



Results for the First Quarter of the Fiscal Year Ending March 2027

July 30, 2026

Oriental Land Co., Ltd.

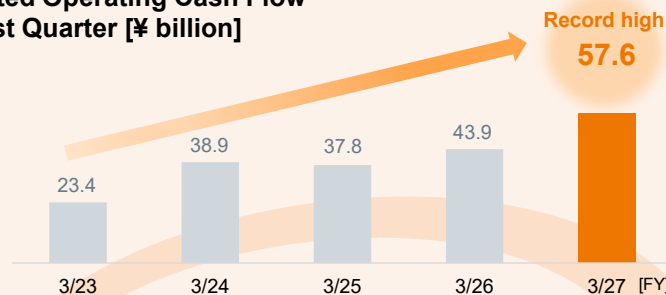
I. Summary of Financial Results

II. Forecasts for First Half and Full FY3/27

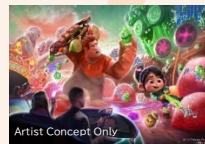
I. Summary of Financial Results

Due to the strong performance of the Tokyo DisneySea® 25th Anniversary events and other factors, consolidated operating cash flow*1, net sales, and operating profit all reached record highs

Consolidated Operating Cash Flow for the First Quarter [¥ billion]



While prioritizing the allocation of cash to growth investments, we will steadily implement measures to enhance corporate value, including shareholder returns



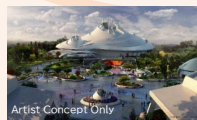
Attraction set in the world of Wreck-It Ralph



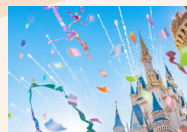
Disney Cruise Line Japan²



Human capital, such as cast members

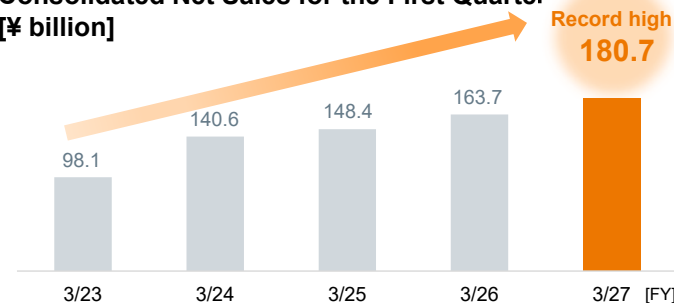


Major Renovation of Space Mountain and its surrounding area

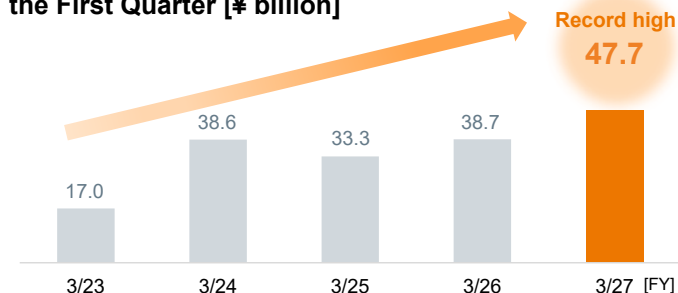


Tokyo Disney Resort® 45th Anniversary

Consolidated Net Sales for the First Quarter [¥ billion]



Consolidated Operating Profit for the First Quarter [¥ billion]



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

*2 The photo shows the Disney Wish from Disney Cruise Line

**Net sales and profits increased due to factors
such as a rise in attendance and higher net sales per guest**

[¥ billion]

Consolidated Statement of Income	FY3/26 Results [1Q]	FY3/27 Results [1Q]	Change	Change
Net Sales	163.7	180.7	16.9	10.4%
Theme Park Segment	131.2	147.4	16.1	12.3%
Hotel Business Segment	28.5	29.2	0.7	2.7%
Other Business Segment	3.9	4.0	0.0	1.8%
Operating Profit	38.7	47.7	8.9	23.1%
Theme Park Segment	29.2	37.8	8.5	29.3%
Hotel Business Segment	9.1	9.2	0.0	0.9%
Other Business Segment	0.1	0.5	0.3	192.2%
Non-operating income	1.4	12.2*	10.7	727.9%
Non-operating expenses	0.9	1.6	0.6	62.6%
Ordinary Profit	39.2	58.3	19.0	48.6%
Profit before Income Taxes	39.2	58.3	19.0	48.6%
Profit Attributable to Owners of Parent	27.4	41.2	13.8	50.3%

Note: Non-operating income totaled 12.2 billion yen, primarily due to the sale of the Hyatt Regency Seragaki Island Okinawa as part of an investment project.

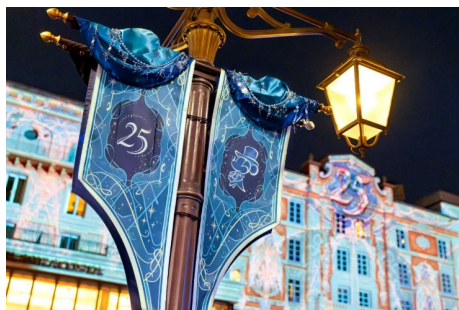
Theme Park Segment
Net sales

Net sales increased due to growth in attendance and net sales per guest.
Net sales per guest reached a record high

	FY3/26 Results [1Q]	FY3/27 Results [1Q]	Change	Change
Net Sales [¥ billion]	131.2	147.4	16.1	12.3%

Increase in attendance

— Increase due to the Tokyo DisneySea 25th Anniversary event



Tokyo DisneySea 25th Anniversary "Sparkling Jubilee"

Increase in net sales per guest

- **Slight increase in attractions and shows**

- Increase in Disney Premier Access

- **Increase in merchandise**

- Strong sales of merchandise related to Tokyo DisneySea 25th Anniversary

- **Increase in food and beverages**

- Strong sales of menu items and food souvenirs related to Tokyo DisneySea 25th Anniversary



Jubilee Badge & Ribbon

**Theme Park Segment
operating profit**

**Operating profit increased due to higher net sales,
despite rises in miscellaneous costs and personnel expenses**

	FY3/26 Results [1Q]	FY3/27 Results [1Q]	Change	Change
Net Sales [¥ billion]	131.2	147.4	16.1	12.3%
Operating Profit [¥ billion]	29.2	37.8	8.5	29.3%

**Increase in
operating profit**

Increase in net sales	
Decrease in merchandise and food/beverages cost ratio	0.6
Increase in personnel expenses	(0.8)

Increase in miscellaneous costs	(1.2)
Increase in expenses related to the Tokyo DisneySea 25th Anniversary events	(0.6)
Increase in costs related to entertainment	(0.4)
Other	(0.1)
Decrease in depreciation and amortization expenses	0.2
Decrease due to progress of depreciation	

[¥ billion]

**Hotel Business
Segment**

**Net sales and operating profit rose to record highs,
driven by increased accommodation revenue and other factors**

	FY3/26 Results [1Q]	FY3/27 Results [1Q]	Change	Change
Net Sales [¥ billion]	28.5	29.2	0.7	2.7%
Disney Hotels	26.1	27.0	0.9	3.7%
Occupancy rate [%, pt]	94.0	95.2	1.2	
Average charge per room [¥]	66,534	67,036	502	0.8%
Other Hotels	2.4	2.2	(0.1)	(7.8) %
Operating Profit [¥ billion]	9.1	9.2	0.0	0.9%

Increase in net sales

- Increase in average room rate

Operating profit remained largely unchanged

- Increase in net sales
- Increase in miscellaneous costs

**Other Business
Segment**
Net sales and operating profit increased

	FY3/26 Results [1Q]	FY3/27 Results [1Q]	Change	Change
Net Sales [¥ billion]	3.9	4.0	0.0	1.8%
Operating Profit [¥ billion]	0.1	0.5	0.3	192.2%

Increase in net sales

- Increase in Ikspiari® business
- Increase in Monorail business
- Decrease due to business restructuring

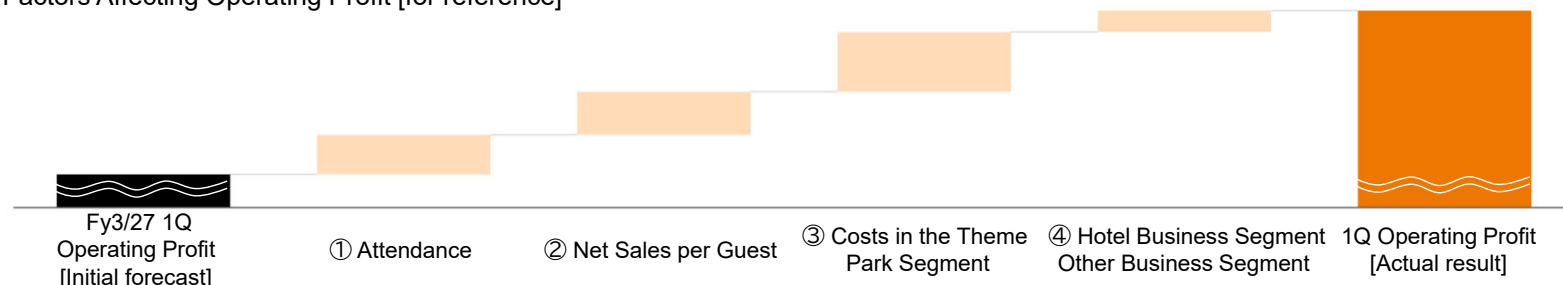
Increase in operating profit

- Decrease in miscellaneous costs

Driven by factors such as an increase in net sales per guest and a rise in attendance, net sales and operating profit exceeded our initial forecast

	Impact on operating profit [in comparison with initial forecast]	Main factors contributing to change
① Attendance	Exceeded the forecast	— Increase thanks to Tokyo DisneySea 25th Anniversary events
② Net sales per guest	Exceeded the forecast	• Attractions and shows: Roughly as projected • Merchandise: Higher than projected — Strong sales of products related to Tokyo DisneySea 25th Anniversary • Food and Beverages: Higher than projected — Strong sales of menu items and food souvenirs related to Tokyo DisneySea 25th Anniversary
③ Costs in the Theme Park Segment	Exceeded the forecast	— Lower-than-projected miscellaneous costs — Lower-than-projected merchandise and food/beverages cost ratio — Lower-than-projected personnel expenses
④ Hotel Business Segment and Other Business Segment	Exceeded the forecast	— Higher-than-projected average room rate in Hotel Business Segment

■ Factors Affecting Operating Profit [for reference]



Note: The height of the bars in each graph illustrates the degree of impact on operating profit. The impact on revenues from sources other than attendance and net sales per guest has been excluded.

II. Forecasts for First Half and Full FY3/27

At this time, we are maintaining our earnings forecasts for the first-half and the full FY3/27

Forecasts for the First Half and the Full Fiscal Year Ending March 2027

Net sales and operating profit for this quarter exceeded our initial forecast, driven by the strong performance of the Tokyo DisneySea 25th Anniversary events. However, as the impact of weather conditions remains uncertain, we are maintaining our earnings forecasts for the first half and the full fiscal year at this time



Tokyo DisneySea 25th Anniversary events



Summer Cool-off at Tokyo Disney Resort

Although large-scale renovation work at Disney hotels is scheduled in 2Q and beyond, we will implement various initiatives to contribute to our financial performance

■ Initiatives for the Current Fiscal Year

Theme Park Segment	Attendance	● Tokyo DisneySea 25th Anniversary events*¹ [Currently underway] — Featuring a variety of content unified under the signature color “Jubilee Blue” ● Summer initiatives*² [Partially implemented] — Rolling out the special event “Summer Cool-off at Tokyo Disney Resort” — Sale of various ticket types: Evening tickets such as the After 3 Summer Passport and After 5 Summer Passport, 1-Day Park Hopper Passport, and the College Passport exclusively for students (From Sep. 1, 2026 to Sep. 30, 2026)
	Net sales per guest	● Park tickets: In addition to adjusting the price tier composition, we have introduced tickets at higher prices. [Starting October 10, 2026] ● Disney Premier Access: Addition of eligible facilities [Effective September 1, 2026] and price adjustments for some parades [Effective September 16, 2026]
Hotel Business Segment		● Renovation work on guest rooms at some Disney hotels in preparation for the Tokyo Disney Resort 45th Anniversary events — Tokyo Disney Celebration Hotel®: July 1, 2026 – March 31, 2027 — Tokyo DisneySea Hotel MiraCosta®: August 19, 2026 – July 20, 2027 — Tokyo Disneyland® Hotel: January 4, 2027 – March 14, 2027

■ Future initiative

Cost control	● Fundamentally overhaul our budget management system and prioritize costs to ensure a strategic allocation of resources ● Aim to build a system that reflects current conditions in budget planning and ensures execution according to plan → Plan to disclose details of future updates
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*1 For details, please refer to P18 in the Appendix. *2 For details, please refer to P19 in the Appendix.

Appendix

Theme Parks Events & New Attractions Calendar for FY3/27

	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.
Tokyo Disneyland®	★ Dec. 27, 2025 to Jun. 28, 2026 it's a small world with Groot						◆ Sep. 30 NEW The D-Groovationz4 Live: Happy! Funky! Groovy! Tour					
	★ Apr. 23 to Jun. 30 Special version of "Star Tours: The Adventures Continue"			★ Jul. 2 to Sep. 14 NEW Fun Time with <i>Toy Story 5</i>		★ Sep. 16 to Oct. 31 Disney Halloween		★ Nov. 11 to Dec. 25 Disney Christmas				
	★ Apr. 9 to Jun. 30 Sixth Special Event in the Disney Pal-Palooza Series "Vanellope's Sweet Pop World"			★ Jul. 2 to Sep. 14 Summer Cool-off at Tokyo Disney Resort						★ Jan. 1 to 11 New Year's Special Event		
				★ Jul.2 to Sep. 14 NEW Reach for the Stars: Everlasting Dreams								
Tokyo DisneySea	★ Apr. 15, 2026 to Mar. 31, 2027 NEW Tokyo DisneySea 25th "Sparkling Jubilee"											
	★ Apr. 15 to Jun. 30 Tokyo DisneySea Food & Wine Festival											
				★ Jul. 2 to Sep. 14 NEW Fun Time with <i>Toy Story 5</i>		★ Sep. 16 to Oct. 31 Disney Halloween		★ Nov. 11 to Dec. 25 Disney Christmas				
				★ Jul. 2 to Sep. 14 Summer Cool Off at Tokyo Disney Resort		★ Sep. 16 to Nov. 2 Lazos de la Familia				★ Jan. 1 to 11 New Year's Special Event		

Notes 1) Program titles, contents, and dates are subject to change.

2) Information is current as of July 30, 2026.

★ Special events and programs ◆ New attractions and shows, etc.

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

Attractions at Tokyo Disneyland	Intro. Date	Price	Entertainment at Tokyo Disneyland	Intro. Date	Price
Enchanted Tale of Beauty and the Beast	May 19, 2022	¥2,500 ^{*1}	Disney Harmony in Color	Apr. 15, 2023	¥2,500
Splash Mountain	Dec. 1, 2022	¥1,500	Tokyo Disneyland Electrical Parade <i>Dreamlights</i>	Apr. 15, 2023	¥2,500
The Happy Ride with Baymax	Dec. 1, 2022	¥1,500	Reach for the Stars ^{*3}	Sep. 20, 2024 ^{*4}	¥2,500
Big Thunder Mountain	Sep. 1, 2026 (Scheduled)	¥1,500	Mickey's Magical Music World	Nov. 13, 2024	¥2,500
Pooh's Hunny Hunt	Sep. 1, 2026 (Scheduled)	¥1,500	Disney Pal-Palooza "It's a Sweetsful Time!" Terminated	Apr. 9, 2026 ^{*5}	¥2,500
Monsters, Inc. Ride & Go Seek!	Sep. 1, 2026 (Scheduled)	¥1,000	The Villains' Halloween "Into the Frenzy"	Sep. 16, 2026 ^{*6} (Scheduled)	¥3,500
Haunted Mansion "Holyday Nightmare"	Sep. 15, 2026 ^{*2} (Scheduled)	¥1,000	The D-Groovationz4 Live: Happy! Funky! Groovy! Tour	Sep. 30, 2026 (Scheduled)	¥2,500

Note: Information is current as of Aug. 21, 2026.

^{*1} Revised price effective Sep. 1, 2026.

^{*2} To be applied from Sep. 15, 2026 to Jan. 7, 2027

^{*3} Being held from Jul. 2 to Sep. 14, 2026 under the title "Reach for the Stars: Everlasting Dreams"

^{*4} To be terminated on Sep. 14, 2026

^{*5} Applied from Apr. 9 to Jun. 30, 2026

^{*6} To be applied from Sep. 16 to Oct. 31, 2026

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

Attractions at Tokyo DisneySea	Intro. Date	Price	Entertainment at Tokyo DisneySea	Intro. Date	Price
Soaring: Fantastic Flight	May 19, 2022	¥2,500 ^{*1}	Believe! Sea of Dreams	Nov. 11, 2022	¥2,500
Toy Story Mania!	Jun. 10, 2022	¥2,000	Dreams Take Flight	Jul. 16, 2025	¥2,500
Tower of Terror	Dec. 9, 2022	¥1,500	Dance the Globe!	Jan. 14, 2026 ^{*3}	¥2,500
Journey to the Center of the Earth	Dec. 9, 2022	¥2,000 ^{*1}			
Anna and Elsa's Frozen Journey	Jun. 6, 2024	¥2,500 ^{*1}			
Rapunzel's Lantern Festival	Jun. 6, 2024	¥2,000			
Peter Pan's Never Land Adventure	Jun. 6, 2024	¥2,000			
Raging Spirits	Sep. 1, 2026 (Scheduled)	¥1,500			
Indiana Jones Adventure: Temple of the Crystal Skull ^{*2}	Nov. 30, 2026 (Scheduled)	¥1,500			

Note: Information is current as of Aug. 21, 2026.

^{*1} Revised price effective Sep. 1, 2026

^{*2} Operations to be resumed on Nov. 30, 2026

^{*3} Applied from Jan. 14, 2026 to Mar. 31, 2027

Initiatives for the Tokyo DisneySea 25th Anniversary events

Entertainment programs



Sparkling Jubilee Celebration



Jubilee Blue Memories



Special menus



Decorations in front of the Tokyo DisneySea AquaSphere



Dance the Globe!



Jubilee Badge



Food souvenirs



Sparkling Jubilee Night

Initiatives during summer

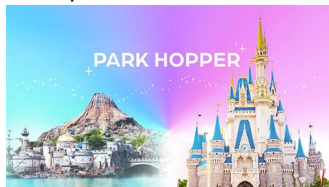
Ticket offering only for summer



After 3 Summer Passport and
After 5 Summer Passport



College Passport*



1-Day Park Hopper Passport

*To be offered from Sep. 1 to Sep. 30, 2026

As to Disney Properties ©Disney

Wider variety in summer-only content



Reach for the Stars: Everlasting Dreams
at Tokyo Disneyland



Cool menu items for summer



"Get Soaked" Harbor Splash
at Tokyo DisneySea



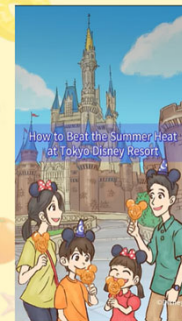
Gadget's Go Coaster "Get Soaked" Version
at Tokyo Disneyland

Promoting tips for a comfortable stay



Enjoy Tokyo Disney Resort
During Summer!

**Your Guide to
Beat the Heat**



A heat safety guide posted on
the website and social media

We will continue to invest in growth without wavering and achieve the goals we have set

Growth Investments and Content





Disney Cruise Line Japan*

Significance of entering the cruise business

Acquire a new pillar of revenue for the OLC Group

Highly profitable business model

Not subject to land constraints

Avoid the risk of concentrating all businesses in Maihama

Business model less susceptible to weather conditions

Employment from overseas

Services to be offered [planned]

- Activities and entertainment only found on Disney cruises
- Guest rooms of a variety of grades and types; Diverse dining options
- Hospitable services, etc.

Scheduled start of services	FY2028	Investment value	Ship's body: ¥290 billion Contingency funds: ¥40 billion Assumed exchange rate: ¥165/euro, ¥155/dollar
Registry	Japan [planned]	Ship design	Designed based on cruise ship "Disney Wish" that launched in 2022, with some elements adapted for the Japanese market
Tonnage	Approx. 140,000 gross tons	Number of guest rooms	Approx. 1,250 rooms
Capacity	Approx. 4,000 persons	Number of crew	Approx. 1,500 persons

*The photo shows the Disney Wish from Disney Cruise Line

Cruise services planned at this point

Route	Cruises mainly depart and arrive at Tokyo International Cruise Terminal
Length of cruise	2 to 4-night short-term cruises
Price per person	A wide range of prices from the ¥100,000 to ¥300,000 range* [price per person per cruise] *Price for the most common type of guest rooms
Target	Families, younger generation, overseas inbound travelers

Contribution to financial performance

- Annual net sales and number of passengers are expected to reach approx. ¥100 billion and 400,000, respectively, within the first several years
- Profit is assumed to be generated from FY2029 when full-year operation is scheduled
- We are closely examining the upside of net sales while aiming for the upper 20% range in operating margin within the first several years
- Annual depreciation and amortization expenses in the ¥20 billion range are expected
- Operating margin is expected to improve further after the depreciation period of the ship
- A foreign exchange forward contract is executed to hedge against exchange risks for approximately half of the amount

The launch of a second ship will be considered when the first ship is successfully on track

This service, available free of charge, will allow guests to select and enjoy eligible experiences at a specific time with a reduced wait time
[The Tokyo Disney Resort 40th Anniversary Priority Pass will no longer be available after August 31, 2026]

Attractions at Tokyo Disneyland	Attractions at Tokyo DisneySea
Star Tours: The Adventures Continue	Indiana Jones Adventure: Temple of the Crystal Skull
Big Thunder Mountain	20,000 Leagues Under the Sea
Pooh's Hunny Hunt	Turtle Talk
Haunted Mansion	Nemo & Friends SeaRider
Monsters, Inc. Ride & Go Seek!	The Magic Lamp Theater
	Raging Spirits

Note: Information is current as of Jul. 30, 2026.

Consolidated Balance Sheets	[¥ billion]		
	At the end of FY3/26	At the end of 1Q of FY3/27	Change
A. Assets			
Current Assets	675.2	640.2	(34.9)
Non-current Assets	953.8	982.1	28.2
Total Assets	1,629.0	1,622.3	(6.6)
B. Liabilities			
Current Liabilities	206.3	169.8	(36.5)
Non-current Liabilities	322.6	324.4	1.7
Total Liabilities	529.0	494.2	(34.8)
C. Net Assets			
Shareholders' Equity	1,062.6	1,091.1	28.4
Accumulated Other Comprehensive Income	37.3	36.9	(0.3)
Total Net Assets	1,100.0	1,128.1	28.1
Total Liabilities and Net Assets	1,629.0	1,622.3	(6.6)

[A. ¥6.6 billion [0.4%] Decrease in Assets]

I. ¥34.9 billion Decrease in Current Assets

[1] Decrease in cash and deposits	¥(41.3) billion
[2] Decrease in securities	¥4.9 billion

II. ¥28.2 billion Increase in Non-current Assets

[1] Increase due to capital expenditure	¥36.2 billion
[2] Increase in investments and other assets	¥8.5 billion
[3] Decrease due to depreciation	¥(16.3) billion

[B. ¥34.8 billion [6.6%] Decrease in Liabilities]

I. ¥36.5 billion Decrease in Current Liabilities

[1] Decrease in income taxes payable	¥(17.7) billion
[2] Decrease in other (accounts payable, etc.)	¥(10.6) billion

II. ¥1.7 billion Increase in Non-current Liabilities

[1] Increase in other (deferred tax liability, etc.)	¥1.8 billion
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[C. ¥28.1 billion [2.6%] Increase in Net Assets]

I. ¥28.4 billion Increase in Shareholders' Equity

[1] Increase in retained earnings	¥28.1 billion
• Increase due to profit attributable owners of parent	¥41.2 billion
• Decrease due to dividends	¥(13.1) billion

II. ¥0.3 billion Decrease in Accumulated Other Comprehensive Income

[1] Decrease in deferred gains or losses on hedges	¥(0.2) billion
[2] Decrease in remeasurements of defined benefit plans	¥(0.1) billion



Oriental Land Co., Ltd.

Investor Relations Group, Corporate Communication 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.

Figures of theme park attendance and net sales per guest have been rounded, and financial figures have been truncated.

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