

Results for the Fiscal Year Ended March 2025

April 28, 2025
Oriental Land Co., Ltd.



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I. Financial Results



1. Results for FY3/25 vs. FY3/24

[¥ billion]

Consolidated Statement of Income	FY3/24 Results	FY3/25 Results	Change	Change
Net Sales	618.4	679.3	60.8	9.8%
Theme Park Segment	513.7	552.1	38.3	7.5%
Hotel Business Segment	88.3	110.4	22.0	25.0%
Other Business Segment	16.3	16.7	0.4	2.6%
Operating Profit	165.4	172.1	6.6	4.0%
Theme Park Segment	139.5	140.4	0.9	0.7%
Hotel Business Segment	24.7	30.4	5.6	22.9%
Other Business Segment	0.7	0.6	(0.1)	(16.2) %
Ordinary Profit	166.0	173.3	7.3	4.4%
Extraordinary Income	-	0.2	0.2	-
Profit before Income Taxes	166.0	173.5	7.5	4.6%
Profit Attributable to Owners of Parent	120.2	124.1	3.9	3.3%

Achieved record high net sales and profits at all levels, driven by increases in net sales per guest and revenue of Hotel business Segment, etc.



1. Results for FY3/25 vs. FY3/24 – Main Reasons for Change

Theme Park Segment [1] 	FY3/24 Results	FY3/25 Results	Change	Change
Net Sales [¥ billion]	513.7	552.1	38.3	7.5%
Attendance [million people]	27.51	27.56	0.05	0.2%
Net Sales per Guest [¥]	16,644	17,833	1,189	7.1%
Attractions and Shows [¥]	8,229	9,386	1,157	14.1%
Merchandise [¥]	5,157	5,084	(73)	(1.4) %
Food and Beverages [¥]	3,258	3,362	104	3.2%

Attendance was roughly the same

- Increase thanks to the opening of Fantasy Springs
- Increase in the number of overseas guests
- Increase due to long-term shareholders benefit program
- Decrease due to a decline in travel demand on the back of a slow down in post-pandemic “revenge spending”
- Decrease due to the end of the Tokyo Disney Resort® 40th Anniversary
- Decrease due to severe heat

Increase in net sales per guest

- Increase in Attractions and Shows
 - Increase in Disney Premier Access
 - Increase in Tokyo Disney Resort Vacation Packages
 - Larger proportion of high-priced tickets owing to variable pricing
- Decrease in Merchandise
 - Decrease due to the termination of sales of products related to Tokyo Disney Resort 40th Anniversary
 - Increase due to start of sales of products related to Fantasy Springs
- Increase in Food and Beverages
 - Increase due to the opening of new restaurants accompanying the opening of Fantasy Springs

Attendance was on a par with the previous fiscal year, net sales per guest achieved record high due to an increase in attractions and shows, etc.



1. Results for FY3/25 vs. FY3/24 – Main Reasons for Change

[¥ billion]

Theme Park Segment [2]



	FY3/24 Results	FY3/25 Results	Change	Change
Net Sales	513.7	552.1	38.3	7.5%
Operating Profit	139.5	140.4	0.9	0.7%

Operating profit was roughly the same

[¥ billion]

Increase in net sales	
Increase in merchandise and food/beverages cost ratio	(3.0)
Increase in personnel expenses	(5.2)
Decrease due to difference between lump-sum payment in FY3/24 and performance bonus in FY3/25	5.7
Increase in personnel expenses for part-time cast members	(4.3)
Increase in personnel expenses for full-time employees	(4.2)
Other	(2.5)

Increase in miscellaneous costs	(10.4)
Increase in maintenance costs	(2.1)
Increase in sales promotion costs	(1.4)
Increase in energy costs	(1.0)
Increase in costs related to entertainment	(1.0)
Increase in IT-related expenses	(0.9)
Other	(3.7)
Increase in depreciation and amortization expenses	(16.6)
Increase in newly acquired assets, etc.	

Note: Increase in costs is expressed by figures in parentheses, which show by how much operating profit decreased.

Operating profit remained almost the same thanks to increased net sales although each cost increased along with the opening of Fantasy Springs, etc. 6



1. Results for FY3/25 vs. FY3/24 – Main Reasons for Change

Hotel Business Segment 	[¥ billion]			
	FY3/24 Results	FY3/25 Results	Change	Change
Net Sales	88.3	110.4	22.0	25.0%
Disney Hotels	79.7	101.4	21.7	27.2%
Occupancy rate [%, pt]	98.4	95.7	(2.7)	
Average charge per room [¥]	54,430	64,886	10,456	19.2%
Other Hotels	8.5	8.9	0.3	4.7%
Operating Profit	24.7	30.4	5.6	22.9%

Increase in net sales

- Increase accompanying with the opening of Tokyo DisneySea Fantasy Springs Hotel®
- Increase in room charges

Increase in operating profit

- Increase in net sales
- Increase in personnel expenses [¥(4.0 billion)]
 - Increase due to larger number of employees and compensation revision, etc.
- Increase in miscellaneous costs
- Increase in depreciation and amortization expenses [¥(2.6 billion)]

Note: Increase in costs is expressed by figures in parentheses, which show by how much operating profit decreased.

Both net sales and operating profit grew owing to an increase in accommodation revenue driven by the opening of Tokyo DisneySea Fantasy Springs Hotel and higher charges per room



1. Results for FY3/25 vs. FY3/24 – Main Reasons for Change

[¥ billion]

Other Business Segment



	FY3/24 Results	FY3/25 Results	Change	Change
Net Sales	16.3	16.7	0.4	2.6%
Operating Profit	0.7	0.6	(0.1)	(16.2) %

Increase in net sales

- Increase in Monorail business due to a rise in the number of passengers

Decrease in operating profit

- Increase in personnel expenses
- Increase in miscellaneous costs

Operating profit decreased due to increases in personnel expenses and miscellaneous costs despite growth of net sales from Monorail business, etc. 8



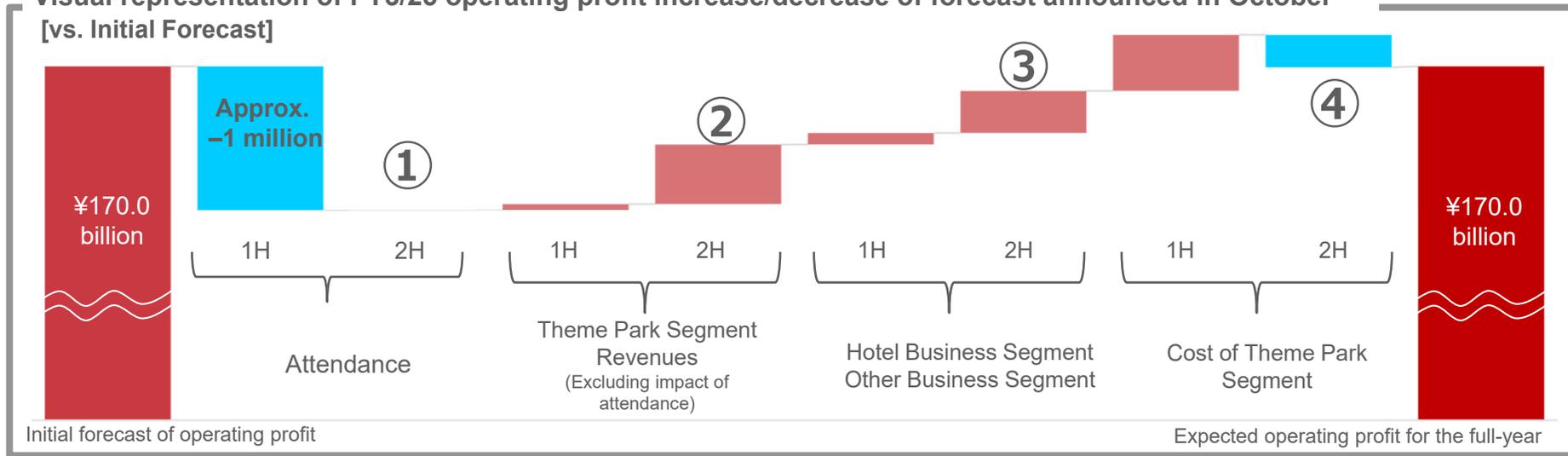
2. Results for FY3/25 vs. Revised Forecast in Oct.

Comparison with forecast announced in October 2024 based on precondition for 2H

Operating profit exceeded initial forecast, reaching ¥172.1 billion.

	Impact on operating profit	Main reasons for increase (decrease)
①	Fell short of forecast	<ul style="list-style-type: none"> • Larger-than-expected decrease due to a decline in travel demand on the back of a slow down in post-pandemic “revenge spending” • Larger-than-expected decrease owing to termination of Tokyo Disney Resort 40th Anniversary events • Larger-than-expected impact of rainy weather
②	Exceeded forecast	<ul style="list-style-type: none"> • Higher-than-expected revenue from Disney Premier Access • Higher-than-expected merchandise revenue • Higher-than-expected revenue from Tokyo Disney Resort Vacation Packages
③	Exceeded forecast	<ul style="list-style-type: none"> • Higher-than-expected average charge per room and accommodation revenue
④	Exceeded forecast	<ul style="list-style-type: none"> • Lower-than-expected miscellaneous costs

Visual representation of FY3/25 operating profit increase/decrease of forecast announced in October [vs. Initial Forecast]



Operating profit exceeded forecast as of Oct. 2024 due to higher-than-expected net sales per guest and operating profit for the Hotel Business Segment



II. Review of 2024 Medium-term Plan



Goals of 2024 Medium-term Plan

Policy : Recovery from the pandemic and take on challenges for the future

Goals

Enhance guests' experience value

Restore financial performance

- We will aim to restore our financial performance in phases while taking steady measures to regain park visits by guests.

<FY3/25 financial targets announced in Oct. 2023>

- Consolidated operating cash flow* : **Approx. ¥180 billion**
- Consolidated operating profit: **Approx. ¥160 billion**
- ROE: **Approx. 11%**

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

Made steady progress towards our goals and strong recovery from the pandemic



Review of 2024 Medium-term Plan

Goal 1: Enhance guests' experience value: Achieved

Reduce limit on daily attendance + Seek to even out attendance levels	<ul style="list-style-type: none"> • Tightened the limit on daily attendance from the pre-pandemic level and achieved a comfortable park environment • The gap between weekday and holiday attendance narrowed from the pre-pandemic level.
Provide options	<ul style="list-style-type: none"> • Introduced Disney Premier Access; expanded applicable contents • Expanded plans and sales slots for Tokyo Disney Resort Vacation Packages • Sold 1-Day Passport: Fantasy Springs Magic tickets in response to strong initial demand for Fantasy Springs
Enhance theme park appeal	<ul style="list-style-type: none"> • Fantasy Springs opened in June 2024, which enhanced experience value <ul style="list-style-type: none"> - Investment value is expected to be approx. ¥301 billion (initial projection: ¥320 billion) • The scaled-down special events and entertainment programs were restored to the pre-pandemic levels • Castle projection show was reintroduced after five years; Marvel characters and other new IP have been utilized

[Reference]



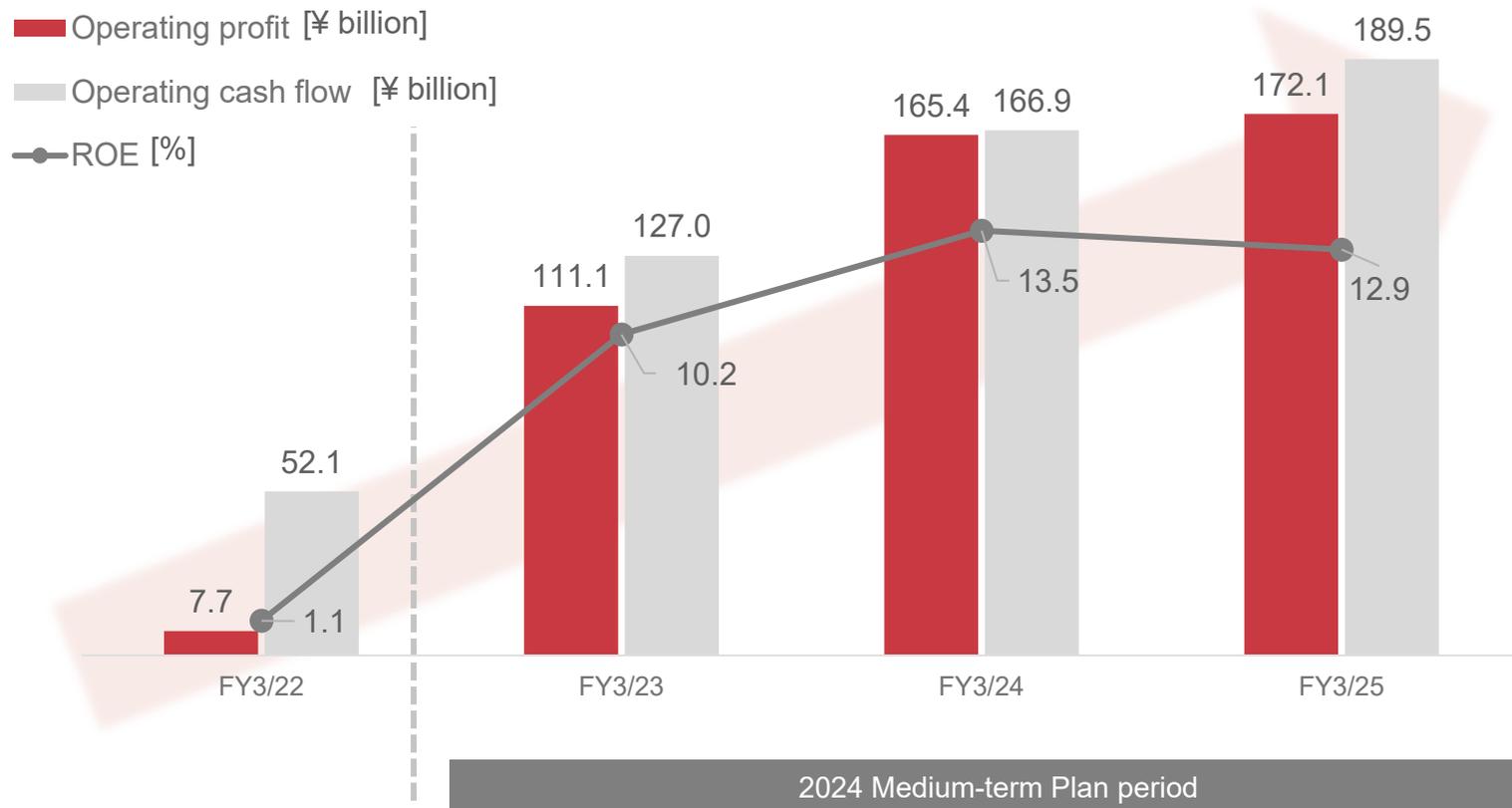
Number of applicable contents	<ul style="list-style-type: none"> • 18 contents added in consideration of guests' evaluation and needs [as of April 28, 2025] 	Sales slots	<ul style="list-style-type: none"> • Of all Disney hotel rooms, about 20% are used via Tokyo Disney Resort Vacation Packages
Users	<ul style="list-style-type: none"> • Slightly greater proportion of overseas guests and regional guests compared to composition of park guests 	Users	<ul style="list-style-type: none"> • First-time users comprise more than half • Among domestic guests, more than half of users are regional guests but guests from Tokyo metropolitan area account large proportion • Less than 10% of all overseas guests
Scale of sales	<ul style="list-style-type: none"> • Due to the opening of Fantasy Springs, revenue now accounts for more than 10% of attractions and shows revenue per guest 	Scale of sales	<ul style="list-style-type: none"> • Sales on a consolidated are over ¥50 billion [including accommodation revenue and content revenue]

As to Disney Properties ©Disney

Expanded measures to enhance guests' experience value through unconventional approaches

Goal 2: Restore financial performance: Achieved

- Steady recovery was achieved over the three-year period, resulting in record high operating profit and operating cash flow for FY3/25.
- ROE exceeded the upheld target of approx. 11%.



Achieved significant growth by recovering operating profit and operating cash flow from pandemic-era



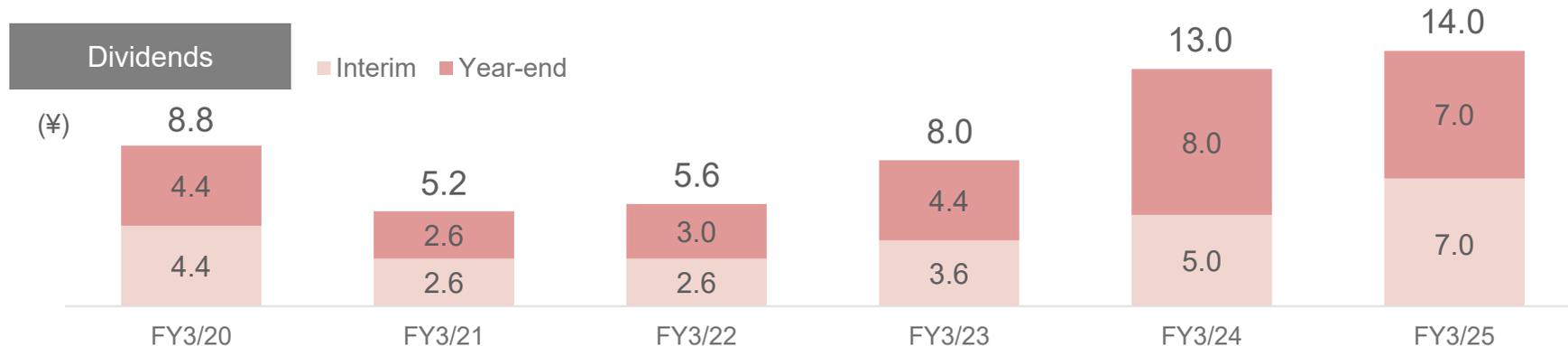
Review of 2024 Medium-term Plan

Human resources strategy (Seeking transformation into a sustainable HR structure while maximizing job satisfaction)

<p>Maximizing job satisfaction</p>	<ul style="list-style-type: none"> • Introduced an engagement survey to visualize job satisfaction at each organization. Set KGIs for the OLC Group. • Present the trend analysis and key initiatives for each organization to support their activities. Currently, the scores have been on an upward trend. • Employee compensation has been revised upward over three consecutive years and the salary system for cast members was revised, thereby ensuring a sense of security at work.
<p>Sustainable HR structure</p>	<ul style="list-style-type: none"> • Enhancing hiring capacity and retention rate by improving compensation through reorganization of roles [primarily for cast members] • Secured required workforce and opened Fantasy Springs based on strengthened labor-saving and hiring efforts

Financial strategy

- Dividends were increased in phases in step with recovery in financial performance, achieving our target of restoring the pre-pandemic level.



Promoted initiatives to achieve goals under HR and financial strategies



Appendix



Disney Premier Access

This service, available for a fee, will allow guests to select designated times to be admitted to and enjoy certain experiences with a shorter wait time



Contents	Intro. date	Price
◆ Enchanted Tale of Beauty and the Beast	May 19, 2022	¥2,000
◆ Splash Mountain	Dec.1, 2022	¥1,500
◆ The Happy Ride with Baymax	Dec.1, 2022	¥1,500
◇ Disney Harmony in Color	Apr. 15, 2023	¥2,500
◇ Tokyo Disneyland Electrical Parade <i>Dreamlights</i>	Apr. 15, 2023	¥2,500
◇ Reach for the Stars	Sep. 20, 2024	¥2,500
◇ Mickey's Magical Music World	Nov. 13, 2024	¥2,500
◇ Club Mouse Beat	Nov. 13, 2024	¥2,500
◇ Disney Pal-Palooza "It's a Sweetsful Time!" Terminated	Jan. 15, 2025*1	¥2,500
◇ Disney Pal-Palooza Quacky Celebration ★ Donald the Legend!	Apr. 8, 2025*2	¥2,500

◆: Attraction ◇: Entertainment program

Contents	Intro. Date	Price
◆ Soaring: Fantastic Flight	May 19, 2022	¥2,000
◆ Toy Story Mania!	Jun. 10, 2022	¥2,000
◇ Believe! Sea of Dreams	Nov. 11, 2022	¥2,500
◆ Tower of Terror	Dec. 9, 2022	¥1,500
◆ Journey to the Center of the Earth	Dec. 9, 2022	¥1,500
◆ Anna and Elsa's Frozen Journey	Jun. 6, 2024	¥2,000
◆ Rapunzel's Lantern Festival	Jun. 6, 2024	¥2,000
◆ Peter Pan's Never Land Adventure	Jun. 6, 2024	¥2,000
◇ Big Band Beat: A Special Treat	Nov. 13, 2024	¥2,500
◇ Dockside Splash Remix	Jul. 2, 2025*3	¥2,500
◇ Dreams Take Flight	Jul. 16, 2025	¥2,500

Note: Information as of April 28, 2025

*1 Included with Disney Premier Access from Jan. 15 to Mar. 16, 2025

*2 Included with Disney Premier Access from Apr. 8 to Jun. 30, 2025

*3 Included with Disney Premier Access from Jul. 2 to Sep. 15, 2025



Tokyo Disney Resort 40th Anniversary Priority Pass

This service, available free of charge, will allow guests to select and enjoy eligible experiences at a specific time with a reduced wait time



Star Tours: The Adventures Continue

Aquatopia “get soaked” version*

Big Thunder Mountain

Indiana Jones® Adventure: Temple of the Crystal Skull

Pooh’s Hunny Hunt

20,000 Leagues Under the Sea

Haunted Mansion

Turtle Talk

Monsters, Inc. Ride & Go Seek!

Nemo & Friends SeaRider

The Magic Lamp Theater

Raging Spirits

Note: Information as of April 28, 2025

* Aquatopia will be eligible from Jul. 1 to Sep. 15, 2025



Theme Parks Event and New Attraction Calendar for FY3/25

	Apr.	May	Jun.	Jul.	Aug.	Sep.
Tokyo Disneyland	Apr. 9 to Jun. 30 NEW	★“Disney Pal-Palooza” the second event “Donald’s Quacky Duck City”				↑ Sep. 20
	Apr. 9 to Jul. 31 NEW	★Celebrating Space Mountain: The Final Ignition!			NEW ◆Tokyo Disneyland Reach for the Stars	
				Jul. 2 to Sep. 18	★Splash Mountain “Get Soaked MAX”	
				Jul. 2 to Sep. 18	★Baymax’s Mission: Cool Down	
				Jul. 2 to Sep. 18	★”Get Soaked” Toontown	
			Jul. 2 to Oct. 31 NEW	★Buzz Lightyear’s Astro Blasters: Complete the Mission!		
Tokyo DisneySea	Apr. 1 to Jun. 30 NEW		★Tokyo DisneySea Food & Wine Festival			
	Jan. 9 to Apr. 7	★Tower of Terror: Level 13		Jun. 6 NEW	Grand Opening of Fantasy Springs ◆ Anna and Elsa’s Frozen Journey ◆ Rapunzel’s Lantern Festival ◆ Peter Pan’s Never Land Adventure ◆ Fairy Tinker Bell’s Busy Buggies	
	Apr. 9 to Jun. 30 NEW		★Dreaming of Fantasy Springs			
	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.
Tokyo Disneyland	Oct. 1 to Nov. 7	★Disney Halloween		Nov. 15 to Dec. 25	★Disney Christmas	
	Jul. 2 to Oct. 31 NEW	★ ← Buzz Lightyear’s Astro Blasters: Complete the Mission!		Jan. 1 to 13	Jan. 15 to Mar. 16 NEW	★“Disney Pal-Palooza” the third event “Vanellope’s Sweet Pop World”
Tokyo DisneySea	Oct. 1 to Nov. 7	★Disney Halloween		Nov. 15 to Dec. 25	★Disney Christmas	
				Jan. 1 to 13	Jan. 14 to Apr. 6	★Tower of Terror: Level 13
				↑ New Year’s Special Event	Jan. 15 to Mar. 31 NEW	★Duffy and Friends Wonderful Kitchen

★: Special events and programs ◆: New attractions and shows



Results for FY3/25 vs. Initial Forecast

[¥ billion]

Consolidated Statement of Income	FY3/25 Initial Forecast	FY3/25 Results	Change	Change
Net Sales	684.7	679.3	(5.3)	(0.8) %
Theme Park Segment	566.6	552.1	(14.5)	(2.6) %
Hotel Business Segment	102.0	110.4	8.4	8.3%
Other Business Segment	16.0	16.7	0.7	4.4%
Operating Profit	170.0	172.1	2.1	1.2%
Theme Park Segment	142.8	140.4	(2.4)	(1.7) %
Hotel Business Segment	26.4	30.4	4.0	15.3%
Other Business Segment	0.3	0.6	0.2	65.7%
Ordinary Profit	171.7	173.3	1.5	0.9%
Profit before Income Taxes	171.7	173.5	1.8	1.1%
Profit Attributable to Owners of Parent	120.5	124.1	3.6	3.0%

Each level of profit exceeded our initial forecast mainly owing to robust net sales per guest and lower-than-expected costs

Theme Park Segment [1] 

	FY3/25 Initial Forecast	FY3/25 Results	Change	Change
Net Sales [¥ billion]	566.6	552.1	(14.5)	(2.6) %
Attendance [million people]	29.00	27.56	(1.44)	(5.0) %
Net Sales per Guest [¥]	17,470	17,833	363	2.1%
Attractions and Shows [¥]	9,047	9,386	339	3.7%
Merchandise [¥]	4,984	5,084	100	2.0%
Food and Beverages [¥]	3,439	3,362	(77)	(2.2) %

Lower-than-projected attendance

- Decrease due to a decline in travel demand on the back of a slow down in post-pandemic “revenge spending”
- Decrease due to the end of the Tokyo Disney Resort 40th Anniversary
- Decrease due to severe heat

Higher-than-projected net sales per guest

- Increase in Attractions and Shows
 - Increase in Tokyo Disney Resort Vacation Packages
 - Increase in Disney Premier Access
- Increase in Merchandise
 - Increase due to additional deliveries of Fantasy Springs related products
 - Increase due to strong sales of special events related products
- Decrease in Food and Beverages
 - Due to less-than-expected guest movement in areas other than Fantasy Springs

Net sales fell short of the initial forecast on account of lower-than-projected attendance although net sales outperformed the forecast



Results of FY3/25 vs. Initial Forecast – Main Reasons for Change

[¥ billion]

Theme Park Segment [2]



	FY3/25 Initial Forecast	FY3/25 Results	Change	Change
Net Sales	566.6	552.1	(14.5)	(2.6) %
Operating Profit	142.8	140.4	(2.4)	(1.7) %

Lower-than-projected operating profit

[¥ billion]

Decrease in net sales		Decrease in miscellaneous costs	Approx. 9.0
Increase in merchandise and food/beverages cost ratio	Approx.(4.5)	Decrease in sales promotion costs	Approx. 1.5
Decrease in personnel expenses	Approx. 0.5	Decrease in research and development expenses	Approx. 1.5
Increase due to recognition of performance bonuses	(1.6)	Decrease in energy costs	Approx. 1.0
Decrease in personnel expenses for part-time cast members	Approx. 1.0	Decrease in maintenance	Approx. 0.5
Decrease in personnel expenses for full-time employees	Approx. 0.5	Decrease in IT-related expenses	Approx. 0.5
Other	Approx. 0.5	Other	Approx. 4.0
		Increase in depreciation and amortization expenses	(0.7)
		Increase in newly acquired assets, etc.	

Note: Increase in costs is expressed by figures in parentheses, which show by how much operating profit decreased.

Operating profit underperformed the initial forecast due to lower-than-projected in net sales while miscellaneous costs were lower than initially expected



Results of FY3/25 vs. Initial Forecast – Main Reasons for Change

[¥ billion]

Hotel Business Segment	HOTEL 	FY3/25 Initial Forecast	FY3/25 Results	Change	Change
Net Sales		102.0	110.4	8.4	8.3%
Disney Hotels		93.5	101.4	7.9	8.5%
Other Hotels		8.5	8.9	0.4	5.4%
Operating Profit		26.4	30.4	4.0	15.3%

Higher-than-projected net sales

- Increase accompanying the opening of Tokyo DisneySea Fantasy Springs Hotel

Higher-than-projected operating profit

- Increase in net sales

Exceeded the initial forecast due to increase in accommodation revenue accompanying the opening of Fantasy Springs

[¥ billion]

Other Business Segment		FY3/25 Initial Forecast	FY3/25 Results	Change	Change
Net Sales		16.0	16.7	0.7	4.4%
Operating Profit		0.3	0.6	0.2	65.7%

The results of Other business surpassed the initial forecast



Capex and D&A [FY3/25 vs. FY3/24]

[¥ billion]

Capital Expenditures (Property, plant and equipment, Intangible assets, Long-term prepaid expenses)	FY3/24 Results	FY3/25 Results	Change	Primary reasons for change
Theme Park Segment	64.6	59.4	(5.1)	
Tokyo Disneyland	20.6	33.1	12.4	Increase due to renovation of Space Mountain and Buzz Lightyear's Astro Blaster
Tokyo DisneySea	33.1	59.1	25.9	*Increase due to transfer of a part of the investment amount recorded as fixed asset from Others to Tokyo DisneySea
Other	10.7	(32.8)	(43.5)	*Decrease due to transfer of a part of the investment amount recorded as fixed asset from Others to Tokyo DisneySea Increase due to renovation of Central Kitchen
Hotel Business Segment	5.4	8.2	2.7	Increase in Tokyo DisneySea Large-Scale Expansion Project
Other Business Segment	2.0	22.6	20.5	Increase in cruise business
[Elimination and Corporate]	(0.0)	(0.1)	(0.0)	
Total	72.0	90.2	18.1	

[¥ billion]

Depreciation and Amortization (Property, plant and equipment, Intangible assets, Long-term prepaid expenses)	FY3/24 Results	FY3/25 Results	Change	Primary reasons for change
Theme Park Segment	38.9	55.5	16.6	
Tokyo Disneyland	16.2	17.4	1.2	Increase in renovation and new castle projection
Tokyo DisneySea	12.9	28.6	15.6	Increase in Tokyo DisneySea Large-Scale Expansion Project
Other	9.6	9.4	(0.1)	
Hotel Business Segment	4.4	7.0	2.6	Increase in Tokyo DisneySea Large-Scale Expansion Project
Other Business Segment	3.3	2.9	(0.4)	
[Elimination and Corporate]	(0.0)	(0.1)	(0.1)	
Total	46.7	65.4	18.7	



Consolidated Balance Sheets [As of 3/25 vs. 3/24]

Consolidated Balance Sheets	[¥ billion]		
	At the end of FY3/24	At the end of FY3/25	Change
A. Assets			
Current Assets	452.2	525.3	73.1
Non-current Assets	902.9	913.1	10.1
Total Assets	1,355.2	1,438.5	83.3
B. Liabilities			
Current Liabilities	246.9	235.8	(11.0)
Non-current Liabilities	158.6	225.2	66.5
Total Liabilities	405.6	461.1	55.4
C. Net Assets			
Shareholders' Equity	921.2	961.0	39.8
Accumulated Other Comprehensive Income	28.3	16.3	(11.9)
Total Net Assets	949.5	977.4	27.8
Total Liabilities and Net Assets	1,355.2	1,438.5	83.3

[A. ¥83.3 billion [6.1%] Increase in Assets]

I. ¥73.1 billion Increase in Current Assets

[1] Increase in cash and deposits	¥38.3 billion
[2] Increase in securities	¥25.9 billion
[3] Increase in inventory	¥8.0 billion

II. ¥10.1 billion Increase in Non-current Assets

[1] Increase due to capital expenditures	¥90.2 billion
[2] Decrease due to depreciation and amortization	¥(65.4) billion
[3] Decrease in investment securities	¥(13.3) billion

[B. ¥55.4 billion [13.7%] Increase in Liabilities]

I. ¥11.0 billion Decrease in Current Liabilities

[1] Decrease in current portion of bonds payable	¥10.0 billion
[2] Decrease in income taxes payable	¥3.4 billion

II. ¥66.5 billion Increase in Non-current Liabilities

[1] Increase in bonds payable	¥69.9 billion
[2] Increase in long-term borrowings	¥0.7 billion

[C. ¥27.8 billion [2.9%] Increase in Net Assets]

I. ¥39.8 billion Increase in Shareholder's Equity

[1] Increase in profit attributable to the owners of parent	¥124.1 billion
[2] Increase due to aquation of treasury shares	¥(61.8) billion
[2] Decrease due to dividend payment	¥(24.7) billion



Oriental Land Co., Ltd.

Investor Relations Group, Finance/Accounting Department

URL: www.olc.co.jp/en

Cautionary Statement:

The purpose of this document is to provide information on the operating results and future management strategies of the OLC Group, and not to solicit investment in securities issued by the Company.

The data disclosed in this document are based on the judgments and available information as of the date of publication. The OLC Group's business is sensitive to factors such as customer preferences, and social and economic conditions, and therefore the forecasts and outlook presented in this document contain uncertainties.

Theme park attendance figures have been rounded, and financial figures have been truncated.

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