



OLC GROUP SUSTAINABILITY REPORT 2025

OCTOBER 2025



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Sustainability information provided on this website is compiled into a PDF-format Sustainability Report. We hope that you will download and read the report.

Time Frame for the OLC Group Sustainability Report 2025

The initiatives presented in this report are mainly applicable to our Group's FY 2024(April 1, 2024-March 31, 2025), although information is also provided on ongoing and special sustainability programs outside the fiscal year.

Publishing Date
November 2025

Message from Our Leadership

✔ Message from the Chairperson

✔ Message from President

Message from the Chairperson



October 2025

Yumiko Takano, Representative Director, Chairperson and CEO

Motivated by our desire to spread happiness, we will see our new challenge through, refining the unchanging value that we create and continuing to be a company that we can be proud of on the global stage.

Taking on New Challenges and Moving Beyond Past Ideas in a Decade of Transformation

In FY2024, the OLC Group made a strong start on its challenge for the next phase of growth, with the grand opening of Fantasy Springs and the announcement of its entry into the Cruise Business. Moreover, since FY2024 was the final fiscal year of the Medium-term Plan, it was also an opportunity to review the direction of the OLC Group's evolution as a company. The changes in the Group's internal and external environment have stimulated our learning. However, since its foundation, the OLC Group has always carried in its DNA a willingness to drive its own evolution without being bound by past ideas. It is with this strong sense of resolve that we have formulated the OLC Group's 2035 Long-Term Management Strategy, looking ahead to the next 10 years. The entire Group will work together as one to drive forward a 10-year transformation aiming to achieve sustainable growth and the creation of new value.

A Promise of Happiness Made with Society

In formulating the 2035 Long-term Management Strategy, we redefined Our Goal for 2030, “Bringing more ‘Happiness’ to you,” articulated in the 2024 Medium-Term Plan, and newly adopted it as Our Goal for 2035.

This phrase expresses two concepts.

The first is “to contribute to people’s happiness.” Returning to our founding principles, we have reaffirmed our commitment to contributing to people’s happiness through our business.

The second is “to contribute to a sustainable society.” As human beings, we live on earth and in nature. Our desire is that a day spent at Tokyo Disney Resort should be a special time that is different from an ordinary day, and also that it should be a space that nurtures awareness of sustainability.

The happiness provided by the OLC Group is more than a transitory pleasure. It is a package of joy delivered to people together with a love for the earth and nature that supports people’s vitality and sustains their life force. Memorable experiences support people’s lives and ultimately spread out into society and create the power to shape the future. The provision of this kind of happiness is OLC’s promise for the future.

Creating the Future with Certain Steps through ESG Materiality

Under the 2035 Long-term Management Strategy, our approach to ESG Materiality is based on priority themes including the Group’s unique themes of Employee happiness and Happiness of children as well as the theme of a recycling-oriented society that efficiently recycles resources.

It is people who are central to these initiatives. We aim to ensure that individual employees prioritize their mental and physical health, as well as a sense of pride. This is the core of the OLC Group’s business, and the real driving force behind happiness creation.

Furthermore, I also want children, who are the future, to live in this way with dreams and hopes. I would like Tokyo Disney Resort itself to be a place of nourishment that develops children’s minds. We will continue to drive creative innovation to enable their experiences here to develop their abilities to creatively build their future.

Finally, a recycling-oriented resort is our vision for the Tokyo Disney Resort of the future, where employees are motivated in their work, attracting guests and children to visit.

On stage in front of the curtains, the Disney world view will be presented, while backstage will be a world of beautiful harmony supported by state-of-the-art technology and the OLC Group’s meticulous management. It will be a space where waste is reduced as close to zero as possible, while nature, creative works, and people can coexist together. Such a place cannot be built in a day, but by transmitting our dream to younger generations, I believe that one day it will surely become a reality. These ESG materiality themes are not areas where we can expect short-term effects—they are initiatives for increasing the value of our overall business over the long term. I believe we should be a company that continues to sow small seeds of awareness, the kind that do not produce immediate visible results, but later yield moments of insight where one realizes on reflection that a certain experience in the past has led to something in the present.

Staying True to Our Mission in an Era of Change

Sometimes we are asked about who our rivals are, but what we pursue in all of our businesses is not the kind of relative value obtained through comparison with other companies. We remain focused at all times on providing a moving experience full of surprises that exceeds our guests’ expectations. The pioneer spirit aims to create a moving experience that no one has ever had before. This spirit has been passed down to us over the years and is in our DNA, which remains intact at the core of our business today. This is the origin and pride of the OLC Group, to which we return with each new challenge. I would ask all of our stakeholders to watch over the Group’s growth from a long-term perspective.

Message from President



June 2025

Wataru Takahashi, Representative Director, President and COO

We will fully channel the power of people to achieve human happiness and contribute to the creation of a sustainable society, as we continue to be a corporation in which employees can truly take pride.

Contributing to human happiness and creating a sustainable society

The OLC Group is promoting 2035 Long-Term Management Strategy, looking 10 years into the future with the aim of realizing Our Goal for 2035, “Bringing more ‘Happiness’ to you and the community.”

We have two main strategic directions. The first is “Growth through business.” This involves reinforcement and utilization of our customer acquisition platform in the Theme Park and Hotel businesses, then adding the cruise business by utilizing this platform to generate a virtuous cycle of growth for the entire business, further accelerating the growth of the OLC Group.

The second strategic direction is “The OLC Group’s unique activities that help enhance corporate value.” We will strengthen our ESG materiality initiatives, enhancing business value and resolving social issues to lay the foundation for a sustainable business. In addition, through CVC activities, we will create new businesses thereby realizing sustainable growth and the creation of social value.

We will engage in initiatives that address both the development of Resort Business and the increase of the OLC Group’s overall corporate value, and in doing so, we will clearly define the Group’s purpose. Beyond this is our contribution to human happiness and to the creation of a sustainable society. By achieving both of these objectives, we aim to realize our vision for an OLC Group that our employees will truly take pride in.

Strategically promoting ESG materiality

For our ESG materiality, we have been working on eight areas of ESG materiality that are based on our principle of double materiality. In 2035 Long-Term Management Strategy, these have been reorganized into seven themes. “Employee happiness,” “Happiness of children,” and “Recycling-oriented society,” are positioned as our themes for realizing enhancement of business value and resolution of social issues; while “Diversity, equity and inclusion,” “Supply chain management,” “Climate change and natural disasters,” and “Robust management foundation” are positioned as themes for laying the foundation for sustainable business.

For “Employee happiness,” we are focused on four themes based on our engagement survey: job, self-development, human relations, and environment. We will actively provide opportunities to enhance job satisfaction in coordination with our human resources policy. For “Happiness of children,” we will engage with social issues affecting children, increasing theme park experiences and interaction with cast members, and continuously promoting initiatives that encourage children to feel happy and cultivate their self-esteem. For “Recycling-oriented society,” we will increase the recycling rate and reduce waste by strengthening waste sorting, while enhancing sustainable initiatives that involve our guests. In addition, to contribute to the creation of a sustainable society that we aim to achieve by 2035, we will promote “recycling-oriented resort” initiatives for reducing the environmental impact of our business activities to as close to zero as possible.

A beneficial cycle harnessing the power of people to enhance sustainability

The Group’s growth to date has been supported by factors such as its contract with The Walt Disney Company and its ownership of land in a prime location. However, I believe that its most essential strength is people.

The Group brings together employees who have a strong desire to help guests to enjoy themselves. They each think constantly about how to help people find enjoyment, combining their abilities to create an appealing space and a high level of hospitality that is an intrinsic part of that. This has created an inimitable value that has won the hearts of many guests and will provide fuel for our next growth investments. This healthy cycle is the true source of the Group’s growth, which is both long-term and sustainable.

As President, my mission is to draw out this people power to the fullest extent and enable it to work. By constantly working through this cycle, I believe we will enhance our sustainability as a company, and generate new value as we continue to evolve.

People are the source of everything, and it is also people who will create the future. I myself will continue to fully leverage the power of people within our Group to ensure that we keep providing irreplaceable value to society.

Sustainability Management

✓ Our Approach to Sustainability ✓ Governance ✓ Strategy ✓ Risk Management

✓ Metrics and Targets

Our Approach to Sustainability

Oriental Land Co., Ltd. was established in 1960 with the purpose of contributing to the cultural life of the nation and the welfare of Japanese citizens. Following this, efforts to attract the American Disneyland to Japan began, and in 1979, a license agreement was signed with Walt Disney Productions (as it was known at that time). Tokyo Disneyland then opened in 1983.

We have continued to spread happiness that cannot be found anywhere else throughout the community.

During this drastically changing world caused by climate change, the declining birth rate and aging population, etc., the OLC Group will work to continue providing value to society and to evolve as a company for the next 50 to 100 years. To this end, we have decided to aim for sustainable management that incorporates responses to global environmental problems and social issues into our operations and business strategy.

The OLC Group defines sustainable management as the realization of both “contribution to a sustainable society” and “maintaining of long-term corporate growth.” In particular, the commitment includes evolving our existing business operations to offer options that more closely cater to guest needs, improving our capacity to address fluctuations in demand to enhance the added value of the Tokyo Disney Resort. In addition, it also includes taking on the challenge of establishing new businesses that help us resolve issues and enhance values in our core business, as well as provide us with growth opportunities. Furthermore, we intend to contribute to social issues, such as working toward the Sustainable Development Goals (SDGs).

The OLC Group has been upholding Our Goal of “Bringing more “Happiness” to you and the community” to continue creating “Happiness,” the value provided by the Group, toward contributing to achieving a sustainable society and long-term sustainable growth. We have redefined the goal as Our Goal for 2035 with the aim of strengthening our measures for the future.

✓ Our Goal for 2035 and Medium- and Long-term Initiative Policy

Governance

To advance our commitment to sustainability management, the OLC Group resolved to revise the eight areas of ESG Materiality to seven areas of ESG Materiality at the Board of Directors meeting in March 2025, based on Our Goal for 2035.

ESG Materiality and other sustainability matters are first discussed at the Environment 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.

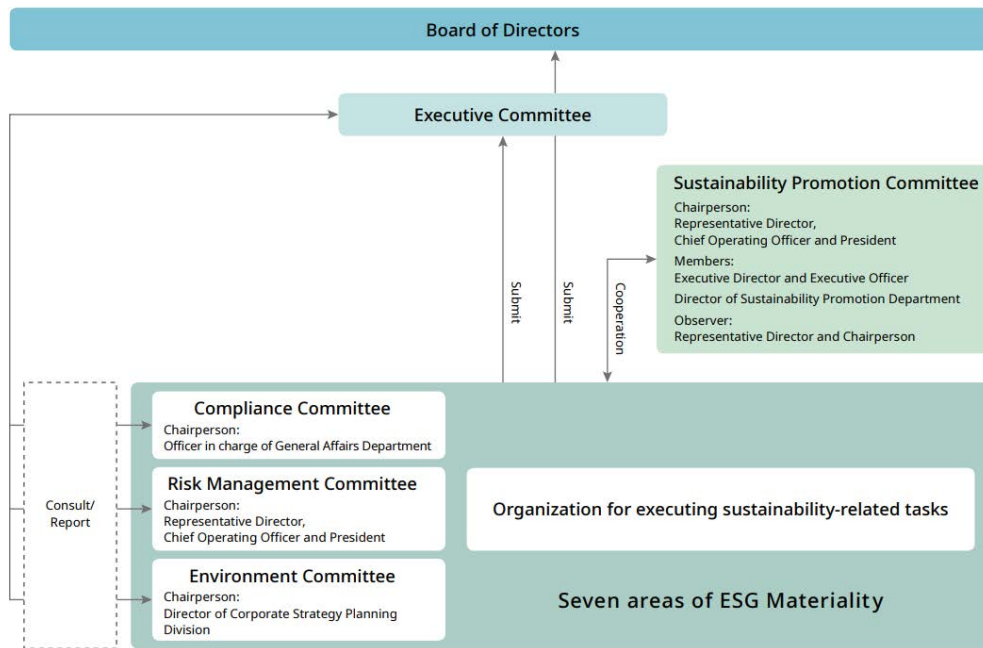
The Board of Directors receives a report on the matters that have been discussed and resolved at the Executive Committee at least once a year, and discusses and oversees key issues concerning sustainability.

For each area of ESG Materiality, we have set Our Goal for 2035, KPIs for 2030, and KPIs for 2027 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 FY2024

- Matters related to the revision of the OLC Group ESG Materiality
- Report on progress made regarding the OLC Group ESG Materiality
- Report on FY2023 activities of the Environment Committee

Sustainability Promotion Structure



Strategy

Our Goal for 2035 and Medium- and Long-term Initiative Policy

- Our Goal for 2035: Bringing more “Happiness” to you and the community.
We will aim to be a corporation that continues to create “Happiness,” not only for the OLC Group's stakeholders but also for the broader community.

[What the OLC Group aspires to be]

- Provide enjoyment that drives people into tomorrow through spaces and times where everyone can share joy, laughter, and inspiration
- Cherish the world that nurtures and sustains us, and contribute to a sustainable society
- Continue to be a corporation in which employees can truly take pride by expanding the OLC Group brand

- Medium- and long-term initiative policy
To achieve Our Goal for 2035, the OLC Group intends to promote sustainable business development and measures for seven areas of environmental, social, and governance (ESG) materiality, through which it will contribute to the achievement of the Sustainable Development Goals (SDGs).

1. Growth strategy through business

Growth through reinforcement and utilization of Tokyo Disney Resort’s customer acquisition platform (Them Park Segment, Hotel Business Segment, Cruise business)

2. The OLC Group’s unique activities that help enhance corporate value

- (1) ESG Materiality
- (2) CVC activities

- ESG Materiality

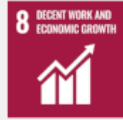
In our efforts to promote sustainability management at the OLC Group, we have identified seven areas of ESG Materiality to work on as our priority by 2035. For each area of ESG Materiality, we have identified related risks and opportunities; formulated strategies, indicators, and goals; and are monitoring the status of progress of each item under the above sustainability governance framework.

ESG Materiality

The OLC Group has selected seven 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, and made a resolution accordingly at the Board of Directors meeting in March 2025. The ESG Materiality items have been selected by conducting mapping from the perspectives of environmental/societal impact and financial impact, based on the principle of double materiality. For each area of ESG Materiality, goals and indicators for assessing the progress status have been set in the form of KPIs for FY2030 and KPIs for 2027. The progress status is reported to the Board of Directors and Executive Committee at least once a year.

In addition to promoting “Employee happiness” and “Happiness of children” as materiality unique to the OLC Group, we will also focus on achieving a recycling-oriented society in our effort to contribute to creating a sustainable society by efficiently recycling resources.

ESG Materiality

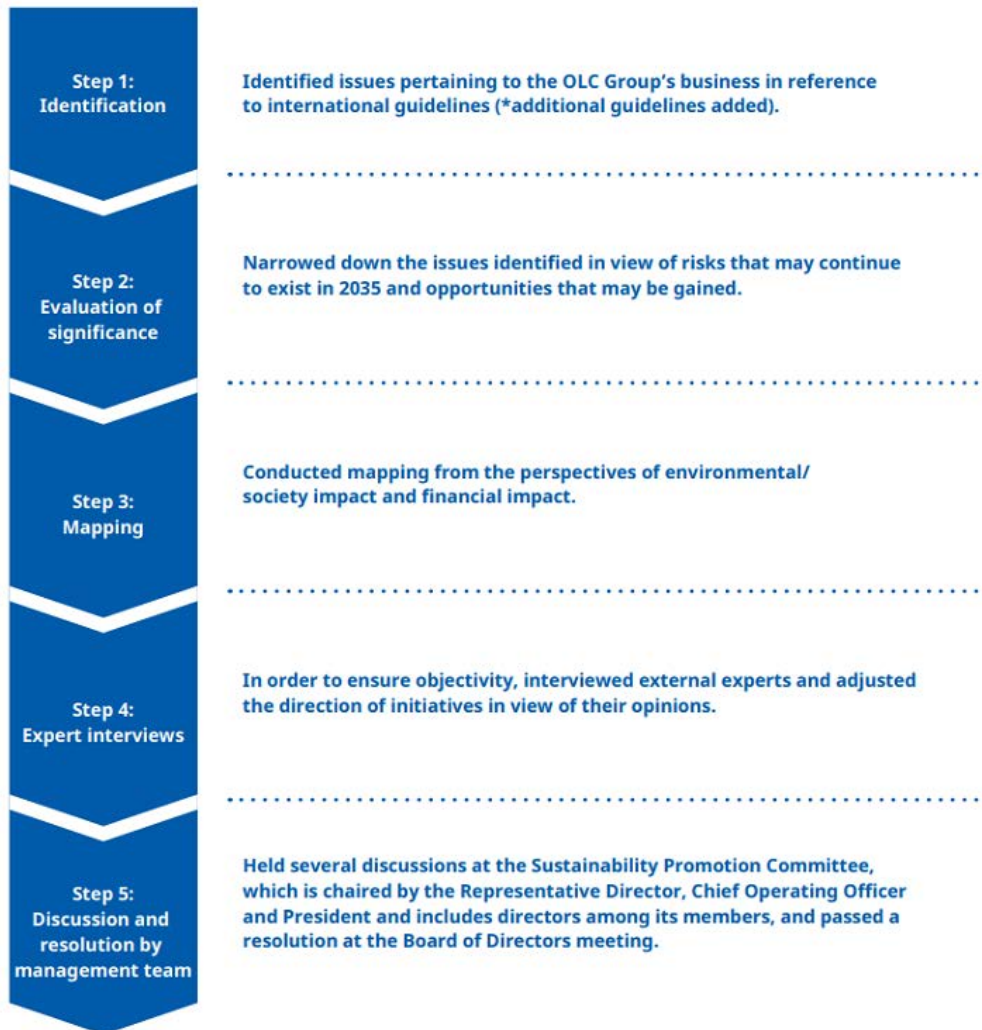
Materiality	Our Vision	Risks and opportunities	Contributions to SDGs
Employee happiness	To continue to be a corporation in which employees can truly take pride, we will work on measures to enhance employees' job satisfaction (a sense of achievement at work) and offer a comfortable workplace environment including supportive programs, thereby enabling employees to consistently generate new value while finding joy in their work.	[Risks] • Decrease in the value provided • Outflow of human resources [Opportunities] • Further increase in the value provided to customers by motivated employees who enjoy working • Strengthened capacity to respond to changes and business opportunities	
Happiness of children	We will achieve a thriving business and society by nurturing the dreams and minds of children, who are our future.	[Risks] • Declined business sustainability • Exacerbated social issues surrounding children [Opportunities] • Enhancing business sustainability by fostering customer acquisition platform • Resolving social issues pertaining to children, who are important in our business	 
Diversity, equity & inclusion	We will implement initiatives to respect human rights and employee/customer diversity with the aim of maintaining a workplace environment where everyone can be themselves and enjoy working in their own way.	[Risks] • Emergence of risk due to insufficient response to human rights protection • Declined guest experience value due to insufficient customer diversity measures • Declined employee engagement due to insufficient employee diversity measures [Opportunities] • Increasing guest experience value by adapting to changes in society and customer needs • Enhancing business value through diverse human resources and values	   
Supply chain management	We will strengthen engagement with suppliers and procure sustainable raw materials to achieve sustainable supply chains.	[Risks] • Manifestation of risks related to human rights and the environment across the supply chain • Damage to brand image and/or reputation due to failure to comply with laws and regulations and societal demand [Opportunities] • Expanding competitive advantages by giving due consideration to the environment and society across the entire supply chain	

Measures to address climate change and natural disasters	Toward the goal of achieving net zero greenhouse gas (GHG) emissions in 2050, we will approach climate change through mitigation and adaptation and implement measures to preserve biodiversity including water resources management, thereby enhancing business and social sustainability.	[Risks] • Growing impact of climate change and natural disasters on business • Declined social trust due to failure to achieve targets for climate change measures [Opportunities] Strengthening social trust and business resilience through measures to address climate change and natural disasters	   
Recycling-oriented society	We will decrease resource usage, strengthen waste sorting to increase the recycling rate, and reduce waste with the aim of lowering our environmental impact on society and achieving our unique recycling-oriented business model.	[Risks] • Depletion and rising cost of natural resources • Declined social trust due to massive resource consumption and insufficient waste reduction measures [Opportunities] Enhancing brand value by establishing recycling-oriented business model	
Robust management foundation	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	[Risks] Decreased growth opportunities and social trust due to lack of appropriate decision-making function [Opportunities] Strengthening management foundation by developing and securing a pool of next-generation management talent	

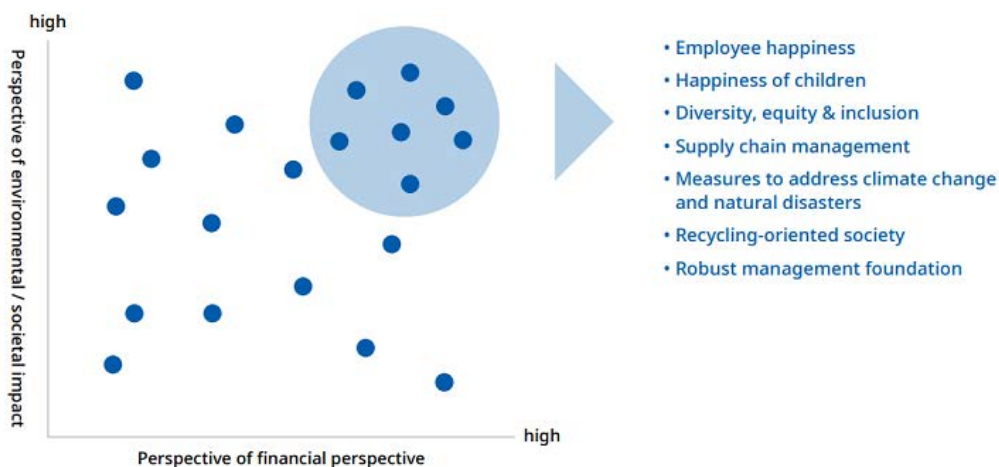
> ESG Materiality Metrics and Targets

ESG Materiality Identification Process

Upon developing Our Goal for 2035, we also reviewed our Materiality by reviewing our activities in each area of Materiality and taking into account changes in social background and expectations. In Step 1 of our Materiality identification process, we added some international guidelines to be referenced, and in Step 2, we reconsidered the risks that may continue to exist in 2035 and opportunities that may be gained. We then discussed and set our areas of Materiality by following the revised process below.



*GRI Standards, SASB, European Sustainability Reporting Standards (ESRS), Vision2050, etc.



Stakeholder Engagement Related to ESG Materiality

With the aim of obtaining feedback from the perspective of external stakeholders that could be incorporated into our plans for the next fiscal year and onward, we held sessions with external experts on our ESG Materiality revised in March 2025, KPIs for 2030, and KPIs for 2027. Our sustainability promotion staff participated in the sessions, gaining insights from the experts regarding issues faced in their promotional activities.

Major opinions

- The updated Materiality and KPIs are well balanced overall, and no signs of regression are seen from the KPIs for 2024 to KPIs for 2027.
- “Employee happiness” and “Happiness of children” as areas of Materiality incorporate the element of well-being and are excellent approaches, but I’d like to see them being evolved over the long term in the broad sense by considering their time frame and scope.

At the discussion meeting



External expert (left): Minoru Matsubara, Chief Sustainability Officer, Managing Executive Officer, Responsible Investment, Resona Asset Management Co., Ltd.



External expert (right): Akitsugu Era, Partner, Brunswick Group, LLC.

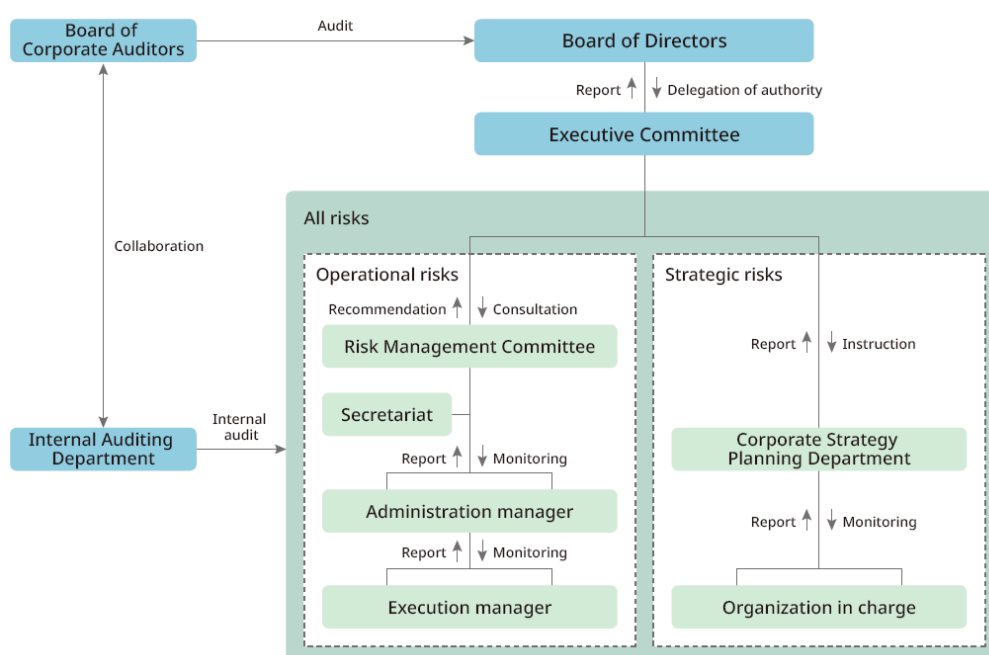
Risk Management

To address our risks, we establish and operate risk management cycles where measures are taken to prevent and address individual risks based on the OLC Group Risk Management Guidelines. At the Risk Management Committee chaired by the Company's President, we identify and assess all risks concerning our business activities, and specify strategic risks and operational risks.

With regard to strategic risks that include sustainability risks, the respective organizations in charge formulate and execute measures to prevent and address them. The Corporate Strategy Planning Department, which oversees strategic risks, monitors their progress. In view of the outcomes, the Corporate Strategy Planning Department reports the risk management status to the Executive Committee and Board of Directors on an annual basis, and incorporates it into the OLC Group's strategy under the supervision of the Board of Directors.

We have identified risks concerning human rights, diversity, climate change, and the shift to a recycling-oriented society as sustainability risks. The organizations in charge of managing the respective risks formulate action plans as part of their measures to address strategic risks.

Risk Management Structure



> Risk Management Systems

Sustainability Education

We conduct a variety of activities to help employees better understand what sustainability and ESG are and to help them take concrete actions through their operations, as well as to raise their awareness regarding sustainability management.

[Company-wide awareness activities]

- Distribute commentary videos on Our Goals for 2030 and ESG Materiality
- Implement ongoing briefing sessions to share progress in measures taken regarding materiality
- Regularly feature ESG topics in internal newsletters

[Building systems conducive to self-driven actions]

- Activities to provide easy-to-understand explanations on topics related to the environment and diversity, which are areas in which increased awareness at the individual level is especially required. Initiatives include organizing expositions featuring large-scale panel exhibits and distributing videos.
- Provide opportunities to engage in dialogue on sustainability-related themes aligned with issues faced by each department in an effort to facilitate execution
- Build systems conducive to self-driven actions, such as award presentations by departments and committees for prominent contributions and achievements made in the eight areas of ESG Materiality, as well as presentation of the Sustainability Award by the Company for an outstanding initiative selected from among award recipients

Society (S)

Employee Happiness

Direction of initiatives	KPIs	
	2030	2027
Enhance job satisfaction by implementing effective initiatives for different components of employee engagement in consideration of the traits of each employee category—corporate employees, Theme Park Operation employees, cast members, show performers, and Group company employees	Total score of employee engagement survey: 71 (OLC Group-wide)	Achieve higher total score of employee engagement survey than in FY2024 (OLC Group) Achieve higher scores every fiscal year for the following items that significantly affect the total score · Job: Demonstration of competence and a sense of self-efficacy · Self-development: A sense of accomplishment and growth through work · Human relations: Create communication time for cast members at the forefront of park operations and their superiors · Environment: Workplace facility environment, satisfaction with compensation, satisfaction with occupational health factors, and other factors that provide peace of mind at work

Review of 2024 Medium-term Plan

[Developing creative talent]

- Introduced engagement survey; established frameworks and implemented initiatives aimed to visualize job satisfaction at each organization and formulate organization-specific action structure
- Enhanced engagement by making opportunities for dialogues between president and employees, superiors and subordinates, and among colleagues
- Implemented career support and self-awareness programs to help each employee act spontaneously

[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 onstage jobs, and strengthened hiring

[Creating an environment conducive to job satisfaction]

- Clarified the respective roles of theme park operations employees and part-time cast members and reviewed and restructured their evaluation/grading systems to help them fulfill their roles
- Implemented initiatives including events to engender joy and pride as cast members
- Enhanced the digital environment to provide a more comfortable working environment; renovated backstage facilities
- Launched a mental and physical health project and promoted in-house awareness initiatives
- Increased basic hourly wages and revised bonus payment policy

Happiness of Children

Direction of initiatives	KPIs	
	2030	2027
Finding ways to assist children with various challenges and implementing initiatives aimed to foster self-esteem and happiness	Further evolve activities aimed at achieving KPIs for 2027, and support children from diverse perspectives	Implement activities to help children feel happy and become their ideal selves
Review of 2024 Medium-term Plan		
■ Formulated KPIs for 2024 and 2026 ■ Implemented activities to support children • FY2023: “Smiles for Tomorrow,” a program for donating products sold at our parks to children’s homes in Chiba Prefecture • FY2025: Invited children to atmosphere shows and the Tokyo Disney Resort Special Parade rolled out nationwide ■ Established Oriental Land Happiness of Children Foundation in August 2024 Website of the Foundation		

Diversity, equity & inclusion

Direction of initiatives	KPIs	
	2030	2027
[Respect for human rights] Reduce risks and ensure relief for victims through continuous efforts in human rights due diligence and awareness raising [Respect for customer diversity] Examine focus areas in light of the business environment and implement initiatives accordingly [Respect for employee diversity] Examine focus areas in light of the internal and external environment and implement initiatives accordingly	[Respect for human rights] Enhance human rights due diligence for designated key human rights issues and expand human rights due diligence among Group companies [Respect for customer diversity] Establish a framework that promotes respect for diversity in activities [Respect for employee diversity] Establish an environment that promotes inclusion	[Respect for human rights] • Review key human rights issues based on gap analysis; implement corrections and remedies for vulnerable rights holders for newly identified key human rights issues; implement preventive measures • Continue conducting human rights due diligence in fields of employees, supply chain, and customers, and initiate human rights due diligence at Group companies [Respect for customer diversity] • Issue revised version of “Diversity & Inclusion Handbook”; offer learning opportunities to all employees (100%) • Percentage of employees who respect diversity and act accordingly: To be set by the end of FY2025 [Respect for employee diversity] • Proportion of female managers: At least 25% (Oriental Land Co., Ltd.) • Proportion of male employees who take childcare leave: At least 95% (Oriental Land Co., Ltd.)
Review of 2024 Medium-term Plan		
[Human rights] ■ Revised the OLC Group Human Rights Policy Statement ■ Proceeded with gap analysis on key human rights issues in three fields—employees, supply chain, and customers—to identify issues, and developed a roadmap to FY2024 [Diversity (customers/employees)] ■ Prepared and distributed the “Diversity & Inclusion Handbook” to all employees, and implemented dialogues ■ Implemented internal awareness activities such as exposition on accessibility, etc.		

Supply Chain Management

Direction of initiatives	KPIs	
	2030	2027
[Engagement with suppliers] Engage with suppliers (conduct interview or audit) to prevent risks related to key suppliers, and offer corrective support to suppliers with risk concerns [Measures for items with high human rights/environmental risks] Continue working on measures by making additions and revisions to targeted items and scope	[Engagement with suppliers] Ensure that all primary suppliers are informed of and fully consent to our Procurement Policy and the OLC Group Vendors Code of Conduct [Measures for items with high human rights/environmental risks] Ensure sustainable raw materials procurement for all internally identified items	[Engagement with suppliers] • Conduct interview or audit with all key suppliers • Ensure that corrective support is provided to all suppliers with possible risks in view of their responses in the Self-Assessment Sheets [Measures for items with high human rights/environmental risks] • Palm oil : Switch to sustainable palm oil used as a raw material • Seafood : Partially switch to sustainable seafood used as a raw material • Timber : Implement sustainable timber procurement • Conflict minerals : Obtain supplier approval for the OLC Group Vendors Code of Conduct to achieve responsible minerals procurement • Textiles : Switch raw materials for T-shirts sold at merchandise facilities of theme parks to sustainably procured materials • Paper : Partially switch paper used at theme park facilities to sustainable products

Review of 2024 Medium-term Plan

[Engagement with suppliers]
Formulated the OLC Group Procurement Policy; revised the OLC Group Vendors Code of Conduct and Voluntary Investigation List (renamed the Self-assessment Sheet); engaged with key suppliers

[Measures for items with high human rights/environmental risks]
 ■ Palm oil : Fully replaced popcorn oil with RSPO-certified palm oil (Mass Balance) at theme park restaurants and refreshment outlets
 ■ Seafood : Partially switched to sustainable seafood
 ■ Timber : Added description of sustainable raw materials procurement in timber specification
 ■ Conflict minerals : Added policy on conflict minerals in the revised “OLC Group Vendors Code of Conduct”
 ■ Textiles : Established a policy for procuring textiles with low environmental impact
 ■ Paper : Incorporated the content of our Paper Procurement Guidelines into the OLC Group Vendors Code of Conduct and ensured that suppliers were informed of the guidelines and carried out investigations of major suppliers

■ Environment (E)

Measures to Address Climate Change and Natural Disasters

Direction of initiatives	KPIs	
	2030	2027
[Scope 1 & 2] ・ Scope 1: Electrification of internal combustion engine fueled by gas or similar fuels; switch fuels by adopting new technology ・ Scope 2: Achieve net zero emissions by procuring renewable energy [Scope 3] Expand target companies for engagement [Adaptation] ・ Take externally disclosable measures against heat ・ Address intensifying extreme weather [Water] Reduce public water intake through capital investment [Biodiversity] Set targets related to the impact of our business on the environment; address TNFD framework	[Scope 1 & 2] Scope 1 & 2: 42% reduction from the FY2024 level [Scope 3] Scope 3: 25% reduction from the FY2024 level (Categories 1 and 2) [Adaptation] Formulate KPIs by FY2027 [Water] Formulate KPIs by FY2027 [Biodiversity] Formulate KPIs in view of risks and impacts following environmental assessment	[Scope 1 & 2] ・ Scope 1 & 2: 17% reduction from the FY2024 level ・ Scope 1: In the process of considering and implementing measures to reduce gas consumption and switch fuels [Scope 3] ・ Scope 3 emissions: 5% reduction from the FY2024 level (Categories 1 and 2) [Adaptation] ・ Implement appropriate measures to cope with heat (in coordination with actual measures planned) ・ Implement measures against intensifying rain and wind [Water] ・ Intake of public water: 1% reduction from the FY2024 level [Biodiversity] ・ Disclosure in line with TNFD framework

Review of 2024 Medium-term Plan

- Procurement of renewable energy : Achieved KPI for 2024 (Total CO2 emissions reduced: 80,853t-CO₂)
- Energy-saving activities : Promoted energy-saving activities by using energy management systems
- Installation of environmentally friendly design : Formulated proprietary guidelines for environmentally friendly design
- Production of renewable energy : Installed additional solar panels within our premises
- Investing in and remodeling vehicles, machinery, and facilities : Converted some vehicles in operation at theme parks to electric vehicles
- Scope 3 : Formulated Scope 3 targets for next Medium-term Plan
- Strengthening resilience : Endorsed TCFD and commenced scenario analysis
- Water : Set targets related to water and conducted a review
- Biodiversity : Set biodiversity targets and conducted a review

Recycling-oriented Society

Direction of initiatives	KPIs	
	2030	2027
[Input]*1 Formulate policy to reduce resource input while utilizing renewable resources [Output]*2 Reduce incineration/landfill disposal volume by advancing input reduction and recycling initiatives [Recycling]*3 Enhance recycling rate by strengthening waste sorting and using waste as resources	[Input]*1 • Single-use plastic: 25% reduction from the FY2016 level (OLC Group) [Output]*2 • Incineration/landfill disposal volume: 13% reduction from the FY2016 level (OLC Group) [Recycling]*3 • Recycling rate: 80% (OLC Group)	[Input]*1 • Single-use plastic: 21% reduction from the FY2016 level (OLC Group) [Output]*2 • Incineration/landfill disposal volume: 10% reduction from the FY2016 level (OLC Group) [Recycling]*3 • Recycling rate: 75% (OLC Group)

*1 Input: Inflow of resources

*2 Output: Discharge of resources

*3 Recycling: Recycling of resource

Review of 2024 Medium-term Plan
■ Food loss: Achieved target of 22.50% reduction from FY2019 level; advanced initiatives to achieve the reduction target by adopting food waste disposal machines in 2024 ■ Single-use plastic: Usage increased by 4.7% from the FY2018 level. Adopted wooden and biomass cutlery at more restaurants and started using paper cushioning materials, but single-use plastic consumption rose due to the opening of a new area ■ Save resources in products, services, and materials: Achieved target of 4.4% reduction from FY2018 level; partially discontinued distribution tools at theme parks; reduced loss of resources by adopting a year-round design for gift bag; upcycled products made with cast members' waste costumes at theme parks; composting ■ Effective use of water resources : Changed an area of materiality from "Recycling-oriented society" to "Climate change/natural disaster" ■ Contribution to forming symbiotic relationship with nature : Replaced "Contribution to forming symbiotic relationship with nature" with "Biodiversity" and changed an area of materiality from "Recycling-oriented society" to "Climate change/natural disasters"

■ Governance (G)

Robust Management Foundation

Direction of initiatives	KPIs	
	2030	2027
[Compliance with Corporate Governance Code] Be equipped with a system that allows ongoing compliance with the Corporate Governance Code as demanded by society [Development of next-generation management talent] Systematic development of next-generation management talent	[Compliance with Corporate Governance Code] The Corporate Governance Code is complied with, and the management systems in place allow flexible response to changes and facilitate growth [Development of next-generation management talent] A system for securing a pool of talent is in place, facilitating the execution of succession plans	[Compliance with Corporate Governance Code] • External directors' rate of attendance at Board of Directors meetings: More than 80% • Evaluation of the effectiveness of the Board of Directors: Ensure appropriate evaluation and make improvements • Compliance with Corporate Governance Code: Fully complied with [Development of next-generation management talent] Management talent development cycle and programs are operated, expanding the pool of available leadership talent

Review of 2024 Medium-term Plan

- Introduced performance-linked remuneration
- Independent external directors accounted for at least one-third of the board
- Independent external directors accounted for a majority of the members comprising the Nomination/Remuneration Committee (voluntary establishment)
- External directors' rate of attendance at Board of Directors meetings: More than 80% achieved

Sustainability Management

Stakeholder Engagement

[Policies and Regulations](#)
[Governance](#)
[Actions](#)

Policies and Regulations

Purpose of the OLC Group Basic Policy on Stakeholder Engagement

Basic approach

The OLC Group places value on interactive communication with all our stakeholders, including customers, employees, children, shareholders and investors, suppliers, and local communities, as well as on appropriate and open information disclosure to them. The feedback we receive informs the evolution of our business activities and allows us to engage in activities that contribute to achieving a sustainable society.

Engagement process

To achieve sustainable growth for the OLC Group and create medium- and long-term corporate value, each division takes spontaneous actions, applying the following engagement process.

1. Dialogue

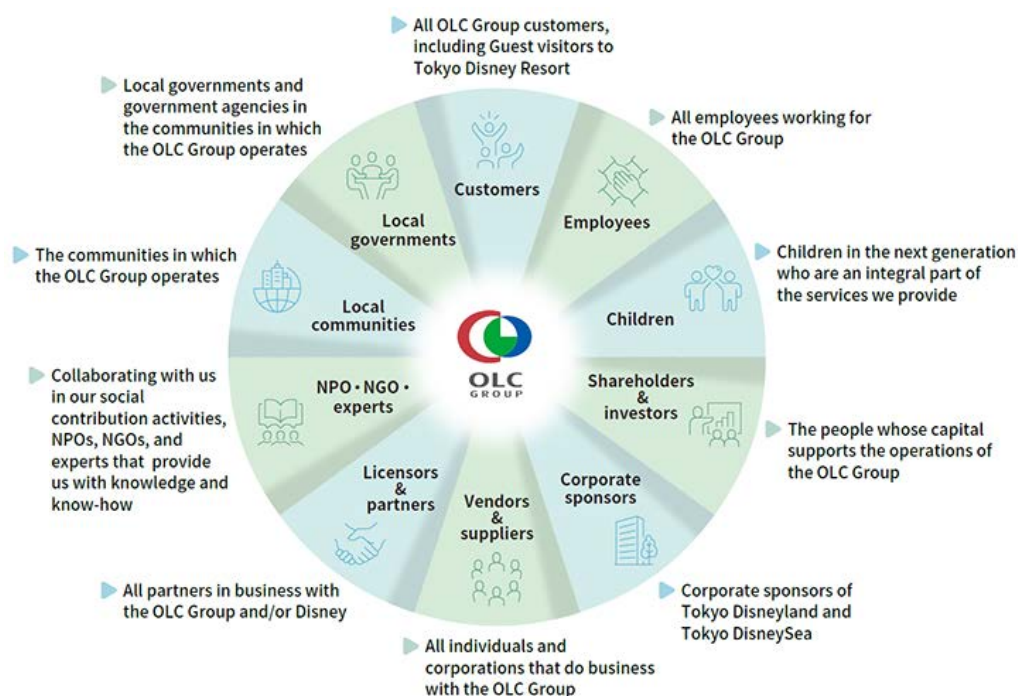
Proactively collect opinions, requests, and assessments from stakeholders.

2. Share information internally and take actions

Share the collected information within the Company, and report to top management in accordance with the order of priority. Enhance the quality of management by improving strategies and measures based on the information. Collaborate with stakeholders as necessary to co-create long-term value.

3. Disclose information to the public

Disclose the outcome of actions and improvements made to foster relationships of trust with external parties.



Management Structure to Promote Initiatives for Each Stakeholder

Established in July 2021 as an advisory body to the Executive Committee, the Corporate Conduct Committee discusses diversity and inclusion, supply chain management, and stakeholder engagement across the OLC Group, under the responsibility of the Director of the Corporate Strategy Planning Division (Executive Director and Executive Officer), who serves as the Chairperson.

The Subcommittee on Stakeholder Engagement that met regularly reporting to the Corporate Conduct Committee dissolved due to establishing engagement plans for each stakeholder. Sustainability Promotion Department will monitor its progress from now on.

Divisions and business sites that are closely aligned with the respective types of stakeholders head up interactive communications with them, serving as contact points to enhance engagement. The outcomes of engagement are shared with related divisions as well as the Board of Directors, Executive Committee, Sustainability Promotion Committee, Corporate Conduct Committee, and other committees as necessary to discuss improvement measures. In addition, we try to disclose as much information as possible on our website and in the form of sustainability reports and other materials in order to implement a Plan-Do-Check-Act (PDCA) cycle.

Having institutionalized the promotion of stakeholder engagement by FY2024, we redefined “stakeholder engagement” in April 2025, converting it from a materiality “goal” to an important “means” of achieving other areas of materiality. To keep advancing our measures, we have established the OLC Group Basic Policy on Stakeholder Engagement, based on which we have started operating the engagement cycle.

Actions

Communication with Customers

Feedback from our customers is valuable to us. We share their comments throughout the OLC Group for analysis so that we can develop and improve our products and services with the aim of offering greater satisfaction to customers.

(Guest services at Tokyo Disney Resort)

- We offer a variety of contact points and services (via email, chat, telephone, and postal mail) to widely invite feedback from all guests.
- Feedback from guests is diverse, ranging from comments on cast members’ customer service to Park rules and procedures, facilities and the overall environment, and products and services sold or offered. Their views are consolidated and shared internally through our intranet, daily meetings, posters, handouts, and other means.
- When needs for improvement are identified through the feedback, relevant divisions discuss such needs and take action. For issues that involve multiple divisions, the relevant divisions get together to discuss and implement measures.

-Examples of engagement

- Tokyo Disney Resort Information Center and Guest Merchandise Service Department (as necessary)
- Guests’ comments (directly submitted at facilities) (as necessary) and others

> [Comments and Feedback from Guests](#)

> [Cases of Improvement Based on Guests’ Input](#)

-Main division in charge and contact for inquiries

CS Enhancement Department

Communication with Shareholders and Investors

We hold meetings to exchange views with shareholders and investors, participate in conferences hosted in Japan and abroad by securities firms, and hold information sessions for retail investors and salespeople at securities firms.

We disclose information deemed essential to understanding and assessing the business activities of the OLC Group in a fair, timely, and appropriate manner through various means such as news releases, website updates, and briefing meetings. By implementing such highly transparent information disclosure, we aim to foster a relationship of trust and understanding with our stakeholders and practice dialogue-oriented management, which is central to our business philosophy. Moreover, the views and assessments received from stakeholders are regularly reported to the Board of Directors for incorporation into our management.

-Examples of engagement

- Financial Announcements (Quarterly)
- Events, conferences, roadshows, small meetings, etc. for briefing investors on corporate strategies; interviews by investors (as necessary)
- Publication of briefing tools for investors, including financial presentation materials, Fact Book, and integrated reports (as appropriate)
- Annual General Meeting of Shareholders

> [Investor Relations](#)

-Main divisions in charge and contacts for inquiries

General Affairs Department; IR Group, Finance/Accounting Department

Communication with Employees

We implement job satisfaction initiatives to enhance employee engagement and help employees work with enthusiasm.

> [Sustainability Management _ Employee happiness](#)

> [Corporate Culture and Employee Satisfaction](#)

> [Human Resources Management](#)

-Main divisions in charge and contacts for inquiries

Human Resources Division

Communication with Children

In our business and community action programs for children, we are striving to strengthen our bonds with children and thereby evolve the activities we offer.

> [Sustainability Management _ Happiness of children](#)

-Examples of engagement

> [Examples of Community Action Programs](#)

-Main divisions in charge and contacts for inquiries

Divisions in charge of respective fields

Communication with NPOs, NGOs, and Experts

As a corporate citizen, we collaborate with NPOs and NGOs to foster and support children in an effort to contribute to achieving a sustainable society.

-Examples of engagement

- Implemented a dialogue on eight areas of materiality with two ESG experts (FY2020)

> [Dialogue on human rights policy \(FY 2021\)](#)

> [Expert engagement regarding overall materiality \(2024\)](#)

-Main divisions in charge and contacts for inquiries

Sustainability Promotion Department, Social Activity Promotion Department

Communication with Local Communities

As a corporate citizen, we endeavor to create “Happiness” for local communities and help make them more vibrant.

-Examples of engagement

Cooperation with events in Urayasu City

- Urayasu City Coming-of-Age Day Ceremony (Once a year)
- Work experience program for junior high schools in Urayasu City (Twice a year)

[> Initiatives for Local Communities](#)

-Main division in charge and contact for inquiries

Social Activity Promotion Department

Communication with Local Governments

We participate in administrative organizations related to our business and exchange views with them to contribute to town planning.

-Examples of engagement

- Participation in committees and councils

-Main divisions in charge and contacts for inquiries

General Affairs Department, Social Activity Promotion Department

Comments and Feedback from Guests / Cases of Improvement Based on Guests' Input

Comments and Feedback from Guests

Tokyo Disney Resort

Number of Comments/Feedback

FY2020	FY2021	FY2022	FY2023	FY2024
8,128	14,282	15,158	16,309	14,693

Breakdown of Feedback by Content

	FY2020	FY2021	FY2022	FY2023	FY2024
Opinions/suggestions	69.6%	75.3%	74.6%	69.6%	73.2%
Compliments (praise)	30.4%	24.7%	25.4%	30.4%	26.8%

Breakdown of Feedback by Route

	FY2020	FY2021	FY2022	FY2023	FY2024
Telephone	17.1%	16.3%	13.6%	13.1%	11.5%
Web form	48.5%	59.3%	58.4%	60.4%	66.8%
Letter	14.9%	9.7%	10.5%	13.7%	13.4%
Questionnaire	14.7%	9.6%	11.3%	5.3%	3.8%
Others (e.g., Information Center)	4.8%	5.1%	6.2%	7.5%	4.5%

Cases of Improvement Based on Guests' Input

Tokyo Disney Resort

To appropriately serve a broad range of guests, it is essential to offer food services in a flexible and easy-to-understand manner, while giving consideration to guests' diverse dietary requirements, including those linked to religious faith, and preferences, such as vegetarianism. To this end, we offer within our parks food items that are made primarily from plant-based ingredients and contain no meat, seafood, egg, milk, honey, or gelatin. Disclosing information on such food items on our website and menus has helped guests better understand the content of the food offered.

Environmental Management

- ▼ Policies and Regulations
- ▼ Governance
- ▼ Strategy
- ▼ Risk Management
- ▼ Metrics and Targets

Policies and Regulations

The OLC Group has established the OLC Group Environmental Policy that sets forth guidelines for action and our philosophy governing the OLC Group's environmental activities. This policy was approved by the Board of Directors. The OLC Group will clarify the roles and responsibilities for implementation of environmental management policy and commit to continuously improving our environmental performance.

The OLC Group Environmental Policy (Revised May 2022)

Environmental Philosophy

Bringing “Happiness” to future generations

We seek to work in harmony with the environment and society and pursue the sustainability of both through all our businesses to continue to offer “Wonderful Dreams, Moving Experiences, Happiness and Contentment” well into the future and pass down a healthier Earth and business to the next generation.

The OLC Group Environmental Action Policy

1. The OLC Group will make every effort to address global warming, conserve energy, reduce and recycle waste, use water resources efficiently, consider biodiversity, prevent pollution, and engage in green purchasing in all aspects of its business operations.
*We will also collaborate with the supply chain and various stakeholders in an effort to resolve environmental issues.
2. The OLC Group will comply with all statutory regulations and internal standards related to the environment.
3. The OLC Group will establish, implement, and review environmental objectives and targets on a regular basis.
4. The OLC Group will offer education and training to all our employees so that they understand and can act independently in line with our Environmental Policy.
5. The OLC Group will appropriately disclose information to stakeholders and strive to engage in good communication with them.

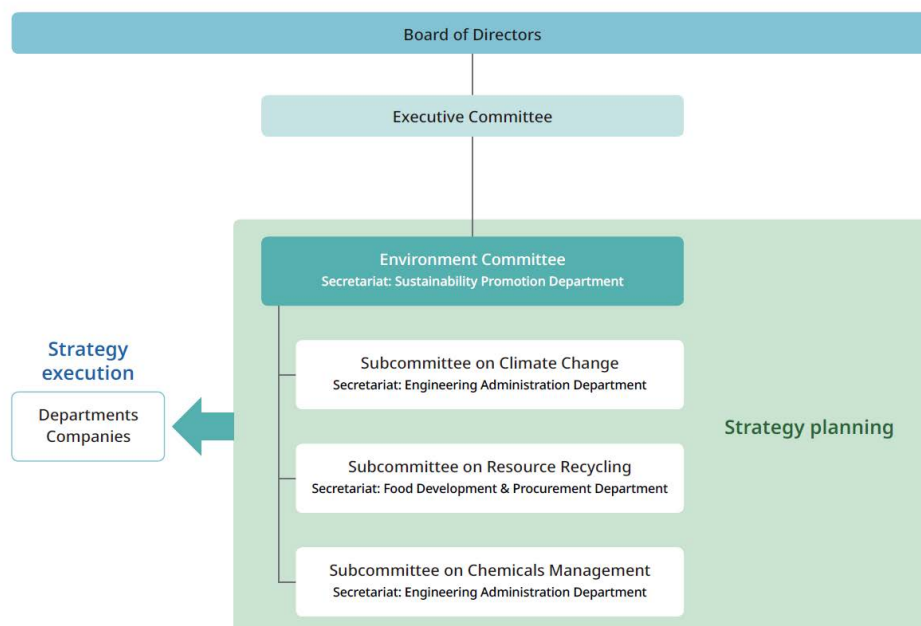
Reducing Environmental Impact across Supply Chain

The OLC Group established “The OLC Group Procurement Policy” that includes environmental issues to be considered throughout our entire supply chain in May 2022. Also, the OLC Group has the “The OLC Group Vendors Code of Conduct” in place for our suppliers. To encourage our suppliers to advance their measures for environmental protection, the Code of Conduct prescribes our efforts to reduce all kinds of environmental impact, as well as to comply with laws, regulations, and other standards, for the purpose of preventing global warming and environmental contamination as well as giving consideration to biodiversity. In April 2024, we revised the Vendors Code of Conduct, adding some new items, including our approach to environmental issues and responsible raw materials procurement, and explicitly presenting implementation details.

Governance

The OLC Group Environmental Management Structure

The OLC Group has a committee in place to promote environmental initiatives.



Structures to Promote Environmental Action

Recognizing environmental issues including climate change as an important managerial challenge to be addressed, our Board of Directors resolved to set “Measures to address climate change and natural disasters” and “Recycling-oriented society” as areas of our ESG Materiality, and monitor the progress made in our related plans.

The OLC Group has established an Environment Committee chaired by the Director of the Corporate Strategy Planning Division (Corporate Officer). The committee is responsible for planning and setting targets for the Company’s environmental activities including against climate change and comprises three subcommittees*. These subcommittees conduct fact-finding surveys, devise strategies for addressing environmental issues, and implement initiatives to reduce environmental impact. Through the Environment Committee, targets and plans regarding environmental actions are reported to the Board of Directors annually.

*Subcommittee on Climate Change, Subcommittee on Chemicals Management, and Subcommittee on Resource Recycling (as of October 2025).

Strategy

> [Risks and Opportunities related to climate change](#)

> [Risks and Opportunities related to the shift toward a recycling-oriented society](#)

Risk Management

Internal Environmental Audits

The OLC Group has been conducting internal environmental audits on specific themes each year. In FY2024, the Internal Auditing Department took charge and audited the Environment Committee secretariat and the Subcommittee on Resource Recycling to discern whether the management cycle for addressing the sustainability challenge of shifting to a “recycling-oriented society,” which involves one of the most critical risks (strategic risks) identified by the OLC Group, was functioning properly and effectively. In FY2025, the OLC Group is scheduled to perform an additional audit on matters under consideration in view of the FY2024 results.

Environmental Education for Employees

The OLC Group has been publishing an environmental series on the intranet and in our in-house newsletter and also held an internal exposition to raise employee awareness of the importance of environmental conservation.

In addition, we showed environmental awareness videos at employee cafeterias and on-site buses to gain wider recognition of the OLC Group's environmental targets and environmental activities among our employees. Furthermore, the Subcommittee on Climate Change called for ideas on saving energy at the workplace, encouraging all employees to take spontaneous actions to save power.

The Subcommittee on Climate Change and Subcommittee on Resource Recycling present awards in recognition of distinguished initiatives undertaken by divisions and Group companies. The award ceremonies help enhance employee engagement and spread enthusiasm for environmental action across the OLC Group.

We thus take advantage of different opportunities to offer environmental education through various activities.



Internal exposition organized by the Subcommittee on Climate Change

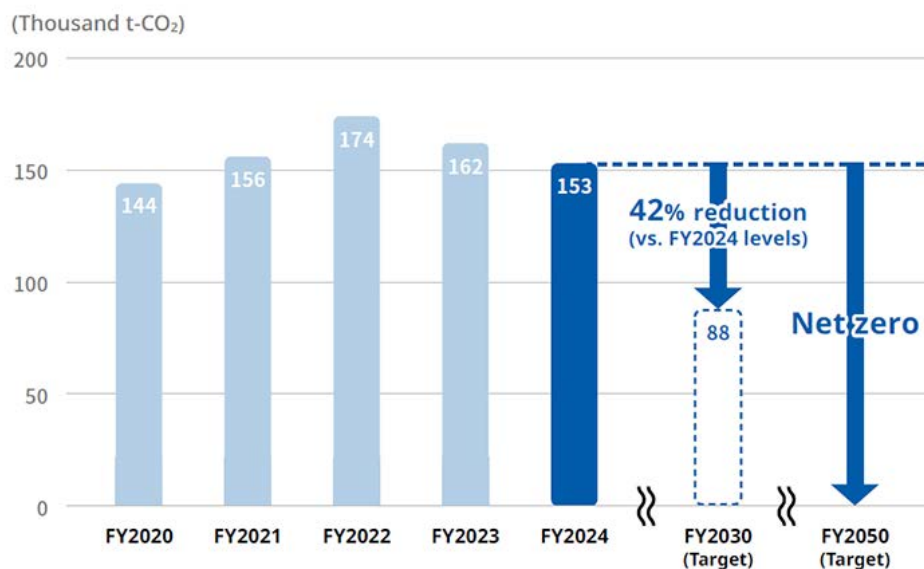
Metrics and Targets

Long-term Targets and Targets for 2030 in Greenhouse Gas Emissions Reduction-The OLC Group

The OLC Group has set the following targets for “Measures to address climate change and natural disasters,” our ESG Materiality.

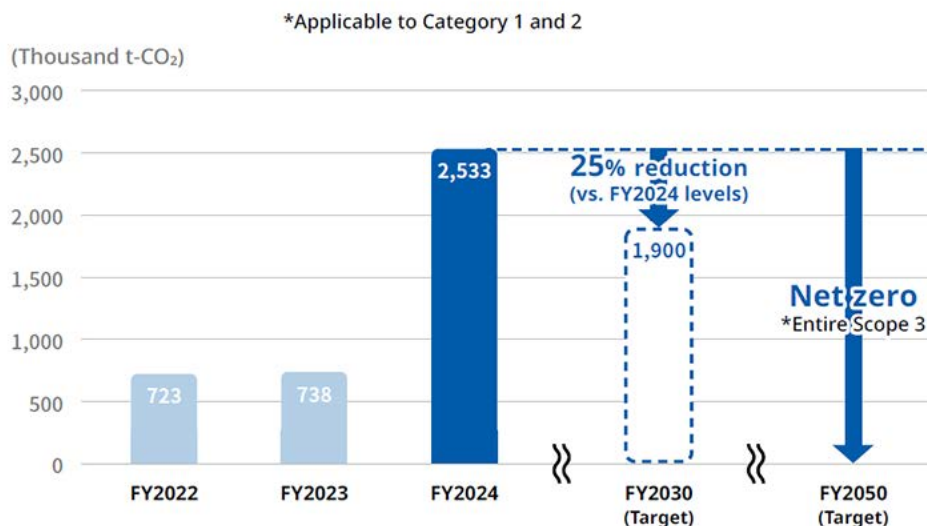
Key Performance Indicator (KPI)		Quantitative target / Qualitative target	Target year(FY)
Greenhouse gas emissions	Scope 1 and 2	42% reduction (vs. FY2024 levels)	2030
	Scope 3	25% reduction (vs. FY2024 levels) *Categories 1 and 2	2030
	Scope 1, 2 and 3	Net zero	2050

Scope 1 and 2-The OLC Group



*Scope 2 emissions are calculated based on the market-based method.

Scope 3-The OLC Group



Targets and Actual Results in Waste Management-Tokyo Disney Resort

Tokyo Disney Resort

The OLC Group has been taking actions to reduce waste and has set the following targets to contribute to a “Recycling-oriented society,” our ESG Materiality.

	KPI	Results		
	2024 Medium-term Plan	2022	2023	2024
Waste reduction target [weight] (vs. FY 2016 levels) [Output]*1	-	4.8% reduction	1% increase	2.6% increase
Food loss reduction target (vs. FY 2019 levels)	22.5% reduction	24.5% reduction	15.9% reduction	32.4% reduction
Single use plastics reduction target (vs. FY 2018 levels) [Input]*2	10.5% reduction	20.1% reduction	6.4% reduction	4.7% increase
Resource saving target on products and services (vs. FY 2018 levels)	4.4% reduction	11.8% reduction	12.5% reduction	14.3% reduction
Percentage recycled [Recycling]*3	-	73%	72%	69%

*1 Output: Discharge of resources

*2 Input: Inflow of resources

*3 Recycling: Recycling of resource

Compliance with Environmental Laws and Regulations

The OLC Group ensures that information on environmental laws and regulations is shared across the OLC Group by using a checklist and keeps track of legal revisions with support from relevant external service providers.

In FY2024, no serious accidents concerning the environment occurred nor were we required to pay any environmental penalties.

Environment-related Data

Data on environmental performance.

> [Environmental Data](#)

- ▼ Policies and Regulations
- ▼ Governance
- ▼ Strategy
- ▼ Risk Management
- ▼ Metrics and Targets
- ▼ Actions

Policies and Regulations

| The OLC Group Environmental Policy (Revised May 2022)

The OLC Group undertakes environmental activities in line with the OLC Group Environmental Policy.

[> The OLC Group Environmental Policy](#)

Governance

| The OLC Group's Structures to Address Climate Change

Recognizing environmental issues including climate change as an important managerial challenge to be addressed, our Board of Directors resolved to set "Measures to address climate change and natural disasters" and "Recycling-oriented society" as areas of our ESG Materiality, and monitor the progress made in our related plans.

In addition, the OLC Group has established an Environment Committee chaired by the Director of the Corporate Strategy Planning Division (Corporate Officer). The committee is responsible for planning and setting targets for the Company's environmental activities including against climate change and has established the Subcommittee on Climate Change to conduct fact-finding surveys, devise strategies for addressing climate change issues, and implement initiatives to reduce environmental impact.

Through the Environment Committee, targets and plans regarding environment actions are reported to the Board of Directors annually.

Moreover, as part of our efforts to help mitigate climate change, the Company has formulated the Power Conservation Guidelines (revised in July 2024) to promote energy-saving initiatives across the entire Group and encourage individual efforts.

[> The OLC Group Environmental Management Structure](#)

Strategy

| Awareness of and Approach to Climate Change

Corporations are expected to fulfill their social responsibility to address climate change resulting from global warming. Moreover, undertaking environmentally friendly business activities will help make corporations themselves more sustainable.

Our Theme Parks, which are visited by many guests every day, can be described as one large "city." To ensure that our guests can spend a comfortable time with peace of mind in this city and to preserve and pass on the precious global environment to future generations, while also continuing to deliver happiness, the OLC Group must shoulder the responsibility of implementing proactive measures against climate change to reduce its risks in a sincere manner.

Having set "Measures to address climate change and natural disasters" as an area of our ESG Materiality for the period leading up to 2035, the OLC Group will implement 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 and employees of water shortages, temperature increases, more frequent typhoons, and other changes to the environment that are expected to arise due to global warming.

[> Risks and Opportunities related to Climate Change](#)

Disclosure in Accordance With TCFD Recommendations

The OLC Group endeavors to identify the diverse risks and opportunities stemming from environmental issues. Advancing climate change is expected to exacerbate natural disasters, including raising temperatures and sea levels, and causing serious typhoons, floods, and droughts. Such events may affect the business of the OLC Group in different ways. Meanwhile, if we can address these issues appropriately, we believe that we can strengthen our competitiveness and gain new business opportunities. Based on this belief, we have categorized the risks and opportunities related to climate change. Having endorsed the Task Force on Climate-related Financial Disclosures (TCFD) in April 2022, the OLC Group proceeds with the disclosure of information on the risks and opportunities related to climate change and their analyses.

Reference scenarios

Physical risks: RCP1.9, RCP2.6, RCP8.5

Transition risks: IEA B2DS, IEA 2DS, IEA SDS, IEA STEPS (previously IEA NPS)

> [Disclosure in accordance with TCFD recommendations](#)



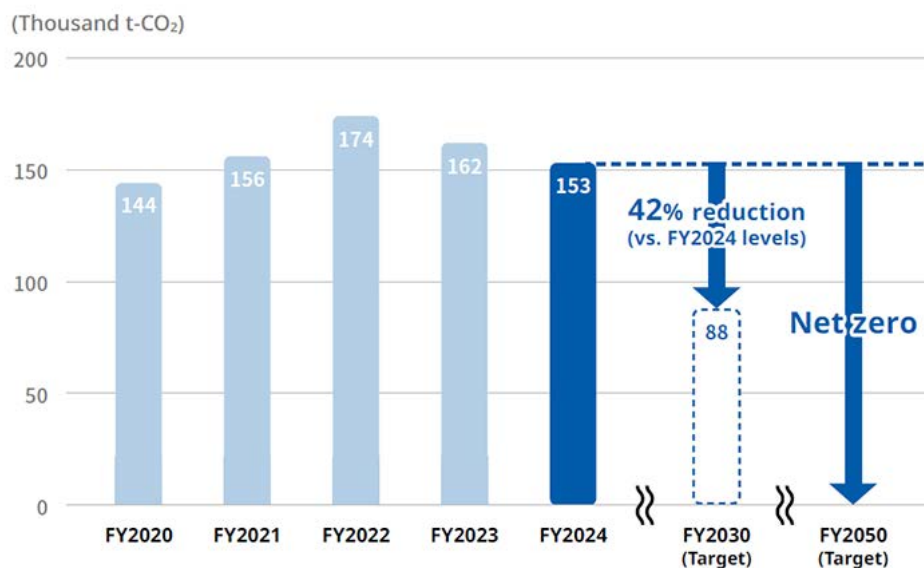
Metrics and Targets

Targets for Greenhouse Gas Emissions Reduction—The OLC Group

The OLC Group has set the following target to address our ESG Materiality “Measures to address climate change and natural disasters.”

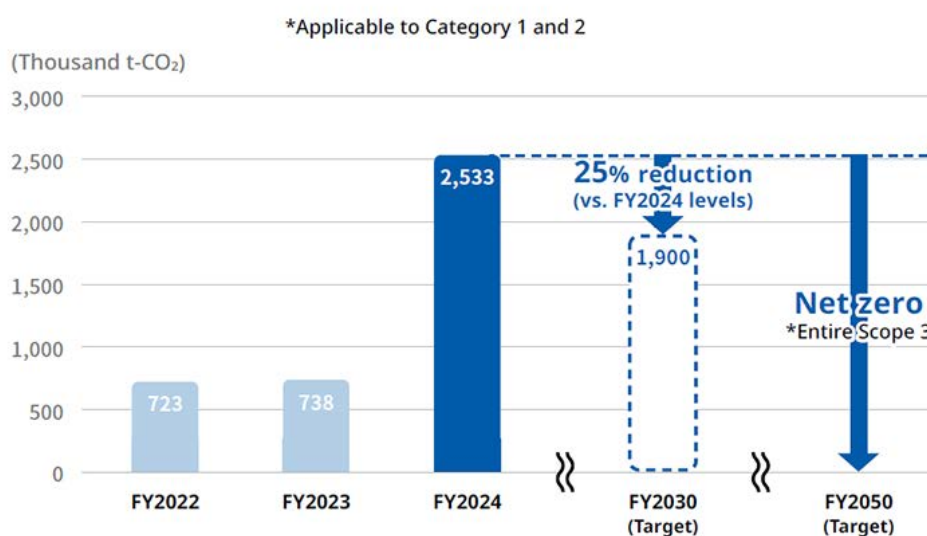
Direction of initiatives	KPIs	
	2030	2027
[Scope 1 & 2] • Scope 1: Electrification of internal combustion engine fueled by gas or similar fuels; switch fuels by adopting new technology • Scope 2: Achieve net zero emissions by procuring renewable energy [Scope 3] Expand target companies for engagement [Adaptation] • Take externally disclosable measures against heat • Address intensifying extreme weather [Water] Reduce public water intake through capital investment [Biodiversity] Set targets related to the impact of our business on the environment; address TNFD framework	[Scope 1 & 2] Scope 1 & 2: 42% reduction from the FY2024 level [Scope 3] Scope 3: 25% reduction from the FY2024 level (Categories 1 and 2) [Adaptation] Formulate KPIs by FY2027 [Water] Formulate KPIs by FY2027 [Biodiversity] Formulate KPIs in view of risks and impacts following environmental assessment	[Scope 1 & 2] • Scope 1 & 2: 17% reduction from the FY2024 level • Scope 1: In the process of considering and implementing measures to reduce gas consumption and switch fuels [Scope 3] • Scope 3 emissions: 5% reduction from the FY2024 level (Categories 1 and 2) [Adaptation] • Implement appropriate measures to cope with heat (in coordination with actual measures planned) • Implement measures against intensifying rain and wind [Water] • Intake of public water: 1% reduction from the FY2024 level [Biodiversity] • Disclosure in line with TNFD framework

Scope 1 and 2-The OLC Group



*Scope 2 emissions are calculated based on the market-based method.

Scope 3 -The OLC Group



Environment-related Data

> Environmental Data

Actions

| Energy Management System

Our proprietary energy management system (EMS) visualizes electricity consumption within our two Theme Parks and back office.

The EMS collects and analyzes data on energy consumption using IT through sensors attached to all facilities. This system has enabled us to identify inconsistent or wasteful electricity use by monitoring the operation hours and temperature settings of air conditioners, and the lighting time and illumination level settings of lighting equipment, among others, and to implement measures to make improvements based on collaborations with relevant organizations, contributing to the establishment of a Plan-Do-Check-Act (PDCA) cycle for CO₂ emissions reduction.

In addition to the central monitoring system at the Central Energy Plant, each employee has been able to view the EMS from their own computer since FY2023, which allows them to implement the PDCA cycle on a timely basis.

Dubbed the “Eco Web,” the EMS is utilized by various departments.

For example, the Eco Web has motivated some Theme Park facilities to reduce the pre-opening and post-performance operating time of digital signage and some back offices to switch off unnecessary lighting, while also allowing them to verify the effect of their energy-saving initiatives. They confirm that a certain level of reduction has been achieved, implement the PDCA cycle, and take ongoing actions.



Visualization of electricity consumption

Mitigating Climate Change

Approximately 60% of the OLC Group's current CO₂ emissions result from electricity use. The OLC Group has introduced a combination of different measures related to the mitigation of climate change in an effort to reduce CO₂ emissions on an ongoing basis.

We will continue exploring mitigation measures to slow the progress of global warming.

Initiative example	Outline
Installation of energy-efficient facilities and equipment in the Central Energy Plant*	- Introduced large-scale heat-source facilities in the planning stages of Theme Parks - Installed turbo refrigerators
Switching to LEDs Tokyo Disney Resort	- Switched lighting to LEDs for Cinderella Castle, Mount Prometheus, roof rim illumination, and outdoor spaces and stores - On renovating "it's a small world" in 2018, the amount of lighting equipment was increased by over 60% while energy consumption was cut by more than 50%.
Use of solar power Tokyo Disney Resort	- Procured renewable energy for electricity and gas CO₂ emissions were reduced by 43,767 t in FY2024 (Achievement rate of 100% vis-à-vis 2024 Medium-term Plan KPI of 78,000 t) - Solar panels installed atop 10 buildings (output of over 1,500 kW).
Use of geothermal and hot spring energy	Introduced geothermal and hot spring energy generation facilities at our proprietary strawberry farm (Teshikaga, Hokkaido), significantly reducing the consumption of fossil fuels. Geothermal and hot spring energy is used to heat up the entire greenhouse as well as the roots of the strawberry plants and to melt the snow around the hothouse. The initiative is highly acclaimed by the local government and other bodies for its energy-saving capacity and the progressive use of new forms of energy.
Change in show production at an attraction facility Tokyo Disney Resort	- At "Raging Spirits," a Tokyo DisneySea attraction, the theatrical steam effect generated by a boiler was replaced with mist produced with water and air. The mist was blown upwards and permeated to deliver an analogous effect. - Contributed to reducing CO₂ emissions by terminating boiler operation
Conversion of vehicles inside Theme Parks to electric vehicles Tokyo Disney Resort	Converted 8 vehicles to electric vehicles [Electric vehicles introduced] - Omnibus is in operation within Tokyo Disneyland - Big City Vehicles that operate inside Tokyo DisneySea
Installation of environmentally friendly design	Developed a standard specification with high energy efficiency, which will be applied when constructing new facilities.

*It is an integrated heat-source unit that generates heat for the air-conditioning systems at a single location for distribution to various facilities, thus making it unnecessary to install this equipment in individual buildings.



Central monitoring system at the Central Energy Plant



Solar panels installed atop a company building



Theatrical mist effect produced at Tokyo DisneySea's "Raging Spirits"



Electric vehicles in operation within our Parks
(Left: Tokyo Disneyland; right: Tokyo DisneySea)

Environmentally Friendly Transport

The OLC Group is endeavoring to reduce the environmental impact of transportation.

Initiative example	Outline
Emissions Reductions for Commercial Vehicles and Low-Emission Vehicles	- Promoting the use of light, hybrid, and electricity-powered vehicles to reduce CO₂, nitrogen oxide (NO_x), and particulate matter (PM) emissions from company vehicles - Replaced all company buses operating on our office grounds with hybrid vehicles
Formulation of the OLC Group Eco-driving Rules	- Formulated based on the eco-driving rules promoted by the Japanese government - Requesting employees and suppliers to comply with The OLC Group's Rules

Adapting to Climate Change

Tokyo Disney Resort

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

> [Disclosure in accordance with TCFD recommendations](#)

Measures
Installed fans and air conditioners in the guests' waiting area and bench area for Jasmine's Flying Carpets
Installed spot air coolers at locations where cast members stand (at some attractions)
Provided optional air-conditioned costumes equipped with built-in fans (more costumes to be provided in phases)



Fans installed in guest waiting areas



Spot air coolers installed at locations where cast members stand

Participation in External Initiative

The OLC Group is a member of Tokyo Zero-emission Innovation Bay. The organization was established to build an innovative area of zero-emission technology around Tokyo Bay with various energy suppliers and users around it. The initiative aims to elevate the area into the biggest research/development and PR points against climate change with their pursuit of renewable energy technology or the electric network. Some 144 organizations and institutions participate in the initiative. We will take our responsibility toward climate change along with their philosophy.

> [Tokyo Zero-emission Innovation Bay](#) 

Response to External Evaluation

Since FY2019, the OLC Group has been submitting responses to CDP* questionnaires on climate change and water security.

We are continually striving to step up our measures by responding to the questionnaires.

	FY2023 scores	FY2024 scores
Climate change	B	B
Water	B	B

*A global environmental NGO that calls on companies and others to disclose information on climate change, water, and forests.

Positions Regarding Climate Change Laws and Regulations

The OLC Group supports laws and regulations regarding climate change such as the Act on the Rationalization etc. of Energy Use and the Act on Promotion of Global Warming Countermeasures. We annually submit reports of our energy use, progress against the targets of energy conservation, and emissions of greenhouse gases.

Disclosure in Accordance With TCFD Recommendations

Disclosure in Accordance With TCFD Recommendations

The Task Force on Climate-related Financial Disclosures (TCFD) recommendations recommend all companies to make disclosures around four areas: governance, risk management, strategy, and metrics and targets. The OLC Group discloses climate-related information based on the four areas of disclosures of the TCFD recommendations.

Area	Specific disclosure
Governance	① Processes by which the Board of Directors is informed about climate-related issues; the frequency at which the Board of Directors considers issues; the subjects of monitoring
	② Responsibility of management regarding climate-related issues; processes by which management receives reports; monitoring methods
Risk management	③ Details of processes for identifying and assessing climate-related risks; how materiality determinations are made
	④ Details of processes for managing material climate-related risks; method of prioritizing climate-related risks
	⑤ How processes for identifying, assessing, and managing climate-related risks are integrated into the OLC Group's overall risk management
Strategy	⑥ Details of short-term, medium-term, and long-term climate-related risks and opportunities
	⑦ A description of and degree of the impact of the risks and opportunities on the business, strategy, and financial planning
	⑧ Risks, opportunities, and financial impact based on related scenarios, and strategies and resilience to the risks and opportunities
Metrics and targets	⑨ Metrics used to manage climate-related risks and opportunities
	⑩ Greenhouse gas emissions (Scope 1, 2, 3)
	⑪ Targets used to manage climate-related risks and opportunities and performance against targets

Source: "Recommendations by the Task Force on Climate-related Financial Disclosures (Final Version)" by the Task Force on Climate-related Financial Disclosures (TCFD)

■ Governance

① Processes by which the Board of Directors is informed about climate-related issues; the frequency at which the Board of Directors considers issues; the subjects of monitoring

Considering climate change as one of the important issues for sustainability management and with the Risk Management Committee identifying the relevant climate-related issue as a strategic risk, the Corporate Strategy Planning Department, which oversees strategic risks, designates the supervisory organization of the relevant risk and checks the progress of responses. The Sustainability Promotion Committee chaired by the President reports and assesses the progress of examining strategic risks on a regular basis, after which the Corporate Strategy Planning Department holds discussions and makes resolutions at the Executive Committee. The Board of Directors receives reports on the discussions and resolutions of the Executive Committee at least once a year, and discusses and oversees material sustainability issues, including climate change.

② Responsibility of management in climate-related issues; processes by which management receives reports; monitoring methods

The President, who chairs the Sustainability Promotion Committee, is responsible for management decisions related to sustainability, including climate change. The specifics of the discussions by the Sustainability Promotion Committee are submitted by the Corporate Strategy Planning Department to the Executive Committee for resolution and ultimately reported to the Board of Directors.

■ Risk Management

③ Details of processes for identifying and assessing climate-related risks; how materiality determinations are made

The Sustainability Promotion Committee examines sustainability risks, including climate change, in further detail, and discusses the materiality and assessment of the risks. Each supervisory organization incorporates the initiatives related to the relevant risks into the implementation plan through the examination of strategic risks and the process of medium-term management plan formulation. The specifics of the discussions in which the progress was checked by the Sustainability Promotion Committee are submitted by the Corporate Strategy Planning Department to the Executive Committee for resolution and ultimately reported to the Board of Directors.

④ Details of processes for managing material climate-related risks; method of prioritizing climate-related risks

Based on a recognition that risks and opportunities accompanying climate change have a large impact on business strategies, such risks and opportunities are identified and their materiality assessed through the following process:

1. Extract	2. Identify, assess	3. Manage
The events that may arise in the OLC Group's business and the accompanying risks and opportunities are extracted exhaustively for each risk event that may occur as a result of climate change, such as an increase in the mean temperature and an increase in extremely hot days.	- The materiality of the risks and opportunities accompanying climate change extracted exhaustively is assessed based on the two assessment standards of probability and degree of impact. - With regard to events with substantiating materials, their financial impact is estimated quantitatively. - Qualitative impacts are also assessed through the Sustainability Promotion Committee and the Executive Committee.	The risks are appropriately managed through the Sustainability Promotion Committee, the Executive Committee, and the Board of Directors.

⑤ How processes for identifying, assessing, and managing climate-related risks are integrated into the OLC Group's overall risk management

The OLC Group establishes and operates a risk management cycle to formulate risk prevention and response measures against individual risks in accordance with the OLC Group Risk Management Guidelines. After the Risk Management Committee chaired by the President extracts, identifies, and assesses overall risks pertaining to the OLC Group's business activities and classifies the risks as strategic risks or operational risks, each supervisory organization narrows down the risks that should be given priority. The supervisory organizations formulate and implement preventive measures and countermeasures against climate change, which is considered an especially material strategic risk. The responses of the measures are checked by the Corporate Strategy Planning Department, which oversees strategic risks. The results of the checks are shared by the Corporate Strategy Planning Department with the Sustainability Promotion Committee on a regular basis for assessment and discussion of countermeasures. The results are reported to the Executive Committee and the Board of Directors once a year and reflected in the OLC Group's strategy under the supervisory system of the Board of Directors.

■ Strategy

⑥ Details of short-term, medium-term, and long-term climate-related risks and opportunities

While we aim for sustainability management, which realizes both "contribution to a sustainable society" and "maintaining of long-term corporate growth," we believe that the risks and opportunities pertaining to sustainability, including climate change, may affect our business activities. Thus, we are making efforts to mitigate and adapt to climate change with a target of achieving "Net zero GHG by 2050." We are considering devising a medium- to long-term business strategy that coincides with the time horizons of the "Net zero GHG by FY2050" target, since the impact of climate change materializes over a long period of time.

	Period	Definition
Short term	Until FY2027	The period covered by the KPIs for 2027 in the Company's ESG Materiality
Medium term	Until FY2030	The period covered by the KPIs for 2030 in the Company's ESG Materiality
Long term	Until FY2050	The period covered by the 2050 net zero GHG emissions target

⑦ A description of and degree of the impact of the risks and opportunities on the business, strategy, and financial planning

⑧ Risks, opportunities, and financial impact based on related scenarios, and strategies and resilience to the risks and opportunities

We carried out a scenario analysis for the first time in FY2021 for the purpose of understanding the risks and opportunities posed to the OLC Group by climate change and the impact thereof and examining the OLC Group's strategy and resilience as well as the need for further measures, simulating the world in 2050. The scenario analysis was based on the following three scenarios, based on several existing scenarios released by the International Energy Agency (IEA) and the Intergovernmental Panel on Climate Change (IPCC).

4°C scenario	Temperatures rise by around 4°C compared to pre-industrial levels as a result of lack of action on global warming that exceeds current actions.
2°C scenario	The rise in temperatures is restricted to around 2°C compared to pre-industrial levels as a result of strict actions on global warming.
1.5°C scenario	The rise in temperatures is restricted to less than 1.5°C compared to pre-industrial levels at a high probability as a result of a fundamental shift of the system.

With regard to our business activities in FY2022 onward, we plan to examine the OLC Group's strategy and resilience after analyzing the impact of climate change based on the above scenarios and considering countermeasures. The outline of risks and opportunities, and the business and financial impact of the three scenarios is as follows.

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 at two levels: "Max" and "Large."

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

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)
	Shift	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
		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"

■ Metrics and Targets

⑨ Metrics used to manage climate-related risks and opportunities

⑩ Greenhouse gas emissions (Scope 1, 2, 3)

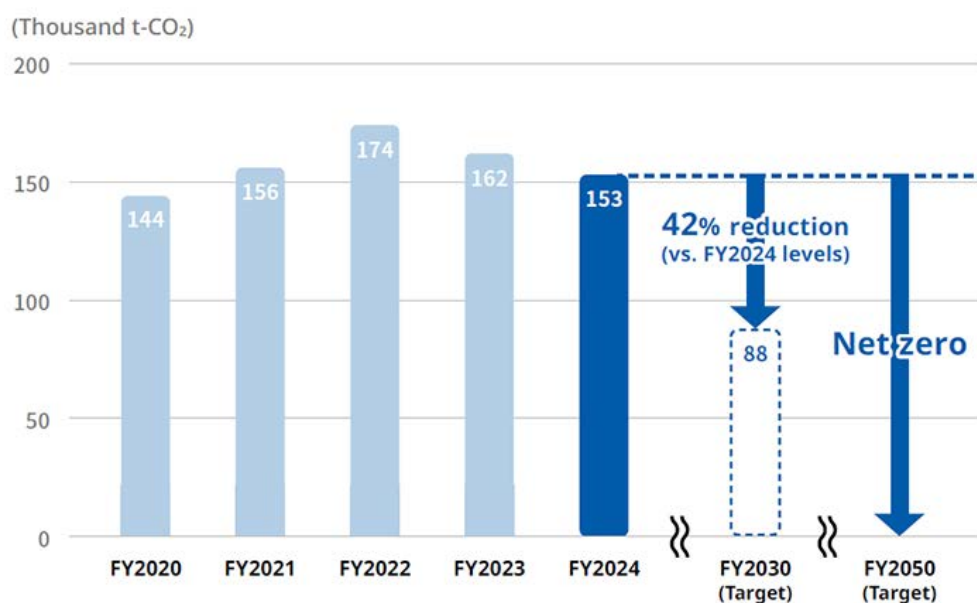
⑪ Targets used to manage climate-related risks and opportunities and performance against targets

We recognize that the reduction of GHG emissions is key in addressing climate change risks. Based on this recognition, we promote measures to mitigate and adapt to climate change. For Scope 1 and 2, we have set targets in line with the Japanese government's reduction targets and the policies for each industry formulated by the Japanese government.

*Medium- and long-term Scope 1 and 2 GHG emissions targets: "Net zero by FY2050" "42% reduction (vs FY2024 levels) by FY2030"

*The actual and target Scope 1 and 2 GHG emissions are as follows.

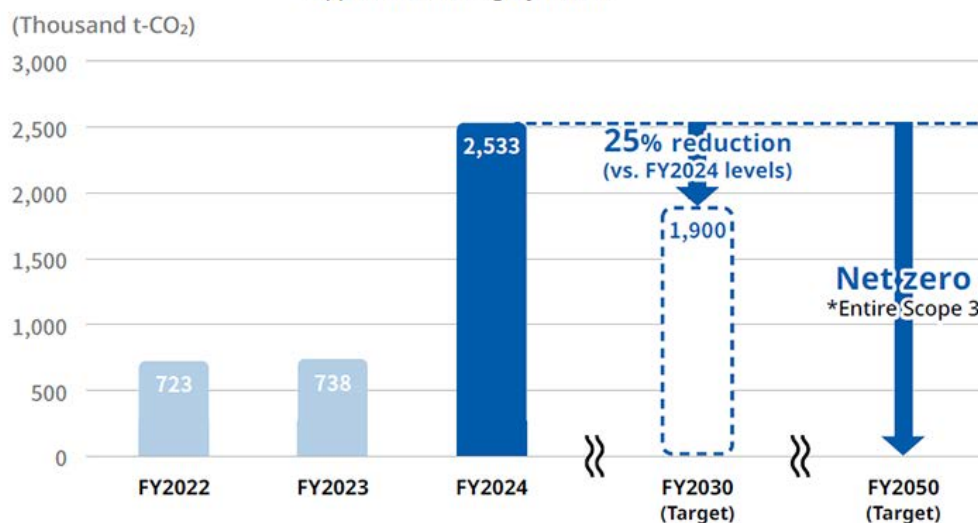
Scope1 and 2 -The OLC Group



*Scope 2 emissions are calculated based on the market-based method.

Scope 3 -The OLC Group

*Applicable to Category 1 and 2



- ▼ Policies and Regulations
- ▼ Governance
- ▼ Strategy
- ▼ Risk Management
- ▼ Metrics and Targets
- ▼ Actions

Policies and Regulations

| The OLC Group Environmental Policy (Revised May 2022)

The OLC Group undertakes environmental activities in line with the OLC Group Environmental Policy.

› [The OLC Group Environmental Policy](#)

Governance

| The OLC Group's Structures to Promote Waste Management

Recognizing environmental issues as an important managerial challenge to be addressed, our Board of Directors resolved to set "Measures to address climate change and natural disasters" and "Recycling-oriented society" as areas of our ESG Materiality, and monitor the progress made in our related plans. The OLC Group has established an Environment Committee chaired by the Director of the Corporate Strategy Planning Division (Corporate Officer). The committee is responsible for planning and setting targets for the Company's environmental activities including climate change. Established under the Environment Committee, the Subcommittee on Resource Recycling shares our waste management policy across the OLC Group and strengthens collaboration. We strive to implement initiatives to reduce environmental impact by conducting fact-finding surveys, and devise strategies for reducing waste generated by The OLC Group including single-use plastics. Through the Environment Committee, targets and plans regarding environment actions are reported to the Board of Directors annually.

› [The OLC Group Environmental Management Structure](#)

Strategy

| Reducing Waste and Increasing Recycling Rates

With many guests visiting our Theme Parks every day, Tokyo Disney Resort is much like a big city. The OLC Group promotes waste reduction and recycling programs and is making aggressive efforts to reduce our impact on the environment.

› [Risks and opportunities related to the shift to a recycling-oriented society](#)

Risk Management

› [Risk management in environmental management](#)

Metrics and Targets

Targets and Actual Results in Waste Management-Tokyo Disney Resort

Tokyo Disney Resort

The OLC Group has been taking actions to reduce waste. In the updated ESG Materiality, we set targets for “Input (inflow of resources),” “Output (discharge of resources),” and “Recycling (recycling of resources),” which were established as target indicators for contributing to a “Recycling-oriented society” based on the government’s recycling promotion plan. We will also continue to work on reducing the amount of waste and saving resources by rigorously enforcing the proper separation of different types of waste and promoting recycling.

		KPI	Results		
		2024 Medium-term Plan	2022	2023	2024
Waste reduction target [weight] (vs. FY 2016 levels) [Output]*1		-	4.8% reduction	1% increase	2.6% increase
	Food loss reduction target (vs. FY 2019 levels)	22.5% reduction	24.5% reduction	15.9% reduction	32.4% reduction
	Single use plastics reduction target (vs. FY 2018 levels) [Input]*2	10.5% reduction	20.1% reduction	6.4% reduction	4.7% increase
	Resource saving target on products and services (vs. FY 2018 levels)	4.4% reduction	11.8% reduction	12.5% reduction	14.3% reduction
Percentage recycled [Recycling]*3		-	73%	72%	69%

*1 Output: Discharge of resources

*2 Input: Inflow of resources

*3 Recycling: Recycling of resource

Waste Reduction Results-The OLC Group

	FY2023	FY2024
Waste emissions (Total including valuable resources)	26,338 t	26,444t
Hazardous waste	12t	22t
Percentage recycled	71%	67%

Environment-related Data

Data on environmental performance.

> [Environmental Data](#)

Actions

| Recycling Programs

Tokyo Disney Resort

Rigorous Waste Sorting

The waste generated at the Tokyo Disney Resort is carefully sorted by cast members in accordance with detailed sorting criteria to recycle as much of our waste as possible.

We recycle a wide range of resources including cardboard boxes, kitchen waste, plants, edible oils, plastic bottles, plastic wrapping materials, other plastic waste, copy paper, newspapers and magazines, paper cups, paper packages, empty cans, empty bottles, metal, and wooden chips. These are sent to specialized facilities for recycling.

Also, all of the cardboard used for delivering the products and plastic bottles is recycled.

In FY2025, we installed eco stations in some parts of the parks on a limited-time trial basis in an effort to improve sorting at the time of waste collection, with guests' cooperation.



An eco station installed at our park

Resource-saving and Recycling Initiatives

Initiative example	Outline
Making Use of Emergency Rice Stocks	- Emergency rice stocks nearing their expiry date are served at employee cafeterias, with a portion of the revenues donated. - Furthermore, the remaining near-expiry rice stocks are donated to food banks.
Reducing Food Loss	- Dishes made using non-standard tomatoes, bell peppers, and strawberries produced at the Hokuto and Teshikaga farms operated by the OLC Group are served at restaurants in our Theme Parks as well as at employee cafeterias (38 tons of produce is put to good use each year). - Beer* is brewed using bread manufactured at Ikspiari that failed to meet brand standards. The system upcycles around 0.4 tons of bread a year within the OLC Group. *Categorized as “happoshu” (low-malt, beer-like beverage) under the Liquor Tax Act
Developing Environmentally Friendly Products Tokyo Disney Resort	Upcycled products have been created and sold by making use of obsolete cast member costumes, among others.
Recycling Tokyo Disney Resort	- Some restrooms across our businesses use recycled content from paper cups that have been recycled in the parks, thereby establishing a recycling loop. - Meanwhile, paper cups for serving beer at some outlets were replaced with aluminum cups to promote “horizontal recycling*.” *Horizontal recycling: Reusing resources for the same application.
Measures to reduce paper waste Tokyo Disney Resort	Adopted lighter paper meal trays and strengthened sorting of paper plate waste on a trial basis. Lighter trays: Reduced paper waste by around 0.5 tons in one month Strengthened waste sorting: Recycled around 1.3 tons of paper in one month
Adoption of food waste disposal machines Tokyo Disney Resort	Adopted machines that use microorganisms to decompose and micronize food waste and emit residues as water
Reducing Use of Disposable Plastic	Click here for initiatives to reduce use of disposable plastic



Paper cups are recycled into toilet paper



We sold patches made with recycled parts of "Space Mountain" costumes.



Introduced food waste disposal machines that harness the power of microorganisms

Environment

Reducing Disposable Plastic

- ▼ Policies and Regulations
- ▼ Governance
- ▼ Strategy
- ▼ Risk Management
- ▼ Metrics and Targets
- ▼ Actions

Policies and Regulations

| Our Policy on Reducing Use of Disposable Plastic

The OLC Group is striving to reduce the use of disposable plastic in line with the OLC Group Environmental Policy.

With respect to items and restaurants, we will continue stepping up our measures to reduce the use of plastic by adopting renewable resources, among others. We are also continuing with our efforts to recycle waste plastic through rigorous sorting.

| The OLC Group Environmental Policy (Revised May 2022)

The OLC Group undertakes environmental activities in line with the OLC Group Environmental Policy.

[> The OLC Group Environmental Policy](#)

Governance

| The OLC Group's Structures to Promote Waste Management

Recognizing environmental issues as an important managerial challenge to be addressed, our Board of Directors resolved to set "Measures to address climate change and natural disasters" and a "Recycling-oriented society" as areas of our ESG Materiality, and monitor the progress made in our related plans. The OLC Group has established an Environment Committee chaired by the Director of the Corporate Strategy Planning Division (Corporate Officer). The committee is responsible for planning and setting targets for the Company's environmental activities including climate change. Established under the Environment Committee, the Subcommittee on Resource Recycling shares our waste management policy across the OLC Group and strengthens collaboration. We strive to implement initiatives to reduce environmental impact by conducting fact-finding surveys, and devise strategies for reducing waste generated by the OLC Group including single-use plastics. Through the Environment Committee, targets and plans regarding environment actions are reported to the Board of Directors annually.

[> The OLC Group Environmental Management Structure](#)

Strategy

[> Risks and opportunities related to the shift to a recycling-oriented society](#)

Risk Management

[> Risk management in environmental management](#)

Targets and Actual Results in Reduction of Disposable Plastic Use—Tokyo Disney Resort

Tokyo Disney Resort

The OLC Group has been taking actions to reduce waste. In the updated ESG Materiality, we set targets for “Input,” “Output,” and “Recycling,” which were established as target indicators for contributing to a “Recycling-oriented society” based on the government’s recycling promotion plan. We will also continue to work on reducing the amount of waste and saving resources by rigorously enforcing the proper separation of different types of waste, and promoting recycling.

> [ESG Materiality](#)

Single-use plastics reduction target (vs. FY2016 levels)

KPIs		KGIs	Actual Results	
2024 Medium-term Plan	FY2026	2030	FY2023	FY2024
10.5% reduction	21% reduction	25% reduction	6.4% reduction	4.7% increase

Actions

Initiatives to Reduce Use of Disposable Plastic

Initiative example	Outline
Changed cushioning materials	Replaced plastic cushioning materials used for packaging with paper materials at all Tokyo Disney Resort merchandise facilities and restaurants in April 2022.
Initiatives at hotel rooms	Switched from individual shampoo and conditioner amenities to dispenser-type products at Disney hotels* in February 2022, reducing the use of plastic by 18 tons a year. Discontinued disposable razors and shower caps as standard amenities, reducing the use of the former by about 80% and the latter by more than 90%.
Reduced the use of plastic cutlery	Replaced plastic cutlery used at our Theme Park restaurants with cutlery designed to meet the reduction target set under the Plastic Resource Circulation Act. Provided edible spoons made from brewed coffee at some events. Plastic packages for cutlery were eliminated. (Reduced the use of plastic by 10% [approx. 9 tons] from the FY 2016 level)
Reduced the use of plastic straws	Replaced plastic straws provided at restaurants at our Theme Parks and Disney hotels* with straws made with paper or other non-plastic materials such as bamboo thinnings. Also introduced strawless lids at some Theme Park restaurants, reducing the annual use of plastic materials by 15.5 tons.
Reduced the use of plastic packaging	Reduced the use of plastic packaging by charging for plastic shopping bags that were formerly given out for free at Theme Park stores. Used biomass materials for some packaging.

*Tokyo Disney Celebration Hotel, Disney Ambassador Hotel, Tokyo DisneySea Hotel MiraCosta, Tokyo Disneyland Hotel, Tokyo Disney Resort Toy Story Hotel, Tokyo DisneySea Fantasy Springs Hotel

Environment

Water

▼ Policies and Regulations ▼ Governance ▼ Strategy ▼ Metrics and Targets

▼ Actions

Policies and Regulations

Water is an essential and invaluable resource for the OLC Group. We have been making consistent efforts to eliminate the wasting of resources by purifying wastewater and promoting the use of reclaimed water on a voluntary basis since opening its first Theme Park to the public.

By introducing the latest cutting-edge systems, we take environmentally friendly measures at all stages of the life cycles of attractions and facilities, from design to introduction, repair, and replacement.

As rainfall conditions shift due to the impact of global warming-induced climate change, we expect the risk of natural disasters, including droughts, to increase.

Pursuant to our aim to use water resources effectively under the OLC Group Environmental Policy, we are promoting measures to reduce water intake as well as recycling water resources. By doing so, we seek to develop a long-term sustainable business foundation as we strive to fulfill our social responsibilities as a company that uses huge amounts of water.

| The OLC Group Environmental Policy (Revised May 2022)

The OLC Group undertakes environmental activities in line with the OLC Group Environmental Policy.

› [The OLC Group Environmental Policy](#)

Governance

| The OLC Group's Structures to Drainage Management System

The OLC Group has established an Environment Committee chaired by the Director of the Corporate Strategy Planning Division (Corporate Officer). The committee is responsible for planning and setting targets for the Company's environmental activities including climate change. Due to wide-ranging laws governing water supply and drainage*, the OLC Group Water Supply and Drainage Guidelines were established and the OLC Group is developing a system to facilitate the appropriate management of water supply and drainage operations accordingly. Through the Environment Committee, targets and plans regarding environment actions are reported to the Board of Directors annually. Recognizing environmental issues including climate change and water-related natural disasters as an important managerial challenge to be addressed, our Board of Directors resolved to set "Measures to address climate change and natural disasters" and "Recycling-oriented society" as areas of our ESG Materiality, and monitor the progress made in our related plans.

*Japan has various laws and regulations, including the Water Quality Pollution Control Act, the Water Supply Act, the Act on Maintenance of Sanitation in Buildings, and the Sewerage Service Act, which apply to the OLC Group companies on the basis of location and business type.

› [The OLC Group Environmental Management Structure](#)

Strategy

› [Risks and opportunities related to climate change](#)

Metrics and Targets

In addition to our water resource recycling project, which we have been working on for many years at our water treatment facility, we are aiming to reduce our water intake* by 1% by FY2027 from the base year of FY2024. We will also set a long-term Group target by FY2027.

*Public water, well water, hot spring water, and industrial water

	KPIs	
	2027	2030
Effective use of water resources	Reduce total water intake by 1% from the FY2024 level and set long-term reduction target for water consumption	Set target by FY2027

Water Consumption by Intake Source and Discharge Destination—The OLC Group

(thousand cubic meters)

		FY2022	FY2023	FY2024
Total water intake		4,583	5,660	5,825
Breakdown by source	Surface water (rivers and lakes)	0	0	0
	Surface water (wells and boreholes)	268	430	416
	Water used at quarries	0	0	0
	Public water	3,526	4,270	4,465
	Internal water recycling facilities	789	960	944
	Rainwater	0	0	0
	Seawater	0	0	0
Total water discharged		3,485	4,329	4,326
Breakdown by discharge destination	Sea	76	78	80
	Surface water	0	0	0
	Wells/underground water	0	0	0
	Water treatment facilities	2,620	3,291	3,302
	Internal water recycling facilities	789	960	944

*Added the FY2023 actual results for Theme Parks, hotels, and Ikspiari to the amount of water recycled at owned facilities

> [COD Emissions](#)

Environment-related Data

Data on environmental performance.

> [Environmental Data](#)

Water Purification and Recycling

Tokyo Disney Resort

The water used by the OLC Group is collected, purified, and recycled at a water treatment plant owned by the OLC Group, in order to reduce water use. Today, the water we use at our Theme Parks and hotels is recycled at the OLC Group's water treatment plant and reused for toilet flushing at Tokyo Disneyland, Tokyo DisneySea, and some of our hotels. In FY2024, through recycling, we produced 944 thousand m³ of utility water, which amounted to 19% of our total water intake.



Water treatment facility

Recycling of Water in Water Areas

Tokyo Disney Resort

We have placed filtration devices in areas and attractions containing water at our Theme Parks. These devices enable us to maintain water quality by conducting thorough checks and effectively circulating all water. For example, the water contained in the vast water areas within Tokyo DisneySea is processed through a large-scale cycle filtration/purification system. Thanks to this system, we can efficiently maintain a consistent level of water by replenishing stocks on sunny days to make up for water lost to evaporation and we can also make adjustments to deal with overflows on rainy days.



Water circulates efficiently throughout Tokyo DisneySea

Clean water used for fountains pours into the bodies of water located throughout Tokyo DisneySea, allowing us to use water effectively without wasting any of it. Our policy at Tokyo Disney Resort is to take water-saving measures whenever water supply/intake is restricted in our water catchment area.

Initiative example	Outline
Water recycling	We operate our own farm in Hokuto in Yamanashi Prefecture to produce large and mini tomatoes and bell peppers. The cultivation method we use is hydroponics, where we dissolve fertilizer in water sourced from a well and run the water through a pipe. We filter and reuse the unabsorbed solution, reducing the use of well water by 20 to 30%.

Reducing Water Intake

At some employee cafeteria kitchens, we installed special water-saving taps on a test basis and were able to verify a certain level of effect in reducing our water consumption. We will install the taps in phases at more kitchens across our Theme Parks. We also replaced the water discharge hose valve for nighttime cleaning with a water-saving model, reducing water consumption by around 35%.

Policies and Regulations

| Adhering to the Spirit of the PRTR System

Under the Pollutant Release and Transfer Register (PRTR) system based on Japan's Act on Confirmation, etc. of Release Amounts of Specific Chemical Substances in the Environment and Promotion of Improvements to the Management Thereof, designated business operators are required to track the emission and transfer* of PRTR substances and to submit detailed reports to the government. Although the reporting requirements of the PRTR system do not apply to the OLC Group, we voluntarily investigate emissions and transfers of PRTR substances by the OLC Group each year in line with the PRTR system in order to reduce our release of these chemical substances.

Most of the PRTR substances used by the OLC Group are contained in paints and cleaning products used at our Theme Parks.

The use of PRTR substances, including the paints used to recreate buildings from the early 20th century and in various other Theme Park productions, as well as those used in routine maintenance work, is closely supervised in accordance with safety data sheets. The sheets provide information on chemical components, properties, and handling guidelines, and we strive to control their release and transfer within appropriate levels.

The OLC Group will continue to reduce the use of these chemicals by replacing them with alternative substances and redesigning facilities into those that do not require any paint to be applied, and reduce the emissions and transfer of the chemical substances.

*Operators are required to track what types of chemical substances are discharged into which environment, and what types of chemical substances are transferred off-premises.

| The OLC Group's Chemical Substance Management Guidelines

We have established "The OLC Group Chemical Substance Management Guidelines" containing the general handling precautions for chemical substances, storage and disposal methods, and confirmation items for related employees.

| The OLC Group Environmental Policy (Revised May 2022)

The OLC Group undertakes environmental activities in line with the OLC Group Environmental Policy.

> [The OLC Group Environmental Policy](#)

Governance

| The OLC Group's Chemical Substance Management System

The OLC Group has established an Environment Committee chaired by the Director of the Corporate Strategy Planning Division (Corporate Officer). The committee is responsible for planning and setting targets for the Company's environmental activities.

Through the Environment Committee, targets and plans regarding environment actions are reported to the Board of Directors annually.

Positioned under the Environment Committee, the Subcommittee on Chemical Management conducts fact-finding surveys, devises strategies for addressing environmental issues, and implements initiatives to reduce environmental impact.

> [The OLC Group Environmental Management Structure](#)

Metrics and Targets

Target for Release/Transfer of PRTR Substances

We aim to keep the release and transfer of PRTR substances below the level recorded in the previous year.

Environment-related Data

Data on environmental performance.

> [Environmental Data](#)

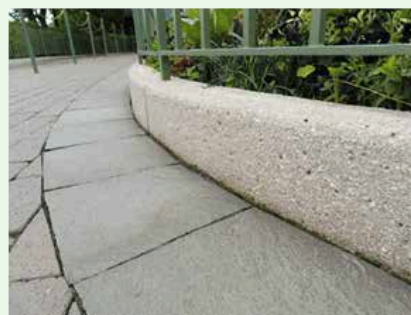
Actions

Efforts to Reduce Chemical Emissions

Tokyo Disney Resort

The OLC Group continues to conduct fact-finding surveys on the usage, discharge and transfer of PRTR substances annually and will search for and implement methods of reducing releases. We have thus far cut down on the use of toluene and xylene by switching to water-based paints and have substantially reduced the use of AE (poly (oxyethylene) alkyl ether) by discontinuing use of AE dishwashing detergent.

Furthermore, when redesigning structures and pavement materials at our Theme Parks to facilitate maintenance, we also strive to reduce the use of paint and construction materials containing chemical substances in consideration of the environment.



Applied no paint to the curbstone and eliminated chemical substances from pavement materials

Results of Survey on PRTR Substance-The OLC Group

> [Yearly Changes in Release/Transfer Volume](#)

> [Breakdown of Release/Transfer Volume](#)

> [Breakdown by Application](#)

Environment

Biodiversity

▼ Policies and Regulations ▼ Governance ▼ Actions

Policies and Regulations

Our lives and business activities are sustained by biodiversity, which consists of the variation of living species and their relationships to each other.

The OLC Group upholds consideration for biodiversity in the OLC Group Environmental Policy. In our efforts to seek harmony with the environment through our business activities, we engage in green purchasing with due consideration for biodiversity and work to create an environment where diverse types of vegetation can grow.

Positioning biodiversity as one of our initiatives in the ESG Materiality area of “Climate change and natural disasters,” we will prepare for disclosure in line with the TNFD framework.

| The OLC Group’s Environmental Policy (Revised May 2022)

The OLC Group undertakes environmental activities in line with the OLC Group Environmental Policy.

› [The OLC Group Environmental Policy](#)

Governance

| The OLC Group’s Structures to Conserve Biodiversity

The OLC Group has established an Environment Committee chaired by the Director of the Corporate Strategy Planning Division (Corporate Officer). The committee is responsible for planning and setting targets for the Company’s environmental activities including Recycling-oriented society.

› [The OLC Group Environmental Management Structure](#)

Actions

Greenery at Our Theme Parks

Tokyo Disney Resort

We set aside approximately 20% (21 hectares) of our total theme park area, for greenery. Around 1,340,000 plants comprising 2,000 species are grown, which is comparable to a botanical garden. We provide an overview of our plants and other information through social media so that our guests can enjoy learning about diverse forms of vegetation.

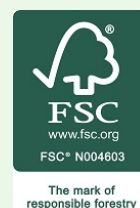


FSC®-certified Paper

Tokyo Disney Resort

We replaced paper containers for popcorn and pizza sold at our Theme Parks with those made with FSC®-certified* paper, contributing to responsible forest management and the rights of the people who live and work there.

*FSC® certification is a global program for certifying environmentally appropriate forest management. It was developed with the aim of making use of and preserving forest resources on a sustainable basis.



Popcorn containers made with FSC®-certified paper

Environmental Data

- ▼ Environmental Impact Status
- ▼ Climate Change
- ▼ Water
- ▼ Waste
- ▼ Results of Survey on PRTR Substances
- ▼ Environmental Management

Environmental Impact Status

Environmental Impact Status -The OLC Group

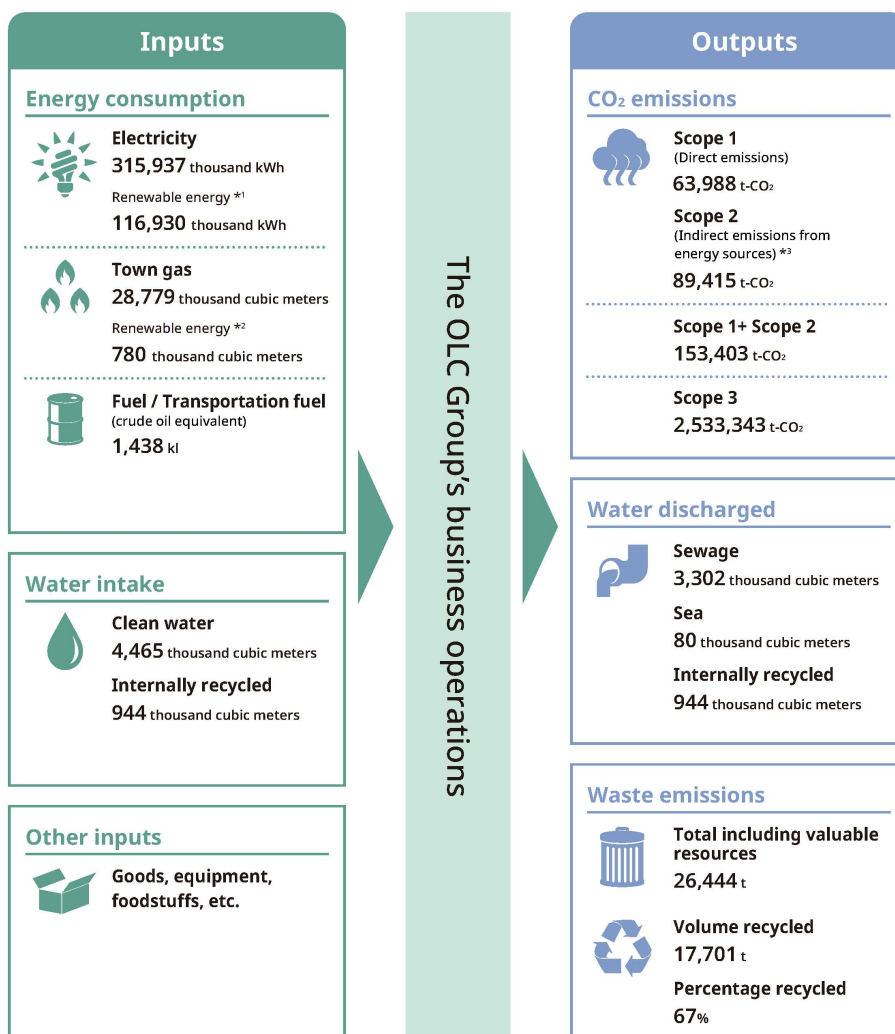
The chart below indicates the environmental impact of the business operations of the OLC Group in FY2024. For example, Tokyo Disney Resort's environmental efforts touch on a variety of areas including energy management, water processing, waste management, and recycling activities. We give due consideration to a range of environmental factors to reduce the burden on the global environment produced by our business activities.

Inputs (i.e., external factors that contribute to the environmental impact of our operations) include energy (electricity, city gas, fuel, etc.), water (clean water), various goods, equipment and food. Outputs (i.e., emissions resulting from our business activities) include carbon dioxide, wastewater released into the sewage system, and waste (including valuable resources).

Environmental Data Coverage Rate

The environmental impact mass balance, changes in CO₂ emissions, and yearly data cover approximately 98% of the OLC Group's direct business areas (Theme Park Segment, Hotel Business Segment, and Other Business Segment) in terms of FY2024 net sales composition.

FY2024 Mass Balance on Environmental Impacts -The OLC Group



*1 In-house power generation by solar panels (all consumed by in-house operations), procurement of electricity with non-FIT non-fossil certificate

*2 Procurement of carbon-neutral town gas

*3 Scope 2 emissions are calculated based on the market-based method.

Yearly Data on Mass Balance-The OLC Group

Inputs		FY2020*1	FY2021*1	FY2022	FY2023	FY2024
Energy consumption	Total energy consumption (GJ)	2,884,200	3,212,400	3,817,802	4,255,943	4,522,755
	Electricity (GJ)	1,972,400	2,261,200	2,343,404	2,785,547	3,085,748
	Renewable energy (GJ)	6,191	111,500	211,234	499,704	1,141,237
	Town gas (GJ)	888,900	922,200	1,398,163	1,332,601	1,295,060
	Renewable energy (GJ)	0	13,800	16,200	25,380	35,100
	Fuel (GJ)	22,900	29,100	55,433	55,480	55,721
	Others (GJ)	-	-	20,802	82,315	86,226
Water intake	Total intake (thousand m ³)	2,560	3,101	4,583	5,660	5,825
	Surface water (wells and boreholes) (thousand m ³)	-	-	268	430	416
	Clean water (thousand m ³)	2,100	2,500	3,526	4,270	4,465
	Internally recycled water (thousand m ³)	460	601	789	960	944

Outputs		FY2020*1	FY2021*1	FY2022	FY2023	FY2024
CO ₂ emissions*2	Scope 1 + Scope 2 (t-CO ₂)	135,000	146,000	173,627	162,623	153,403
	Scope 1 (t-CO ₂)	46,000	48,000	74,866	71,424	63,988
	Scope 2 (t-CO ₂)	89,000	98,000	98,761	91,201	89,415
Water discharged	Total water discharged (thousand m ³)	1,928	2,461	3,485	4,329	4,326
	Sewage/water treatment facilities (thousand m ³)	1,400	1,800	2,620	3,291	3,302
	Sea (thousand m ³)	68	61	76	78	80
	Internally recycled (thousand m ³) *3	460	601	789	960	944
Waste generation	Total including valuable resources (t)	13,223	17,263	24,412	26,338	26,892
	Volume recycled (t)	9,655	12,578	17,284	18,603	18,126
	Percentage recycled (%)	74	73	71	71	67
	Incineration/landfill disposal volume (t)	3,568	4,685	6,341	6,961	8,743
	Total food waste (t)	1,214	1,758	2,293	2,534	2,052

*1 The data up to FY2021 pertain to Tokyo Disney Resort

*2 Tokyo Electric Power Company's adjusted emissions factor is used to calculate CO₂ emissions from electricity consumption.

Includes CO₂ emissions from transportation.

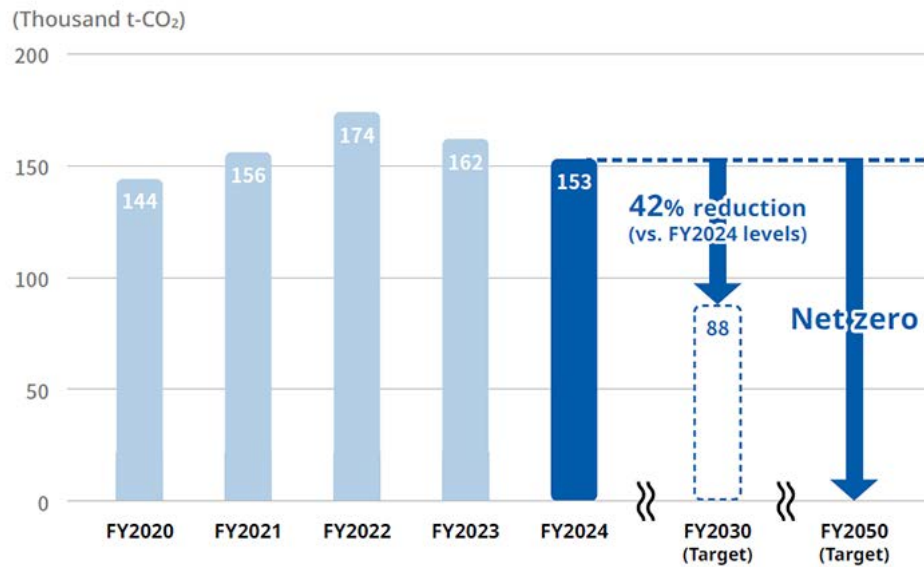
CO₂ emissions include emissions of hydrofluorocarbons (HFCs) from FY2022.

Scope 2 emissions are calculated based on the market-based method.

*3 Added the FY2023 actual results for Theme Parks, hotels, and Ikspiari to the amount of water recycled at owned facilities

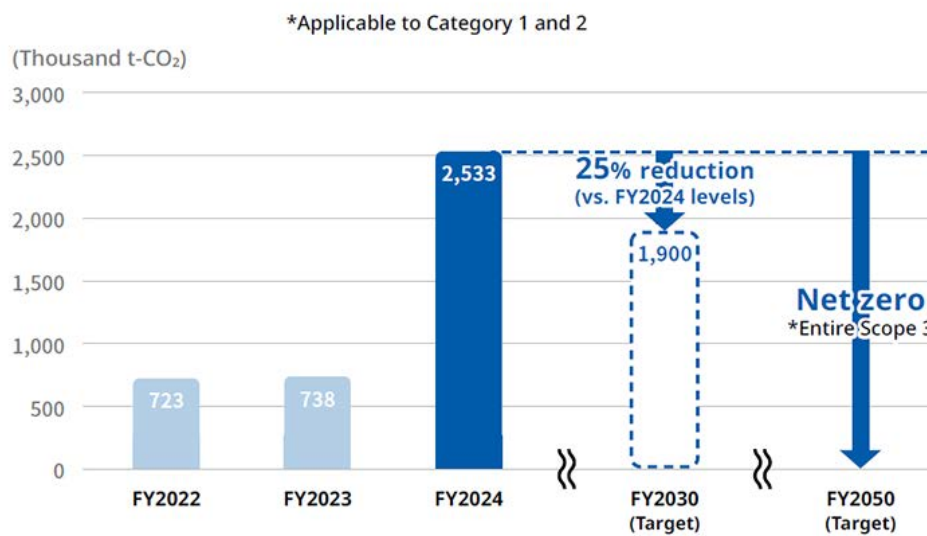
Climate Change

Scope 1 and 2-The OLC Group



*Scope 2 emissions are calculated based on the market-based method.

Scope 3 -The OLC Group



Category	Emissions(ratio)			Calculation method
	FY2022	FY2023	FY2024	
Total	792,234	810,893	2,533,343	
1.Purchased goods and services	455,551 (57.5%)	564,312 (69.6%)	844,279 (33.3%)	Calculated by aggregating the total value of OLC's major procured products (by item) and the total amount of water consumed by the OLC Group, and multiplying them by the emissions unit value*1,2
2.Capital goods	268,313 (33.9%)	173,846 (21.4%)	1,541,219 (60.8%)	Calculated by multiplying the value of the OLC Group's fixed assets by the emissions unit value*1
3.Fuel- and energy-related activities not included in Scope 1 or 2	32,253 (4.1%)	32,157 (3.0%)	32,072 (1.3%)	Calculated by multiplying the amount of energy consumed by the OLC Group by the emissions unit value*1,3 for each energy type
4.Upstream transportation and distribution	2,425 (0.3%)	2,617 (0.3%)	14,896 (0.6%)	Calculated by multiplying the value of OLC's transportation and the amount of fuel consumed by contractors by the emissions unit value*1
5.Waste generated in operations	9,766 (1.2%)	10,820 (1.3%)	11,533 (0.5%)	Calculated by classifying the waste generated in the business activities at Tokyo Disney Resort by disposal method, and multiplying the weight of the disposed waste by the emissions unit value*1,3
6.Business travel	167 (0.0%)	385 (0.05%)	347 (0.0%)	Calculated by multiplying the total number of days of overseas and domestic business travel by OLC's full-time employees and contract workers by the emissions unit value*1
7.Employee commuting	8,001 (1.0%)	9,249 (1.1%)	10,973 (0.4%)	Calculated by multiplying the total number of commuting days of OLC's full-time employees and contract workers by the emissions unit value*1
8.Upstream leased assets	-	-	-	Not applicable for calculation (All energy consumed by assets leased under upstream lease agreements are included in Scope 1 or 2.)
9.Downstream transportation and distribution	1,939 (0.2%)	2,932 (0.4%)	1,771 (0.1%)	Calculated by multiplying the net sales of distributed OLC merchandise by the emissions unit value*3
10.Processing of sold products	-	-	-	Not applicable (Processing of sold products is not relevant in our business activities.)
11.Use of sold products	-	-	-	Not applicable for calculation (The amount of GHG emissions in the use of sold products is considered to be low in our business activities.)
12.End-of-life treatment of sold products	13,819 (1.7%)	14,575 (1.8%)	18,181 (0.7%)	Calculated by multiplying the sales volume of OLC's major products sold by the emissions unit value*1,3 to conduct weight conversion, and multiplying the result by the emissions unit value*1,3 for each product
13.Downstream leased assets	-	-	21,083 (0.8%)	Calculated by multiplying the amount of energy consumed by tenants by the emissions unit value*1,3 for each energy type
14.Franchises	-	-	-	Not applicable (Franchises are not relevant in our business activities.)
15.Investments	-	-	36,989 (1.5%)	Calculated by multiplying the investment ratio in affiliated companies and specified investment shares by their respective emissions

*1 Database of emissions unit values for calculating the emissions of greenhouse gases, etc. of an organization through its supply chain (Ver. 3.5), Ministry of the Environment

*2 Environmental measure B303, FY2020 Water Supply Business Guidelines performance indicators, Public Enterprises Bureau, Chiba Prefectural Government

*3 Inventory Database for Environmental Analysis (IDEA) Ver.3.5

*4 Category 2 rose in FY2024 due to an increase in fixed assets associated with the development of Fantasy Springs.

(Emissions from Group companies were calculated by multiplying the OLC Group's emissions by the composition of consolidated net sales.)

Water

Water Consumption by Intake Source and Discharge Destination-The OLC Group

(thousand cubic meters)

		FY2022	FY2023	FY2024
Total water intake		4,583	5,660	5,825
Breakdown by source	Surface water (rivers and lakes)	0	0	0
	Surface water (wells and boreholes)	268	430	416
	Water used at quarries	0	0	0
	Public water	3,526	4,270	4,465
	Internal water recycling facilities	789	960	944
	Rainwater	0	0	0
	Seawater	0	0	0
Total water discharged		3,485	4,329	4,326
Breakdown by discharge destination	Sea	76	78	80
	Surface water	0	0	0
	Wells/underground water	0	0	0
	Water treatment facilities	2,620	3,291	3,302
	Internal water recycling facilities	789	960	944

COD Emissions-Oriental Land Co., Ltd.

(t)

	FY2021	FY2022	FY 2023	FY2024
COD emissions	0.5	0.6	0.8	0.6

* Chemical Oxygen Demand

Waste

Waste Reduction Results-The OLC Group

	FY2022	FY2023	FY2024
Waste emissions (Total including valuable resources)	24,412t	26,338t	26,444t
Hazardous waste	39t	12t	22t
Percentage recycled	71%	71%	67%

Container and Packaging Waste Generated-OLC

Waste generated on this chart is that entrusted to recycling for The Japan Container and Packaging Recycling Association based on The Containers and Packaging Recycling Law.

(t)

		FY2020	FY2021	FY2022	FY2023	FY2024
Glasses	Total	1	19	2	1	2
	Collected	0	0	0	0	0
	Waste	1	19	2	1	2
Paper packaging	Total	772	744	1,482	1,482	1,493
	Collected	354	0	0	0	0
	Waste	418	744	1,482	1,482	1,493
Plastic packaging	Total	711	643	1,308	1,391	917
	Collected	69	0	0	0	0
	Waste	642	643	1,308	1,391	917
PET bottle	Total	67	88	203	202	249
	Collected	67	88	203	202	249
	Waste	0	0	0	0	0

Targets and Actual Results in Waste Management-Tokyo Disney Resort

Tokyo Disney Resort

	KPI	Results		
	2024 Medium-term Plan	2022	2023	2024
Waste reduction target [weight] (vs. FY 2016 levels) [Output]*1	-	4.8% reduction	1% increase	2.6% increase
Food loss reduction target (vs. FY 2019 levels)	22.5% reduction	24.5% reduction	15.9% reduction	32.4% reduction
Single use plastics reduction target (vs. FY 2018 levels) [Input]*2	10.5% reduction	20.1% reduction	6.4% reduction	4.7% increase
Resource saving target on products and services (vs. FY 2018 levels)	4.4% reduction	11.8% reduction	12.5% reduction	14.3% reduction
Percentage recycled [Recycling]*3	-	73%	72%	69%

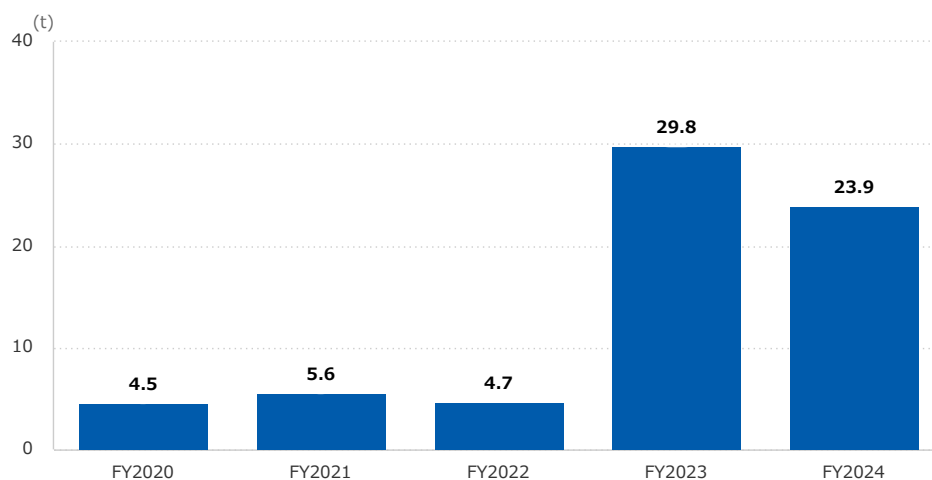
*1 Output: Discharge of resources

*2 Input: Inflow of resources

*3 Recycling: Recycling of resource

Results of Survey on PRTR Substances

Yearly Changes in Release/Transfer Volume-The OLC Group



* The FY2023 result increased significantly due to a legal revision, which resulted in the inclusion of chemical substances primarily contained in cleaning agents in the PRTR list.

Breakdown of Release/Transfer Volume-The OLC Group

Substance Release	Transfer volume (Ratio)
Nitilotriacetic acid and its sodium salt	10.4t (43.6%)
Ethylenediaminetetraacetic acid and its potassium and sodium salts	2.3t (9.6%)
Cyclohexane	1.7t (7.2%)
Salt of didecyl(dimethyl)ammonium	1.3t (5.3%)
2-(N-Dodecyl-N,N-dimethylammonio)acetate	1.2t (4.9%)
Others	7.0t (29.5%)

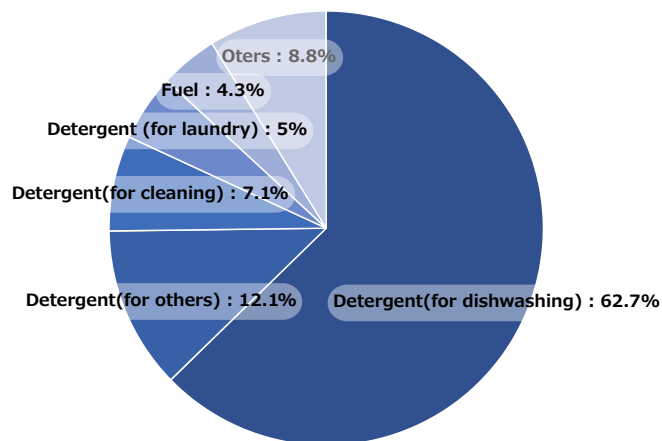
Emission of Volatile Organic Compounds in Total Release/Transfer Volume-The OLC Group

(t)				
FY2020	FY2021	FY2022	FY2023	FY2024
2.6	3.9	3.2	2.5	2.2

* Conducted a voluntary survey of 100 main VOCs listed by the Ministry of the Environment.

* VOC volume of FY2021 has been revised due to review of past data.

FY2024 Breakdown by Application-The OLC Group



Environmental Management

Serious Accidents and Penalties Related to the Environment

	FY2021	FY2022	FY2023	FY2024
Serious environment-related accidents	0	0	0	0
Environment-related penalties	0	0	0	0

Our Vision for 2035

We have specified "Measures to address climate change and natural disasters" and "Recycling-oriented society" as areas of our ESG Materiality to achieve our vision for the period leading up to 2035, and have set specific targets.

[> ESG Materiality](#)

Related information

[> Social Data](#)

Code of Conduct - The Five Keys

(Tokyo Disney Resort)

Policies and Regulations

Code of Conduct - The Five Keys

Tokyo Disney Resort

We act with safety as our top priority.

Safety comes first in all actions we take to create happiness for guests visiting our Theme Parks.

In order to achieve the goal of Tokyo Disney Resort Cast Members, “We Create Happiness,” all TDR cast members make decisions and act based on the Five Keys, the code of conduct shared among all Disney Theme Parks.



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.

[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 any 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]

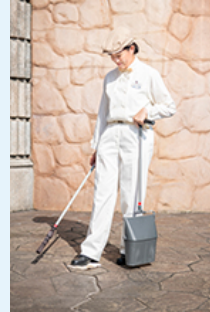
Focusing on safety, courtesy, and the show will, along with teamwork, help us achieve greater efficiency.

Actions

Safety

Tokyo Disney Resort

Cast members place safety as a top priority. For example, one of the jobs of cast members is to mop up spilled drinks. They do this standing up rather than squatting, using their feet to mop up spilled liquids. This is to prevent accidents, since guests caught up in the magic of the environment may not see the cast member if he/she were crouching down. Mopping up with feet may seem unmannerly, but this is intentional as they put safety before courtesy or show. Guest safety is a priority in everyday tasks, and it guides the actions of all cast members.



A cast member remains standing when cleaning up for guest safety.

Related information

- > [Attraction Safety](#)
- > [Show and Parade Safety](#)
- > [Product Safety](#)
- > [Food Safety](#)
- > [Park Safety](#)

Attraction Safety (Tokyo Disney Resort)

▼ Policies and Regulations ▼ Governance ▼ Risk Management ▼ Actions

Policies and Regulations

Our Policy on Attraction Safety

Tokyo Disney Resort

A large number of guests enjoy the attractions at Tokyo Disneyland and Tokyo DisneySea every day. To offer our guests a consistently safe and enjoyable experience, the OLC Group has developed the Policy on Attraction Safety.

Policy on Attraction Safety

To allow us to create happiness and contentment by offering “Wonderful Dreams, Moving Experiences, Happiness and Contentment,” the OLC Group is dedicated to maintaining and enhancing the safety of our attractions and to achieving the highest standards of safety and quality.

1. Our Group shall comply with all statutory safety regulations and internal safety standards.
2. Our Group shall work to improve the safety of the facilities and procedures for the operation of attractions.
3. Our Group shall maintain operational safety at all times to continue to provide the ultimate show experience.
4. Our Group shall train all employees to actively incorporate our safety procedures into their work.

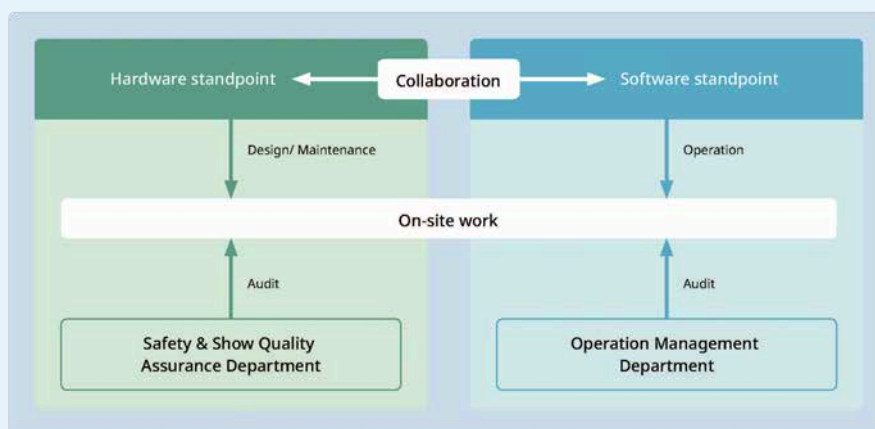
Governance

The Role of Audits and Communication in Safety Management

Tokyo Disney Resort

It is fundamental that both the maintenance and operations departments work and communicate closely together to fulfill their roles with integrity for the safety of our attractions and facilities. In addition, by maintaining close contact with cast members, maintenance and operations managers are able to identify small changes and emerging safety risks, while also allowing facility managers to focus on site safety.

Internal checks are carried out on an ongoing basis by the Safety & Show Quality Assurance Department, which verifies whether facilities maintenance for attractions is being carried out according to the standards, and the Operation Management Department, which confirms that the staff is carrying out operations reliably and in accordance with the manuals.



Risk Management

Safety Training

Tokyo Disney Resort

We offer a variety of education/training programs to make sure that our attractions are safe and of high quality.

When we temporarily close an attraction to perform inspections and maintenance work, we ask our cast members and contractors to attend a training program to learn more about the magic behind the attraction. By enabling them to perform their maintenance work based on the story, we can provide guests with safety and a quality experience. We also offer a training program for cast members and contractors who operate and maintain attraction facilities equipped with the ride motion protection system, which keeps the ride vehicles from moving while inspection or maintenance work is being conducted along the tracks or elsewhere.

New cast members are required to learn the standard operating procedures and undertake repeated on-the-job training so that they are able to respond to any situation. They must then go through an assessment period before being authorized to operate attractions independently. In addition, cast members also regularly participate in emergency evacuation drills in which the attractions are shut down, and which are held in the early hours before opening or after the Theme Parks have closed.

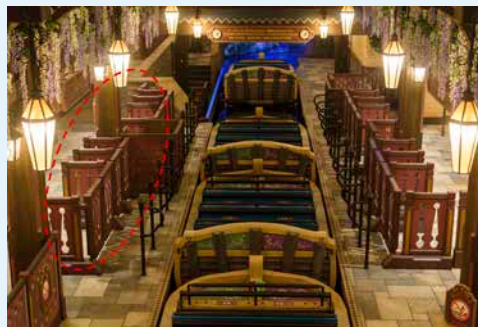
Attraction Safety Program

Tokyo Disney Resort

Our Group is committed to the safety of our rides and attractions in terms of both attraction design and maintenance, as well as guest enjoyment and operational safety.

Safety Management of Theme Parks Facilities/Rides/Ride Equipment-Design

All of our attractions are designed by placing the utmost importance on safety. In particular, all roller coaster attractions are equipped with a broad range of safety features, such as ride restraints, and require strict adherence to rules, such as enforced height restrictions. We have also installed a range of equipment that is designed to prevent guests from climbing or jumping over park fences such as the fixed guard nets on rails and along the waterfront in some watercraft attractions, and automated gates in the loading areas of all roller coaster attractions. Moreover, at Anna and Elsa's Frozen Journey and Rapunzel's Lantern Festival, we also installed automated gates at the unloading area to prevent guests from accidentally entering the unloading area when boarding, thereby enhancing their safety.



Automated gates added to the unloading area

Examples of Safety Enhancements Made in FY2024

Tokyo DisneySea "Toy Story Mania!"

Guests riding "Toy Story Mania!" are asked to pull down their safety bar by themselves, after which cast members perform a visual check to ensure their safety. In FY2024, the color of the safety bars was partly changed to yellow to improve visibility, making it easier for cast members to perform the check and thereby enhancing operational safety.



"Toy Story Mania!"

> Examples of Improvements that Have Been Made to Date

Safety Management of Theme Parks' Rides System – Maintenance

All Tokyo Disney Resort facilities are checked by a team of approximately 1,000 maintenance technicians* who work in shifts to verify and maintain safe conditions. In addition to statutory inspections, we perform daily routine inspections and maintenance in accordance with our own strict maintenance standards. Furthermore, we annually conduct overhaul maintenance of approximately 600 attraction vehicles at our own factory. After the vehicle is disassembled, various inspections such as non-destructive inspection and parts replacement take place. Once the vehicle is assembled again, it is brought into the attraction, and after passing the final cycling test, the inspection and maintenance work is complete. We constantly review these maintenance standards and audit the status of inspections and maintenance work to keep our facilities safe. In addition, some attractions are individually closed at regular intervals to allow our maintenance team to perform thorough non-destructive inspections and maintenance work that cannot be performed during daily inspections.

In the event of an earthquake exceeding a certain magnitude, the Theme Parks' attractions are stopped at locations that enable guests to safely disembark. Guests are then evacuated to safety through evacuation routes. We commence inspections by following the appropriate standards and checklists corresponding to the magnitude of the earthquake and confirm the safety of the rides and attractions.

*The technicians who maintain our Tokyo Disney Resorts include Engineering Services Division personnel and the staff of maintenance subsidiaries and partners affiliated with our Group.

Operational Safety

Cast members in charge of operations at all attractions ensure the safety of all rides and attractions.

For example, at Soaring: Fantastic Flight, after the guests have buckled up their seatbelts, cast members make sure that they are locked by checking the lamp light above each seat. In addition, cast members ask the guests to pull the yellow tab attached to their seatbelt so that the guests themselves can check that the seatbelt is locked, along with the cast members.



Seatbelt lamp

Examples of Improvements that Have Been Made to Date

Actions

Examples of Improvements Made to Date

Tokyo Disney Resort

At the Theme Parks, we continue to look for safety enhancements for the attractions to operate safely. The following are safety measures taken in the past.

Measure Taken to Enhance Safety of Omnibus

The Omnibus that runs within Tokyo Disneyland is a Tokyo Disney Resort attraction operated by cast members in an environment where guests roam freely. To enhance the safety of guests nearby, in 2023 we attached sensors at the front of each vehicle and installed an automatic braking system designed to activate when a guest is detected in the vehicle's path. As a result, the vehicles now navigate through the Parks in a safer manner.



Omnibus

Measure Taken to Enhance Safety at Caravan Carousel

To enhance guest safety, the steps for climbing on and off the carousel horses were made larger in FY2022 to help prevent falls due to potential missed footing.



Increased the size of the step stool from 12 cm long x 40 cm wide to 22 cm long x 53 cm wide

Measures Taken to Enhance Safety at Haunted Mansion

In order to help guests get on and off the vehicle more safely at the Haunted Mansion, in addition to the existing footlight, a gray line at the edge of the vehicle footrest was added in FY2020 to improve its visibility.

In an effort to continuously enhance the safety of our attractions, we removed the fences and replaced the carpet to improve visibility in FY2021.



A line was painted at the edge of the footrest.



Before

After

Measure Taken to Enhance Safety on Mark Twain Riverboat

We enhanced onboard safety of the Mark Twain Riverboat in FY2019 by increasing the height of the rails around the perimeter and on the stairs of the boat. As the weight and balance of the boat changed when higher rails were adopted, we gave careful consideration to their materials and design, while taking into account the performance of the boat.



Increased the height of the rails on Mark Twain Riverboat

Measure Taken to Enhance Safety on Monsters, Inc. Ride & Go Seek!

In FY2018, we changed the seat cushion material, alleviating to enhance the comfort and overall safety when the vehicles move and come to a stop.



The seat cushion material was changed.

Higher Backrest Measures Taken to Enhance Safety on the Whirlpool

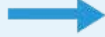
In FY2018, the height of The Whirlpool backrest was increased to prevent guests from stretching their arms outside of the ride. We took special consideration in selecting the materials and developing a design that would not block children's views as a result of the heightened backrest.



Improved backrest design

Measures Taken to Improve Safety on Castle Carrousel

In FY2017, we extended the length and width of the steps and adopted more visible paint colors to enable guests to more easily get on and off the carrousel horses. In FY2019, the height of the floor surrounding the turntable was raised to align with the floor of the attraction so as to prevent guests from tripping when getting on and off the attraction.



The length and width of the steps were extended and more visible paint colors were adopted.



The floor surrounding the turntable was raised to eliminate height difference.

Measure Taken to Improve Safety on the Western River Railroad

In FY2015, the coach doorways were widened and the platform was raised to align the height of the steps so that guests can more easily get on and off the ride.



Show and Parade Safety (Tokyo Disney Resort)

▼ Policies and Regulations ▼ Governance ▼ Risk Management ▼ Actions

Policies and Regulations

Our Policy on Show Safety

Tokyo Disney Resort

In order to offer our guests a safe and enjoyable show experience, the OLC Group has developed a Policy on Show and Parade Safety.

Policy on Entertainment Show Safety

To allow us to continue to create “Wonderful Dreams, Moving Experiences, Happiness and Contentment,” the OLC Group is dedicated to maintaining and enhancing the safety of our entertainment shows, and to achieving the highest standards of safety and quality.

1. The OLC Group shall comply with all statutory safety regulations as well as the rules, regulations, standards, and manuals stipulated in our own Safety Guidelines.
2. Safety shall be our highest priority in the development, design, construction, inspection, maintenance, and operation of all entertainment shows.
3. The OLC Group shall submit and enforce the safety standards set forth in our Safety Guidelines with all our clients and vendors, and shall strive to enhance the safety of show production and operation.
4. The OLC Group shall provide education and training on safety to all its employees to further its goals in show safety.

Safety Guidelines

Tokyo Disney Resort

Our Safety Guidelines set out the safety criteria governing the design, fabrication, inspection, and maintenance work undertaken on the equipment used in parades and shows, and are rigorously enforced. The purpose of these guidelines is to ensure that all our guests can watch and enjoy our parades and shows in safety and comfort.

The Safety Guidelines are composed of the following two guidelines: Entertainment Equipment Fabrication Management Guidelines and Maintenance Guidelines.

| Safety Management System

Tokyo Disney Resort

Management System for Safety in Manufacture and Inspection

All floats, stages, and sets are manufactured in accordance with the Entertainment Equipment Fabrication Management Guidelines. In addition to checking the safety of items fabricated, on the basis of strength calculations, safety is confirmed against a wide range of safety criteria that are designed to identify any risks, including those associated with nighttime float operation, and that all structures are safe for both the guests and the performers.

We have introduced a system for inspection and maintenance, under which maintenance plans (daily, monthly, and annual inspections) are tailored to specific program components created internally and in line with our Maintenance Guidelines. The inspection work is outsourced to maintenance specialists who have been selected for their competence in this area.

We hire and assign engineers to manufacturing and inspection of structures and ensure compliance with the standards designated in the internal Safety Guidelines. We are also working to further enhance our safety monitoring by introducing a system where safety checks are conducted by contractors with extensive experience and expertise in design and structural calculations.

Management System for Operational Safety

We have developed a system where cast members are stationed evenly along the approximately 800-meter parade route in numbers that are appropriate for the guest attendance numbers as a precaution against unexpected occurrences such as children running into the path of an oncoming parade and to guide guests to evacuation routes in the event of an emergency. To avoid any challenges that might arise as a result of large concentrations of guests in a single area, we have also introduced the Entry Request system for certain shows.

Risk Management

| Show and Parade Safety Training

Tokyo Disney Resort

Cast Members thoroughly observe the [Code of Conduct - The Five Keys-](#), and receive regular training, so that they remain alert to potential risks while at work and are ready to take prompt and appropriate action in the event of an emergency.

First-year employees assigned to entertainment undergo a safety program, where they look at case studies of actual unsafe situations in order to enhance their safety awareness and sensitivity to potential hazards. Furthermore, through various case studies we aim to empower employees to practice safe behavior and maintain and enhance workplace safety. Additionally, occupational health and safety training programs are also offered for all employees involved in shows to learn the keys to taking care of their physical health and prevent work-related incidents.

Actions

Tokyo Disney Resort

For the Tokyo Disneyland Electrical Parade *Dreamlights*, we have installed a float safety system that monitors the road ahead of each float during the nighttime event.

Product Safety (Tokyo Disney Resort)

[▼ Policies and Regulations](#)
[▼ Governance](#)
[▼ Risk Management](#)
[▼ Actions](#)

Policies and Regulations

Our Merchandise Safety Policy

OLC has developed a Policy on Product Safety and Quality to facilitate the development of products, so they are safe and of high quality. Every effort is made to verify compliance with safety standards, and we also work with our suppliers and manufacturers to ensure that they meet our safety requirements.

Policy on Product Safety and Quality

— Making Sure Our Guests Take Home Happy Memories —

To allow us to create “Wonderful Dreams, Moving Experiences, Happiness and Contentment,” the OLC Group is dedicated to the safety and quality of all our merchandise and to offering our guests the highest-quality exclusive products.

Merchandise Safety and Quality Actions

1. The OLC Group shall comply with all statutory safety regulations as well as the rules, regulations, standards, and manuals indicated in our own safety guidelines.
2. The safety and quality of our merchandise shall be our top priority throughout every stage of the process, from planning and development to production, distribution, and sales.
3. Compliance with the OLC Group's Merchandise Department Quality Control Standards shall be monitored and enforced both internally and among manufacturers and suppliers.
4. Every effort shall be made to enhance the tests and inspections performed by third-party testing laboratories to maintain and enhance our quality controls.
5. Feedback from guests shall be taken in good faith, and we shall take immediate action to check and deal with any substandard merchandise.

| Safety Management Structure

Tokyo Disney Resort

Collaboration with Suppliers

At OLC, we implement rigorous quality control in the production process of our merchandise, while giving consideration to the labor conditions and work environment of our suppliers and manufacturing facilities to build cooperative relationships throughout the entire supply chain. With regard to merchandise sold at our Theme Parks, we annually update the documents and manuals required for each development and production process, including quality inspection standards, production safety manuals, price tag management methods, and details of pre-shipment and pre-delivery inspections, and send them to our suppliers. Furthermore, we offer periodic briefing sessions to help our suppliers better understand the processes and adhere to our Policy on Product Safety and Quality.

Related Information

> [Supply Chain Management](#)

Quality Inspection

In order to verify the safety and quality of merchandise on sale at our Theme Parks, all our original merchandise is tested by independent inspection agencies. The tests are performed in compliance with our proprietary quality inspection standards, which incorporate the legal and regulatory safety requirements of Japan, Europe and America.

Risk Management

Contact for Inquiries

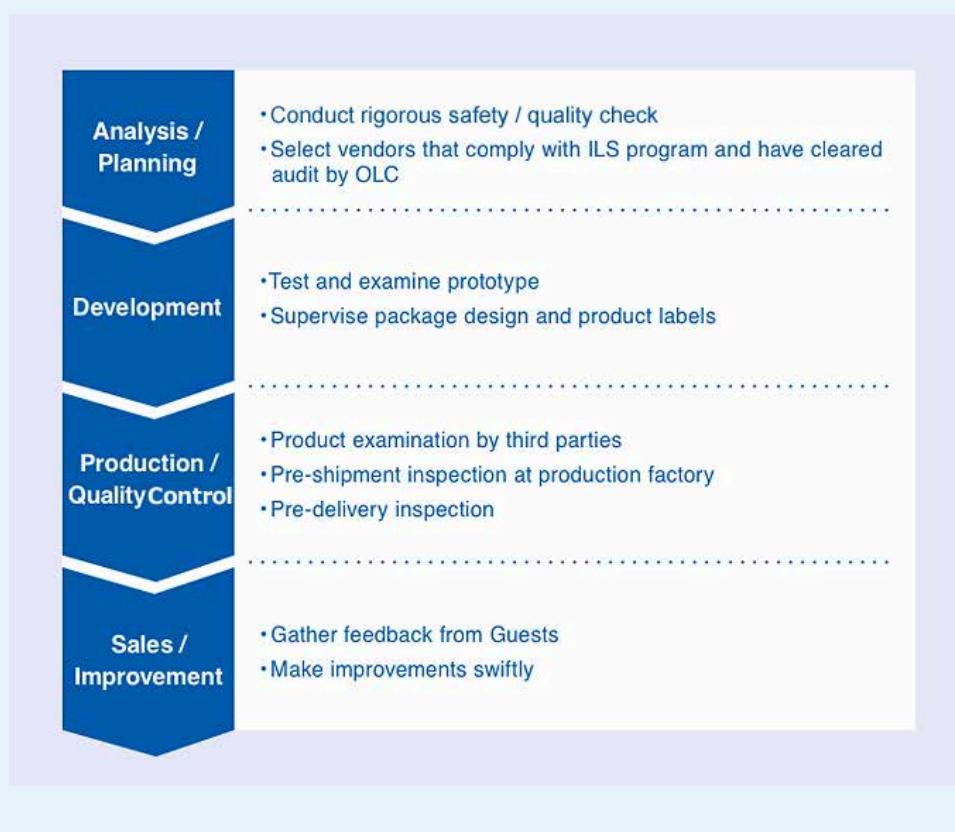
Tokyo Disney Resort

All merchandise-related inquiries, comments, and requests are handled by the Tokyo Disney Resort Guest Merchandise Service Department and our system enables us to respond immediately.

We also ensure that our guests' input is reflected in our product development and improvements.

> [Contact Form](#) 

Product Quality Control Process



Product Safety Training

Cast members working at stores that carry confectionery and other foods undertake a general hygiene management program, where they learn about food hygiene management and food labeling relevant to store operations ranging from product delivery to sales.

Measures to Ensure Safety in Product Development

Tokyo Disney Resort

In developing products, we implement measures to ensure guests' safety by assuming all kinds of potential risk. For example, we have a set of safety standards in place for children's products to make sure that they can withstand forces such as impacts and biting. In addition, we put all merchandise through dropping, tensile, and compression tests as well as chemical examinations to confirm their safety.

Product category	Examples of Company's measures to ensure safety
General merchandise	• We apply the regulation concerning the use of six phthalate esters (plasticizers) in toys to all merchandise made of plastic. • We set our own durability standard for ceramic cup handles and perform strength tests.
Clothing for infants	• While the law requires formaldehyde levels to be 0.05 abs or lower, we set a stricter proprietary standard of 0.03 abs or lower.
Food labeling	• We provide information on eight types of nutritional components on food labels, including saturated fatty acids, trans fatty acids, and cholesterol.

Related Information

> [Supply Chain Management](#)

> [The OLC Group Supplier Code of Conduct](#)

Food Safety (Tokyo Disney Resort)

[▼ Policies and Regulations](#)
[▼ Governance](#)
[▼ Risk Management](#)
[▼ Actions](#)

Policies and Regulations

Our Philosophy and Policy on Food Safety

The OLC group takes food safety very seriously. The OLC Group's Food Safety Philosophy proclaims safety to be our most important responsibility, and we have developed the Food Safety Action that is designed to ensure the safety and security of all food products provided and sold by the OLC Group. Every effort is made to control safety throughout the supply chain and we work with our suppliers to ensure that they comply with all our food safety initiatives.

The OLC Group Philosophy / Policy on Food Safety

Food Safety Philosophy — Safety First —

To allow us to create “Wonderful Dreams, Moving Experiences, Happiness and Contentment,” the OLC Group is dedicated to ensuring the safety and security of all food products.

Food Safety Action

1. Every effort shall be made to maintain the safety and security of all food products provided and sold by the OLC Group.
2. We shall comply with all statutory safety regulations as well as the regulations, standards, and manuals indicated in our own safety guidelines.
3. Our approach to food safety management shall incorporate the HACCP* process, and we shall use the PDCA (Plan-Do-Check-Action) cycle to coordinate the audits, inspections, and educational activities.
4. We shall work to establish smooth communication within the OLC Group and with suppliers, customers (guests), government agencies, etc., as well as share information on problems and initiatives involving food safety within the food chain.
5. All cast members that handle foods or drinks shall receive education and training to ensure that they understand and can implement our food safety policies.

*HACCP is a method that utilizes operation manuals to constantly manage parts of the production (food preparation) process that are important for ensuring sanitation.

Governance

Safety Management Structure

Tokyo Disney Resort

The restaurant facilities at Tokyo Disneyland and Tokyo DisneySea follow the HACCP system, a system that was institutionalized through the partial amendment of Japan's Food Sanitation Act. Specifically, we check the condition of employees' health, ensure that their attire is clean, encourage rigorous handwashing practices, and carry out periodic stool examination to prevent food safety issues.



Testing the core temperature prior to serving

The OLC Group has long had in place a department that supervises food safety. In line with our voluntary standards developed on the basis of Japan's Food Sanitation Act and other applicable laws and regulations, the department plays a central role in conducting hygiene inspection and food bacteria/allergy tests at restaurant facilities as well as educational activities to raise awareness around food hygiene. Through these actions, we maintain the safety of the food products we offer to consumers (guests).

We also request that our food suppliers comply with our voluntary standards. Furthermore, we conduct regular evaluations of restaurant facilities, original food products carried at these facilities, as well as the food processing plants we contract to produce the ingredients we use.



Hygiene inspection at our restaurant kitchen



Bacteria test at our own testing facility

Safety Training for Employees

Tokyo Disney Resort

To ensure the safety and security of all food items offered by the OLC Group including restaurants at Tokyo Disneyland and Tokyo DisneySea, we provide cast members with opportunities to learn about food safety.

Cast members engaged in food service undergo level-based programs at appropriate times to acquire the knowledge they need to handle food. A total of over 700 cast members annually complete food safety education programs, which are held about 60 times a year.



Internal hygiene education program

Actions

| Company Farms

We run our own farms in Hokuto in Yamanashi Prefecture, and Teshikaga in Hokkaido to produce and supply year-round tomatoes, bell peppers, and strawberries.

We will keep working to ensure a steady supply of fruits and vegetables by producing them in-house and further enhancing our quality control systems.

> [Strawberry cultivation using heat generated from geothermal energy and hot springs](#)

| Considerations for Guests with Food Allergies

Tokyo Disney Resort

In order to allow guests with food allergies to enjoy the experience of dining with us, we have restaurants that offer [special dietary menus](#)  including meals that do not contain wheat, buckwheat, eggs, milk, or peanuts. Some restaurants also serve allergy-friendly dishes that are free of 28 specific allergy-related ingredients. Tablets are available at major restaurants for guests to check the list of 28 specific ingredients and other ingredient information.

Also, to allow guests to check the use of the specific ingredients in dishes on the menus before coming to the Theme Parks, we offer an [“Allergen Information Search”](#)  page on the official Tokyo Disney Resort website.

Related Information

> [Supply Chain Management](#)

> [The OLC Group Supplier Code of Conduct](#)

Social

Park Safety (Tokyo Disney Resort)

Safety is our top priority throughout all Park operations and in addition to the initiatives detailed in the preceding pages, we take an extensive range of safety measures in security, first aid, and disaster response with the aim of providing our guests with safe and enjoyable experiences. We have a security system in place outside our Theme Parks, including patrols in the vicinity of our hotels and JR Maihama Station.

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 at each facility.

Actions

Security / First Aid / Emergency Response

Tokyo Disney Resort

Activity	Initiative examples
Security	• Patrols conducted across entire Theme Parks • Security checks performed at entrances using security devices • Security system established in collaboration with the police and administrative authorities • Information gathered and training offered on crime prevention and security
First Aid	• First-aid stations installed • First-aid care provided by first-aid cast members to the sick and injured • Handing over the sick or injured to ambulance workers (in emergencies) • Automated external defibrillators (AEDs) • First-aid training offered
Emergency Response	• Emergency response operations team staffed with certified experts at the ready • 24-hour monitoring performed by Central Monitoring Center • Inspection of day-to-day fire prevention management • Information gathered from administrative authorities and outside experts • Emergency education and drills



Security devices used at entrances

Tackling Fire Risks

In the event of a fire, the Central Monitoring Center will request immediate dispatch of firefighting units via its direct hotline to fire departments while our firefighting team will take initial measures to put out any fires. Tokyo Disney Resort is equipped with a fire truck so that we may engage in first-response firefighting activities when necessary. In addition, we are strengthening collaboration with the local fire department/station of Urayasu City.



Fire engine

Tackling Earthquake and Tsunami Risks

To be prepared for an earthquake occurring in the capital area, a Nankai Trough earthquake, or other large-scale earthquakes that are expected to occur in the future, we have in place the Basic Plan of Earthquake Countermeasures, which describes our plans for supplies and materials as well as first-aid care. Based on the Basic Plan, we have also prepared a response manual indicating the action to be taken by each department. In the event of a large-scale earthquake, the Tokyo Disney Resort Earthquake Countermeasures Headquarters will be set up, with the President of Oriental Land Co., Ltd. as its director, to deal with the situation.

For stranded guests and employees, we have four days of emergency food supplies in stock, water, aluminum blankets, maps, and liquid baby formula.

With respect to a tsunami, we consider it to be safer to remain at the Theme Parks as both Tokyo Disneyland and Tokyo DisneySea are located roughly five meters above sea level. In the event of a tsunami, our procedure is to contact the Urayasu City authorities to check whether evacuation has been ordered, and take actions accordingly.



Supplies in stock

Related information

> [Services at the Park](#) 

Governance

› Sustainability Promotion Structure

Strategy

| Serving Diverse Guests

With the aim of ensuring that our Theme Parks can be enjoyed by all guests, Tokyo Disney Resort is striving to create an environment that provides full and equal access for everyone.

Diverse guests visit the Theme Parks, including speakers of different languages, people with permanent or temporary disabilities, the elderly, expectant mothers, and people with special dietary needs. The OLC Group makes every effort to offer these guests a comfortable and pleasant experience by providing the necessary facilities, support tools, and support services performed by cast members.

To strengthen support provided by cast members, we encourage them to qualify as service care aides.

| Risks and Opportunities

[Risks]

- Declined guest experience value due to insufficient customer diversity measures

[Opportunities]

- Increasing guest experience value by adapting to changes in society and customer needs

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.

Risk Management

› Risk Management Structure

› Human Rights Education

Metrics and Targets for Supporting Guest Diversity

Direction of initiatives	KPIs	
	2030	2027
[Respect for human rights] Reduce risks and ensure relief for victims through continuous efforts in human rights due diligence and awareness raising [Respect for customer diversity] Examine focus areas in light of the business environment and implement initiatives accordingly [Respect for employee diversity] Examine focus areas in light of the internal and external environment and implement initiatives accordingly	[Respect for human rights] Enhance human rights due diligence for designated key human rights issues and expand human rights due diligence among Group companies [Respect for customer diversity] Establish a framework that promotes respect for diversity in activities [Respect for employee diversity] Establish an environment that promotes inclusion	[Respect for human rights] • Review key human rights issues based on gap analysis; implement corrections and remedies for vulnerable rights holders for newly identified key human rights issues; implement preventive measures • Continue conducting human rights due diligence in fields of employees, supply chain, and customers, and initiate human rights due diligence at Group companies [Respect for customer diversity] • Issue revised version of “Diversity & inclusion Handbook”; offer learning opportunities to all employees (100%) • Percentage of employees who respect diversity and act accordingly: To be set by the end of FY2025 [Respect for employee diversity] • Proportion of female managers: At least 25% (Oriental Land Co., Ltd.) • Proportion of male employees who take childcare leave: At least 95% (Oriental Land Co., Ltd.)

FY2024 Progress on Guest Diversity Measures

- Implemented various awareness programs for employees (an internal exposition on disabilities, internal diversity case study sessions).
- Identified outdated expressions used within the Theme Parks from the perspective of diversity and planned responsive measures.
- A total of 312 Theme Park operation employees were newly certified as service care aides.

Major Services Catering to Diverse Guests

Tokyo Disney Resort

Catering to the Needs of Non-Japanese Speaking Guests	To help guests gather information prior to their visit, we provide our website in multiple languages and respond to inquiries in English.
	Free Wi-Fi is available in the entrance area of both Parks, and cast members are ready to communicate with overseas guests using a smartphone translation app or a mobile translation device.
For Guests Using a Wheelchair	We ensure that wheelchair users can safely access attractions without feeling rushed or drawing unnecessary attention. Facilities available to wheelchair users: • Tokyo Disneyland: 14 facilities • Tokyo DisneySea: 12 facilities
	Facilities equipped with an exclusive boarding area, allowing wheelchair users to take the time they need to get on and off the ride safely: • Tokyo Disneyland: 3 facilities • Tokyo DisneySea: 1 facilities
	Previously, there had been cases where guests with a physical disability were unable to ride attractions unless they were accompanied by someone, even if they met the boarding criteria. Today, some attractions can be enjoyed by guests with a physical disability disabilities on their own as long as they meet the boarding criteria and support can be provided by a cast member. • Tokyo Disneyland: 11 facilities • Tokyo DisneySea: 11 facilities

For Guests with Visual or Hearing Disabilities	For guests with a visual disability, we offer tactile maps that they can touch to find out the locations of facilities at Tokyo Disneyland and Tokyo DisneySea, and scale models that allow them to feel the shape of attractions and characters.
	For guests with a hearing disability, cast members serve as sign-language interpreters, offering interpretation services at some attractions*1. *1 Stitch Encounter, Turtle Talk
	The Disney Handy Guide, which began to be offered in April 2017 at Tokyo Disneyland and Tokyo DisneySea, provides guests with visual or hearing disabilities with park information in the form of audio and text/captions (currently in Japanese only). When used in audio mode, the terminal provides users with automatically obtained information on their present location and a range of information on nearby park facilities, all via voice. In addition, in December 2018, we started offering a second audio program (SAP) service at some attractions*2 to provide vocal explanations of the scenes encountered as the rides proceed. When used in caption mode, it displays captions for narrations, scripted dialogue, and songs, primarily at theater attractions and entertainment facilities. *2 Haunted Mansion, "it's a small world"
	Guests with a visual disability do not need to be accompanied by a member of their party if cast members are capable of providing necessary assistance. • Tokyo Disneyland: 19 facilities • Tokyo DisneySea: 20 facilities
For Guests with Special Restrictions due to Other Disabilities, Pregnancy, etc.	For some attractions, guests with disabilities do not need to be accompanied by a member of their party if cast members are capable of providing necessary assistance. We provide information on our facilities and services through the Tokyo Disney Resort official website and the Tokyo Disney Resort Information Booklet to efficiently help guests with a disability, expectant mothers, the elderly, those with a temporary decline in physical function, and others with special restrictions to enjoy our Parks.
For Guests with Special Dietary Needs	At Tokyo Disney Resort, we offer food choices for vegetarian guests, as well as those with allergies or other dietary needs.



Attractions that allow guests to board without leaving their wheelchairs

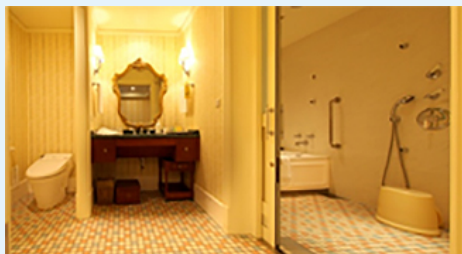


Scale models help guests with a visual disability to discern the shapes of attractions.

Barrier-free Facilities at Hotels

Tokyo Disney Resort

Initiative	Features
Accessible rooms	• Handrails • Sliding door at restroom • Lower beds (not available at some hotels) [Hotels equipped with accessible rooms] • Disney Ambassador Hotel (6 rooms) • Tokyo DisneySea Hotel MiraCosta (2 rooms) • Tokyo Disneyland Hotel (5 rooms) • Tokyo Disney Resort Toy Story Hotel (6 rooms) • Tokyo Disney Celebration Hotel (4 rooms) • Tokyo DisneySea Fantasy Springs Hotel, Fantasy Chateau (4 rooms) • Tokyo DisneySea Fantasy Springs Hotel, Grand Chateau (1 room)
Universal room	• Handrails • Sliding door at restroom • Electric adjustable beds [Hotel equipped with a universal room] Disney Ambassador Hotel (1 room)
Chat service	A chat service is provided on terminals rented out for hotel guests with a hearing disability. [Hotels offering chat service] • Disney Ambassador Hotel • Tokyo DisneySea Hotel MiraCosta • Tokyo Disneyland Hotel • Tokyo Disney Resort Toy Story Hotel • Tokyo DisneySea Fantasy Springs Hotel
Items available upon request	• Bath boards • Shower benches • Anti-slip mats



Accessible room at Tokyo Disneyland Hotel

Related information

› [Barrier Free in Tokyo Disney Resort](#) 

Social

Human Rights

✔ Policies, Regulations, and Strategies ✔ Governance ✔ Strategy ✔ Risk Management

✔ Metrics and Targets

Policies and Regulations

| Respect for Human Rights

Human Rights Policy in Line With the UN Guiding Principles on Business and Human Rights

The OLC Group is promoting effective initiatives to respect human rights in line with the Guiding Principles on Business and Human Rights (the “Guiding Principles”) endorsed by the UN Human Rights Council in 2011.

We are currently engaging in discussions regarding the implementation of human rights due diligence, drawing on existing initiatives.

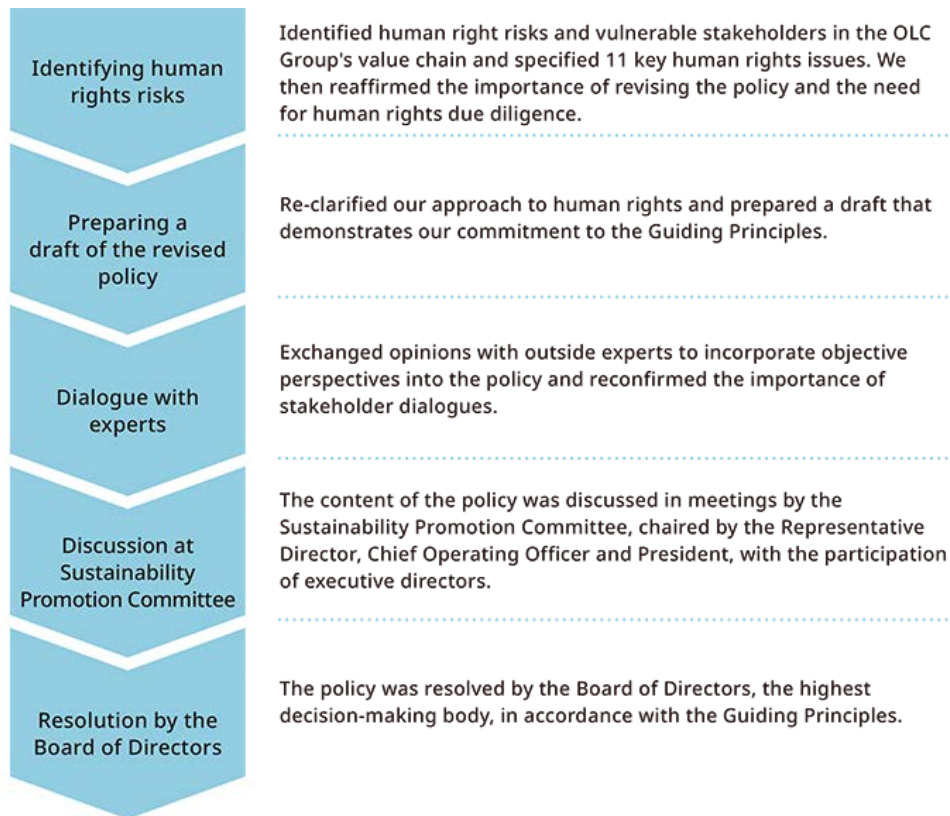
➤ [The OLC Group Human Rights Policy Statement \(Revised in March 2022\)](#)

The OLC Group Basic Policy on Harassment by Customers

The OLC Group has established the OLC Group Basic Policy on Harassment by Customers to ensure that the human rights of people engaged in our business are respected as well as to maximize customer satisfaction.

Formulation Process of the Human Rights Policy Statement

We discussed and revised our Human Rights Policy Statement by using the following process.



Dialogue with Experts



We held a dialogue meeting with experts to gain input on the draft of the revised Human Rights Policy Statement and our future human rights due diligence efforts.

Expert: Akiko Sato, Deputy Secretary General / Attorney at Law, Certified Non-profit Organization Human Rights Now

Facilitator: Takeshi Nozawa, CEO, EcoNetworks Co.

Main opinions:

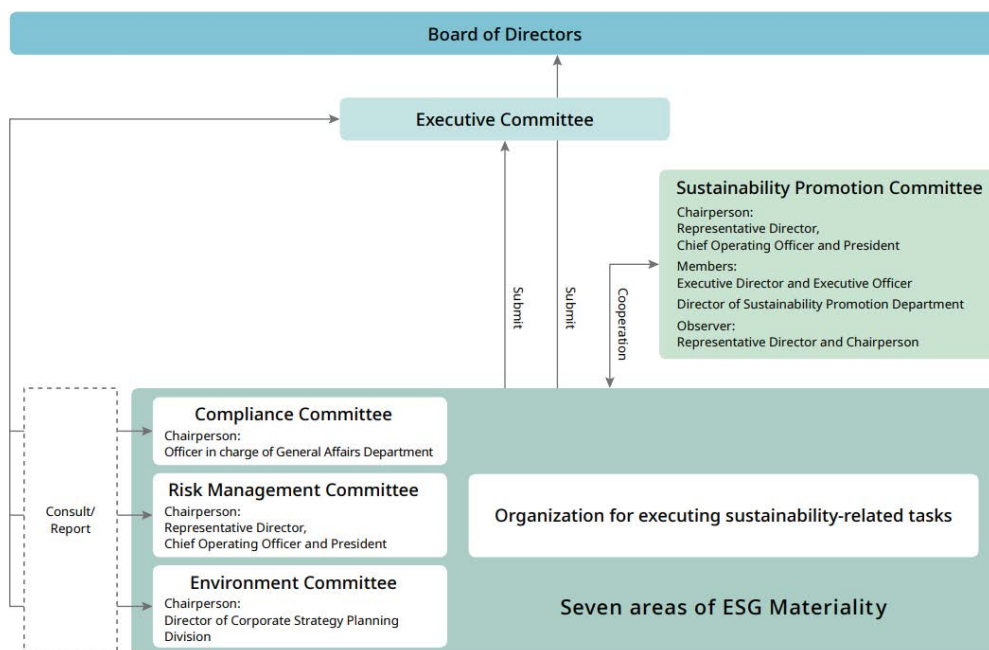
- As the OLC Group's business has a significant impact on society, its approach to respecting human rights is also expected to be highly influential in a positive way.
- The purpose of the Human Rights Policy Statement is to enable management to demonstrate its commitment to incorporating a human rights perspective as a fundamental pillar of the business.
- Given the vulnerability of employees to potential human rights violations, corporations should absolutely give priority to respecting the human rights of their employees.
- Human rights due diligence should be implemented to identify human rights risks faced by rights-holders. The failure to identify any risks can itself be considered a risk.
- No matter how much human rights due diligence is pursued, human rights risks will always remain. The purpose of human rights due diligence is to proactively identify these risks at an early stage and prevent the occurrence of serious consequences.
- There is no need to start human rights due diligence from scratch. Instead, it is important to consider how existing initiatives can be built upon and leveraged.

Governance

Based on the OLC Group Human Rights Policy Statement, the OLC Group implements initiatives to respect the human rights of everyone involved in our business, as part of the “diversity, equity & inclusion” category of our ESG materiality areas. The Sustainability Promotion Committee chaired by the Representative Director, Chief Operating Officer and President discusses the order of priority and resource allocation pertaining to initiatives related to the ESG materiality area of diversity, equity & inclusion. The results are then reported to the Executive Committee and Board of Directors for deliberation.

We reviewed our internal system for promoting human rights measures, and shifted to a system in which the Compliance Committee discusses and reports on related initiatives from FY2025.

For each ESG materiality, we have set KPIs for 2030 and KPIs for 2027 to assess our progress. The progress status is reported to the Board of Directors and Executive Committee at least once a year.



> Sustainability Promotion Structure

Strategy

Risks and Opportunities

The OLC Group has established the direction of its initiatives as follows in view of the risks and opportunities related to respect for human rights.

[Risks]

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

[Opportunity]

- Increasing guest experience value by adapting to changes in society and customer needs

To address changes in society and customer needs and respect diverse values in our business activities, we will implement structured measures to ensure that human rights are respected, review existing products and services, and build frameworks to give due consideration to diversity.

Identification of Key Human Rights Issues

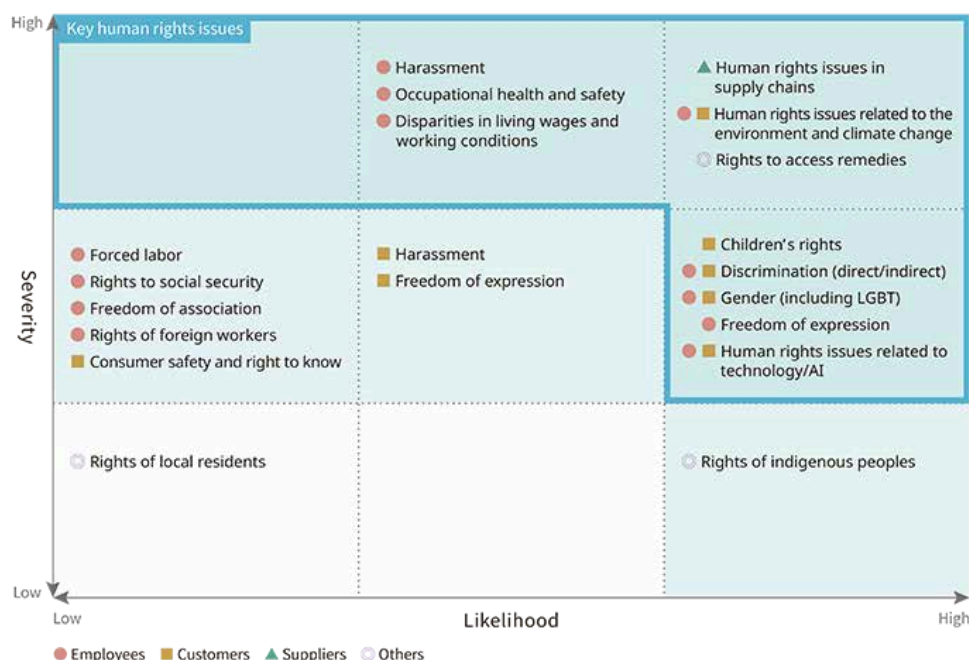
In conjunction with revising its human rights policy, the OLC Group has identified key human rights issues based on the following steps.

Identification process for key human rights issues

STEP 1	Sort out human rights issues and the value chain	Map the 25 corporate-related human rights issues compiled by Japan's Ministry of Justice across the OLC Group's value chain.
STEP 2	Identify vulnerable rights-holders subject to negative impact	Based on the map of human rights issues and value chain, identify when and who is subject to what kind of negative impact on human rights in our business.
STEP 3	Determine key human rights issues from a social perspective	Assess the severity and likelihood, specify human rights issues likely to be significant, and check against external assessment.
STEP 4	Adjust order of priority in consideration of OLC's situation	Adjust the order of priority in consideration of existing initiatives undertaken by OLC (e.g., installation of contact point) and the possibility of remediation.
STEP 5	Finalize key human rights issues after dialogues with external experts	In view of objective advice from a long-term perspective and the viewpoint of vulnerable stakeholders, finalize the key human rights issues.

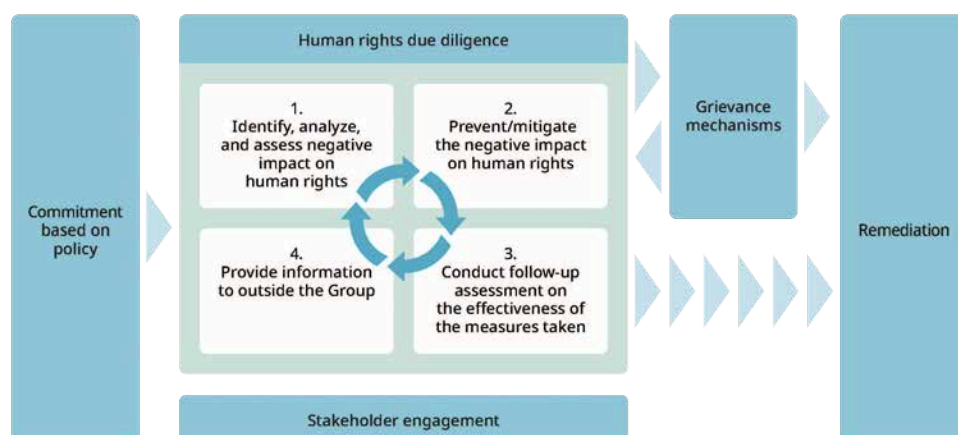
Key human rights issues identified

- 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 LGBT)
- Human rights issues related to technology/AI
- Children's rights
- Rights to access remedies



Implementing Human Rights Due Diligence

Based on the UN Guiding Principles on Business and Human Rights, the OLC Group implements 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 promote remediation.



Gap analysis by stakeholder

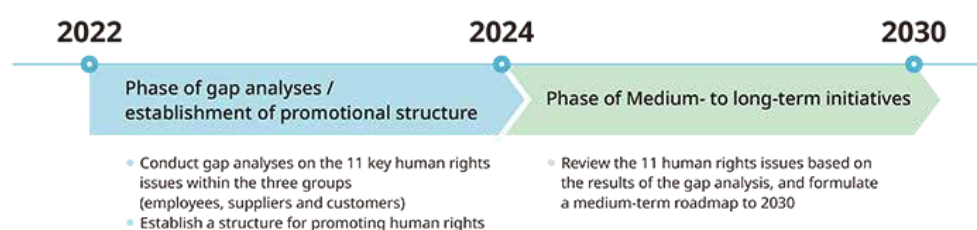
In order to “1. Identify, analyze, and assess negative impact on human rights,” we categorized the key human rights issues into three groups of employees, suppliers, and customers, and determined vulnerable stakeholders in each category. Based on this framework, we perform gap analyses (assessment and discussion for preventive and remedial measures). This process helps us identify areas where initiatives for vulnerable rights-holders are particularly insufficient.

Employees In particular, part-time employees, third-party employees, technical intern trainees, people with a disability, LGBT, women, and foreign nationals	2. Human rights issues related to the environment and climate change 3. Harassment 4. Occupational health and safety 5. Disparities in living wages and working conditions 6. Discrimination (direct/indirect) 7. Freedom of expression 8. Gender (including LGBT) 9. Human rights issues related to technology/AI
Suppliers In particular, workers involved in raw material production, indigenous peoples, local residents, immigrant workers, technical intern trainees, children, people with a disability, LGBT, women and foreign nationals	1. Human rights issues in supply chains
Customers In particular, children, older people, people with a disability, LGBT, women, and foreign nationals	2. Human rights issues related to the environment and climate change 6. Discrimination (direct/indirect) 8. Gender (including LGBTs) 9. Technology/AI 10. Children's rights

Roadmap based on gap analysis

We have completed gap analyses and established a sustainable structure for promoting human rights by FY2024.

From FY2025, we have started reviewing the key human rights issues based on the results of the gap analyses, and are formulating a medium-term roadmap for the period leading up to 2030.



Initiatives in response to gap analysis

The key findings from the gap analysis within the three groups are outlined below.

Group	Assessment and suggested preventive and remedial measures	Issues and future actions
Employees	• In reference to the eight criteria for a grievance mechanism set forth in the UN Guiding Principles on Business and Human Rights, assessed the effectiveness of the OLC Group's contact points (helplines) • Investigated the number of reports received by the OLC Group's contact points and analyzed their details	• Make those contact points aligned with global human rights standards, including giving consideration to vulnerable rights-holders • Enhance effectiveness of the contact points
Suppliers	The Subcommittee on Supply Chain Management identified high-risk resources and formulated a response policy > Supply chain management • Conducted a desktop survey on resources linked to human rights risks	• Conduct appropriate management of internally identified high-risk resources
Customers	• Investigated potential or actual human rights issues based on reports received via contact points	• Consider and implement response measures in view of the results of investigations of reports received via contact points

Incorporating Human Rights Risks into Group-wide Risk Management

To address the OLC Group-wide risks, we have established risk management cycles for individual risks to take prevention and response measures based on the OLC Group Risk Management Guidelines. The Risk Management Committee chaired by the Company's President identifies, discerns, and assesses all risks concerning our business activities, categorizes them into strategic risks and operational risks, and narrows them down to those that should be addressed with priority by their respective supervisory organization.

Prevention and response measures for strategic risks including sustainability risks are formulated and implemented by organizations in charge of individual risks. The Corporate Strategy Planning Office, which oversees strategic risks, monitors their progress status, and compiles and reports the results to the Executive Committee and Board of Directors on an annual basis. The Board of Directors supervises the incorporation of countermeasures into the OLC Group's strategy.

Risks related to human rights and diversity form part of the sustainability risks and are included in our strategic risks.

> [Business risks](#)

Installation of Contact Points (Helplines)

We have established a contact point for employees wishing to report any instances of improper conduct including any types of harassment and improper information management within or outside the OLC Group.

We also offer such contact points for each employment category and the OLC Group company to make it easier for employees to seek counseling for any potential issues.

Furthermore, we also provide a dedicated contact point for suppliers as a means of identifying, at an early stage, any violation or suspected violation of compliance by an executive or employee of the OLC Group with regard to their relationship with a supplier.

In order to ensure the effectiveness of this whistleblower/consulter system, internal regulations clearly specify their anonymity, and that whistleblowers and consultants shall not receive unfair treatment.

In FY2024, we received a total of 694 reports. These reports varied in nature, with 73% concerning human relations and communication, 15% about personnel systems and working conditions, 10% involving violations of laws and rules, and the remaining 2% covering other topics.

Total number and breakdown of reports received

		FY2024
Number of reports received		694
Details	Human relations; communications	73%
	Personnel systems; working conditions	15%
	Violations of laws/rules	10%
	Other	2%

Human Rights Education

To enable our employees to gain a deeper understanding of human rights and diversity, we seek to educate them by sharing information about human rights and diversity through in-house newsletters and the intranet.

Human rights education for individuals in managerial positions

In FY2024, in tandem with compliance education, we provided managerial staff and administrators with human rights education to ensure they have a basic understanding of business and human rights.

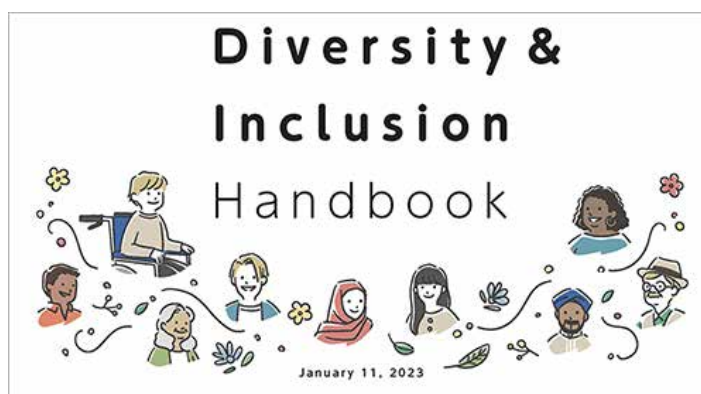
Diversity & Inclusion Handbook

In January 2023, we also started distributing to all employees the Diversity & Inclusion Handbook, which summarizes our approach to diversity, along with model cases.

We have received feedback from across the OLC Group, such as, "I was able to gain new perspectives on the due consideration required at work," and "I have developed a better understanding through dialogues, which introduced me to new views."

[Structure of Diversity & Inclusion Handbook]

- How to use this D&I Handbook
- Unconscious bias
- Stereotype
- Key points
- Disabilities
- Sexual and gender minorities (SGM)
- Children
- Race, nationality, language, and culture
- Religion & beliefs
- Model cases



Diversity & Inclusion Handbook

As a part of our actions for the KPIs for 2027 for the ESG materiality area of diversity, equity & inclusion, we issued the Diversity, Equity & Inclusion Handbook by revising the Diversity & Inclusion Handbook. We are endeavoring to provide all our employees with learning opportunities.

Normalization Creator Class

The Normalization Creator Class for Park operation employees helps them understand the diversity of guests and cast members as well as develop the mindset and skills needed to accept their diversity.

[Structure of Normalization Creator Class]

- Understanding the concept
- Initiatives to promote diversity at Tokyo Disney Resort
- Situation experience
- Wheelchair experience at a Park
- Discussion
- Summary

Lecture and discussion on “Business and Human Rights”

In our endeavor to understand what requirements companies are expected to meet in terms of human rights due diligence, we invited external experts to address around 20 members of the Company’s human rights-related divisions at a lecture/discussion meeting held on the topic of business and human rights. At the session, participants learned about the basics of business and human rights as well as the latest trends around the world, including Japan, and discussed human rights issues that affect corporations with reference to global examples.

External experts:

Takeshi Nozawa, CEO, EcoNetworks Co.

Yoko Doi, Co-Founder, Social Connection for Human Rights



At the discussion

Lecture on “Children’s Rights and Business”

With the aim of gaining a better understanding of children’s rights and business, an area profoundly relevant to our own activities, we hosted a lecture given by an external expert under the title, “Children’s rights and business: How to ensure children are included among company stakeholders.”

Participants acquired basic knowledge about laws and guidelines related to children’s rights worldwide, including Japan, and gained a better understanding of the impact of corporate advertising and marketing activities on children’s rights, and the behavior expected of companies. The lecture was followed by a panel discussion, which was led by the lecturer and an external expert and explored areas specific to our own business. The lecture was delivered online, with the participation of approximately 80 Group employees.

External expert:

Yumiko Horie, Head of Advocacy, Save the Children Japan



Handout for the lecture, “Children’s rights and business: How to ensure children are included among company stakeholders”

Stakeholder Engagement Relating to Human Rights

To acquire knowledge of key human rights issues and take effective measures for vulnerable stakeholders, we hosted a roundtable session with LGBT individuals. About 50 people participated in the discussion, where the LGBT guests shared the troubles they often face, in order to gain a deeper understanding of gender and sexual diversity. We also asked the guests to talk about what made them feel happy, disappointed, or dissatisfied when they were at our Theme Park or hotel, and the participants discussed potential improvements to restrooms as well as how to avoid gender-specific phrases when talking to people.

External experts

Ryo Tatsuki, Representative Director, General Incorporated Association LGBT-JAPAN

Miyu Higashine

Metrics and Targets

Metrics and targets for human rights

The OLC Group has set the following indicators and goals in the ESG materiality area of diversity, equity & inclusion, which also includes respect for human rights.

Direction of initiatives	KPIs	
	2030	2027
[Respect for human rights] Reduce risks and ensure relief for victims through continuous efforts in human rights due diligence and awareness raising [Respect for customer diversity] Examine focus areas in light of the business environment and implement initiatives accordingly [Respect for employee diversity] Examine focus areas in light of the internal and external environment and implement initiatives accordingly	[Respect for human rights] Enhance human rights due diligence for designated key human rights issues and expand human rights due diligence among Group companies [Respect for customer diversity] Establish a framework that promotes respect for diversity in activities [Respect for employee diversity] Establish an environment that promotes inclusion	[Respect for human rights] • Review key human rights issues based on gap analysis; implement corrections and remedies for vulnerable rights holders for newly identified key human rights issues; implement preventive measures • Continue conducting human rights due diligence in fields of employees, supply chain, and customers, and initiate human rights due diligence at Group companies [Respect for customer diversity] • Issue revised version of “Diversity & inclusion Handbook”; offer learning opportunities to all employees (100%) • Percentage of employees who respect diversity and act accordingly: To be set by the end of FY2025 [Respect for employee diversity] • Proportion of female managers: At least 25% (Oriental Land Co., Ltd.) • Proportion of male employees who take childcare leave: At least 95% (Oriental Land Co., Ltd.)

FY2024 Progress on Human Rights Measures

- Completed gap analysis on key human rights issues in the fields of employees, suppliers, and customers, designated the order of priority for human rights issues based on the results, and carried out due diligence.
- Analyzed human rights issues based on the reports received via contact points, and discussed and implemented preventive measures based on the results.
- Offered seminars primarily targeting managerial staff (e.g., seminars on business and human rights, streaming video on gender and sexual diversity.)

The OLC Group Human Rights Policy Statement (Revised in March 2022)

Core Philosophy

The OLC Group is committed to bringing happiness to the world through experiences found nowhere else. This is expressed in our corporate mission to create happiness and contentment by offering wonderful dreams and moving experiences created with original, imaginative ideas. The creative source of this happiness is people. The OLC Group's business relies on a great number of people who work with and for us. Only by respecting the human rights of all who work alongside us can we continue to deliver on our promise of happy experiences.

Human rights are fundamental to our business. We are committed to respecting human rights and protecting the dignity of all people our business touches.

Our Associates

The OLC Group strives to provide inclusive workplaces where the human rights, identities, and differences of people from all backgrounds are respected. We do not tolerate harassment or discrimination in any form, including on the grounds of a person's sex, age, race, nationality, language, culture, religion, disability, sexual orientation, and gender identity. We support every employee so that they can realize their full, unique potential.

Our Supply Chain

The OLC Group is committed to respecting the human rights of all people connected to our supply chain. We require all direct suppliers to prevent human rights violations in their operations, and we strive to ensure that the human rights of all workers and others impacted by our supply chain are respected.

Our Customers

The OLC Group works to create a safe, respectful, and comfortable environment for all guests. We act with safety as our top priority, value Diversity & Inclusion, and seek to spread happiness to our customers and society.

Upholding International Principles on Human Rights

The OLC Group supports the International Bill of Human Rights, which consists of the Universal Declaration of Human Rights and the International Covenants on Human Rights. We also support the International Labour Organization's (ILO) Declaration on Fundamental Principles and Rights at Work, which consist of the freedom of association and the right of collective bargaining, the elimination of all forms of forced or compulsory labor, the effective abolition of child labor, and the elimination of discrimination at work.

This human rights policy and our efforts to respect and promote human rights are also based on the UN Guiding Principles on Business and Human Rights, UNICEF's Children's Rights and Business Principles, and other international principles and standards.

Compliance with Applicable Laws

The OLC Group complies with all applicable laws in the countries and regions where we operate our business.

When national or local laws conflict with internationally recognized human rights, we seek ways to respect international human rights.

Scope of This Policy

This policy applies to all directors and employees of the OLC Group.

In addition, we inform suppliers on the OLC Group Human Rights Policy and engage with them to ensure compliance.

Human Rights Due Diligence

The OLC Group is developing a human rights due diligence system and is continually engaged in its implementation. We work to identify human rights issues that our business can have a significant impact on, understand the adverse impacts of our business on human rights, prevent and mitigate the impacts identified, and disclose progress and results of efforts to remedy them.

Remediation

The OLC Group is committed to providing access to remedy in cases where we are found to have caused or contributed to a human rights violation. When our products or services are directly linked to a human rights violation through our business relationships, we engage such business partners to provide remedy.

In addition, we have established grievance mechanisms that can be accessed by anyone whose human rights have been adversely impacted, and we are working to improve their effectiveness.

Education

The OLC Group is committed to embedding this Human Rights Policy into all relevant policies and procedures and to providing all directors and employees with the education necessary to acquire knowledge and competencies for respecting human rights.

Stakeholder Dialogue

The OLC Group engages in continuous dialogue and discussion with stakeholders, such as our employees, customers, suppliers, and other business partners, to promote respect for human rights.

Information Disclosure

The OLC Group regularly discloses information on our human rights initiatives through the OLC Group official website.

This policy statement was approved by the OLC Group Board of Directors on March 25, 2022. The CEO and COO bear responsibility for overseeing human rights issues and implementation of this policy.

Representative Director, Chairperson and CEO



Representative Director, President and COO



Oriental Land Co., Ltd.

Supply Chain Management

- ▼ Policies and Regulations
- ▼ Governance
- ▼ Strategy
- ▼ Risk Management
- ▼ Metrics and Targets

Policies and Regulations

The OLC Group upholds the “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 “[The OLC Group Vendors Code of Conduct](#)” as a code of conduct for our suppliers. In April 2024, we updated our Code to include references to internationally accepted principles of human rights, environmental issues, responsible raw material procurement, and detailed rules for application.

The OLC Group Procurement Policy (Established May 2022)

The OLC Group has consistently delivered “Happiness” to the community under our corporate mission of creating happiness and contentment by offering wonderful dreams and moving experiences created with original, imaginative ideas.

In order to provide “Happiness” on an ongoing basis, we abide by our Procurement Policy in an effort to conduct sustainable procurement that can be passed on to future generations in collaboration with stakeholders by being mindful of quality, price, delivery lead times, and the impact that the OLC Group has on society.

Fair transactions

We do not restrict competition in ways that hinder fair, transparent, and free transactions. We select suppliers after comprehensive consideration of their management conditions, the quality, price, and delivery lead times of their products and services, and their sustainability efforts, as well as other factors.

Compliance with social norms and ethical standards

In accordance with the OLC Group Compliance Code, we comply with all applicable laws and regulations as well as other social norms while maintaining the highest ethical standards.

Worker safety and respect for human rights

We comply with and practice the OLC Group Human Rights Policy Statement, and implement measures to respect human rights in partnership with our suppliers.

Environmental preservation

We comply with and practice the OLC Group Environmental Policy, and implement environmental measures in partnership with our suppliers.

Building effective and healthy partnerships with suppliers

We build relationships of trust with our suppliers and seek to grow together through mutual cooperation.

➤ [The OLC Group Vendors Code of Conduct](#)

Governance

Structure to Promote Supply Chain Management

Positioned under the Corporate Conduct Committee, which is chaired by the director of the Corporate Strategy Planning Division, the Supply Chain Management Subcommittee has been in place since July 2021. In FY2025, we shifted to a framework where the Risk Management Committee, which is chaired by the Representative Director, President and Officer, provides advice to the Executive Committee, considering the committee to be highly appropriate from the perspective of risk management.

In collaboration with suppliers, we are continuing to develop strategies for sustainable procurement, monitor our progress toward our goals, and formulate our policy.

[> Sustainability Promotion Structure](#)

Strategy

Risks and Opportunities

[Risk]

- Manifestation of risks related to human rights and the environment across the supply chain
- Damage to brand image and/or reputation due to failure to comply with laws and regulations and societal demand

[Opportunity]

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

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

Risk Management

Self-assessment Sheet

Moreover, in October 2014 we introduced a “Voluntary Investigation List” – a self-check sheet that enables our suppliers to verify their own compliance with the OLC Group Vendors Code of Conduct — and are working to make improvements based on the results, cooperating with suppliers if necessary. In April 2024, we updated the name of the Voluntary Investigation List to “Self-Assessment Sheet” and included references to internationally accepted principles of human rights, environmental issues, responsible raw material procurement, and so on.

When starting certain new transactions, we require, as an internal condition for approval, that suppliers prove their compliance with the Code of Conduct, which includes categories such as compliance with laws and regulations, product safety, safety of workers and respect for human rights, and environment, by acquiring the self-assessment sheet as a risk assessment.

To assist suppliers in completing their self-assessment sheet, we ask them to read through the Vendors Code of Conduct Guide, which aims to help suppliers and their subcontractors understand the purpose behind each requirement set forth in the Code of Conduct and the concrete measures that should be taken to fulfill the requirements.

Furthermore, in order to keep monitoring suppliers' compliance with each category of the Code of Conduct, we also ask existing suppliers to complete self-assessment sheet as a risk assessment every two years, and set compliance with it as a condition for continuous transactions.

The OLC Group will continue to adhere to the highest ethical standards in compliance with the law, social norms, and behavior set forth in the “The OLC Group Vendors Code of Conduct” and will continue to promote sustainable procurement, while collaborating with our suppliers based on the self-assessment sheet to fulfill our social responsibility throughout the entire supply chain.

[> Risk management structure](#)

Supply Chain Management for Disney-Brand Products

Tokyo Disney Resort

The factories commissioned to manufacture products sold at the Theme Parks and Disney-brand products are required to comply with Disney's International Labor Standards program (ILS program), which sets standards to prevent child labor, forced labor, discrimination, and to ensure the health and safety of the workers.

For Disney's supply chain management, please refer to the [Operating Responsibly](#) .

Collaboration with Suppliers that Manufacture Disney-Brand Products

Tokyo Disney Resort

At Oriental Land Co., Ltd., we make efforts to strengthen collaboration with our suppliers through a variety of measures with the aim of complying with laws and regulations, ensuring product safety, and fulfilling a wide range of social responsibilities throughout the supply chain, including protecting workers' safety, respecting human rights, and protecting the environment.

We ask our suppliers to cooperate with on-site audits performed by our employees and designated third-party auditors and with pre-shipping inspections performed by designated third-party auditors in accordance with the type and category of the products they produce.

Our Disney-brand products are manufactured in compliance with Disney's International Labor Standards program (ILS program) that sets standards to prevent child labor, forced labor, discrimination, and ensure the health and safety of the workers, and have been manufactured in factories assessed as fulfilling the ILS requirements through regular audits. When initiating manufacturing, an OLC audit is implemented to assess the skills and productivity of the manufacturer in order to ensure both safety and quality.

When non-compliance has been pointed out by an ILS program auditor or the OLC Group's auditor, we propose ideas for improvement and provide other support.

In May 2024, we distributed a briefing video online to help our suppliers understand Disney's ILS program—which sets standards to prevent child labor, forced labor, and discrimination, and to ensure the health and safety of workers—and inform them about what precautions to take. A total of 154 suppliers viewed the briefing video. Under the ILS program, we support suppliers by showing examples of improvement ideas for cases of noncompliance involving inappropriate record keeping, nondisclosure of employment status information during audits, use of unauthorized factories, and emergency measures such as safety drills and fire protection measures.

Also, we informed our suppliers about our quality control policy, the details of the OLC audit, the importance of tests and inspections, and how to address the drastic changes occurring lately in the environment and further strengthen quality control.

Metrics and Targets

Metrics and Targets for Supply Chain Management

The OLC Group positioned supply chain management as an area of our ESG materiality, and set the following targets. We will discuss and consider what kind of system we should establish to achieve sustainable procurement.

Direction of initiatives	KPIs	
	2030	2027
[Engagement with suppliers] Engage with suppliers (conduct interview or audit) to prevent risks related to key suppliers, and offer corrective support to suppliers with risk concerns [Measures for items with high human rights/environmental risks] Continue working on measures by making additions and revisions to targeted items and scope	[Engagement with suppliers] Ensure that all primary suppliers are informed of and fully consent to our Procurement Policy and the OLC Group Vendors Code of Conduct [Measures for items with high human rights/environmental risks] Ensure sustainable raw materials procurement for all internally identified items	[Engagement with suppliers] • Conduct interview or audit with all key suppliers • Ensure that corrective support is provided to all suppliers with possible risks in view of their responses in the Self-Assessment Sheets [Measures for items with high human rights/environmental risks] • Palm oil : Switch to sustainable palm oil used as a raw material • Seafood : Partially switch to sustainable seafood used as a raw material • Timber : Implement sustainable timber procurement • Conflict minerals : Obtain supplier approval for the OLC Group Vendors Code of Conduct to achieve responsible minerals procurement • Textiles : Switch raw materials for T-shirts sold at merchandise facilities of theme parks to sustainably procured materials • Paper : Partially switch paper used at theme park facilities to sustainable products

Sustainable Procurement of Raw Materials

In procuring various raw materials used in the OLC 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. The objected raw materials and their initiatives will be reviewed according to their necessity considering environmental, social, and economic situations. We collaborate with our suppliers and contractors to engage in responsible and sustainable raw material procurement throughout the supply chain.

FY2024 Progress on Supply Chain Management

- Revised and implemented the OLC Group Vendors Code of Conduct and Voluntary Investigation List (renamed the Self-Assessment Sheet)
- Engaged with key suppliers
- Implemented assessment of internally identified items and considered addition of new items (No new items to be added as a result of the assessment)

The OLC Group Supplier Code of Conduct

The OLC Group Supplier Code of Conduct

The OLC Group is committed to bringing happiness into the world through experiences found nowhere else. This is expressed in our corporate mission to “create happiness and contentment by offering wonderful dreams and moving experiences created with original, imaginative ideas.”

In order to achieve a sustainable society, it is essential for not only our company but the whole supply chain to consider social and environmental impacts, and mitigate risks.

We thus request that all our suppliers understand and comply with the content and directives of this OLC Group Supplier Code of Conduct. We also ask for your cooperation in expanding this initiative throughout the supply chain by requesting your business partners to comply with the content of this Code.

We as a Group also intend to adhere to the same principles of this Code.

1. Legal compliance and respect for international standards

1-1. Legal compliance and respect for international standards

- In the course of conducting business, suppliers must comply with the laws and regulations applicable in each country or region, receive necessary permits and licenses, and respect relevant international standards and social norms.

1-2. Management systems

- Suppliers should establish practices to ensure legal compliance, such as policies, code of conduct, management systems, internal reporting systems and education.
- Suppliers must ensure that those who use internal reporting hotlines are not subject to unfair treatment or retaliation.
- Suppliers should be prepared for natural disasters, impacts of climate change, spread of disease, political instability or other unforeseeable circumstances by establishing a business continuity plan or other systems to set forth measures and procedures that minimize harm, as well as ensure continued stable supply and early-stage recovery of production.

2. Quality and safety

2-1. Product and service safety

- To provide safe products and services, suppliers must not only comply with relevant laws and their own internal safety and quality standards, but also strive to maintain a reasonable level of safety. For product safety, this includes management of traceability (a record of materials, parts, processes, etc.) and rapid response measures to resolve any issues.
- In case of accidents involving products and services or shipment of defective products, or if one of these is suspected to have occurred, suppliers are to take necessary measures such as promptly informing business partners or relevant authorities, recalling products and disclosing information, and should establish systems to implement necessary measures that prevent recurrence.

2-2. Disclosure of product safety information

- For products to be sold to customers, suppliers should strive to give due consideration to indications (indications of warnings, precautions, etc.) related to usage, and methods of use, that should be described on the product or attached instruction manuals.

3. Human rights and labor

3-1. Support for international human rights standards and response to negative human rights impacts

- Suppliers must respect the human rights of those involved in their value chain, including their own workers, in accordance with the human rights standards supported by the OLC Group Human Rights Policy Statement. Special consideration should be given to those who likely to be in more vulnerable circumstances, such as indigenous peoples, local residents, immigrant workers, children, people with a disability, LGBT, women and foreigners, and workers who are involved in raw material production etc.
- Suppliers should determine if their operations, business relationships, products and services have any negative impacts on human rights, and work toward prevention, mitigation or remediation. They should also strive to disclose their progress and results.
- Suppliers should conduct necessary training to provide all executives and employees with knowledge on respecting human rights.

3-2. Working hours

- Suppliers must comply with working hour laws and regulations of a country or a region where they operate. The standards of 48 hours per week for regular working hours and 12 hours of overtime per week, or the equivalent if calculated on a monthly or annual basis should be respected. In Japan, based on applicable laws and regulations, working hours should not exceed 8 hours per day and 40 hours per week. Overtimes should be managed in principle within 45 hours per month and 360 hours per year, and if overtime exceeds this limit, an agreement between the employer and workers must be made and submitted (to the authorities) in accordance with the law.
- Suppliers must appropriately manage employee holidays and leave, including by ensuring that the number of fixed working days per year does not exceed the legal limit, that employees are given at least one day off per week, and that they are entitled to annual paid leave as stipulated by law.

3-3. Wages and remuneration

- In exchange for their services, suppliers must pay workers wages that at the very least exceed the legal minimum wage, and ensure that wages are properly paid, including overtime pay.
- Suppliers must not make any unfair wage reductions that violate applicable work-related laws, and should issue workers with pay slips that include details on allowances and wage deductions.
- Suppliers must provide all legally mandated benefits and welfare programs.

3-4. Discrimination

- In the recruitment, employment and treatment of workers, suppliers must not engage in unfair discrimination based on factors such as a person's sex, age, race, nationality, language, culture, religion, disability, sexual orientation, and gender identity.

3-5. Child labor

- Suppliers must not employ anyone under the age of 15, which is the minimum working age stipulated in the conventions and recommendations of the International Labour Organization. In exceptional cases where the national law of a country sets the legal minimum age for employment as 14, this standard may be followed.
- Suppliers must not allow anyone under the age of 18 to perform hazardous work, night shifts, or work that may be detrimental to their health, safety or morals.

3-6. Harassment

- Supplier must prohibit harsh and inhumane treatment toward workers, including sexual harassment or abuse, corporal punishment, mental or physical coercion, and verbal abuse. Inhumane treatment includes all types of harassment, including sexual and power harassment. Special attention should be given to the treatment of workers likely to be in more vulnerable positions at workplaces.
- Suppliers must provide an internal or external helpline for cases of harassment or other issues, and protect those that use the helpline from unfair treatment or retaliation.

3-7. Forced labor

- Suppliers must not use forced labor that goes against a worker's will, bonded labor that restricts a worker's freedom to quit because of debts, or slave labor derived from human trafficking, and must not be complicit in promoting these types of labor by utilizing them as external work forces or prison labor. Suppliers must also ensure workers' right to quit freely.
- When employing foreign workers, suppliers must confirm residency status and make any necessary reports to the relevant administrative bodies following the laws of the countries and regions of their business activities. Suppliers should also inform workers of employment conditions in a language they understand.
- Suppliers must not confiscate workers' ID cards, passports, work permits or other documents that should fundamentally be held by workers themselves, which would obstruct workers' freedom to use those documents or freedom of movement.
- Workers shall not pay labor recruitment fees or other fees related to the employment of workers' recruiters or their contractors. If a worker has paid costs regarding their employment, suppliers must refund those costs to the worker.

3-8. Freedom of association and collective bargaining

- Suppliers must not obstruct workers' freedom of association, freedom to join and act in a labor union according to law as a means to engage in labor-management negotiations about working environments, wage level, or other issues.
- Suppliers must respect workers or their representatives to be able to voluntarily discuss and negotiate with management regarding working conditions and management practices without retaliation, intimidation, or harassment.

4. Health and safety

4-1. Health and safety management

- Suppliers must provide legally mandated safe and healthy working environments by identifying and taking effective preventative measures against risk of accidents, injuries and illness.
- Suppliers should strive for prevention and early detection of work-related illnesses through measures such as health check-ups conducted to the legally-stipulated level at minimum.
- Suppliers should strive to identify dangers or hazards in tasks and promote countermeasures to prevent occupational accidents.

4-2. Health and safety of working environment

- To prevent accidents and health hazards, suppliers must adopt safety mechanisms for machinery, equipment and plant facilities, and perform regular inspections and maintenance. Worker safety should be managed using sensors or visual supervision, and protective equipment provided when necessary. Suppliers should also conduct periodic safety training for workers.
- If workers may come into contact with substances hazardous to the human body, suppliers must identify direct contact opportunities and establish and implement safety standards. Education and protective equipment must also be provided when necessary.
- Suppliers must ensure that workplaces—including offices, workshops and factories—and facilities—including cafeterias, breakrooms, restrooms, locker rooms, dressing rooms, water stations, and dormitories—provided to workers remain safe and clean, and appropriately manage environmental factors such as facility temperature, humidity, air circulation and lighting.
- Suppliers must ensure the structural safety of buildings where workers work.
- Suppliers must not impose unreasonable restrictions on entry and exit to facilities and freedom of movement.

4-3. Occupational accidents

- In case an occupational accident occurs, suppliers must have a system in place to report, record the type of accident, provide support for appropriate medical treatment, investigate the cause and take corrective action.

4-4. Emergency response

- In case of emergency, suppliers must provide obstruction-free escape routes, install emergency exit sign lighting, fire detectors, fire extinguishers and other fire-fighting equipment, furnish disaster supply kits, ensure a means of notification and communication, and clarify evacuation methods.

4-5 Health and safety communication

- To prevent accidents, injuries and illnesses, and to respond to emergencies, suppliers must provide information on health and safety, conduct education and training, and practice evacuation drills in a language that workers can understand.

5. Fair trade and anti-corruption

5-1. Fair trade

- Suppliers must not engage in any conduct that impedes fair, transparent or free trade, such as cartels, collusion, misrepresentation, unfair trading, or the giving or receiving of improper benefits.
- Suppliers must not act in a way that would disadvantage business partners by unilaterally deciding transaction details in their own favor, such as by using their superior position as a buyer to prohibit partner transactions with competitors.
- Following the Subcontracting Act or other similar laws and regulations of countries where business is conducted, suppliers should seek to conduct fair transactions, ensure that documents related to transactions are issued, and not delay or unreasonably reduce subcontracting payments.

5-2. Anti-bribery

- Suppliers must not engage in bribery, corruption or illegal donations, such as providing money, gifts or entertainment to politicians or public officials in return for business-related favors including obtaining permits and licenses, acquiring business and obtaining confidential information.
- Suppliers must not provide or receive entertainment, gifts or benefits from business partners or customers beyond what is considered socially acceptable.

5-3. Intellectual property rights

- In the production, development, sales and provision of products and services, suppliers must respect third-party intellectual property rights—including patent rights, utility model rights, design rights, trademark rights, copyright, trade secrets and product form—and not infringe upon holders' rights.

5-4. Personal and confidential information

- Suppliers must establish defensive measures against network security threats such as computer viruses, illegal software and hacking, and have appropriate information management systems in place to avoid internal and external influence and damage.
- Suppliers must appropriately manage personal information and confidential information belonging to their own company and business partners, and establish protective management systems. When acquiring personal information, suppliers must indicate the purpose and not use such information for other reasons, nor disclose it to third parties.

5-5. Organized criminal groups

- Suppliers must not have any dealings with organized criminal groups, which have a detrimental impact on public order and sound business activities, and take a firm stance against such groups without giving in to their demands.
- When concluding a business contract, suppliers must confirm or declare and guarantee that the other party is not an organized criminal group. If the other party is found to be such a group, the contract must not be signed. Suppliers should also include a special clause in contracts to allow for termination if the other party is found to be an organized criminal group after signing.

6. Ethical procurement

6-1. Responsible raw material procurement

- To avoid using raw materials, parts, and components that cause human rights or environmental issues, such as mineral resources that may contribute to conflict and crime, or paper resources that may be linked to deforestation, suppliers should conduct initiatives to understand current practices and prevent future issues.

6-2. Animal welfare

- Suppliers must comply with laws related to animal welfare, and also strive to adhere as closely as possible to International Organization for Standardization standards related to animal living conditions, behavior, and physical and mental wellbeing.

7. Environment

7-1. Environmental management system

- To promote environmental conservation and reduce their environmental impact, suppliers should establish an environmental management system, set internal standards and benchmarks that either meet or exceed the standards stipulated by law, and work toward continuous improvement by regularly reviewing implementation.

7-2. Climate change response

- Suppliers should work to reduce their greenhouse gas emissions through energy conservation and effective use of renewable energy.

7-3. Sustainable use of resources

- Suppliers should promote waste reduction and more effective use of resources through the environmental “three Rs” of reduce, reuse and recycle.
- Suppliers should seek to use environmentally-conscious containers and packaging.

7-4. Water resources and biodiversity

- Suppliers should appropriately manage water withdrawal and discharge infrastructure and water quality, and work toward reduced and effective usage of water resources.
- Suppliers should engage in business activities in consideration of biodiversity.

7-5. Chemicals

- Suppliers must engage in appropriate management of hazardous chemical substances in accordance with the laws and regulations of the countries and regions where they operate, and work toward reducing chemical emissions. They should also engage in the necessary assessment and reporting of emissions.

The OLC Group Supplier Code of Conduct Application Regulations

We ask for the following cooperation from our suppliers in applying the OLC Group Supplier Code of Conduct.

1. Application

- To comply with this Code, we expect our suppliers to understand, permeate and continuously improve business activities.
- We also request that our suppliers’ own business partners understand, share and continuously work toward improving their adherence to this Code.
- If there is any discrepancy between the Code and international standards, or between the Code and suppliers’ interpretation of the laws and regulations of the regions where they operate, we expect them to strive to comply with the strictest requirements.
- Compliance with this Code is one criteria that will be used in determining whether the OLC Group should begin or continue a partnership.

2. Monitoring

- We will conduct periodic evaluation and monitoring to confirm Code compliance.
- We expect suppliers to appropriately keep documentation and records that prove Code compliance. The OLC Group may ask for these to be disclosed or shared.
- To ensure surveys are effective, the OLC Group or a third-party organization may enter all facilities related to products and services, contact all workers in the facility and access relevant documents upon prior notice.

3. Corrective measures

- If a supplier is in any way noncompliant with this Code, we ask that they take corrective measures toward improvement.
- If there are any major infringements related to this Code yet no reports made or appropriate corrective measures taken, we may take reasonable steps including rejecting new contracts or terminating existing contracts.

4. Scope of application

- This Code is applicable to the suppliers of all products, services and materials procured by the OLC Group. It is applicable throughout the entire supply chain, including indirect suppliers (such as suppliers or subcontractors of our suppliers).

Governance

> Sustainability Promotion Structure

Strategy

Strategy for Human Capital

Our approach to human capital, the policy for human development including securing human diversity, and the policy for improvement of the internal environment are as follows.

For the OLC Group, human resources are the cornerstone of our value creation and are as indispensable as our ongoing investments in facilities that captivate guests. Guest services provided by highly engaged employees who take pride in our business are the main source of our strength, particularly in our Tokyo Disney Resort business.

Committed to achieving Our Goal for 2035, the OLC Group needs to enable its talent base to create more value as well as retain its own hiring competitiveness. To this end, we uphold the human resources policy of fortifying our talent base and securing more human resources in order to strengthen our ability to compete in the market, thereby evolving into a group that continues to create new value. We will implement the policy based on the following three key strategies.

■ Human resources growth base

- By drawing on the experience of managing diverse operations, foster talent capable of consolidating people's efforts to maximize team performance
- Redesign our HR system in consideration of job features and internal/external environment

■ Organizational strength

- Visualize issues to enhance employee engagement and systematize spontaneous improvement at each organization
- Establish an organizational culture that values dialogues, strengthens ties, and maximizes the capabilities of organizations and individuals

■ Sense of security at work

- Improve workplace facility environment
- Continuously improve employee compensation in consideration of internal/external environment
- Ensure a reassuring workplace by supporting diverse ways of working

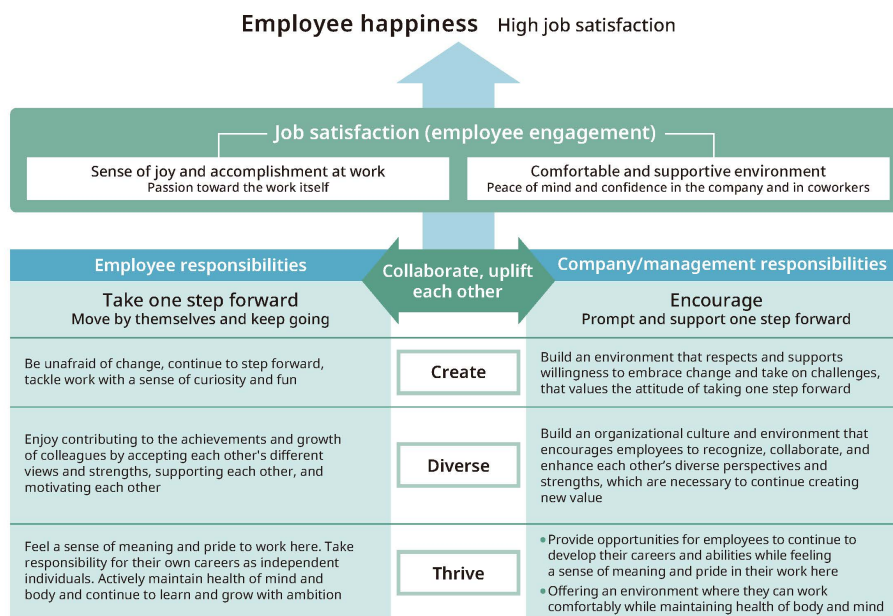
Implementing the above three key strategies in an effort to fulfill our human resources policy is expected to lead to "Employee happiness," an area of ESG Materiality.

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 our employees' "Job Satisfaction" (a sense of joy and accomplishment) to create for them a "Comfortable and Supportive environment" (workplace and internal system).

In addition, in an effort to further enhance employee satisfaction and engagement at work, we have systematically organized the directions of our initiatives as shown in the figure below, while clearly defining the desirable employee-employer relationship as one in which both sides mutually need and elevate each other. We believe it is crucial for our employees to keep taking "one step forward" and for the Company and their managers to encourage and support them accordingly. We are thus aiming to cultivate a mutually inspiring dynamic.

In cultivating such a dynamic and enhancing employee engagement, we believe the following three key elements are of paramount importance: development of talented people who are able to proactively engage in creative thinking; unleashing of the potential of diverse individuals; and the creation of a fulfilling workplace environment.

We are making Group-wide efforts in these areas from multiple perspectives, including enhancing the management capacity of each organization, raising individual employees' awareness, and nurturing positive relationships among colleagues.



Risks and Opportunities

[Risks]

- Decrease in the value provided
- Outflow of human resources

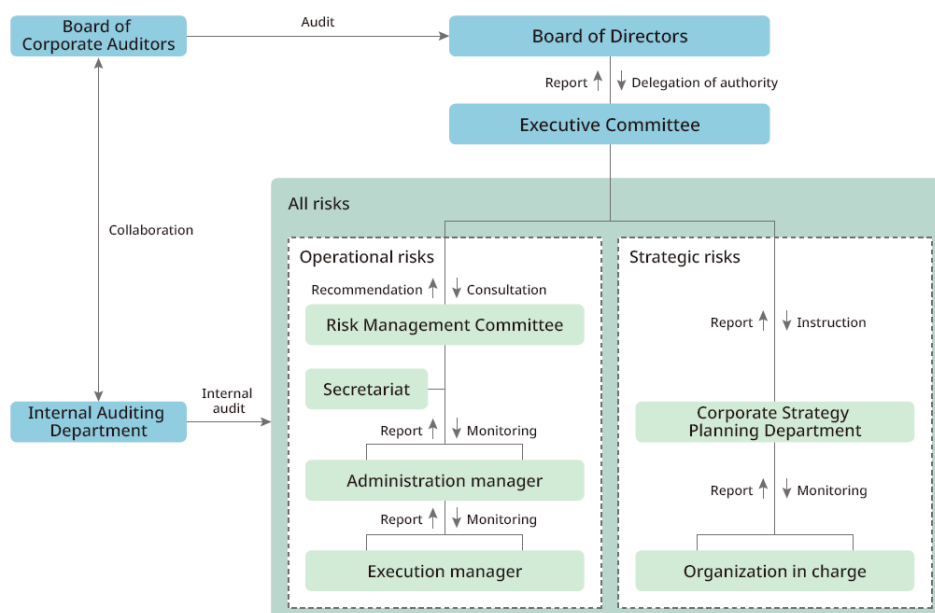
[Opportunities]

- Further increase in the value provided to customers by motivated employees who enjoy working
- Strengthened capacity to respond to changes and business opportunities

To continue to be a corporation in which employees can truly take pride, we will work on measures to enhance employees' job satisfaction (a sense of achievement at work) and offer a comfortable workplace environment including supportive programs, thereby enabling employees to consistently generate new value while finding joy in their work.

Risk Management

Risk Management Structure



Metrics and Targets

Metrics and Targets for Employee Happiness

For the ESG Materiality item of “Employee happiness,” the following indicator and goal has been set.

Direction of initiatives	KPIs	
	2030	2027
Enhance job satisfaction by implementing effective initiatives for different components of employee engagement in consideration of the traits of each employee category—corporate employees, Theme Park Operation employees, cast members, show performers, and Group company employees	Total score of employee engagement survey: 71 (OLC Group-wide)	Achieve higher total score of employee engagement survey than in FY2024 (OLC Group) Achieve higher scores every fiscal year for the following items that significantly affect the total score • Job: Demonstration of competence and a sense of self-efficacy • Self-development: A sense of accomplishment and growth through work • Human relations: Create communication time for cast members at the forefront of park operations and their superiors • Environment: Workplace facility environment, satisfaction with compensation, satisfaction with occupational health factors, and other factors that provide peace of mind at work

Progress Made in Employee Happiness Initiatives

Under the 2024 Medium-term Plan, we implemented the following initiatives to develop creative talent, support diverse talent, and create an environment conducive to job satisfaction, which were upheld as key factors in the area of “Employee happiness.”

	Review of 2024 Medium-term Plan
Developing creative talent	• Introduced engagement survey; established frameworks and implemented initiatives aimed to visualize job satisfaction at each organization and formulate organization-specific action structure • Enhanced engagement by making opportunities for dialogues between president and employees, superiors and subordinates, and among colleagues • Implemented career support and self-awareness programs to help each employee act spontaneously
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 onstage jobs, and strengthened hiring
Creating an environment conducive to job satisfaction	• Clarified the respective roles of theme park operations employees and part-time cast members and reviewed and restructured their evaluation/grading systems to help them fulfill their roles • Implemented initiatives including events to engender joy or pride as cast members • Enhanced the digital environment to provide a more comfortable working environment; renovated backstage facilities • Launched a mental and physical health project and promoted in-house awareness initiatives • Increased basic hourly wages and revised bonus payment policy

Direction of initiatives

We will strive to enhance job satisfaction by implementing effective initiatives for different components of employee engagement in consideration of the traits of each employee category—corporate employees, Theme Park Operation employees, cast members, show performers, and Group company employees.

Action plan through FY2027

	Outline
Reality assessment	• Conduct periodic engagement survey • Analyze current state and identify issues based on engagement survey results
Implementation	• Discuss initiatives to foster dialogue (corporate culture) • Support initiatives led by each organization with the aim of creating a highly engaging organization where employees can take a step forward • Discuss Group-wide initiatives aimed at offering a sense of security at work ↳ Improve workplace facilities ↳ Expand work-life balance measures ↳ Accommodate greater diversity in work styles ↳ Improve satisfaction with compensation ↳ Promote mental and physical health
Raising awareness	Sending out messages to help employees become aware of the initiatives (e.g., through internal newsletters, etc.)

Actions

Employment Categories and Roles of Employees

OLC employs approximately 27,000 people, each of whom is putting their special skills to use. Around 20% of our workers are corporate employees, contract workers, and show performers, with the remaining approximately 80% employed as Theme Park Operation Employees and part-time cast members who work at the front line welcoming guests.

Employment categories and roles of employees

Employment category		Role
Corporate employees	Career-track employees	Generalist employees who work across a wide range of business areas, including the actual Theme Park business, Theme Park support, and general administration
	Theme Park management staff	Theme Park department professionals who operate Theme Parks, resolve organizational issues, and engage in human resources development
	Specialists	Specialists working in specific fields such as technology and food preparation
Theme Park Operation employees		Employees who directly serve guests and engage in frontline operational tasks while performing different jobs within our Theme Parks, as well as support efforts to resolve organizational issues
Contract workers		Workers in charge of specialized work in specific departments
Show performers		Entertainers who are selected based on auditions to perform in the Theme Parks' shows and parades
Cast members		Employees who serve guests and engage in frontline operational tasks. Their tasks include providing information at the attractions, cleaning the Park, preparing food, serving customers at restaurant facilities, store sales, inventory management, etc.

Labor-Management Relations

At OLC, we follow international standards to respect basic labor rights including the collective bargaining rights.

The management and the labor union, Oriental Land Friendship Society (OFS), build mutual understanding and trust through negotiations in order to collaborate on and implement initiatives aimed at the creation of a better workplace environment.

As of March 2025, there were 24,513 union members, accounting for 99.9% of all employees, including contract workers, cast members, and show performers, who joined in and after FY2017, and Theme Park Operation employees, who joined in and after FY2019.

Under its labor agreement concluded with OFS, Oriental Land employs the union shop system, making it applicable to all categories of employees.

It is stipulated in the labor agreement concluded between OLC and OFS that prior to conducting a personnel transfer of an OFS officer, the Company must discuss the matter with OFS in accordance with the roles assumed by that officer within OFS or notify OFS of the matter. It is also stipulated that upon conducting a personnel transfer of an OFS member, OLC must notify OFS of the matter promptly after the event.

In FY2018, labor unions were also formed at each the OLC Group company, along with the Federation of Oriental Land Group Friendship Society (OGFS), a federation comprising the labor unions of the OLC Group.

Compliance Regarding Labor and Equal Opportunities

At OLC, we prevent the occurrence of child labor by confirming ages during recruitment to comply with the minimum age of ILO (International Labour Standards). We offer equal opportunities to all, and comply with all laws and regulations on payment, ensuring that it exceeds the minimum wage set for the relevant location.

Hiring, placement, evaluation, and remuneration are decided impartially, based on the competence, experience, and accomplishments of each individual.

We strive to prevent overwork and reduce overtime work hours. Specific measures include educating managerial staff to help them appropriately manage employees' work hours and gain awareness of different work styles; ensuring that the Human Resources Division and other organizations regularly review the required number of staff members for each function and introduce tools for enhancing operational efficiency; and monitoring the status of overtime work hours.

There were no cases of labor-related compliance violations in FY2024.

Strategy

Strategy for Human Resources Development

The OLC Group implements a variety of human resources development programs to create an employee-employer relationship in which both sides need and elevate each other.

To help employees take charge of their own career development and grow in aspirational ways, we provide them with opportunities to develop their career and competencies. In addition, we also provide managerial employees with expanded training programs, thereby promoting the growth of both our people and our organizations.

We also support our employees in building their careers through various initiatives, including an internal system to help part-time cast members become corporate employees across different employment categories and providing them with opportunities to think about their careers.

Through the autonomous growth of each and every employee, we aim to increase the value of our business and, furthermore, contribute to Japan's service and tourism industries. In addition, by strengthening our human resources, we aim to execute our long-term business strategy.

Corporate Employees

The Company has defined the profile of a "desirable employee." Amid big changes in the external environment, to continue providing "Wonderful Dreams, Moving Experiences, Happiness and Contentment" and remain a company that is wanted by society, we are working to develop self-driven individuals who can think, make decisions, and act with autonomy.

We have specifically defined "self-driven individuals" as "individuals who are self-motivated, have their own values, connect their assigned roles with their own internal motivations/values, and are equipped with suitable skills." We are striving to develop individual capabilities on a sustainable basis by providing our employees with reinforced support to achieve growth congruent with the desirable employee profile.

In addition, in view of the desirable employee profile, we have also defined role-specific action requirements based on the desirable behavior, and accordingly conduct recruitment, human resources development, and evaluation in an integrated manner, thereby offering employees and organizations an environment conducive to growth.

Furthermore, we have configured a development/contribution cycle and an employee development cycle. The former represents each employee's course of personal development toward fulfilling the action requirements, while the latter signifies their superiors' efforts to encourage their development. By supporting cast members and managers in each process, we aim to accelerate the cycles and help them perform at even higher levels.

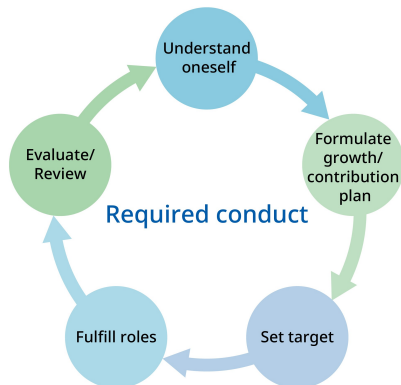
Action requirements (excerpt)

Desirable employee behavior

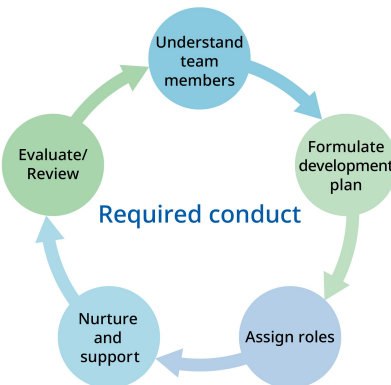
Don't be bound by conventional ways of thinking and acting; instead, continue taking on new challenges and seeking improvement



Growth/Contribution Cycle (for team members)



Development cycle (for superiors)



Theme Park Operation Employees / Cast Members

We are fostering a corporate culture that encourages our cast members to work with vigor. Specifically, we help them gain a strong sense of self-efficacy, namely, the sense of being useful to our guests by creating “Happiness” for them, and a sense of personal growth. In our belief that this initiative will lead to further development of our cast members, we are working to expand education/training programs and offer a support system that helps them perform at their best in our efforts to improve the workplace environment.

For Theme Park Operation employees, we clarify the behavior expected of them to encourage their autonomous personal growth and raise their motivation to take on new challenges. Specifically, the expected behavior includes a demonstrated eagerness to seek improvement; a commitment to getting things done without giving up; and the ability to act as part of a team while fulfilling individual responsibilities. Based on this, an employee development cycle has been defined. This cycle supports employees’ autonomous growth by providing role-specific development programs as well as career support programs to help them better understand themselves and plan and achieve their career paths.

Development of next-generation management talent

The OLC Group regards the development of next-generation management talent to be a management issue of paramount importance. It is also considered to be a key initiative in the ESG Materiality area of “Robust management foundation.” We therefore strive to establish a next-generation human resources development system to continue to enhance our corporate value, and are working toward the following KPI for 2030: “A system for securing a pool of talent is in place, facilitating the execution of succession plans.” Specifically, we are working to identify the requirements expected of managerial talent and, in partnership with our top management, to align these requirements with the actual progress we have made in talent development to enhance its effectiveness. In addition, we offer training programs to help future leaders to acquire the qualities and skills essential for management in an effort to operate the management talent development cycle, thereby developing and expanding the pool of leadership talent available to us.

Actions

Training and Development

At Oriental Land Co., Ltd., we have in place training systems tailored to each job function. Our aim is to fulfill our corporate mission by encouraging all employees to use their own initiative in fulfilling their roles.

Regardless of their role or career path, all new employees undertake training programs to learn about the Disney philosophy and Disney theme parks.

In addition, training programs specific to ranks and grades as well as the Job Challenge System that encourages employees to venture into new fields are offered to help employees build their careers.

Training Programs for Corporate Employees

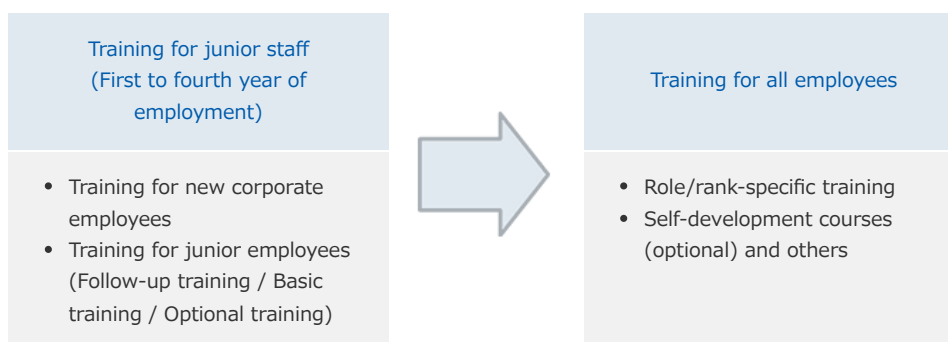
We provide our corporate employees with job opportunities and training programs to enable them to become competent individuals, whether acting within or outside the company.

To achieve sustainable growth as a corporation, the autonomous growth of each and every employee is indispensable. To this end, our employees are expected to take charge of their own career development and continue learning with aspiration.

We organize training programs based on the careers and needs of our employees, and offer opportunities for them to gain new insights and perspectives beyond their jobs and develop their competencies and career.

Outline of Employee Training Programs and Development Systems

Our training programs are composed of training for junior staff aimed at developing the basic knowledge and skills needed to serve as a fully contributing member of society, and training tailored to the roles and career of each employee. In addition, there are also systems in place to support individuals' career building and personal development. We make sure that employees aspiring to achieve growth can avail themselves of training opportunities at any time.



Training for junior staff (First to fourth year of employment)

Training program	Details
Training for new corporate employees	Enables new corporate employees to understand the roles of Oriental Land Co., Ltd.'s corporate employees by learning about our business and engaging in on-the-job training at Theme Parks, and to acquire the basic knowledge required for such roles. Extensive knowledge can be acquired including Disney philosophy and business skills.
Training for junior employee (Follow-up training / Basic training / Optional training)	Basic training for employees in their first to fourth year to acquire the skills required for their jobs and the attitude and mindset expected of them at work. Provides trainees with systematically combined task inventory opportunities to accelerate their development.

Training for All Corporate Employees

Training program	Details
Role/rank-specific training	Enables trainees to acquire structured knowledge and skills required for their roles and rank.
Self-development courses (optional)	Support employees who are motivated to learn. We provide courses in which the required skills/knowledge can be acquired in their spare time, and subsidize their self-development efforts through financial support programs.

Employee Development Systems

System	Details
Self-assessment System (Self-planning Sheet)	Under the system, each employee develops their own career plan based on their values, capacities they wish to develop, and goals they wish to fulfill. They also meet with their superior to report the plan. The plan is also shared with Human Resources staff.
Evaluation interview	An opportunity for each employee to meet with their superior at fiscal year-start to set goals and at fiscal year-end to discuss outcomes and align their understandings of the achievement of actions
Multifaceted assessment (Self-check program)	An annual program for employees to receive multifaceted feedback from their subordinates, colleagues, and superiors, which provides them with an opportunity to reflect on their own roles and actions and gain a better understanding of themselves to achieve future growth.
Job Challenge System	The system creates opportunities for employees to transfer to a field they regard as “an area where they can contribute by making use of their capacity and skills,” on the condition that they are achieving positive outcomes in their current field of business. The aim of the system is to support employees in their effort to take on new tasks as part of their career building.
In-house Recruitment System	The system allows employees to apply for job openings announced within the company. Most of the applicable jobs involve highly professional/specialized tasks or are jobs in new business fields. Employees with suitable capacities and skills are eligible to apply.
Holding concurrent positions (“Job Try!”)	While being a member of one department, employees are provided with opportunities to internally apply for another job opening to concurrently serve as a member of another department.
Job forum	The event allows employees to acquire information on the job details typical of each department as well as the skills required to work there to help them better understand the Company and formulate plans for their own development.
Domestic study program	A financial/career support program for employees seeking to develop their abilities at graduate/business school
Approval for second job	Employees are permitted to have second jobs. By allowing them to opt for growth opportunities beyond the OLC Group, we aim to help them develop their career and competencies on an ongoing basis.

Training Programs for Theme Park Operation Employees and Cast Members

Cast members' growth underpins the development of our Theme Parks. In pursuit of "We Create Happiness," the goal upheld by cast members, we provide all cast members with induction courses for learning about the Disney philosophy and the cast members' code of conduct. After they are assigned to their respective divisions, department-specific training programs including on-the-job training are implemented.

In addition, we have a system of appointing trainers responsible for providing guidance to newer employees, and Disney training programs.

Furthermore, we strive to improve the workplace environment with the aim of offering cast members opportunities to be recognized in their daily operations and to receive effective feedback. To support the growth of Theme Park Operation employees, we offer training programs that aim to provide structured knowledge and skills required for each role and rank, as well as optional courses where they can acquire knowledge and skills as they choose in their spare time.

Supporting Career Building

To support the autonomous growth of all Theme Park Operation employees, we have in place career support programs to help them better understand themselves and plan and achieve their career paths.

In addition, at OLC Career College established in October 2018, we offer additional career development support to Theme Park Operation employees, part-time cast members, and show performers through a variety of optional seminars, workshops, and career consultation services. Comments made by college attendees include: "The college has always given me a helping hand whenever I lacked sufficient motivation to take a step forward. The place gave me self-confidence." Also: "By interacting with others, I was able to see myself from a relative point of view."

Furthermore, we offer opportunities for part-time cast members to be promoted to Theme Park Operation or corporate (Theme Park managerial) roles, and for Theme Park Operation employees to be promoted to corporate (Theme Park managerial) roles. The promoted employees are assigned to instruct and develop cast members and engage in operations.

Major Training Programs

Training program	Content
Education/training programs	• Induction courses for new employees • Programs for acquiring the knowledge and skills required for each role and qualification
Department-specific training programs	Training specific to job types; on-the-job training
Career support programs (on an application basis)	OLC Career College • Free Space initiatives (Self-awareness tools, communication games, lounge area, etc.) • Career exploration program • Problem-solving program • Assessment of basic business skills • Career counseling services • Career-related events (workshops, lectures, etc.) • Support for internal promotion

Corporate Culture and Employee Satisfaction

Actions

Corporate Culture that Inspires Creation of New Emotional Experiences

The OLC Group has continued to offer “Wonderful Dreams, Moving Experiences, Happiness and Contentment,” and we have nurtured a corporate culture that inspires and empowers our employees to continue to create new emotional experiences.

A corporate culture where people find happiness in making others happy and where people praise each other regardless of age, gender, or title has been fostered and passed on. This is the culmination of our employees’ ongoing and unified efforts to provide quality service to our guests over the past four decades.

As a company-wide activity, we also implement unique initiatives designed to boost the motivation and enthusiasm of our employees.

In addition, initiatives are also undertaken at respective organizations, including uniquely planned employee exchange events and contests aimed at enhancing practical skills.

Corporate Awards

On the anniversary of the foundation of OLC, we present awards for outstanding initiatives selected among those nominated by organizations and committees across the company. The Engagement Award and the Sustainability Award were newly established this year. The Award of Excellence is presented for awarded initiatives that achieved particularly notable results.

Corporate awards

Award	Description
Guest Experience Award	Presented in recognition of an outstanding contribution/achievement in enhancing the quality of guests’ experience value
[New] Engagement Award	Presented in recognition of an outstanding contribution/achievement in enhancing employees’ job satisfaction
Safety Award	Presented in recognition of an outstanding contribution/achievement in enhancing safety and/or reducing risks
Cost Performance Award	Presented in recognition of efficient use of management resources including people, goods, and money
[New] Sustainability Award	Presented in recognition of an outstanding contribution/achievement in the seven areas of materiality
Special Award	Presented in recognition of other special contribution/achievement acknowledged by the Company

Dream Up Ideas!

Aiming to foster a corporate culture that inspires original and imaginative ideas, as described in our corporate philosophy, we implement the “Dream Up Ideas!” program, which encourages all employees, regardless of their affiliation or role, to propose ideas for merchandise, food items, guest services, or ways to improve productivity.

Number of ideas proposed

FY2022	FY2023	FY2024
1,330	658	Program not held

Ideas awarded in the past

- Guided plant tour and others

“Magical Disney Cast” Program

Tokyo Disney Resort

This program gives cast members the opportunity to acknowledge the excellent performance of their colleagues. It involves cast members filling out special cards and exchanging them with one another. The program started in 1984 as the Courtesy Campaign and has been carried out as an annual event, with the name changed in later years to the Spirit of Tokyo Disney Resort. In 2022, the event evolved into the Magical Disney Cast program, an active year-round program in which particularly highly acclaimed card recipients are inducted into the Magical Disney Cast and presented with a specially designed pin engraved with the image of Mickey Mouse.

The program encourages cast members, regardless of rank, to acknowledge and mutually praise each other’s daily behavior, thereby promoting individual growth as well as team bonding.

Furthermore, when superiors observe cast members providing exemplary service, they can hand them a Special Recognition Card to praise the deed. Providing on-the-spot acknowledgment of cast members’ dedicated efforts based on “The Five Keys” Code of Conduct helps enhance cast member motivation.



Cards to fill out to recognize their peers and the Magical Disney Cast Pin presented to new inductees into the Magical Disney Cast



Special Recognition Card

Number of Magical Disney Cast members

FY2022	FY2023	FY2024
394	483	525

Walt Disney Legacy Award

Tokyo Disney Resort

In 2022, we started presenting the Walt Disney Legacy Award to the most outstanding cast members. The award is offered at Disney theme parks around the world. Under this program held every two years, an exclusive handful of cast members are selected for the prestigious once-in-a-lifetime honor. Recipients are entitled to wear a blue name tag that features the same design worldwide.

FY2023
26

Thanks Day

Tokyo Disney Resort

Thanks Day is an annual event held after the Parks are closed to the public for the day to show our appreciation to cast members, who sustain Tokyo Disney Resort. The event was held for the 24th time in FY2024, with around 80% of cast members enjoying the Parks as guests.

Number of Thanks Day event attendees (cast members and show performers)

FY2020	FY2021	FY2022	FY2023	FY2024
Program not held	Program not held	14,354	15,549	19,420

Number of Thanks Day event hosts/hostesses (directors, officers, managers, and corporate employees)

FY2020	FY2021	FY2022	FY2023	FY2024
Program not held	Program not held	1,428	1,707	1,714

Occupational Health and Safety

[Policies and Regulations](#)
[Governance](#)
[Actions](#)

Policies and Regulations

Basic Approach to Occupational Health and Safety

In order to achieve Our Goal for 2035, Oriental Land Co., Ltd. upholds “Employee happiness” as an area of our ESG materiality. We place importance on securing the physical and mental health and safety of our employees as part of our efforts to create a fulfilling workplace environment.

Policy on Employees’ Health

At our Company, employee health is considered to be a part of our human resources assets. Based on this belief, we support each employee’s efforts to promote their own health and create a work environment conducive to such efforts in our hope to further strengthen our systematic foundation for allowing employees to work with peace of mind.

(1) Declaration of Health Promotion

We declare that we will promote each individual’s mental and physical health so that we ourselves can feel “Wonderful Dreams, Moving Experiences, Happiness and Contentment” as well as offering them to our guests.

*By “we,” we mean Oriental Land Co., Ltd., its employees, and workplaces. Each component fulfills its respective roles.

(2) Our Roles



The OLC Group Vendors Code of Conduct

Our company considers it important for suppliers to give consideration to occupational health and safety. We have therefore set forth the OLC Group Vendors Code of Conduct, and make a point of asking our suppliers to offer an environment where the health and safety of their workers are valued.

[> The OLC Group Vendors Code of Conduct](#)

Governance

Structure for Promoting Health and Safety

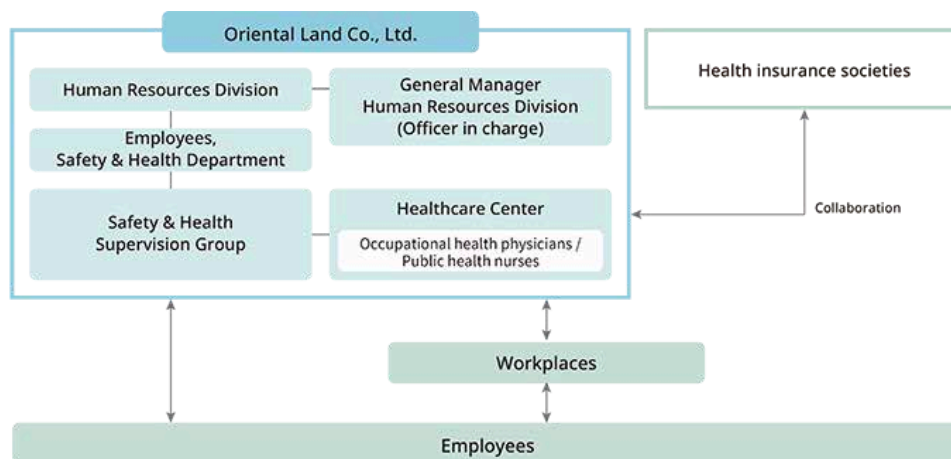
At our Company, the Occupational Health and Safety Committee is set up as an organization tasked with improving the workplace environment to ensure that employees can work safely and with peace of mind. Chaired by the director of the Human Resources Division, who manages all issues concerning health and safety, the Committee formulates and authorizes basic policies and plans relating to occupational health and safety through discussions among its members, including a workers' representative. The Committee also seeks to monitor, evaluate, and improve health and safety activities on an ongoing basis.

Furthermore, under the Committee, Occupational Health and Safety Subcommittees and expert committees, which are chaired by officers in charge of respective divisions, engage in job-specific health and safety activities.

The Occupational Health and Safety Committee refers important matters to the Executive Committee for discussion.



Structure for Promoting Physical and Mental Health



Actions

Labor Safety

We are determined to comply with labor-related laws including the Industrial Safety and Health Act and our internal regulations pertaining to health and safety, and make efforts to eliminate work-related incidents by implementing health and safety activities and safety education programs. In particular, we give top priority to preventing serious work-related accidents by identifying risks at each workplace and collaborating with occupational health consultants to monitor how measures are taken and make improvements as needed.

Major Health and Safety Activities

Initiative	Details
Message concerning health and safety delivered by President	• Raise awareness of safety issues
Health and safety activities	• Rigorously enforce the Plan-Do-Check-Act (PDCA) cycle through line management • Conduct workplace inspection to prevent serious accidents (Occupational health physicians, sanitation managers, occupational health consultants) • Assess risks and take measures by utilizing risk assessment methodologies • Execute job-specific risk prediction training • Make use of maps that visualize the risk of occupational accidents at each workplace • Formulate measures to prevent recurrence of work-related incidents in consideration of investigation results and identified causes • Efforts that have yielded positive results and lessons learned from work-related incidents are shared across the company to be applied in other organizations • Show safety education videos using TV monitors placed at the employee cafeteria and other facilities
Safety education	• Safety education for new employees upon joining the company • On-the-job training at each respective organization • Job-specific safety education programs at each respective organization

Cast Safety

Approach to Cast Safety

Tokyo Disney Resort

To provide our guests with happiness, we must focus on the safety of our cast members. At the Tokyo Disney Resort, we place great importance on the safety of our cast members in addition to guest safety.

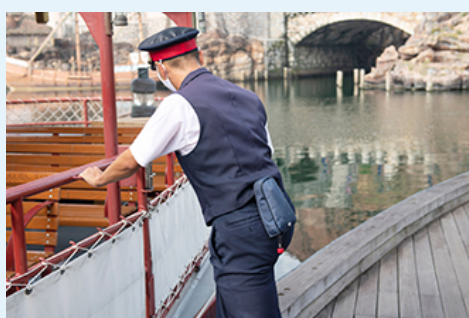
Measures to Promote Cast Safety

Tokyo Disney Resort

To secure safety for cast members, we execute a wide range of health and safety activities and safety education programs including regular workplace visits by occupational health physicians and sanitation managers and rigorous enforcement of the Plan-Do-Check-Act (PDCA) cycle through line management.

Efforts that have yielded positive results and lessons learned from work-related incidents are shared across the company to be applied in other organizations. Other measures are also taken to identify and address risks related to equipment or operational procedures that may lead to worker injury.

	Major examples
Structural initiatives	- Automatic personal life buoy that activates upon detecting water Cast members working on DisneySea Transit Steamer Line and others who work in the proximity of water wear the life buoy to secure their safety. - Additional installation of water ladders We have installed additional water ladders for cast members working in water areas in case they fall overboard.
Non-structural initiatives	- Ensure that fluids and salts are replenished - Educate employees on how to prevent heatstroke



Automatic personal life buoys are activated when water is detected



A water ladder is available in case of falling overboard

Initiatives for Promoting Healthier Bodies and Minds

In the OLC Group, we create a work environment that encourages employees to make efforts to maintain and promote healthier bodies and minds so that they can live and work in good health over long periods of time. This initiative is jointly organized by the health insurance union, the mutual aid corporation, and our labor union, the Federation of Oriental Land Group Friendship Society (OGFS).

At our Healthcare Center, occupational health physicians and public health nurses are on duty at all times to provide health consultation and follow-up services. For regular employees, the Center also conducts physical and mental health checkups to monitor employees' health and take actions. Furthermore, to increase the rate of employees taking the physical and mental health checkups, the Center engages in promotional measures by setting goals and evaluating the progress.

Major Initiatives

Initiative	Details
Monitoring employees' health	Periodic physical exams for 99.9% of regular employees
Ensuring early detection and preventing aggravation	- Health exams and follow-up care - One-on-one guidance by occupational health physicians - Health guidance by public health nurses
Raising health awareness	- Declaration of Health Promotion issued by Representative Director and President and COO - Solicitation of ideas for Declaration of Employee Health Promotion - Utilization of health management support app by health insurance union - Providing health-related information - Serving healthy menu items at employee cafeterias - Health-related events - Measures against smoking - Benefit allowance for sports and other facilities
Promoting mental health	- Stress tests (Test taker rate: 90%) - Organizational assessment feedback based on stress test results and improvement of workplace environment - Manager training on mental health management of team members - One-on-one meetings arranged with occupational health physicians / public health nurses for highly stressed workers - Health consultation by medical staff - In-house mental health consultation service - Arrangement of counseling by outside counselors



Occupational health physicians and public health nurses are on duty at all times at the Healthcare Center

Diverse Employees

- ▼ Governance
- ▼ Policies and Regulations
- ▼ Strategy
- ▼ Risk Management
- ▼ Metrics and Targets
- ▼ Actions and Performances

Governance

> [Sustainability Promotion Structure](#)

Policies and Regulations

Basic Approach to Create a Workplace for Diverse Employees

The OLC Group upholds “Diversity, equity and inclusion” as an area of ESG Materiality.

When employees with a variety of strengths, traits, and values respect and raise each other, they can all work with a sense of fulfillment. We will also aim to engender passion for work and a sense of security and trust toward the company and colleagues.

To help employees lead fulfilling private lives while unleashing their potential at work, we are making efforts to create systems and corporate culture conducive to work-life balance.

To empower diverse employees to demonstrate their potential, it is essential that human rights are respected as a basic tenet of our corporate culture. The OLC Group Human Rights Policy Statement sets forth the following: “The OLC Group strives to provide inclusive workplaces where the human rights, identities, and differences of people from all backgrounds are respected. We do not tolerate harassment or discrimination in any form, including on the grounds of a person’s sex, age, race, nationality, language, culture, religion, disability, sexual orientation, and gender identity. We support every employee so that they can realize their full, unique potential.” In compliance with this statement, we respect the human rights of the people we work with, including employees.

> [The OLC Group Human Rights Policy Statement](#)

Strategy

Risks and Opportunities

[Risks]

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

[Opportunities]

- Increasing guest experience value by adapting to changes in society and customer needs
- Enhancing business value through diverse human resources and values

Risk Management

Diversity Education and Training

To enable employees to gain a deeper understanding of diversity, we ensure that our related policies and beliefs are widely shared through announcements of diversity promotion initiatives. In addition, we seek to educate our employees by sharing information about diversity through in-house newsletters and the intranet.

The Normalization Creator Class for Park operation employees, for example, offers programs, including skills training, that teach understanding and acceptance of diversity among guests and cast members alike through dialogues based on case studies using examples of initiatives designed to support diversity at our Theme Parks.

In January 2023, we also started distributing to employees the Diversity & Inclusion Handbook, which summarizes our approach to diversity, along with examples, offering basic policies to be followed when interacting with other employees and guests. We also encouraged dialogues to help employees to better understand diversity. In addition, we handed out materials offering key pointers for those who need to provide advice to their subordinates on how to resolve diversity-related issues.

Metrics and Targets

Metrics and targets for diversity, equity and inclusion

We have set the following metrics and targets for “Diversity, equity and inclusion,” an area of our ESG Materiality.

Direction of initiatives	KPIs	
	2030	2027
[Respect for human rights] Reduce risks and ensure relief for victims through continuous efforts in human rights due diligence and awareness raising [Respect for customer diversity] Examine focus areas in light of the business environment and implement initiatives accordingly [Respect for employee diversity] Examine focus areas in light of the internal and external environment and implement initiatives accordingly	[Respect for human rights] Enhance human rights due diligence for designated key human rights issues and expand human rights due diligence among Group companies [Respect for customer diversity] Establish a framework that promotes respect for diversity in activities [Respect for employee diversity] Establish an environment that promotes inclusion	[Respect for human rights] · Review key human rights issues based on gap analysis; implement corrections and remedies for vulnerable rights holders for newly identified key human rights issues; implement preventive measures · Continue conducting human rights due diligence in fields of employees, supply chain, and customers, and initiate human rights due diligence at Group companies [Respect for customer diversity] · Issue revised version of “Diversity & inclusion Handbook”; offer learning opportunities to all employees (100%) · Percentage of employees who respect diversity and act accordingly: To be set by the end of FY2025 [Respect for employee diversity] · Proportion of female managers: At least 25% (Oriental Land Co., Ltd.) · Proportion of male employees who take childcare leave: At least 95% (Oriental Land Co., Ltd.)

Results vs. targets

> Employee diversity

Actions and Performances

Comfortable Workplace Environment

At Oriental Land Co., Ltd., we are implementing measures to make the workplace environment more comfortable for our employees.

On April 1, 2023, for example, we revised the Disney Look, which stipulates the appearance of employees.

As a result of the revision, gender-specific names of items were eliminated and replaced with genderless styles, and some rules were also eased.

For some costumes, we are introducing unisex versions in phases while maintaining the costume themes tailored to the respective Parks and areas, allowing cast members to wear their costume of choice. In addition, we also have in place gender-neutral changing spaces in addition to changing rooms for men and women.

Furthermore, we have expanded the scope of individuals entitled to use a professional name instead of their legal name. Thus, we are working to build a workplace environment where all employees can thrive.

Measures to Support Diverse Working Arrangements

At OLC, as part of our initiatives to help employees maintain their work-life balance, we have systems that allow a leave of absence to provide childcare, a vacation to care for sick children, a leave of absence or vacation to provide family care, paid leave in half-day increments, and paid sick leave (also available for family care; up to 60 days of annual paid leave can be accumulated for allocation to this leave).

Corporate employees use the flexible working hours system and the remote working system in a way suitable for each job, and avail themselves of paid leave in half-day and hourly increments. For Theme Park Operation employees who sustain our Theme Park operations, certain systems for corporate employees are offered to them. For cast members who also sustain our Theme Park operations, short work shifts are made available to help balance work and family responsibilities or studies. For cast members looking to take on longer shifts, we have in place a smartphone-based system, through which they can apply to fill available shift slots to achieve a more flexible work style.

At our company, we strive to prevent overwork and reduce overtime working hours by helping managers gain awareness of labor time management, regularly reviewing the number of staff required for each position, installing tools for enhancing efficiency, and monitoring the status of overtime working hours.

In FY2024, the average monthly overtime hours of corporate employees and Theme Park Operation employees at OLC amounted to 15 hours and 12 minutes.

Number of individuals who took childcare leave and their rate of return

Corporate employees at Oriental Land Co., Ltd.

	FY2020	FY2021	FY2022	FY2023	FY2024
Total	159	221	270	248	278
Male	28	52	73	73	102
Female	131	169	197	175	176
Rate of return	100.0%	100.0%	100.0%	100.0%	100.0%

Contract workers, show performers, cast members, and other at Oriental Land Co., Ltd.

	FY2020	FY2021	FY2022	FY2023	FY2024
Total	220	400	387	319	349
Male	3	10	8	10	14
Female	217	390	379	309	335
Rate of return	99.6%	94.3%	96.1%	98.7%	97.4%

* Rate of Return = (Number of individuals who took a leave of absence to provide childcare during the term – Number of individuals who subsequently resigned) / Number of individuals who took a leave of absence to provide childcare during the term

Number of individuals who took family care leave**Corporate employees at Oriental Land Co., Ltd.**

FY 2020	FY 2021	FY 2022	FY2023	FY2024
4	10	16	18	19

Contract workers, show performers, cast members, and other at Oriental Land Co., Ltd.

FY 2020	FY 2021	FY 2022	FY2023	FY2024
13	16	27	31	27

Furthermore, as benefits for corporate employees and contract workers, our Company has in place an optional asset-building support system. This system offers our corporate employees and contract workers an opportunity to build assets in preparation for a secure post-retirement life after 60 years old by enrolling in a bonus-based defined contribution pension plan. Having these programs in place alone is not enough if employees are to achieve a healthy work-life balance. We must also nurture a culture that encourages employees to use them. At our Company, we employ various methods so that employees are aware of the childcare and family care support programs that are available to them. We will continue to work toward creating a culture that enables each and every employee to enjoy a better work-life balance.

Initiatives to Help Employees Balance Work and Childcare

At our company, we adopt a wide range of systems designed to help employees keep working while fulfilling childcare responsibilities. We have in place a consultation service where they can seek advice tailored to their specific needs.

For expecting and new mothers and their spouses, we offer maternity leave and spousal maternity leave (up to two days of paid leave).

We also have introduced various programs for employees returning to work after taking childcare leave: childcare hours, reduced working hours for childcare, exemptions from working extra hours, late-night and holiday shifts, as well as time off to care for sick children (up to seven days). In addition, we offer a comfortable lactation room for breastfeeding female employees.

In support of employees returning to work, we have in place a mid-career return program in which shift employees can set shorter working hours. For employees with a working spouse, childcare subsidies are available for hiring babysitters.

Furthermore, to support employees and Theme Park Operation employees returning to work, we opened Kids' Village Arbre, a company-financed childcare facility within our premises, which offers full-time as well as short-term childcare services. Such measures help them plan their careers from a medium- and long-term perspective and achieve growth by making maximum use of their time.

In addition, for show performers whose work hours may fall on any day of the week and at any time of the day, we expanded the availability of short-term childcare services to support their needs.

Employees are also able to take leave to visit a medical institution for infertility treatment.

> [Action plan based on Act on the Promotion of Women's Active Engagement in Professional Life and Act on the Advancement of Measures to Support Raising Next-Generation Children](#)

Examples of Opportunities to Share Information

Initiative	Outline
Work-life balance information website	The website offers a guidebook on work-life balance and application forms for various programs.
Briefing on childcare leave	Employees scheduled to take childcare leave are provided with information on how to prepare for and what to do during leave and support programs available upon returning to work, as well as company information while they are on leave.
Return-to-work seminar (held regularly)	For employees on childcare leave, held once a year; around February to March. Provides participants with information on the range of support offered by the company after their return to work, as well as an opportunity to think about their own career-building to help them feel confident about returning to work.
Awareness program for officers/managers (held irregularly)	Provides an opportunity to think what needs to be valued in managing an organization comprised of diverse members. - Seminar for enhancing employees' job satisfaction - Seminar for employees engaged in childcare/long-term family care

Employment of People with Disabilities

At OLC, we actively employ individuals with disabilities, primarily at our special subsidiary Maihama Corporation Co., Ltd. Employees with disabilities represent 2.62% of our workforce (as of June 1, 2025), which exceeds the legally prescribed employment rate of 2.5%. We will continue with our recruitment and job retention efforts to increase the employment rate of individuals with disabilities.

In collaboration with Maihama Corporation, we actively develop and expand the range of jobs within the OLC Group that are available to employees with disabilities, while also offering a wide range of jobs that accord with the attributes of each and every employee.

For example, we offer Theme Park on-stage jobs to cast members with a disability on a trial basis. This means they will likely engage in guest services, as opposed to the backstage tasks that they have traditionally often assumed. We will continue to establish systems that both encourage hard work and provide the members of our diversely talented workforce with a sense of fulfillment. Furthermore, we focus on the normalization principle at Maihama Corporation, developing facilities and support programs that accommodate the needs of employees with disabilities in order to create a fulfilling work environment for everyone.

Percentage of employees with disabilities (Group applied)

As of June 2021	As of June 2022	As of June 2023	As of June 2024	As of June 2025
2.71%	2.73%	2.55%	2.45%	2.62%

* Group companies applicable for special provisions for persons with disabilities are: Oriental Land Co., Ltd.; Maihama Corporation Co., Ltd.; Milial Resort Hotels Co., Ltd.; MBM Co., Ltd.; and M Tech Co., Ltd. The percentage of employees with disabilities among all Group companies is 2.59% as of June 2025.

Jobs at Maihama Corporation

Area	Primary duties
Mail services	Affixing of commemorative stamps on outgoing mail deposited at the Theme Parks; collection and sorting of the OLC Group companies' internal and external mail; sending mail
Linen service	Folding of linens used at Theme Parks restaurants
Product sales support	Unpackaging products sold at the Theme Parks, hanging T-shirts, picking items, and operating a store that sells items for cast members
Laundry	Cleaning and ironing of costumes, etc., used at the Theme Parks
Lost and Found Center	Handling of lost and found items at the Theme Parks
3D glasses cleaning	Cleaning of 3D glasses used at the Theme Parks
Central Kitchen support	Dishwashing duties, etc., at the Central Kitchen
Floriculture	Cultivation of flowers for Theme Parks
Maintenance logistics support	Subdividing, counting, shipping, and inventory operation of Theme Park maintenance components; replacement of drawing sheets
Massage	Massage service (for employees)
Office Data Support Service	Creating name cards, Entering Data, Importing Data
On-stage jobs	Cleaning attraction/show facilities, tasks related to strollers and mobile batteries



Caring for flower seedlings

Promoting Active Participation of Women in the Workforce

At our Company, we have been working to create an environment where our employees can focus on their work without worry. Accordingly, our corporate culture makes it possible for numerous female employees to work on an equal footing with men.

At present, the difference in the number of years of continuous service between male and female corporate employees is 4.1. Women account for 56.5% of corporate employees, and 77.1% of cast members and other workers (as of the end of March 2025).

We will continue working to make our workplaces better suited for female employees to fulfill their potential, ensuring that women can make use of their skills on an equal footing with their male colleagues.

We are upholding a target to increase the percentage of female managers to over 25% in FY2025. To this end, we create opportunities to elevate female manager role models to help employees envision their future careers and organize programs to support employees engaged in childcare/family care to prevent them from interrupting their careers.



Difference in years of continuous service between male and female (corporate employees at Oriental Land Co., Ltd.)

	FY2020	FY2021	FY2022	FY2023	FY2024
Male	12.4 years	12.8 years	13.4 years	12.9 years	12.6 years
Female	7.6 years	7.8 years	8.6 years	8.5 years	8.5 years
Difference	4.8 years	5.0 years	4.8 years	4.4 years	4.1 years

Percentage of female employees (Oriental Land Co., Ltd.)

		FY2020	FY2021	FY2022	FY2023	FY2024
Employees	Male	2,520	2,486	2,379	2,518	2,639
	Female	2,852	2,923	2,834	3,113	3,429
	Female Ratio	53.1%	54.0%	54.4%	55.3%	56.5%
Other workers	Male	3,632	2,939	3,776	4,560	4,810
	Female	12,730	11,028	13,369	15,804	16,189
	Female Ratio	77.8%	79.0%	78.0%	77.6%	77.1%

Percentage of female employees (on a consolidated basis)

	FY2020	FY2021	FY2022	FY2023	FY2024
Male	8,983	8,185	8,928	10,429	10,966
Female	19,356	17,798	20,050	23,947	25,163
Female Ratio	68.3%	68.5%	69.2%	69.7%	69.6%

Proportion of Women in Management Positions (Oriental Land Co., Ltd.)

	FY2020 (As of end of March 2021)	FY2021 (As of end of March 2022)	FY2022 (As of end of March 2023)	FY2023 (As of end of March 2024)	FY2024 (As of end of March 2025)
Female managers	35 out of 199 (17.6%)	34 out of 194 (17.5%)	36 out of 199 (18.1%)	37 out of 209 (17.7%)	36 out of 214 (16.8%)
Female managers of non-management department	23 out of 144 (16.0%)	24 out of 137 (17.5%)	27 out of 140 (19.3%)	27 out of 146 (18.5%)	23 out of 135 (17.0%)
Female executive directors	2 out of 10 (20.0%)	2 out of 10 (20.0%)	3 out of 11 (27.3%)	3 out of 11 (27.3%)	3 out of 12 (25.0%)
Female corporate officers	3 out of 21 (14.2%)	3 out of 20 (15.0%)	3 out of 19 (15.8%)	2 out of 17 (11.8%)	2 out of 19 (10.5%)

> [Women in our workforce \(Information disclosure\)](#)

Initiatives Related to LGBTQIA+

Our Company is working to create a workplace environment where all employees can thrive regardless of their sexual orientation or gender identity.

On the institutional front, starting April 1, 2024, we expanded the scope of eligibility for a range of employee benefits and programs to include employees in a same-sex or common-law marriage in addition to those in a conventional legal marriage. The benefits available to them now include leave of absence and vacation leave for marriage, childcare, or family care; various work-hour arrangements; and condolence payments. In addition, a leave of absence can also be taken for surgery or treatment related to gender transition.

With regard to facilities and the working environment, we have made available toilets and private changing spaces that are accessible for all genders. Also, employees can use the family name of their same-sex or common-law spouse as their professional name and can choose to be called by a given name congruous with their gender identity. In addition, we have revised the Disney Look guidelines to incorporate gender-neutral descriptions and introduced optional unisex costumes. These are part of our initiative to create a comfortable working environment for all cast members, regardless of gender.

Our awareness activities have included the formulation of guidelines for HR managers with the aim of promoting an in-depth understanding of LGBTQIA+ personnel, as well as video streaming of a training program on gender and sexual diversity for managerial employees. As another effort to promote Company-wide understanding, we have issued a handbook to interested employees with information on the use of relevant internal systems.

Furthermore, our existing contact points provide advice in response to anonymous requests for assistance from any cast member.

Action plan based on Act on the Promotion of Women's Active Engagement in Professional Life and Act on the Advancement of Measures to Support Raising Next-Generation Children

Regardless of gender, we offer ongoing support to help diverse employees make their own career choices and maximize their potential. By improving the workplace environment to enable employees to balance their work and childcare responsibilities and give them peace of mind, we aim to help them thrive both at work and in family life.

*In the following, the Act on the Promotion of Women's Active Engagement in Professional Life and Act on the Advancement of Measures to Support Raising Next-Generation Children are shortened to the "Act on Promotion of Women's Engagement" and the "Act on Next-Generation," respectively.

Applicable period

April 1, 2025 to March 31, 2028

Goals and Actions

Goal 1: Increase the proportion of female workers in management positions (junior and middle managements) to more than 25% (Act on Promotion of Women's Engagement)

2025-	• Implement individualized development support programs aligned with employees' respective motivation, skills, life events, and career advancement opportunities. • Discuss and implement measures for female employees to foster the mindset of aiming for managerial positions.
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Goal 2: Implement measures to reduce overtime hours by enhancing productivity in line with the internal and external business environment, and decrease the monthly overtime hours per worker* to no more than 17 hours. (Act on Promotion of Women's Engagement, Act on Next-Generation)

2025-	Monitor overtime hours and analyze and verify the tendency to engage in long overtime work.
2026-	Closely examine internal tasks in view of the above validation results; reduce long hours of overtime work by taking measures to address changes in the business environment and unexpected events (e.g., reconsider personnel allocation, streamline operations by using IT systems, eliminate or postpone tasks)

*The total average monthly hours of overtime work and holiday working hours per full-time worker

Goal 3: Build a corporate culture where employees feel comfortable to concentrate on parenting by using childcare leave and other internal childcare support programs, and support childcare leave recipients returning to work by providing parenting support programs. (Act on Next-generation)

2025-	Analyze needs related to different work patterns and characteristics, and expand childcare support programs accordingly.
2026-	Conduct the above needs analysis on an ongoing basis and consider and introduce new childcare support programs.

Goal 4. Encourage male employees to take childcare leave, increasing their childcare leave ratio to 95% or higher. (Act on Next-generation)

2025-	Continue to provide information and raise awareness of various programs to increase the male childcare leave ratio and analyze why some male employees do not take childcare leave.
2026-	Consider and implement measures to improve the childcare leave ratio in view of the above analysis results.

Women in our workforce (Information disclosure)

1.Recruitment

Percentage of female workers among all workers employed (as of March 31, 2024)	Corporate employees: 55.3% Other employees*: 77.6%
Percentage of female workers among all workers employed (as of March 31, 2025)	Corporate employees: 56.5% Other employees*: 77.1%

*Other employees: Contract workers, show performers, cast members

2.Continuous Service / Work-style Reform

Difference in years of continuous service between men and women (Corporate employees; as of March 31, 2025)	Men: 12.6 years Women: 8.5 years Difference: 4.1 years
Percentage of workers who took entitled paid holidays (Corporate employees; FY2024)	98.7%

3.Assessment / Promotion

Percentage of female workers among supervisor-level workers (Corporate employees; as of March 31, 2025)	37.6% 295 out of 784
Percentage of female workers in management positions (Corporate employees; as of March 31, 2025)	16.8% 36 out of 214
Percentage of female top / senior managements (as of March 31, 2025)	3 out of 12 executive directors (25.0%) 2 out of 19 corporate officers (10.5%)

4. Gender Differences in Compensation (Employees at Oriental Land Co., Ltd.)

Category	All employees	Corporate employees at Oriental Land Co., Ltd.	Contract workers, show performers, cast members, and others at Oriental Land Co., Ltd.
Female compensation as a proportion of male compensation	78.7%	78.9%	95.1%

*Applicable period: FY2024 (April 1, 2024 to March 31, 2025)

*Compensation: Includes standard wages, extra wages, bonuses, etc., and excludes travel allowances.

*The number of cast members is calculated based on the designated work hours (7.5 hours/day) of corporate employees.

Community Programs

[▼ Policies and Regulations](#)
[▼ Governance](#)
[▼ Actions](#)

Policies and Regulations

Our Policy on Community Action Programs

The OLC Group conducts various community action programs as part of our ongoing efforts to be a good corporate citizen. As a corporation with a mission to offer “Wonderful Dreams, Moving Experiences, Happiness and Contentment,” we expend considerable energy in activities that focus on “Happiness,” placing emphasis on programs that nurture and support families and children who are an integral part of our business. Particularly, we focus on community action programs for children, thereby aiming to contribute to creating healthy and happy families, regions, and communities. The OLC Group designated “Happiness of children” as an area of our ESG Materiality for the period leading up to 2035. Recognizing that children are our future, we will continue to engage in community action programs, in addition to business activities, with the aim of nurturing young minds and dreams.

The OLC Group Policy on Community Action Programs (Established August 2008)

The OLC Group seeks to engage in community action programs that focus on the positive development of children, our hope for the future, as a means of creating healthy and happy families, regions, and communities.

Programs fostering the positive development of children

The OLC Group will support programs that “nurture the heart” in children to develop intellectual curiosity and consideration for others.

Programs that support children

The OLC Group will support programs that provide assistance to children who have been placed at a disadvantage for various reasons.

Governance

Promotion Structure of Community Action Programs

Social Activity Promotion Department to implement community programs. The director in charge of the department coordinates and advances overall community programs including those conducted by the OLC Group companies.

Actions

Expenditures Made for Community Programs

The chart below shows expenditures made for community programs by Oriental Land Co., Ltd..

(millions of yen)

	FY2020	FY2021	FY2022	FY2023	FY2024
Total	78	47	60	180	157
Cash contributions	13	12	12	95	64
In-kind giving: product or services donations, projects/partnerships, or similar	13	6	14	24	21
Time: employee participation during paid working hours	50	27	27	42	45
Management overheads	2	2	6	17	25

Areas of Community Action Programs and Examples of Activities

Area of social contribution	Examples of activities
Programs to Promote the Positive Development of Children	Tokyo Disney Resort Disney Dreamers Experience Dreamers on Stage
Programs to Support Children	Tokyo Disney Resort Social Activities of Tokyo Disney Resort Ambassador Helping Make Wishes of Children Come True (in Cooperation with Public Interest Incorporated Foundation Make-A-Wish Japan)
Initiatives for Local Communities	Tokyo Disney Resort Cooperation in Urayasu City's Coming-of-Age Day Ceremony
Programs to Promote the Positive Development of Children	The OLC Group Children's Smile Fund Child Smile Meals
Programs to Support Children	In-school Dance Class in Urayasu-City Junior High Schools The OLC Group's Work Experience Program, We Make Happiness Supporting Community Events
Initiatives for Local Communities	Support for Those Affected by Large-scale Disasters

Examples of Community Action Programs

Actions

- ✓ Programs to Promote the Positive Development of Children
- ✓ Programs to Support Children
- ✓ Initiatives for Local Communities
- ✓ Support for Those Affected by Large-scale Disasters

* In order to prevent the spread of infectious disease, some activities were not held in FY2020, FY2021, and FY2022.

Programs to Promote the Positive Development of Children

Disney Dreamers Experience

Tokyo Disney Resort

Year started	2015
Target	Fifth- and sixth-graders at elementary schools nationwide
Details	Participants interact and share experiences with inspirational cast members, who are themselves pursuing their dreams at Tokyo Disney Resort, and think about their own aspirations.
Number of participants	FY2020: Program not held FY2021: Program not held FY2022: Program not held FY2023: 69 FY2024: 113
Feedback from children (FY2024)	• "I'd like to figure out what my dream is and fulfill it by making the most of my abilities." • "I'd like to rise to challenges and achieve my dreams."
Feedback from parents (FY2024)	• "Our child seems to have been inspired by interacting with cast members in person." • "The program got us to talk more about our child's future."



FY2024 Disney Dreamers Experience

Dreamers on Stage

Tokyo Disney Resort

Year started	2017
Target	Amateur groups of performers
Details	Amateur groups selected by lottery are invited to perform on stage at Tokyo Disneyland and Tokyo DisneySea.
Number of staged events	FY2017: 114 FY2018: 158 FY2019: 187 FY2020-2023: Program not held FY2024 (Jan.-Mar.): 6



Dreamers on Stage

Programs to Support Children

The OLC Group Children's Smile Fund

Established	2010
Target	Children facing hardships
Details	- The Company and employees join together to support children in need throughout the world - We collect charitable contributions made by our employees on a voluntary basis as a fraction of their monthly paychecks or bonuses (99 yen or less) and an optional number of 100-yen units. - The employees select a group to receive their donations from six designated charities. - The collected funds are donated to the selected charities twice a year, at which time OLC will donate a matching gift to each of the chosen recipients.

(yen)

The OLC Group Children's Smile Fund Designated charities		Areas of support	Amount donated by the OLC Group				
			FY2020	FY2021	FY2022	FY2023	FY2024
	The Japan Committee for UNICEF	Support for water and hygiene	969,577	861,840	886,701	864,248	800,260
	Save the Children Japan	Support for education	817,639	703,610	705,875	609,467	544,109
	Japan Association for the World Food Programme	Support for school lunch programs	768,497	664,038	622,893	581,786	548,685
	Japan Committee Vaccines for the World's Children	Support for vaccinations	773,616	661,559	613,307	565,301	525,170
	Medecins Sans Frontieres	Support for Medical Care (Nutritional Improvement)	755,749	607,207	605,917	541,848	529,490
	Japan for UNHCR	Support for refugees	-	-	120,235	119,147	127,288

Child Smile Meals

Established	2023
Target	Children facing hardships in Japan
Details	- The Company and employees make unified efforts to support children in need in Japan. - A special monthly menu item is offered at employee cafeterias, which employees can order to make a donation. - The collected funds are donated twice a year, at which time OLC donates a matching gift.

(yen)

Child Smile Meals designated charity	Areas of support	Amount donated by the OLC Group	
		FY2023	FY2024
Children's Future Fund	Support for children	820,620	1,070,400

Social Activities of Tokyo Disney Resort Ambassador

Tokyo Disney Resort

Year started	1982 (Before Tokyo Disneyland opened)
Target	Children who have difficulty visiting Tokyo Disney Resort
Details	Our Tokyo Disney Resort Ambassador, accompanied by various Disney characters, visits facilities throughout the country, including pediatric wards, facilities for people with disabilities, special needs schools, and nursing homes, to deliver the "Disney Dream" > Tokyo Disney Resort Ambassador 
Number of facilities visited	FY2020: Program not held FY2021: Program not held; FY2022: Program not held FY2023: 6 FY2024: 27



FY2024 Social Activities of Tokyo Disney Resort Ambassador

Helping Make Wishes of Children Come True (in Cooperation with Public Interest Incorporated Foundation Make-A-Wish Japan)

Tokyo Disney Resort

Year started	2012
Target	Children with intractable diseases
Details	In collaboration with Make-A-Wish Japan, we help children realize their dreams of visiting our Theme Park and staying at a Disney Hotel by providing tickets and hotel accommodations.
Number of wishes supported	FY2020: Program not held FY2021: 10 FY2022: 33; FY2023: 48 FY2024: 57



Letters from the children

Initiatives for Local Communities

World Wish Day

Tokyo Disney Resort

In collaboration with the Public Interest Incorporated Foundation Make-A-Wish Japan, we invited children with intractable diseases and their families to our Theme Parks for a special greeting program on April 18, 2025 as a joint initiative with Disney Theme Parks around the world.



The OLC Group's Work Experience Program, We Make Happiness

Year started	FY2005
Target	Junior high school students in Urayasu City
Details	The Program is hosted to support the career education initiatives implemented by the Ministry of Education, Culture, Sports, Science and Technology. A total of 15 types of jobs had been experienced including: - Answering phone calls; - preparing for fires and earthquakes; making beds at hotels; - working at the Ikspiari information center; - working at the cinema; and maintaining flowerbeds.
Number of participants	FY2020: Program not held FY2021: Program not held; FY2022: 51; FY2023: 50 FY2024: 121
Feedback from students (FY2024)	"I've learned that working is not only rewarding and fun, but also hard and demanding. When I grow up, I'd like to choose a job I can enjoy for a long time."
Feedback from trainers at workplaces (FY2024)	"The junior high students were mindful of safety and were eager to ask questions whenever they had doubts. Such conscientiousness was also inspiring in our workplace."



FY2024 Work experience program

Supporting Community Events

The OLC Group supports various events held in Urayasu City. We utilize our internal network (intranet) to provide information about volunteer opportunities for our employees, such as cleaning up the city, or providing assistance at functions held at kindergarten or nursery-school in Urayasu City. We cherish the opportunity to work together with the people of the community.

Community events we support	Urayasu City Sports Fair Urayasu Citizens' Festival Tokyo Bay Urayasu City Marathon
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Cooperation in Urayasu City's Coming-of-Age Day Ceremony

Tokyo Disney Resort

OLC has provided a Tokyo Disney Resort facility as the venue for Urayasu City's Coming-of-Age ceremony since 2002.

On January 13, 2025, the Urayasu City Coming-of-Age Day ceremony was held at Tokyo DisneySea's Broadway Music Theatre, where the arrival into adulthood of 1,631 young people was officially recognized. This year's theme was "Climbing mountains and crossing seas—forge a new path forward." The ceremony kicked off with a "count-up" to 20 in celebration of the milestone, followed by speeches from the mayor of Urayasu City, chair of the city council, and Tokyo Disney Resort Ambassador. For the finale, Disney characters interacted with the new adults, which put smiles on everyone's faces. Many of the participants also appeared to be delighted to be able to reunite with their friends as they enjoyed the special day at our Park.



FY2024 Coming-of-Age Day ceremony

Support for Those Affected by Large-scale Disasters

Support initiative	Support provided
Support for those affected by the 2016 Kumamoto Earthquake	- In April 2016, we made a monetary donation of 10 million yen plus additional donations from employees to the Japanese Red Cross Society. - In September 2016, the Tokyo Disney Resort Ambassador paid a visit to Kumamoto. - In December 2016, the Ambassador joined in the restoration event parade and donated stationery school supplies to elementary schools in the prefecture.
Support for Those Affected by Torrential Rain in July 2018	In July 2018, we made a monetary donation of 10 million yen plus additional donations from employees to the Japanese Red Cross Society.
Support for Those Affected by the Hokkaido Eastern Iburi Earthquake	In September 2018, we made a monetary donation of 5 million yen plus additional donations from employees to the Japanese Red Cross Society.
Support for Those Affected by Typhoon No. 15 in 2019	In September 2019, we made a monetary donation of 30 million yen plus additional donations from employees to Chiba Prefecture.
Support for Those Affected by Typhoon No. 19 in 2019	In October 2019, we made a monetary donation of 10 million yen plus additional donations from employees to the Japanese Red Cross Society.
Support for Those Affected by the 2024 Noto Peninsula Earthquake	- In January 2024, we made a monetary donation of 50 million yen plus additional donations from employees to the Japanese Red Cross Society. - In September 2024, we donated stationery to elementary schools in Noto Town and Anamizu Town; and, in October, to those in Suzu City and Wajima City.

Social

Social Data

- ▼ Major Data on Employees
- ▼ Diverse Employees
- ▼ Supply Chain Management
- ▼ Community Action Programs

Major Data on Employees

Data on employees of the OLC Group is as shown below.

Number of employees (on a consolidated basis)

FY2024	
	36,129

* Data from Securities Report

Number of corporate employees (on a consolidated basis)

FY2020	FY2021	FY2022	FY2023	FY2024
8,782	9,094	8,945	9,719	10,507

* Data from Securities Report

Number of employees (Oriental Land Co., Ltd.)

Employment category		FY2020	FY2021	FY2022	FY2023	FY2024
Corporate employees	Corporate employees	3,354	3,248	3,126	3,246	3,248
	Male	1,793	1,733	1,650	1,686	1,665
	Female	1,561	1,515	1,476	1,560	1,583
	Career-track employees	1,454	1,387	1,319	1,348	1,365
	Theme Park operation staff	-	-	-	-	-
	Theme Park management staff	1,143	1,111	1,070	1,158	1,141
	Specialists	757	750	737	740	742
Theme Park Operation employees	Theme Park Operation employees	2,018	2,161	2,087	2,385	2,820
	Male	727	753	729	832	974
	Female	1,291	1,408	1,358	1,553	1,846
Contract workers	Contract workers	360	310	329	334	354
	Male	280	229	231	235	252
	Female	80	81	98	99	102
Show performers	Show performers	672	664	742	804	856
	Male	111	112	138	142	153
	Female	561	552	604	662	703
Cast members	Cast members	15,315	12,993	16,074	19,226	19,789
	Male	3,227	2,598	3,407	4,183	4,405
	Female	12,088	10,395	12,667	15,043	15,384
Total		21,719	19,376	22,358	25,995	27,067

Number of employees by region (employees at Oriental Land Co., Ltd.)

	FY2023	FY2024
Japan	25,127	26,138
Asia (other than Japan)	65	74
Oceania	1	1
North America	3	3
Central and South America	5	6
Europe	5	5
Middle East	0	0
Africa	0	0
Total	25,206	26,227

Managers/executive directors/corporate officers by region (corporate employees at Oriental Land Co., Ltd.)

	FY2023	FY2024
Japan	99.0%	99.0%
Asia (other than Japan)	0.5%	0.5%
Europe	0.5%	0.5%

Members of the labor union (Oriental Land Co., Ltd.)

	FY2020	FY2021	FY2022	FY2023	FY2024
Total	21,235	18,708	20,832	24,664	24,513
Participation rate	99.9%	99.9%	99.9%	99.9%	99.9%

Average age (corporate employees at Oriental Land Co., Ltd.)

FY2020	FY2021	FY2022	FY2023	FY2024
39.2	39.9	40.7	40.4	40.1

* FY 2024 average age: Men: 41.6; women: 38.9

Average number of years of service (corporate employees at Oriental Land Co., Ltd.)

	FY2020	FY2021	FY2022	FY2023	FY2024
All employees	9.8	10.1	10.8	10.4	10.3
Male employees	12.4	12.8	13.4	12.9	12.6
Female employees	7.6	7.8	8.6	8.5	8.5

Employee turnover (corporate employees at Oriental Land Co., Ltd.)

		FY2020	FY2021	FY2022	FY2023	FY2024
Turnover rate (including retirement)	Total	4.24%	3.81%	5.47%	4.58%	4.30%
	Male	2.79%	2.00%	2.70%	2.50%	2.42%
	Female	1.45%	1.81%	2.76%	2.08%	1.88%
Turnover rate (personal circumstances)	Total	2.66%	2.59%	3.63%	2.81%	2.46%
	Male	1.66%	1.02%	1.53%	1.21%	1.12%
	Female	1.00%	1.57%	2.09%	1.60%	1.33%

Average annual salary of nonmanagerial positions (corporate employees at Oriental Land Co., Ltd.)

	FY2020	FY2021	FY2022	FY2023	FY2024
Total	4,438,970 yen (3,527,397 yen)	4,540,059 yen (3,397,468 yen)	5,328,062 yen (3,688,881 yen)	5,745,520 yen (3,967,670 yen)	5,815,351 yen (4,099,905 yen)
Male	4,947,029 yen (3,904,422 yen)	4,979,521 yen (3,722,204 yen)	5,993,691 yen (4,162,414 yen)	6,420,569 yen (4,433,407 yen)	6,428,555 yen (4,526,518 yen)
Female	3,987,655 yen (3,192,482 yen)	4,154,464 yen (3,112,537 yen)	4,794,798 yen (3,309,478 yen)	5,223,222 yen (3,606,875 yen)	5,357,700 yen (3,782,320 yen)

*Figures in brackets are amounts excluding bonuses.

*Extra wages are included.

Average annual salary of management positions (corporate employees at Oriental Land Co., Ltd.)

	FY2020	FY2021	FY2022	FY2023	FY2024
Total	8,872,066 yen (6,605,944 yen)	9,671,481 yen (6,637,388 yen)	11,110,005 yen (6,652,296 yen)	11,927,080 yen (6,962,010 yen)	12,133,516 yen (7,226,891 yen)
Male	8,980,047 yen (6,686,564 yen)	9,782,780 yen (6,715,420 yen)	11,248,921 yen (6,737,637 yen)	12,060,900 yen (7,046,346 yen)	12,255,587 yen (7,304,085 yen)
Female	8,301,706 yen (6,180,103 yen)	9,080,740 yen (6,223,214 yen)	10,411,381 yen (6,224,041 yen)	11,258,175 yen (6,541,447 yen)	11,556,212 yen (6,863,307 yen)

*Figures in brackets are amounts excluding bonuses.

*Extra wages included.

*There are no gender differences in remuneration, either for management or non-management personnel.
Differences in salary are partially due to years of experience.

Gender differences in compensation (employees at Oriental Land Co., Ltd.) *Women's compensation as a proportion of men's

Category	FY2022	FY2023	FY2024
All employees	77.7%	77.7%	78.7%
Corporate employees at Oriental Land Co., Ltd.	75.8%	77.0%	78.9%
Contract workers, show performers, cast members, and others at Oriental Land Co., Ltd.	89.8%	93.9%	95.1%

*Applicable period: Each fiscal year from April 1 to March 31 of the following year

*Compensation: Includes standard wages, extra wages, bonuses, etc., and excludes travel allowances.

*The number of cast members is calculated based on the designated work hours (7.5 hours/day) of corporate employees.

Average monthly overtime (corporate employees at Oriental Land Co., Ltd.)

FY2020	FY2021	FY2022	FY2023	FY2024
5 hours 18 minutes	8 hours 16 minutes	12 hours 16 minutes	15 hours 12 minutes	13 hours 32 minutes

Number of new graduates hired as corporate employees (Oriental Land Co., Ltd.)

	Hired in April 2021	Hired in April 2022	Hired in April 2023	Hired in April 2024	Hired in April 2025
University graduates (Total)	63	23	64	68	99
Male	25	10	19	30	33
Female	38	13	45	38	66
Junior college / vocational school graduates	3	3	4	5	5
Total	66	26	68	73	104

Number of corporate employees remaining in workforce three years after being hired as new graduates (Oriental Land Co., Ltd.)

	Hired in April 2018 (Corporate employees remaining as of April 2021)	Hired in April 2019 (Corporate employees remaining as of April 2022)	Hired in April 2020 (Corporate employees remaining as of April 2023)	Hired in April 2021 (Corporate employees remaining as of April 2024)	Hired in April 2022 (Corporate employees remaining as of April 2025)
Male	31 (29)	37 (33)	41 (34)	26 (23)	11 (11)
Female	61 (56)	71 (62)	71 (66)	40 (36)	15 (15)
Retention rate after three years	92.4%	88.0%	89.3%	89.4%	100%

Number of mid-career corporate employees hired (Oriental Land Co., Ltd.)

	FY2020	FY2021	FY2022	FY2023	FY2024
Total	627	193	29	194	79
Male	289	48	16	95	43
Female	338	145	13	99	36

Percentage of mid-career recruitment employees (Oriental Land Co., Ltd.)

	FY2020	FY2021	FY2022	FY2023	FY2024
Total	85%	75%	53%	73%	43%

Number of re-employed retirees (corporate employees of Oriental Land Co., Ltd.)

FY2020	FY2021	FY2022	FY2023	FY2024
63	43	66	60	71

* All employees are hired upon request

Percentage of open positions filled by internal candidates (corporate employees at Oriental Land Co., Ltd.)

FY 2020	FY 2021	FY 2022	FY 2023	FY2024
100%	100%	100%	100%	100%

* Open positions in this table refer to management positions.

Training hours (for corporate employees / per person)

	FY2022	FY2023	FY2024
Training hours	3 hours	17 hours	12 hours
Amount spent on training	15,324 yen	42,659 yen	44,165 yen

*Theme Park Operation employees included in the calculation

*Hourly wage considered in the calculation

Percentage of entitled paid holidays taken

Corporate employees at Oriental Land Co., Ltd.

FY2020	FY2021	FY2022	FY2023	FY2024
83.8%	111.9%	98.7%	101.6%	98.7%

Contract workers, show performers, cast members, and others at Oriental Land Co., Ltd.

FY2020	FY2021	FY2022	FY2023	FY2024
70.4%	103.1%	104.4%	88.1%	86.2%

Diverse Employees

Number of individuals who took childcare leave and their rate of return

Corporate employees at Oriental Land Co., Ltd.

	FY2020	FY2021	FY2022	FY2023	FY2024
Total	159	221	270	248	278
Male	28	52	73	73	102
Female	131	169	197	175	176
Rate of return	100.0%	100.0%	100.0%	100.0%	100.0%

Contract workers, show performers, cast members, and others at Oriental Land Co., Ltd.

	FY2020	FY2021	FY2022	FY2023	FY2024
Total	220	400	387	319	349
Male	3	10	8	10	14
Female	217	390	379	309	335
Rate of return	99.6%	94.3%	96.1%	98.7%	97.4%

* Rate of Return = (Number of individuals who took a leave of absence to provide childcare during the term – Number of individuals who subsequently resigned) / Number of individuals who took a leave of absence to provide childcare during the term

Proportion of male employees taking paternity leave following the birth of a child (Oriental Land Co., Ltd.)

FY2020	FY2021	FY2022	FY2023	FY2024
31.3%	48.7%	66.3%	69.0%	97.9%

* From FY2024, we began using the method for calculating the percentage of men taking childcare leave as specified by the Ministry of Health, Labour and Welfare.

Number of individuals who took family care leave

Corporate employees at Oriental Land Co., Ltd.

FY2020	FY2021	FY2022	FY2023	FY2024
4	10	16	18	19

Contract workers, show performers, cast members, and others at Oriental Land Co., Ltd.

FY2020	FY2021	FY2022	FY2023	FY2024
13	16	27	31	27

Difference in years of continuous service between male and female (corporate employees at Oriental Land Co., Ltd.)

	FY2020	FY2021	FY2022	FY2023	FY2024
Male	12.4 years	12.8 years	13.4 years	12.9 years	12.6 years
Female	7.6 years	7.8 years	8.6 years	8.5 years	8.5 years
Difference	4.8 years	5.0 years	4.8 years	4.4 years	4.1 years

Percentage of female employees (Oriental Land Co., Ltd.)

		FY2020	FY2021	FY2022	FY2023	FY2024
Employees	Male	2,520	2,486	2,379	2,518	2,639
	Female	2,852	2,923	2,834	3,113	3,429
	Female Ratio	53.1%	54.0%	54.4%	55.3%	56.5%
	Male STEM worker	436	399	440	467	463
	Female STEM worker	68	68	87	106	116
	Female STEM worker ratio	13.5%	14.6%	16.5%	18.5%	20.0%
Other workers	Male	3,632	2,939	3,776	4,560	4,810
	Female	12,730	11,028	13,369	15,804	16,189
	Female Ratio	77.8%	79.0%	78.0%	77.6%	77.1%

* STEM: Science, technology, engineering, and mathematics

STEM worker: Employee specialized in STEM area.

Percentage of female employees (on a consolidated basis)

	FY2020	FY2021	FY2022	FY2023	FY2024
Male	8,983	8,185	8,928	10,429	10,966
Female	19,356	17,798	20,050	23,947	25,163
Female Ratio	68.3%	68.5%	69.2%	69.7%	69.6%

Proportion of female managers/executive directors/corporate officers (Oriental Land Co., Ltd.)

	FY2020 (As of end of March, 2021)	FY2021 (As of end of March 2022)	FY2022 (As of end of March 2023)	FY2023 (As of end of March 2024)	FY2024 (As of end of March 2025)
Female managers	35 out of 199 (17.6%)	34 out of 194 (17.5%)	36 out of 199 (18.1%)	37 out of 209 (17.7%)	36 out of 214 (16.8%)
Female managers of non-management department	23 out of 144 (16.0%)	24 out of 137 (17.5%)	27 out of 140 (19.3%)	27 out of 146 (18.5%)	23 out of 135 (17.0%)
Female executive directors	2 out of 10 (20.0%)	2 out of 10 (20.0%)	3 out of 11 (27.3%)	3 out of 11 (27.3%)	3 out of 12 (25.0%)
Female corporate Officers	3 out of 21 (14.2%)	3 out of 20 (15.0%)	3 out of 19 (15.8%)	2 out of 17 (11.8%)	2 out of 19 (10.5%)

Gender pay gap of basic salary and remuneration of management positions (Oriental Land Co., Ltd.) (Male : Female)

	FY2020	FY2021	FY2022	FY2023	FY2024
Basic salary	106 : 100	108 : 100	108 : 100	108 : 100	106 : 100
Total remuneration	106 : 100	108 : 100	108 : 100	107 : 100	106 : 100

*There are no gender differences in remuneration, either for management or non-management personnel.
Differences in salary are partially due to years of experience.

Percentage of employees with disabilities (Group applied)

As of June 2021	As of June 2022	As of June 2023	As of June 2024	As of June 2025
2.71%	2.73%	2.55%	2.45%	2.62%

* Group companies applicable for special provisions for persons with disabilities are: Oriental Land Co., Ltd.; Maihama Corporation Co., Ltd.; Milial Resort Hotels Co., Ltd.; MBM Co., Ltd.; and M Tech Co., Ltd. The percentage of employees with disabilities among all Group companies is 2.59% as of June 2025.

Supply Chain Management

Suppliers that attended sessions to learn about quality control and the ILS program

Tokyo Disney Resort

FY2020	FY2021	FY2022	FY2023	FY2024
145	185	162	164	154

Community Action Programs

Expenditures Made for Community Action Programs

(millions of yen)

	FY2020	FY2021	FY2022	FY2023	FY2024
Total	78	47	60	180	157
Cash contributions	13	12	12	95	64
In-kind giving: product or services donations, projects/partnerships or similar	13	6	14	24	21
Time: employee participation during paid working hours	50	27	27	42	45
Management overheads	2	2	6	17	25

Related information

> Environmental Data

> Governance Data

Policies and Regulations

Basic Approach to Corporate Governance

We will continue working to strengthen corporate governance, based on our understanding of the importance of raising management transparency and fairness, achieving sustainable growth and development and fulfilling our 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.

Governance

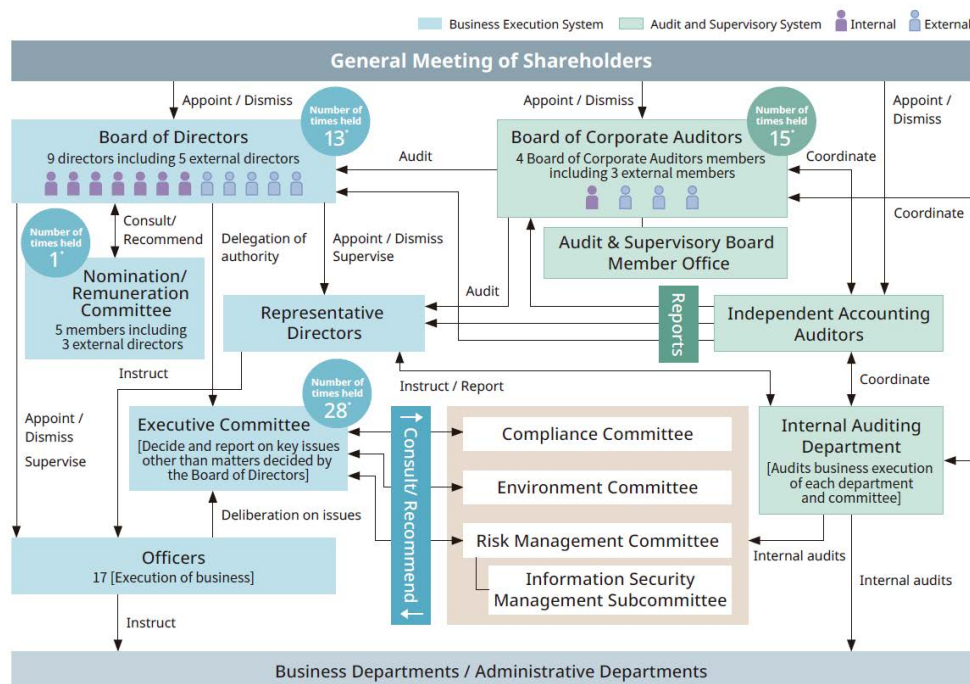
Corporate Governance Structure

We have introduced a corporate 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 our Group and enables directors to focus on supervision, thereby bolstering the management's supervisory function and encouraging the delegation of the task of business execution to corporate officers, which leads to further expeditious decisions being made.

The directors and corporate auditors check the management of our company from their respective perspectives. The 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). Furthermore, our company has established an optional Nomination/Remuneration Committee as an advisory body to the Board of Directors. The majority of its members are made up of independent external executive directors.

Corporate Governance Overview of the Basic System (As of June 27, 2025)



* Actual results for FY2024

Corporate Governance Structure (As of June 27, 2025)

Corporate governance system		Company with Board of Corporate Auditors
Management system		Officer System
Executive directors	Number of executive directors	9*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 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.

Directors and Board of Directors

To enhance the transparency of the Board of Directors and further strengthen management structure, the Board of Directors comprises 9 directors, including 5 external executive directors, making up over 50% of the board, and discusses and makes decisions on important items.

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

Main Discussion Items at Board of Directors Meetings (FY2024)

- 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 the personnel affairs of executive directors and corporate officers (director candidates and responsibilities of directors and corporate officers)
- Matters related to the effectiveness of the Board of Directors
- Matters related to examination of cross-shareholdings
- Matters related to the OLC Group Long-term Management Strategy
- Matters related to the revision of our Group's ESG Materiality
- Report on the operating status of our Group's internal reporting system and risk management system
- Report on the progress regarding our Group's ESG Materiality
- Report on the FY2023 activities of the Corporate Conduct Committee
- Report on the FY2023 activities of the Environment Committee
- Matters related to the entry into a new business (cruise business) and the conclusion of a licensing agreement pertaining to the new business, among others

Corporate Officers and the Executive Committee

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

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

Corporate Auditors and the Board of Corporate Auditors

The Board of Corporate Auditors comprises four corporate auditors, of whom three are external corporate auditors. Based on the Auditing Policies and the Auditing Plans, the Board of Corporate Auditors members listen to reports from executive directors, officers, and employees, while reporting on the status of deliberation at important meetings, audit results, and other matters, engaging in mutual discussions. The two Standing Board of Corporate Auditors members attend and express their views at meetings of the Board of Directors, the Executive Committee, and other committees to monitor the process of important decision-making and execution of duties.

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

Nomination / Remuneration Committee

A voluntary Nomination / Remuneration Committee, which is chaired by the Chair of the Board of Directors and includes a majority of independent external executive 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 executive director nomination, remuneration, and other such matters. The committee deliberates on the validity of the nominations and remuneration of executive directors and Board of Corporate Auditors members (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 Undertaken by Nomination / Remuneration Committee

During FY2024, the Nomination / Remuneration Committee met once, with the following members in attendance: Toshio Kagami, Committee Chair, Representative Director, and Chair of the Board of Directors; Yumiko Takano, Representative Director, Chairperson and CEO; Tsutomu Hanada, Executive Director (External); Yuzaburo Mogi, Executive Director (External); and Misao Kikuchi, Executive Director (External). The committee deliberated the draft proposal for the General Meeting of Shareholders on the election of executive directors and the draft proposal on the election of representative directors and senior executive directors, among others.

Furthermore, the committee resolved the amount of remuneration provided to individual executive directors, as tasked by the Board of Directors, and also reported on matters concerning the CEO/COO succession plans.

Development of next-generation management talent

The OLC Group regards the development of next-generation management talent to be a management issue of paramount importance. It is also considered to be a key initiative in the ESG Materiality area of “Robust management foundation.” We therefore strive to establish a next-generation human resources development system to continue to enhance our corporate value, and are working toward the following KPI for 2030: “A system for securing a pool of talent is in place, facilitating the execution of succession plans.” Specifically, we are working to identify the requirements expected of managerial talent and, in partnership with our top management, to align these requirements with the actual progress we have made in talent development to enhance its effectiveness. In addition, we offer training programs to help future leaders to acquire the qualities and skills essential for management in an effort to operate the management talent development cycle, thereby developing and expanding the pool of leadership talent available to us.

Audit Department and Internal Audits

We have 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 meeting and Board of Corporate Auditors meeting 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.

Independent Accounting Auditors and Independent Accounting Audit

To ensure accurate accounting, we receive 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 32 accountants and assistants engage in other accounting and auditing activities (As of July 1, 2025).

Utilizing External Executive Directors and External Corporate Auditors

OLC maintains an oversight system through the appointment of external officers to strengthen supervisory functions. The external executive 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.

The external Board of Corporate Auditors members consistently cooperate with Standing Board of Corporate Auditors members to share information required to oversee and supervise corporate management. In addition, they receive reports on the results of the independent accounting auditor's year-end reviews and audits of the Company's financial statements for the first to third quarters. They also exchange opinions regarding the Company's operations as necessary while remaining well versed in a variety of Company-related information. Furthermore, the external corporate auditors cooperate with the Internal Auditing Department, a department conducting internal audit, in conducting audits by checking the internal audit plans in advance, and directly receiving the report on the internal audit results at the Board of Corporate Auditors meetings on a regular basis or at any time.

Analysis and Evaluation of the Effectiveness of the Board of Directors

Every fiscal year, OLC's Board of Directors analyzes and evaluates the effectiveness of the Board of Directors as a whole, using the results of the evaluation sheets distributed to and collected from each executive director and Board of Corporate Auditors member as part of evaluation material. In FY2023, as in the preceding fiscal year, the evaluation sheets were tallied and analyzed with support from an external organization. Each executive director and Board of Corporate Auditors member evaluated and provided input on the operation of and discussions at the Board of Directors, as well as the efforts made by the executive directors, external directors, and themselves. The results have indicated that these factors of the Board of Directors are generally appropriate and sufficient. Having deliberated on the effectiveness of the Board, the Board of Directors have concluded that it is being run appropriately and that its effectiveness has been ensured.

Major Activities of the External Executive Directors and External Corporate Auditors (FY2024)

		Major activities and outline of duties performed pertaining to the expected roles of external directors	Board of Corporate Auditors meetings
Executive directors (External)	Tsutomu Hanada	Mr. Hanada utilizes his abundant experience, expertise, and broad insights in providing advice and recommendations at the Board of Directors meetings, to ensure the validity and appropriateness of decision-making by the Board of Directors. In addition, he plays important roles in ensuring transparency and fairness of management of OLC and strengthening corporate governance, through activities such as attending the Nomination / Remuneration Committee, and exchanging opinions with representative directors and external directors.	-
	Yuzaburo Mogi	Mr. Mogi utilizes his abundant experience, expertise, and broad insights in providing advice and recommendations from multifaceted perspectives at the Board of Directors meetings to ensure the validity and appropriateness of decision-making by the Board of Directors. In addition, he plays important roles in ensuring transparency and fairness of management of OLC and strengthening corporate governance, through activities such as attending the Nomination / Remuneration Committee, and exchanging opinions with representative directors and external directors.	-
	Kunio Tajiri	Mr. Tajiri utilizes his abundant experience, expertise, and broad insights in providing advice and recommendations from multiple perspectives at the Board of Directors meetings to ensure the validity and appropriateness of decision-making by the Board of Directors. In addition, he plays important roles in ensuring transparency and fairness of management of OLC and strengthening corporate governance, through activities such as exchanging opinions with representative directors and external directors.	-
	Misao Kikuchi	Ms. Kikuchi utilizes her abundant experience, expertise, and broad insights in providing advice and recommendations from the perspective of diversity at the Board of Directors meetings to ensure the validity and appropriateness of decision-making by the Board of Directors. In addition, she plays important roles in ensuring transparency and fairness of management of OLC and strengthening corporate governance, through activities such as attending the Nomination / Remuneration Committee, and exchanging opinions with representative directors and external directors.	-

	Koichiro Watanabe	Mr. Watanabe utilizes his abundant experience, expertise, and broad insights in providing advice and recommendations from the perspective of diversity at the Board of Directors meetings to ensure the validity and appropriateness of decision-making by the Board of Directors. In addition, he plays important roles in ensuring transparency and fairness of management of OLC and strengthening corporate governance, through activities such as exchanging opinions with representative directors and external directors.	-
Corporate Auditors (External)	Yukihito Mashimo	Mr. Mashimo utilizes his abundant experience, expertise, and broad insights in addressing the Board of Directors, to ensure the legality and validity of decision-making by the Board of Directors. Mr. Mashimo also actively addresses the Board of Corporate Auditors upon examination of the opinions offered by Corporate Auditors and the basis for those opinions. As a standing corporate auditor, Mr. Mashimo attends important meetings and interviews directors, corporate officers, and all division heads regarding the status of execution of duties, then reports to the Board of Corporate Auditors. In addition, he plays important roles in ensuring transparency and fairness and strengthening corporate governance, through activities such as exchanging opinions with representative directors and external directors.	12/12
	Tatsuo Kainaka	Mr. Kainaka provides advice and recommendations at the Board of Directors meetings from the perspective of his experience as a lawyer to ensure the validity and suitability of decision-making by the Board of Directors. Mr. Kainaka also actively addresses the Board of Corporate Auditors upon examination of the opinions offered by Corporate Auditors and the basis for those opinions. In addition, he plays important roles in ensuring transparency and fairness and strengthening corporate governance, through activities such as exchanging opinions with representative directors and external directors.	15/15
	Norio Saigusa	Mr. Saigusa utilizes his abundant experience, expertise, and broad insights in addressing the Board of Directors, to ensure the legality and validity of decision-making by the Board of Directors. Mr. Saigusa also actively addresses the Board of Corporate Auditors upon examination of the opinions offered by Corporate Auditors and the basis for those opinions. In addition, he plays important roles in ensuring transparency and fairness and strengthening corporate governance, through activities such as exchanging opinions with representative directors and external directors.	15/15

Policy Concerning Decisions on Amounts of Remuneration Paid to Executive Directors

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 directors, and the contributions of individual 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 executive directors are paid remuneration in cash only.

The remuneration of Board of Corporate Auditors members is paid on a monthly basis in the form of cash in a fixed amount in principle in view of their roles and independence, in consideration of their position to pursue their duties regardless of the corporate operating results.

The Board of Directors has determined that the decisions regarding the content of individual 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.

The remuneration of individual Board of Corporate Auditors members is determined through discussion by the members within the limit resolved at the General Meeting of Shareholders, after the validity of the levels, among other elements, has been affirmed by the Nomination / Remuneration Committee.

Remuneration Paid to Directors and Corporate Auditors

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. The payment of performance-linked remuneration to directors (excluding external directors) started from FY2024 within the limit for cash remuneration, as approved at the Board of Directors meeting held on February 26, 2024.

The upper limit for restricted stock remuneration (external executive 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. (However, due to a stock split conducted on April 1, 2023, the upper limit is currently 50,000 shares per year.) In addition, the introduction of the Board Benefit Trust-Restricted Stock (BBT-RS) program as a share-based remuneration program for directors (excluding external directors) was resolved at the 64th General Meeting of Shareholders held on June 27, 2024. It was also resolved that the total number of points per fiscal year to be granted based on the program would be no greater than 50,000 points, with such points converted at a rate of one common share of the Company per point when the Company's shares, etc. are provided. Due to the introduction of the BBT-RS program, the Company has abolished the framework for restricted stock compensation, and has not since allocated any new restricted stock based on the system.

The upper limit for corporate auditor remuneration was set at ¥15 million yen per month, as approved at the 64th General Meeting of Shareholders held on June 27, 2024.

Total Amount of Remuneration, Etc., Total Amount of Remuneration, Etc., by Type, and Number of Recipients for Each Office Category (FY2024)

Officer Category	Total amount of remuneration (Millions of yen)	Total amount of remuneration by type (Millions of yen)				Number of recipient
		Cash remuneration			Share-based remuneration	
		Fixed remuneration	Performance-linked remuneration	Retirement bonus		
Directors (Of which, external executive directors)	570 (70)	438 (70)	106 (-)	- (-)	24 (-)	12 (5)
Corporate auditors (Of which, external corporate auditors)	90 (55)	90 (55)	- (-)	- (-)	- (-)	5 (4)
Total (Of which, external officers)	661 (126)	529 (126)	106 (-)	-	24 (-)	17 (9)

Notes

1. The above table includes one Corporate Auditor who retired as of the conclusion of the 64th General Meeting of Shareholders held on June 27, 2024.
2. Employee wages are not paid to directors serving concurrently as employees.
3. The above amount of share-based remuneration represents the expenses pertaining to restricted stock remuneration and Board Benefit Trust-Restricted Stock (BBT-RS) that were posted during the fiscal year.
4. The Company has introduced the performance-linked remuneration as part of cash remuneration and the BBT-RS as share-based remuneration for the purpose of incentivizing directors to sustainably enhance the Company's corporate value and further promote shared value between directors and shareholders. Prior to receiving the shares, the directors conclude a transfer restriction agreement with the Company, which restricts them from transferring or disposing of the shares until resignation. Due to the introduction of the BBT-RS program, the Company has abolished the framework for restricted stock compensation, and has not since allocated any new restricted stock based on the system.
5. The Company has abolished executive bonuses. The amounts paid to directors do not include executive bonuses.
6. In order to strengthen the independence and objectivity of the Board of Directors, the amount of remuneration for each director is determined at the discretion of the "Nomination/Remuneration Committee" (consisting of Toshio Kagami, Representative Director, Chairperson of the Board of Directors; Yumiko Takano, Representative Director, Chairperson and CEO; Tsutomu Hanada, External Executive Director; Yuzaburo Mogi, External Executive Director; and Misao Kikuchi, External Executive Director).

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.

1. Will the holding enhance the corporate value of the investment target over the medium to long term and lead to greater shareholder returns?
2. 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?
3. Has there been significant and prolonged stagnation in performance by the investment target?
4. Is there a possibility that the holding will harm the common interests of shareholders?

Expertise and Experience (Skill Matrix) of Executive Directors

Name/Position	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 Segment
Toshio Kagami Representative Director, Chairperson of the Board of Directors	●	●	●	●	●	●		●	●
Yumiko Takano Representative Director, Chairperson and CEO	●	●					●	●	●
Wataru Takahashi Representative Director, President and COO			●	●		●	●	●	●
Yuichi Kaneki Executive Director					●	●			●
Tsutomu Hanada Executive Director (External, independent)	●	●	●	●	●	●		●	
Yuzaburo Mogi Executive Director (External, independent)	●	●	●	●			●	●	
Kunio Tajiri Executive Director (External, independent)		●	●	●	●	●	●	●	
Misao Kikuchi Executive Director (External, independent)	●	●	●	●				●	
Koichiro Watanabe Executive Director (External, independent)		●	●	●	●	●		●	

The Company regards the expertise and experience in the following areas to be the basic skills required by executive directors to conduct corporate management with the aim of achieving sustainable growth and increasing corporate value over the medium- to long-term: Corporate management / top management, finance/accounting, legal/compliance/risk management, human resources/labor, marketing/sales, IT/digital, ESG, and Theme Park Segment (business), which is of particular importance in view of our business characteristics. The above skill matrix shows the expertise and experience of individual executive director.

Strategy

Risks and Opportunities

[Risk]

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

[Opportunities]

Strengthening management foundation by developing and securing a pool of next-generation management talent

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.

Metrics and Targets

Metrics and Targets for Robust Management Foundation

Direction of initiatives	KPIs	
	2030	2027
[Compliance with Corporate Governance Code] Be equipped with a system that allows ongoing compliance with the Corporate Governance Code as demanded by society [Development of next-generation management talent] Systematic development of next-generation management talent	[Compliance with Corporate Governance Code] The Corporate Governance Code is complied with, and the management systems in place allow flexible response to changes and facilitate growth [Development of next-generation management talent] A system for securing a pool of talent is in place, facilitating the execution of succession plans	[Compliance with Corporate Governance Code] · External directors' rate of attendance at Board of Directors meetings: More than 80% · Evaluation of the effectiveness of the Board of Directors: Ensure appropriate evaluation and make improvements · Compliance with Corporate Governance Code: Fully complied with [Development of next-generation management talent] Management talent development cycle and programs are operated, expanding the pool of available leadership talent

FY2024 Progress on Strengthening Management Foundation

The attendance status of directors and corporate auditors with regard to Board of Directors meetings held during FY2024 was as follows.

Name and title		Attendance status
Toshio Kagami	Representative Director	12/13
Yumiko Takano	Representative Director	13/13
Kenji Yoshida	Representative Director	13/13
Yuichi Katayama	Executive Director	13/13
Wataru Takahashi	Executive Director	13/13
Yuichi Kaneki	Executive Director	13/13
Rika Kanbara	Executive Director	13/13
Tsutomu Hanada	Executive Director (External)	13/13
Yuzaburo Mogi	Executive Director (External)	12/13
Kunio Tajiri	Executive Director (External)	13/13
Misao Kikuchi	Executive Director (External)	12/13
Koichiro Watanabe	Executive Director (External)	11/11
Shigeru Suzuki	Standing Corporate Auditor	13/13
Kosei Yonekawa	Standing Corporate Auditor (External)	2/2
Yukihito Mashimo	Standing Corporate Auditor (External)	11/11
Tatsuo Kainaka	Corporate Auditor (External)	13/13
Norio Saigusa	Corporate Auditor (External)	13/13

*1 In addition to the above number of Board of Directors meetings held, there were two resolutions made in writing, which were deemed to constitute Board of Directors meetings based on the provisions of the Companies Act and the Articles of Incorporation.

*2 The attendance status of Standing Corporate Auditor Kousei Yonekawa pertains to the period before his retirement on June 27, 2024.

*3 The attendance status of Executive Director Koichiro Watanabe and Standing Corporate Auditor Yukihito Mashimo pertains to the period after their appointment on June 27, 2024.

Related information

[Corporate Governance Report](#)  (1,026KB)

Tax Policy

| Tax Policy

1. Basic Policy

"Our mission is to create happiness and contentment by offering wonderful dreams and moving experiences created with original, imaginative ideas." Under this business mission, the OLC Group endeavors to consistently provide "dreams, moving experiences, happiness and contentment." To that end, the OLC Group will continue to educate employees concerning compliance with tax-related laws and ordinances, and work to maintain and improve tax compliance with the aim of appropriately performing tax payment.

2. Realization of Appropriate Tax Payment

The OLC Group will abide by laws, ordinances and regulations applicable in all relevant countries and regions where it conducts business activities, and will perform transparent and appropriate tax payment. It will fulfill its tax payment obligations in an appropriate and fair manner in accordance with the spirit of the law. The OLC Group will not conduct tax planning with the intention of arbitrarily avoiding tax nor will it make use of tax havens. A full-time Executive Director (an Officer in charge of the Finance/Accounting Department, in principle) responsible for supervising taxation risks and taxation policies has been appointed.

Policies and Regulations

| The OLC Group Compliance Code

The OLC Group has established the OLC Group Compliance Code, which sets forth rules for executives and employees on corporate ethics and legal compliance.

In response to recent changes in compliance, we revised this code in March 2023 to realize “Our Goal for 2030” established in April 2022.

In revising this Code, we have 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. In addition, 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.

> [The OLC Group Compliance Code \(Established March 2023\)](#)

| Business Guidelines

The OLC Group has put together business guidelines for all its directors and employees as part of its commitment to the highest standards of corporate conduct in all of its dealings. We ensure that all employees are informed of the content of the Business Guidelines by making them available on the intranet in accordance with each employment category and role.

We make periodic revisions to the Business Guidelines. The latest revision was made in March 2023, timed with the revision of the The OLC Group Compliance Code. The chief purpose of the revision was to expand items pertaining to the resolution of human rights and environmental issues. In April 2025, in conjunction with the establishment of the OLC Group Basic Policy on Harassment by Customers, we made additions to descriptions of harassment by customers under “Prohibition of harassment.”

Based on the underlying values of integrity and sincerity, the Business Guidelines clarify the need for each and every employee to make a dedicated effort to put into practice their commitment to compliance in all aspects of their work.



Governance

| Compliance Committee

The OLC Group has established a Compliance Committee, which is chaired by the corporate officer in charge of the General Affairs Department, to secure the legality of all OLC Group dealings, ensure that the human rights of everyone involved in our business are respected, and embed the spirit of compliance into every business function.

Any time the OLC Group becomes aware of a serious incident involving improper executive or employee conduct or a violation of laws, regulations, or company policy, this committee will conduct the necessary investigations and report to the Chairperson of the committee, the President, and a corporate auditor.

In addition, all cases where consultation is sought are periodically reported to the Compliance Committee, the President, the Executive Committee, and the Board of Directors.

In FY2024, no serious legal violations occurred.

Risk Management

Installation of Contact Points (Helplines)

We have established a contact point for employees wishing to report any instances of improper conduct including any types of harassment and improper information management within or outside the OLC Group.

We also offer such contact points for each employment category and the OLC Group company to make it easier for employees to seek counseling for any potential issues.

Furthermore, we also provide a dedicated contact point for suppliers as a means of identifying, at an early stage, any violation or suspected violation of compliance by an executive or employee of the OLC Group with regard to their relationship with a supplier.

In order to ensure the effectiveness of this whistleblower/consulter system, internal regulations clearly specify their anonymity, and that whistleblowers and consultants shall not be subject to unfair treatment.

In FY2024, we received a total of 693 reports. These reports varied in nature, with 73% concerning human relations and communication, 15% about personnel systems and working conditions, 10% involving violations of laws and rules, and the remaining 2% covering other topics.

Total Number and Breakdown of Reports Received

		FY2024
Number of reports received		694
Details	Human relations; communications	73%
	Personnel systems; working conditions	15%
	Violations of laws/rules	10%
	Other	2%

Compliance Education

The OLC Group provides compliance-related training and education on harassment and proper information management, among others, to all employees upon recruitment and renewal of their employment contract. In an effort to encourage our people to constantly enhance their knowledge and awareness, we also implement, at least once a year, compliance education for employees of all categories in accordance with their respective roles, including seminars and e-learning led by internal and external lecturers, and group discussions.

Moreover, for managerial staff and administrators, we provide practical harassment education based on actual case examples, including engaging them in discussions on preventive measures and hands-on training on dealing with cases that have arisen.

Questionnaire Survey on Compliance

A questionnaire survey of employees is periodically conducted to monitor the status of compliance at fixed points in time as well as to identify any violations.

All executives and employees of Oriental Land Co., Ltd. and its group companies (“we”) shall follow the OLC Group Compliance Code in all business contexts as part of fulfilling our social roles and responsibilities as a corporation.

The OLC Group Compliance Code

Established in April 2006, revised in March 2023

We follow the highest ethical standards in complying with the laws and regulations of all countries or areas where we operate, and conduct corporate activities with respect for international standards and social norms.

| 1. We give top priority to safety.

1.1 | Prioritizing safety

We always give maximum priority to ensuring the safety of the services, facilities, and products we offer through our business.

1.2 | Occupational health and safety

We seek to create safe and healthy workplaces by preventing long working hours and otherwise appropriately managing workdays, managing employee health, and improving working conditions.

| 2. We respect human rights.

[> The OLC Group Human Rights Policy Statement](#)

2.1 Respecting human rights

We strive to protect the dignity of the people connected to our business by respecting their human rights.

2.2 | Prohibiting discrimination

We do not engage in discriminatory treatment or bullying against people connected to our business, including colleagues, business partners, and customers, on the basis of gender, age, race, nationality, language, culture, religion, disability, sexual orientation, gender identity, or other characteristics. We do not contribute to or allow such behavior.

2.3 | Prohibiting harassment

We do not tolerate any kind of harassment, including sexual harassment, power harassment, or harassment related to pregnancy, childbirth, childcare, nursing care, or other factors.

2.4 | Prohibiting forced labor and child labor

We do not tolerate forced labor, child labor, or any other types of labor that disregard human rights.

2.5 | Respecting diversity and creating positive work environments

We create positive work environments for all executives and employees by accepting the individual differences and identities of colleagues and associates with diverse backgrounds, and by working together with trust and respect.

| 3. We engage in fair transactions.

› [The OLC Group Procurement Policy](#)

3.1 Fair, transparent, and free transactions

We promote fair, transparent, and free transactions, and do not attempt to hinder such transactions through actions such as restricting competition or abusing dominant bargaining position. When selecting suppliers, we always do so through a fair process, comprehensively considering factors such as management conditions, the quality, cost and delivery lead times of products and services, and sustainability efforts.

3.2 Avoiding conflict of interest

We take steps to avoid conflicts between company and private interests.

3.3 Prohibiting corruption and fraud

We do not engage in corruption or fraud, such as bribery or embezzlement, in any form or involving any person. We act with the highest ethical standards, including with regard to gift-giving and entertainment.

| 4. We strictly manage and appropriately use information and assets.

4.1 Corporate assets

We strictly manage and appropriately use tangible and intangible corporate assets, including information assets, in accordance with relevant laws and internal regulations.

4.2 Confidential information

We strictly manage confidential information and do not engage in insider trading or other unauthorized use.

4.3 Personal information

We obtain personal information in an appropriate manner and manage such information strictly in accordance with relevant laws and internal regulations, such as by using it only for legitimate purposes.

4.4 Intellectual property

We strictly manage and appropriately use intellectual property in our business operations in accordance with all manuals and guidelines. We also respect third-party intellectual property rights, and do not infringe such rights or engage in unauthorized use.

4.5 Responsible public communication

We understand that any statements made or information shared by us as individuals in any circumstances have the potential to affect the company's reputation and business. We remain aware that we are members of the OLC Group and engage in responsible conduct at all times when communicating publicly.

5. We are committed to resolving environmental issues.

› [The OLC Group Environmental Policy](#)

5.1 Sustainable coexistence of the natural environment and society

We seek the sustainable coexistence of the natural environment and society in all of our business activities.

5.2 Measures against climate change and natural disasters

We take action against global warming and climate-related disaster risks by working to contain greenhouse gas emissions in all of our operations through reduced energy consumption and improved efficiency, as well as enhance our resilience by adapting to climate change.

5.3 Circular society

We strive to conserve limited and valuable resources throughout our operations by reducing waste and increasing recycling, using water resources effectively, considering biodiversity, preventing pollution, and engaging in green purchasing.

6. We fulfill our corporate responsibilities and seek to coexist with society.

6.1 Taxation and accounting

› [The OLC Group Tax Policy](#)

We engage in transparent and appropriate taxation in compliance with laws and regulations. We also establish and operate an effective internal control system, perform accounting appropriately in accordance with relevant laws, accounting standards, and internal regulations, and disclose information to all stakeholders in a timely and appropriate manner.

6.2 Communication with stakeholders

We believe in the importance of direct dialogue with stakeholders, and ensure appropriate and open information disclosure and two-way communication. We also gratefully accept opinions and requests from stakeholders and strive to incorporate them into our business.

6.3 Responsible advertising and marketing

We engage in advertising with sound judgment. We use fair and appropriate representations and expressions, and provide easy-to-understand explanations of products and services so as not be misleading to customers. We promote our products and services using appropriate evidence, and do not use expressions that defame our competitors or their products and services.

6.4 Community action programs

› [The OLC Group Policy on Community Action Programs](#)

We engage in community action programs that focus on the positive development of children, the next generation, to in turn help foster healthy and happy families, regions, and communities.

6.5 Relationships with political and governmental bodies and other organizations

We maintain sound and transparent relationships with political and governmental bodies, including political parties and politicians, as well as other types of organizations, and comply with laws and internal regulations on political contributions and donations.

6.6 Exclusion of anti-social forces

We take a firm stance against organized criminal elements that pose a threat to civic order and safety, and refuse any and all demands.

Administration and Implementation of the OLC Group Compliance Code

Scope of application

This OLC Group Compliance Code applies to all executives and employees of the OLC Group. The OLC Group actively encourages its business partners to understand and respect the provisions set out in this Code.

Establishment, revision, and abolishment process

The OLC Group has established a Compliance Committee that acts as an advisory body to the Executive Committee of Oriental Land Co., Ltd. This committee promotes understanding of the spirit of compliance in executives and employees, and confirms adherence to the OLC Group Compliance Code. We are also actively working on compliance initiatives for the entire the OLC Group in cooperation with those responsible for its promotion at the OLC Group companies. Establishment, revision, and abolishment of the OLC Group Compliance Code shall be decided by the Oriental Land Co., Ltd. Board of Directors after deliberation by the Compliance Committee.

Remediation and internal response

Any member of the OLC Group or its business partners who becomes aware of an actual or potential violation of the OLC Group Compliance Code is expected to report this violation to and consult with their direct supervisor or one of the whistleblower contacts described below. The personal information of whistleblowers and others seeking consultation will be protected and handled in accordance with internal regulations to prevent unfair treatment.

【Whistleblower contacts】

The OLC Group executives and employees:

Individual compliance consultation rooms set up both inside and outside OLC

Business partners:

Dedicated compliance consultation room for the OLC Group business partners

Conduct deemed to violate the OLC Group Compliance Code may result in disciplinary discharge based on employment regulations and other rules.

Responsible department

The OLC Group Compliance Code is overseen by the Compliance Committee Bureau (of the General Affairs Department, Oriental Land Co., Ltd.), which conducts awareness-raising and education of all the OLC Group executives and employees.

Governance and Risk Management

Risk Management Systems

The OLC Group works to prevent and respond to a wide range of business risks in accordance with the OLC Group Risk Management Guidelines.

We have installed a Risk Management Committee to promote effective risk management as standard practice. We have identified and assessed our risks at least once a year, categorizing them into strategic risks*1 and operational risks*2, the former overseen and managed by the Corporate Strategy Planning Department and the latter by the Risk Management Committee.

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

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

The Corporation Strategy Planning Department and the Risk Management Committee respectively report their risk management status to the Executive Committee and the Board of Directors to confirm the effectiveness of our risk management.

The Emergency Control Center (ECC) is set up to determine how to address an emergency situation as it arises. All the OLC Group companies are mandated to swiftly report any identified situations that need to be controlled urgently.

To be prepared in the event of an earthquake, we have in place the Basic Plan of Earthquake Countermeasures, which describes our plans regarding supplies and materials as well as first-aid care. Based on the Basic Plan, we have also prepared a response manual indicating the action to be taken by each department.

Specific Risks Handled by the ECC

Earthquakes, fires, typhoons, snow, lightning, power outages, accidents, food poisoning, infectious diseases, and terrorism, among other risks

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 global spread of COVID-19 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, we have 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 COVID-19 pandemic. Our current 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.

Information Security Management Systems

The OLC Group Basic Policy on Information Security lays out the basic policy and procedure for information management. Specific guidelines for action are set forth in the OLC Group Information Security Policy, and we are developing an information security management system that conforms to this policy. Information management is controlled by the Information Security Management Committee, a sub-committee under the Risk Management Committee. Chaired by the officer in charge of the General Affairs Department, the sub-committee works to raise the level of information security management within the OLC group by monitoring compliance with the OLC Group Information Security Policy and developing plans for employee training and awareness programs.

In January 2013, we established the OLC Group Guidelines on Social Media, which set forth rules on management and communication of information through social media. These guidelines serve to enhance the OLC Group's information security including in the social media channels.

The OLC Group Basic Policy on Information Security (Established March 2005)

1. The OLC Group shall ensure the proper management of all information related to its business operations ("Information Assets" hereinafter), by identifying its owner, its value as an information asset, the level of confidentiality, and rights of access.
2. The OLC Group has established an information security policy ("Policy" hereinafter), setting forth specific procedures to be followed by the OLC Group companies and specific actions to be taken by executives and employees in the management of information.
3. The OLC Group, its executives and employees, shall abide by applicable laws governing the management and handling of Information Assets.
4. The OLC Group shall take appropriate technical security measures when processing or holding its Information Assets in an information system and/or network.
5. The OLC Group shall offer scheduled training and education to its executives and employees to familiarize them with information security management policy and procedures.
6. The OLC Group shall review the documents and controls adopted for the Policy and other basic policies, etc., and shall monitor compliance with these policies and procedures on a continuous basis.

The OLC Group ensures that customers' and guests' personal information is protected. The handling of personal information is periodically checked by the departments in charge, as well as audited by other departments.

> [Privacy Policy for Oriental Land Co., Ltd.](#)

> [Privacy Policy for the Tokyo Disney Resort business](#) 

Governance Data

▼ Corporate Governance ▼ Compliance

Corporate Governance

Corporate Governance Structure (As of June 27, 2025)

Corporate governance system		Company with Board of Corporate Auditors
Management system		Officer System
Executive directors	Number of executive directors	9*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 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.

Attendance Status of Directors and Board of Corporate Auditors Members (FY2024)

Name and title		Attendance status of Board of Directors	Attendance status of the Board of Corporate Auditors
Toshio Kagami	Representative Director	12/13	-
Yumiko Takano	Representative Director	13/13	-
Kenji Yoshida	Representative Director	13/13	-
Yuichi Katayama	Executive Director	13/13	-
Wataru Takahashi	Executive Director	13/13	-
Yuichi Kaneki	Executive Director	13/13	-
Rika Kanbara	Executive Director	13/13	-
Tsutomu Hanada	Executive Director (External)	13/13	-
Yuzaburo Mogi	Executive Director (External)	12/13	-
Kunio Tajiri	Executive Director (External)	13/13	-
Misao Kikuchi	Executive Director (External)	12/13	-
Koichiro Watanabe	Executive Director (External)	11/11	-
Shigeru Suzuki	Standing Corporate Auditor	13/13	15/15
Kousei Yonekawa	Standing Corporate Auditor (External)	2/2	3/3
Yukihito Mashimo	Standing Corporate Auditor (External)	11/11	12/12
Tatsuo Kainaka	Corporate Auditor (External)	13/13	15/15
Norio Saigusa	Corporate Auditor (External)	13/13	15/15

*1. In addition to the above number of Board of Directors meetings held, there were two resolutions made in writing, which were deemed to constitute Board of Directors meetings based on the provisions of the Companies Act and the Articles of Incorporation.

*2. The attendance status of Standing Corporate Auditor Kousei Yonekawa pertains to the period before his retirement on June 27, 2024.

*3. The attendance status of Executive Director Koichiro Watanabe and Standing Corporate Auditor Yukihito Mashimo pertains to the period after their appointment on June 27, 2024.

Total Amount of Remuneration, Etc., Total Amount of Remuneration, Etc., by Type, and Number of Recipients for Each Office Category (FY2024)

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)	570 (70)	438 (70)	106 (-)	- (-)	24 (-)	12 (5)
Board of Corporate Auditors members (Of which, external Board of Corporate Auditors members)	90 (55)	90 (55)	- (-)	- (-)	- (-)	5 (4)
Total (Of which, external members)	661 (126)	529 (126)	106 (-)	- (-)	24 (-)	17 (9)

Notes

1. The above table includes one Corporate Auditor who retired as of the conclusion of the 64th General Meeting of Shareholders held on June 27, 2024.
2. Employee wages are not paid to directors serving concurrently as employees.
3. The above amount of share-based remuneration represents the expenses pertaining to restricted stock remuneration and Board Benefit Trust-Restricted Stock (BBT-RS) that were posted during the fiscal year.
4. The Company has introduced the performance-linked remuneration as part of cash remuneration and the BBT-RS as share-based remuneration for the purpose of incentivizing directors to sustainably enhance the Company's corporate value and further promote shared value between directors and shareholders. Prior to receiving the shares, the directors conclude a transfer restriction agreement with the Company, which restricts them from transferring or disposing of the shares until resignation. Due to the introduction of the BBT-RS program, the Company has abolished the framework for restricted stock compensation, and has not since allocated any new restricted stock based on the system.
5. The Company has abolished executive bonuses. The amounts paid to directors do not include executive bonuses.
6. In order to strengthen the independence and objectivity of the Board of Directors, the amount of remuneration for each director is determined at the discretion of the "Nomination/Remuneration Committee" (consisting of Toshio Kagami, Representative Director, Chairperson of the Board of Directors; Yumiko Takano, Representative Director, Chairperson and CEO; Tsutomu Hanada, External Executive Director; Yuzaburo Mogi, External Executive Director; and Misao Kikuchi, External Executive Director).

Proportion of Women in Management Positions (Oriental Land Co., Ltd.)

	FY2020 (As of end of March, 2021)	FY2021 (As of end of March 2022)	FY2022 (As of end of March 2023)	FY2023 (As of end of March 2024)	FY2024 (As of end of March 2025)
Female managers	35 out of 199 (17.6%)	34 out of 194 (17.5%)	36 out of 199 (18.1%)	37 out of 209 (17.7%)	36 out of 214 (16.8%)
Female managers of non-management department	23 out of 144 (16.0%)	24 out of 137 (17.5%)	27 out of 140 (19.3%)	27 out of 146 (18.5%)	23 out of 135 (17.0%)
Female executive directors	2 out of 10 (20.0%)	2 out of 10 (20.0%)	3 out of 11 (27.3%)	3 out of 11 (27.3%)	3 out of 12 (25.0%)
Female corporate officers	3 out of 21 (14.2%)	3 out of 20 (15.0%)	3 out of 19 (15.8%)	2 out of 17 (11.8%)	2 out of 19 (10.5%)

Compliance

Total Number and Breakdown of Reports Received

		FY2024
Number of reports received		694
Details	Human relations; communications	73%
	Personnel systems; working conditions	15%
	Violations of laws/rules	10%
	Other	2%

SRI and Awards from External Organizations

Sustainability activities of the OLC Group have been recognized and awarded by external organizations as follows.

Socially Responsible Investment (SRI)

Dow Jones Sustainability Indices (DJSI) Asia Pacific Index

Since 2020, Oriental Land Co., Ltd. has been selected as a constituent of the Dow Jones Sustainability Indices (DJSI) Asia Pacific Index. The index was developed under a strategic partnership between S&P Dow Jones Indices in the United States and RobecoSAM (Sustainable Asset Management) in Switzerland. The index is based on the assessment of companies' sustainability from an ESG perspective. It comprises companies rated as demonstrating high performance in the Asia Pacific area.

[> See details](#) 

Member of
**Dow Jones
Sustainability Indices**

Powered by the S&P Global CSA

FTSE4Good Index Series

Since 2015, Oriental Land Co., Ltd. has been selected as a constituent of the FTSE4Good Index Series.

Developed by FTSE Russell, an independent company wholly owned by the London Stock Exchange Group, the FTSE4Good Indexes are stock indexes composed of companies that meet world-class criteria of environmental, social, and governance (ESG) practices.

[> See details](#) 



FTSE4Good

FTSE Blossom Japan Index

Since 2017, Oriental Land Co., Ltd. has been selected as a constituent of the FTSE Blossom Japan Index, a stock index designed to measure the performance of Japanese companies demonstrating excellent ESG practices. The Index adopts the inclusion criteria of FTSE4Good, which is based on existing global standards such as the United Nations Sustainable Development Goals (SDGs).

[> See details](#) 



**FTSE Blossom
Japan Index**

FTSE Blossom Japan Sector Relative Index

Since 2022, Oriental Land Co., Ltd. has been selected as a constituent of the FTSE Blossom Japan Sector Relative Index, which is set up as a sector-neutral index that tracks the relative performance of Japanese companies exhibiting outstanding environmental, social, and governance (ESG) performance across each sector. In addition, the index only includes companies recognized for their improvement initiatives as assessed by their TPI (Transition Pathway Initiative) management quality score. This score weighting applies to companies with particularly high greenhouse gas emissions to further promote the transition to a low-carbon economy.

[> See details](#) 



**FTSE Blossom
Japan Sector
Relative Index**

MSCI Japan Empowering Women Index

Since 2017, Oriental Land Co., Ltd. has been selected as a constituent of the MSCI Japan Empowering Women Index, which comprises companies with leading gender diversity within their respective industrial sectors.

[> See details](#) 

2025 CONSTITUENT MSCI JAPAN
EMPOWERING WOMEN INDEX (WIN)

MSCI Nihonkabu ESG Select Leaders Index

Since 2024, Oriental Land Co., Ltd. has been selected as a constituent of the MSCI Nihonkabu ESG Select Leaders Index, a stock index calculated and announced by MSCI Inc. of the United States. The index is comprised of companies selected within their respective industry sectors in recognition of their excellent ESG practices.

[> See details](#) 

2025 CONSTITUENT MSCI NIHONKABU
ESG SELECT LEADERS INDEX

The inclusion of Oriental Land Co., Ltd. in any MSCI INDEX, and the use of MSCI logos, trademarks, service marks, or index names herein, does not constitute a sponsorship, endorsement, or promotion of Oriental Land Co., Ltd. by MSCI or any of its affiliates. The MSCI indexes are the executive property of MSCI. MSCI and the MSCI index names and logos are trademarks or service marks of MSCI or its affiliates.

S&P/JPX Carbon Efficient Index

Since 2018, Oriental Land Co., Ltd. has been selected as a constituent of the S&P/JPX Carbon Efficient Index. S&P/JPX Carbon Efficient is a stock index that adopts inclusion criteria based on the level of disclosure of environmental information and carbon efficiency (carbon emissions per unit of sales).

[> See details](#) 



Morningstar Japan ex-REIT Gender Diversity Tilt Index (GenDi J)

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

"GenDi J" is an index designed to include companies that have a gender diversity policy as part of their culture and that provide equal opportunities for employees regardless of gender, based on an evaluation that Morningstar Inc. in the U.S. conducts by utilizing the data and evaluation methods of Equileap* in the Netherlands.

* Equileap is an agency that collects gender-related data of companies and conducts assessment

Awards and Recognition

NIKKEI Integrated Report Award 2023 Excellence Award

Oriental Land received an Excellence Award from Nikkei Inc. at its NIKKEI Integrated Report Award 2023.



2024 Award for Excellence in Corporate Disclosure

Oriental Land Co., Ltd. has been evaluated for the IR attitude of the management team, and has been selected for the number one best company among the 24 companies selected for “2024 Award for Excellence in Corporate Disclosure Selected by Securities Analysts (Advertising, Media and Entertainment Division)” sponsored by The Securities Analysts Association of Japan.



2024 Award for Excellence
in Corporate Disclosure

— Industries —



The Securities Analysts
Association of Japan

Award history

FY	Result
FY 2024	No. 1 among 24 selected companies
FY 2022	No. 1 among 24 selected companies
FY 2021	No. 1 among 21 selected companies
FY 2020	No. 1 among 18selected companies
FY 2019	No. 1 among 17 selected companies

Top Award for HR Transformation (HRX) of The Year 2024

Oriental Land Co., Ltd. received the “HR Transformation (HRX) of The Year 2024” award (hosted by the “HRX of The Year” executive committee, with Kunio Ito as the chief judge) for efforts in organizational transformation aimed at enhancing employee engagement.



Editorial Policy

Policies on Compiling the Sustainability Report

The OLC Group's policies on sustainability reporting are as follows.

This Sustainability Report exhaustively reports the OLC Group's sustainability activities under the framework of Policies and Regulations, Governance, Strategy, Risk Management, Indicators and Targets, etc. The information provided on the website and in the PDF format is the same.

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. >Integrated Report	●	●
Sustainability Report Comprehensiveness	Presents comprehensive information on policies and regulations, governance, strategies, risk management, and metrics and targets related to sustainability. >Download the Sustainability Report		●
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. >Securities Report 	●	○
Corporate Governance Report	Presents the thinking and framework behind our corporate governance, the status of efforts to improve effectiveness, and other information. (Japanese only) >Corporate Governance Report 		●

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. >Fact Book	●	
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*● indicates the main type of information.

Scope of the OLC Group Sustainability Report 2025

This report primarily covers corporate social responsibility initiatives undertaken by the OLC Group. Instances where information is relevant to Oriental Land Co., Ltd. or to the OLC Group entity will be indicated. All Tokyo Disney Resort sustainability efforts outlined in this report are conducted and managed by our Company in its capacity as owner/operator of Tokyo Disney Resort under license from Disney Enterprises Inc. The report places primary focus on introducing initiatives taken at our Theme Parks, whose net sales account for more than 80% of the entire net sales generated by the OLC Group. Initiatives undertaken at facilities operated by the OLC Group within Tokyo Disney Resort are noted as follows:

Scope and structure	Notation
Group-wide initiatives	The OLC Group or our Group
Oriental Land Co., Ltd. initiatives	Oriental Land Co., Ltd. or the Company
Tokyo Disney Resort® initiatives Tokyo Disneyland® Tokyo DisneySea® 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® Ikspiari® Bon Voyage Disney Resort Line Maihama Amphitheater	Tokyo Disney Resort
Combined Tokyo Disneyland® and Tokyo DisneySea® initiatives	Theme Parks
Separate Tokyo Disneyland® and Tokyo DisneySea® initiatives	Tokyo Disneyland or Tokyo DisneySea

*Certain companies within the OLC Group are licensed by Disney Enterprises, Inc. to manage and operate Tokyo Disneyland, Tokyo DisneySea, the Disney Hotels and the Disney Resort Line. All of the Disney-branded sustainability activities outlined in this report are conducted and managed by Oriental Land Co., Ltd. in its capacity as owner/operator of Tokyo Disney Resort.

This report draws together the sustainability initiatives of the OLC Group.

Information on CSR at The Walt Disney Company is available at the following location:

> [The Walt Disney Company Corporate Citizenship](#) 

Time Frame for the OLC Group Sustainability Report 2025

The initiatives presented in this report are mainly applicable to the OLC Group's FY2024 (April 1, 2024 - March 31, 2025), although information is also provided on ongoing and special sustainability programs outside the fiscal year.

Publishing Cycle

November 2025

Previous publication: October 2024

Next scheduled publication: October 2026

Disney scenes

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ESG Survey Index

Here are the links for environmental, social and governance (ESG) information.

- [✓ Environment](#)
[✓ Social](#)
[✓ Governance](#)

Environment

Theme	Policies, Regulations, and Approaches	Governance, Strategy and Risk Management	Metrics and Targets	Actions and Performances
Environmental Management	Environmental Policy	• Environmental Management Structure • Risks and Opportunities related to climate change • Risks and Opportunities Related to the Shift Toward a Recycling-Oriented Society • Internal Environmental Audits • Environmental Education for Employees	• Long-term Targets and Targets for 2030 in Greenhouse Gas Emissions Reduction-OLC Group • Targets and Actual Results in Waste Management -TDR • Compliance with Environmental Laws and Regulations	Environmental Data
Environmental Supply Chain	Reducing Environmental Impact across Supply Chain			
Climate Change	Environmental Policy	• Structures to Address Climate Change • Environmental Management Structure • Awareness of and Approach to Climate Change • Risks and Opportunities related to Climate Change • Disclosure in Accordance With TCFD Recommendations	Targets for Greenhouse Gas Emissions Reduction-OLC Group	• Energy Management System • Mitigating Climate Change • Adapting to Climate Change • Participation in External Initiative • Response to External Evaluation • Scope 1 and 2 -OLC Group • Scope 3 -OLC Group • Changes in Scope 1 and 2 - OLC Group • Energy consumption -OLC Group
Disclosure in accordance with TCFD recommendations		• Governance • Risk Management • Strategy	Metrics and Targets	• Scope1 and 2 -OLC Group • Scope 3 -OLC Group
Waste	Environmental Policy	• Structures to Promote Waste Management • Environmental Management Structure • Risks and opportunities related to the shift to a recycling-oriented society • Risk Management in Environmental Management	Targets and Actual Results in Waste Management-TDR	• Recycling Programs • Resource-saving and Recycling Initiatives • Waste Reduction Results-OLC Group • Container and Packaging Waste Generated-OLC • Recycling Rates-OLC Group
Reducing Disposable Plastic	• Our Policy on Reducing Use of Disposable Plastic • Environmental Policy	• Structures to Promote Waste Management • Environmental Management Structure • Risks and opportunities related to the shift to a recycling-oriented society • Risk Management in Environmental Management	Targets and Actual Results in Reduction of Disposable Plastic Use-TDR	- Initiatives to Reduce Use of Disposable Plastic - Container and Packaging Waste Generated-Olc

Water	Environmental Policy	• Structures to Drainage Management System • Environmental Management Structure • Risks and opportunities related to climate change	Target for Results in Effective use of water resources	• Water Purification and Recycling • Recycling of Water in Water Areas • Reducing Water Intake • Water Consumption by Intake Source and Discharge Destination-OLC Group • COD Emissions-OLC
Chemicals	• Chemical Substance Management Guidelines • Environmental Policy	• Chemical Substance Management System • Environmental Management Structure	Target for Release/Transfer of PRTR Substances	- Reducing Chemical Emissions • Yearly Changes in Release/Transfer Volume of PRTR Substances-OLC Group • Breakdown of Release/Transfer Volume PRTR Substances-OLC Group • Breakdown by Application of PRTR Substances-OLC Group
Biodiversity	Environmental Policy	• Structures to Conserve Biodiversity • Environmental Management Structure		• Greenery at our Theme Parks • FSC-certified Paper

Related information

➤ [Environmental Data](#)

Social

Theme	Policies, Regulations, and Approaches	Governance, Strategy and Risk Management	Metrics and Targets	Actions and Performances
Human Resources Management	Policies for Human Development and Improvement of the Internal Environment	• Sustainability Promotion Structure • Strategy for Human Capital • Risks and Opportunities • Risk Management Structure	• Metrics and Targets for Employee Happiness • Direction of initiatives	• Employment Categories and Roles of Employees • Labor-Management Relations • Compliance Regarding Labor and Equal Opportunities
				• Progress Made in Employee Happiness Initiatives • Major Data on Employees
Diverse Employees	• Basic Approach to Create a Workplace for Diverse Employees • Human Rights Policy Statement	• Sustainability Promotion Structure • Risks and Opportunities • Diversity Education and Training	Metrics and targets for diversity, equity and inclusion	• Comfortable Workplace Environment • Diverse Working Arrangements • Initiatives to Help Employees Balance Work and Childcare • Action Plan for Balancing Work and Childcare • Employment of People with Disabilities • Promoting Active Participation of Women in the Workforce • Action Plan based on the Act on the Promotion of Female Participation and Career Advancement in the Workplace • Initiatives Related to LGBTQIA+
				Major Data on Diverse Employees

Training and Education		• Strategy for Human Resources Development • Development of next-generation management talent		• Training and Development • Training Programs for Corporate Employees • Training Programs for Theme Park Operation Employees and Cast Members
				Training Hours
Occupational Health and Safety	• Basic Approach to Occupational Health and Safety • Policy on Employees' Health • Vendors Code of Conduct	• Structure for Promoting Health and Safety • Structure for Promoting Healthier Bodies and Minds		• Labor Safety • Major Health and Safety Activities • Cast Safety • Initiatives for Promoting Healthier Bodies and Minds
Human Rights	• Respect for Human Rights • Human Rights Policy Statement	• Governance to Respect Human Rights • Sustainability Promotion Structure • Risks and Opportunities • Identification of Key Human Rights Issues • Implementing Human Rights Due Diligence • Installation of Contact Points • Human Rights Education • Stakeholder Engagement Relating to Human Rights	Metrics and targets for human rights	Progress on Human Rights Measures
				Total number of reports received
Supply Chain Management	• Procurement Policy • OLC Group Vendors Code of Conduct	• Structure to Promote Supply Chain Management • Sustainability Promotion Structure • Risks and Opportunities • Self-assessment Sheet • Risk Management Structure • Supply Chain Management for Disney-Brand Products	• Metrics and Targets for Supply Chain Management • Sustainable Procurement of Raw Materials	Progress on Supply Chain Management
				Suppliers Attended to Sessions of Quality Control as Well as to Learn How the IIS Program

Customer Safety	Code of Conduct			
	Policy on Attraction Safety	• The Role of Audits and Communication in Safety Management • Safety Training		Attraction Safety Program
	Policy on Show Safety	• Safety Management System • Show and Parade Safety Training		Measures to Ensure Safety in Show and Parade
	Our Merchandise Safety Policy	• Safety Management System • Product Safety Training		Measures to Ensure Safety in Product Development
	Our Philosophy and Policy on Food Safety	• Safety Management System • Safety Training for Employees		• Considerations for Guests with Food Allergies
				Park Safety
Customer Privacy	• Privacy Policy  • Basic Policy on Information Security			
Social Contributions	Policy on Community Action Programs	Promotion Structure of Community Action Programs		Expenditures Made for Community Programs
				Areas of Community Action Programs and Examples of Activities
Diverse Guests		• Sustainability Promotion Structure • Serving Diverse Guests • Risks and Opportunities • Risk Management Structure • Human Rights Education	Metrics and Targets for Supporting Guest Diversity	Progress on Guest Diversity Measures

Related information

> Social Data

Governance

Theme	Policies, Regulations, and Approaches	Governance, Strategy and Risk Management	Metrics and Targets	Actions and Performances
Corporate Governance	- Basic Approach - Tax Policy - Corporate Governance Report  - Policy Concerning Decisions on Amounts of Remuneration Paid to Directors	- Corporate Governance Structure - Cross-shareholdings - Expertise and Experience (Skill Matrix) of Executive Directors - Risks and Opportunities	Metrics and Targets for Robust Management Foundation	- Major Activities of the External Executive Directors and External Corporate Auditors - Remuneration Paid to Directors Audit & Supervisory Board members - Proportion of Women in Management Positions- OLC
Compliance	- Compliance Code - Business Guidelines	- Compliance Committee - Installation of Contact Points - Compliance Education - Questionnaire Survey on Compliance		Total Number and Breakdown of Reports Received
Risk Management		- Risk Management Systems - Business Continuity Plan (BCP) Initiatives		
Information Security	- Basic Policy on Information Security - Privacy Policy 	Information Security Management Systems		
Responsible advertising and marketing	Compliance Code			
Sustainability Management		- Sustainability Promotion Structure - Our Goal for 2035 and Medium- and Long-term Initiative Policy - ESG Materiality - Risk Management Structure - Sustainability Education	- Society (S) - Environment (E) - Governance (G)	
Stakeholder engagement	Basic Policy on Stakeholder Engagement	Management Structure to Promote Initiatives for Each Stakeholder		- Examples of Communication with Major Stakeholders - OLC's IR Activities
				Communication With Customers (Total Number of Comments and Feedback)

Related information

› Governance Data