Oriental Land Co.,Ltd.

Results for the Third Quarter of the Fiscal Year Ending March 2023

January 30, 2023
Oriental Land Co., Ltd.

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I. Financial Results

1. Results for First Nine Months of FY3/23 vs. FY3/22

[¥ billion]

Consolidated Statement of Income	FY3/22 Results [Cumulative 3Q]	FY3/23 Results [Cumulative 3Q]	Change	Change
Net Sales	190.3	351.0	160.7	84.4%
Theme Park Segment	149.0	287.0	138.0	92.6%
Hotel Business Segment	34.3	54.7	20.4	59.5%
Other Business Segment	6.9	9.1	2.2	32.2%
Operating Profit	(1.6)	85.6	87.2	-
Theme Park Segment	(5.1)	71.9	77.0	-
Hotel Business Segment	4.3	13.3	9.0	211.1%
Other Business Segment	(1.0)	0.1	1.1	-
Ordinary Profit	(0.0)	86.3	86.4	-
Profit before Income Taxes	(0.0)	86.3	86.4	-
Profit Attributable to Owners of Parent	(1.1)	60.0	61.2	-

Net sales and operating profit increased,
primarily due to increases in attendance and net sales per Guest

1. Results for First Nine Months of FY3/23 vs. FY3/22 – Main Reasons for Change

[¥ billion]

Theme Park Segment [1]

	FY3/22 Results [Cumulative 3Q]	FY3/23 Results [Cumulative 3Q]	Change	Change
Net Sales	149.0	287.0*1	138.0	92.6%

*1 Revenue of 3.4 billion yen for expired tickets whose refund support ended by the end of May 2022 is recorded in net sales, which is excluded from net sales per Guest.

	Y/Y Comparison	Main Reasons for Change
Attendance	Increased	Eased limit on attendance
Net Sales per Guest	Increased	
Attractions and Shows*2	Increased	・Introduction of Disney Premier Access ・Smaller proportion of Shareholders' Passport ・Larger proportion of high-priced tickets owing to variable pricing
Merchandise	Slightly increased	・Strong sales of new products related to Duffy and Friends
Food and Beverages	Decreased	・Decrease in the proportion of Guests using table service due to increased attendance

*2 "Ticket receipts" applies to the FY3/22 results while "Attractions and shows" applies to FY3/23. Refer to page 18 of the Appendix for details.

Net sales increased year on year due to rises in attendance and net sales per Guest

1. Results for First Nine Months of FY3/23 vs. FY3/22 – Main Reasons for Change

[¥ billion]

Theme Park Segment [2]

	FY3/22 Results [Cumulative 3Q]	FY3/23 Results [Cumulative 3Q]	Change	Change
Net Sales	149.0	287.0*1	138.0	92.6%
Operating Profit	(5.1)	71.9	77.0	-

*1 Revenue of 3.4 billion yen for expired tickets whose refund support ended by the end of May 2022 is recorded in net sales, which is excluded from net sales per Guest.

Increase in operating profit

[¥billion]

Increase in net sales	
Decrease in merchandise and food/beverages cost ratio	3.0
Increase in personnel expenses	(11.7)
YoY difference in receipt of employment adjustment subsidy*2	(6.6)
Increase in personnel expenses for part-time Cast Members	(3.0)
Increase in personnel expenses for full-time employees	(1.4)
Others	(0.6)

Increase in miscellaneous costs	(7.4)
Increase in energy costs	(2.0)
Increase in sales promotion costs	(1.6)
Increase in maintenance costs	(1.3)
Increase in business tax	(0.9)
Other	(1.5)
Increase in depreciation and amortization expenses	(0.9)

Note: Increase in costs is expressed by figures in parentheses, which show by how much operating profit decreased.
*2 The employment adjustment subsidy received is deducted from operating expenses.

Operating profit grew due to an increase in net sales despite a rise in costs

1. Results for First Nine Months of FY3/23 vs. FY3/22 – Main Reasons for Change

[¥ billion]

Hotel Business Segment

	FY3/22 Results [Cumulative 3Q]	FY3/23 Results [Cumulative 3Q]	Change	Change
Net Sales	34.3	54.7	20.4	59.5%
Disney Hotels	31.5	50.1	18.5	58.7%
Other Hotels	2.7	4.6	1.9	69.2%
Operating Profit	4.3	13.3	9.0	211.1%

Increase in net sales

- Increase in accommodation revenue resulting from eased limits on the number of rooms sold
- Increase due to the opening of Tokyo Disney Resort Toy Story Hotel

Increase in operating profit

- Increase in net sales
- Increase in personnel expenses [¥(1.9 billion)]
  - Increased work hours, opening of Tokyo Disney Resort Toy Story Hotel
- Increase in miscellaneous costs
- Increase in depreciation and amortization expenses [¥(0.9 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 as a result of easing of limits on the number of rooms sold

[¥ billion]

Other Business Segment

	FY3/22 Results [Cumulative 3Q]	FY3/23 Results [Cumulative 3Q]	Change	Change
Net Sales	6.9	9.1	2.2	32.2%
Operating Profit	(1.0)	0.1	1.1	-

Increase in net sales

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

Increase in operating profit

- Increase in net sales

Operating profit moved back into the black thanks to an increase in net sales of Monorail business

2. Results for First Nine Months of FY3/23 vs. Original Forecast – Main Reasons for Change

	Comparison with Original Forecast Announced in Oct.	Main Reasons for Change
Net sales	Increased	・Attendance: Increased - Increase due to special events and “Believe! Sea of Dreams” - Increase due to recovery of leisure demand ・Net sales per Guest: Roughly the same ・Attractions and shows: Slightly increased - Larger proportion of high-priced tickets owing to variable pricing - Smaller proportion of Shareholders’ Passport - Increase in the use of Disney Premier Access ・Merchandise: Roughly the same ・Food and beverages: Roughly the same
Operating profit	Increased	・Increase in net sales ・Lower-than-expected merchandise and food/beverages cost ratio ・Decrease in miscellaneous costs

Both net sales and operating profit surpassed our original forecast announced in Oct. thanks to higher-than-expected attendance and other factors

II. Upward Revision of Forecast

1. Revised Forecast for FY3/23 vs. Results for FY3/22 vs. Original Forecast

[¥ billion]

Consolidated Statement of Income	FY3/23 Revised Forecast	FY3/22 Results	Change	Change	FY3/23 Original Forecast	Change	Change
Net Sales	464.6	275.7	188.9	68.5%	442.1	22.5	5.1%
Theme Park Segment	378.8	218.5	160.2	73.3%	358.7	20.0	5.6%
Hotel Business Segment	72.9	47.4	25.5	53.8%	71.0	1.8	2.7%
Other Business Segment	12.8	9.7	3.1	32.5%	12.3	0.5	4.6%
Operating Profit	97.3	7.7	89.6	-	80.0	17.2	21.5%
Theme Park Segment	80.2	2.5	77.7	-	63.5	16.7	26.4%
Hotel Business Segment	16.7	6.2	10.5	170.0%	16.5	0.2	1.3%
Other Business Segment	(0.0)	(1.3)	1.2	-	(0.2)	0.1	-
Ordinary Profit	98.1	11.2	86.8	769.9%	80.6	17.4	21.7%
Profit before Income Taxes	98.1	11.6	86.4	738.6%	80.6	17.4	21.7%
Profit Attributable to Owners of Parent	68.1	8.0	60.0	744.4%	55.9	12.2	21.8%

	FY3/23 Revised Forecast	FY3/22 Results	Change	Change	FY3/23 Original Forecast	Change	Change
Attendance [million people]	21.00	12.05	8.95	74.2%	20.00	1.00	5.0%
Net Sales per Guest [¥]	15,759	14,834	925	6.2%	15,551	208	1.3%
Attractions and Shows* [¥]	7,777	7,049	728	10.3%	7,628	149	2.0%
Merchandise [¥]	4,910	4,548	362	8.0%	4,855	55	1.1%
Food and Beverages [¥]	3,071	3,237	(166)	(5.1%)	3,068	3	0.1%

* “Ticket receipts” applies to the FY3/22 results while “Attractions and shows” applies to FY3/23 forecasts. Refer to page 18 of the Appendix for details.

Our full FY forecast was revised upward for the first nine months exceeding our original forecast and favorable trend expected in 4Q

2. Revised Forecast for FY3/23 vs. Original Forecast – Main Reasons for Change

Theme Park Segment [1]

	FY3/23 Original Forecast	FY3/23 Revised Forecast	Change	Change
Net Sales [¥ billion]	358.7	378.8	20.0	5.6%
Attendance [million people]	20.00	21.00	1.00	5.0%
Net Sales per Guest [¥]	15,551	15,759	208	1.3%
Attractions and shows [¥]	7,628	7,777	149	2.0%
Merchandise [¥]	4,855	4,910	55	1.1%
Food and Beverages [¥]	3,068	3,071	3	0.1%

Upward revision to net sales

- Increase in attendance

Upward revision to attendance

- Increase due to special events and “Believe! Sea of Dreams”
- Increase due to recovery of leisure demand

Upward revision to net sales per Guest

- Attractions and shows: Upwardly revised
  - Smaller proportion of Shareholders’ Passport
  - Larger proportion of high-priced tickets owing to variable pricing
  - Increase in the use of Disney Premier Access
- Merchandise: Upwardly revised
  - Strong demand in regular products
  - Strong demand in new products related to Duffy and Friends
- Food and beverages: Roughly the same

Net sales are expected to exceed our original forecast announced in Oct. owing to higher-than-expected attendance and net sales per Guest

2. Revised Forecast for FY3/23 vs. Original Forecast – Main Reasons for Change

[¥ billion]

Theme Park Segment [2]

	FY3/23 Original Forecast	FY3/23 Revised Forecast	Change	Change
Net Sales	358.7	378.8	20.0	5.6%
Operating Profit	63.5	80.2	16.7	26.4%

Upward revision to operating profit

[¥billion]

Increase in net sales	
Decrease in merchandise and food/beverages cost ratio	Approx. 4.0
Increase in personnel expenses	Approx. (3.0)
Increase due to the expected posting of a lump-sum payment	Approx. (2.5)
Increase in personnel expenses for part-time Cast Members, etc.	Approx. (0.5)

Decrease in depreciation and amortization expenses	Approx. 0.5

Note: miscellaneous costs were roughly as expected

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

Forecast of operating profit was revised upward as we expect net sales to exceed our original forecast

2. Revised Forecast for FY3/23 vs. Original Forecast – Main Reasons for Change

[¥ billion]

Hotel Business Segment

	FY3/23 Original Forecast	FY3/23 Revised Forecast	Change	Change
Net Sales	71.0	72.9	1.8	2.7%
Disney Hotels	65.3	66.3	0.9	1.5%
Other Hotels	5.7	6.6	0.9	16.0%
Operating Profit	16.5	16.7	0.2	1.3%

Upward revision to net sales

- Increase in accommodation revenue due to recovery of leisure demand

Upward revision to operating profit

- Increase in net sales
- Increase in personnel expenses [¥(0.5 billion)] due to expected posting of a lump-sum payment

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

Our forecasts for net sales and operating profit were revised upward due to a recovery in leisure demand

[¥ billion]

Other Business Segment

	FY3/23 Original Forecast	FY3/23 Revised Forecast	Change	Change
Net Sales	12.3	12.8	0.5	4.6%
Operating Profit	(0.2)	(0.0)	0.1	-

Upward revision to net sales

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

Upward revision to operating loss

- Increase in net sales

Operating loss decreased due to increase in net sales of Monorail business

III. Introduction of Stock Provision Trust and Increase in Employee Compensation

III. Introduction of Stock Provision Trust and Increase in Employee Compensation

Introduction of stock provision trust [From February 20, 2023]

Purpose

- To provide incentives to lead the way in improving the corporate value of the entire Group on a continuous basis
- To further share value with our shareholders

Eligibility

Management-level employees of the Company and executives and management-level employees of Group companies

Increase in employee compensation [From April 1, 2023]

Purpose

To ensure that employees can work with a sense of security and create an environment where each individual can unleash their respective potential to an even greater degree

Eligibility

Employees including part-time Cast Members

Raise base salaries and basic hourly wages, which results in approx. 7%* increase in employee compensation on average

*The percentage rise represents the average rate of Oriental Land Co., Ltd.

Continue working to enhance our corporate value through unified efforts

Appendix

Park Operations

FY3/23 3Q

	Oct.	Nov.	Dec.
Social distancing instruction in the Amusement Park and Theme Park New Coronavirus Infection Containment Guidelines	100% of capacity at maximum, social distancing of “a distance sufficient to enable people to avoid physical contact”		
Operation hours [Tokyo Disneyland and Tokyo DisneySea]	9:00-21:00		
Ticket prices [for one adult]	- Oct. 10 1 Day: ¥7,900／¥8,400／¥8,900／¥9,400 10:30-: ¥7,400／¥7,900／¥8,400／¥8,900	Oct. 11 - 1 Day	¥7,900／¥8,400／¥8,900／¥9,400

[Reference] FY3/22 3Q

		Oct.	Nov.	Dec.
Social distancing instruction in the Amusement Park and Theme Park New Coronavirus Infection Containment Guidelines		100% of capacity at maximum, social distancing of at least 1 m		
Operation hours	**Tokyo Disneyland**	- Oct. 31	Nov. 1 - Nov. 30	Dec. 1-
		10:00-19:00	9:00-20:00	9:00-21:00
	Tokyo DisneySea		Nov. 1 - Nov. 30 9:00-21:00	
Ticket prices [for one adult]		- Oct. 31 1 Day: ¥7,900/¥8,400/ ¥8,900/¥9,400	Nov. 1- 1 Day: ¥7,900/¥8,400/¥8,900/¥9,400 10:30-: ¥7,400/¥7,900/¥8,400/¥8,900	

Change in Disclosure Details of Net Sales Breakdown for Theme Park Segment [reference]

Disclosure until FY3/22

- Net Sales [¥ billion]
- Attendance [million people]
- Net Sales per Guest [¥]
- **Ticket Receipts**
- Merchandise
- Food and Beverages

Applicable items

- Park tickets
- Early Entry Tickets

Disclosure from FY3/23

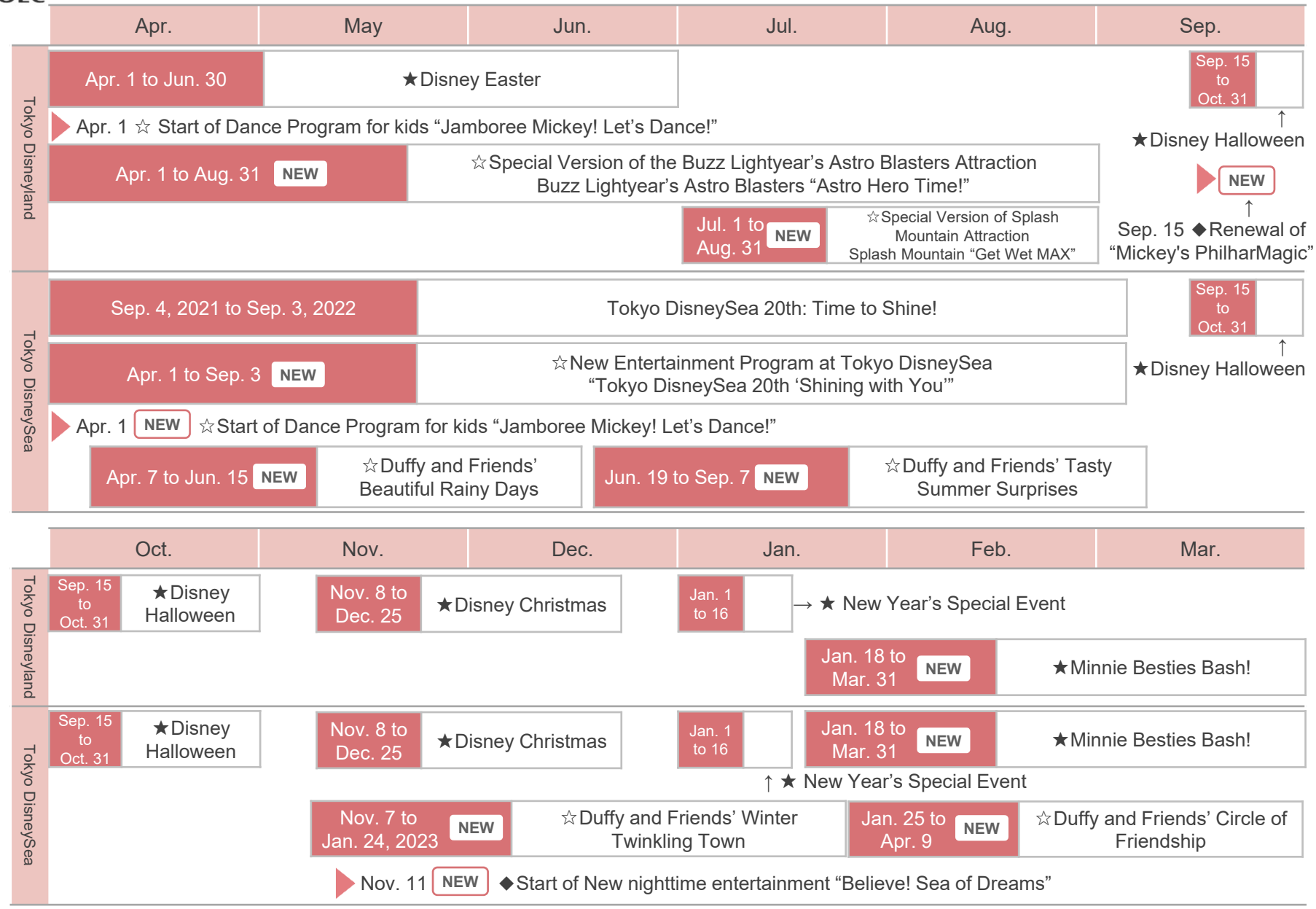
- Net Sales [¥ billion]
- Attendance [million people]
- Net Sales per Guest [¥]
- **Attractions and Shows**
- Merchandise
- Food and Beverages

Applicable items

- Park tickets
- Early Entry Tickets
- **Revenues gained from experience**
  [including fee-based contents of the Tokyo Disney Resort Vacation Packages and Disney Premier Access]

Disclosure details has been changed in line with our policy to enhance the experience value by increasing Guests' options

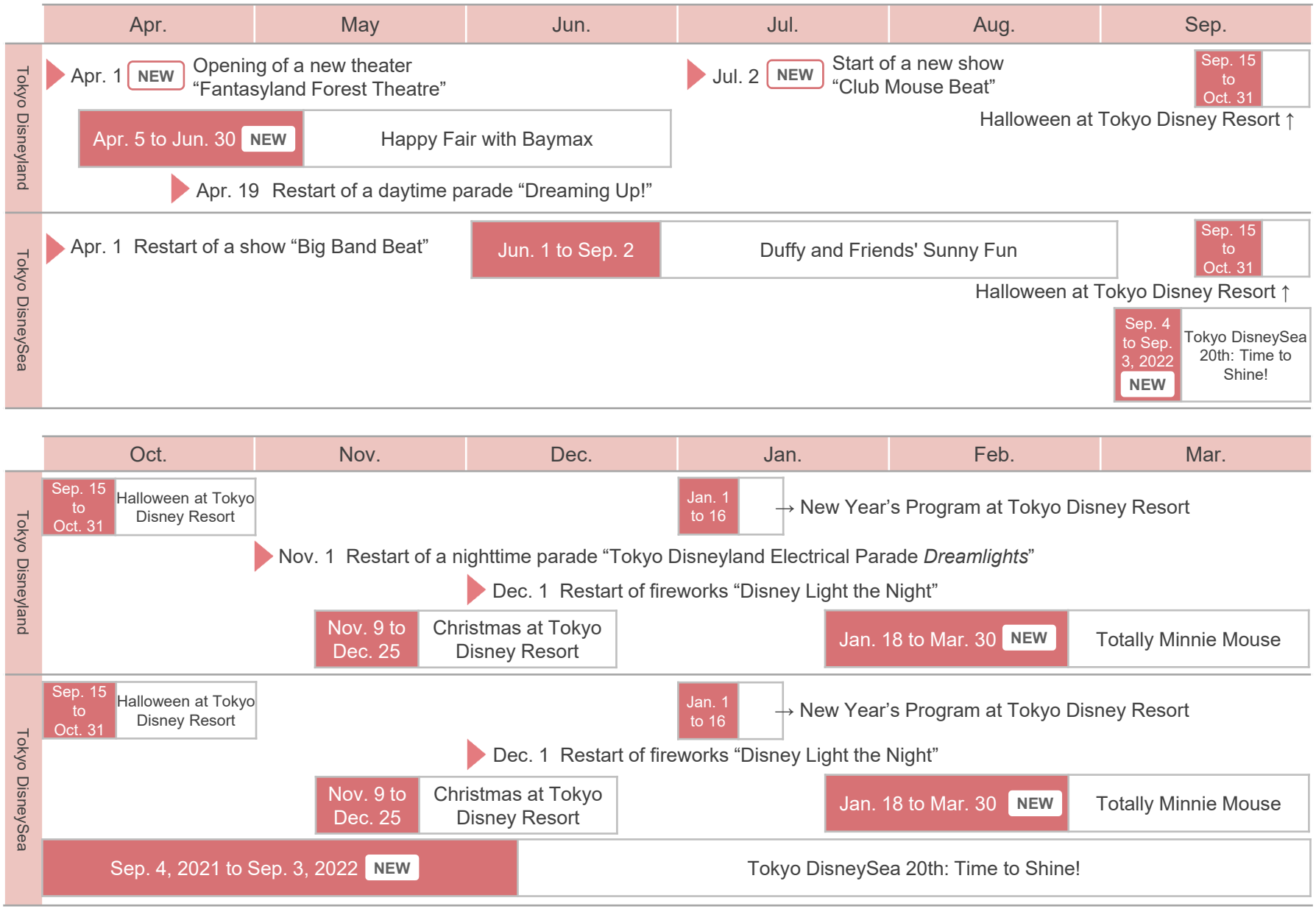
Theme Parks Event Calendar for FY3/23



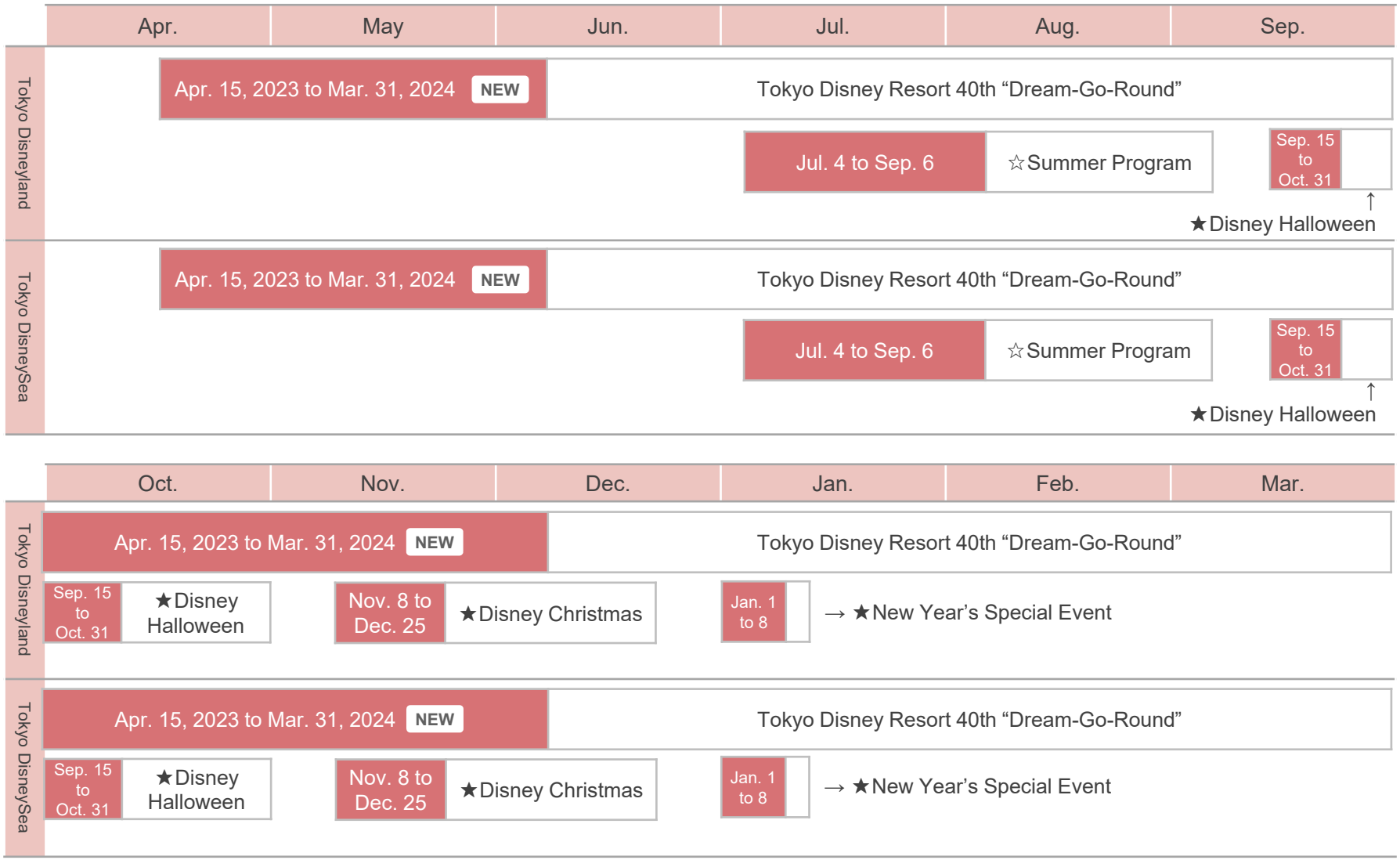
★: Special events ☆: Programs ◆: New attractions and shows

Note: Program titles, contents, and dates are subject to change. Plans announced as of January 30, 2023

Theme Parks Event Calendar for FY3/22 [Reference]



Theme Parks Event Calendar for FY3/24 [Reference]



★: Special events ☆: Programs ◆: New attractions and shows
Note: Program titles, contents, and dates are subject to change. Plans announced as of January 30, 2023

Revised Forecast for Full FY3/23 vs. Results for FY3/22

Theme Park Segment [1]

	FY3/22 Results	FY3/23 Revised Forecast	Change	Change
Net Sales [¥ billion]	218.5	378.8*1	160.2	73.3%
Attendance [million people]	12.05	21.00	8.95	74.2%
Net Sales per Guest [¥]	14,834	15,759	925	6.2%
Attractions and shows*2 [¥]	7,049	7,777	728	10.3%
Merchandise [¥]	4,548	4,910	362	8.0%
Food and Beverages [¥]	3,237	3,071	(166)	(5.1%)

*1 Revenue of 3.4 billion yen for expired tickets whose refund support ended by the end of May 2022 is recorded in net sales, which is excluded from net sales per Guest.
*2 “Ticket receipts” applies to the FY3/22 results while “Attractions and shows” applies to FY3/23 forecast. Refer to page 18 of the Appendix for details.

Increase in attendance

- Increase due to eased limit on attendance

Increase in net sales per Guest

- Attractions and shows: Increase
  - Introduction of Disney Premier Access
  - Smaller proportion of Shareholders’ Passport
  - Larger portion of high-priced tickets owing to variable pricing
- Merchandise: Increase
  - Increase in products related to Duffy and Friends
  - Increase in food products
- Food and beverages: Decrease
  - Decrease in the proportion of Guests using table service due to increased attendance
  - Decrease in dining opportunities resulting from higher proportion of Fixed Date and Time Passport
  - Decrease due to strong sales of food souvenir in the previous FY

Net sales are estimated to increase year on year due to rises in attendance and net sales per Guest

Revised Forecast for Full FY3/23 vs. Results for FY3/22

[¥ billion]

Theme Park Segment [2]

	FY3/22 Results	FY3/23 Revised Forecast	Change	Change
Net Sales	218.5	378.8*1	160.2	73.3%
Operating Profit	2.5	80.2	77.7	-

*1 Revenue of 3.4 billion yen for expired tickets whose refund support ended by the end of May 2022 is recorded in net sales, which is excluded from net sales per Guest.

Increase in operating profit

[¥billion]

Increase in net sales	
Decrease in merchandise and food/beverages cost ratio	Approx. 1.0
Increase in personnel expenses	Approx. (16.0)
YoY difference in receipt of employment adjustment subsidy*2	(7.1)
Increase due to the expected posting of a lump-sum payment	Approx. (2.5)
Increase in personnel expenses for part-time Cast Members	Approx. (4.0)
Increase in personnel expenses for full-time employees	Approx. (1.5)
Others	Approx. (1.0)
Increase in miscellaneous costs	Approx. (14.0)
Increase in sales promotion costs	Approx. (3.0)
Increase in maintenance costs	Approx. (2.5)
Increase in energy costs	Approx. (2.5)
Increase in IT-related costs	Approx. (1.5)
Increase in costs related to entertainment	Approx. (1.5)
Others	Approx. (3.0)
Increase in depreciation and amortization expenses	(1.5)
Increase due to transfer to non-operating expenses in previous FY, etc.	

Note: Increase in costs is expressed by figures in parentheses, which show by how much operating profit decreased.
*2 The employment adjustment subsidy received is deducted from operating expenses.

Operating profit is projected to increase owing to rises in net sales despite rises in costs

Revised Forecast for Full FY3/23 vs. Results for FY3/22

[¥ billion]

Hotel Business Segment

	FY3/22 Results	FY3/23 Revised Forecast	Change	Change
Net Sales	47.4	72.9	25.5	53.8%
Disney Hotels	43.7	66.3	22.6	51.7%
Other Hotels	3.7	6.6	2.9	78.9%
Operating Profit	6.2	16.7	10.5	170.0%

Increase in net sales

- Increase in accommodation revenue due to recovery of leisure demand
- Increase in accommodation revenue resulting from a rise in the number of rooms sold

Increase in operating profit

- Increase in net sales
- Increase in personnel expenses [Approx. ¥(2.5 billion)]
  - Increase in expenses for part-time Cast Members, YoY difference in bonus payments, increase due to expected posting of a lump-sum payment
- Increase in miscellaneous costs
- Increase in depreciation and amortization expenses [¥(1.2 billion)]

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

Net sales and operating profit are forecast to rise, primarily owing to an increase in accommodation revenue due to recovery of leisure demand

[¥ billion]

Other Business Segment

	FY3/22 Results	FY3/23 Revised Forecast	Change	Change
Net Sales	9.7	12.8	3.1	32.5%
Operating Profit	(1.3)	(0.0)	1.2	-

Increase in net sales

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

Decrease in operating loss

- Increase in net sales

Operating loss is projected to decrease due to an increase in net sales for Monorail businesses

Revised Forecast for Capex and D&A [Comparison with FY3/22]

[¥ billion]

Capital Expenditures (Property, plant and equipment, Intangible assets, Long-term prepaid expenses)	FY3/22 Results	FY3/23 Revised Forecast	Change	Primary reasons for change
Theme Park Segment	60.8	84.7	23.8	
Tokyo Disneyland	3.0	16.0	12.9	Increase in Space Mountain, Disney Harmony in Color, and renewal of Michey's PhilharMagic
Tokyo DisneySea	41.1	51.6	10.4	Increase in Tokyo DisneySea Large-Scale Expansion Project
Others	16.6	17.0	0.4	
Hotel Business Segment	37.7	16.4	(21.3)	Decrease in Tokyo Disney Resort Toy Story Hotel and Tokyo DisneySea Large-Scale Expansion Project
Other Business Segment	1.9	3.6	1.7	Increase in Monorail and Theater business
[Elimination and Corporate]	(0.3)	(0.0)	0.2	
Total	100.2	104.8	4.5	

[¥ billion]

Depreciation and Amortization (Property, plant and equipment, Intangible assets, Long-term prepaid expenses)	FY3/22 Results	FY3/23 Revised Forecast	Change	Primary reasons for change
Theme Park Segment	36.5	38.0	1.5	
Tokyo Disneyland	15.5	16.3	0.7	
Tokyo DisneySea	12.5	12.4	(0.1)	
Others	8.3	9.2	0.8	
Hotel Business Segment	3.6	4.8	1.2	Increase in Tokyo Disney Resort Toy Story Hotel
Other Business Segment	3.2	3.3	0.0	
[Elimination and Corporate]	(0.0)	(0.0)	0.0	
Total	43.2	46.2	2.9	

Note: Depreciation and amortization figures exclude the amount recorded as non-operating expenses.

Revised Forecast for Capex and D&A [Comparison with Original Forecast]

[¥ billion]

Capital Expenditures (Property, plant and equipment, Intangible assets, Long-term prepaid expenses)	FY3/23 Original Forecast	FY3/23 Revised Forecast	Change	Primary reasons for change
Theme Park Segment	95.6	84.7	(10.8)	
Tokyo Disneyland	19.0	16.0	(3.0)	Postponement of payment of Space Mountain
Tokyo DisneySea	57.7	51.6	(6.0)	Postponement of payment of Tokyo DisneySea Large-Scale Expansion Project
Others	18.8	17.0	(1.7)	Postponement of payment of IT-related investment
Hotel Business Segment	19.1	16.4	(2.7)	Postponement of payment of Tokyo DisneySea Large-Scale Expansion Project
Other Business Segment	3.8	3.6	(0.1)	
[Elimination and Corporate]	(0.0)	(0.0)	0.0	
Total	118.5	104.8	(13.7)	

[¥ billion]

Depreciation and Amortization (Property, plant and equipment, Intangible assets, Long-term prepaid expenses)	FY3/23 Original Forecast	FY3/23 Revised Forecast	Change	Primary reasons for change
Theme Park Segment	38.6	38.0	(0.5)	
Tokyo Disneyland	16.3	16.3	(0.0)	
Tokyo DisneySea	13.0	12.4	(0.6)	
Others	9.1	9.2	0.0	
Hotel Business Segment	4.8	4.8	0.0	
Other Business Segment	3.3	3.3	0.0	
[Elimination and Corporate]	(0.0)	(0.0)	(0.0)	
Total	46.7	46.2	(0.5)	

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.

Please refrain from reprinting this document.