



WALT DISNEY
Parks and Resorts

R E P O R T O N
Safety



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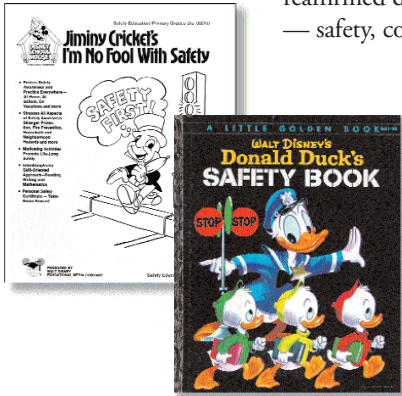
Our Commitment

On July 17, 1955, Walt Disney opened Disneyland on 54 acres in Anaheim with the simple goal of creating a park in which “parents and children could have fun together.” Today, our operations span three continents, with six resorts, 10 theme parks and more than 90,000 Cast Members worldwide.



Yet, while much has changed since Disneyland welcomed its first Guest nearly 50 years ago, there is one thing that remains the same — our ongoing commitment to safety.

This enduring commitment is captured in timeless Disney pieces such as the 1954 publication Donald Duck’s *Safety Book* and Jiminy Cricket’s *I’m No Fool* series, which has been educating children about safety from the 1950s to the present day. And it is reaffirmed daily in our Parks and Resorts, where safety is always first among the four quality standards — safety, courtesy, show and efficiency — that guide all of our operational decisions.



Indeed, we believe today, just as we did in 1955, that the safety of those who work and play at our Resorts is our single most important responsibility as a theme park operator.

That is why I am so pleased to present the *Walt Disney Parks and Resorts Report on Safety*, the first edition of a publication developed specifically to provide our Guests, community and business partners, and shareholders with a better understanding of the steps we take to make our properties safe for the millions of people who visit each year.

Because international Parks and Resorts are governed by different laws, regulations and ownership structures, this report focuses exclusively on our domestic operations.

However, there are quality safety programs in all properties that carry the Disney name, and they are enhanced significantly by regular collaboration between Cast Members here in the United States and their equally dedicated colleagues overseas.

We are extremely proud of the engineers, maintenance technicians and operators who comprise this extended safety team, and most of this report is dedicated to describing their concerted efforts to keep our properties safe.

But, ultimately, even the most conscientious Cast Members cannot do it alone. Guests, too, have an essential role to play in making every visit to our Parks magical and participating responsibly in the entertainment we offer.

So in addition to discussing design standards, maintenance protocols and training programs, this report addresses what we do to educate our Guests and help them make safe choices while enjoying our attractions. After nearly five decades of operating experience, we know just how important this partnership with our Guests is. And we also understand our special responsibility to cultivate it through clear signage, helpful Cast Members and quality information resources such as this report.

Thank you for taking the time to learn more about our commitment to safety, and we hope to see you at our Parks and Resorts soon.

Sincerely,

PAUL S. PRESSLER
Chairman, Walt Disney Parks and Resorts



Disney Quality Standards

- Safety
- Courtesy
- Show
- Efficiency

Safety in Our Resorts

Every year, millions of visitors from around the world come to our domestic properties — the Disneyland and Walt Disney World Resorts — to share in the fun and fantasy we have always taken so much pride in offering our Guests.

Of course, the magic and memories we seek to create involve a broad range of activities, from riding attractions to swimming, dining, shopping and enjoying live entertainment. We know that each of these activities is equally important to an enjoyable visit and, therefore, make safety a priority in all of the experiences found on our properties.

Our comprehensive attraction safety program is explained in detail later in this report, but first, we wanted to describe some of the other measures we have in place to help keep Guests safe not only on rides, but throughout their stays:





Lifeguard Training

Together, the Disneyland and Walt Disney World Resorts train more than 1,200 lifeguards a year to monitor activities at water parks, pools and lakes.

These lifeguards must complete a thorough training program that exceeds most national standards and includes both a water-skills test and up to 24 hours of basic training in water rescue techniques, CPR, basic First Aid, oxygen administration and the use of Automated External Defibrillators (AEDs). After completion of basic training, lifeguards must also perform four hours of in-service training each month and participate in frequent unannounced audits by one of the world's premier aquatic safety service providers.

Even the lifeguards who successfully complete this exhaustive training and review process are permitted to patrol only those bodies of water for which they have been specifically licensed and must undergo eight hours of recertification training on an annual basis.

FAST FACT:

Stormalong Bay, the swimming area at Beach Club Resort in Walt Disney World, holds 750,000 gallons of water, making it the largest sand-bottom pool in the world.



Voluntary CPR Training

In both the Disneyland and the Walt Disney World Resorts, we offer the American Heart Association (AHA) Heartsaver AED training course, a four-hour program in which Cast Members receive instruction in CPR and other life-saving techniques. Cast Members who participate are required to pass both a skills test and a written test before receiving their AHA Heartsaver AED certifications.

Food Safety

At Walt Disney Parks and Resorts, we take a “farm to fork” approach to food safety, using a combination of high standards, strict processes, aggressive quality assurance programs and well-trained Cast Members at every stage of the food delivery and food service process.

Critical food suppliers must demonstrate proper food safety practices, verify compliance with all regulatory requirements, provide food samples for testing in a microbiological laboratory and submit to ongoing food safety audits throughout the term of our relationship.

We are equally exacting when it comes to our own food service Cast and facilities.



To support this inspection process, both of our domestic Resorts use a computerized system called CAFÉ (Creatively Analyzing Foods and Environments) that utilizes state-of-the-art handheld technology to collect and analyze food safety data. This system has been incorporated into several activities critical to food safety, including the evaluation of food and beverage facilities on our properties, inspection of vendor food processing plants and microbiological sampling and testing.

Food Allergies and Dietary Restrictions

We are proud that our Cast is specially trained, to handle requests from Guests with food allergies and special dietary needs. At both of our domestic Resorts, the reservation tracking systems used can note common food allergies when a Guest requests priority seating. This information is then made available to our food locations, in advance of the Guest’s scheduled arrival, so we can make every effort to accommodate their dietary needs.

FAST FACT:

Last year, Guests at the Disneyland Park alone consumed 4 million hamburgers, 1.6 million hot dogs, 3.4 million orders of French fries, 1.5 million servings of popcorn, 3.2 million servings of ice cream, 1.2 million gallons of soft drinks and 2.8 million churros.



All of our Cast Members in food service undergo formal training in topics ranging from storing and preparing food to sanitation and personal hygiene, and receive periodic communications, such as electronic newsletters, that have been developed specifically to address food safety issues.

We have also implemented a Hazard Analysis of Critical Control Point program — better known as HACCP — at food and beverage locations throughout our domestic Resorts. To help ensure that our food is stored and cooked at the correct temperatures and for the correct periods of time, we use critical limits taken directly from regulatory food codes and check both time and temperature control points at our food service establishments throughout the day.

In addition, each of our food service facilities is routinely audited by members of our food safety departments for compliance with our internal standards and applicable government regulations.

We have received multiple awards for our efforts in food safety, including the 1999 Mariel C. Furlong Award for our outstanding commitment to making a difference in the lives of people with allergies and the 2001 Black Pearl Award for Corporate Excellence in Food Safety from the International Association for Food Protection.



Security

Our security teams are dedicated to promoting a safe and secure environment in which all of our Guests can relax and enjoy the Disney magic.

More than a thousand Cast Members are employed in security operations at the Disneyland and Walt Disney World Resorts. In addition to patrolling our properties in vehicles, on bicycles and on foot 24 hours a day, Security Cast Members provide parking lot security; check Guest and Cast Member bags at entrances to our Parks and backstage areas; manage access/security credentials for Guests, Cast, vendors and suppliers; control access to our properties and facilities; work cooperatively with federal, state, county and local law enforcement agencies; and administer our Emergency Operations plans and Command Centers.

We also contract with local authorities in each of our domestic operating areas to perform routine law enforcement duties in our Reports. These law enforcement agencies maintain a permanent, dedicated presence on our properties at all times.

Anaheim Fire Department paramedics prepare for their day at the Disneyland Resort substation.

Emergency Response

The Disneyland and Walt Disney World Resorts have each established a permanent Emergency Operations Center to provide a swift, well-coordinated response in the event of an emergency. These Centers are always on alert and use the same unified command system as law enforcement agencies (the Incident Command System or “ICS”) to facilitate communication and expedite mobilization in crisis situations.

Unified Incident Command Teams at both of our domestic Resorts work closely with law enforcement, fire departments and other agencies to prepare for emergencies before they occur through a combination of comprehensive planning and frequent emergency response drills.

Both the Disneyland and Walt Disney World Resorts have extensive two-way radio systems that enable communication among members of their respective operating teams. A special feature of these radio systems is a “tone out” capability that allows priority information to be sent out simultaneously to hundreds of Cast Members throughout each property.

Our own emergency response capabilities are supplemented with resources from local authorities. At the Walt Disney World Resort, Reedy Creek Emergency Services provides on-site fire and paramedic support from several locations throughout the property, while at the Disneyland Resort, the Anaheim Police Department and Anaheim Fire Department each maintain an on-site substation to speed the deployment of police, firefighters and paramedics when their services are needed.



Cast Safety

At Walt Disney Parks and Resorts, we are dedicated to the safety of our fellow Cast Members as well as the safety of our Guests, and employ developed a comprehensive approach to workplace safety that emphasizes three key elements — expertise, continuous monitoring and Cast awareness.

Expertise

The Safety Departments at both of our domestic Resorts call on experts from a broad range of disciplines as part of their comprehensive, proactive approach to safety issues. The dedicated professionals involved in our Cast safety program include certified safety professionals, professional engineers, certified industrial hygienists, ergonomists, masters of public health, certified food safety professionals, registered sanitarians, registered microbiologists and biologists.

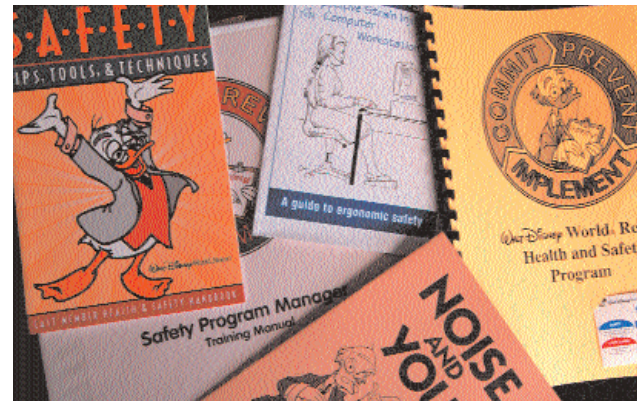
Consistent Monitoring

Our Safety Departments carefully monitor workplace conditions, Cast concerns and best practices in order to respond to safety issues in a timely and effective manner.

For example, in addition to scores of health and safety audit walks through our various areas of operation, the Disneyland and Walt Disney World Resorts together performed more than 300 industrial hygiene surveys and over 250 work area ergonomic assessments last year alone.

We have also established several channels through which Cast Members can report safety concerns, including not only global and local safety committees, but also designated safety lines that enable callers to leave anonymous messages regarding safety issues 24 hours a day, seven days a week.

To help us address issues identified through our audit and Cast communication programs, we



regularly track new ideas, products and technologies applications that may offer safer ways for us to do business.

Cast Awareness Programs

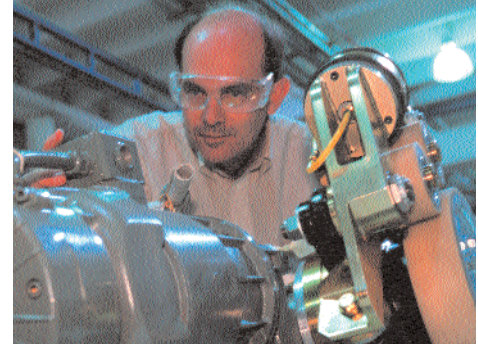
Ultimately, all of our Cast Members have an important role to play in Cast safety. To help our entire Cast understand what they can do to create a safer work environment for themselves and their colleagues, we present a variety of Cast awareness courses on accident and injury prevention. The important topics addressed in these classes include lifting, working from heights, heat stress, heat burns, mechanical and electrical safety, ergonomics, eye protection, respiratory protection, cut prevention, slips/trips/falls, confined space entry, vehicle operation, fire safety, office safety, track maintenance, working with chemicals, blood borne pathogens and many others. Safety awareness is also an integral part of both our new-hire orientation programs and our required leadership training courses.

In addition to formal training programs, we use a number of vehicles to disseminate safety information in the course of the workweek, such as pre-shift meetings, area bulletin board postings, local area newsletters and a variety of other publications.

FAST FACT:

The Walt Disney World Safety Department's professional Health & Safety Team walk more than 12,000 miles per year performing audits, evaluations, design reviews, testing and other safety functions. That is equivalent to walking all the way across the country 3.5 times.

Chief Safety Officer and Global Safety Team



Our attraction safety efforts are led by our Chief Safety Officer, Greg Hale, who reports directly to Paul Pressler, Chairman of Walt Disney Parks and Resorts, and provides global oversight for our entire attraction safety program — including ride system design, manufacturing, operations, guest communication and quality assurance.

As Chief Safety Officer, Greg is responsible for keeping Walt Disney Parks and Resorts at the forefront of theme park safety by driving continuous improvement in every aspect of our attraction safety efforts. Key elements of his job include:

- Facilitating the exchange of safety-related information and promoting consistent standards across all of our domestic and international Parks;
- Integrating theme park best practices, as well as new ideas from related industries and scientific disciplines, into our safety protocols;
- Developing and evaluating new safety technologies;
- Monitoring compliance with regulations and internal standards;
- Analyzing trends and anticipating safety challenges;



- Reinforcing our Cast-wide commitment to safety; and
- Building constructive relationships with government agencies involved in regulating theme parks.

Working closely with Greg to keep our attractions safe is our Global Safety Team, which includes experts from a broad range of disciplines (including engineering, maintenance, operations, facilities, park safety and theme park design) who convene regularly to share best practices across our many attractions and theme parks.

“Benchmarking between Walt Disney Parks and Resorts and NASA Kennedy Space Center has provided both of our organizations with valuable insight into best practices in the areas of safety, health, environment, facilities, operations, maintenance and security.”

— Chris Fairey
Director of Space Port Services
NASA Kennedy Space Center

In addition to executive level representation from each of our Resorts worldwide, the Global Safety Team has a number of specialized sub-committees that focus specifically on individual elements of attraction safety, such as design standards, training and quality assurance.

Our Chief Safety Officer and Global Safety Team are always exploring new ways to make our Parks even safer, and as a result our safety program is constantly evolving to reflect new ideas, approaches and technologies. On the pages that follow, we describe some of the measures currently in place to make our Parks safe both for our families and those of our Guests.

What's New

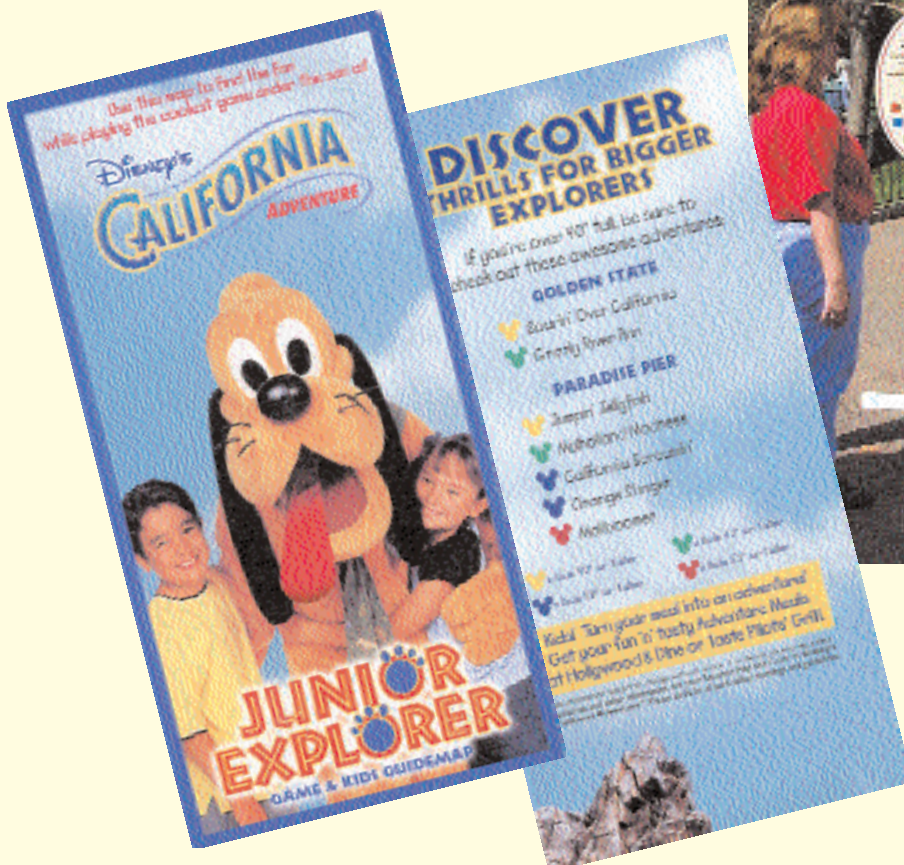
All of us at Walt Disney Parks and Resorts take pride in everything we do to keep our properties safe — from the highly-trained lifeguards who patrol our pools, to the advanced safety technologies that we incorporate into our attractions.

But we also understand that we can never stop exploring ways to enhance safety through the use of innovative technology.

In keeping with this commitment to continuous improvement, here are a couple of new tools intended to make our Parks and attractions even safer, and to help our Guests make responsible choices for themselves and their families.

Goofy's Magic Measure

The Disneyland Resort is currently testing a new height check system that uses ultrasonic soundwaves to standardize the way in which Guests are measured for height-restricted attractions. After being measured at a central location, Guests receive a color-coded wristband that indicates which attractions they are eligible to ride. In addition to having the potential to be an effective safety measure, this high-tech tool, when used in combination with coded Park maps, could help visitors to our properties plan their time more effectively.



The “Junior Explorer” maps at Disney’s California Adventure Park use color coding to indicate the height requirements for each attraction.



“The American Heart Association applauds Disney for taking this very important and progressive step in using technology to improve the chance of survival for their Guests and Cast Members. This effort represents one of the largest private deployments of AEDs in the United States. In emergencies and sudden cardiac arrest, immediate access to AEDs and trained rescuers can mean the difference between life and death.”

— Vinay Nadkarni, M.D.
Chairman, American Heart Association’s
Emergency Cardiovascular Care

Automated External Defibrillators (AEDs)

This year, Walt Disney Parks and Resorts will complete one of the largest private deployments of Automated External Defibrillators (AEDs) in the United States, with the installation of more than 600 devices in its domestic properties and on Disney Cruise Line ships.

Described by the American Heart Association (AHA) as “simple, safe and effective,” an AED is an easy-to-use and compact device that treats the most common cause of cardiac arrest. When activated, the unit automatically analyzes the patient’s heart rhythm and prompts the trained user through verbal step-by-step instructions. If required, a life-saving electric current is delivered through the same adhesive electrode pads used to diagnose the patient’s condition.

To date, more than 4,000 Disney Cast Members have been trained as designated responders in the use of AEDs and the Walt Disney World Resort has been recognized as an official Corporate Training Center for the AHA. To become an AED Designated Responder, Cast Members must complete either the AHA’s or the National Safety Council’s Adult CPR/AED course, both of which require a skills test and written exam for certification.

These devices have already proven to be effective, as they have helped save a total of six lives at our two domestic Resorts since 1998.

In addition to AEDs, both of our domestic properties have emergency medical facilities to assist Guests rapidly. At the Disneyland Resort, there are currently four emergency medical service facilities and four full-time paramedics on-site. At the Walt Disney World Resort, there are three emergency medical facilities located on property, as well as Medical Assistance Response Carts (MARC) stationed at each of the Resort’s four Parks.



In February, 2002, Patrick Sharland, a registered nurse at the Disney-MGM Studios, became the first Walt Disney World Cast Member to save a Guest’s life using an AED. Jennifer Costello, communications director of the Florida/Puerto Rico Affiliate of the American Heart Association (AHA), and Dr. Mark Swanson, former president of the AHA, presented Patrick with the AHA’s HeartSaver Award for his efforts.

Safety by Design



Blue Sky

Every attraction begins with a "blue sky" concept - the earliest spark of an idea. As the concept develops, the show team expands to include numerous disciplines. Designing for safety begins in this early phase.

Most Disney attractions are created by Walt Disney Imagineering, the division of The Walt Disney Company that has designed and created hundreds of attractions for Disney's 10 theme parks around the world since its founding in 1952. From early design phases, the Imagineers work closely with their counterparts in operations, engineering, safety and maintenance in an extended team, ensuring that safety is literally built into every design.

Here is an overview of the process used to create and maintain the safety of Disney attractions.



Design and Engineering

Disney attractions are designed to high standards by experienced, multidisciplinary teams that use the latest techniques and safety technologies.

Manufacturing and Production

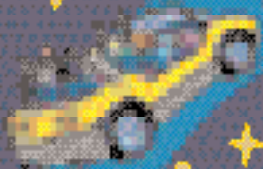
Carefully controlled manufacturing processes help ensure the quality of our materials and the integrity of our ride systems.



Installation, Testing and Adjustment

Once an attraction has been installed, it undergoes rigorous testing of its show and ride systems.





HOLLYWOOD

Guest Communications

A variety of communication tools remind Guests how to enjoy their experiences safely.



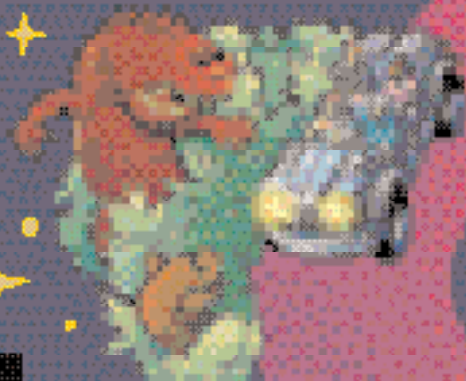
Maintaining Safety Every Day

Maintenance continues 24-hours a day, seven days a week. Attractions are inspected every night to ensure that they are safe before they are permitted to open the next day.



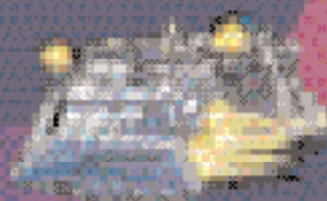
Operational Excellence

Cast Members receive extensive training in both general safety principles and the operational specifics of individual attractions.



Oversight and Compliance

An aggressive quality assurance program verifies that Disney meets or exceeds regulatory requirements and its own stringent standards.



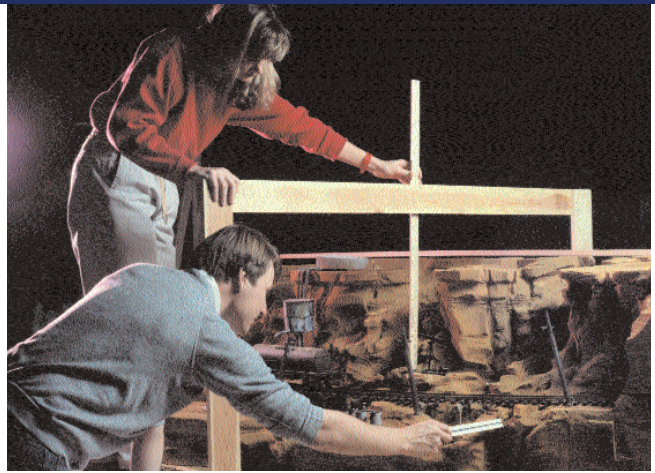
“Disney is a prime example of a corporate culture where safety is given the highest priority in their engineering and other activities. An organization’s safety culture has been found to be one of the most important factors distinguishing those companies producing the safest products. A priority on safety permeates all of Disney’s engineering activities and reaches to the highest management levels — unique in their industry and most others.”

— Nancy G. Leveson
Professor of Aeronautics and Astronautics
Professor of Engineering Systems Head,
Software Engineering Research Lab (SERL)
Massachusetts Institute of Technology

FAST FACT:

The California Screamin’ rollercoaster at Disney’s California Adventure has more than 6,000 feet of track, 36 miles of electrical wire and 550 sensors, and travels more than 50,000 miles each year.

Imagineers use a scale model of a riverboat to evaluate attraction design.



Walt Disney Imagineers develop a rockwork model of Catastrophe Canyon for Disney-MGM Studios Park at Walt Disney World Resort.

All of our attractions are designed to high standards by multidisciplinary teams that follow consistent processes and work to incorporate the most current safety technologies into their designs.

Multidisciplinary Design Team

Attraction design is a complex process that can involve experts from more than 100 creative and technical disciplines. In addition to certified architects, safety professionals and structural, electrical, civil, software and mechanical engineers, our diverse project teams will also frequently include representatives from maintenance, operations and a variety of other relevant fields.



A Systematic Approach to Safety

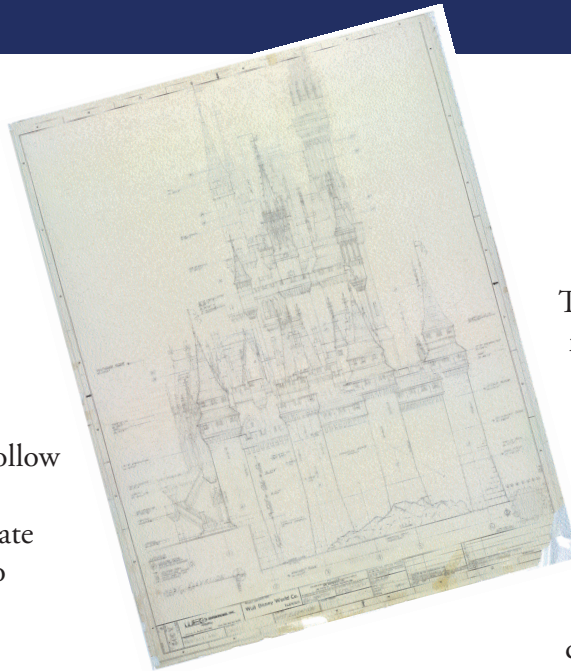
In addition to observing high standards and using advanced technology, our project teams follow a formal requirements-based engineering process to incorporate appropriate safety measures into the design and development of new attractions.

Key elements of this process include:

- A methodical assessment of how effectively vehicles and their restraint systems contain and restrain Guests;
- A comprehensive “safety analysis” in which a variety of operating scenarios is analyzed to help designers anticipate and mitigate possible hazards; and
- Rigorous design reviews with peers and inspections by government agencies such as the Reedy Creek Improvement District (RCID) in Florida and the Division of Occupational Safety & Health (DOSH) in California.

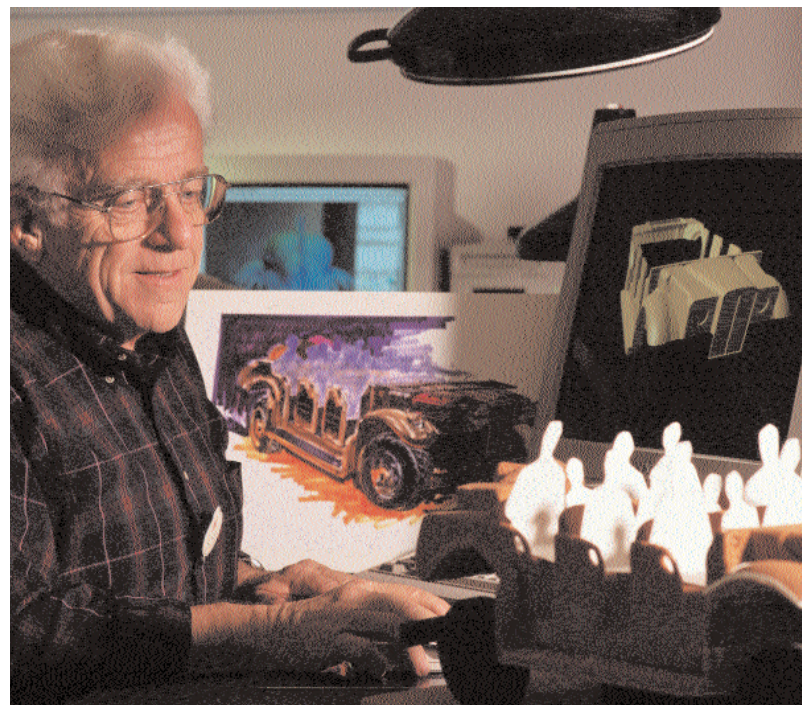
Designing to High Standards

All of the attractions we build meet a stringent set of standards that reflect not only our many years of theme park experience, but also state regulations and standards set forth by some of the world’s most respected standard setting organizations, including the American National Standards Institute (ANSI); the American Society for Testing and Materials (ASTM); the National Electrical Code (NEC); the American Welding Society (AWS); the National Fire Protection Association (NFPA); and the American Society of Mechanical Engineers (ASME).



These standards and regulations address numerous aspects of attraction design and development, from the materials we select to ride characteristics and safety features.

We continuously develop new standards through processes designed specifically to help us leverage our collective knowledge and capture key learnings from the work we do everyday. Since we began building and operating theme parks in the 1950s, we have established hundreds of internal standards to guide the safe and reliable design of attractions.



An Imagineer uses a combination of computer and foam models to refine a ride vehicle design.

In the manufacturing and production phase, we apply advanced safety technologies and adhere to a strictly controlled manufacturing process developed to monitor both the quality of our materials and the mechanical integrity of our rides.

Engineering and Implementing Safety Technology

Our attractions are equipped with a broad range of advanced safety technologies — many of which we have developed internally.

While each attraction has a unique combination of safety systems and show elements, some of the safety technologies found in our rides include:

- **Redundant Brakes** designed to safely stop ride vehicles even if the primary brake system fails;
- **Dual Ride Control Systems** that allow certain attractions to operate only if both systems “agree” that monitored conditions for safe ride operation have been satisfied;
- **Monitored Seat Belts**, in certain attractions, that help identify restraining devices that may not be properly secured;
- **Redundant Track Sensors** that monitors vehicle speed and location;
- **Pressurized Tubular Track Rail** that monitor the structural integrity of the track;
- **Automated Barriers**, such as station gates on certain attractions, that provide a barrier for Guests attempting to board vehicles or entering the ride path prematurely;



FAST FACT:

Walt Disney World is home to Florida's two highest “mountains.” In the Magic Kingdom, Big Thunder Mountain rises 197 feet above Frontierland, while Space Mountain in Tomorrowland is 180 feet tall.

- **Anti-Rollback Mechanisms** in tracks and cars designed to stop vehicles on steep inclines from sliding backward;
- **Multi-Screen Video Monitoring** that provides designated Cast Members with various views of ride vehicles;
- **Computerized Messaging Systems** that provide ride information to operations, maintenance and engineering teams for troubleshooting;
- **Motor Controller Overspeed Detection** that tracks the speed of drive motors and automatically shuts them down in the event they exceed acceptable velocities; and
- **Backup Power (UPS)** in case of power failure.

Our teams also evaluate new technologies as they emerge and continually seek opportunities to incorporate them into both new and existing attractions. In fact, we have a history of leadership in safety technology, and have been the first to deploy a variety of safety measures in rides, including many of those listed above. This history dates back to the introduction of the first steel track rollercoaster, Disneyland's Matterhorn, in 1959.

Manufacturing Process

The materials and processes used in building our attractions are specified by engineering and industry standards.

When contracting for attractions, we work closely with those vendors to verify that their manufacturing is consistent with our own high standards.

Installation, Testing and Adjustment



FAST FACT:

A year before opening to the public, testing was already well underway at Grizzly River Run in Disney's California Adventure. Testing included filling the eight-passenger rafts with 200-pound "water dummies" and sending them through the river and over the 22-foot final drop at a rate of more than 130,000 gallons of water per minute.

Once an attraction has been installed and a test vehicle is in place, the entire ride system undergoes rigorous Acceptance Test Procedures that include verifying system responses, failure modes and performance with loaded conditions.

In the first round of acceptance testing, "water dummies" or other weights are used to simulate people. Once the safety of the attraction has been confirmed through riderless testing, members of the project team board to perform a second round of tests. And finally, upon the successful completion of the first two phases of testing, other Cast Members are invited to ride and provide feedback on the attraction's overall comfort and entertainment value.

In addition, new attractions in both California and Florida must be approved by registered professional engineers and state qualified safety inspectors before they can open to the public.

Every attraction we install undergoes hundreds of hours of review and testing before the first Guest ever climbs aboard.

But our commitment to safety does not stop with installation and testing, it continues throughout the life of an attraction.

Skilled operators, active communication with our Guests, thorough maintenance routines and vigilant quality assurance are other essential elements of our comprehensive attraction safety program.



Ride engineers perform a variety of checks during acceptance testing of the Test Track attraction at Epcot in Walt Disney World Resort.



Ride operators receive attraction-specific training on the control console at the Matterhorn Bobsleds attraction in Disneyland Park.

All of the Cast Members selected to operate attractions at our theme parks receive extensive standardized training in both general safety principles and the operational specifics of their designated attractions.

Operating Guides

As part of our commitment to operational excellence, we have developed comprehensive Operating Guides for each of our attractions. These detailed documents, which serve as the foundation for our training programs, use a standardized format to consolidate and organize information relevant to the proper operation of our attractions, including compliance standards, opening and closing checklists, training scripts and proper operating procedures.

We systematically update these Guides by putting them through an average of four carefully controlled revisions each year.

Training

Our comprehensive approach to training — which includes developing uniform training materials, preparing experienced trainers, delivering personal instruction and systematically assessing Cast knowledge of operational protocols — reflects our understanding of just how important Cast Members are to the safety of our Guests.

Every year, our domestic properties alone hold more than 30,000 operational training sessions for our attractions. All of these sessions use standardized materials derived directly from attraction-specific Operating Guides, and include both classroom instruction and on-site demonstrations. By the time Cast Members begin working with Park Guests, they have received hands-on training in all aspects of safe ride operation, including:

- Controlling vehicle motion through ride systems and uniform dispatch procedures;
- Monitoring the ride environment;
- Proper seating configurations where specified;
- Seating restraint systems;
- Procedures for shutting down attractions;
- Evacuation procedures; and
- Communication with other Cast Members monitoring or controlling the rides.

Attraction-specific training (which is conducted in addition to general Cast Member training) typically lasts three to five days, but completing the curriculum is just the first step. Cast Members are permitted to operate rides only after they have demonstrated the requisite command of attraction mechanics and operating procedures through a combination of written exams, on-the-job assessments and, in some cases, computer simulations. Even after the successful completion of training and testing, daily performance is monitored by managers and assessed against requirements specified in the attraction's Operating Guide.

As changes are made to attraction guidelines and procedures, operators are retrained and must demonstrate competency once again.

FAST FACT:

The Walt Disney World Resort, which is roughly the size of San Francisco, is the largest single-site employer in the United States with more than 54,000 Cast Members.

Informing Guests about the Safe Use of Attractions

FAST FACT:

Together, the Disneyland and Walt Disney World Resorts carry more than 300 million Guests on attractions each year.

Just like engineers, maintenance technicians and operators, Guests themselves have a critical role to play in making every trip to our Parks a magical experience and preventing the accidents that can occur when posted rules are not followed. Only Guests know their own physical limitations and special health conditions that may pose a unique risk.

We have developed a broad range of communication tools and information resources — including web pages, pamphlets, guide maps, signage, audio messages and instructional ground markings — to help visitors make responsible choices while exploring our Parks and enjoying our attractions.

Before Entering Our Parks — Planning a Visit

To help our Guests plan their visits, we make an assortment of safety information available before they even arrive on our properties. The Disneyland Resort Website at www.disneyland.com and the Walt Disney World Website at www.disneyworld.com both include safety

information such height requirements and health warnings in their descriptions of individual theme park attractions. Similarly, <http://disney.go.com/vacations/websites/disabilities> provides information to help disabled Guests prepare for an enjoyable and safe visit to either of our domestic Resorts.

This information is also available in complimentary guide maps at each Park and in a number of pamphlets and information guides.

In Our Parks — Understanding the Rules

In our Parks, we use a combination of signage, audio messages and other tools to help Guests stay safe.

Warning Signage

To deliver effective safety instructions to our Guests, we have installed more than 10,000 new signs at attraction entrances, in queues and in ride vehicles throughout our Parks. Each of these redesigned signs follows a standard



international format, with clear language and intuitive instructional symbols —



such as pictographs of properly seated riders and fastened safety belts — to convey key safety messages across language barriers.

The quality and consistency of our signage is maintained by a signage committee that develops signs to reflect manufacturer recommendations, ASTM standards, our operating experience and industry best practices.

At the entrance to each of our attractions, prominently displayed signs explain the attraction experience and alert Guests to applicable rider restrictions so they can decide if a given attraction is suitable for them.

In queues and boarding areas, we present signage that clearly depicts safe and unsafe behaviors — reminding riders, for instance, to remain seated and keep their arms and legs inside the vehicle at all times.

Finally, as Guests board attractions, we reinforce these important reminders through additional signage in the vehicles themselves.

Audio Messages

In addition to carefully designed and placed signage, many of our moving attractions are equipped with audio messages to remind Guests of key safety rules as they board attractions and depart on their experiences.

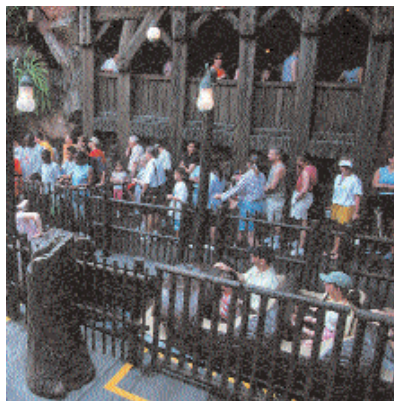
FAST FACT:

More than 450 million Guests have passed through the Main Entrance of Disneyland since it first opened nearly half a century ago.

Other Safety Features

Other important safety features designed to help our Guests make responsible decisions and stay safe throughout their visit include:

- Standardized yellow and black warning stripes to alert Guests to platform edges wherever they load and unload;
- Safety announcements immediately prior to vehicle dispatch;
- Station gates, fencing or yellow “wait” lines where Guests assemble before boarding vehicles; and
- Guide maps with safety messages.



Maintaining Safety Every Day



Even a well-operated ride is only safe when it is mechanically and structurally sound. That is why our exhaustive maintenance efforts — which include thousands of hours of maintenance and inspection across our Parks every day — are an integral part of our daily routine.

The Night Shift

Every night after our Parks close, maintenance teams review each attraction. Rides are not authorized for operation the next day until scheduled preventative and corrective maintenance procedures have been performed.

In addition to these nightly inspections, ride vehicles are regularly taken off the tracks and into maintenance bays for scheduled service, during which parts are inspected, tested and replaced as needed.

This entire attraction maintenance program is managed through a computer-based system that tracks daily, weekly, monthly and yearly maintenance requirements for all of our attractions and generates work management tools such as work orders and checklists. This system is an important tool in a scheduling and staffing process designed specifically to facilitate the proper and timely completion of all of our maintenance activities.

Partnership with Engineering

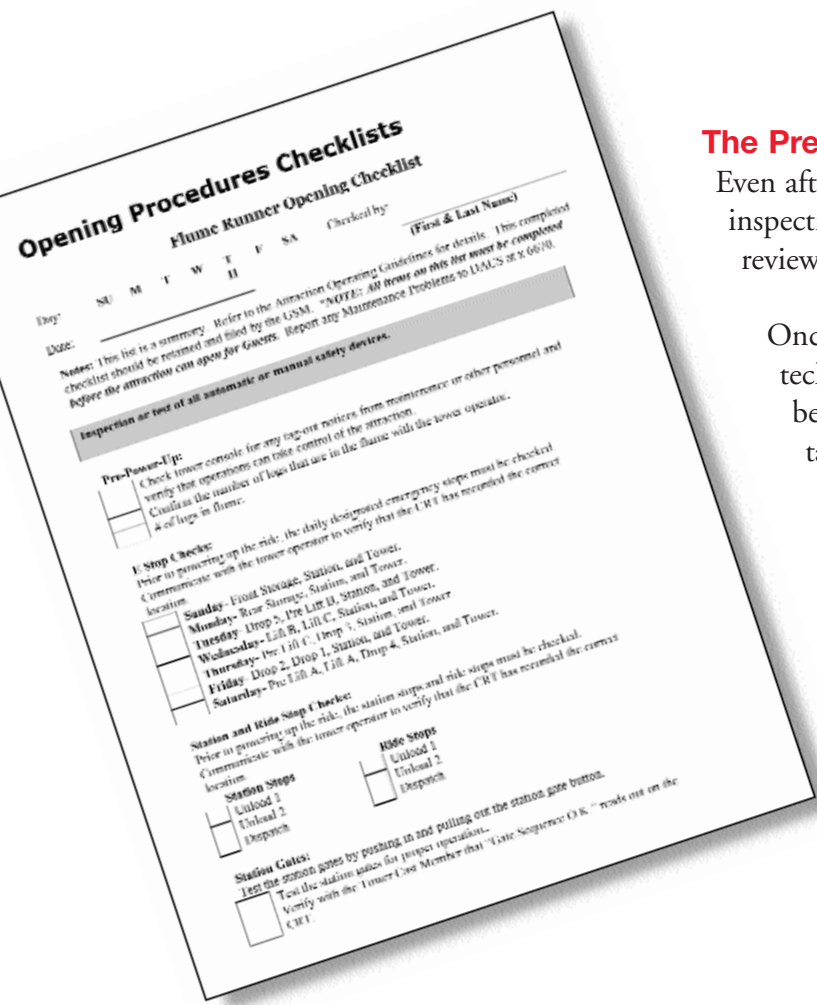
At Walt Disney Parks and Resorts, electrical, mechanical and a wide variety of other engineers stationed on our properties play a very important role in our maintenance program.

For instance, ride engineers develop maintenance plans for all of our attractions through careful review of relevant drawings, systematic analysis of design documentation and extensive field experience. These engineers are also responsible for updating maintenance plans as the engineering configuration of each ride is upgraded and modified.

Also, the in-house testing capability provided by engineers in our Parks allows us to troubleshoot systems software and determine how strain, acceleration, impact and temperature may affect the performance of component parts.

And each day, our engineers and maintenance technicians work together to renew ride vehicles and cycle in new parts as needed, all in an effort to ensure that the equipment we operate consistently satisfies our high standards.





The Pre-Opening Checklist

Even after the maintenance team has completed its inspections, our attractions cannot be opened without final review and approval from the operations team.

Once they have received confirmation from maintenance technicians that the nightly maintenance routine has been completed, ride operators use a detailed checklist taken from each attraction's Operating Guide to perform pre-opening checks of key ride components, such as seating restraints, video monitors and ride control systems. To give Cast Members enough time to complete this important process in a thoughtful and thorough way, ride operators typically begin their shifts hours before the first Guest is invited to board the attraction.

A DAY IN THE LIFE OF AN ATT



PARK CLOSES



12:00 AM

Shift supervisor goes over assignments, downtime logs and non-routine work orders.



12:30 AM

Inspectors walk track and check equipment.



1:15 AM

Engineering and maintenance personnel evaluate equipment for wear and condition.



2:30 AM

Quality Assurance partners with Maintenance to verify that parts meet requirements for safe operation.



2:45 AM

Maintenance conducts inspection of each ride vehicle.

Attraction Refurbishment

Regular maintenance is supplemented with our attraction refurbishment efforts, in which attractions undergo a detailed “renewal.” Each attraction is evaluated and renovated on its own schedule, based on key factors such as attraction age, ride condition, show improvement schedules, safety considerations and sound engineering judgment.

In addition, many ride systems are refurbished continuously, meaning components or — even entire ride vehicles are regularly removed from the attraction and replaced with remanufactured equipment. This continuous remanufacturing process facilitates the ongoing inspection of the vehicle’s major structural components and the replacement of worn parts.



FAST FACT:

The Disneyland and Walt Disney World Resorts combined have more than 1,500 engineers, mechanics and electricians working on attraction safety and maintenance.

RACTION MAINTENANCE TEAM



3:30 AM

Skilled technicians torque ride wheels to verify compliance with specifications.



6:15 AM

Maintenance powers up ride to begin pre-opening inspections.



7:00 AM

Maintenance shift supervisor turns ride over to Operations team.



7:30 AM

Operators initiate ride startup and perform daily pre-opening checks.



9:00 AM

Ride opens, with trained Cast performing operational safety checks.

* The times and descriptions presented in this illustrative scenario are approximations based on typical nighttime maintenance schedules for our larger and more complex attractions.

Our aggressive quality assurance program is designed to enforce both our own standards and detailed state regulations for ride systems.

Standards and Regulations

Disney Standards

Since we began building and operating theme parks in 1955, we have established hundreds of internal standards for the development and operation of theme park attractions.

We believe these standards — which are built on nearly 50 years of operating experience and internationally recognized standards from organizations such as the American Society for Testing and Materials (ASTM) — to be among the most comprehensive in the theme park industry. In fact, we take pride in knowing that many of them, such as those developed for ride performance, signage and ride controls, far exceed industry norms and government regulations.

State Regulation: Ride Safety Standards and Accident Reporting

Both of the states in which we operate — Florida and California — have regulations governing not only ride safety but also accident reporting. We not only cooperate and comply with state inspection and reporting programs, but we also work actively with regulators and other theme parks to make these inspection and reporting programs more effective.

Florida:

In Florida, theme park attractions have been regulated by the Department of Agriculture and Consumer Services since 1989. Under Chapter 616 of Florida Statutes, the state requires parks to conduct thorough attraction inspections and submit affidavits of compliance from state-approved inspectors every year.

In addition, the state performs semiannual consultations at each of Florida's permanent amusement facilities to confirm that their safety programs satisfy applicable legal requirements. Florida officials have been reviewing the safety programs at the Walt Disney World Resort for the past 13 years, and we have always met or exceeded their standards.

In recognition of the excellent safety record of Florida's three major amusement companies, legislators initially made them exempt from accident reporting requirements in the state's 1989 ride regulation legislation.

Last year, however, Florida's major amusement companies and the Department of Agriculture entered into a new Memorandum of Understanding (MOU) that requires quarterly reporting of any serious ride-related injuries and immediate reporting of fatalities.



A state-approved inspector from the Walt Disney World Quality Assurance Team examines the Star Tours attraction at Disney-MGM Studios Park in Florida.



In addition to complying with state reporting requirements, we immediately conduct our own thorough investigations of incidents and accidents that occur in our Parks. The results of these investigations are promptly communicated to other Parks with similar attractions, accompanied by recommendations for remedial actions, if needed.

California:

California's Permanent Amusement Ride Safety Law, which was signed by the governor in October 1999, has three primary components:

- 1) Regulatory oversight by the California Division of Occupational Safety and Health (DOSH);
- 2) Inspection of all registered amusement rides, both annually and as-required, by DOSH; and
- 3) Mandatory reporting by all permanent amusement parks of accidents involving serious injuries on rides.

The administrative regulations necessary to enforce this law were approved and implemented by DOSH in November, 2001. The technical regulations (which incorporate ASTM standards for

attraction design, construction and operation) have been drafted and made available for public comment, and are expected to be finalized later this year.

The Disneyland Resort began voluntarily reporting accidents to DOSH in January, 2000, more than a year and a half before the new administrative regulations took effect in November, 2001. The Resort also invited DOSH to conduct on-site visits and consultations with our team prior to the opening of Disney's California Adventure, in February, 2001.

Quality Assurance

We conduct several different types of inspections in our Parks each year in order to monitor compliance with our internal standards and ensure compliance with state regulations.

Annual Ride Inspections

Each year, every registered attraction receives a comprehensive inspection prior to certification with the state in which it is operated. These inspections are conducted by licensed Professional Engineers at the respective Parks. Engineers from various

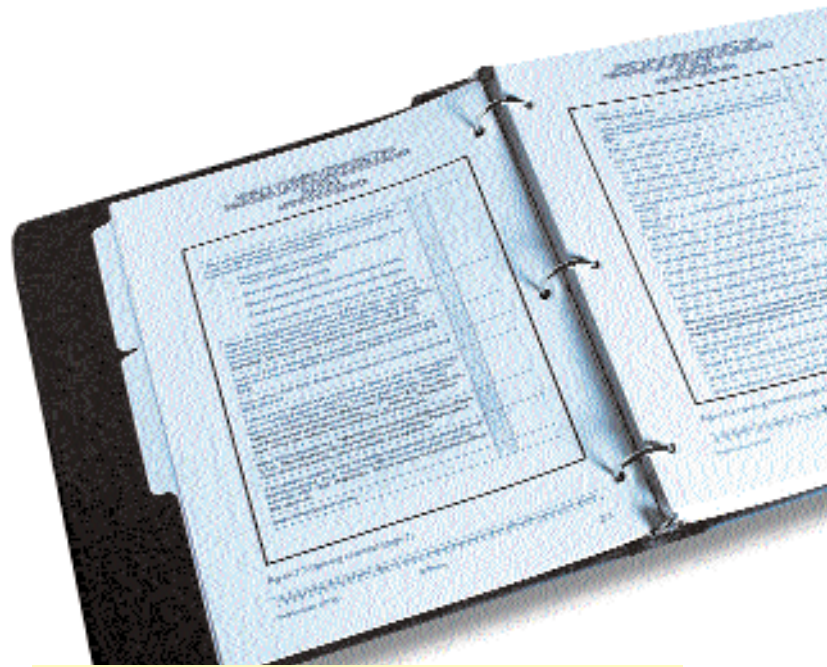
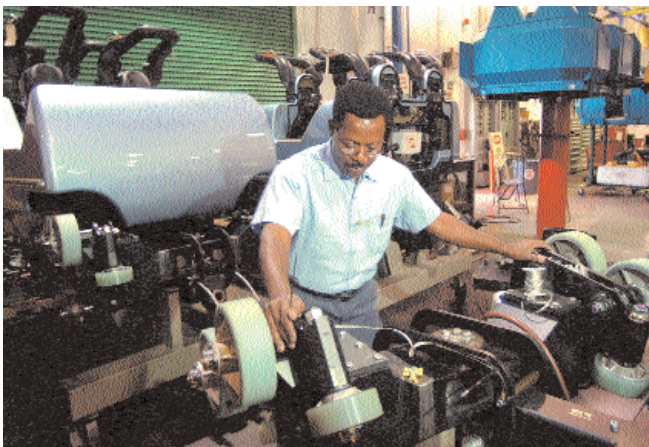
disciplines, supplement their efforts. These intensive inspections cover a wide range of issues, from physical condition to regulatory compliance.

Annual Operations Audits

Annual operations audits are conducted by engineers from the Quality Assurance Team for all registered attractions. This audit, which is performed in cooperation with Maintenance, Operations, and Training management, focuses on the three key elements of safe attraction operations: pre-opening procedures, the daily checklist and training.

Annual Documentation Audits

In addition to annual ride inspections and operations audits, our Quality Assurance Team conducts detailed audits of our attraction documentation each year. These audits review documentation required under the regulations of each of the states in which we operate, as well as ASTM standards. Records for items such as required preventative maintenance, inspections, corrective work, manufacturing activity and operations checklists are reviewed in detail. Such reviews also extend to basic governing documentation, such as attraction Operating Guides, Manufacturer's Requirements Manuals, Maintenance Manuals and similar materials. Through these reviews, documentation is kept current with respect to attraction configurations, evolving ASTM standards and regulatory requirements.



FAST FACT:

Ride and Show control for the Star Tours attraction in the Disney-MGM Studios Park at Walt Disney World requires 66 processors.

Quality Control

In our ongoing Field Inspections, we conduct thousands of Non-Destructive Tests each year, as prescribed in the Manufacturer's Requirements Manuals.

Inside Central Shops, where we make and maintain a variety of rides and attractions, inspectors from the Quality Assurance Team review purchased parts and perform in-process and final inspections of the parts we manufacture. All critical parts are inspected prior to installation on an attraction.

Programs are in place for Welder qualification at our Parks. Our Quality Assurance engineers perform reviews for qualification compliance to applicable standards and codes.

Safety at Sea: Disney Cruise Line

At Disney Cruise Line, safety starts with building seaworthy vessels equipped with the most current safety features and operating them under an extensive set of strictly enforced protocols.

Both of our cruise ships, the *Disney Magic* and the *Disney Wonder*, are built to International Maritime Organization (IMO) standards and are inspected regularly by the United States Coast Guard, Lloyd's Register and Bahamas Maritime Organization to verify continued compliance with the IMO's requirements.



Disney Cruise Line also complies with the International Safety Management Code for Ships. In keeping with this code, we have developed and implemented a 2,000-page Safety Management System (SMS) for the documentation and verification of ship policy and operating procedures.

To monitor compliance with both internal standards and external requirements, our Quality Assurance department, whose director reports to the president of Disney Cruise Line, conducts regular audits of ship operations and continually tests each vessel against the SMS. This closely managed system of continuous improvement enables us to detect and correct potential hazards quickly.

In addition to these internal audits, the United States Coast Guard conducts quarterly inspections called Port State Control Verification Examinations, in which it assesses key safety features such as fire doors, centralized smoke detection systems, sprinklers, lifeboats, life rafts, watertight doors and navigation equipment. These reviews also include observation and critique of emergency drills. Each of our ships cleared their last two exams without receiving any work items.



The *Disney Magic* and *Disney Wonder* each scored 99 (out of a possible 100) on their latest inspections by the United States Public Health Service, which conducts two unannounced food safety and sanitation inspections every year.

FAST FACT:

Our cruise ships each make 1,200 tons of fresh water from sea water every day — enough for the entire populations of Chicago and Houston combined.

Umbrella of Regulations

Literally thousands of regulations and consensus standards govern the many different dimensions of theme park design, construction and operation. Listed below are examples of some of the federal, state and local organizations that administer these regulations, as well as the various industry associations that establish consensus standards relevant to our business.

Federal, State, and Local Regulatory Agencies

- ATF (Bureau of Alcohol, Tobacco and Firearms)
- ATF (Bureau of Alcohol, Tobacco and Firearms)
- CARB (California Air Resources Board)
- California Department of Housing and Community Affairs & Development Division of Codes and Standards
- California Department of Industrial Relations
- California Department of Food and Agriculture
- California Occupational Safety & Health Authority (CAL-OSHA)
- California Regional Water Quality Control Board Santa Ana Region
- California State Fire Marshall
- CDC (Centers for Disease Control and Prevention)
- CDOT (California Department of Transportation)
- County Sanitation District of Orange County
- CPSC (U.S. Consumer Product Safety Commission)
- DACS (Florida Department of Agriculture & Consumer Services)
- DBPR (Florida Department of Business & Professional Regulation)
- DEP (Florida Department of Environmental Protection)
- DLSE (California Division of Labor Standards Enforcement)
- DOI (Florida Department of Insurance)
- DOAH (Florida Department of Administrative Hearings)
- DOJ (U.S. Department of Justice)
- DOL (U.S. Department of Labor)
- DOSH (Department of Occupational Safety & Health — California only)
- DOT (U.S. Department of Transportation)
- DTSC (State of California Health and Welfare Agency Department of Health Services Toxic Substances Control Division)
- EPA (U.S. Environmental Protection Agency)

- FEMA (Federal Emergency Management Agency)
- FDA (Food & Drug Administration)
- FWC (Florida Fish and Wildlife Conservation Commission)
- FDLES (Florida Department of Labor & Employment Security)
- FDOT (Florida Department of Transportation)
- Florida Department of Health
- OCHCA (Orange County Health Care Agency)
- OCDOH (Orange County, (California) Department of Health)
- OES (Office of Emergency Service)
- Orange County Water District
- OSHA (Occupational Safety & Health Administration)
- RCID (Reedy Creek Improvement District — Florida only)
- SFWMD (South Florida Water Management District)
- SCAQMD (South Coast Air Quality Management District)
- State of California Department of Safety
- USDA (United States Department of Agriculture)
- USPHS (United States Public Health Service)
- U.S. Coast Guard

Consensus Standards

- ABS (American Bureau of Shipping)
- ABYC (American Boat & Yacht Council)
- ACI (American Concrete Institute)
- AIA (American Institute of Architects)
- ANSI (American National Standards Institute)
- ASCE (American Society of Civil Engineers)
- ASHRAE (American Society of Heating, Refrigerating & A/C Engineers)
- ASME (American Society of Mechanical Engineers)
- ASSE (American Society of Safety Engineers)
- ASTM (American Society for Testing and Materials)
- AWS (American Welding Society)
- FM (Factory Mutual)
- IEEE (Institute of Electrical & Electronics Engineers)
- IMO (International Maritime Organization)
- ISM (International Safety Management)
- NACE (National Association of Corrosion Engineers)
- NEC (National Electrical Code)
- NFPA (National Fire Protection Association)
- NIOSH (National Institute for Occupational Safety & Health)
- NIST (National Institute of Standards & Technology)
- UL (Underwriters Laboratories)

Contact Information

For more information about attraction safety or any other aspect of our Resort operations, please visit the following websites:

The Disneyland Resort Website at www.disneyland.com

The Walt Disney World Website at www.disneyworld.com

Information for Guests with Disabilities at <http://disney.go.com/vacations/websites/disabilities/>

Or contact us at:

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(407) 828-4018

Disney Cruise Line

Public Relations

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(407) 566-3687





“I think what I want Disneyland to be most of all is a happy place — where adults and children can experience together some of the wonders of life, of adventure, and feel better because of it.”

— WALT DISNEY

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