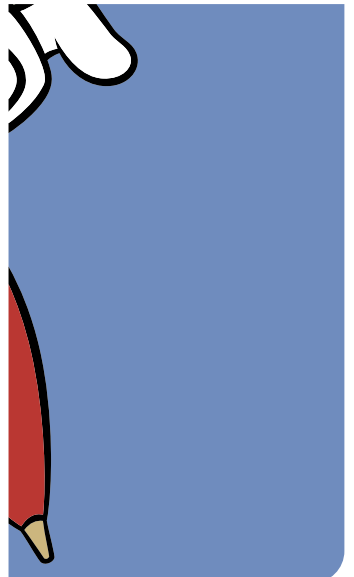
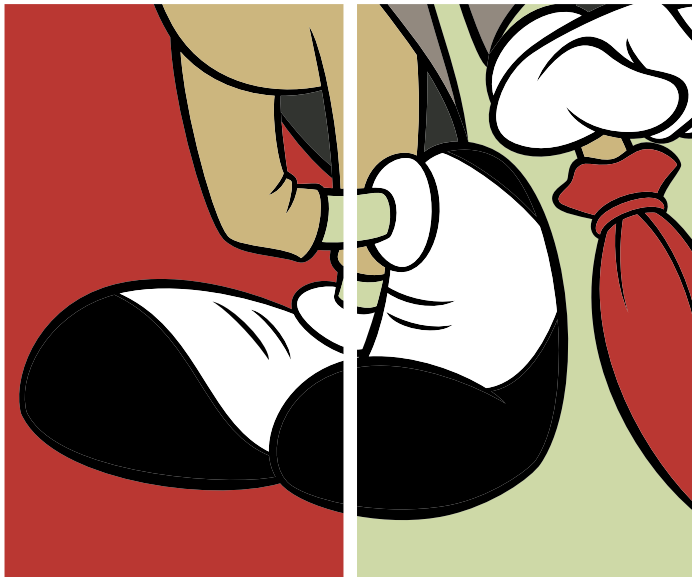
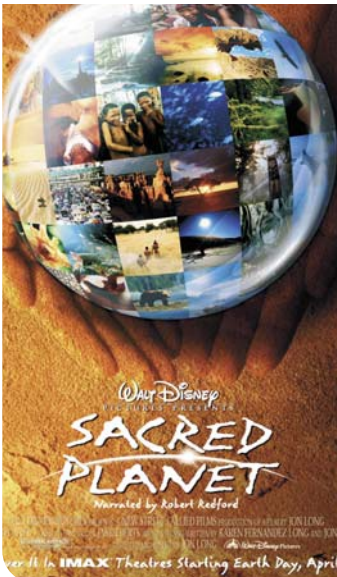
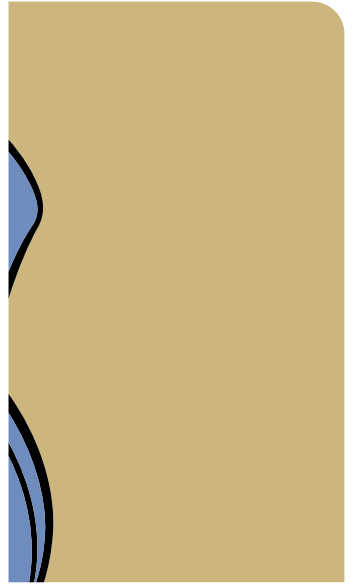


Disney's Enviroport



A Letter from Kym

Dear Fellow Employees and Shareholders,

I began scratching this letter out during a recent trip to our Hong Kong Disneyland project site at Penny's Bay. Work on the Park is proceeding at an amazing rate, which of course, is "never quite fast enough," (Memoirs of a Project Manager, WED 1978). As I toured the property and met with the project team, I was gratified by the consistent application of environmental thinking that was evident in the design, construction, and the planned operation. My mind was filled with flashbacks of our Company's environmental heritage, not the least of which was the image of Walt touring a group of our country's most talented environmental scientists down Reedy Creek, a wetland that would one day become the Walt Disney World Resort. He was not hesitant to share his amazing vision with these noted scientists; in fact, he prized their opinions and suggestions. Hong Kong Disneyland is just another amazing step along the path he charted so many years ago.

The global nature of our Environmentality continues to be a gratifying and essential part of the Disney business ethic. This is evident, not only in Hong Kong, but throughout our Company as we construct green projects, buy more recycled goods, and take action to divert more material from our waste streams through reducing, reusing, and recycling. A good example of the application of this philosophy is demonstrated by the fact that, this year alone, we have spent more than \$1.2 million on recycled office products — by the way, this didn't just happen, the result is from selective purchasing practices, and diligent negotiations and cooperation with our suppliers.

Our creative Cast Members and employees are also contributing by inventing and implementing new environmentally sensitive technologies such as air launch fireworks, and reducing our consumption of natural resources through strengthened management and innovative environmental systems and procedures. This is a never-ending process involving consistent and creative environmental thought and action.

These efforts have definitely not gone unnoticed. This year, the United States Environmental Protection Agency presented The Walt Disney Company with the WasteWise Program Champion Award for wise stewardship of conservation and waste minimization efforts. This type of environmental award is definitely the result of your actions practiced hundreds of thousands of times each and every day all around the world. The wonder of it all is that Environmentality at The Walt Disney Company not only helps the environment, but the Company's bottom line as well.

Finally, I would like to express my sincere appreciation to the extraordinary production team and the scores of contributors who have made this publication a reality. This appreciation is accentuated by the fact that many of these same people worked on that first issue more than 14 years ago. Many thanks! I cannot think of a better way to summarize the spirit of this letter than with Walt's own words spoken in 1961, "Whatever we accomplish belongs to our entire group, a tribute to our combined effort."

W. Kym Murphy
Senior Vice President, Corporate Environmental Policy
The Walt Disney Company



Pictured above, Disney's Corporate Environmental Policy team.



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This publication would not be possible without support from our partners around the world.

AJ Workman, Alain Boniec, Ben Schwegler, Beth Stevens, Bob Colburn, Brett Rohring, CW West, Carlos Campos, Chris Breder, Chris Rubino, Danyela Kiellman, David Jamieson, Debbie Mills, Eric Edmunds, Fran Miglore, Frank Dela Vara, Frank Scura, Gary Kleinman, Gerry Arrotti, Greg Dorf, Helen Jaco, Hiroshi Takahashi, Janina Jarvis, Janice Sindoni, Jay Shannon, Jeffrey Hodes, Jerry Vollenweider, Joe Janeczek, John Tribbett, Josh Auffret, Karen Kawanami, Karen Whitney, Karine Poirot, Katie Garrison, Keiko Mitsuhiro, Ken Boudreau, Kim Sams, Kris McNamara, Kristin Loudy, Kym Murphy, LS Bernard, Larry Vick, Lawrence Whiteside, Linda Ballew, Lori Palin, Luanna Huber, Marialyce Pedersen, Maria Gladowski, Mark Stetter, Marinés Hoppes, Mariya Stepanyan, Mark Pulley, Mark Witko, Michael Van Leeuwen, Michelle Merlitzer, Mike Rocco, Nicole Ouimet, Paul Allen, Paul Baribault, Ralph Carter, Ron Fry, Roxanne Brandt, Scott Muir, Shelley Hunter, Sonya Shelton, Tavia Fisher, Todd Anderson, Toni Birdsong, Zella Bryan.

Editor • Erin Repp — Graphic Design • Mariya Stepanyan

Making a Difference in 2004!

Environmentality™ Is ...

January

Environmentality is... Research and Development

It just gets better every day and every day, Environmentality can help you!

Environmentality is working hard through technical, and every effort makes a big difference.

Webster Computing Tablet PCs Bring Mobile Technology!

General Benefits:

- Websters' software, which includes over 100,000 words, is available on the go, handheld, or desktop.
- Contains over 100,000 words and 100,000 definitions.
- Features built-in, built-in camera and scanner with one complete unit.
- Offers a portable office.
- Features excellent screen and display rates.

Software Highlights:

- Webster's Thesaurus
- Support for the go, handheld, or desktop.
- Long life battery provides 4-5 hours of continuous use per charge.
- 32 MB of available expansion.
- Digital camera includes 1.3 MP, 1.3 MP.
- Full featured Windows XP Tablet PC software.

February

Environmentality is Habitat Conservation

Green Your Backyard Habitat

There are many ways to help protect the environment. One of the most important is to create a healthy habitat for wildlife. This is done by creating a backyard habitat that is safe and healthy for wildlife. This is done by creating a backyard habitat that is safe and healthy for wildlife.

General Tips:

- Use native plants and animals.
- Avoid pesticides and herbicides.
- Use water wisely.
- Use energy wisely.
- Use paper wisely.
- Use plastic wisely.
- Use glass wisely.
- Use metal wisely.
- Use wood wisely.
- Use stone wisely.
- Use brick wisely.
- Use concrete wisely.
- Use asphalt wisely.
- Use gravel wisely.
- Use sand wisely.
- Use soil wisely.
- Use compost wisely.
- Use mulch wisely.
- Use grass wisely.
- Use lawn wisely.
- Use trees wisely.
- Use shrubs wisely.
- Use flowers wisely.
- Use herbs wisely.
- Use vegetables wisely.
- Use fruits wisely.
- Use nuts wisely.
- Use seeds wisely.
- Use roots wisely.
- Use stems wisely.
- Use leaves wisely.
- Use bark wisely.
- Use twigs wisely.
- Use sticks wisely.
- Use branches wisely.
- Use trunks wisely.
- Use canopies wisely.
- Use crowns wisely.
- Use canopies wisely.
- Use crowns wisely.
- Use canopies wisely.
- Use crowns wisely.

March

Environmentality is Compliance

Electronic Recycling at Work

Electronic recycling is a growing industry. It is a way to dispose of old electronics in a safe and responsible way. It is a way to dispose of old electronics in a safe and responsible way.

General Tips:

- Use recycled paper.
- Use recycled ink.
- Use recycled toner.
- Use recycled plastic.
- Use recycled metal.
- Use recycled glass.
- Use recycled wood.
- Use recycled stone.
- Use recycled brick.
- Use recycled concrete.
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- Use recycled sand.
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- Use recycled canopies.
- Use recycled crowns.

April

Environmentality is Making a Difference

Environmentality is making a difference in the world. It is a way to make a difference in the world. It is a way to make a difference in the world.

General Tips:

- Use recycled paper.
- Use recycled ink.
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- Use recycled plastic.
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May

Environmentality is Clean Air

Water Saving Tips for Your Lawn and Garden

Water saving tips for your lawn and garden. This is a way to save water and protect the environment. This is a way to save water and protect the environment.

General Tips:

- Use recycled paper.
- Use recycled ink.
- Use recycled toner.
- Use recycled plastic.
- Use recycled metal.
- Use recycled glass.
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June

Environmentality is Water Conservation

Energy Conservation

Energy conservation is a way to save energy and protect the environment. This is a way to save energy and protect the environment.

General Tips:

- Use recycled paper.
- Use recycled ink.
- Use recycled toner.
- Use recycled plastic.
- Use recycled metal.
- Use recycled glass.
- Use recycled wood.
- Use recycled stone.
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July

Environmentality is Energy Conservation

Environmentality is Education

Environmentality is education. It is a way to educate people about the environment. It is a way to educate people about the environment.

General Tips:

- Use recycled paper.
- Use recycled ink.
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- Use recycled plastic.
- Use recycled metal.
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August

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General Tips:

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September

Environmentality is Building Relationships

Fiscal Responsibility

Fiscal responsibility is a way to save money and protect the environment. This is a way to save money and protect the environment.

General Tips:

- Use recycled paper.
- Use recycled ink.
- Use recycled toner.
- Use recycled plastic.
- Use recycled metal.
- Use recycled glass.
- Use recycled wood.
- Use recycled stone.
- Use recycled brick.
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October

Environmentality is Fiscal Responsibility

Environmentality is Recycling

Environmentality is recycling. It is a way to recycle materials and protect the environment. It is a way to recycle materials and protect the environment.

General Tips:

- Use recycled paper.
- Use recycled ink.
- Use recycled toner.
- Use recycled plastic.
- Use recycled metal.
- Use recycled glass.
- Use recycled wood.
- Use recycled stone.
- Use recycled brick.
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November

Environmentality is Recycling

Environmentality is Green Purchasing

Environmentality is green purchasing. It is a way to purchase products that are good for the environment. It is a way to purchase products that are good for the environment.

General Tips:

- Use recycled paper.
- Use recycled ink.
- Use recycled toner.
- Use recycled plastic.
- Use recycled metal.
- Use recycled glass.
- Use recycled wood.
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December

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General Tips:

- Use recycled paper.
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Environmentality™ Is Fiscal Responsibility



Taking corporate action to protect our environment through consistent conservation and efficient use of resources often creates a positive impact on the bottom line. Whether obvious or subtle, the monetary impact of sound environmental operations is obviously significant. “In order to create shareholder value for The Walt Disney Company, our businesses are focused on delivering long-term growth, improving efficiencies, and building market share,” said Tom Staggs, senior executive vice president and chief financial officer, The Walt Disney Company. “Our Cast Members and employees throughout the Company contribute to our value creation goals by ensuring that Disney operates in a financially responsible manner. We take just as much pride in making sure that, at the same time, we are environmentally responsible. Our commitment to the environment not only impacts our decision-making as we strive to reach our financial goals; this ongoing commitment ensures that we continue to live up to the great heritage and attributes of the Disney Company and brand.”

In this section of *Disney's Enviroport*, you will find unique examples of how employees and Cast Members throughout the Company are using creativity and technology to maximize the potential for resource conservation and efficiency. Every individual contribution is consequential; when you total the various efforts in place throughout Disney's global operation, the positive impacts are staggering.

A VISION for Environmentality

The Walt Disney Studios IT team developed VISION, an online media asset management system that allows business units to effectively manage digital assets, including artwork, photos, audio, and video, through a user-friendly browser interface that gives administrators full control over distribution and security. Sharing assets like these is an essential part of success for many businesses within The Walt Disney Company, including Buena Vista Pictures Marketing (BVPM), which inspired development of the system to distribute publicity materials to newspaper, magazine, and broadcast outlets throughout North America. VISION provides BVPM and many other business units the ability to distribute files electronically, minimizing labor and significantly reducing costs for printing, duplicating, and shipping. Each business unit can also create a custom-themed Web site to give users direct access to files. More than 100 departments are now using the VISION system to electronically interface 20,000 users in 97 countries with more than 650,000 online digital assets. With thousands of assets accessed electronically each week, the cost savings have reached an estimated \$40 million since inception. Visit www.wdvision.com for more information.

Guidelines for Environmentality

The Disneyland Resort strives to comply with all environmental laws and maintain efforts to preserve the environment through proper utilization of resources, waste minimization, and pollution prevention plans. In an effort to streamline these operations, the Environmental Affairs Department introduced two additional resources that allow planning and construction teams at the Resort to reduce both attraction down time during construction and environmental impact.

The Environmental Review Form (ERF) is designed to identify environmental management issues in the early stages of project development and to provide project managers time to obtain regulatory permits and waste management contracts before construction begins. The key areas of focus include compliance with air and water regulations, and waste generation and recycling. Through compliance, teams reduce potential costs associated with closed attractions, cleanup, and obtaining additional permits. The Operating Guidelines complement the ERF by providing specific details about each regulation so Project Managers can assess the potential impact of a project on the environment.

Disney's Environmentality Is Online

Corporate Environmental Policy launched two Web sites in 2004, presenting valuable aspects about the business of Disney's Environmentality to Guests, Cast Members, and employees around the world. The external site, www.DisneysEnvironmental.com, delivers Company information about environmental initiatives to Shareholders and other interested parties, provides detailed information directly from the source, and supplies electronic media to help reduce the number of printed materials sent by mail.

The internal site, <https://disneyteam.disney.com>, is accessible by more than 100,000 employees worldwide. Both sites introduce users to a diverse range of topics, including fiscal responsibility, resource conservation, corporate responsibility, successes, and sustainability. *Disney's Enviroport* is also accessible online at www.DisneysEnviroport.com.



Paris Guide to the Environment

Disneyland Resort Paris introduced a new guide for Cast Members that is printed on 100 percent recycled paper. The guide offers clear and precise details about environmental protection and risk prevention. One portion promotes individual action in the areas of carpooling, recycling, and energy and water conservation. The second portion of the guide is dedicated to safety tips for Cast Members that encourage three specific responsibilities: Preventing risk, interacting with Guests and Cast Members, and knowing contact information. The guide is pocket-sized, so Cast Members can showcase best practices in a fun and interactive way.



Environmentality Means Business at the Walt Disney World Resort

A Letter from Beth

Today, taking care of the environment is more important than ever. But, throughout history, there have been forward-thinking people who realized the importance of protecting the world in which we live. One of these people was the founder of our Company — Walt Disney — whose passion for the environment and for nature built the foundation for a commitment that continues to this day.

It's a privilege to be Executive Champion for Environmentality at a Company that has done so much for so many years to protect the Earth and its inhabitants. Throughout our Company, concern about the environment is something we try to apply to everything we do, 365 days a year. The great news is that what's good for the environment also can be good for our business—resulting in significant savings in both money and resources.

And, it's important to note that our Disney Cast Members are the single most important component of our commitment to Environmentality. Through Cast Member efforts every day, great strides are being made to protect our environment.

As we journey toward the future, we are committed to being a place ... where a sense of environmental leadership becomes a way of life ... where every Cast Member and Guest embraces Environmentality ... and where initiatives make good sense for the environment and for business.

Beth Stevens
Vice President, Disney's Animal Kingdom and
Disney's Animal Programs
Executive Champion for Environmentality



Compelling Business Reasons for Environmentality

Protection of the environment requires resources and efficient planning. That said, there are many compelling business reasons for incorporating Environmentality into the Company's *modus operandi*. Demonstrated time and time again, there are hundreds of initiatives that have resulted in a win-win balance for both the environment and for Disney's bottom line.

Such efforts have been as simple as changing incandescent lightbulbs to more efficient models, such as compact fluorescents. In certain areas of the *GM Test Track* attraction at Epcot, for example, incandescent lamps were changed to high-intensity charge lamps that provide the same illumination but use one-fifth the energy, saving \$19,000 per year.

The Environmental Initiatives Department is one group within The Walt Disney Company that has taken on the challenge of discovering new ways to enhance Environmentality while maintaining the momentum of programs already in place. This department, unique in the theme park and resort business, is charged with going beyond what is required by current laws and regulations to identify and reinforce environmental initiatives that make good business sense.

The Environmental Initiatives Department relies heavily on communication and networking to promote understanding and to influence change among stakeholders. Environmental groups from within the Walt Disney World Resort that contribute to such efforts include Environmental Circles of Excellence, the Animal & Environment Advisory Committee, and technical advisory groups such as the Green Team. Due to their ongoing efforts, millions of dollars are saved each year through hundreds of initiatives identified throughout the Resort.

Environmental Circles of Excellence Advance Environmentality

At the Walt Disney World Resort, more than 30 Environmental Circles of Excellence consist of Cast Members at all levels who, with coaching and support from the Environmental Initiatives Department, meet regularly to help communicate Environmentality and to identify and solve environmental challenges specific to their operational area.

Communicating and marketing the fiscal value of Environmentality is one of the foremost tasks charged to the Circles. These multi-disciplinary teams serve as two-way forums to share information and successes. In each session, Cast Members are encouraged to discuss opportunities and ideas, and then share the information with leaders to encourage proactive support by peers.

At the Magic Kingdom Park, a fun and innovative contest has dramatically increased the recycling rate of beverage bottles for the Park. Teams of Custodial Cast Members from each Land participate in a friendly competition to see which team can recover the most recyclable bottles. Some bottles containing prize coupons are planted in various trash cans around the Park and allow Cast Members to receive instant prizes. The momentum of the contest has a lasting effect throughout the year, netting an average of 65,000 more bottles recycled each month. Since inception of the competition in 2000, the Custodial team has collected 425 tons of plastic bottles for recycling.



Lawrence Whiteside, Magic Kingdom Environmental Circle leader, showcases plastic bottles recycled at the Magic Kingdom Park.



Guus Verhulst, Staff Captain and Environmental Circle Leader aboard Disney Wonder, receives a 2004 Jiminy Cricket Award for environmental excellence.



Environmental Circle members, Mike Peterson and Linda Lalin, from Disney's Animal Kingdom host a display promoting recycled and organic holiday ornaments.



Jason Rager, Epcot Environmental Circle of Excellence member, presented environmental messages from The Living Seas and Disney Wildlife Conservation Fund marine projects during the fifth annual Environmental Products & Services Expo at Team Disney.

Environmentality™ Is Resource Conservation



The Walt Disney Company has been committed to resource conservation since inception. Walt Disney was ahead of his time as he embraced environmental stewardship and established a precedent for our Company's future. "The values of conservation and respect for the environment that Walt Disney has instilled in the culture of this Company continue to influence our decisions today," said Greg Emmer, senior vice president of Operations at the Disneyland Resort. "Environmentality has become a way of life for how we do business throughout The Walt Disney Company."

Our Company has a storied legacy of environmental achievement, including development of the electric monorail, large-scale organic composting, innovative water treatment and reuse systems, and unique energy conservation initiatives. In this edition of *Disney's Enviroport*, we highlight a few new initiatives, including the use of sustainably harvested wood at the ESPN X Games, "Green Lodging" designations for Florida and California hotels, online exchange of Company computer systems, and enhanced waste minimization initiatives.

Resource conservation is smart business. Waste minimization, energy management, and water conservation and reclamation each contribute to significant environmental benefits and financial savings.

Recycling Soars Around the World

- The Walt Disney Company recycled more than 69,000 tons of material in 2003, reaching a total of 728,000 tons diverted since 1991.
- ESPN, Inc. leads in videotape and electronic media recycling, diverting almost 18,000 pounds — more than 31,000 tapes — from disposal. The tapes are degaussed and prepared for reuse by ESPN or resale to other markets.
- Disneyland Resort increased waste sorting activities Backstage, nearly doubling plastic bottle recycling to more than 135 tons. Bottle redemptions netted the Resort \$123,000 in revenue, and avoided more than \$13,000 in disposal costs.
- The Walt Disney World Resort leads the Company in food waste recycling, nearly doubling the 2002 diversion level of table and kitchen food discards through composting more than 6,200 tons on site. They also achieved a 40 percent overall recycling diversion.
- Tokyo Disney Resort reached an impressive 53 percent total recycling rate, and improved aluminum can recycling by 1,100 pounds — nearly 30,000 more individual cans.
- Disneyland Resort Paris collected more than 230 tons of cooking oil, reprocessed as biocarburon (biodiesel) fuel for diesel-powered equipment.
- ABC, Inc. increased paper recovery more than 35 tons through the addition of colorful, easy-to-read signage for office recycling programs.
- The Walt Disney Studios and GC3 Complex in Southern California reached a 53 percent overall recycling rate, and achieved more than a 15-ton increase in cardboard recycling alone.



Recycle It!

The RECYCLE IT module on *My Disney TEAM* was introduced in mid-2003 by the Corporate Contracts Management office to promote internal reuse of data-center class computer hardware and software.

Disney business units can list surplus, working-condition computer equipment on the module to help reduce computer disposal costs. Other business units can research the site to locate available equipment and software, and acquire the materials at a reduced cost or at no charge. Unclaimed items are then sold externally or recycled. Examples of redeployments include the Information Technology Department at the Walt Disney World Resort, which avoided \$95,000 for five servers, and saved \$144,000 on the reassignment of software licenses between two business units. Since the launch of this site, more than \$1 million in valuable equipment has been diverted from the asset disposal system.

Check into Green Lodging

Disney's BoardWalk and Disney's Coronado Springs Resorts at Walt Disney World were honored as two of the first recipients of the Florida Department of Environmental Protection (FDEP) *Green Lodgings Certification*, which recognizes accommodations that feature innovative and imaginative programs to conserve natural resources, reduce waste, and minimize pollution, all while reducing costs. Disney's BoardWalk Resort earned honors for adding sensors on all outdoor lighting, reducing energy costs, and for purchasing chemicals in bulk. Disney's Coronado Springs Resort received recognition for using reclaimed water in irrigation, reducing water pressure, and installing carbon dioxide occupancy sensors in the Resort's convention space.

Disney's Grand Californian Hotel also received certification from the California Environmental Protection Agency Integrated Waste Management Board as a Green Lodging Facility. The 745-room hotel was designated at the highest leadership level for programs including in-room recycling, an environmental policy visible to Guests, and recycling of laundry water.



Jiminy Cricket and FDEP Deputy Secretary Alan Bedwell are flanked by (L to R) Walt Disney World Environmentality champions Lee Cockerell, A.J. Jones, and Rilous Carter, proudly displaying FDEP Green Lodgings Certifications.

Greening the ESPN X Games

This summer, the 10th annual ESPN X Games, held at the Staples Center in Los Angeles, featured breakthroughs in athletic achievement and environmental sustainability.

Athletes, corporate partners, and Action Sports Environmental Coalition (ASEC), a nonprofit organization, implemented "green" initiatives, including the use of sustainably harvested lumber certified by the Forest Stewardship Council in ramps and skate parks, artistic recycling bins displayed at the event, a solar-powered sound system, and recycled paper and soy-based inks in all printed materials, including "Eco-faQs Collector Cards" that featured action sports stars and their environmental tips. After the event, a skate park was donated to the L.A. County Sheriff Youth Foundation's Compton Youth Center.



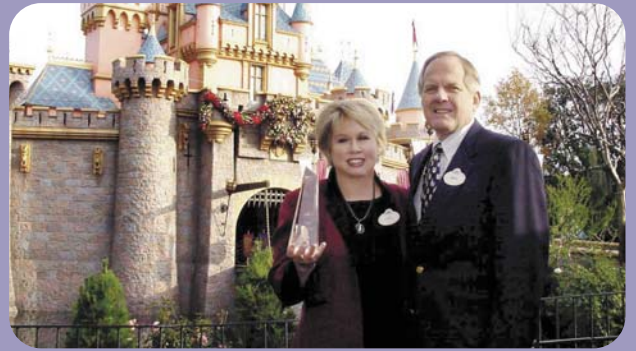
Tokyo Disney Resort Reclaims Water Conservation

Tokyo Disney Resort hosts 25 million Guests each year, requiring unique operations to process more than 4 million gallons of wastewater. A water treatment facility located adjacent to the Resort processes the wastewater for use as reclaimed water in designated areas on property. The process includes purification by microorganisms, sand filtration, activated carbon absorption, and disinfection. Initially, capacity of the water treatment facility was 5,000 gallons per day; subsequent expansion for Tokyo DisneySea increased capacity to 11,000 gallons per day. Currently, 40 percent of the wastewater processed at the treatment facility is reused on property.

Disney's Commuter Assistance Receives Broad Recognition

Disney's Commuter Assistance programs garnered broad recognition in 2004, receiving multiple awards presented by local, national, and international organizations. Since 1989, the Commuter Assistance Department has promoted innovative alternatives to driving solo for "clean air commuters" in Southern California.

During the past two years, Commuter Assistance has offered a national pretax benefit to encourage the use of public transit and vanpools nationwide. Through this program, Cast Members can elect to purchase their tickets using pretax dollars from their paychecks and to receive bus or rail passes by mail. The savings per individual approach 40 percent in some states.



Linda Ballew, director, Corporate Commuter Transportation and Greg Emmer, senior vice president, Disneyland Resort Operations, present the 2004 Mercury Mobility Chairman's Award to the Disneyland Resort.

Disney's Commuter Assistance programs received significant accolades in 2004.

- Metro Sixth Annual Rideshare *Diamond Award for Outstanding Marketing*, to **The Walt Disney Company**
- South Coast Air Quality Management District *Excellence in Innovative Transportation Projects 2004*, to **The Walt Disney Company**
- Orange County Transit Authority *2004 Mercury Mobility Award— Chairman's Award*, to the **Disneyland Resort**
- U.S. House of Representatives *Certificate of Congressional Recognition*, to the **Disneyland Resort**
- U.S. Congress *Certificate of Special Congressional Recognition for Outstanding and Invaluable Service to the Community*, to the **Disneyland Resort**
- 2004 Association of Commuter Transportation *International Award for Outstanding Service Public/Partnership*, to **The Walt Disney Company Commuter Transportation Vanpool Driver Safety Training Program**
- The U.S. Environmental Protection Agency and U.S. Department of Transportation *Best Workplaces for Commuters from Fortune 500 Companies*, to **The Walt Disney Company**
- 2004 Association of Commuter Transportation *National Leadership Award of Excellence*, to **Kris McNamara, director, Corporate Environmental Policy**

2004 Company Awards & Acknowledgements



Photo © Berliner Studio/BEImages

*The Environmental Media Association (EMA) presented EMA Green Seal Awards to Jeffrey B. Hodes, Clifford Werber, Hart Bochner, and Gary Pearl in recognition of their efforts to implement environmental initiatives into film and television practices behind the scenes. Hodes (pictured left), executive producer and writer for *According to Jim*, received an award on behalf of his work to utilize wireless PC tablets, making their writing staff the first paperless team in television history.*

- California EPA-Integrated Waste Management Board *Waste Reduction Awards Program*, to the **Disneyland Resort, El Capitan Theatre, ABC-Prospect Studios, The Walt Disney Studios, Walt Disney Feature Animation, and Walt Disney Imagineering**
- U.S. EPA *WasteWise Program Champion Award for a Very Large Business*, to **The Walt Disney Company**
- The Florida Department of Environmental Protection *Green Lodgings Certification*, to **Disney's BoardWalk and Coronado Springs Resorts**
- California EPA-Integrated Waste Management Board *Green Lodging Facility Certification*, to **Disney's Grand Californian Hotel**
- City of Tampa & Hillsborough County Water Departments *Communicator Award*, to **Radio Disney AM1380**
- Environmental Media Association *Green Seal Award*, to **Jeffrey B. Hodes, executive producer and writer, *According to Jim***

Environmentality™ Is Research and Development



The Walt Disney Company conducts extensive research and development, recognizing the importance of creating innovative technologies specific to Company-wide environmental practices. Similarly, business units throughout our global operations dedicate time and creative energy to develop innovative environmental practices unique to The Walt Disney Company.

“We believe Environmentality is part of the elegance and value of new technology — power efficiency, simplicity of design, green materials, the list is long,” said Bruce Vaughn, vice president, Research & Development, Walt Disney Imagineering. “Whether it’s Air Launch Fireworks, Lucky the Dinosaur, Digital Media, or water treatment technology, Environmentality is a core part of research and development. We continue to be strong advocates and practitioners of creative approaches to solve difficult challenges, including environmental ones. We are committed to practice the philosophy, ‘every little bit makes a big difference’ every day.”

By bringing environmental concerns to the forefront of research and development, design practices have yielded significant results across a multitude of disciplines. This year alone, we have developed a number of advances, including a more environmentally friendly launch technology for fireworks, a trash can that verbally encourages Guests to recycle paper cups, pollution free pure-dye cyan soundtracks on film, and a large scale compost system.

Fireworks Launch Cleaner Air

Disneyland Resort introduced a precedent-setting innovation of fireworks launch technology this year with the unveiling of a new show, *Disney's Imagine — a Fantasy in the Sky*. The advance is another important step in the Company's ongoing commitment to improve upon technologies that make a difference to our Guests, Cast Members, and communities. For five years, scientists from Walt Disney Imagineering (WDI) Research & Development sought to develop a single technology aimed at improving the quality of shows, yielding more creative flexibility to the show designers, reducing smoke emissions, and providing greater reliability and safety for pyrotechnicians. The result became a new air launch technology, marking the pyrotechnic industry's first major breakthrough in decades.

A uniquely qualified team representing WDI Research & Development, WDI Show Ride Engineering, Disneyland Resort Creative Entertainment, and Disneyland Environmental Affairs partnered to develop and implement this initiative. The technology uses a system of compressed air tanks, fast-acting valves, and shells — all monitored by a computer that ensures the conditions are safe and the timing is accurate before launch. The show produces less noise, and virtually eliminates smoke-producing black powder and other materials at launch. The result significantly reduces ground-level smoke, improving visibility for Guests.

The remarkable air launch system is currently installed at the Disneyland Resort and is used in special effects at Epcot. As a recognized industry leader and the world's largest producer of fireworks shows, Disney is in the process of donating all seven patents associated with the new air launch technology to a nonprofit organization, so that these patents can be licensed to other pyrotechnic providers.



(Left) A team of experts from Walt Disney Imagineering and the Disneyland Resort developed a new technology of air launch fireworks. (Right) Disney pyrotechnician John Bouman prepares fireworks capsules for use in a newly developed air launch system: a safer, quieter, and more environmentally friendly technology.

Fireworks Fun Facts

- Fireworks were brought to their present state of development in China nearly 1,000 years ago.
- The first public disclosure of the formula for black powder occurred in Europe in 1242 by Roger Bacon, an English monk who considered the technology so dangerous, he wrote the formula in a secret code.
- Fireworks shells typically explode at 300-600 feet; and, the largest shells can reach 1,200 feet before they ignite.
- One modern invention is a multiple-break shell that allows a principal explosion to be followed by several secondary explosions.

Tokyo Disney Resort Supports New Recycling Advances

Custodial Cast Members at Tokyo Disney Resort initiated a test to separate paper cups from solid waste collected Onstage so that the cups can be recycled. Previously, paper cups were difficult to recover because the plastic film coating inside and outside the cup could not be removed; however, recent advances in technology allow a vendor to separate the plastic film and recycle the remaining paper into new products, such as toilet paper and confectionery boxes.

In addition, by removing liquid content from the paper cups to enhance the recycling process, Cast Members realized a reduction in the weight of their solid waste stream. During the first year of tests, 220 tons of paper cups were distributed to Guests inside the Parks, of which 200 tons were recycled. Based on these initial results, liquid separation recycling bins will be installed gradually throughout the Parks in 2005.

In a separate effort to increase Onstage recycling, a prototype trash can that produces interactive sound effects was installed in Toontown at Tokyo Disneyland. A variety of comical sounds are triggered when paper cups and liquid waste enter the bin, providing Guests a fun and engaging method of separating and disposing of their trash. Characters also interact with the trash cans, playing off sound effects to enhance Guest experiences. Additional bins will be installed in 2005, following minor adjustments.



Tokyo Disney Resort initiated a program to recover paper cups from the waste stream for recycling.

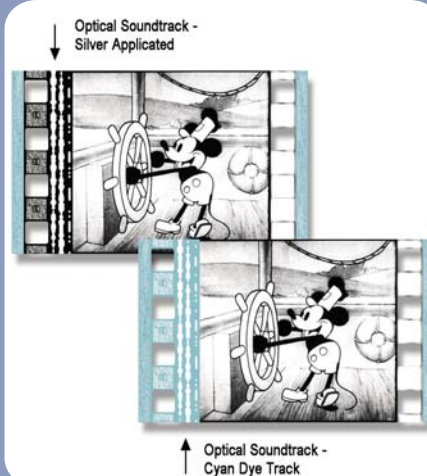


A prototype trash can generates sound when Guests separate paper cups and liquid waste.

Pure-Dye Cyan Soundtracks Are a Significant Environmental Advance

Beginning with the release of Walt Disney Pictures' *Pooh's Heffalump Movie* in February 2005, Buena Vista Pictures Distribution will use environmentally friendly pure-dye cyan soundtracks for all 35mm film prints of Walt Disney Pictures and Touchstone Pictures releases. This implementation follows the successful test of 2,800 pure-dye cyan soundtrack prints for the Touchstone Pictures comedy, *Mr. 3000*, in September.

The new soundtracks represent one of the most significant advances in film manufacturing in the past 70 years. Environmental benefits include conserving water and eliminating traditional silver-applied tracks and caustic chemicals involved in the manufacturing process. Estimating that a typical movie release requires 5,000 to 10,000 prints, this new approach to film production can conserve enough water to supply a town of 75,000 people with drinking water each year. Buena Vista Pictures Distribution worked closely with Dolby®, Kodak, Technicolor®, and NATO to perfect the technology.



New pure-dye cyan soundtracks are more environmentally friendly.

In-Vessel Compost System Produces Better Compost

Reedy Creek Energy Services is testing an in-vessel compost system that will help reduce the amount of food waste delivered to a landfill and refine the recipe to manufacture better compost. With more than 500 food and beverage locations on property, approximately 275 tons of food are delivered to the Walt Disney World Resort for preparation on a daily basis, creating an average of 35 tons of food waste each day.

The new in-vessel compost system processes about one-half of this food waste each day, but engineers are researching new technologies that should allow more water to be withdrawn from the food waste, yielding a greater percentage of solid waste to be recovered. The in-vessel composting system is enclosed and contains reactors that allow organic materials, including food waste and wood chips, to break down naturally. The resulting blend is cured and then screened to recover larger wood chips for reuse in another process.

In a separate facility, a blend of landscape debris, animal manure, and dewatered biosolids is built into an aerated static pile that is covered by the food waste compost from the in-vessel system for 28 days. The cover helps filter odors from the biosolids and maintain an appropriate temperature within the pile. After the materials break down further, the product is screened again. This new mixture cures for six to eight weeks before use as compost on roadways and Backstage landscapes. Smaller quantities are also being sold to local citrus growers.



Food waste is mixed with wood chips in a hopper and then transported to reactor tunnels in an in-vessel compost system where they break down naturally. Cast Members monitor the system to remove noncompostable materials.

Water Savings Flow from Fountains at the Walt Disney World Resort

A team of Cast Members representing WDI, Architecture & Facilities Engineering, Reedy Creek Improvement District, Life Support Systems, and Environmental Affairs partnered to develop a new system of recirculating fountains that are both friendly to the environment and safe for Guests.

To balance desired environmental benefits with a cost-effective system, designers performed an extensive survey of more than 120 fountains and water features around property to determine necessary improvements and to identify standards for water quality that would exceed the current standards established by the Department of Health, where feasible. Another challenge to address is external water sources from rain and cleaning that mix into the fountains, requiring additional water consumption for backwash. To minimize this effect, engineers can incorporate an intercept drain that redirects external water sources into a storm drain.



An interactive fountain at Disney's Animal Kingdom uses an ultraviolet light sanitizer and microprocessor sensor that detects a drop in pressure when the filter requires cleaning, reducing the amount of water utilized for backwash.

One example of a new prototype system is in place at the Magic Kingdom Park. A large navigational globe that sits in the middle of Tomorrowland does not appear to have water; but upon closer inspection, Guests discover a thin layer of water that serves as a low-friction bearing for the 5,600-pound rotating sphere. For this system, designers incorporated standard cartridge filters and continue to experiment with ultraviolet light sanitizers. Once the testing phase of all these systems is complete, additional fountains will be retrofitted with the new designs.

Environmentality™ Is Wildlife Conservation



For many years, Walt Disney has brought wildlife into our lives and living rooms through film and television. That legacy continues through the Company's active role in conserving wildlife around the world. In these few pages, you will glimpse some very important additions to Disney's animal family, learn how professionals from Disney's Animal Programs are working with animals across continents, and discover how animals benefit from recycling programs.

You will also find an extensive outreach program called The Disney Wildlife Conservation Fund (DWCF). The Fund was established to support research globally and has contributed nearly \$7 million to 350 projects. Guests who visit the Walt Disney World Resort and *Disney Cruise Line* contribute to DWCF, as does DisneyHand, worldwide outreach for The Walt Disney Company.

"For DWCF Awards, we select experts in the field who present a well-rounded approach to wildlife conservation," said Dr. Beth Stevens, vice president of Disney's Animal Kingdom and Disney's Animal Programs. "These awards represent people working around the world every day to save endangered species and ecosystems. Disney is very proud to assist them in their efforts, and the DWCF is a natural extension of the legacy of Disney and animals." We all play a role in wildlife conservation, whether in our own backyard or in the world at large.

That's Our Baby!

More than 100 species have reproduced at Disney's Animal Kingdom since the Park opened in 1998. Veterinarians, scientists, and animal keepers work together in this responsible, calculated effort to increase certain animal populations as part of the American Zoo and Aquarium Association Species Survival Plans, as well as other international cooperative breeding programs.



Cotton Top Tamarins



Okapi and Calf



White-cheeked Gibbon and Infant



Long-tailed Broadbill Chicks



White Rhinoceros Calf



African Elephant Calf

Partnerships Ensure a Future for Wildlife and Wild Places

Wildlife conservation requires diversity of thought, strong science, effective education, and targeted communications. Often, these efforts are best achieved by creating partnerships that combine the strengths of many contributors to achieve multiple levels of success.

Disney recognizes great partners through the Disney Wildlife Conservation Fund, and awarded more than \$1.2 million this year to nonprofit groups focused on protecting animals and the environment, both on land and at sea. This support will help researchers purchase radio tracking collars for tigers, four-wheel-drive trucks for studying movements of elephants, buoys for marking protected coral reef preserves, and supplies for environmental education in remote villages.

Disney professionals also lend expertise to many different organizations, and groups often combine to create dialogue and problem-solving workshops addressing conservation needs through Disney's Animal Programs Conservation Action Strategy Team. From exploring dolphin communication in Sarasota, Fla., to designing school wildlife curriculum in Uganda, Disney Animal Programs staff dedicates time and resources to make a difference. In all, more than \$4 million has been devoted to these collaborative efforts with organizations, including the National Fish and Wildlife Foundation, The Nature Conservancy, the University of Central Florida, and the World Wildlife Fund.

Through an approach that combines education and entertainment for all who visit Disney's Animal Kingdom, hands-on wildlife research by our staff, and partnerships with environmental organizations around the globe, we are working to do our part to ensure the future of wildlife and wild places. This effort is also made possible by Walt Disney World Guests who actively participate in the DWCF Add A Dollar program at several locations, including Disney's Animal Kingdom, Disney's Wilderness Lodge, and *Disney Cruise Line*. To learn more about these partnerships and awards, visit www.disneywildlifefund.com.



Flying white paper doves at Disney's Animal Kingdom, local Roots and Shoots youth chapters gathered around the world in celebration of "A Day of Peace," supported by Dr. Jane Goodall, Roots and Shoots founder.



The Snow Leopard Conservancy (SLC) presented a Disney Conservation Hero Award to an elder of Hushey Village in remote Pakistan. The village was nominated by SLC for protecting the rare leopard, even though the cats often prey on local livestock.

Disney's Animal Programs Working for Conservation Solutions in Africa

Disney's Animal Programs staff use state-of-the-art technology in Florida to provide care for animals and pioneer research, but they are also working halfway around the world to share skills and knowledge.

For example, Dr. Mark Stetter, Disney Veterinary Services director, coordinated a team of elephant care experts and traveled to South Africa to help address the growing problem of elephant overpopulation on some wildlife reserves. While some parts of Africa benefit from recovering elephant populations, overpopulation in wildlife parks can have devastating effects on both the natural landscapes and other wild animals. Currently, there is no viable and humane method of curbing these enlarging elephant populations; in some areas of Africa, this problem is so severe that several countries are considering culling wild elephants. Dr. Stetter's team is helping to resolve this dilemma through an initiative to sterilize elephants utilizing the latest in laparoscopic medical equipment the team helped design specifically for elephants.

In a separate effort, Disney's Animal Kingdom, along with 12 other conservation organizations in the U.S., has partnered with the Rare Species Conservatory Foundation, the United Nations Foundation, and others to repopulate the critically endangered mountain Bongo antelope in Kenya. As a result, 18 captive-bred bongos were flown to a wildlife preserve where they can live and breed long-term. Transport to their native land is the first step in a multi-phase program to re-establish mountain bongos in the wild. Bongos are so rare that they have not been seen in their natural habitat on Mount Kenya in nearly 10 years. Disney's Animal Kingdom contributed three bongos to this effort.



In 2004, a team from Disney's Animal Kingdom worked at the Phinda Game Reserve in South Africa to perform the first-ever reproductive sterilization procedure on wild elephants.



Recycled linens are used as enrichment for gorillas at Disney's Animal Kingdom. The animals use them to make nests, hide beneath the fabric, and to explore creases and folds to find additional items animal keepers have hidden.

Recycling Is an Animal's Treasure

At Disney's Animal Kingdom, Cast Members conserve resources and manage trash with animals in mind through an initiative called the Animal Behavioral Enrichment Program that reuses and recycles excess materials generated by departments throughout the Park. Using recycled items, such as plastic bottles, toilet paper rolls, paper bags, phone books, plastic drums, and tires, animal keepers present the animals with opportunities and choices and encourage them to engage in species-appropriate behaviors, such as hiding, playing, stalking, marking territory, and burrowing. For example, an average cardboard box can become an item to destroy for a parrot or a lion; a nesting material for a screech owl; or, a spot to hide food for a gorilla. This combination of recycling and reuse clearly demonstrates how Cast Members at Disney's Animal Kingdom care about their animals and the environment.

Environmentality™ Is Education and Outreach



The Walt Disney Company embraces an enduring commitment to environmental education and outreach, inspiring generations to develop environmental knowledge, global concern, and an enhanced sense of social responsibility. Oftentimes, demonstrating one's Environmentality is as simple as recycling an aluminum can; other times, environmental action requires planning and dedication. As represented in this section of *Disney's Enviroport*, we recognize the importance of honoring those who continue to influence our corporation's Environmentality.

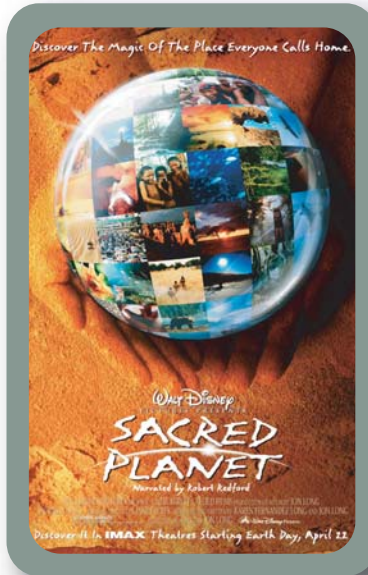
Furthermore, you will see how Jiminy Cricket's Environmentality Challenge and WOW — Wonderful Outdoor World provide unparalleled experiences that enrich the lives of children from challenging backgrounds. "I recently had the opportunity to participate in Jiminy Cricket's Environmentality Challenge, where The Walt Disney Company honored the 2004 winning class from Park View Center School in Simi Valley, Calif., for their environmental education project, 'It's Everybody's Trash,'" said Bob Iger, president and chief operating officer, The Walt Disney Company. "I am pleased to report that more than 1 million children have taken part in this important Disney program over the past 10 years. As I watched the students enjoy this much deserved special recognition, I was reminded of the extraordinary impact that our Company has on children and the equally amazing impact they have on all of us. To our Cast Members and employees, I hope that you will continue to support Environmentality both at home and in your communities. Our contributions really do make a difference."

Our Sacred Planet

Walt Disney Pictures released *Sacred Planet* on Earth Day, April 22, 2004. Narrated by Robert Redford, this beautiful large-format IMAX® film presents a magical journey to pristine regions around the world, encouraging audiences to value and preserve the natural regions of Earth. Spectacular images of landscapes, indigenous people, and animals create profound examples of our planet's biological diversity. Additionally, elders of native cultures explain how they have lived in balance with nature for countless generations.

Time-lapse photography showcases Earth's dynamic environments, and depicts the need for balance among all living things to coexist. To enhance the educational value of this powerful film, The Walt Disney Company partnered with the World Wildlife Fund to develop curriculum for a supplemental teacher and student guide.

Visit www.sacred-planet.com for more information and a copy of the guide.



Shuttles Drive Cleaner Air

Clean-fuel shuttles at the Disneyland Resort that transport Cast Members to and from designated parking lots now prominently display Disney's Environmentality, along with the message "Clean Air Shuttle Powered by Compressed Natural Gas (CNG)." By utilizing CNG, each shuttle reduces carbon monoxide and particulate matter emissions by 83 percent and 80 percent respectively. The use of CNG shuttles is just one example of clean-air initiatives in place at the Resort.



Florida Schools Adopt Utility Report Card System



The Florida Solar Energy Center, Orange County Public Schools District, and Walt Disney World Co. launched a new energy-savings initiative to help schools monitor utility data and reduce energy consumption. In April, U.S. Secretary of Energy Spencer Abraham unveiled the nation's first on-line "Utility Report Card" at Citrus Elementary School in Ocoee, Fla. Kym Murphy (pictured above) participated in a science experiment with children from the school.

The Walt Disney World Resort implemented a Web-based Utility Report Card (URC) system in 2004 to provide Cast Members instant access to utility information, such as the consumption, cost, and efficiency of energy. The report-card format is easy to use and provides multiple functions that allow users to access data in various formats. Subsequently, Walt Disney World worked with the Florida Solar Energy Center and the U.S. Department of Energy EnergySmart Schools Program to help implement this system for the Orange County Public School District (OCPS).

OCPS is the 14th largest school district in the nation, home to more than 180 schools and 155,000 students. The URC system provides a significant opportunity for school administrators to reduce utility costs by tracking usage, comparing monthly bills, and forecasting trends and budgets. As a result, these data afford the opportunity to conserve energy effectively, measure success, and save money. The URC also serves as an instructional tool, allowing teachers and students to learn about the importance of energy conservation. Visit www.utilityreportcards.com for more information.

Jiminy Cricket's Environmental Challenge Sails to the Islands

Jiminy Cricket's Environmental Challenge (JCEC) successfully expanded into the Cayman Islands this year. This new component of The Challenge, administered by *Disney Cruise Line*, attracted more than 900 students in three grade levels who pledged to take action at school, at home, and in their communities. All the more exciting, multiple classes submitted comprehensive group projects for judging.

One award-winning project from Cayman Brac High School was entitled "Protecting Our Environment, One Beach at a Time." Students involved the community in an island-wide beach cleanup and developed a public awareness pamphlet and coloring book, educating younger students, peers, families, and neighbors about the potential impact of and the need to prevent marine debris.

Grand Prize winning students enjoyed a field trip, tour, and lunch aboard the *Disney Magic*, including an awards ceremony with the Captain to celebrate their accomplishments. The JCEC program has created a ripple effect in the Caymanian community as the young environmentalists have shown dedication, teamwork, and leadership, planting the seed of simple awareness, a deeper understanding of the environment, and responsible actions.



Students from Bodden Town Primary School receive top honors for Jiminy Cricket's Environmental Challenge in the Cayman Islands.

Children "WOW" ESPN

Team ESPN and Disney Corporate Environmental Policy partnered in July to host 20 inner-city youths at the 2004 ESPN Great Outdoor Games in Madison, Wis. The young people represented the Utah chapter of WOW — Wonderful Outdoor World, an organization that introduces disadvantaged youth to environmental stewardship principles. The team served as "Environmental Ambassadors" at the Games, leading guests through environmental and recycling activities. This year marked the third time a WOW chapter attended the ESPN Great Outdoor Games.



Maria Herrera presents Little Morgan a first place medal for the Big Air competition at the 2004 ESPN Great Outdoor Games in Madison, Wis.

Earth Day in Paris

Disneyland Resort Paris promoted three key environmental principles to Cast Members this year: Reduce, Reuse, and Recycle. The Cleaning Backstage and Environmental Operations teams hosted special events to educate Cast Members about individual responsibility, including two Backstage Cleanup Days that focused on recycling a variety of wastes. The Internal Communications and Quality Management Departments also coordinated a two-day Earth Day event titled "A Recycled Life for Wastes," which featured a vendor exhibit and a traveling expo bus that allowed Cast Members throughout property to discover the benefits of recycling.



Take Pride in America

The Walt Disney Company received the 2004 National Take Pride in America *Outstanding Charter Partner Award*, presented to the organization whose support of Take Pride in America far exceeds expectations. The Company received the prestigious award on behalf of Disney's efforts to advance Take Pride in America's mission; efforts included Disney VoluntEARS projects and programming support.

The Company included Take Pride in America inserts in 6 million copies of the DVD and video release of Disney's *Brother Bear*. In addition, ABC Radio broadcast a holiday message from Gale Norton, Secretary of Interior (pictured left), and ABC Television recorded public service announcements from several celebrities. Children from WOW — Wonderful Outdoor World and Jiminy Cricket's Environmental Challenge also contributed volunteer hours through unique events.



The Walt Disney Company receives the 2004 National Take Pride in America Outstanding Charter Partner Award.

Cleaning Our Coasts

The International Coastal Cleanup is the world's largest one-day volunteer effort to remove debris on behalf of the marine environment. Each year, more than 400,000 people gather around the world to help make a difference along coastlines. In honor of Florida Coastal Cleanup Day, Disney VoluntEARS from the Walt Disney World Resort and *Disney Cruise Line* participated in a unique Family Fun Day to help beautify shorelines. In Los Angeles, Disney VoluntEARS and team members from radio station KLOS, including on-air radio personalities Joe Reiling and Cynthia Fox, participated in California Coastal Cleanup Day at the Santa Monica Beach.



Photo courtesy of Todd Anderson/Disney

Disney VoluntEARS participate in Florida Coastal Cleanup Day.

DisneyHand Teacher Awards Honor Youth Service Learning

The DisneyHand Teacher Awards presented Hector Ibarra, who teaches sixth and seventh grade at West Branch Middle School in West Branch, Iowa, with the first Youth Service America Award. Since 1993, Timber Stand Improvement, a flagship youth service learning program spearheaded by Mr. Ibarra, has successfully linked science to the community. Some of Timber Stand Improvement's successes include planting more than 2,000 oak, hickory, and walnut trees in Iowa's Cedar Valley Park; collecting 4,200 used oil filters, while also extracting more than 37 gallons of oil, preventing the substance from entering the Cedar County landfill; encouraging retrofitting of inefficient shower heads and sink aerators; and planting amaryllis bulbs for senior citizen homes and local businesses.



Multiplatinum performing artist and former special education teacher Clay Aiken presented Hector Ibarra the DisneyHand Youth Service America Award for his exemplary use of community service as a teaching methodology.

Disney's Enviroport 2004 is printed on recycled paper containing 35 percent post-consumer waste, manufactured using wind power, a cost-effective, renewable energy source. This paper was custom manufactured for this publication, to incorporate wind power technology with high post-consumer recycled content. The paper mill and printer are also certified by the Forest Stewardship Council, and the publication is printed in a totally enclosed production facility, which results in virtually zero volatile organic compound (VOC) emissions released into the environment.



www.DisneysEnvironmental.com