Oriental Land Co.,Ltd.

1-1 Maihama, Urayasu, Chiba 279-8511, Japan
https://www.olc.co.jp/en/index.html
https://www.tokyodisneyresort.jp/en/index.html

Evaluation from external organizations

FTSE4Good	Oriental Land Co., Ltd. has been selected for inclusion in the FTSE 4 Good Index Series since 2015.
FTSE Blossom Japan	Oriental Land Co., Ltd. has been selected for inclusion in the FTSE Blossom Japan Index since 2017.
FTSE Blossom Japan Sector Relative Index	Oriental Land Co., Ltd. has been selected for inclusion in the FTSE Blossom Japan Sector Relative Index since 2022.
2024 CONSTITUENT MSCI JAPAN EMPOWERING WOMEN INDEX (WIN)	Oriental Land Co., Ltd. has been selected for inclusion in the MSCI Japan Empowering Women Index* since 2017.
2024 CONSTITUENT MSCI NIHONKABU ESG SELECT LEADERS INDEX	Oriental Land Co., Ltd. has been selected for inclusion in the MSCI Nihonkabu ESG Select Leaders Index* since 2024.
S&P/JPX Carbon Efficient Index	Oriental Land Co., Ltd. has been selected as a component of the S&P/JPX Carbon Efficient Index since 2018.
Member of Dow Jones Sustainability Indices Powered by the S&P Global CSA	Oriental Land Co., Ltd. has been selected as a component of the Dow Jones Sustainability Indices Asia Pacific Index since 2020.

Since 2023, Oriental Land Co., Ltd. has been selected as a constituent of the Morningstar Japan ex-REIT Gender Diversity Tilt Index.

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Oriental Land Co.,Ltd.

Integrated Report 2024

Year ended March 31, 2024



Bringing more ‘Happiness’ to you and the community.

Editorial Policy

The OLC Group began publishing an integrated report in 2022, with 2024 being the third year of publication. Intended for shareholders, investors, and a wide range of other stakeholders, the report integrates financial and non-financial perspectives, and is positioned as an engagement tool aimed at deepening readers' understanding of our story and strategy for creating happiness over the medium to long term.

Integrated Report 2024 outlines our efforts to further strengthen the six capitals to realize Our Goal for 2030—"Bringing more 'Happiness' to you and the community"—as well as our long-term approach to ESG materiality. From a medium- to long-term perspective, we have taken measures under the policy of our 2024 Medium-term Plan, of recovering from the impact of the pandemic and taking on new challenges, virtually achieving all the financial targets during FY2023. We therefore explain our plan to aim even higher levels going forward. In addition, we introduce our initiatives to create happiness through the new themed port, Fantasy Springs, which opened in June 2024, and the development of the new Disney cruises business in Japan announced in July.

In compiling this report, we referred to the International Integrated Reporting Framework of the IFRS Foundation and the Guidance for Collaborative Value Creation issued by the Ministry of Economy, Trade and Industry. Furthermore, the report has been created through the sincere collaborative efforts of our Group companies and divisions in accordance with the OLC Group's policies. We attest that the process of creating the report and its content are correct.

Going forward, we will continue to make transparent disclosure to further build mutual understanding and trust with our stakeholders as well as to practice management that creates dialogue, which is a key point of our Group's Management Credo. Furthermore, by drawing on the opinions and evaluations we receive from our stakeholders to inform Group management, we will strive for the ongoing enhancement of corporate value.

Yumiko Takano
Representative Director, Chairperson and CEO

Disclosure Tools at a Glance

Tool	Content	Financial information*	Non-financial information*
Integrated Report Narrative quality	Integrating financial and non-financial perspectives, the report contains our stories and strategies for creating happiness over the medium to long term. Out of consideration for the environment, this integrated report will be published only as a PDF on our website. https://www.olc.co.jp/en/ir/library/annual.html	●	●
Sustainability Report Comprehensiveness	Presents comprehensive information on policies and regulations, governance, strategies, risk management, and metrics and targets related to sustainability. https://www.olc.co.jp/en/sustainability/report.html		●
Annual Securities Report	Provides a comprehensive overview of our management, accounting, and corporate stocks, as well as an overview of our approach and initiatives regarding sustainability. https://www.olc.co.jp/en/ir/library/securities.html	●	○
Corporate Governance Report	Presents the thinking and framework behind our corporate governance, the status of efforts to improve effectiveness, and other information. (Japanese only) https://www.olc.co.jp/en/sustainability/governance/governance/main/05/teaserItems1/01/linkList/0/link/Corporate%20Governance%20Report.pdf		●
Fact Book	In addition to business performance and financial conditions for the past six years or more, presents data related to our theme parks and industry trends. https://www.olc.co.jp/en/ir/library/factbook.html	●	

* ● indicates the main type of information.

Investor Relations Website
https://www.olc.co.jp/en/ir.html

Sustainability Website
https://www.olc.co.jp/en/sustainability.html

Oriental Land Co., Ltd., Milial Resort Hotels Co., Ltd., Brighton Co., Ltd., and Maihama Resort Line Co., Ltd. operate Tokyo Disneyland®, Tokyo DisneySea®, Disney hotels (Disney Ambassador Hotel®, Tokyo DisneySea Hotel MiraCosta®, Tokyo Disneyland® Hotel, Tokyo Disney Celebration Hotel®, Tokyo Disney Resort Toy Story® Hotel, Tokyo DisneySea Fantasy Springs Hotel®), and Disney Resort Line, respectively, under license from Disney Enterprises, Inc. All Tokyo Disney Resort-related activities described in ESG Information-related pages of this report are implemented and managed by Oriental Land Co., Ltd. which manages and operates Tokyo Disney Resort under license from Disney Enterprises, Inc.
© Oriental Land Co., Ltd. All rights reserved.
Disney scenes © Disney Enterprises, Inc. All rights reserved. © Disney/Pixar, All rights reserved.
Illustrations are images only.
Employee affiliations are those at the time of the interview (August 2024).

Disclaimers

Forecasts and other forward-looking statements are based on the judgments of management in consideration of information available as of October 30, 2024. However, our Company's business is influenced by the preferences of guests as well as by social and economic trends. For this reason, the estimates and forecasts contained in this integrated report may be impacted by unforeseen circumstances.

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About the Cover

This Year's Award of Excellence Recipients

The Company presents an Award of Excellence to projects and achievements that improve the guest experience and make outstanding contributions to our Group. This is part of our efforts to foster a corporate culture that continues to offer wonderful dreams, moving experiences, happiness, and contentment and constantly create new moving experiences.

The employees on this year's cover are members from all departments who were in the Tokyo Disney Resort 40th Anniversary Event Project Team. Based on the concept of "connection," the anniversary events used a garland motif to promote two-way communication between guests and cast members, leading to increased experience value for guests. In addition, the project provided opportunities for active engagement in challenges and cross-organization cooperation that realized the human resource strategy of "Take one step forward" in the 2024 Medium-term Plan.



The OLC Group's Values

The unwavering business mission of our Group is to offer wonderful dreams, moving experiences, happiness and contentment created with original, imaginative ideas.
Challenges have no limits or finished form. As society and its values change over time, our Group's employees will work together as a team, continuing the challenge of providing wonderful dreams, moving experiences, happiness and contentment for the next 50 or even 100 years, aiming to be a company that keeps on making people smile.

Corporate Philosophy

▶ Business Mission

Our mission is to create happiness and contentment by offering wonderful dreams and moving experiences created with original, imaginative ideas.

▶ Management Credo

Management stance aimed at realizing our business mission

1. Create dialogue
2. Produce projects with originality and quality
3. Respect individuals and support their work
4. Tirelessly innovate and evolve
5. Maintain profitable growth and services
6. Build positive relationships

▶ Code of Practices

What each of us can do

1. Research and Innovation
2. Independence and Enterprise
3. Passion and Action

OLC-WAY

① **Honesty**
To focus on "only in the present" and "only on yourself" is insufficient.
Always take a long-term perspective, and think from an all-inclusive, optimal point of view.

② **Proactive Execution**
There is no growth without action. First, challenge yourself.
Failure is the best teacher.

③ **Healthy Conflict**
The precedent is not necessarily the best. Discuss matters starting from zero and head toward the goal.

Our Journey of Happiness Creation

Since our foundation, our Company's consistent themes have been: "Wonderful people and their world" and "Aiming to create a square where a never-ending hymn to humanity resounds."
We will continue to provide "wonderful dreams, moving experiences, happiness and contentment," with a fresh perspective, constantly at the leading edge of the times.

1960 Foundation

Contributing to the culture, health and welfare of people through leisure

The Company was founded in July 1960, with the establishment of its goal: "In this project, we would like to reclaim the sea off Urayasu to develop commercial areas, as well as a large-scale recreational facility, so as to contribute to the nation's culture, health, and welfare." This is the foundational idea of the OLC Group.



The building where the head office was located at the time of the Company's establishment

1979 Concluded a license agreement with Walt Disney Productions (currently Disney Enterprises, Inc.)

"We want to show this wonderful world to the children of Japan"

The first president of OLC, Chiharu Kawasaki, felt Disneyland was the ideal goal for the Company. He worked hard to bring an American-style Disneyland theme park to Japan, and reached a basic agreement with the U.S. company Walt Disney Productions in 1979.



Disney President Cardon Walker and President Masatomo Takahashi shaking hands after the signing ceremony

1983 Grand Opening of Tokyo Disneyland

"Aiming to create a square where a never-ending hymn to humanity resounds"

Tokyo Disneyland opened at last on April 15, 1983. The opening of the Kingdom of Dreams and Magic, filled with the smiles and cheers of guests, was a historic day that shines in the history of leisure in Japan.



Tokyo Disneyland Grand Opening

1987 Start of an Uncompromising Concept for a Second Park

"Do it with so much imagination that it will carry across the seas"

In 1987, we started plans for a second theme park. Through setbacks such as revisions of the theme, the concept of Tokyo DisneySea began to take shape.



The second theme park plan was announced at Tokyo Disneyland's 5th anniversary press conference

2000 Development into Tokyo Disney Resort

A strong desire to achieve a resort that was unique in the world at any cost

In 1995, we started development of a resort under the concept of "evolving from a simple theme park operator into a company that develops and manages an urban resort destination that is unique anywhere in the world in the Maihama area." We went on to evolve dramatically into Tokyo Disney Resort.



The Disney Ambassador Hotel opened in 2000

2001 Opened Tokyo DisneySea

Creating the ultimate theme park that people want to visit time and again

After around 10 years spent in planning, Tokyo DisneySea, the world's only Disney theme park with a "Sea" theme, opened in September 2001.



Tokyo DisneySea Grand Opening

2021 Aiming for sustainable management

Moving beyond Maihama to bring happiness to the entire community

In view of the global pandemic and environmental changes, we announced our intention to aim for more sustainable management in order to contribute to a sustainable society and achieve long-term sustainable business growth.



Annual publication of the "OLC Group Sustainability Report" and "Integrated Report"

2024 Further challenges

We will evolve constantly and create excitement in people's hearts

In June 2024, the new themed port, Fantasy Springs, opened at Tokyo DisneySea. We will continue to evolve going forward, and create excitement in people's hearts.
All of these efforts are in order to deliver greater happiness.



Fantasy Springs Grand Opening

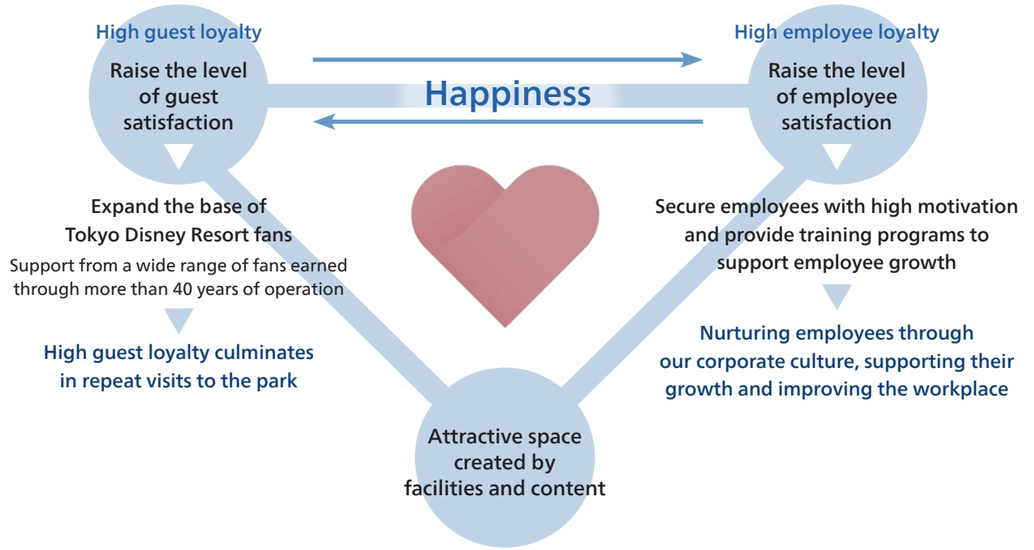
The Strengths of the OLC Group

Source of Growth

The OLC Group has three sources of growth: employees overflowing with hospitality, an attractive space created by facilities and content, and our guests, who love the resort. Since the opening of Tokyo Disneyland, we have continued to create happiness through a positive cycle of interaction between these three elements. In February 2022, the two theme parks marked a combined cumulative total of 800 million guests since their opening.

Through our core business and new businesses, we strive to create happiness for even more people. To this end, we will continue our efforts to enhance the appeal of our offerings through facilities and content. With our employees as our source of growth, we will continue also to provide new options to meet the diversifying needs of guests.

By creating unending happiness for our guests and employees, their children, grandchildren, and beyond, we aim to grow together with the smiles of everyone.



Own vast land in a superb location

We own a large area of approximately 2 million square meters of land on a site with excellent access approximately 10 km from the center of Tokyo. Surrounding this area is a giant market comprising approximately 30 million people in the neighboring metropolis and four prefectures.

Extensive land
Approx. 2 million square meters of contiguous land 10 km (6 miles) from the city center

Immense market
Population of approx. 30 million in the neighboring metropolis and four prefectures

Convenient access
About 15 minutes by train from Tokyo Station, about 45-60 minutes by shuttle bus from Haneda Airport and Narita International Airport

Tokyo Disney Resort



Long-term agreement with Disney Enterprises, Inc.

We have a long-term license agreement with Disney Enterprises, Inc., a company with unrivaled brand power, creativity and development capabilities.

Period
Disney parks and hotels, etc.: contract extension possible until 2076 at maximum
Disney cruises: contract extension up to a period of 39 years from start of service is possible

Activities Covered
Construction and operation of Disney park, etc.
Development and operation of Disney cruises based in Japan

Consideration
Payment of royalty fees in accordance with net sales (on a yen basis)

Relationship
No capital or personnel relationship

Special Features of Tokyo Disney Resort

Various innovative ideas keep the theme parks constantly fresh, and keep visitors coming back

Cast Members who are Motivated by Making People Smile

Custodial art is a surprise service that draws Disney characters on the ground using water. The service was born from an idea of the Tokyo Disney Resort cast members for helping guests who visit on rainy days to enjoy a something special only for such days. It is the presence of these cast members who wish to see guests enjoy themselves that creates the attraction of the theme parks. We encourage the motivation of cast members with measures such as "Magical Disney Cast," which has cast members exchange cards with written messages recognizing excellent work that they have done.



Cards to fill out to recognize their peers and the Magical Disney Cast Pin presented to new members of the Magical Disney Cast

Providing a Variety of Enjoyment

Many Tokyo Disney Resort guests are repeat customers who have visited either of the parks at least once in the past. In addition to attractions and entertainment, Tokyo Disney Resort has a distinctive variety of merchandise and food menus so that repeat guests also encounter something new when they visit again.

Moreover, many of the guests at Tokyo Disney Resort of all ages and genders enjoy wearing headgear or holding soft toys. Guests who enjoy the parks in a wide variety of ways have become an important element for creating the world of the parks.



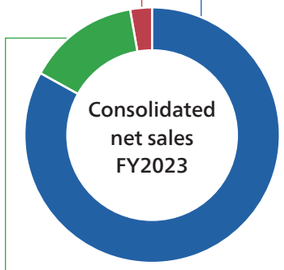
Guests enjoy a wide range of merchandise for different seasons and uses, such as a handy fan with neck strap, widely used during the hot summer, and a useful tote bag

Business Overview

Business Domain

Core Theme Park business accounts for over 80% of net sales

Consolidated Net Sales Composition



Other Business Segment

2.6%

- Ikspiari
- Disney Resort Line

and others

A business segment mainly comprising the Ikspiari commercial complex and the Disney Resort Line monorail



Disney Resort Line

Theme Park Segment

83.1%

- Tokyo Disneyland
- Tokyo DisneySea

A business segment involved in the construction and operation of the Tokyo Disneyland and Tokyo DisneySea theme parks



Cinderella Castle

Hotel Business Segment

14.3%

- Disney Ambassador Hotel
- Tokyo DisneySea Hotel MiraCosta
- Tokyo Disneyland Hotel
- Tokyo Disney Celebration Hotel
- Tokyo Disney Resort Toy Story Hotel

and others

A business segment mainly involved in the construction and operation of Disney hotels



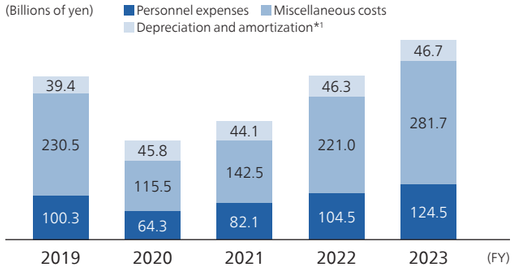
Tokyo Disney Resort Toy Story Hotel

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Mr. Potato Head® and Mrs. Potato Head® are registered trademarks of Hasbro, Inc. Used with permission. © Hasbro, Inc. All Rights Reserved.

Consolidated Cost Trends

Costs are increasing along with increases in employee compensation, theme park attendance, and the number of facilities.

Consolidated Costs



*1 Depreciation and amortization figures for FY2019 and FY2020 include depreciation and amortization recorded as extraordinary loss.
Depreciation and amortization figures for FY2020 and FY2021 include depreciation and amortization recorded as non-operating expenses.

Cost Trends

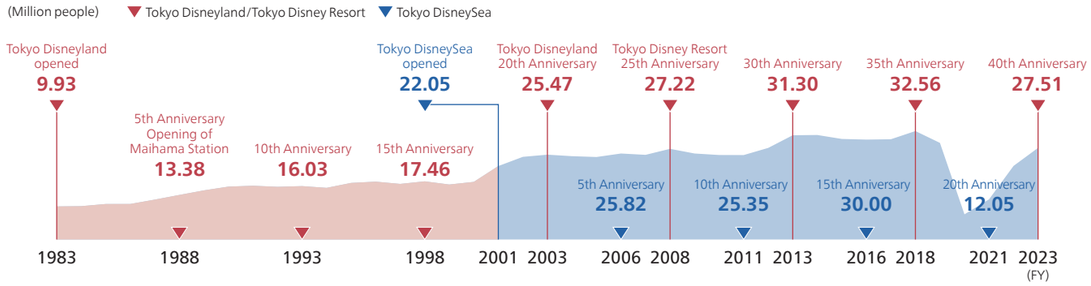
	Change in accordance with operation conditions and attendance level	Arise regardless of operation conditions
Personnel expenses	Part-time cast members (work hours and enrollment) Full-time employees (bonus payment)	Full-time employees (basic salary)
Miscellaneous costs	Merchandise and food/beverages costs, royalties, entertainment- and event-related and sales promotion costs	Maintenance costs
Depreciation and amortization	—	Tend to increase for 7-9 years after introduction of attractions

Components of Sales in the Theme Park Segment

The main components are theme park attendance and net sales per guest

Annual theme park attendance

Anniversary events tend to boost guest volume.

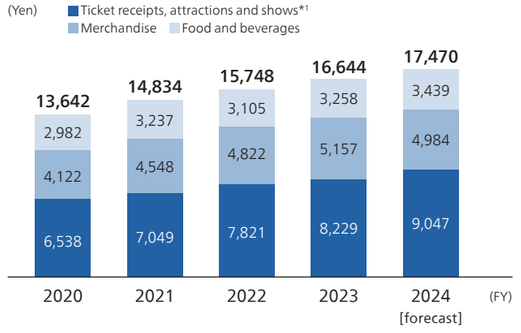


Note: 1. Due to the Great East Japan Earthquake, Tokyo Disneyland was closed from March 12 to April 14, 2011 and Tokyo DisneySea from March 12 to April 27, 2011.
2. Due to the pandemic, Tokyo Disneyland and Tokyo DisneySea were closed from February 29 to June 30, 2020.

Net Sales per Guest and Earnings Trends

Net sales per guest have increased due to certain changes in park operations (introduction of variable pricing and Disney Premier Access and expansion of target facilities, etc.) and changes in guest demographics following the suspension of annual passports, along with an upswing in demand as the parks resumed operations after being closed during the pandemic.

Net Sales per Guest Trends



*1 "Ticket receipts" is applicable for the figures prior to and including FY3/22 and "Attraction and shows" for the figures of FY3/23 and thereafter.

Changes in the Price Revision System

Introduction Time	Prices
Apr. 2020-	¥8,200
Mar. 2021-	¥8,200/¥8,700
Oct. 2021-	¥7,900/¥8,400/¥8,900/¥9,400
Oct. 2023-	¥7,900/¥8,400/¥8,900/¥9,400/ ¥9,900/¥10,900

Ticket Receipts, Attractions and Shows

- We introduced a variable pricing system for tickets in March 2021, and expanded the range of the system in October 2023, setting six prices categories for 1-Day passports (Adult) ranging from ¥7,900 to ¥10,900.
- The ticket pricing revision reflects the following three elements*2.
  (1) Increase in theme park value (2) Price sensitivity survey result
  (3) Trends in demand

  *2 The timing of the strategy will also take into consideration factors in the external environment, such as tax hikes.
- We rolled out Disney Premier Access in May 2022 and applied it to 10 attractions and four entertainment offerings.
  (As of the end of October 2024)

Merchandise

- Sales tend to grow during anniversary events.
- The development of attractive content, such as the Duffy & Friends series, greatly contributes to higher earnings.

Food and Beverages

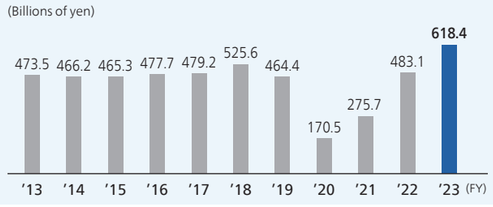
- We have seen earnings increase over the past few years, mainly due to the development of attractive menus coordinated with seasons and events and passing through ingredients cost increases to sales prices.
- As the volume of guests rises, the utilization rate of high-priced restaurants (table service restaurants, etc.) decreases proportionally, which causes a decline in food and beverages sales.

Consolidated Financial Highlights and Non-Financial Highlights

Consolidated Financial Highlights

Net Sales

¥618.4 billion
(+28.0%, ¥135.3 billion year on year)

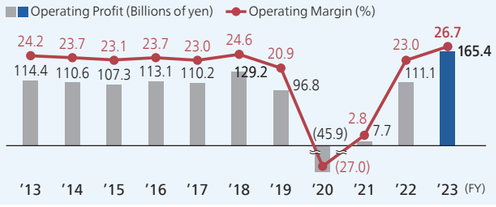


Net sales have increased in step with an increase in the guest experience value of the resort. In FY2023, Tokyo Disney Resort 40th anniversary events and an increase in overseas guest numbers contributed to record-high net sales.

Operating Profit / Operating Margin

Operating Profit
¥165.4 billion
(+48.8%, ¥54.2 billion year on year)

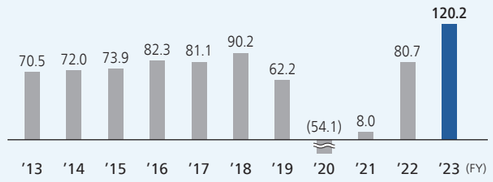
Operating Margin
26.7%
(Up 3.7 points year on year)



Operating profit and the operating margin have reached high levels since the depreciation and amortization burden of Tokyo DisneySea decreased. In FY2023, operating profit exceeded the target level in the 2024 Medium-term Plan despite an increase in costs, mainly due to an increase in net sales.

Profit Attributable to Owners of Parent

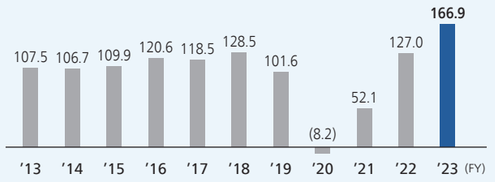
¥120.2 billion
(+48.9%, ¥39.4 billion year on year)



Profit attributable to owners of parent has grown steadily due to factors such as an increase in operating profit and a lighter interest burden. In FY2023, profit attributable to owners of parent was higher, mainly due to the increase in operating profit.

Operating Cash Flow*1 *2

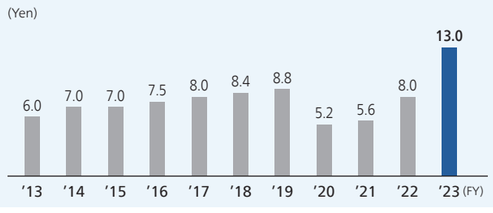
¥166.9 billion
(+31.4%, ¥39.8 billion year on year)



In FY2023, operating cash flow increased due to higher profit attributable to owners of parent. The 2024 Medium-term Plan targets operating cash flow of at the ¥180.0 billion level.

Cash Dividend per Share*3

¥13.0
(+62.5%, ¥5.0 year on year)

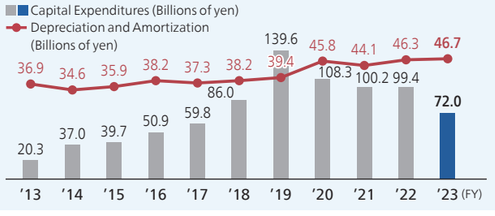


Under the 2024 Medium-term Plan, we planned to return dividends to the pre-pandemic level. The cash dividend per share for FY2023 exceeded the target level at ¥13.

Capital Expenditures / Depreciation and Amortization*2

Capital Expenditures
¥72.0 billion
(–27.5%, ¥27.3 billion year on year)

Depreciation and Amortization
¥46.7 billion
(+0.8%, ¥0.3 billion year on year)



Capital expenditures trended higher, mainly reflecting new investments to enhance the attractiveness of the resort. The Company plans to invest around ¥300.0 billion over the three years of the 2024 Medium-term Plan. Depreciation and amortization is expected to increase further in FY2024 with the opening of Fantasy Springs.

Note: Amounts less than ¥0.1 billion are rounded down.
*1 Operating cash flow = Profit (loss) attributable to owners of parent + Depreciation and amortization
*2 Depreciation and amortization figures for FY2019 and FY2020 include depreciation and amortization recorded as extraordinary loss.
Depreciation and amortization figures for FY2020 and FY2021 include depreciation and amortization recorded as non-operating expenses.
*3 On April 1, 2015, Oriental Land Co., Ltd. conducted a 4-for-1 stock split of common shares and on April 1, 2023 conducted a 5-for-1 stock split, both with the effective date on the same day. Figures reflect the stock splits. The amounts of annual dividends per share for the fiscal years up to and including FY2014 were restated retroactively.

Non-Financial Highlights

* Listed data is for FY2023 (with some exceptions).

Ratio of female managers (non-consolidated)

17.7%

Male to female wage differential (non-consolidated)

Ratio of women's wages to men's wages
77.7%

Ratio of male employees taking childcare leave (non-consolidated)

69.0%

Independence and diversity of Board of Directors

Number of external directors
4 out of 11

Number of female directors
3 out of 11

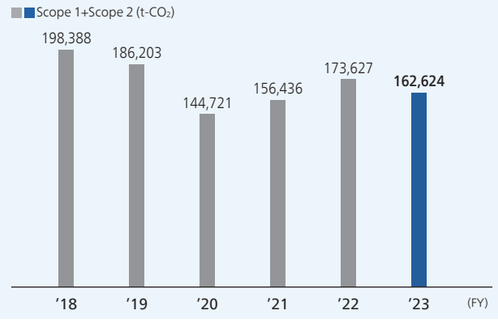
Employee engagement survey

Total score: 68
[OLC Group-wide]

CO_2 Emissions (Scope 1+Scope 2, Scope 3)*1

Scope 1+Scope 2
162,624t-CO_2
(–6.3%, –11,003t-CO_2 year on year)

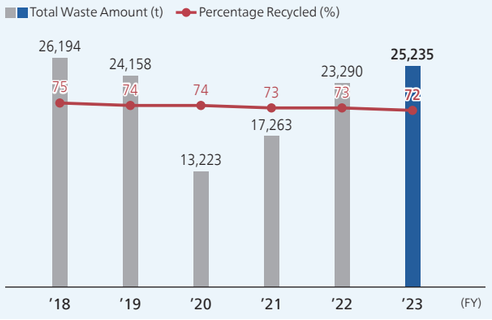
Scope 3
810,893t-CO_2



The Group has introduced a raft of measures to reduce its CO_2 emissions. In FY2023, we enabled employees to view their electricity usage on their PCs. In this way, we were able to work through a PDCA cycle on electricity usage in a timely manner.

Total Waste Amount and Percentage Recycled*2

Total Waste Amount
Up 8.3% 25,235t
(+1,945t year on year)



By reinforcing our waste separation regime, we are currently recycling 70% of the overall waste for Tokyo Disney Resort.
Within this, almost 100% of the waste generated inside the theme parks is being recycled.

*1 Calculated figures are for the business activities of the OLC Group.
*2 Calculated figures are for the business activities of Tokyo Disney Resort.

Message from the Chairperson



Yumiko Takano
Representative Director,
Chairperson and CEO

Creating something that delights society with a dedication to authenticity

Over the past year, I have been working with a strong belief in "creating delight for society with a dedication to authenticity."

This belief is not only my own as Chairperson, but something that has been cultivated through the OLC Group's relationship of trust with The Walt Disney Company spanning over 40 years. In the heart of each employee is a strong sense of mission and pride in their determination to delight guests by providing them with something of incomparable excellence that cannot be rivaled by others. For this reason, I see our employees as the people who best understand the Group, but also as its toughest reviewers. We cannot present something to the world unless our employees rate it as being truly good.

Even now, I remember the words spoken to us by Masatomo Takahashi, who was President when I joined the Company: "Your job is to create authenticity." He repeatedly drummed into us the message that this is a company that values truly high quality, complete dedication to authenticity, and bringing delight to society. It is because the aspiration of these historical leaders for authenticity and strong, uncompromising belief has been passed down the generations that the Group continues to be a unique company capable of creating moving experiences today.

Creating a sense of connection through the ability to communicate stories

The OLC Group has established its goal for 2030 as "Bringing more 'Happiness' to you and the community," and is working towards making this goal a reality.

I believe that happiness refers to a moment or state in which one feels love.

We are all affected by various forms of love that derive from high-quality stories as we have grown into adults. The theme parks are built from stories based on our love for family, friends, nature, and our hometowns. When people visit the theme parks, they encounter something that evokes a story, and a forgotten emotion is revived. Then, a form of love emerges within them. This experience is the same not only for guests, but also for cast members and other employees. It happens throughout the theme parks in a continuous cycle.

I will persevere with dedication to authenticity and uncompromising belief and carry out our mission of constantly inspiring new dreams as a unique company able to create moving experiences.

When I think of a "happiness cycle," I think of people finding that after returning home from the theme parks, a kindness towards others naturally blossoms in their lives, inspiring them to take action. The ripple effect of this eventually stimulates interest in wider society overall, for example in initiatives for environmental issues.

It is the creation of a sense of connection through the ability to communicate stories in this way that is really our purpose as a company; and I am certain that it will be a powerful force ensuring that our business continues to be supported in the future.

Our path to increasing brand value goes hand in hand with sustainability management

I believe that the path to increasing the OLC Group's brand value lies in the pursuit of sustainability management.

The Group's business is in the realization of a desire to create something wonderful, something unique, and something of value to bring delight to everyone in society. This concept is in accord with our ESG materiality, the central axis of sustainability management. I have personally been involved from the stage of identifying our ESG materiality, and through these initiatives I have come to see the importance of how we present the value of our existence in society.

In particular, for the Group, where the power of people is a fundamental aspect of our business, I recognize that one of our ESG materiality issues, "employee happiness," is an important factor that underpins all our business activities. It is because each individual employee feels a sense of job satisfaction and joy that we are able to communicate that feeling to our guests—it spreads out like a ripple. This is the real driving force behind the Group's value creation. We will continue working to be a company that maintains high levels of employee job satisfaction and working comfort, as well as a company that is needed by society.

I believe that the important thing with regard to ESG materiality is to continuously engage in it over an extremely long time frame. For example, with regard to the issues we have identified in the environmental field, "measures to address climate change and natural disasters" and "recycling-oriented society," we will continue to address these seriously going forward in order to remain in harmony with society as a company that operates outdoor theme parks.

Creating a gateway to a new era as a leader

On June 6, 2024, we opened Fantasy Springs, a new themed port in Tokyo DisneySea that is our largest development since the opening of the park.

Fantasy Springs was a massive project, which I worked on as a leader. The project took approximately 10 years including the concept planning period. For several years during the pandemic there were discussions about the viability of continuing the project, but we pressed through with the belief that we could absolutely complete it and make our employees proud.

With the completion of the project, the scaffolding was removed, and we were able to view the entire area for the first time. I still remember the indescribable sense of wonder upon seeing the absolutely amazing world.

Needless to say, this is not the end. We now face the huge challenge of seeing how we can make maximum use of the physical assets to develop our business. Guided by the creed of "consistently adopting the guests' perspective, pushing the limits, and aiming for excellence," we will strive to give guests the energy to embrace new challenges in life.

As a company, I would like us to continue creating a sense of expectation that keeps people looking to see what we will do next. In this respect, I am delighted that we have been able to announce our entry into the cruise business just one month after the opening of Fantasy Springs.



We have always explored new business opportunities, and with this plan to develop family entertainment cruises in the distinctive style of the OLC Group as a third pillar of business after the Theme Park and Hotel businesses, we aim to offer new ways to enjoy leisure to everyone around the world. To do this, it is of course essential that we harness the power of people. By ensuring that each employee can fully realize their strengths and individuality, I would like us to maximize our output in terms of the comprehensive capabilities of the whole Group, and also to become a company with abundant capabilities.

In the world today, new forms of entertainment come and go every day, and society's expectations and requirements will continue to rise. At the same time, we must also increase the value that we provide, refining it by meeting the expectations of society.

The mission of a leader is to constantly describe a new dream that acts as a compass for employees. As a leader, I want to create a gate to a new era. As Walt Disney himself said, "Disneyland will never be completed," and our business likewise has no end and will continue to grow constantly.

I would ask all of our shareholders and investors to watch over the Group's growth from a long-term perspective.

I also ask for your further understanding and support.

October 2024



Yumiko Takano
Representative Director,
Chairperson and CEO

Message from the President



Kenji Yoshida
Representative Director,
President and COO

We will fully utilize the potential of our management resources to create new value.

We will examine our current challenges and fully utilize our management resources to resolve them

When I was appointed President, the OLC Group was forced to make difficult management decisions due to the impact of the pandemic. We faced a situation that was completely unheard of, including closing the theme parks for about four months. Amid this, all of our employees no doubt had significant concerns about whether the Company would really be fine going forward. It is for this reason that I have firmly resolved that my first priority as President is to recover the Company's immediate business performance and restore the confidence of our employees. Sure enough, over the past three years or so, we have steadily recovered our performance, and in FY2023, we achieved record-high profits.

The main factors in this strong performance in the Theme Park business are both external and internal. The external factors include Japan's emergence from the pandemic. We have seen extraordinary growth in demand from both domestic and overseas guests. For the internal factors, some of the services and initiatives that we came up with when we were wondering what we could do during the difficult time of the pandemic have become firmly rooted and delivered results.

I consider these results to have a value that goes beyond figures. They have caused a positive shift in the attitude of our employees—a feeling of confidence that the Group is in a good place now, and that inspires them to try even harder. From this

perspective, I regard these results as an extremely significant achievement.

Nevertheless, there are still challenges to be overcome. The immediate theme that we need to address is evening out attendance levels. We have been promoting efforts to even it out through promoting the variable pricing system for tickets and increasing the number of overseas guests. However, I believe it is crucial to ensure that these efforts lead people to visit the theme parks again by making them feel that the parks are comfortable and pleasant to spend time in and that Tokyo Disney Resort is worth a repeat visit on their next trip to Japan.

The second challenge is providing options. Guests pay a fixed fee to spend a short time in the theme parks, and they have a strong desire to experience something that exceeds their expectations. In working to respond to these desires, I think that one important thing for us to do, for example, is to enhance our programs that offer a full enjoyment of the Disney world, such as Disney Premier Access and the Tokyo Disney Resort Vacation Package.

The third challenge is to balance our labor force with our capacity. By expanding the breadth of work undertaken by our cast members and other employees, we have become able to operate the theme parks without increasing our headcount significantly, but there are still some positions that are short staffed. Particularly for the backstage area, including the general management departments, we need to make progress on increasing efficiency by utilizing digital transformation (DX) as far as possible without impacting the quality of service.

I believe that we need to properly grasp the potential of our management resources even more than before. In addition to hard infrastructure, such as attractions, we have many more resources that are sources of value creation, such as the service expertise and operation systems that we have developed. By making full use of these while further advancing new initiatives, I believe we can overcome many of our challenges and contribute to a further increase in experience value for our guests.

Communication through dialogue leads to business growth

I consider human capital to be an important element, and that the effects of human capital investment are not transient, but are reflected in future financial performance. In FY2024, for example, we increased wages, including for part-time cast members, and in a time of increasing prices, our policy is to continue improving compensation. It is important to have the idea of creating an environment where employees can focus on growing the core business, and then distributing and returning the increase in profits that results from their efforts.

The OLC Group's overall score in the FY2023 job satisfaction survey results was 68. Our goal is to lift this to 71 by FY2030. In analyzing the survey results, we found that while there is a good level of empathy for the Group's business and sense of relationship with colleagues, it appears that we also have work to do on issues such as improving the workplace facility environment, communication with supervisors, and strengthening support for professional growth. I take these results seriously. With regard to communication with supervisors and strengthening support for professional growth, in particular, I think it is important for managers and senior management to take the lead in drawing out the latent potential of each individual employee by discovering their capabilities and encouraging them to try their hand at new jobs. It is such a shame if people conclude they cannot do something and give up just because they haven't performed well when trying one job. There are also some employees who take to new jobs naturally and enjoy them.

Therefore, I consider it truly important to communicate through daily dialogue. To provide a forum to promote dialogue with employees, I extended the "KATARIBA" meetings that we started last year with managers to staff members, holding over 38 meetings. Rather than providing the topics for the dialogue, we held the meetings in a free-style format, allowing the employees to talk about whatever they wished, such as balancing childcare with work and future business development. By having employees share their individual backgrounds and ideas and exchange opinions in this way, I aim to foster an organizational culture in which people are able to adopt diverse perspectives, think, and make proposals. I believe this is extremely important for increasing employee engagement and for future business growth.

How will we return happiness to the community?

The OLC Group's goal for 2030 is "Bringing more 'Happiness' to you and the community." This expresses our corporate position, that we aspire to create 'Happiness' not only inside Tokyo Disney Resort, but also for many people in the broader community and to be a corporation that has a beneficial impact. We believe that the kind of happiness we create is different for our guests, employees, and society, respectively.

For guests, it is to inspire a sense of pleasure and enjoyment at being in the theme parks, and the desire to come again, through the hospitality of employees, including cast members. For employees, it is the smiling faces of guests and the joy in their voices as they say "thank you," which gives employees a sense of pride in their work and motivation to continue.

So, what does creating happiness for the community mean? I think we can reframe this as "How does the Group return happiness to the community?" The Group has defined eight areas of ESG materiality, one of which is "Happiness of children." We aim to engage with social issues that affect children, who are important stakeholders, while expanding our initiatives for supporting them. As a significant first step in this regard, in April 2024 we announced the establishment of the Oriental Land Happiness of Children Foundation. Through this foundation, we will work to provide support for children who are economically disadvantaged to realize their dreams and hopes, and develop human resources who can contribute to society, thereby spreading happiness in society as well. Moreover, through the promotion of ESG materiality, we will realize sustainability management that contributes to both a sustainable society and long-term sustainable growth.

Expanding our field of activity to the sea while pursuing authenticity, we will envisage a path for new growth

The OLC Group opened the new themed port, Fantasy Springs, at Tokyo DisneySea on June 6, 2024. It is our largest-scale area expansion since the opening of Tokyo DisneySea in 2001, covering an area of approximately 140,000 m^2, with a total investment of approximately ¥320.0 billion. There have been twists and turns along the way, with some questioning the viability of continuing the project during a period of future uncertainty due to the pandemic. The opening was a huge feat in itself.

Now that it is open, I have been very moved by the presentation of this space that pursues authenticity in every regard, created by bringing together the technical capabilities of the employees who worked on the project and people involved in its construction, as well as the creative powers of The Walt Disney Company. The area is completely separated into the Walt Disney Animation Studios stories of *Frozen, Peter Pan,* and *Tangled*. It is fun how the scenery and greenery change simply by walking a short way along the path and turning a corner. I encourage you to try walking through the areas freely and experiencing the worlds of the stories.



Looking ahead, we will find a path to new growth that is different from what we have done up until now. The first big step in this direction is the opening of Disney cruises based in Japan, which was announced in July 2024. Just as Fantasy Springs once served as our star of hope, we expect the cruise business to become a guiding light that leads the Group on to a new stage. Of course, our core business is the Resort business centered on Maihama, and our policy is to continue investing and growing this business. However, in addition to this, we are currently examining this cruise business to create a business that will become a new pillar of our earnings.

The distinctive strength of Disney cruises is in their ability to provide the enjoyment of Disney Entertainment in a more immersive space. We believe that this will appeal to the same demographics as the theme park guests, namely families and the younger generation. With a comparatively short schedule, guests can enjoy activities unique to Disney, and by adding variation in routes and other aspects, we aim to provide cruises that can be enjoyed every time they are experienced.

I think that the Group's decision to embark on the cruise business will also widen the horizons of our employees. The Group's strength lies in the power of people. Nurturing a high sense of hospitality in each employee and having them increase their skills even further, including personal growth, is a vital aspect for our business growth going forward. In addition to this is the aspect of creating hard infrastructure and how we create new value that is unique to the OLC Group. Pursuing new avenues of growth that are different from the past is also my own role. In that sense, I believe the new Disney cruise business will become a significant milestone.

I want to encourage all our stakeholders, including investors and shareholders, to enjoy our business as guests also, and invite you to join us in watching over our new challenges and business growth with a long-term view. I also intend to engage in even closer dialogue with you about topics such as how our Group's ideas appear to you, as we strive to promote the OLC Group's long-term sustainable development.

October 2024

吉田謙次

Kenji Yoshida
Representative Director,
President and COO

Working to Create Long-Term Sustainable Happiness

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Process of Happiness Creation

Inspired by its business mission, the OLC Group will work constantly to secure and increase management resources comprising the six capitals, evolving its business model and aiming to create value for society through its business.

Ensuring safety and security and observing our corporate code of conduct are fundamental. On top of this, “customer loyalty” and “employee loyalty,” which form a cycle, and an “attractive space created by facilities and contents” through continuous investment are three growth drivers that work together as one under our business model as we provide value through our business in the form of happiness creation, which will further strengthen our management capital.

By also working on our material issues from an ESG perspective to complement and strengthen our sustainable business development, we aim to realize Happiness creation indefinitely.

P.3

Business Mission

Our mission is to create happiness and contentment by offering wonderful dreams and moving experiences created with original, imaginative ideas.

Business Capital

Competitive Advantage

Own vast land in a superb location

Human Capital

Competitive Advantage

Highly hospitable employees who see the satisfaction of customers as their own pleasure

Intellectual Capital

Strengthening management capital through continuous investment

P.25

Management Resources

Social Capital

Competitive Advantage

License from Disney Enterprises, Inc., which has unrivaled brand power, creativity, and development capabilities

Natural Capital

Financial Capital

External Environment (future issues)

- Decrease in total population of Japan
- Surging development/ construction costs
- Decrease in working-age population of Japan
- Climate change/ natural disasters

P.5, 7

Business Model

Business Activities

Increase the value of the entire Tokyo Disney Resort

- Theme Park Segment
- Hotel Business Segment
- Other Business Segment

A business that helps to create a society of wonderful dreams, moving experiences, happiness and contentment

- New businesses

Growth Drivers

High guest loyalty
Raise the level of guest satisfaction

High employee loyalty
Raise the level of employee satisfaction

Attractive space created by facilities and content

Ensure safety and security and observe the corporate code of conduct

P.21

Provision of Value

Creating Happiness

Our Goal for 2030

Bringing more “Happiness“ to you and the community.

Continue to create “Happiness” not only inside Tokyo Disney Resort, but also for many people in the broader community

Continue to be a corporation appreciated by society by fulfilling our role in the efforts made toward achieving a sustainable society

Continue to be a corporation in which employees can truly take pride

Complement and strengthen sustainable business development from a sustainability perspective

ESG Materiality

P.23

Our Goal for 2030

The OLC Group has set out its long-term growth direction in our goal for 2030, "Bringing more 'Happiness' to you and the community." Up until now, the Group has provided happiness to a large number of stakeholders related to the theme parks, primarily our guests. Going forward, we aspire to be a corporation that has a beneficial impact not only on the Group's stakeholders, but also on the wider community.

Awareness of Environmental Changes

Until now, the OLC Group has concentrated investments in the Maihama area in order to enhance the appeal of the resort, and to achieve earnings growth. On the other hand, we recognize that it is important to respond flexibly to changes in the business environment, including long-term issues such as the decline in Japan's working population due to a falling birthrate and an aging population, and diversification of values with regard to leisure due to the pandemic from 2020 onward.

While the values that the Group wishes to share remain unchanged, we will pivot to a more sustainable business structure and aim to achieve both long-term sustainable growth and contribution to a sustainable society.

Strategies so far

- Continuously make large-scale investments to generate value to motivate park visits
- Secure a large number of guests to sustain the apparatus-centered business
- Secure a sufficient number of employees to attend to the large number of guests
- Make concentrated investments in the Maihama area

Issues

- Surging development/construction costs
- Decrease in total population of Japan
- Decrease in working-age population of Japan
- Climate change/natural disasters

The pandemic gave rise to the following:

Risk of long-term business suspension	Reaffirmation of the value of happiness brought about by person-to-person interactions	Diversified perspectives on leisure activities resulting from altered awareness of crowded places.

Although the values that the OLC Group wishes to share remain unchanged, we need to respond to changes in the business environment including our long-term issues

Formulating Our Goal for 2030

In seeking to realize sustainability management that achieves long-term sustainable growth and contribution to a sustainable society, the OLC Group has formulated Our Goal for 2030, "Bringing more 'Happiness' to you and the community," as its direction for sustainably creating happiness, which is the value it provides.

Specifically, in addition to our existing businesses, through new businesses, we will expand the scope to provide value outside of the resort as well. Furthermore, we will engage on social issues related to our business in order to drive long-term sustainable growth as a company, and contribute to a sustainable society as well. In addition, we will enhance employees' job satisfaction, and create a beneficial cycle of happiness for society, business, and future society.

Bringing more "Happiness" to you and the community.

- Continue to create "Happiness" not only inside Tokyo Disney Resort, but also for many people in the broader community
- Continue to be a corporation desired by society by fulfilling our role in the efforts made toward achieving a sustainable society
- Continue to be a corporation in which employees can truly take pride



Future Direction of Businesses to Realize Our Goal

As our future business direction to realize our goal for 2030, we will aim to achieve synergies and beneficial cycles through initiatives in both existing and new businesses.

In our existing business, we will work to increase the value of Tokyo Disney Resort by addressing diversifying needs of guests and fluctuations in demand. This will mean looking beyond the existing approaches to enjoyment and examining various other approaches, such as diversifying interactions with customers.

In new businesses, we will take on the challenge of businesses that can help to resolve issues and increase the value of our existing business while also presenting growth opportunities. We will continue sowing seeds for the future, aiming to develop a new business segment as an earnings pillar by 2030.

Furthermore, with our management commitment, "Create a rewarding workplace environment for all," we will promote environments where employees can work with enjoyment and in their own way.

We have selected eight areas of ESG materiality, in which we should capture opportunities that will lead to growth and eliminate risks, and we will promote initiatives in these issues. P.23

Existing businesses

Address diversifying guest needs and fluctuations in demand to enhance the added value of Tokyo Disney Resort as a whole.

- We will continue to invest in Tokyo Disney Resort including theme parks, to keep offering fresh appeal.
  E.g., Revamp Space Mountain and surrounding environment, etc.

Synergy

New businesses

Cruise Business

- To achieve long-term sustainable growth, we will advance into the Japan-based cruise business, venturing beyond Maihama, so as to launch a new business segment that will likely bring new earning opportunities.
- By harnessing our expertise in our existing businesses, we will offer extraordinary and highly original shipboard Disney experience as a way to generate new experience value.

Take on the challenge of establishing new businesses that help us resolve issues in our existing businesses and enhance their value, and that may provide us with earning opportunities.

- -FY2026
  Continue to sow seeds for the future, with a plan to make a cumulative investment in the ¥10 billion range*
  Note: The investment funding for Oriental Land Innovations Co., Ltd. was increased from ¥3.0 billion to ¥13.0 billion.

* Including investment aimed at securing new earning opportunities within Tokyo Disney Resort

Management commitment: Create a rewarding workplace environment for all

Eight areas of ESG Materiality

ESG Materiality Unique to the OLC Group

- Employee happiness
- Happiness of children
- Diversity & inclusion
- Supply chain management
- Measures to address climate change and natural disasters
- Recycling-oriented society
- Stakeholder engagement
- Fairness in corporate management

Launch of Disney Cruises in Japan

OLC concluded a license agreement with Disney Enterprises, Inc. in July 2024 regarding a cruise business, as a new business with potential to offer new revenue opportunities.

We have been providing immersive spaces and experiences through the Tokyo Disney Resort business. This is a new opportunity to add another unique immersive Disney experience that will create lifelong memories for families.

We have obtained the right to develop and operate the Disney cruises based in Japan, aiming to begin ship construction from FY2025 and cruises from FY2028. Within a few years of starting operations, we expect the business to produce annual net sales of ¥100.0 billion with around 400,000 passengers per year. The total investment in this business is projected to amount to approximately ¥330.0 billion.



Disney cruises (concept image)

ESG Materiality

The OLC Group has selected eight areas of ESG materiality for capturing growth opportunities and eliminating risks, with the aim of carrying out sustainability management that contributes to achieving a sustainable society and long-term sustainable growth. The selection process was carried out from the perspectives of society/stakeholders and impact on the Company based on the principle of double materiality. For each ESG materiality, strategies, indicators and targets have been set in the form of KGIs for 2030. To ensure they are promoted, the Group has set KPIs for 2026, and KPIs under the 2024 Medium-term Plan. The progress status is reported to the Board of Directors and Executive Committee at least once a year.

"Employee happiness" and "Happiness of children" will be promoted as materiality unique to the Group.

For details on the progress on KPIs up to FY2023, please refer to the following link.
https://www.olc.co.jp/en/sustainability/esg_materiality.html

Society

Employee happiness

Strategy

Opportunities
- Continuous employment of talented people
- Strengthened capacity to respond to changes and business opportunities

Risks
- Shortage of human resources
- Outflow of human resources

To remain as a workplace that is chosen by people, implement measures to help them feel a sense of joy and accomplishment (job satisfaction) and establish a comfortable and supportive workplace environment and internal systems.

Indicators/goals (KGIs for 2030)
- Enhance job satisfaction of employees
- Total score of employee engagement survey: 71 [OLC Group-wide]

Happiness of children

Strategy

Opportunities
- Resolving social issues pertaining to children, who are important in our business activities

Risks
- Exacerbated social issues surrounding children

To achieve a thriving society by nurturing the dreams and minds of children, who are our future, implement measures that resonate with children, engender their trust, and resolve social issues pertaining to children, through the Tokyo Disney Resort.

Indicators/goals (KGIs for 2030)

Tokyo Disney Resort
- Implement activities aimed at enriching the daily lives and minds of children

Community programs
- Implementing programs to foster the development of children, who are our future

Diversity & inclusion

Strategy

Opportunities
- Increased experience value by adapting to changes in society and customer needs

Risks
- Declined guest experience value due to insufficient diversity measures
- Emergence of risk due to insufficient response to human rights protection

To address changes in society and customer needs and conduct business activities in which diverse customer values are respected, implement structured measures to ensure that human rights are respected, review existing products and services, and build systems to give due consideration to diversity, among others.

Indicators/goals (KGIs for 2030)
- Build and implement a human rights due diligence process for designated key human rights issues
- Build systems for implementing business activities in which diversity is respected

Supply chain management

Strategy

Opportunities
- Expanding competitive advantages by giving due consideration to the environment and society across the entire supply chain

Risks
- Manifestation of risks due to insufficient supply chain management

Formulating a policy to achieve sustainable procurement in collaboration with suppliers.

Indicators/goals (KGIs for 2030)
- Percentage of 1st tier suppliers informed of and consenting to our Procurement Policy and the OLC Group Vendors Code of Conduct: 100%
- Percentage of sustainable raw material procurement for internally designated items: 100%

ESG Materiality Identification Process

Our Group discussed and set its ESG materiality using the following materiality identification process.

Identification STEP 1
Identified 89 issues pertaining to our Group's business in reference to international guidelines*.

Evaluation of significance STEP 2
Narrowed down the issues identified in view of risks that may continue to exist in 2030 and opportunities that may be gained.

Mapping STEP 3
Conducted mapping from the perspectives of society/stakeholders and impact on company.

Expert interviews STEP 4
In order to ensure objectivity, interviewed outside experts and adjusted the direction of initiatives in view of their opinions.

Discussion and resolution by management team STEP 5
Held several discussions at the Sustainability Promotion Committee, which is chaired by the representative director, chief operating officer and president and includes directors among its members, and passed a resolution at the Board of Directors meeting.

* GRI Standards, ISO 26000, SASB, etc.

Environment

Measures to address climate change and natural disasters

Strategy

Opportunities
- Generating new experience value by adapting to climate change

Risks
- Increased number of abnormal climate and natural disaster events that have growing impact on business

Produce and procure renewable energy, take energy-saving actions, install environmentally friendly design, etc. to reduce the risk of climate change and adapt to climate change with enhanced resilience to increase the sustainability of business.

Indicators/goals (KGIs for 2030)
- Reduction in greenhouse gas emissions
  Scope 1 and 2: 51% reduction from the FY2013 level
  *Achieve net zero emissions of greenhouse gases by FY2050

Recycling-oriented society

Strategy

Opportunities
- Creating new demand by providing new products and services with environmental value

Risks
- Depletion and rising cost of natural resources

Implement measures such as saving resources and reducing waste pertaining to products and services and promoting the sustainable use of resources to contribute to the development of a recycling-oriented society.

Indicators/goals (KGIs for 2030)
- Waste reduction target [weight]: 10% reduction from the FY2016 level
- Percentage recycled [actual result]: 80%

Governance

Stakeholder engagement

Strategy

Opportunities
- Strengthened capacity to address changes in social conditions

Risks
- Decreased capacity to address new changes in needs and potential risks

To evolve business activities and contribute to achieving a sustainable society, implement measures to attribute importance to appropriate and open information disclosure to stakeholders and dialogues with them.

Indicators/goals (KGIs for 2030)
- Ensure appropriate and open information disclosure to stakeholders and place value on interactive communication with them to evolve business activities and engage in activities that contribute to achieving a sustainable society.

Fairness in corporate management

Strategy

Risks
- Decreased growth opportunities and social trust due to lack of appropriate decision-making function

Ensure that all laws and regulations and the Corporate Governance Code are complied with, and establish management systems that allow flexible responses to changes and facilitate growth.

Indicators/goals (KGIs for 2030)
- Ensure that all laws and regulations and the Corporate Governance Code are complied with, and the management systems in place allow flexible response to changes and facilitate growth.

Towards Strengthening Our Capital

The OLC Group has six types of capitals, which are management resources that each provide a source of value creation. They include competitive advantages, such as the Group's own vast land in a superb location (business capital), a license from Disney Enterprises, Inc., which has unrivaled brand, creativity and development capabilities (social capital), and highly hospitable employees who see the satisfaction of customers as their own pleasure (human capital).

In our 2024 Medium-term Plan, we also plan to promote business activities that fully utilize these six capitals to provide value by creating happiness. Moreover, in the course of promoting initiatives to address our ESG materiality, which we have identified in order to realize our goals for 2030, we will strengthen our management resources even further over the long term, leading to the sustainable creation of happiness.

* The data presented is for fiscal 2023

Relevant ESG Materiality P.23

Employee happiness / Happiness of children / Diversity & inclusion / Supply chain management / Measures to address climate change and natural disasters / Recycling-oriented society / Stakeholder engagement / Fairness in corporate management

Business Capital

Competitive Advantage

The OLC Group has a large area of land with excellent access from Tokyo. This area has a giant market comprising approximately 30 million people living in the neighboring metropolis and four prefectures.

Moreover, the theme parks, hotels, and various other facilities of Tokyo Disney Resort help to create happiness for guests through highly varied experiences created from a vast extraordinary space. To further increase the attraction of the theme parks, in June 2024, Fantasy Springs opened in Tokyo DisneySea with a footprint of approximately 140,000 m² *1.

▶ Own vast land	**Approx. 2 million m²**
▶ Cumulative theme park attendance	**Over 800 million**
▶ Number of theme park attractions*2	**84**
▶ Total number of Disney hotel guestrooms*2	**Approx. 3,500**

*1 Total development area
*2 32 facilities at the time in 1983 (Tokyo Disneyland)

Enhancement Points in the 2024 Medium-term Plan P.31

[Enhance theme park appeal]
- Opening of Fantasy Springs
- Restore events, etc., to a larger scale than during the pandemic

Relevant ESG Materiality P.23

Human Capital

Competitive Advantage

For the OLC Group, human resources are essential, and the most important resource for creating value in our business.

In the management and operation of the Tokyo Disney Resort, the true source of value creation is our employees, who take pride in their company's business, utilizing their individual expertise in their work in a range of employment formats and job types. As employees develop their ability to respond to change and grow, the quality of guest services is enhanced, which contributes to an increase in business value.

▶ Consolidated number of employees (March 31, 2024)	**34,376**
Non-consolidated number of employees at OLC	**25,995**
- Employees	**3,246**
(General employees: 1,348; theme park management employees: 1,158; specialists 740)	
- Theme park operation employees	**2,385**
- Temporary employees	**334**
- Show performers	**804**
- Regular employees	**19,226**

Enhancement Points in the 2024 Medium-term Plan P.35, 41

- Strengthen organizational management
- Review working conditions of cast members
- Mental and physical health
- Comfortable facilities and digital environment

Relevant ESG Materiality P.23

Intellectual Capital

To operate while maintaining high guest satisfaction, it is essential to have DNA of taking on challenges that embody imagination and a smoothly operating safety management system.

We strive to improve and increase quality every day, and have operated the Tokyo Disney Resort securely and safely for approximately 40 years.

Our corporate culture of mutually encouraging and uplifting one another is the foundation for creating further experience value through new ideas and collaboration between organizations.

▶ Cumulative number of operating days of Tokyo Disneyland (to March 31, 2024)	**14,171**
▶ Number of engineers performing inspection and maintenance of the entire facility*3	**Approx. 1,000**
▶ Number of recipients of Company awards	**Approx. 400**
▶ "Dream Up Ideas!"*4	**658**

*3 Including OLC engineers as well as employees of Group companies and cooperating companies
*4 System enabling casual proposal of ideas by employees across organizations and roles

Enhancement Points in the 2024 Medium-term Plan P.32

- Enhance guest services with new ideas
- Reform operations
- Develop human resources and organizations capable of promoting operational reforms
- Streamlined and efficient park operations

Relevant ESG Materiality P.23

Social Capital

Competitive Advantage

The core of our business is a longstanding license from Disney Enterprises, Inc., which has unrivaled brand, creativity, and development capabilities. We seek to create new value through a solid foundation of trust and relationships we have built with our stakeholders.

▶ License from Disney Enterprises, Inc.	**Up to 2076**
▶ Instances of feedback from guests*5	**Approx. 16,000**
▶ Number of primary suppliers*6	**Approx. 2,500 per year**
▶ Number of contact years with theme park official sponsors	**Up to 41 years from park opening**
▶ Consultations with institutional investors	**Approx. 1,000 in total**

*5 Opinions from guests received via channels including telephone, email, and surveys
*6 Number of suppliers with whom the OLC Group has transactions

Enhancement Points in the 2024 Medium-term Plan P.36, 48

Creation and steady execution of internal systems to promote each stakeholder's initiatives

Relevant ESG Materiality P.23

Natural Capital

To sustainably continue creating happiness, it is essential that we reduce our impact on the earth's environment, which is our foundation. Tokyo Disney Resort's business activities include diverse functions like those of a town, including energy, water, and waste management. For this reason, we are taking steps to mitigate and adapt to the impacts on our business from climate change and natural disasters, and to contribute to the creation of a recycling-oriented society.

▶ Energy Consumption*7	
Electricity	**267,261 thousand kWh** (Renewable Energy: 51,937 thousand kWh)
Town gas	**28,547 thousand m³** (Renewable Energy: 564 thousand m³)
Fuel/Transportation fuel (crude oil equivalent)	**1,080 kl**
▶ Water intake (water supply)*7	**4,048 thousand m³**
Internally recycled	**960 thousand m³**

*7 The scope of calculated figures are the activities at Tokyo Disney Resort.

Enhancement Points in the 2024 Medium-term Plan P.49

- Procurement and production of renewable energy
- Energy-saving activities
- Reduction of food loss
- Reduction of single-use plastic

Relevant ESG Materiality P.23

Financial Capital

The cash we generate is subject to be allocated to purposes such as further increasing the attraction of Tokyo Disney Resort, ESG, sowing new business seeds, and shareholder returns, while exercising cost controls.

▶ Operating cash flow*8	**¥166.9 billion**
▶ Capital expenditures	**¥72.0 billion**
▶ ROE	**13.5%**
▶ Ratings	**Japan Credit Rating Agency, Ltd. (JCR): AA**
	Rating and Investment Information, Inc. (R&I): AA-

*8 Consolidated operating cash flow = Profit attributable to owners of parent + Depreciation and amortization expenses

Enhancement Points in the 2024 Medium-term Plan P.35, 46

- Execution of growth investment to increase the attraction of the resort, including Fantasy Springs
- Stable dividends (our aim was to return to the pre-2019 level, which we achieved in FY2023)
- Continuous resource control aimed at a sustainable operation system

Relevant ESG Materiality P.23

Using Capital to Create Medium-Term Happiness

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Review of Past Medium-Term Plans

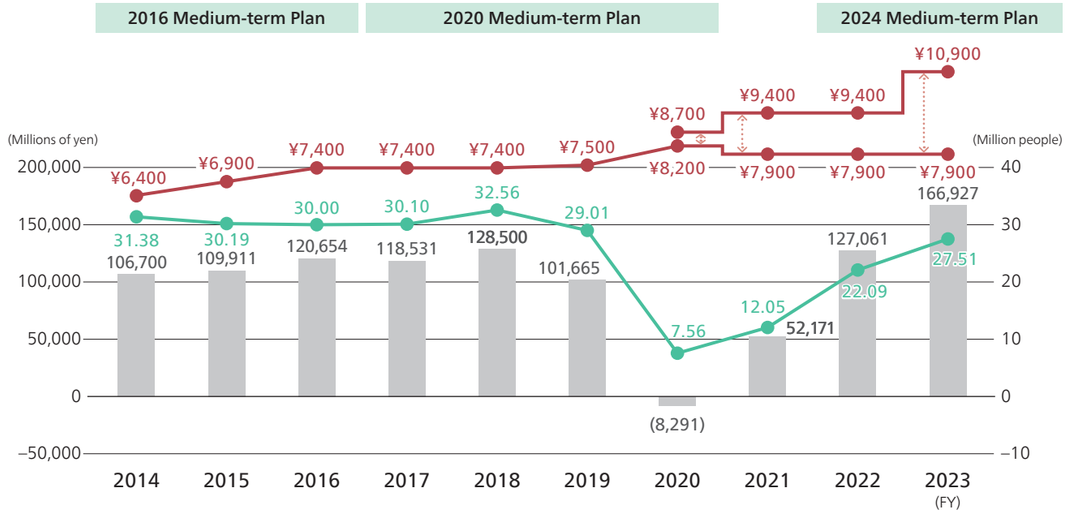
2016 Medium-Term Plan (FY2014–FY2016)

Targets	Results	Issues
• To decide on and sequentially launch large-scale investment projects and other measures that help us maximize the value of our theme parks	• Formulated a development plan by FY2020 and started execution *In FY2019, we opened Soaring: Fantastic Flight and others. • Started constructing the project for opening new areas in FY2020	Attendance has stabilized at the 30 million level, confirming guest attraction capability; but there were days when it was difficult to increase guest satisfaction, depending on the season and day of the week.
① Enhance theme park value ② Increase the number of attendees by guest experience attendance levels ③ Pricing strategy that reflects guest experience value ④ Be more prepared to welcome overseas guests	① Steadily introduced new facilities ② Increased the level of net sales in the first and fourth quarters ③ Revised ticket prices due to increase in theme park value *1-Day Passport (Adult) March 2015: ¥6,400 ➡ March 2017: ¥7,400 ④ Steadily captured guests among increasing overseas visitors to Japan *Ratio of overseas guests in attendance FY2014: 5.0% ➡ FY2016: 8.5%	
• Consolidated operating cash flow of over ¥280 billion in a three-year period	• Results exceeded the target at ¥337.2 billion	

2020 Medium-Term Plan (FY2017—FY2020)

Targets	Results	Issues
• To consistently provide a highly satisfying theme park experience	• Maintained a high level of intention to revisit the theme parks, which indicates satisfaction, until FY2019 • Thoroughly implemented measures to prevent infectious diseases by placing top priority on safety and security due to major changes in the theme park environment caused by the impact of the pandemic in FY2020	Operating under restricted attendance during the pandemic, we made a number observations regarding the guest experience, and recognized issues with our business model weighted heavily towards attracting guests.
• To achieve record high attendance and operating cash flow in FY2020	• Withdrew the quantitative target due to changes in the management environment *We maintained a high level of satisfaction while growing attendance and operating cash flow up until the pandemic started	

[Reference] Attendance, Ticket Prices, and Consolidated Operating Cash Flow



Note: Variable pricing was introduced on March 20, 2021. From FY2020 onward, the minimum and maximum price set for each financial year is shown.

Overview of 2024 Medium-Term Plan and Progress

In April 2022, the OLC Group formulated a Medium-term Plan covering the period from FY2022 to FY2024, which it has been promoting through various initiatives. Positioning this Medium-term Plan as a period for "Recovery from the pandemic and taking on challenges for the future," the Group's aim has been to enhance guest experience as its foremost priority, while also working to restore financial performance.

Using this plan as a springboard, we have been working to establish a structure that can respond flexibly to any environmental change as we aim to realize Our Goals for 2030.

Policy

Recovery from the pandemic and taking on challenges for the future

Background to Formulation

In seeking both to achieve long-term sustainable growth and to contribute to a sustainable society, the OLC Group has adopted Our Goal for 2030, "Bringing more 'Happiness' to you and the community." We want to proceed towards achieving this goal, but as our earnings were affected by the impact of the pandemic, our first urgent priority has been to restore our financial performance. Meanwhile, there were also measures that we were able to try because of the special environment with a restricted number of attendees. Therefore, while taking advantage of these measures during the 2024 Medium-term Plan, we have also positioned it as a period for taking on the challenge of recovery.

Goals

① Enhance guests' experience value

The OLC Group will aim to ensure a comfortable theme park environment by gradually bringing down the daily attendance limit below pre-pandemic levels (prior to 2019). In tandem with this, we also aim to increase satisfaction levels while increasing overall attendance throughout the year by evening out the levels. Furthermore, while proposing options such as new experiences and services to satisfy diversifying guest needs, we will work to increase the attractiveness of the parks.

② Restore financial performance

While taking steady steps to attract guests back to the parks, the Group will aim to restore its financial performance in phases.

At the time of announcement of the 2024 Medium-term Plan in April 2022, the Group set targets of consolidated operating profit of at least ¥100.0 billion, a record-high consolidated operating cash flow, and a return on equity (ROE) of at least 8% by expanding its capacity through the opening of Fantasy Springs and attracting guests at a higher level.

Among these targets, we achieved our targets for both consolidated operating profit and ROE in FY2022, ahead of schedule, and we achieved our target of record-high consolidated operating cash flow in FY2023. Therefore, we have updated our financial targets for FY2024 to consolidated operating profit of approximately ¥160.0 billion, consolidated operating cash flow of approximately ¥180.0 billion, and ROE of approximately 11%. Since these targets were also more or less achieved in FY2023, we will aim for even higher targets in FY2024.

FY2024 financial targets

	FY2023 Results	FY2024 Target [updated in Oct. 2023]	FY2024 Forecast [Announced in Apr. 2024]
Consolidated operating profit	¥165.4 billion	Approx. ¥160.0 billion	¥170.0 billion
Operating cash flow*	¥166.9 billion	Approx. ¥180.0 billion	¥185.1 billion
ROE	13.5%	Approx. 11.0%	12.1%

* Consolidated operating cash flow = Profit attributable to owners of parent + Depreciation and amortization expenses

As these targets were more or less achieved in FY2023, we will aim for even higher targets in FY2024.

Theme Park Business Strategy

We will provide a comfortable theme park environment by lowering the limit on daily attendance below what it was prior to the pandemic, while increasing overall attendance throughout the year by evening out the levels. In addition, we will meet diverse guest needs by promoting new service options such as Disney Premier Access. At the same time, we will further enhance theme park appeal by introducing new content, such as Fantasy Springs, and renewing existing facilities. In this way, we will ensure high levels of park experience quality, leading to increased earnings.

① Reduce limit on daily attendance + Seek to even out attendance levels

Policy

By lowering the limit on daily attendance to below what it was prior to the pandemic, we aim to enhance guests' experience value, such as reducing days where they experience extremely long wait times. Moreover, we will aim to increase overall attendance through the year, by working to smooth out attendance through the year, such as weekdays, holidays, and long holiday seasons.

Progress in FY2023 and Future Plans

In FY2023, we gradually increased the limit on of attendance per day, giving consideration to the status of preparation of our operating system and guests' experience value. We plan to carefully examine future increases the limit in view of guest satisfaction and the theme park environment.

Going forward, the important factor affecting attendance throughout the year will be our efforts to even out attendance levels by strengthening efforts to attract visitors on days when the limit is not reached. From October 2023, we expanded the pricing band used in the variable pricing system, and we will continue to examine the impact of this. We will continue to promote efforts to even out attendance levels using a ticket price variation as well as content such as promotions and special events.

[Reference] Variable pricing introduced so far

Apr. 2020-	Mar. 2021-	Oct. 2021-	Oct. 2023-	
¥8,200	¥8,200 ¥8,700	¥7,900 ¥8,400 ¥8,900 ¥9,400	¥7,900 ¥8,900 ¥9,900	¥8,400 ¥9,400 ¥10,900

[Price for 1-Day Passport for an Adult]

② Provide options

Policy

Disney Premier Access was introduced to increase guests' options for spending time in the theme parks by enabling them to reserve a target attraction at a specified time to reduce time spent in line. We will also expand services that guests can select themselves, aiming to increase experience value and earnings by meeting diversifying guest needs, and to contribute to increased earnings.

Progress in FY2023 and Future Plans

Since the introduction of Disney Premier Access in FY2022, we have steadily expanded the number of eligible facilities while monitoring guest response and wait times. Disney Premier Access has been sold after carefully considering the wait times of users and non-users, and therefore has high satisfaction among users, without incurring a negative impact on the satisfaction of non-users. In FY2024, we plan to introduce it for the three attractions at Fantasy Springs, the new castle projection show introduced in September, and certain stage shows, etc. at Tokyo Disneyland, which will widen the range of choices for guests even further.

For Tokyo Disney Resort Vacation Packages, through measures such as enriching the package contents, we have increased the number of new users and net sales per guest. In FY2024, we will sell packages that make maximum use of Fantasy Springs and bolster promotion with the aim of capturing repeat guests, bringing in new guests, and increasing brand value.

We are also selling the 1-Day Passport: Fantasy Springs Magic park ticket as a new option. Guests who purchase these passports will be able to enter Fantasy Springs an unlimited number of times, whenever they wish, allowing them to experience the attractions in a short time.

We will continue to examine options that will satisfy the increasingly diverse needs of our guests.



1-Day Passport: Fantasy Springs Magic

❸ Enhance theme park appeal

Policy

Preparations for the opening of Fantasy Springs on June 6, 2024 proceeded smoothly. In addition, we will also aim to continuously increase the appeal of the theme parks by making new investments and introducing content and by renewing existing attractions.

Progress in FY2023 and Future Plans

With the recovery of the external environment, we implemented Tokyo Disney Resort 40th anniversary events and special events at a restored scale. By accumulating these kinds of successes, we have increased attendance and also maintained high satisfaction levels. In FY2024, we have successfully opened Fantasy Springs, our biggest highlight, at Tokyo DisneySea, and introduced a castle projection show at Tokyo Disneyland.

In addition, Marvel characters will also appear in the theme parks for the first time.

From FY2026 onward, we will introduce new attractions showcasing the world of Disney Animation film *Wreck-It Ralph*, and in 2027 we will renew the area around Space Mountain.



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The castle projection show
"Tokyo Disneyland Night-time Entertainment Reach for the Stars"

[Reference] Growth Investment beyond the 2024 Medium-term Plan

▶ New attraction based on the world of Walt Disney Animation film *Wreck-It Ralph* coming to Tokyo Disneyland

Opening schedule	FY2026 onward	Investment value	TBD
Outline	• The new attractions will be created by transforming the existing Buzz Lightyear's Astro Blasters attraction • An indoor shooting-type experience		



Artist Concept Only ©Disney
New attraction based on the theme of *Wreck-It Ralph*

▶ Tokyo Disneyland Attraction Space Mountain and surrounding area to be renovated

Opening schedule	2027 onward	Investment value	Approx. ¥56 billion [including cost of new facilities in the surrounding area]
Outline	• Space Mountain will be renovated with the addition of enhanced performance and immersive special effects • Its surrounding area will also be remodeled by adding light and sound features		



Space Mountain

Development policy going forward

Create a foundation for maximizing the potential of Tokyo Disney Resort

Onstage	Make investments to increase appeal and provide guests with constantly changing parks
Backstage	Establish a comfortable work environment, create land for future development, etc.

❹ Establish efficient theme park operations

Policy

It is essential to aim for an ever more sustainable operation structure and continuous control of resources to enable long-term operation of the theme parks. We will aim to establish efficient park operations by lowering the limit on daily attendance while promoting efforts to even attendance out. We will operate with a reduced number of cast members compared to before the pandemic, promote efforts to save labor using digital technology, and introduce additional mobile order systems.

Progress in FY2023 and Future Plans

In efforts to promote a lean operation structure, labor saving, and use of IT, we are examining and implementing a raft of different measures, such as revising the position of cast members, carefully examining the operation times of each facility, and providing an environment that enables people to purchase merchandise, even if they do not visit the theme parks. We have also introduced a mobile order system for restaurants, and expanded it. As of October 2024, it has been introduced at 21 restaurants.

Going forward, we will continue to work over the longer term to increase operational efficiency.

DISNEY MOBILE ORDER



Hotel Business Strategy

In the Hotel business, we have introduced new hotels to meet diversifying guest needs with the aim of increasing experience value across the entire Tokyo Disney Resort, as well as implementing activities to further increase its appeal.

In FY2023, we introduced the Tokyo Disney Resort Toy Story Hotel, a moderate type hotel offering a casual resort stay experience with a focus on accommodation; and in FY2024, we introduced Tokyo DisneySea Fantasy Springs Hotel, which offers the highest level of luxury guestrooms for a Disney hotel within Tokyo Disney Resort.

With the opening of these hotels, there are now four categories that can be found at Tokyo Disney Resort: Value, Moderate, Deluxe, and Luxury, enabling us to meet the diverse needs of guests.

Average occupancy rates for Disney hotels at Tokyo Disney Resort in FY2023 were high at 98.4%. There are currently approximately 3,500 rooms across all of them, and these have unrivaled competitive advantages, strengthening collaboration with the parks and offering accommodation experiences that utilize Disney content to provide high levels of satisfaction to all hotel guests.

In FY2023, we introduced the Tokyo Disney Resort 40th "Dream-Go-Round" special room at Wish of Tokyo Disney Celebration Hotel, and a limited-type Marvel Special Room at the Disney Ambassador Hotel. Both of these initiatives were well received.

Moreover, in addition to efforts to increase experience value, we continued initiatives to increase earnings, such as setting room prices based on supply and demand, utilizing offers such as Tokyo Disney Resort Vacation Packages, and building a management foundation by making effective use of management resources across the six Disney hotels at Tokyo Disney Resort.

Disney Hotel development in Japan

We have approx. 3,500 rooms across six Disney Hotels (As of October 2024)

Luxury
Luxury Type



Tokyo DisneySea Fantasy Springs Hotel

Total 475 rooms



Grand Chateau [Luxury type]
56 rooms

Deluxe
Deluxe Type



Fantasy Chateau [Deluxe type]
419 rooms



Tokyo Disneyland Hotel
706 rooms



Tokyo DisneySea Hotel MiraCosta
502 rooms



Disney Ambassador Hotel
504 rooms

Moderate
Moderate Type



Tokyo Disney Resort Toy Story Hotel
595 rooms

© Disney/Pixar

Value
Value Type



Tokyo Disney Celebration Hotel
702 rooms

Response to Inbound Tourism



We will aim to increase the satisfaction of our overseas guests while responding flexibly to environmental changes.”

Daisuke Iwase
Officer, Director of Marketing Division

In our efforts to attract overseas visitors to Tokyo Disney Resort, we have been pursuing growth through strategic, ongoing initiatives. In FY2023, by conducting successful marketing strategies adapted to the external environment of a recovery in inbound tourism demand, we welcomed around 3.49 million overseas guests into our Theme Parks — a record number.

Capturing Opportunities from Changes in the Inbound Tourism Market

In spring of 2022, when we started considering our overseas marketing plan for FY2023, it was not possible to project the future outlook for recovery in Japan’s inbound tourism. Some countries in Southeast Asia had reopened to overseas travelers, and in Japan there was also a growing sense of recovery in inbound tourism, such as reopening the border to small, guided tour groups; however, the effects of these initiatives were still limited. Even under these uncertain conditions, we pressed on with establishing sales channels for theme park tickets so that we could quickly attract visitors and not miss any opportunities once Japan’s borders reopened to individual travelers.

In preparing our sales channels, we predicted that the shift to online travel arrangements would grow stronger, as it had been gradually progressing since before the pandemic, so we shifted the core sales channel to overseas Online Travel Agents (OTAs). Previously, we sold park tickets for each country with actual travel agents overseas, but the shift to overseas OTAs capable of borderless ticket sales created a structure that enables guests from any country to purchase theme park tickets at any time independently of the status of overseas travel recovery in each country.

Strengthening Visitor Attraction through Both Marketing Activities and Preparing Systems to Receive Them

Shifting the sales channels to overseas OTAs not only secured omnidirectional channels, but also enabled us to take an approach of encouraging people considering travel to Japan to move from awareness to purchases directly online.

With the aim of leading guests who are interested in visiting the theme parks to purchase tickets without losing their interest, we implemented marketing activities to lead visitors from seeking to purchase, such as concentrated promotions on the websites of overseas OTAs targeting people who are considering travel to Japan and dissemination of information via social media.

The level of satisfaction experienced by guests when they visit the theme parks is another important aspect of attracting visitors. Regardless of differences in the guests’ backgrounds, such as their native language, we strive to eliminate inconvenience as much as possible and ensure that they enjoy the parks with a high level of experiential satisfaction. This has a significant impact not only on their intent to return to the parks again, but also on their desire to recommend the parks to people after returning to their home countries, which affects future visitor attraction. We will work to enhance the operational structure for receiving overseas guests, while coordinating daily with the Operations Departments to ensure that they enjoy the parks.

For the Future

For the future, it is important to build market strategies for two market segments: the repeat market and newly developed markets. In the repeat market, we will aim to win repeat visitors by approaching not only people considering travel to Japan but also those already traveling in Japan, while forming deeper relationships with overseas OTAs. For the newly developed markets, in addition to relationships with overseas OTAs, we will aim to increase visitor attraction by expanding recognition and stimulating their desire to visit the Theme Parks by freely trying new approaches to promotion.

Inbound tourism is expected to increase going forward, and by working to maintain and increase the rate of Theme Park visitors received among inbound tourists, we will be able to stably attract visitors. The Company will continue working together to attract even more overseas guests and increase their satisfaction.

Human Resource Strategy

We will focus on developing human resources and organizations capable of improving guest services and reforming operations with new ways of thinking in order to increase job satisfaction among employees and maximize individual and organization performance. We will build a sustainable and efficient human resource system that can respond flexibly to environmental changes and continue to provide high added value with a limited number of employees.

Other efforts will focus on creating a comfortable working environment, including initiatives to support employees' mental and physical health and creation of a digital environment.

Seek transformation into a sustainable HR structure while maximizing job satisfaction

Point

1. Develop human resources and organizations capable of improving guest services and reforming operations on the basis of new ways of thinking
2. Build a system where high added value can be provided by a limited number of employees

Approach of Initiatives

- Strengthen organizational management
- Review working conditions of cast members
- Mental and physical health
- Create a more comfortable work environment



"KATARIBA," a forum for dialogue about job satisfaction and the ideal state of the organization

P.41

Investment Strategy and Financial Policy

We will prioritize investments in distributing cash generated through operations*. These investments will include the theme park business, such as Fantasy Springs, and developments to increase the appeal of existing attractions. In addition, we will also start investing in ESG and in sowing seeds for the future. We aim to create further cash flows as a result, leading to a long-term sustainable increase in corporate value.

With regard to dividends, we have already surpassed the pre-pandemic level, which was our target at the time when we formulated the current Medium-term Plan, and we aim to continue paying stable dividends going forward.

		At the announcement of the 2024 Medium-term Plan	Revision details
Operating cash flow		Approx. ¥350 billion during the 2024 Medium-term Plan period	Approx. ¥460 billion during the 2024 Medium-term Plan period
Allocation policy		Allocate operating cash flow by giving priority to investment	No change
Funds allocation	Investment	In addition to investment in Theme Park Segment, we will invest in ESG and start sowing for the future • Capital expenditure ¥160 billion • Remodeling work ¥75 billion	No change to policy • Capital expenditure ¥215 billion • Remodeling work ¥90 billion
	Shareholder return	• Under our policy of aiming for a steady payout of cash dividends, we will aim to restore dividends to the pre-pandemic level during the 2024 Medium-term Plan period • The acquisition of treasury shares will be considered based on a comprehensive analysis of our business environment and financial performance	• Dividend amount in FY2023 exceeded the pre-pandemic level Further dividend increase projected for FY2024 • Plan to acquire and retire 18 million treasury shares during the period between FY2024 and FY2025 (planned)
	Debt repayment	• Approx. ¥60 billion	No change
Cash on hand		1. Working capital [for several months] 2. ¥50.0 billion in capital for continuing with capital expenditure even in the event of an emergency such as an earthquake (In addition, we have ¥150.0 billion in a line of credit for earthquake risk countermeasures as working capital for emergencies.) 3. Investment capital for growth in and after FY2025	1. Working capital (for several months) 2. Capital necessary for business continuity in the event of a disaster such as an earthquake 3. Investment capital for growth in and after FY2025

* Consolidated operating cash flow = Profit attributable to owners of parent + Depreciation and amortization expenses

Feature: Co-Creation of Value through the Combination of Capitals



Sustainable Happiness Creation through Fantasy Springs

The new themed port, Fantasy Springs, opened at Tokyo DisneySea on June 6, 2024. Fantasy Springs comprises three areas that recreate the worlds of Disney Animation films and a sixth Disney hotel that offers the highest level of accommodation experience available at the resort. Its conceptual theme is "Magical springs that lead to worlds of Disney fantasy."

Maximizing guest experience value with the combined power of the five capitals to increase corporate value

Fantasy Springs is our largest area expansion since the opening of Tokyo DisneySea, accounting for approximately one-fifth of the current area of Tokyo DisneySea. With an investment of around ¥320.0 billion, the largest ever additional investment to our existing facilities, the effect of full-year stable operation is projected to be a boost of about ¥75.0 billion per year to consolidated net sales.

Key members of the project explain, from the aspects of various strategies and measures, how this large-scale development will generate unique and unrivaled moving experiences and enhance guests' experience value, ultimately leading to increased corporate value.

Financial Capital
Growth investment amount
Approx.¥320 billion

Intellectual Capital
Dedicated teams in the project
Hotels, promotion and advertising, etc.

Capitals and Value Co-creation Related to Fantasy Springs

Business Capital
Total development area*
Approx. 140,000 m²
*Including back yard

Social Capital
Media conference
84 companies
Sponsor promotions
21 companies in 55 campaigns
Preview participants, etc.

Human Capital
Number of employees involved with opening preparations
All employees

Business Capital Financial Capital

Providing Options for Diverse Guest Needs

Point We will work to expand options for guests and maximize experience value while increasing earnings

Introduction of 1-Day Passport: Fantasy Springs Magic

We introduced the high added value park ticket, 1-Day Passport: Fantasy Springs Magic, offering an even more satisfying experience of Fantasy Springs to guests using certain hotel and accommodation plans. With this passport, guests are guaranteed entry to Fantasy Springs without specifying the time in advance and can visit attractions as many times as they like with reduced wait times. Given the comparatively high pricing, we decided to take a new approach and focus on providing ways to create a unique, special guest experience. I feel that this park ticket meets the diverse needs of guests and reflects the unparalleled experience value of Fantasy Springs.

We have also prepared Standby Pass (available free of charge) and Disney Premier Access (available for a fee) for eligible attractions as ways to enjoy Fantasy Springs. We were aware that providing this option may make it more difficult to understand how to enter the theme parks, so we paid careful attention to communication. By providing a variety of options, we aim to meet diverse needs and maximize experience value while increasing earnings.



Shogo Miyazaki

Manager
Resort Supervision Department
Corporate Strategy Planning Division

Three Ways to Enter Fantasy Springs As of opening on June 6, 2024

Method 1 Tokyo DisneySea Park ticket + Standby Pass (available free of charge)

A Standby Pass is available free of charge, which allows guests to enjoy eligible experiences at a designated time.

Method 2 Tokyo DisneySea Park ticket + Disney Premier Access (available for a fee)

With Disney Premier Access (available for a fee), guests can select designated times to enjoy experiences with a reduced wait time.



Method 3 1-Day Passport: Fantasy Springs Magic

A passport that allows the holder to enjoy attractions inside Fantasy Springs without a designated time and with a reduced wait time. Sold as a new option for purchasers of certain Vacation Packages or guests staying at Tokyo DisneySea Fantasy Springs Hotel.



Business Capital Intellectual Capital Social Capital

Promotions for the Opening

Point The entire Company worked as one to create a communication plan

Making the most of the appeal of Fantasy Springs

We worked on communications for the opening of Fantasy Springs with a strong desire to increase the value of Tokyo Disney Resort even more by fully conveying the appeal of the themed port.

The Marketing Division, Publicity Department, and Themed Port No. 8 Opening Planning Department formed a special project team for communications. The team implemented new initiatives, such as a press conference to mark 100 days to the opening and a livestreamed opening-eve event broadcast on terrestrial TV. To communicate the appeal of Fantasy Springs both to theme park guests and everyone throughout Japan, we insisted on creative TV and newspaper advertising, maximizing the volume and quality of our communications.

Concentrated and diverse communication activities raised recognition and a desire to visit among many guests, which will also help us to achieve long-term sustainable growth.



Ryuji Matsumoto

Manager
Communication Group
Marketing & Communication Department
Marketing Division

Taking on the challenge of live streaming "The Fantasy Begins" for one night only



The Fantasy Begins

On the eve of opening day, we held a live broadcast event called, "The Fantasy Begins," to invite everyone to the birth of the world of Disney fantasy. To share the excitement of this special, once-only night with many people, and to celebrate the opening of this space that anyone would dream of visiting, we created an entertainment event that combined Disney characters, 1,000 drones, and songs performed by an orchestra and choir. In a completely new challenge for us, it was broadcast on terrestrial TV and livestreamed on social media.

The drone show floating in the night sky highlighted the beauty of the night. In addition, the event took place without technology , such as computer graphics (CG) or augmented reality (AR). We were determined to produce a flow of unique moments and an immersive experience that would touch people's hearts.

For example, we made detailed plans on how to show off the art made by the drones in the sky above the beautiful nightscape of Fantasy Springs in a way that would delight the guests. For the 1,000 show-drones that formed pictures in the sky above the area, we used a photography drone, precisely adjusting its flight path and camera angles to capture the beauty of the display for the live stream. All of the departments involved worked together and spent time perfecting a single completed entertainment event, in which the character performances and the drone show in the sky above them all ran smoothly. Many people cooperated on the project to see it to completion, including conducting dozens of flight-path adjustments and test photography.

After the event, we released event images on our official social media accounts, which were widely viewed. I hope that these images will always be cherished by people who have already visited Fantasy Springs, and by those who visit it in the future, as the story of the night when this area was born.



Takuya Nagata

Manager
Event Group
Marketing Development Department
Marketing Division

Business Capital Human Capital Intellectual Capital Social Capital

Promoting the Ability to Create Happiness and Professional Growth

Point Cultivate a sense of unity and elevate cast performance

Creating a virtuous cycle of better cast member performance and engagement

The following measures and systemization were carried out mainly by the divisions that operate the theme parks to ensure that cast members feel joy and pride in working at Tokyo Disney Resort and are able to act with initiative to create guest happiness.

- Measures to increase loyalty to the Theme Parks and strengthen a sense of belonging
- Guest service initiatives and education to facilitate great performance
- Measures to connect a sense of contribution obtained through praise with further motivation

For the opening of Fantasy Springs, we continuously conducted various measures starting in September 2023, such as exhibitions and construction site observation tours for cast members and other employees in an effort to cultivate a sense of unity throughout the Company. This will enable them to deliver even greater happiness to guests who are drawn to visit the theme parks by the opening of Fantasy Springs.

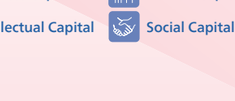


Yuko Yamaguchi

Director
Park Service Operations Department
Operations Division

Various initiatives for cast members and other employees





Training for cast members

Facility handover ceremony

Cast member preview

Cast member family preview

Rally held before opening of Fantasy Springs

Facility handover: engineers passing on their care and dedication to cast members



Before the opening of Fantasy Springs, on April 16 and 17, 2024, we held a facility handover ceremony. The engineers who had worked on the construction of Fantasy Springs shared with the cast members who would work there the special points about the facility, stories from when the construction was being carried out, and so forth, passing on their care and dedication to the cast members and giving them a cheer of encouragement.

Many of the cast members expressed a renewed appreciation for the greatness of Fantasy Springs and a sense of pride at working there, as well as a desire to continue the care and dedication of the engineers and create happiness for many guests. The combination of human capital from many departments generated synergies that have produced a wonderful theme park experience.

Business Capital Human Capital Intellectual Capital

Enhancing Hotel Guests Experience Value

Point As part of the theme parks, we will enhance the value of guests´ time across the entire Tokyo Disney Resort

Aiming to provide a luxury service for hotel guests

Tokyo DisneySea Fantasy Springs Hotel is a Disney hotel integrated with the Theme Park, built near the magical springs of Fantasy Springs. The hotel has two wings, Fantasy Chateau with 419 deluxe-type rooms, and Grand Chateau with 56 luxury-type rooms.

Fantasy Chateau is decorated with Fantasy Springs flora and fauna and Magical Springs motifs throughout the hotel and the guestrooms, so that guests can enjoy their stay while feeling the atmosphere of the Theme Park. The Grand Chateau is a luxurious and elegant space, offering the highest level of accommodation at Tokyo Disney Resort.

In addition to its location, the hotel also offers guests an enjoyable experience that is integrated with the theme park. In this regard, it aims to deliver a "seamless, ultimate Disney experience." First, the hotel's guests are guaranteed entry to the Fantasy Springs area. They can also move freely in and out of the area using an exclusive entrance, and they are able to purchase the 1-Day Passport: Fantasy Springs Magic. In addition to a wonderful accommodation experience, we would like guests to enjoy attractions to their heart's content with short waiting times. It is with this desire that we strive to provide the ultimate immersive experience in every aspect of the world of Fantasy Springs.

Moreover, for Grand Chateau in particular, we wanted to provide the pinnacle of a luxury accommodation experience integrated with the theme park, and conducted numerous discussions with the theme park operating divisions. As a result, we decided to provide Attraction Tickets, which allow guests to use the priority access entrance to eligible attractions and enjoy them with ease and a reduced wait time. We also provide Tickets for Viewing Shows so that guests can enjoy certain entertainment programs at their leisure from exclusive viewing seats.

Furthermore, building on the operating capabilities that we have developed so far at Disney hotels, we have provided opportunities to study operations at other companies' luxury hotels and involved many people including members of the Rooms Division and the Food and Beverage Division to create "the Japanese Disney hotel style luxury service," which provides attentive and detailed hospitality for each individual guest, from before they arrive for their stay until they leave the hotel. We will continue to pursue a level of service that is a hallmark of Disney hotels, and strive to ensure that guests enjoy irreplaceable and memorable moments throughout their stay.

Hiroshi Ikeda

Director, Corporate Strategy Planning Department
Senior Manager, Tokyo DisneySea Fantasy Springs Hotel Opening Planning Department
Milial Resort Hotels Co., Ltd.





Tokyo DisneySea Fantasy Springs Hotel



Fantasy Chateau



Grand Chateau

Human Capital

Our employees, including cast members, are the core of the OLC Group's business and the source of its value creation. We have set "Employee happiness" as one of our ESG material issues, and having formulated our personnel and organization goals for 2030, we are promoting initiatives to achieve them.

Amid major changes in the environment, including a decrease in the working age population stemming from a declining birthrate and aging population, and increasingly diverse values around work, we are striving to maximize employee job satisfaction and establish a sustainable human resources framework.

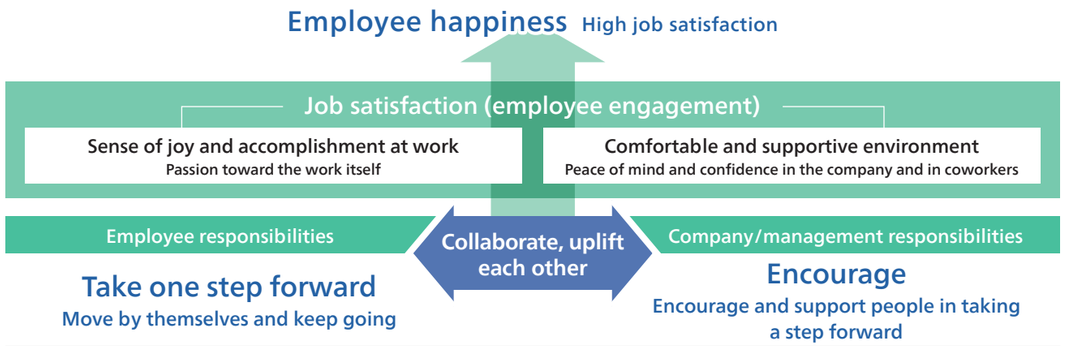
Strategy

Human resources are of paramount importance to the OLC Group, and are indispensable in creating business value. At Tokyo Disney Resort in particular, guest services provided by highly engaged employees, including cast members, who take pride in their work is a major source of strength.

Having established "Employee happiness" as an area of ESG materiality, the Group strives to ensure that all Group employees, including cast members, feel satisfied with their work and continue to choose us as their employer.

Specifically, we have defined "Employee happiness" as "a state in which each individual is highly satisfied and engaged with their work." Accordingly, we are working to enhance employees' job satisfaction (sense of joy and accomplishment) to create a comfortable and supportive environment (workplace and internal system). We also believe the employee-employer relationship is one in which both sides mutually rely on and elevate one another, and that it is crucial for employees to keep taking "one step forward" and for the Company and their managers to encourage and support them as they do so.

In building such relationships and enhancing employee engagement, we place importance on the development of talented people who are able to proactively engage in creative thinking, the unleashing of the potential of diverse individuals, and the creation of a fulfilling workplace environment.



Be unafraid of change, continue to step forward, tackle work with a sense of curiosity and fun	Create	Build an environment that respects and supports willingness to embrace change and take on challenges, that values the attitude of taking one step forward
Enjoy contributing to the achievements and growth of colleagues by accepting each other's different views and strengths, supporting each other, and motivating each other	Diverse	Build an organizational culture and environment that encourages employees to recognize, collaborate, and enhance each other's diverse perspectives and strengths, which are necessary to continue creating new value
Feel a sense of meaning and pride to work here. Take responsibility for their own careers as independent individuals. Actively maintain health of mind and body and continue to learn and grow with ambition	Thrive	Provide opportunities for employees to continue to develop their careers and abilities while feeling a sense of meaning and pride in their work here Offering an environment where they can work comfortably while maintaining health of body and mind

Specific Examples of Initiatives for FY2023

Developing **Creative** Talent	• Expanded "KATARIBA" [dialogue opportunities] between the president and employees • Implemented "KATARIBA" workshops for managers and non-managers • Implemented park measures that draw on cast members' curiosity and teamwork
Supporting **Diverse** Talent	• Expanded work-life balance measures by employment category • Expanded benefits for employees with a same-sex spouse or common-law spouse • Expanded the scope of jobs for employees with disabilities, including on-stage jobs
Creating an Environment **Conducive** to Job Satisfaction	• Revised human resources systems • Expanded opportunities for autonomous learning and growth • Fostered career-mindedness among Theme Park operation employees through career development training • Renovated employee cafeterias and backstage offices • Strengthened awareness of mental and physical health • Increased base salaries and basic hourly wages • Implemented measures [e.g., events] to engender joy and pride as cast members • Expanded recognition measures such as corporate award programs and the Legacy Award presented to the most outstanding cast members

Indicator and Goal

The OLC Group had set a KGI for 2030 of an 80% or higher overall positive response rate to job satisfaction questions, but we redesigned the survey in FY2023 and set a new indicator. Since previous surveys differed depending on employment category and Group company, the indicator was a positive response rate for each survey as a whole. However, to gauge the state of job satisfaction in each employment category and Group company using the same scale under a common goal for the Group, we carried out a standardized survey for the whole Group. Also, rather than measuring results in the two broad categories of positive or negative, we decided to adopt a total score as an indicator to gauge subtle changes for each employee and more easily lead to action.

The results of the FY2023 survey showed that, while employees have a good sense of buy-in to the business and good relationships with colleagues, they also recognize issues such as improvements in the workplace facility environment, communication with superiors, and more robust support for growth.

We have a framework in place to discuss problem-solving initiatives at Executive Committee and Sustainability Promotion Committee meetings as needed.

Indicator	Goal (KGI for 2030)	Results (FY2023)
Enhance job satisfaction of employees	Total score of employee engagement survey: 71 [OLC Group-wide]	Total score: 68

Results of Job Satisfaction Survey

The OLC Group's FY2023 survey on job satisfaction (engagement) resulted in a total score of 68.

This is the result of the first standardized survey conducted across all employment categories in the Group. We are taking this result as the baseline for progress leading up to 2030, and have set an overall goal of 71, a 3-point increase, aiming for steady improvement in job satisfaction.

To achieve our goal, we will continue to carry out surveys and reflect the results in our initiatives. We believe it is critical in doing so not only to get an overall picture of the Group, but also to gauge in more detail the nature and changes in status in the various employment categories.

The reason is that we believe that the operation of Tokyo Disney Resort, the core business of the Group, is underpinned by the active participation of a diverse workforce, and just as every person has a different role, they also have different priorities in terms of job satisfaction.

Going forward, we will continue to take careful stock of survey results as we pursue various initiatives to increase employee engagement.

Human Resources Development Policy

To help employees take ownership of their own career development and grow in aspirational ways, the OLC Group provides them with opportunities to develop their career and competencies.

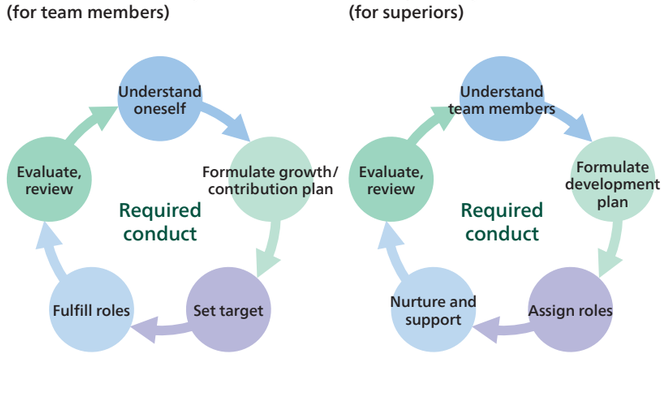
We have established a profile for desirable employees. We define self-driven individuals as "individuals who are self-motivated, have their own values, connect their assigned roles with their own motivations and values, and are equipped with the skills suited to their roles." Guided by this profile, we are committed to the ongoing development of each individual's capabilities.

To encourage recruiting, development, and evaluations based on the "Action Requirements" (Figure 1), we have established a growth contribution cycle/development cycle (Figure 2), and we provide support for team members and management.

Figure 1. Action requirements (excerpt)



Figure 2. Growth/contribution cycle, development cycle



Human Resource Development for Theme Park Operation Employees and Part-Time Cast Members

For theme park Operation employees, as for other employees, we clarify the desired behavior to encourage their autonomous personal growth and raise their motivation to take on new challenges. In addition to role-specific development programs, we also have career support programs in place to help employees think through and achieve their career paths.

From FY2024, we have renewed the personnel systems for part-time cast members to make it easier for them to give their best performance and to create an environment where they can work with motivation.

In pursuit of the goal upheld by cast members—"We Create Happiness"—we provide an introductory training program for all cast members, including part-time members, to learn about the Disney philosophy and the cast members' code of conduct. After they are assigned to their respective positions, members also take part in department-specific training programs, including on-the-job training.

Diverse Employees

The OLC Group places importance on creating a workplace where every individual can demonstrate their maximum potential. Our basic approach is set out in the OLC Group Human Rights Policy Statement.

Examples of Initiatives to Capitalize on Diverse Values

- Implemented a Normalization Creator Class to learn the mindset and support skills to understand and accept the diversity of guests and cast members
- Distributed a Diversity & Inclusion Handbook to all employees, including cast members
- Expanded the welfare benefit system to recognize same-sex and de facto marriage spouses as partners

Examples of Initiatives to Achieve Work-Life Balance

- Established systems such as childcare leave, sick-child leave, nursing care leave of absence and leave, paid leave in half-day units, and paid sick leave (which can also be taken for family care needs)
- Introduced flextime and remote working systems tailored to the nature of the employee's job, as well as an hourly paid leave system (theme park Operation employees are essentially the same as other corporate employees), etc.

Initiatives to Help Employees Balance Work and Childcare

We have adopted a wide range of systems designed to help employees, including cast members, keep working while balancing childcare responsibilities, and have also put in place a consultation service to address inquiries by employees, including cast members.

- Installed a comfortable room for breastfeeding employees
- Introduced a mid-career return program for shift workers with fixed or reduced working hours

Promoting Active Participation of Women in the Workforce

We hold study sessions for female candidates for managerial positions, and have systems in place to support work-life balance so that employees' careers are not disrupted by childcare or family care.

Indicator	Goal	Results (FY2023)
Ratio of female managers	Proportion of female employees in managerial positions: 25% or more by FY2025	17.7%

Framework for Fostering the Corporate Culture

Our Group has inherited a corporate culture in which people find happiness in making others happy and where people praise each other regardless of age, gender, or job title. As a company-wide activity, we also implement unique initiatives designed to boost the motivation and enthusiasm of our employees.

- Company Award: Award of Excellence
- "Dream Up Ideas!"
  (program for proposing ideas, open to all employees, including cast members)
- "Magical Disney Cast"
  (activity in which employees, including cast members, exchange messages praising one another)
- Walt Disney Legacy Award
  (program to select the most outstanding cast members)
- "Thanks Day"
  (annual event to show appreciation to cast members), etc.

COLUMN

Visualizing job satisfaction through the survey enables employees to take ownership of their work and engage in dialogue and actions in conformity with reality



Wataru Ogura
Manager
Human Resources Management Group
Human Resources Division

In FY2023, after conducting a standardized job satisfaction survey across the entire OLC Group, and following repeated discussions, we reset our KGIs. Looking back, in this and other ways, the past year has been one in which we have had to come to terms with reality with regard to "Employee happiness" as spelled out in Our Goal for 2030.

In particular, quantitatively visualizing the state of job satisfaction for all Group employees will enable us to align awareness within each organization, and will lead to dialogue and actions that are in sync with reality.

Still, there is no single right answer when it comes to enhancing job satisfaction. Situations change depending on the individual and the organizational environment. The most critical thing, therefore, is for people to take to heart the results of regular surveys and continuously use the data as an opportunity to reflect on themselves and engage in dialogue.

I believe such repeated efforts will enable employees to see job satisfaction as something they personally take ownership of, and allow all employees to achieve their own happiness by building relationships with colleagues that foster mutual improvement. Believing that "Employee happiness" is achievable precisely because the Group considers human resources to be the most important factor in our business, we will continue to work hard as a team to realize employee happiness.

COLUMN

Growing New Businesses Seeds and Human Resources at Oriental Land Innovations

Oriental Land Innovations Co., Ltd. (OLI) invests mainly in venture companies to acquire knowledge about their technologies and ideas that bring innovation and combine these with the OLC Group's resources to nurture the seeds of new businesses. Moreover, by promoting human resource exchanges through assignments, we accumulate business experience that may be difficult to acquire with our existing businesses, thereby providing support for the growth of investees while also promoting the personal growth of the Group's employees.

VOICE 1

Setting challenges in accordance with the maturity level of a business to create environments and organizations that directly contribute to real business value



K.Y.

While thinking about the future potential of the OLC Group, I felt the importance of monetizing areas outside of our existing businesses, such as the education field, which I am interested in. I also felt that I want to grow further as a businessperson. For these reasons, I applied to an inhouse call for people to go on assignment at Conocer Inc. As head of a "Conojuku" preparatory school, I was involved in setting up a new school. I was immediately confronted with the differences between a large company and a start-up, and I learned about setting challenges in accordance with the maturity level of a business, and discerning a priority order. Currently, I am involved in organization management with the person responsible for business quality at all schools. I will continue aiming to build a win-win relationships between OLI and Conocer, while using what we have learned on assignment to create an environment and organization in which the capabilities of the Group's employees directly connect with real business value.

VOICE 2

Aiming for further growth and innovation through mutual interaction that returns the benefits of business experience in different fields to the Company

My feeling that the OLC Group's value needs to be spread beyond its existing businesses and that the Group needs to take on the challenge of new businesses in new areas outside of Maihama is what led me to apply as a candidate for assignment. At Conocer Inc., I carry out my duties as the head of a "Conojuku" preparatory school while adapting to the rapid growth and changes in the organization and setting tasks and resolving issues autonomously. I believe that business experience in other fields will be of huge benefit for the Group's creation of new businesses. First, I will play a supporting role in growing the business of the assignment company, then through the mutual action of returning the benefits of that experience to the Group, I aim to achieve further growth and innovation. I also plan to continue making every effort to deliver "Wonderful Dreams, Moving Experiences, Happiness and Contentment" to people around the world.



Y.H.



Rikiya Toyofuku
President and Representative Director of Oriental Land Innovations Co., Ltd.

Through human resource exchanges with venture companies, we will encourage new business creation and further advancement of existing businesses.

One of the Company's investees is Conocer Inc., which operates an OMO-type* preparatory school called "Conojuku." Currently, two of our employees are on assignment there, forming a bridge between our two companies. I felt immensely proud of them when I heard positive evaluation of their high communication abilities as they experienced the difference between OLC and the venture company, achieved personal growth, and made every effort to support the company's operations. Going forward, we will return the benefits of the knowledge gained by our employees from their assignment experience to the OLC Group as we create new businesses and advance existing ones.

* Online Merges with Offline

Financial Capital

We will pursue both business growth and shareholder returns, conducting management with a focus on return on capital to realize a sustainable increase in corporate value.



Tomoyuki Shimoda
Officer in charge of Finance/Accounting Department and Business Solution Department

We achieved record financial results in FY2023 due to a successful 40th Anniversary at Tokyo Disney Resort and an increase in overseas guests

In FY2023, Tokyo Disney Resort 40th Anniversary events performed strongly throughout the year, and a large number of overseas guests visited, leading to an increase in attendance. Moreover, to enable a large number of guests to attend, we have increased the limit on daily attendance from the second half of the fiscal year, taking into consideration guest experience value and satisfaction levels. Three years since the introduction of the variable pricing system for the 1-Day Passport, despite setting the price at ¥10,900 per day for some days, attendance continued as before. In addition to the introduction of variable pricing, we stimulated demand and evened out attendance levels with initiatives such as the introduction of new limited-time events and discounted weekday tickets. Net sales per guest also reached record highs, reflecting a greater than initially expected increase in Disney Premier Access target facilities and introduction of content, as well as a favorable reception for Tokyo Disney Resort 40th anniversary event merchandise and menus.

In FY2024, the opening of Fantasy Springs and further increases in the number of overseas guests are expected to deliver record-high financial results exceeding those of FY2023

The opening of Fantasy Springs increased the park's capacity, enabling us to welcome even more guests than before. In addition, we also expect attendance to grow with an increase in the number of overseas guests. However, during the initial opening period of Fantasy Springs, to deliver high experience value to guests visiting the area, we are controlling the capacity of the area giving consideration to factors such as guest demand, experience value, and operation proficiency.

For this reason, we expect attendance of 29.0 million, an increase of around 1.5 million year on year. Net sales per guest are expected to reach new record highs with the introduction of Disney Premier Access at attractions in Fantasy Springs and a full-year contribution from changes in the price bands for the variable price system from October 2023 onward. As a result, we aim to exceed the target levels of both net sales and operating profit for the final year of the 2024 Medium-term Plan.

We will pursue both business growth and shareholder returns, conducting management with a focus on return on capital

At this stage, there is no change from our allocation policy of "allocate operating cash flow by giving priority to investment" announced at the time of the 2024 Medium-term Plan. However, in light of the recent situation, we have updated our investment amounts. Our growth investments have increased by ¥55.0 billion to ¥215.0 billion after factoring in an increase in investment for Fantasy Springs and the renovation of Space Mountain and its surrounding area. For renovations and remodeling, we have increased the projected amount by ¥15.0 billion to ¥90.0 billion with forecast investments for safety and aging countermeasures and IT renewal investment.

At Tokyo Disneyland, we will introduce the castle projection show, "Tokyo Disneyland Night-time Entertainment Reach for the Stars" from September 2024, and new attractions featuring the Walt Disney Animation Studios film *Wreck-It Ralph* from FY2026 onward. Investment in Fantasy Springs will come to an end, but we will continue growth investments for improving the appeal of Tokyo Disney Resort. In addition, we will also allocate funds to ESG investments, including investments in human capital,

such as wage revisions for two consecutive years. Another allocation will be for sowing seeds for the future, with investments in new fields by Oriental Land Innovations Co., Ltd. reaching more than 10 companies.

We consider ROE to be an important management indicator, and we have set it as a KPI in the 2024 Medium-term Plan. FY2024 ROE is forecast to be 12.1%, and we are aiming for a level that exceeds our target. Going forward, we will continue to pursue both business growth and shareholder returns, conducting management with a focus on return on capital.

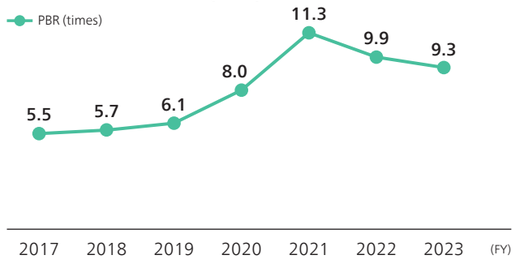
Regarding financing, we are not planning any early repayment or early retirement of interest-bearing debt during the period of the Medium-term Plan. For now, we have secured the necessary funds for continuing business operations in the event of a future disaster, such as an earthquake, as part of our cash on hand. Accordingly, the breakdown of cash on hand going forward comprises three investment funds for growth from FY2025 onward: working capital (for several months), capital for continuing business operations even in the event of an emergency such as an earthquake, and investment capital for growth in and after FY2025.

Current ROE and Equity cost

(under 2024 Medium-term Plan)

	FY2022	FY2023
ROE	10.2%	13.5%
Equity cost	4.3%	5.1%

Price-to-Book Ratio (PBR)



We will strengthen shareholder returns more than the FY2023 level with a policy of increasing dividends and treasury share acquisition and retirement

In FY2023, with full-year financial results coming in above the forecast we announced in October, we resolved to pay a year-end dividend of ¥8 per share, a year-on-year increase of ¥3.6, yielding an annual dividend of ¥13. For the annual dividend for FY2024, with the idea of providing stable dividend increases, we plan to increase the dividend, paying an interim dividend of ¥7 and a year-end dividend of ¥7, for an annual dividend of ¥14. Moreover, in comprehensive consideration of our strong financial results, increased operating cash flow, the OLC Group's management environment, business strategy, and capital policy, we have also decided on a policy of acquiring and retiring 18 million treasury shares. We will continue to strengthen shareholder returns, viewing this as the most important management priority.

Proactive dialogue with shareholders and investors for use in management

There is a sense that the practice of dialogue in management is becoming more important, partly due to the request from the Tokyo Stock Exchange that companies take action to implement management that is conscious of cost of capital and stock price. We plan to provide appropriate disclosure of information demanded by shareholders and investors and proactively engage in dialogue so that we can make use of these dialogues in management.

We have provided even more opportunities for dialogue, where we repeatedly communicate the background and thinking behind our management plans and other information. In addition to online interviews, we restarted overseas roadshows* with face-to-face interviews, which had stopped during the pandemic. We also conducted observation tours of our Fantasy Springs facility for institutional investors to help them visualize the increase in medium- to long-term value of the theme parks that is realized through growth investment.

We view engagement with shareholders and investors as an important opportunity for improving corporate value sustainably. We provide regular opportunities to share feedback from investors and shareholders inside the Company, as constructive dialogue is an important source of nourishment for the OLC Group's growth.

We will work together throughout our organization to steadily implement the 2024 Medium-term Plan. As we do so, we will lay the groundwork for further growth for 2030. We intend to deliver a long-term sustainable increase in the Group's corporate value. We appreciate the continued understanding and support of our shareholders and investors.

* Activities in which the top management of a company explains its financial results and management strategy to overseas shareholders and investors.

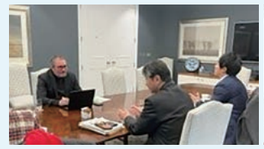
IR Outreach of the OLC Group

Active disclosure and feedback to the OLC Group

As of October 1, 2024, a team of six full-time staff members support top management, directors in charge, and general managers in striving constantly to enhance the transparency and speed of the Group's disclosure, working to prepare easy-to-understand materials for quarterly results briefings.

Recognizing the importance of opportunities for communication between management and shareholders and investors, we also set up meetings with shareholders and investors in Japan and abroad to exchange opinions, and participate in conferences in Japan and overseas sponsored by securities companies.

We give regular feedback on the opinions, requests, and evaluations received from shareholders and investors internally, including to the Board of Directors, striving to support better, more informed management.



Roadshows



Briefings for individual investors (online)

IR Outreach

Stakeholders	Main Form of Dialogue		FY2023 Activities
All stakeholders	IR disclosure	Financial statements, securities reports, quarterly reports, financial results briefing materials, integrated reports, fact books, Oriental Land at a Glance, etc. are available on the corporate website.	Updated as needed
Shareholders, investors	Results briefings	We hold briefings online to explain results and the progress of the 2024 Medium-term Plan.	4 times (quarterly)
	Individual interviews	We respond to requests for individual interviews to follow up on financial results briefings or related to ESG.	About 1,000 people in total
	Participation in IR conferences	We participate in IR conferences in Japan and overseas sponsored by securities companies.	6 times
	Participation in IR conferences	We participate in IR conferences in Japan and overseas sponsored by securities companies.	5 times
	Roadshows	Management gives an overview of financial results and progress of the Medium-Term Plan to overseas shareholders and investors in person and online.	4 times
	Briefings for individual investors	We detail the business and explain growth strategies online through live streaming and archived video streaming.	8 times About 24,000 people
Financial institutions	Debt IR	In the course of obtaining financing, we explain our financial situation and management strategies to financial institutions.	No meetings held
Employees	Distributing reports on financial results announcements and reports to the Board of Directors and the Executive Committee	We report to the Board of Directors and the Executive Committee on the opinions and reactions of shareholders and investors to our financial results and strategies. After they have been thoroughly discussed, we provide them as feedback to the relevant divisions.	2 times (once every half year)

Selected improvements made by April 2024 based on dialogue with shareholders and investors.

Holding IR conferences

As a Group, we have set out our goals for 2030 and eight areas of ESG materiality, and established our KPIs. Based on factors such as these, we issued our first integrated report in October 2022. In producing the second report for FY2023, we set out to reflect the opinions and other feedback of institutional investors, who are its readers. We held several integrated report explanation briefings and we have made an effort to reflect the opinions that we obtained through dialogue. As a result, we received the Award for Excellence in the Nikkei Integrated Report Award, which are selected by fund managers, analysts, and experienced academics, among others.

Restart of Small Meetings with the President

The practice of holding small meetings with the president for institutional investors was abandoned during the pandemic; however, based on a large number of calls for their reinstatement, we restarted them in FY2023. On the day, participants had wide-ranging discussions on topics such as the Company's medium- to long-term development plan, growth strategies, and capital policy. The opinions that we received from the meeting were provided as feedback to the Board of Directors and others, in order to steadily utilize dialogue in management.

Preview of Fantasy Springs for Institutional Investors

Upon the opening of the new Theme Port, Fantasy Springs, at Tokyo DisneySea, developed with an investment of ¥320.0 billion, we conducted a preview for institutional investors in response to their request to experience the hard and soft aspects of the facility in person. All of the participants expressed extremely high levels of satisfaction, with many commenting that the preview had improved their understanding of the Group's business.

Natural Capital

The OLC Group is serious about working to reduce its impact on the global environment, which forms the natural capital that supports our ability to continue creating happiness. In particular, we are promoting measures to mitigate and adapt to the impacts of climate change and natural disasters on our business, and to contribute to building a recycling-oriented society, such as the conservation and effective use of resources. Through these efforts, we will increase the sustainability of our business, so that we can pass on a healthy earth and business to the next generation.

Risks and Opportunities from Climate Change

In April 2022, the OLC Group declared its agreement with the Task Force on Climate-related Financial Disclosures (TCFD).

We also carried out a scenario analysis for the first time in FY2021 for the purpose of understanding the risks and opportunities posed to the Group by climate change and the impact thereof and examining the Group's strategy and resilience as well as the need for further measures, simulating the world in 2050. The scenario analysis referenced several existing scenarios released by the International Energy Agency (IEA) and the Intergovernmental Panel on Climate Change (IPCC), assuming three scenarios for temperature rises: 1.5°C, 2°C, and 4°C.

The outline of risks and opportunities and the business and financial impact of the three scenarios are as follows.

Risk/opportunity category			Overview of the OLC Group's risks and opportunities	Business/financial impact			Countermeasures
				4°C	2°C	1.5°C	
Risk	Physical	Chronic	Changes in trend of guests' visits due to a rise in the mean temperature; rise in difficulty of securing personnel as a result of deterioration of work conditions of employees working outdoors; increase in energy use to maintain comfortable temperatures	Max	Large	Large	Consider formulation of a medium- to long-term business strategy that coincides with the time horizons of "Net zero GHG by FY2050"
			Changes in trend of guests' visits due to an increase in extremely hot days; deterioration of physical conditions of guests and employees	Max	Large	Large	Continue structural and non-structural investments as measures against hot weather (Have been implemented from the past)
		Acute	Closure of Parks due to abnormal weather or intensified natural disasters; supply chain disruption; expansion of scale and increase in frequency of damage to assets	Large	—	—	Take out non-life insurance, systematically update facilities, make capital investment against heavy rain and winds
	Shift	Government policies and laws	Increase in burden of carbon tax due to strengthening of GHG emission regulations, introduction of carbon tax, and progress in setting carbon prices	—	Large	Large	Consider formulation of a medium- to long-term business strategy that coincides with the time horizons of "Net zero GHG by FY2050"
		Market	Deterioration of procurement terms and rise in raw material prices due to change in place and volume of production of food and demand balance; termination of sale of core products	Large	—	—	Consider formulation of a medium- to long-term business strategy that coincides with the time horizons of "Net zero GHG by FY2050"
Opportunity	Products, services		Acquisition of competitive advantage related to climate change response due to changes in customers' values	*	*	*	* Consider formulation of a medium- to long-term business strategy that coincides with the time horizons of "Net zero GHG by FY2050"

Note: The following only includes those deemed to have a large impact based on both qualitative and quantitative assessments of the business and financial impact, including changes in customers' values, which are hard to quantify. We will continue to reassess the risks on a regular basis, utilize the opportunities, and consider countermeasures as a strategic issue. The degree of impact of the risks is rated qualitatively in two levels: "Max" and "Large."

- Max: Risks and opportunities expected to have an extremely large impact on the Group's business and finance
- Large: Risks and opportunities expected to have a large impact on the Group's business and finance

For details, please refer to the following link:
https://www.olc.co.jp/en/sustainability/environment/climate/tcfd.html

Measures to Adapt to and Mitigate Climate Change

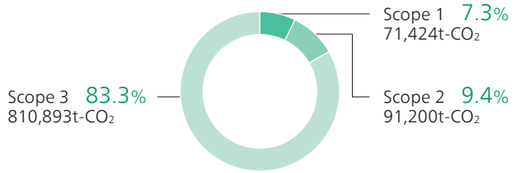
The OLC Group is working to implement both mitigation measures, which entail curbing the advance of global warming by reducing the emission of greenhouse gases (GHGs), and adaptation measures, which entail minimizing the impact on guests of rising temperatures, more frequent typhoons, and other changes to the environment caused by global warming.

Working to Reduce GHG Emissions

The Group is working to accurately grasp its environmental impact by expanding the scope of GHG emissions data collection and introducing tools*1 to calculate and visualize the amount of its emissions. Since initiatives to mitigate GHG emissions are based on the calculation of their amounts, increasing the precision of calculation will build trust and increase the efficiency of the measures. In the future, we believe this initiative will enable us to obtain third-party certification and to set Scope 3 targets.

*1 Also includes water use data and waste emission data

FY2023 Greenhouse Gas Emissions (Scope 1, 2, 3)



Addressing Extreme Heat and Natural Disasters

As a form of adaptation, the Group continues to work on enhancing resilience by, for example, taking measures against thunderstorms, typhoons, and other natural disasters, and addressing rising temperatures to prevent heatstroke both indoors and outdoors.

To combat extreme heat at our attractions, we have installed more fans in queuing areas and created mist areas in various locations. We have also taken various measures at restaurants, such as installing roofs to cover outdoor seating, improving and adding parasols, and strengthening air conditioning in indoor restaurants.

For cast members who work in our Theme Parks, we strive to create good working environments and manage employee health, which includes educating and raising awareness about heat strokes, installing air conditioning, and creating more opportunities to cool down by rotating staff in various positions. We have also introduced air-conditioned clothing as part of the costumes at some locations.

Moreover, we have set the duration of events and the hours of entertainment programs taking into account the impact of extreme heat. Halloween events have previously been held from early September, but from this fiscal year we extended the period of summer events, including the Get Soaked Programs, and pushed back the start time for autumn events. We also increased the number of Early Evening Passports*2 and Weeknight Passports*3 on sale compared to cooler seasons, offering more opportunities to visit the Parks outside of peak hours of extreme heat.

Going forward, we will continue to consider measures to mitigate or avoid the risks of extreme heat, aiming to operate the Parks safely and comfortably.

*2 Early Evening Passport: A ticket that allows entry to either Park from 3 p.m. on weekends and holidays
*3 Weeknight Passport: A ticket that allows admission to either Park from 5 p.m. on weekdays (excluding holidays)



Mist area at the entryway to Fantasy Springs

Water Purification and Recycling

To reduce water use, the water used by our Group is collected, purified and recycled at a water treatment facility owned by our Group. Today, the water used at the Theme Parks and hotels is recycled at the Group's water treatment facility and reused for toilet flushing at Tokyo Disneyland and Tokyo DisneySea, and certain hotels. In FY2023, we produced 960,000 m^3 of service water (gray water). The volume of water used effectively corresponds to around 19% of our total water intake*4.

*4 Total water intake: Water from water supply used at Tokyo Disney Resort and water recycled at the Group's water treatment facility



The Group's water treatment facility

Recycling-Oriented Society

Our Theme Parks, which are visited by many guests, encompass a wide range of functions, much like a large city. By devising various means to make efficient use of limited resources, we will contribute to the sustainability of the business and the protection of the global environment for future generations.

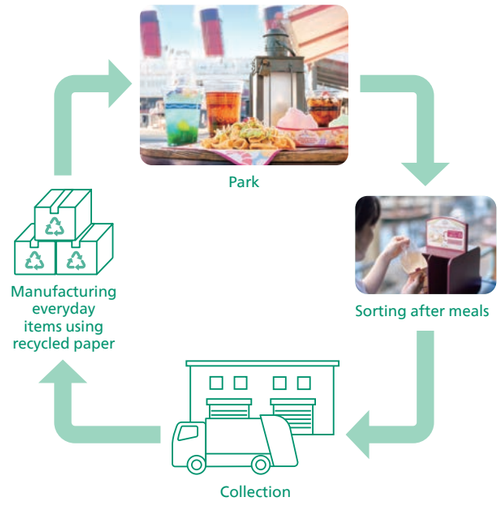
Introducing Sustainable Recyclable Plates

At the restaurant Grandma Sara's Kitchen in Tokyo Disneyland, we trialed the use of recyclable plastic plates in FY2023. After finishing their meal, guest themselves remove a covering film from the plate, separating the dirty film from the plate. The film is disposed of as garbage, while the plates are collected and recycled, and reused as the material for plastic plates. This move enabled us to reduce roughly five tons of waste over a six-month period compared to when paper plates were used.

We introduced recyclable paper plates (image above right) at the Tokyo DisneySea Food & Wine Festival, which took place from April to June 2024. Previously, dirty plates were simply thrown away, but by having guests remove a plastic wrap and sort the plates, they could be recycled as wastepaper. This wastepaper was recycled as part of the raw material for the toilet paper used backstage.

Going forward, we aim to continue creating a framework that allows guests to take part in recycling efforts while enjoying their dining experience.

Flow of recyclable paper plates



Operation Costumes Made from More Sustainable Materials Now in Use

Of the eight styles and approximately 100 costume items in the new Theme Port, Fantasy Springs, some of the fabric used in the vests for "Rapunzel's Lantern Festival," for example, are made using 100% recycled polyester (Photograph). This marks a new challenge—it is the first time Tokyo Disney Resort has produced costumes using such recycled materials.



Fantasy Springs operation costume (example)

COLUMN

Employee Environmental Awareness Activities

To raise employee awareness of environmental conservation, the OLC Group is posting information via the intranet and distributing an environmental video "Let's Start Where We Can!"

Additionally, as part of their initiatives, the Environment Committee's Subcommittee on Climate Change and the Subcommittee on Resource Recycling both present awards to individuals and teams that have demonstrated excellence in their environmental activities throughout the year, aiming to spread awareness of the activities throughout the Company.

In FY2023, the Subcommittee on Resource Recycling's team for "Introducing Environmental Packaging Material Plates" was selected to receive a Company award.



Recipients of the Company's "Sustainability Award"

Foundation for Happiness Creation

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Message from an External Director

I will fully prepare risk countermeasures and bring out the full power of people, while supporting initiatives for long-term sustainable growth.



Kunio Tajiri
Executive Director (External, independent)

The OLC Group's business is characterized by the combination of its large facilities and its people. While developing new physical assets, we work to refine the performance of our employees. The interrelationship between these is the Group's unique strength, and I believe it is the reason for its unrivaled repeat customer rate.

On the other hand, we must also remember that it is a business that is constantly exposed to a high level of risk. The Group operates everything itself, from the Theme Parks to restaurants, merchandise sales, the Disney hotels, and the Disney Resort Line. Even a small interaction with guests can be widely publicized depending on the impression that it gives. Moreover, recently, the Theme Parks were closed for approximately four months due to the pandemic. The Company constantly needs to monitor carefully whether it has responded to all conceivable risks or whether some have been overlooked.

With regard to effectiveness of governance, the Chair of the Board of Directors, CEO, COO, and external directors and the Board of Corporate Auditors have a regular meeting once every three months to gain a deeper understanding of the status of business and management issues so that constructive exchanges of opinions can take place in the Board of Directors. In my view, the contributions from external directors are always received seriously and discussed thoroughly.

Over these past two years, the Group has made progress on the measures of the 2024 Medium-term Plan, and we consider the financial results also to have been favorable. In FY2024, the new Theme Port, Fantasy Springs, opened, and we expect that the performance will remain solid. However, I think that the crucial time will be from the next Medium-term Plan onward. Looking ahead, we must continue a firm policy of emphasizing qualitative enhancement over quantitative expansion, and look at the direction of the business from a long-term perspective.

I believe that it is the power of people that is the key to sustainably increasing the Group's corporate value over the long term. In particular, I expect the ratio of overseas guests to continue increasing year by year. Meanwhile, since the Japanese population is set to decrease, it is easy to imagine that the composition of guests will change in the future. It is therefore important to invest in upskilling employees to equip them for dealing with diverse guests through measures such as training to increase their knowledge and exchanges with outside parties. This will make it easier for us to grasp opportunities to create new businesses. In addition, we must also consider increasing the number of non-Japanese employees.

Our response to the environment is also important. Currently we are taking measures to reduce our CO_2 emissions, such as utilizing renewable energy. However, this alone is not enough. I believe we should also introduce new energy technologies and continue initiatives to enhance our resilience to weather disasters, giving consideration to climate change.

Finally, I am delighted that the stock split carried out in April 2023 has resulted in an increase in the number of shareholders watching over the Group's growth together with us. I recognize the importance of realizing further growth and continuing to pay stable dividends to meet expectations. As an external director, I will continue to monitor and provide proposals, watching over and auditing the OLC Group's management.

Corporate Governance

Basic Approach to Corporate Governance

The OLC Group will continue working to strengthen corporate governance, based on its understanding of the importance of raising management transparency and fairness, achieving sustainable growth and development, and fulfilling its social responsibilities. Specifically, we aim to strengthen corporate governance by reinforcing the internal control system, increasing management transparency, and promoting the reinforcement of management oversight functions. By conducting honest management that emphasizes corporate ethics through these measures, we aim to increase our corporate value.

OLC-WAY

Even with thorough governance systems in place, whether governance in the Company ultimately functions or not depends on the awareness of the people involved in these systems. Based on this understanding, the OLC Group is working to spread and raise awareness of OLC-WAY, a set of shared promises among all officers and employees.

By having all personnel fulfill the promises of "Honesty," "Proactive Execution" and "Healthy Conflict" that comprise OLC-WAY, we will better position ourselves to fully implement Our Goal for 2030, the 2024 Medium-term Plan, and our individual strategies.

Fairness in Corporate Management

The Company has introduced an officer system to develop a more robust group management control system and ensure corporate governance in accordance with changes in the environment surrounding our business. This clarifies the supervisory and executive responsibilities in each business of the OLC Group and enables executive directors to focus on supervision, thereby bolstering the management's supervisory function and encouraging the delegation of the task of business execution to officers, which leads to further expeditious decisions being made.

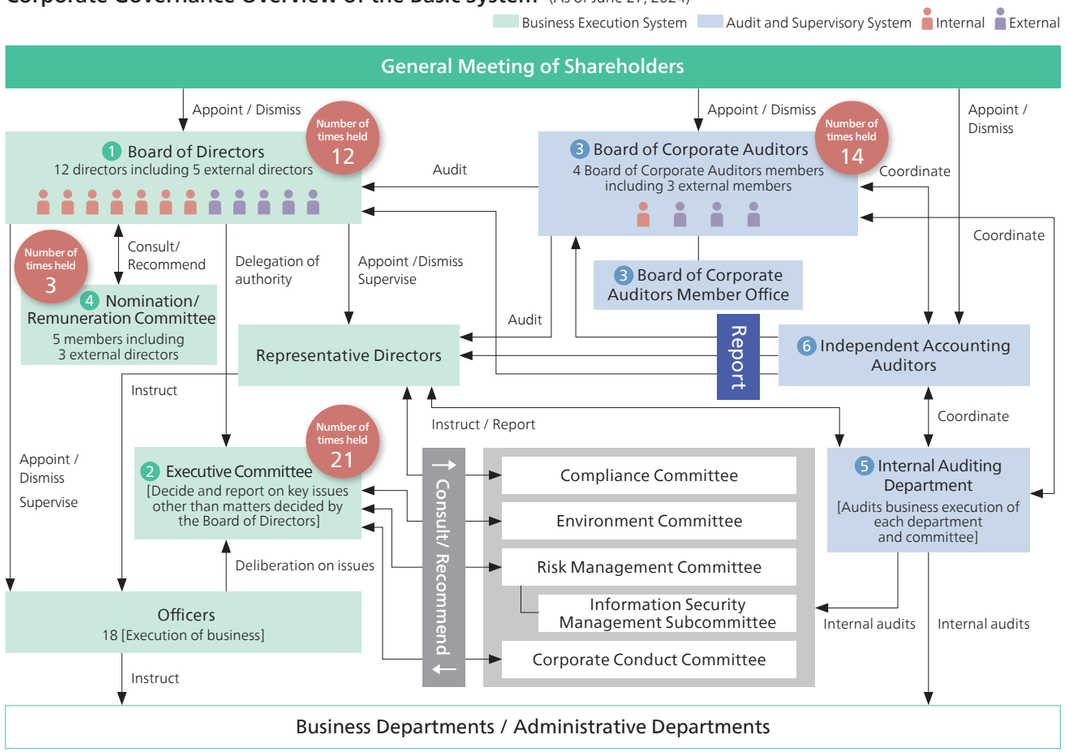
The executive directors and Board of Corporate Auditors members check the management of our company from their respective perspectives. The executive directors carry out deliberations in accordance with the basic policies of management while ensuring that there are no breaches of laws and the Articles of Incorporation. Furthermore, to promote timely and appropriate decision-making, our company has established the Executive Committee, chaired by the CEO, as an organization to decide or report on important matters concerning the execution of duties delegated by the Board of Directors (excluding matters to be resolved by the Board of Directors under the Rules of Administrative Authority). Additionally, our company has established a voluntary Nomination / Remuneration Committee as an advisory body to the Board of Directors. The majority of the Nomination / Remuneration Committee members are made up of independent external directors.

Corporate Governance Structure (As of June 27, 2024)

Corporate governance system		Company with Board of Corporate Auditors
Management system		Officer System
Executive directors	Number of executive directors	12*1
	Term of executive directors defined in Articles of Incorporation	1 year
	Chair of the Board of Directors	Executive director stipulated in advance by the Board of Directors*2
Board of Corporate Auditors members	Board of Corporate Auditors established	Yes
	Number of Board of Corporate Auditors members	4*3
External directors and external Board of Corporate Auditors members	Number of external directors (independent directors)	5 (5)
	Number of external Board of Corporate Auditors members (independent members)	3 (3)

*1 The maximum number of executive directors defined in the Articles of Incorporation is 15.
*2 Representative Director Toshio Kagami was appointed.
*3 The maximum number of Board of Corporate Auditors members defined in the Articles of Incorporation is 6.

Corporate Governance Overview of the Basic System (As of June 27, 2024)



* Number of meetings held in FY2023.

1 Executive Directors and Board of Directors

To enhance the transparency of the Board of Directors and further strengthen management structure, the Board of Directors comprises 12 executive directors, including 5 external directors, making up over 40% of the board, and discusses and makes decisions on important items.

Board of Directors meetings are attended by both standing and part-time Board of Corporate Auditors members, who offer opinions. The executive directors and Board of Corporate Auditors members have different duties and monitor management from their own unique perspectives.

Activities of Executive Directors

Attendance of each executive director and Board of Corporate Auditors member at Board of Directors meetings held in FY2023 is as follows.

Name/ Position		Attendance
Toshio Kagami	Representative Director	12/12
Yumiko Takano	Representative Director	12/12
Kenji Yoshida	Representative Director	12/12
Yuichi Katayama	Executive Director	11/12
Wataru Takahashi	Executive Director	12/12
Yuichi Kaneki	Executive Director	12/12
Rika Kanbara	Executive Director	11/12

Name/ Position		Attendance
Tsutomu Hanada	Executive Director (External)	12/12
Yuzaburo Mogi	Executive Director (External)	11/12
Kunio Tajiri	Executive Director (External)	11/12
Misao Kikuchi	Executive Director (External)	11/12
Shigeru Suzuki	Standing Board of Corporate Auditors members	12/12
Kosei Yonekawa	Standing Board of Corporate Auditors members (External)	12/12
Tatsuo Kainaka	Board of Corporate Auditors members (External)	12/12
Norio Saigusa	Board of Corporate Auditors members (External)	12/12

Note: In addition to the number of Board of Directors meetings mentioned above, there was a written resolution deemed to have constituted a meeting, in accordance with the provisions of Japan's Companies Act and the Company's Articles of Incorporation.

Main Discussion Items at Board of Directors' Meetings (FY2023)

- Matters related to the General Meeting of Shareholders (determination of proposals for voting)
- Matters related to quarterly and annual operating results, and financial reports and forecasts for the next period
- Matters related to personnel affairs of executive directors and officers (responsibilities tasked or delegated to executive director candidates and appointment of officers, etc.)
- Matters related to the effectiveness of the Board of Directors
- Matters related to examination of cross-shareholdings
- Report on the operating status of the OLC Group's internal reporting system and risk management system
- Progress report on ESG materiality in the Group
- Matters related to amendments to the remuneration system for executive directors and officers
- Matters related to the renewal of Buzz Lightyear's Astro Blasters attraction at Tokyo Disneyland

etc.

2 Officers and the Executive Committee

According to changes around the business environment, our Group has introduced the Officer System to accelerate decision-making by promoting the delegation of authority to officers.

The Board of Directors delegates authority to the Executive Committee, which is chaired by the CEO and comprises standing executive directors and officers. The Committee discusses, decides on, and reports on important items (excluding items requiring a Board of Directors resolution). Furthermore, standing Board of Corporate Auditors members can also attend and offer opinions.

3 Board of Corporate Auditors Members and the Board of Corporate Auditors

The Board of Corporate Auditors comprises 4 Board of Corporate Auditors members, of whom 3 are external Board of Corporate Auditors members. In accordance with the audit policy and audit plan, its activities include listening to reports from executive directors, officers and employees, and reporting on the status of deliberation at important meetings, audit results, and other matters, and its members engage in mutual discussions. The 2 standing Board of Corporate Auditors members also attend meetings of the Board of Directors, the Executive Committee, and other committees to gauge the process of key decision-making and the status of the execution of duties, and express their opinions.

Furthermore, to assist the Board of Corporate Auditors members in their duties, employees who are independent from executive directors and the business execution divisions are assigned as staff, and the effectiveness of corporate auditing is also enhanced through cooperation between the Board of Corporate Auditors members, independent accounting auditors, and the Internal Auditing Department.

4 Nomination / Remuneration Committee

A voluntary Nomination / Remuneration Committee, which includes a majority of independent external directors and is chaired by the Chairperson of the Board of Directors, has been established as an advisory body to the Board of Directors. The goal is to enhance the independence and objectivity of the functions of the Board of Directors related to the nomination and remuneration of executive directors and Board of Corporate Auditors members, and other such matters. The committee deliberates on executive director nominations and remuneration (including draft proposals on these for the General Meeting of Shareholders), as well as succession plans, and then reports to the Board of Directors. Decisions on individual remuneration amounts for executive directors are entrusted to the committee by the Board of Directors.

Activities of the Nomination / Remuneration Committee

The Nomination / Remuneration Committee met three times in FY2023. Representative Director and Chairperson of the Board of Directors Toshio Kagami, who chairs the committee, and committee members Representative Director and CEO Yumiko Takano, external directors Tsutomu Hanada, Yuzaburo Mogi, and Misao Kikuchi all attended. Members discussed the following topics.

- Proposals for the General Meeting of Shareholders regarding the appointment of executive directors and Board of Corporate Auditors members
- Proposals for the appointment of representative directors and executive directors with titles
- Revision of executive director remuneration system and revision of the upper limit of remuneration for Board of Corporate Auditors members
- Establishment of a basic policy regarding the nomination and remuneration of Board of Corporate Auditors members, etc.

The meetings also resolved the details of individual remuneration for executive directors as delegated by the Board of Directors, and reported on matters related to succession plans for the CEO and COO.

5 Audit Department and Internal Audits

The Company has put in place an Internal Auditing Department to ensure compliance with laws and internal rules as well as efficient business execution. From an objective standpoint, the Department examines, assesses, and advises on whether Company operations are being conducted appropriately and efficiently in compliance with management policies and plans as well as internal regulations for the purpose of promoting management efficiency

and contributing to enhanced profitability. The results of internal audits are reported to the President of the Company, as well as at the Board of Directors and the Board of Corporate Auditors to enhance coordination among parties concerned. Furthermore, depending on the audit subject, the Department reports the audit results to the Risk Management Committee and Compliance Committee, among others, and directly raises issues and proposes improvement measures to the audit subject with the aim of enhancing internal control on an ongoing basis.

6 Independent Accounting Auditors and Independent Accounting Audit

To ensure accurate accounting, the Group receives audits from KPMG AZSA LLC. Our designated unlimited liability and engagement partners from KPMG AZSA LLC are certified public accountants Noriaki Habuto and Ryoma Dodo. Additionally, a total of 24 accountants and assistants engage in other accounting and auditing activities.

Utilizing External Directors and External Board of Corporate Auditors Members

OLC maintains an oversight system through the appointment of external directors to strengthen supervisory functions. The external directors give advice and make suggestions to the Board of Directors as necessary to ensure the validity and appropriateness of the decisions made by the Board of Directors. They also offer prudent advice based on their wealth of experience, wide-ranging insights, and outside perspectives, further enhancing management's ability to maintain fairness.

External Board of Corporate Auditors members work closely with standing Board of Corporate Auditors members, sharing the information needed to monitor and supervise management. They also receive reports from the independent accounting auditors on the results of half-year reviews and year-end audits. They exchange opinions and hold interviews as appropriate. Furthermore, they work to strengthen collaboration across the audit system by confirming the internal audit plan in advance with the Internal Auditing Department and receiving direct reports on the results of internal audits at meetings of the Board of Corporate Auditors on both a regular and as-needed basis.

See the main status of external directors and external Board of Corporate Auditors members here:
https://www.olc.co.jp/en/sustainability/governance/governance.html

Analyzing and Evaluating the Effectiveness of the Board of Directors

Each fiscal year, the Board of Directors analyzes and evaluates the effectiveness of the board as a whole, taking into account the results of the evaluation sheets distributed to each executive director and Board of Corporate Auditors member.

The evaluations of the board by each executive director and Board of Corporate Auditors member in FY2022 concluded that the method of running meetings, the content of discussions, and the efforts of each board member were generally appropriate and sufficient. After deliberating in light of these results, the Board of Directors concluded that the board is being operated appropriately and that its effectiveness is being ensured.

Policy Concerning Decisions on Content of Remuneration Paid to Executive Directors and Board of Corporate Auditors Members

The Company's Board of Directors decides on the policy regarding decisions on the content of remuneration for individual executive directors and Board of Corporate Auditors members (hereinafter, the Decision Policy), after consulting with the Nomination / Remuneration Committee on its draft policy.

Decisions on remuneration for executive directors are entrusted to the Nomination / Remuneration Committee by the Board of Directors. Remuneration shall be decided within the limits determined by resolution at the General Meeting of Shareholders, after assessing the degree of achievement of management targets, the degree of achievement of targets for individual executive directors, and the contributions of individual executive directors to the Company, so that such remuneration serves as a sound incentive to drive sustainable growth. Said remuneration shall be paid periodically in cash and stock. However, external directors are paid remuneration in cash only.

Considering that Board of Corporate Auditors members perform their duties uninfluenced by corporate performance, their remuneration as a rule is a fixed amount, from the perspective of their roles and independence, and only cash remuneration (a fixed monthly amount) is paid.

The Board of Directors has determined that the decisions regarding the content of individual executive directors' remuneration are in line with the Decision Policy, because the Nomination / Remuneration Committee made the decision after considering the content from multiple perspectives, including consistency with the Decision Policy.

Remuneration for individual Board of Corporate Auditors members is determined, within the limits resolved at the General Meeting of Shareholders, by means of deliberation among the Board of Corporate Auditors members following a report of the Nomination / Remuneration Committee on the appropriateness of the levels and other factors.

Remuneration Paid to Executive Directors and Board of Corporate Auditors Members

The upper limit for cash remuneration was set at ¥80 million (not including the employee portion) per month, as approved at the 39th General Meeting of Shareholders held on June 29, 1999. In addition, the upper limit for stock remuneration (external directors are ineligible) was set at ¥100 million or 10,000 shares per year, as approved at the 58th General Meeting of Shareholders held on June 28, 2018. (Note that a stock split was carried on April 1, 2023, and the number of shares issued per year is limited to 50,000.)

The upper limit for Board of Corporate Auditors member remuneration was set at ¥8 million approved at the 45th General Meeting of Shareholders held on June 29, 2005.

Total Amount of Remuneration Etc., Total Amount of Remuneration, Etc., by Type, and Number of Recipients for Each Office Category (FY2023)

Category	Total amount of remuneration (Millions of yen)	Total amount of remuneration by type (Millions of yen)				Number of recipients
		Cash remuneration			Share-based remuneration	
		Fixed remuneration	Performance-linked remuneration	Retirement bonus		
Executive directors (Of which, external directors)	432 (54)	408 (54)	— (—)	— (—)	23 (—)	11 (4)
Board of Corporate Auditors members (Of which, external Board of Corporate Auditors members)	88 (53)	88 (53)	— (—)	— (—)	— (—)	4 (3)
Total (Of which, external members)	520 (107)	496 (107)	— (—)	— (—)	23 (—)	15 (7)

Notes: 1. Employee wages are not paid to executive directors serving concurrently as employees.
2. The Company has abolished executive bonuses. The amounts paid to executive directors do not include executive bonuses.
3. The Company allocates restricted shares as share-based remuneration with the purpose of providing executive directors with an incentive to sustainably increase the Company's corporate value and to promote further shared value between executive directors and shareholders. In principle, the restricted shares may not be transferred or pledged, or disposed of in any other way for a period of three years from the date of allocation.
4. To strengthen the independence and objectivity of the Board of Directors, the Company has entrusted the determination of the amount of remuneration for each executive director to the Nomination / Remuneration Committee, which consists of Representative Director and Chairman Toshio Kagami, Representative Director and CEO Yumiko Takano, and external directors Tsutomu Hanada, Yuzaburo Mogi, and Misao Kikuchi.

The following changes to executive remuneration are effective starting FY2024.

- Introduction of performance-linked remuneration
- Abolition of upper limit for restricted-share remuneration and suspension of allotment of new restricted shares
- Introduction of stock benefit trust (Board Benefit Trust-Restricted Stock program)
- Revision of remuneration for Board of Corporate Auditors members

See details here:
https://www.olc.co.jp/en/ir/library/securities/main/0115/teaserItems1/0/linkList/06/link/asr2024.pdf

Cross-shareholdings

The Company believes in the need for long-term and amicable relationships with companies related to its business to drive sustainable growth and advances in the core Theme Park Segment. We maintain cross-shareholdings only in companies deemed to contribute to the deepening of mutual ties and enhancement of our corporate value. We will reduce such cross-shareholdings when said objectives cannot be met over the medium to long term.

Every year at the Board of Directors meeting, we carefully examine individual cross-shareholdings in terms of the appropriateness of the purpose for retention, the benefit associated with the holding (asset value, dividends, transactions, etc.), and whether or not the risk is commensurate with the capital cost, to determine the viability of the cross-shareholding.

When exercising voting rights on listed shares held, the Company shall make judgments on each agenda item from the following perspectives.

- Will the holding enhance the corporate value of the investment target over the medium to long term and lead to greater shareholder returns?
- Is there a risk that the holding will significantly damage share prices due to a major violation of laws or regulations, antisocial acts, scandals, or other inappropriate activities committed by the investment target?
- Has there been significant and prolonged stagnation in performance by the investment target?
- Is there a possibility that the holding will harm the common interests of shareholders?

Executive Directors and Board of Corporate Auditors Members (As of June 27, 2024)

Executive Directors


1 Toshio Kagami

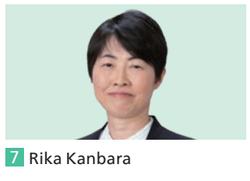

2 Yumiko Takano


3 Kenji Yoshida


4 Yuichi Katayama


5 Wataru Takahashi


6 Yuichi Kaneki


7 Rika Kanbara


8 Tsutomu Hanada


9 Yuzaburo Mogi


10 Kunio Tajiri


11 Misao Kikuchi


12 Koichiro Watanabe

Name / Position	Career History	Nomination / Remuneration Committee	Expertise and Experience (skill matrix)							
			Corporate Management Top Management	Finance / Accounting	Legal / Compliance/ Risk Management	Human Resources / Labor	Marketing / Sales	IT / Digital	ESG	Theme Park Business
1 Toshio Kagami (born January 5, 1936) Representative Director, Chair of the Board of Directors	1972 Joined the Company 2023 Representative Director, Chair of the Board of Directors <Significant concurrent positions> Corporate Auditor (External) of Keiyo Gas Co., Ltd.	○	●	●	●	●	●		●	●
2 Yumiko Takano (born June 23, 1956) Representative Director, Chairperson and CEO	1980 Joined the Company 2023 Representative Director, Chairperson and CEO	○	●					●	●	●
3 Kenji Yoshida (born September 3, 1960) Representative Director, President and COO	1984 Joined the Company 2021 Representative Director, President and COO <Significant concurrent positions> Corporate Auditor (External) of Keisei Electric Railway Co., Ltd.		●	●					●	●
4 Yuichi Katayama (born September 23, 1956) Executive Director	2013 Joined the Company 2013 Executive Director <Significant concurrent positions> Outside Director of BIPROGY Inc.			●	●		●	●		●
5 Wataru Takahashi (born July 19, 1957) Executive Director	1981 Joined the Company 2017 Executive Director			●	●		●	●	●	●
6 Yuichi Kaneki (born November 9, 1965) Executive Director	1989 Joined the Company 2019 Executive Director					●	●			●
7 Rika Kanbara (born September 9, 1967) Executive Director	1990 Joined the Company 2019 Executive Director					●				●
8 Tsutomu Hanada (born January 15, 1944) Executive Director (External, independent)	1966 Joined Keisei Electric Railway Co., Ltd. 2005 Executive Director of the Company <Significant concurrent positions> Advisor of Keisei Electric Railway Co., Ltd. / Corporate Auditor (External) of The Keiyo Bank Ltd.	○	●	●	●	●	●		●	
9 Yuzaburo Mogi (born February 13, 1935) Executive Director (External, independent)	1958 Joined Kikkoman Corporation 2016 Executive Director of the Company <Significant concurrent positions> Honorary Chief Executive Officer and Chairman of the Board of Kikkoman Corporation/ Corporate Auditor (External) of Tobu/ Railway Co., Ltd./ Corporate Auditor (External, member of the Audit Committee) of Fuji Media Holdings, Inc./ Executive Director (External) of Calbee, Inc./ Chairman of Japan Productivity Center	○	●	●	●			●	●	
10 Kunio Tajiri (born November 23, 1942) Executive Director (External, independent)	1966 Joined ITOCHU Corporation 2022 Executive Director of the Company <Significant concurrent positions> External Director of The Zenitaka Corporation.		●	●	●	●	●	●	●	
11 Misao Kikuchi (born April 9, 1950) Executive Director (External, independent)	2022 Executive Director of the Company <Significant concurrent positions> Representative Director and Chairperson of Keiyo Gas Co., Ltd. / Representative Director and Chairperson of Powdertech Co., Ltd. / External Director of K&O Energy Group Inc. / External Director of Keisei Electric Railway Co., Ltd.	○	●	●	●				●	
12 Koichiro Watanabe (born April 16, 1953) Executive Director (External, independent)	1976 Joined The Dai-ichi Mutual Life Insurance Company 2024 Executive Director of the Company <Significant concurrent positions> Special Advisor of The Dai-ichi Life Insurance Company, Limited / Outside Member of the Board of Nippon Telegraph and Telephone Corporation		●	●	●	●	●		●	

Note: For executive directors to achieve sustainable growth and enhance corporate value over the medium to long term, in addition to the basic skills of corporate management—top management; finance and accounting; legal affairs, compliance and risk management; human resources and labor; marketing and sales; IT and digital technology; and ESG—we also deem expertise and experience in the Theme Park Business, particularly important given the nature of our business, to be necessary.
The skills matrix for each executive director is shown above.

Structure of Board of Directors

The Company's Board of Directors considers a composition of up to 15 executive directors to be an appropriate size for making timely and reasonable decisions, as stipulated in the Articles of Incorporation. In order to achieve a good balance of knowledge, experience and capabilities for effectively fulfilling its roles and responsibilities, our Company's Board of Directors takes diversity into consideration, such as the appointment of female executive directors and independent external directors. Furthermore, in selecting executive directors, the Board of Directors nominates persons with abundant knowledge and experience who play a leading role in various fields as candidates for executive directors after deliberation by the Nomination/Remuneration Committee.

Board of Corporate Auditors Members


Shigeru Suzuki
(born June 9, 1956)
Standing Board of Corporate Auditors Member
1980 Joined the Company
2003 Executive Director
2015 Board of Corporate Auditors Member of the Company


Yukihito Mashimo
(born February 1, 1962)
Board of Corporate Auditors Member (External, independent)
1984 Joined Keisei Electric Railway Co., Ltd.
2024 Board of Corporate Auditors Member of the Company


Tatsuo Kainaka
(born January 2, 1940)
Board of Corporate Auditors Member (External, independent)
2002 Chief Justice of the Supreme Court
2010 Licensed attorney at law Joined Takusyou Sogo Law Office
2012 Board of Corporate Auditors Member of the Company


Norio Saigusa
(born February 11, 1949)
Board of Corporate Auditors Member (External, independent)
1971 Joined Keisei Electric Railway Co., Ltd.
2020 Board of Corporate Auditors Member of the Company
<Significant concurrent positions>
Advisor of Keisei Electric Railway Co., Ltd.

Note: External directors Tsutomu Hanada, Yuzaburo Mogi, Kunio Tajiri, Misao Kikuchi, and Koichiro Watanabe and external Board of Corporate Auditors members Yukihito Mashimo, Tatsuo Kainaka, and Norio Saigusa satisfy the requirements for independent members as specified in Article 436-2 of the Securities Listing Regulations of Tokyo Stock Exchange, Inc.

Sustainability Governance

Management Structures

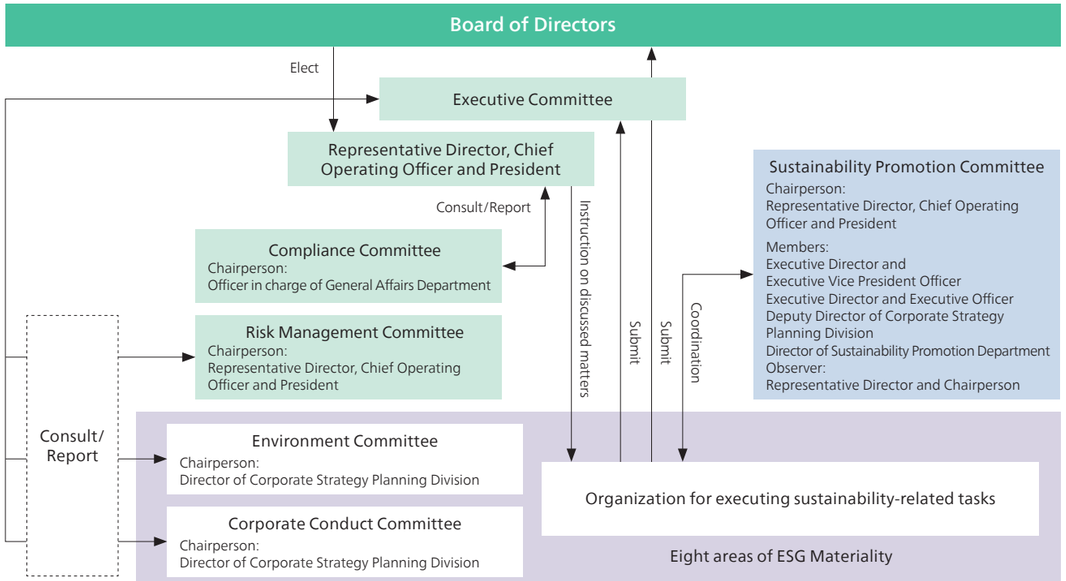
Promotion Structure

At the Board of Directors meeting in March 2022, the Company resolved Our Goals for 2030 and the medium- and long-term initiative policy, including eight areas of ESG Materiality selected to capture opportunities and reduce risks, with an eye to achieving sustainability management.

ESG Materiality and other sustainability matters are first discussed at the Environmental Committee, Corporate Conduct Committee and other committees as well as business execution organizations. The Sustainability Promotion Committee chaired by the Representative Director, Chief Operating Officer and president then gives more in-depth consideration to the order of priority and resource allocation pertaining to related initiatives, and proposes matters for discussion at the Executive Committee and Board of Directors.

The Board of Directors receives a report on the matters that have been discussed and resolved at the Executive Committee at least once a year, and discusses and oversees key issues concerning sustainability. The Company's president chairs the Sustainability Promotion Committee, assuming the responsibility of making management decisions on sustainability.

For each ESG Materiality area of materiality, we have set KGIs for 2030, KPIs for 2026 and KPIs under the 2024 Medium-term Plan as goals and indicators for assessing our progress. The progress status is reported to the Board of Directors and Executive Committee at least once a year.



Major sustainability-related matters pertaining to ESG Materiality that were proposed to the Board of Directors in FY2023

- Corporate Conduct Committee Activities in FY2022
- Environment Committee Activities in FY2022
- Progress of ESG materiality activities
- Update of 2030 KGIs regarding ESG materiality "employee happiness"

Human Rights

Basic Policy

The OLC Group revised the OLC Group Human Rights Policy Statement in line with the Guiding Principles on Business and Human Rights to more effectively promote respect for human rights in accordance with the Guiding Principles.

Key Human Rights Issues, Implementing Human Rights Due Diligence

The Group has identified 11 key human rights issues through a process of identifying possible negative impact related to human rights across the value chain and assessing it based on seriousness and likelihood of occurrence.

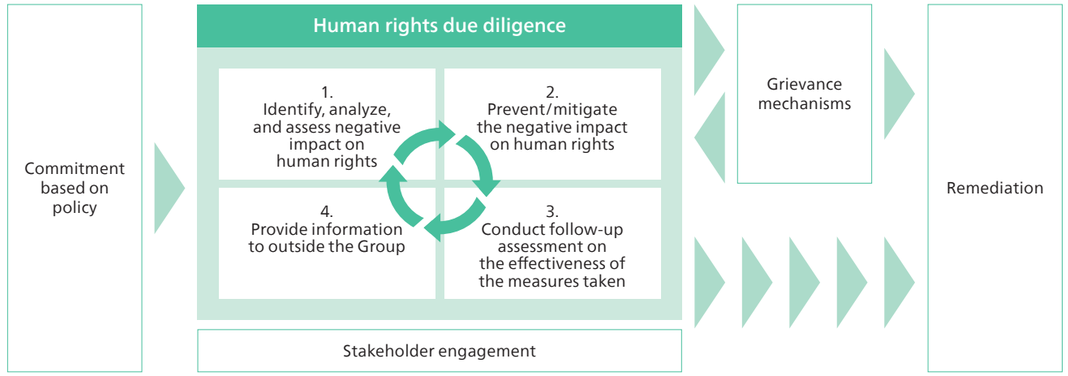
Based on the Guiding Principles, we implement human rights due diligence by performing the following steps: 1. Identify, analyze and assess negative impact on human rights; 2. Prevent/mitigate the negative impact on human rights; 3. Conduct follow-up assessment on the effectiveness of the measures taken; 4. Externally disclose information.

Through this process, we are committed to engaging with stakeholders and promoting remediation.

In FY2023, we conducted training for all Group managers that included knowledge learning and discussions regarding human rights, as well as conducting initiatives to prevent and mitigate human rights risks.

Key human rights issues

- Human rights issues in supply chains
- Human rights issues related to the environment and climate change
- Harassment
- Occupational health and safety
- Disparities in living wages and working conditions
- Discrimination (direct/indirect)
- Freedom of expression
- Gender (including LGBTQIA+)
- Human rights issues related to technology/AI
- Children's rights
- Rights to access remedies



See our progress in human rights due diligence here:
https://www.olc.co.jp/en/sustainability/social/humanrights.html

Supply Chain Management

Basic Policy

The OLC Group upholds the OLC Group Procurement Policy in order to ensure compliance with laws and regulations and to fulfill our sustainable procurement objectives and social responsibility across a wide range of issues, including product safety, worker safety, respect for human rights, and environmental conservation. This policy was approved by the Board of Directors. Based on the policy, we employ a fair supplier selection process that gives due consideration to quality, price, technology, delivery lead times and management policy. Once suppliers have been selected, every effort is made to promote fair and proper dealings and to build effective, healthy partnerships by giving our suppliers access to the whistleblower system.

Furthermore, with reference to international standards, we established and operate the OLC Group Vendors Code of Conduct as a code of conduct for our suppliers.

We revised the OLC Group Vendors Code of Conduct in April 2024 to include human rights, the environment, and other perspectives.

Sustainable Procurement of Raw Materials

In procuring various raw materials used in the Group's business activities, we give due consideration to their social impact, including on human rights and occupational safety, as well as their environmental impact across the supply chain. Regarding some raw materials, we have set particular targets or direction of initiative.

Raw material	Target / direction of initiatives
Paper	Disseminate the paper procurement policy to business partners and continue to conduct surveys of major business partners.
Palm oil	Continue with plan to switch to sustainable palm oil.
Conflict minerals	Establish a policy concerning conflict minerals and conduct monitoring including checking with suppliers.
Timber	Establish a policy for procuring sustainable timber and start implementation.
Textiles	Establish a policy for procuring textiles with low environmental impact and consider specific measures.
Seafood	Continue with plan to switch to sustainable seafood.

Ensuring Safety and Security, Compliance with Corporate Code of Conduct

Safety and Security at our Theme Parks



Our most important responsibility is to ensure the safety of our customers, carrying out our work in a way that gives customers peace of mind to enjoy themselves. The Five Keys—Safety, Courtesy, Inclusion, Show and Efficiency—serve as the basis on which all cast members make decisions to provide the greatest hospitality to guests.

The Five Keys are also the most valued standard for Oriental Land Co., Ltd. in operating Tokyo Disneyland and Tokyo DisneySea under license from Disney Enterprises, Inc.

The Company has established a safety policy and a safety management structure to maintain and look for continuous safety enhancements in our Theme Parks at both a physical and organizational level and through various operations, including attractions, shopping, and dining. We are also taking initiatives in terms of employee education as well as security, first-aid and disaster response.

Safety
In order to create a safe and relaxing place, the safety of guests and cast members comes before anything else.

Courtesy
Based on the belief that guests should be treated like VIPs, we also aspire to offer friendly, genuine hospitality; not just being polite, but providing service from the standpoint of the guests.

Inclusion
Welcoming and respecting different viewpoints and people. Placed at the heart of all the Keys, it is deeply connected to all of the other four Keys.

Show
Cast members are part of the show and should treat every day as opening day, approaching every task as part of a themed show, even when they are inspecting or cleaning the facilities.

Efficiency
Focusing on safety, courtesy and the show will, along with teamwork, help us achieve greater efficiency.

Attractions	A team of approximately 1,000 maintenance technicians work in shifts to verify and maintain safe conditions. In addition to statutory inspections, we perform maintenance in accordance with our own strict maintenance standards and annually conduct overhaul maintenance of approximately 600 attraction vehicles at our own factory. In terms of the organization as well, we are working to maintain and improve safety through the cast members in charge of operations.
Shows and Parades	To give guests the peace of mind to appreciate our shows and parades, we pay attention to physical aspects such as design, construction management, inspections, and maintenance work based on our Safety Guidelines for Equipment. We also implement rigorous safety management through strict compliance with the Code of Conduct and regular training for cast members.
Products	To rigorously manage the safety and quality of merchandise, we arrange inspections by third-party organizations and set proprietary quality inspection standards that incorporate the legal and regulatory safety requirements of Japan, Europe and America. In addition, anticipating various guest behaviors, we have developed proprietary design standards to ensure products that are difficult to damage, and put all products through smashing, dropping, tensile, compression and other tests as well as chemical examinations.
Food	Incorporating the concepts of the HACCP process, an international safety management approach, we carry out rigorous hygiene management. Around 700 cast members from our restaurants also take part in a food hygiene education program each year.
Security / First Aid / Emergency Response	We have put in place an extensive range of safety measures dedicated to security, first-aid and disaster response with the aim of providing our guests with safe and enjoyable experiences. We also issue manuals that instruct employees on how to take prompt actions in the event of an earthquake or other emergency. Employees are also provided with rigorous training including emergency drills.

Compliance with Corporate Code of Conduct

Compliance Code

In March 2023, in response to recent changes in compliance, we revised this code to realize "Our Goal for 2030" established in April 2022. In revising the OLC Group Compliance Code, we added items related to "environmental initiatives" and "coexistence with society," which have already been implemented in practice, and further subdivided the content of each item, clarifying its operation and management structure. We organized the relationship with related policies, such as the human rights policy revised in March 2022 and the procurement policy established in May 2022.

Compliance Structure and Employee Education

The Group has set up the Compliance Committee, which is chaired by a designee of the president, to ensure the legality of our Group's management and to promote a spirit of compliance. Whenever the committee discovers misconduct by an officer or employee or a serious violation of the law or our Company's Articles of Incorporation, it conducts the necessary investigations and reports its findings to the committee chairperson, president, and corporate auditor promptly. All matters are periodically reported to the Compliance Committee, the president, the executive committee and the Board of Directors. Moreover, an employee consultation office and a supplier consultation desk have been set up as the channel for internal reporting within our Group, and we have established an external consultation desk inside the advising law office.

Furthermore, to share information and awareness, we conduct educational programs related to compliance, from training based on job position and e-learning courses on designated subjects such as workplace harassment. We also implement strict monitoring through questionnaire surveys and other means, to ensure the effectiveness of measures related to compliance.

See the Compliance Code here:
https://www.olc.co.jp/en/sustainability/governance/compliance/compliance_code.html

Risk Management

Risk Management System

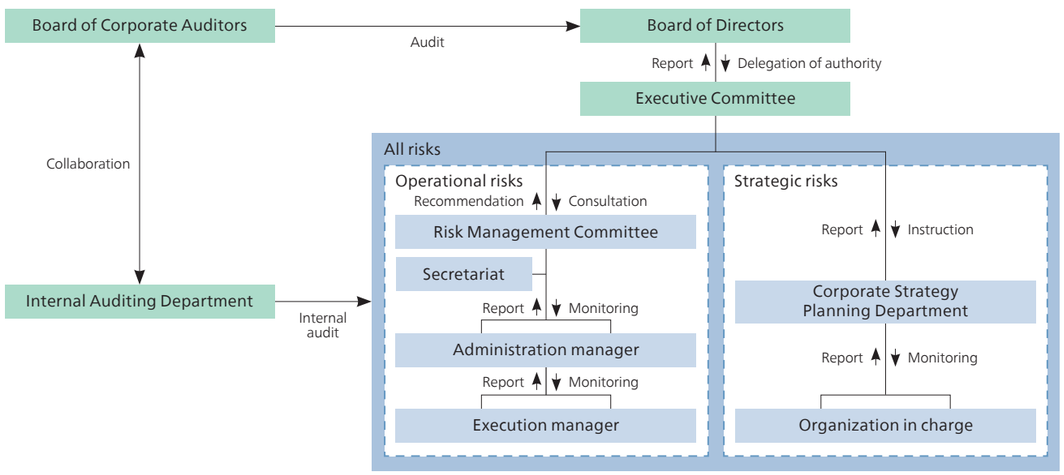
The OLC Group's Risk Management Committee, chaired by the President, identifies and assesses risks at least once a year, categorizing them into strategic risks*1 and operational risks*2. Strategic risks are overseen and managed by the Corporate Strategy Planning Department while operational risks are overseen and managed by the Risk Management Committee.

The status of risk management is reported to the Executive Committee and the Board of Directors to confirm its effectiveness.

When it becomes necessary to bring a situation under control urgently, we set up the Emergency Control Center (ECC), which determines a response policy and directs countermeasures, as well as carrying out communications. The center also formulates strategies to prevent recurrences after the situation has been controlled.

*1 Risks that exert a material impact on the sustainability of business
*2 Risks that exert a material impact on the execution of business

Risk Management Structure



Major Recognized Risks

The major risks facing the OLC Group are assessed on both a qualitative and quantitative basis, and those with the greatest impact are listed below. We also implement risk management at each relevant organization of the Group for risks other than those listed above for the purpose of avoiding or reducing losses arising from the emergence of risks.

The probability is an assessment of when the risk is expected to emerge and is grouped into two categories: "Within five years" and "More than five years later." The degree of impact of the risks is rated in two levels: "Max" and "Large."

Going forward, as a management strategy issue, we will continue to reassess the risks on a regular basis and consider countermeasures.

Major Risks Recognized as Potentially Having a Significant Impact

Types of risks	Risk item		Probability*1	Degree of impact*2
Strategic risks	Changes in major markets		More than five years later	Max
	Decline in employee engagement		More than five years later	Large
	Securing human resources		More than five years later	Large
	Response to sustainability issues	Risks related to human rights and diversity	More than five years later	Large
		Risks related to climate change	More than five years later	Max
		Risks related to a recycling-oriented society	More than five years later	Large
	Risks pertaining to one line of business		More than five years later	Large
Operational risks	Natural disasters, terrorism, infectious diseases		Within five years	Large
	Violation of public regulations (e.g., personnel, legal affairs)		Within five years	Large
	Risks related to information security		Within five years	Large
	Accidents		Within five years	Large

*1 Probability Within five years: Risks that are likely to emerge at any time
More than five years later: Risks that are assumed to emerge from a long-term perspective
*2 Probability Max: Risks that are assumed to have an extremely large impact on the management strategy and business
Large: Risks that are assumed to have a large impact on the management strategy and business operation of the Group

For details on various risks, please refer to the following link:
https://www.olc.co.jp/en/ir/management/risk.html

Business Continuity Plan (BCP) Initiatives

The OLC Group has set up the Emergency Control Center (ECC) as the organization that supervises response in an emergency such as an earthquake, fire, or typhoon to minimize damage to people and property, enabling the swift resumption of operations. Given the Great East Japan Earthquake in March 2011 and the pandemic since 2020, we have formulated our Business Continuity Plan (BCP) in anticipation of large-scale disasters.

Following the Great Hanshin-Awaji Earthquake in January 1995, the Group has undertaken risk finance initiatives as appropriate with the aim of securing liquidity on hand to continue business. This financial preparedness played a part in enabling us to continue business and achieve a rapid recovery in performance following the Great East Japan Earthquake and during the pandemic. Our policy on financial preparedness for earthquakes and other disasters is to use a portion of cash on hand to secure the funds necessary to continue business operations.

Data Section

Corporate Data (As of March 31, 2024)

Company Name	Oriental Land Co., Ltd.
Address	1-1 Maihama, Urayasu, Chiba 279-8511, Japan
Established	July 11, 1960
Capital Stock	¥63,201 million
Number of Employees	9,719 (Consolidated, OLC Group) 5,631 (Non-consolidated, Oriental Land Co., Ltd.)

• Primary Subsidiaries

Milial Resort Hotels Co., Ltd.
Maihama Resort Line Co., Ltd.
IKSPIARI Co., Ltd.
Maihama Corporation Co., Ltd.
Green and Arts Co., Ltd.
Oriental Land Creations Co., Ltd.*
Bay Food Services Co., Ltd.
Resort Costuming Service Co., Ltd.
MBM Co., Ltd.
M TECH Co., Ltd.
Oriental Land Innovations Co., Ltd.
Brighton Corporation Co., Ltd.

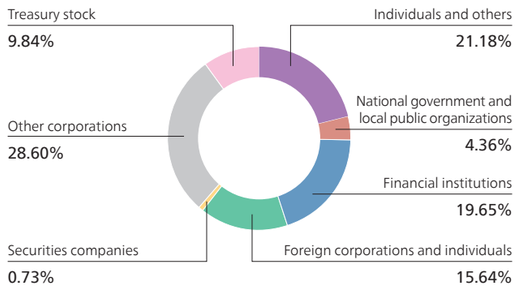
* Established on April 1, 2024

Stock Information (As of March 31, 2024)

Common Stock Outstanding	1,818,450,800* shares
Stock Listing	Tokyo Stock Exchange Prime Market
Code No.	4661
Investment Unit	100 shares
Number of Shareholders	347,734
Bond Ratings	JCR: AA R&I: AA–
Share Registrar	Sumitomo Mitsui Trust Bank, Limited 4-1, Marunouchi 1-chome, Chiyoda-ku, Tokyo 100-0005, Japan
Transfer Agent Stock Transfer Agent Department	Sumitomo Mitsui Trust Bank, Limited 8-4, Izumi 2-chome, Suginami-ku, Tokyo 168-0063, Japan

* Figures reflect the 5-for-1 stock split carried out on April 1, 2023.

• Distribution of Shareholders



• Principal Shareholders*1 (Top Ten)

Shareholders	Number of shares (Thousands)	Percentage held*2 (%)
Keisei Electric Railway Co., Ltd.	346,747	21.15
The Master Trust Bank of Japan, Ltd. (Trust accounts)	173,409	10.58
Mitsui Fudosan Co., Ltd.	98,984	6.04
Custody Bank of Japan, Ltd. (Trust accounts)	77,773	4.74
Chiba Prefecture	66,000	4.03
Custody Bank of Japan, Ltd. (Trust accounts 4)	22,417	1.37
STATE STREET BANK WEST CLIENT - TREATY 505234	20,803	1.27
Mizuho Trust & Banking Co., Ltd.*3	20,000	1.22
JP MORGAN CHASE BANK 385781	15,006	0.92
GOVERNMENT OF NORWAY	14,267	0.87

*1 In addition to the above, 178,931 thousand shares are held in treasury. Treasury stock does not include 1,085 thousand shares of the Company's stock that are held by the trust.
*2 Figures for shareholding percentage held exclude treasury stock and have been rounded off to two decimal places.
*3 Custody Bank of Japan, Ltd. as trustee for Mizuho Bank, Ltd. Retirement Benefit Trust Account re-entrusted by Mizuho Trust and Banking Co., Ltd.

• Total Shareholder Returns (TSR)

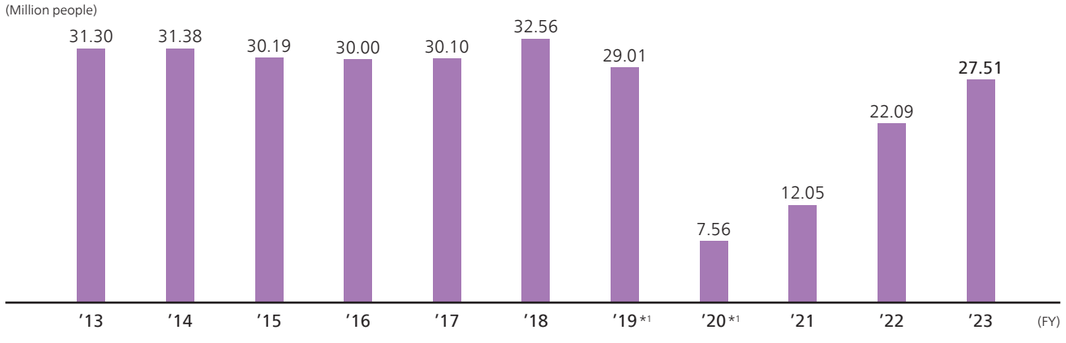
	FY2019	FY2020	FY2021	FY2022	FY2023
Total shareholder returns (%)	110.3	132.8	187.8	181.2	194.5
Market capitalization (Millions of yen)	5,026,198	6,046,348	8,550,355	8,233,945	8,817,667
Total dividends (Millions of yen)	14,451	8,519	9,178	13,115	21,313
Record high stock price*1 (Yen)	16,980	18,640	24,850	23,890 4,581*2	5,765
Record low stock price*1 (Yen)	11,250	12,365	14,600	16,770 4,420*2	4,475

*1 Highest and lowest stock prices are based on prices quoted on the First Section or Prime Market of the Tokyo Stock Exchange.
*2 Indicates highest and lowest stock prices on March 30 and 31, 2023, after reflecting the April 1, 2023 5-for-1 stock split.

Theme Park Data

Annual Theme Park Attendance

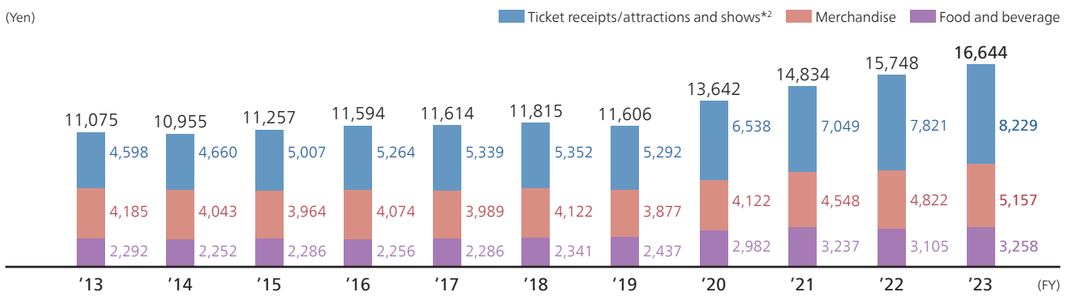
FY2023 Theme Park attendance was **27.51** million people, reflecting 40th anniversary events and a recovery in overseas guest attendance.



*1 Due to the pandemic, Tokyo Disneyland and Tokyo DisneySea were closed from February 29 to June 30, 2020.

Net Sales Per Guest

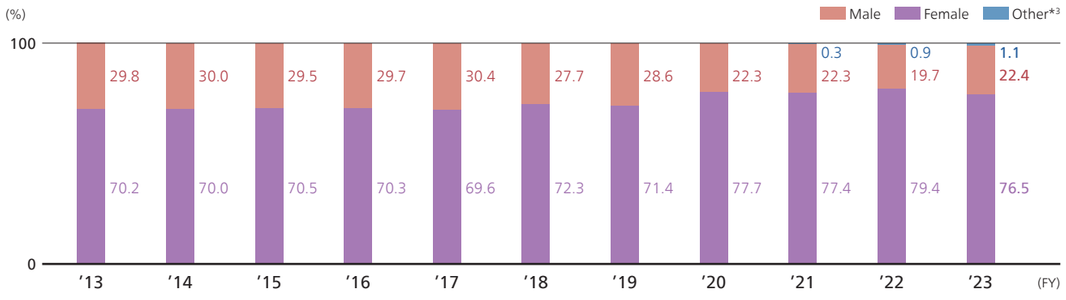
FY2023 net sales per guest reached a new record high at ¥ **16,644**



*2 Results through FY2021 represent ticket receipts revenue, while FY2022 results indicate attractions and shows revenue.

Breakdown of Guests by Gender

Over **77**% of guests are female



*3 From FY2021, the sample collection method was changed and "Other" was added.

Ticket Prices

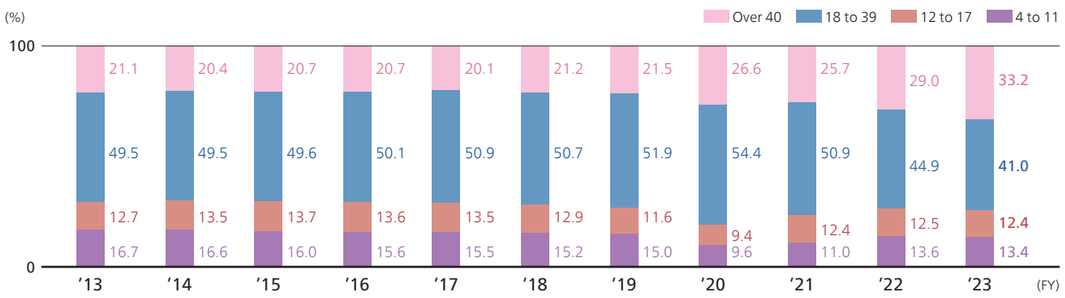
FY2023 ticket prices (1-Day Passport, adult) were ¥**7,900** to ¥**10,900**

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Ticket prices (1-Day Passport, adult) (Yen) *4	6,200	6,400	6,900	7,400	7,400	7,400	7,500	8,200–8,700	7,900–9,400	7,900–9,400	**7,900–10,900**
Ticket price revision date (year/month/day) *5		2014/4/1	2015/4/1	2016/4/1			2019/10/1	2020/4/1	—	—	—

*4 Variable pricing was introduced on March 20, 2021. From FY2020 onward, the minimum and maximum price set for each financial year are shown.
*5 The ticket price revision date is the day prior to the introduction of the variable pricing.

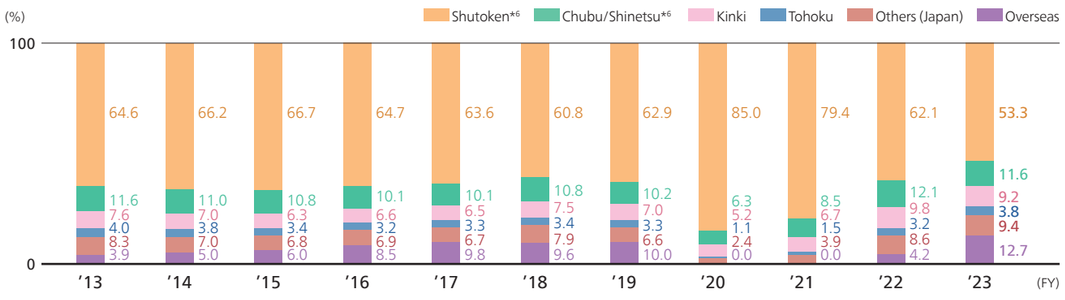
Breakdown of Guests by Age

Over **74**% of guests are adults (aged 18 and older)



Breakdown of Guests by Region

Over **53**% of guests are from the Shutoken (Tokyo metropolitan area)



*6 From FY2023, the method of aggregating periodic samplings was changed. "Kanto" and "Chubu/Koshinetsu" were used for results up to the end of FY2022, and "Shutoken" and "Chubu/Shinetsu" are used for results from FY2023 onward.
Note: Breakdowns of guests by Gender, Age, and Region are based on periodic sampling of guests visiting Tokyo Disneyland and DisneySea.

Eleven-Year Financial Summary (Consolidated) (As of March 31, 2024)

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
FOR THE YEAR:											(Millions of yen)
Net sales	¥ 473,572	¥ 466,291	¥ 465,353	¥ 477,748	¥ 479,280	¥ 525,622	¥ 464,450	¥ 170,581	¥ 275,728	¥ 483,123	¥ 618,493
Operating profit (loss)	114,491	110,605	107,357	113,152	110,285	129,278	96,862	(45,989)	7,733	111,199	165,437
Profit (loss) before income taxes	112,671	110,486	109,135	114,611	112,997	129,439	89,133	(67,804)	11,699	112,028	166,005
Total income taxes	42,099	38,422	35,206	32,237	31,805	39,153	26,916	(13,613)	3,631	31,294	45,779
Profit (loss) attributable to owners of parent	70,571	72,063	73,928	82,374	81,191	90,286	62,217	(54,190)	8,067	80,734	120,225
Capital expenditures*1	20,366	37,034	39,706	50,993	59,888	86,050	139,626	108,322	100,269	99,472	72,080
Depreciation and amortization*2	36,934	34,637	35,982	38,280	37,339	38,214	39,447	45,899	44,103	46,327	46,702
EBITDA*3	151,425	145,242	143,339	151,433	147,624	167,492	133,623	(9,301)	51,029	157,527	212,139
Operating cash flow*2 *4	107,505	106,700	109,911	120,654	118,531	128,500	101,665	(8,291)	52,171	127,061	166,927
Free cash flow*2 *5	87,139	69,666	70,204	69,661	58,642	42,450	(37,960)	(116,614)	(48,098)	27,588	94,847
AT YEAR-END:											(Millions of yen)
Total assets*6	¥ 664,538	¥ 746,641	¥ 810,268	¥ 849,798	¥ 910,673	¥1,051,455	¥1,010,651	¥1,040,465	¥1,086,884	¥1,206,419	¥1,355,215
Theme Parks, resorts and other property, plant and equipment	438,788	436,537	439,052	451,973	473,578	514,322	610,586	665,557	720,241	771,518	797,604
Total net assets	493,697	564,129	624,941	669,515	721,976	803,201	820,257	759,948	756,317	829,689	949,563
Interest-bearing debt	58,447	57,841	57,099	60,574	59,585	108,423	87,069	186,224	242,648	240,964	208,953
PER SHARE DATA:*7											(Yen)
Earnings per share (EPS)	¥ 42.26	¥ 43.14	¥ 44.25	¥ 49.67	¥ 49.34	¥ 54.93	¥ 37.85	¥ (33.10)	¥ 4.93	¥ 49.29	¥ 73.39
Earnings per share (diluted)	40.75	41.72	42.98	47.99	47.30	53.52	36.66	–	4.92	48.49	72.12
Net assets per share (BPS)	295.62	337.70	374.02	404.11	439.31	488.59	501.11	464.14	461.82	506.50	579.56
Cash dividends	6.0	7.0	7.0	7.5	8.0	8.4	8.8	5.2	5.6	8.0	13.0
SELECTED FINANCIAL DATA:											(%)
Operating margin	24.2%	23.7%	23.1%	23.7%	23.0%	24.6%	20.9%	(27.0)%	2.8%	23.0%	26.7%
Return on net sales	14.9	15.5	15.9	17.2	16.9	17.2	13.4	(31.8)	2.9	16.7	19.4
Return on assets (ROA)*6	10.7	10.2	9.5	9.9	9.2	9.2	6.0	(5.3)	0.8	7.0	9.4
Return on equity (ROE)	15.2	13.6	12.4	12.7	11.7	11.8	7.7	(6.9)	1.1	10.2	13.5
Equity ratio*6	74.3	75.6	77.1	78.8	79.3	76.4	81.2	73.0	69.6	68.8	70.1
Payout ratio	14.2	16.3	15.9	15.1	16.2	15.3	23.2	–	113.8	16.2	17.7
Annual Theme Parks attendance (Thousands of guests)	31,298	31,377	30,191	30,004	30,100	32,558	29,008	7,560	12,054	22,089	27,507
Net sales per guest (Yen)	¥ 11,075	¥ 10,955	¥ 11,257	¥ 11,594	¥ 11,614	¥ 11,815	¥ 11,606	¥ 13,642	¥ 14,834	¥ 15,748	¥ 16,644

EQUITY HOLDINGS OTHER THAN THOSE HELD SOLELY FOR THE PURPOSE OF INVESTMENT*8

Shareholdings (companies)	Unlisted shares	11	11	11	11	11	11
	Listed shares	16	15	15	14	14	14
Balance sheet amount (Millions of yen)	Unlisted shares	¥ 1,009	¥ 1,009	¥ 1,009	¥ 805	¥ 805	¥ 805
	Listed shares	30,769	22,244	23,153	20,880	21,032	26,178

Note: Listed monetary amounts are rounded down to the nearest ¥1 million.
*1 Capital expenditures include tangible and intangible assets and long-term prepaid expenses.
*2 The figures for depreciation and amortization of FY2011 include depreciation and amortization recorded as loss on disaster. The figures for depreciation and amortization of FY2019 and FY2020 include depreciation and amortization recorded as loss due to temporary closure. The figures for depreciation and amortization of FY2020 and FY2021 include depreciation and amortization recorded as other expenses.
*3 EBITDA = Operating profit (loss) + Depreciation and amortization recorded in operating expenses.
*4 Operating cash flow = Profit (loss) attributable to owners of parent + Depreciation and amortization.
*5 Free cash flow = Profit (loss) attributable to owners of parent + Depreciation and amortization – Capital expenditures.
*6 We have applied the "Partial Amendments to Accounting Standard for Tax Effect Accounting" (ASBJ Statement No. 28) beginning with the figures for FY2017. Figures for FY2021 are based on the Accounting Standard for Revenue Recognition (ASBJ Statement No. 29).
*7 On April 1, 2015, Oriental Land Co., Ltd. conducted a 4-for-1 stock split of common shares and on April 1, 2023 conducted a 5-for-1 stock split, both with the effective date on the same day. Figures reflect the stock splits. Per share data for the fiscal years up to and including FY2014 were restated retroactively.
*8 Figures prior to FY2017 are not presented. Of equity holdings other than those held solely for the purpose of investment from FY2018 onward, our holdings of listed shares are presented in our annual securities report.
https://www.olc.co.jp/en/ir/library/securities.html