a safe and consistent operation among all Parks.

The major responsibilities of the department are:

- o Maintain the Documentation Center Library.
- o Provide written controls for maintaining the Disney standards in all Walt Disney Attractions operations.
- o Maintain Standard Operating Procedures and Policies and Procedures for Disney.
- o Coordinate operation information among Walt Disney Attractions locations.
- o Coordinate technical documentation summary among Walt Disney Attractions locations and Walt Disney Imagineering.

**WALT DISNEY ATTRACTION DOCUMENTATION
LIBRARY**

ALMANAC

Annual Theme Park Diaries
Company Histories
Corporate Executives
Company Organization Charts

A/V

Videotapes
Slide Library

CLASSES/PROGRAMS

University
Division

INTERNAL PUBLICATIONS/PRODUCTS

Will include all items developed specifically for Walt Disney
Attractions Cast Members:
o Newsletters
o Special Publications
o Posters
o Commemorative Items

NOMENCLATURE GUIDELINES

Attraction and Facility Nomenclature
Style Guide - including use of name marks
Participant Lists
Entertainment
Logos

MARKETING SAMPLES

Press Releases
Main Entrance Guidelines
Entertainment Handouts
Merchandise Guidebooks
Marketing Brochures
Advertisements

WALT DISNEY ATTRACTION DOCUMENTATION LIBRARY

MENUS

Copies of Paper Menus
Photographs of Menu Boards
Special Event Menus

SHOW SCRIPTS

All scripts and lyrics of songs recorded for Theme Park attractions will include approved translations where applicable (e.g., Tokyo Disneyland, Europe).

SPIEL ENCYCLOPEDIA

Attraction "Stories Behind the Stories"
Attraction Facts and Figures
Live Narration Scripts

STANDARD GRAPHICS COPY

Standard and recurring graphics copy (ticket and time wait stanchions, exit only, Cast Members only, etc.)
Disclaimers (kiosks, parking tickets, attractions, etc.)

THEME PARK AND RESORT OPERATING STANDARDS

S.O.P.'s
Training Outlines/Checklists
Policies and Procedures
Supervisory Responsibilities

WALT DISNEY IMAGINEERING TECHNICAL MANUALS

Manuals developed by Walt Disney Imagineering for Audio-Animatronics shows in each Theme Park. Actual manuals when possible; lists and tracking sheets in all cases.