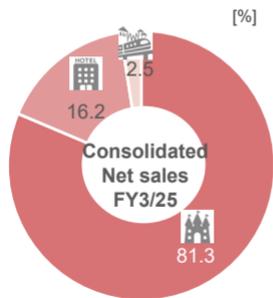


## 1. Business Domain

### Breakdown by segment

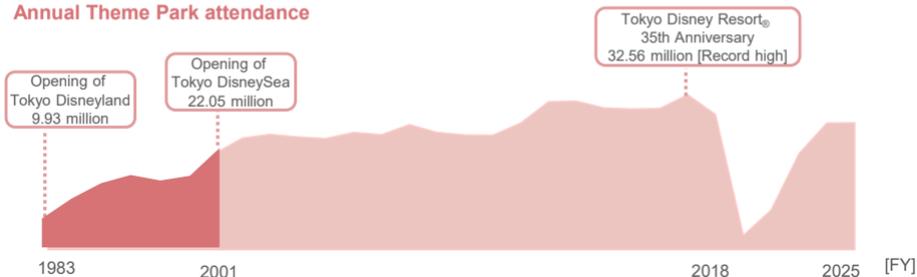


 Theme Park Segment	Tokyo Disneyland <sup>®</sup> Tokyo DisneySea <sup>®</sup>
 Hotel Business Segment	Disney Ambassador <sup>®</sup> Hotel Tokyo DisneySea Hotel MiraCosta <sup>®</sup> Tokyo Disneyland <sup>®</sup> Hotel Tokyo Disney Celebration Hotel <sup>®</sup> Tokyo Disney Resort Toy Story <sup>®</sup> Hotel Tokyo Fantasy Springs Hotel <sup>®</sup> and others
 Other Business Segment	Ikspiari <sup>®</sup> Disney Resort Line and others

## 2. Business History

1960	Oriental Land Co., Ltd. [OLC] was established	2008	Tokyo Disneyland Hotel opened
1983	Tokyo Disneyland opened	2013	Milial Resort Hotels Co., Ltd. acquired all stocks of Brighton Corporation Co., Ltd.
1996	Listed on the first section of the Tokyo Stock Exchange	2016	Tokyo Disney Celebration Hotel opened
2000	Ikspiari and Disney Ambassador Hotel opened	2022	Tokyo Disney Resort Toy Story Hotel opened
2001	Disney Resort Line, Tokyo DisneySea, and Tokyo DisneySea Hotel MiraCosta opened	2024	Fantasy Springs, which is the eighth themed port of Tokyo DisneySea, and Tokyo DisneySea Fantasy Springs Hotel opened

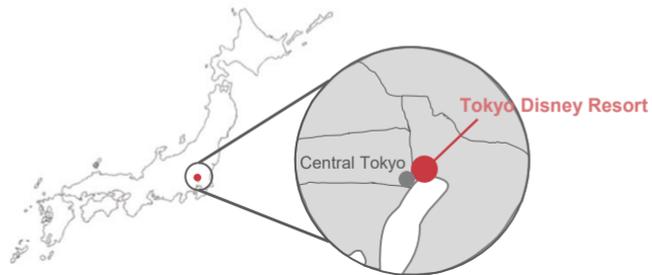
### Annual Theme Park attendance



## 3. Competitive Advantage

### A. Prime location

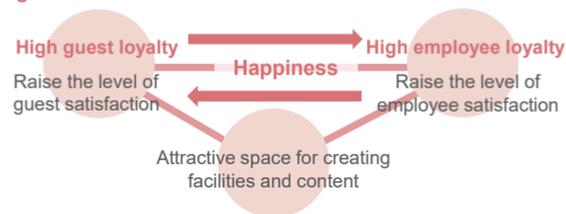
Vast land holdings	Own approx. 2,000,000 m <sup>2</sup> [approx. 500 acres] of land easily accessible from central Tokyo
Huge market	The adjacent metropolitan area is Japan's largest market with approximately 40 million residents



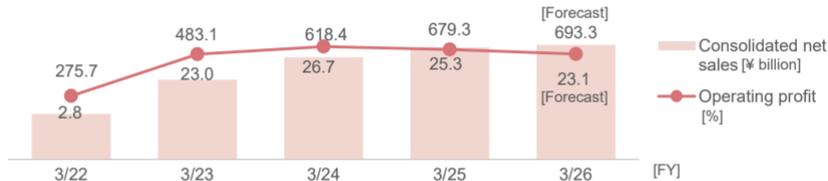
### B. License agreement with Disney Enterprises, Inc.

Activities Covered	Construction and operation of Tokyo Disney Resort and Disney hotels, etc. <b>NEW</b> Development and operation of Disney cruises based in Japan
Period	Disney parks and hotels, etc.: contract extension possible until 2076 at maximum <b>NEW</b> Disney cruises: contract extension of up to a period of 39 years from start of service is possible
Consideration	Royalty* to be paid in accordance with net sales *Not subject to the effect of exchange rate fluctuations
Relationship	No capital or personnel relationship

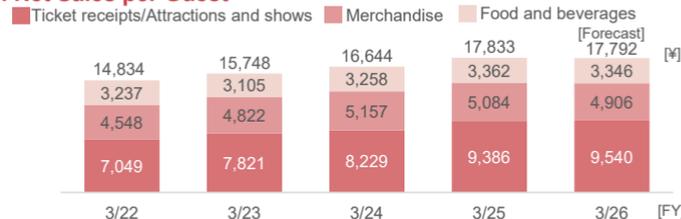
### C. Three-pronged growth drivers



## 4. Consolidated Net Sales and Operating Margin



## 5. Net Sales per Guest



Note: "Ticket receipts" is applicable for the figures for FY3/22 and "Attraction and shows" for the figures of FY3/23 and thereafter

Ticket prices for single-day use per adult

¥7,900 / ¥8,400 / ¥8,900 / ¥9,400 / ¥9,900 / ¥10,900

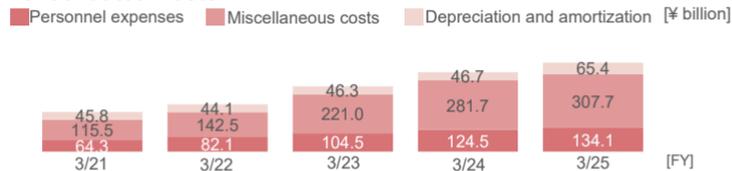
Ticket price revision policy

- External environment
  - Price sensitivity survey result
  - Trends in demand
  - Increase in theme park value
- Note: Take timing of tax hike into consideration

## 6. Theme Park Attendance and Breakdown of Guests by Region



## 7. Consolidated Costs

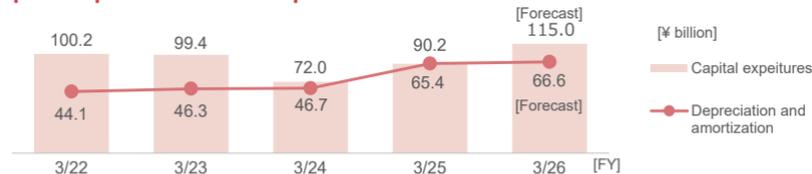


Notes [1] Depreciation and amortization figure for FY3/21 includes depreciation and amortization recorded as extraordinary loss.

[2] Depreciation and amortization figures for FY3/21 and FY3/22 include depreciation and amortization recorded as non-operating expenses.

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

## 8. Capital Expenditures and Depreciation and Amortization



## 9. Consolidated Operating Profit and Profit

