

Presentation of Results for the
Fiscal Year Ended March 31, 2009
Questions and Answers

Date Held:	May 8, 2009 (Friday)
OLC Presenters:	Kyoichiro Uenishi, Representative Director and President, President Officer, COO; Akiyoshi Yokota, Officer and Director of Finance/Accounting Department; and Koichi Ueda, IR Group Manager (moderator)

The following is a summary of the main questions and answers at the presentation of results.

Q1. I would like to confirm the assumptions used in the forecast of theme park attendance for the fiscal year ending March 2010. To what degree have you accounted for the effect of introducing new attractions and other factors?

A1. In addition to the tendency for theme park attendance to decrease in the year following an anniversary event according to our data for past years and other information, we set a conservative forecast in light of the current economic environment. Setting a high target for attendance assumes high costs, so we can control fixed expenses by setting it conservatively. We consider this attendance figure an absolute minimum.

Q2. In the breakdown of theme park guests by age, what are the reasons for the increase in the 40-and-above segment?

A2. The main target of the theme park is the family segment. In addition, for several years we have implemented marketing for the generation with children who have moved out of the house. Our plan is to raise the base level of theme park attendance through precise marketing by target.

Q3. In the Retail Business Segment, which is showing improvement in earnings, what is the meaning of recording an extraordinary loss on the lump-sum amortization of goodwill and other items? Are you considering selling it, or was it just from being conservative in light of the economic environment?

A3. Although the Retail Business Segment is steadily improving according to our plan, we recorded the extraordinary loss based on our conservative projection that the economic environment will worsen further. As a result, we have reduced future costs and risks when our core business is performing well. We are not considering selling the segment.

Q4. How will you deal with an increase in cash flow? Please explain how you will use it.

A4. We will decisively reduce interest-bearing debt in the fiscal years ending March 2010 and March 2011. As

for dividends, our target payout ratio is 35 percent or higher, and we will steadily carry out stockholder returns. In our next medium-term plan, we will present uses for free cash flow in the fiscal year ending March 2012 and thereafter, when repayment of interest-bearing debt will have completed a cycle.

Q5. Mr. Uenishi, you have said that you will continue to follow the medium-term plan, but what will you change?

A5. My role is to ensure the sustainable growth of Tokyo Disney Resort, and at the same time to establish new pillars of business. To that end, I will conduct a ground-up reevaluation from guest services to management in order to appropriately assess what we must and must not change.

Q6. I expect you are considering how to increase the number of overnight guests. What are your specific plans?

A6. Vacation packages are one example. This is a set product that includes restaurant reservations and a FASTPASS ticket in addition to a hotel stay. We will work to raise the level of guest satisfaction and enhance profitability at the same time.

Q7. Will the ROE level be revised due to a revision to the net income target for the fiscal year ending March 2010? In addition, will free cash flow also be a major point of the next medium-term plan?

A7. We link ROE to net income. Details will be presented in the next medium-term plan, to be announced in May 2010.

Q8. What is the division of roles between the chairman and the president?

A8. From now on, the chairman and I will formulate overarching direction together, and within that broader perspective the chairman will oversee management and I will oversee execution of duties.

Q9. The target for ROE is 8 percent or higher as soon as possible, but does that imply that you are aiming for an average higher than 8 percent, or that temporarily surpassing 8 percent is satisfactory?

A9. Our plan is to achieve ROE higher than 8 percent sustainably, not temporarily. Because an increase in income is necessary for that purpose, we will increase attendance in stages and control fixed expenses. We will decisively control fixed expenses while balancing that which is necessary and that which is not.

Q10. The results of the core business are excellent, but the intellectual property rights business and other non-core businesses appear to be doing poorly. I'd like to hear your thoughts on establishing new pillars of business.

A10. For the moment, we will strengthen our management foundation by returning to our main business and withdrawing from unprofitable businesses. While doing so, we will consider establishing new pillars of business, based on our corporate mission. Our ventures into a number of businesses over the past several years have yielded significant lessons. We will not repeat our mistakes. We will conduct viable businesses that originate from our strengths. However, we will make prudent considerations rather than jumping into new businesses prematurely.

Q11. What is the state of theme park attendance, which you have said is currently less than expected?

A11. Theme park attendance is currently below our forecast. Although this is due to factors including the effect of the weather, it is still within the scope of our expectations. We will work to reach the forecast.

Q12. What is the outlook for theme park attendance by quarter for the fiscal year ending March 2010?

A12. We project that theme park attendance will be below that of the previous fiscal year, particularly in the third quarter.

Q13. What is your medium-term outlook for net sales per guest?

A13. We are aware that consumers are keeping a tight hold on their purse strings with the worsening economy. Net sales per guest increased during 25th Anniversary events, but we don't believe that trend will continue. We will work to increase net sales per guest by enhancing quality, including the development of products that guests will be happy to purchase. We are not at all optimistic.

Q14. What are the number of guests, sales of merchandise and food and beverages, and average price in the theatrical business for the fiscal year ended March 2009 and what will they be for the fiscal year ending March 2010?

A14. For the future, because of the nature of the industry, I would like to forego presenting the capacity rate or other specific figures by fiscal year. The capacity rate in the fiscal year ended March 2009 was in the 80-89 percent range.

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