

Change in Organization, Appointment of Corporate Officers and Changes in Responsibilities of Executive Directors

URAYASU, CHIBA—Oriental Land Co., Ltd. announces that it will make organizational changes, appoint new corporate officers and realign the responsibilities of its executive directors effective November 1, 2025.

1. Organizational changes (Effective November 1, 2025)

The Oriental Land Group (hereinafter, “the OLC Group”) seeks to increase its corporate value by evolving its business structure for sustainable growth in line with its 2035 Long-term Management Strategy, which is being implemented to achieve Our Goal for 2035, “Bringing more ‘Happiness’ to you and the community.” Accordingly, the Company will reorganize its entire structure into a function-based framework with greater agility and specialized expertise to strengthen and enhance the efficiency of each function.

(1) Reorganization of the theme park operation units

The Company will reorganize its Operations Division, Food Division, and Merchandise Division into the following function-based divisions to strengthen its park operations and menu/merchandise development functions with the aim of enhancing their efficiency going forward.

(i) Establishment of the Operation Division

The new Operation Division will unify the park operation departments currently under the Operations Division, Food Division, and Merchandise Division into a single division. The aim is to further strengthen cross-divisional collaboration and create a framework that facilitates theme park-wide activities.

By consolidating organizations with overlapping functions such as operational support, the Company aims to enhance efficiency going forward. In addition, the CS Enhancement Department, which is responsible for supporting guest service, will be integrated into the new Operation Division to create a framework conducive to stronger collaboration with other operational departments.

(ii) Establishment of the Food & Merchandise Development Division

The new Food & Merchandise Development Division will consolidate the menu and merchandise development functions currently assumed by the Food Division and the Merchandise Division to streamline management and coordination of suppliers and contract matters.

(2) Reorganization of the Corporate Strategy Planning Division

The Corporate Strategy Planning Division will be restructured based on functions. The new framework will consist of the Corporate Strategy Planning Department, responsible for developing and overseeing the OLC Group strategies, Tokyo Disney Resort business strategies, and the ESG strategies for the entire OLC Group, and the Corporate Supervision Department, which will supervise and oversee these strategies.

The Resort Development Department will be repositioned to report directly to the president. The Company aims to strengthen its development function by giving the department responsibility for product development and the centralized management of the development of large-scale facilities and events.

In connection with the above reorganization, the Content Development Promotion Department of the Marketing Division will change its name to the Loyalty Marketing Department.

(3) Establishment of the Corporate Communication Department

The new Corporate Communication Department will unify the external communications functions currently handled by separate departments for each stakeholder group. By centrally managing the development and implementation of the entire OLC Group's communication strategies, the Company aims to strengthen relationships with its stakeholders and enhance corporate value.

(4) Establishment of the Risk Management Department

The new Risk Management Department will consolidate and undertake all tasks related to risk management, compliance, and other related matters to respond promptly and accurately to the diverse risks surrounding the Company's business.

Please refer to Attachment 1 for the current and new organizational structures.

2. Appointment of corporate officers (Effective November 1, 2025)

Noritaka Tsuji (Current: Director of Resort Supervision Department and Resort Development Department, Corporate Strategy Planning Division)

Yohei Takemura (Current: Director of Corporate Strategy Planning Department, Corporate Strategy Planning Division)

3. Changes in the responsibilities of executives (Effective November 1, 2025)

Note: Changes are underlined.

Title	Name	New	Current
Executive Director Executive Officer	Yuichi Kaneki	Director of <u>Operation Division</u>	Director of Marketing Division and Entertainment Division
Executive Officer	Daisuke Iwase	In charge of Sponsor Marketing Alliance Department, <u>Director of Marketing Division</u>	In charge of Sponsor Marketing Alliance Department and Theatrical Business Department
Executive Officer	Ryotaro Shiiba	<u>Supervisor of Cruise Business Planning Department</u>	Director of Operations Division, In charge of CS Enhancement Department
Executive Officer	Kenji Horikawa	Supervisor of Human Resources Division, In charge of General Affairs Department, <u>Risk Management Department and Corporate Communication Department</u>	Supervisor of Human Resources Division, In charge of General Affairs Department, Core Business Legal Affairs Department, Food Safety Control Department, Internal Auditing Department

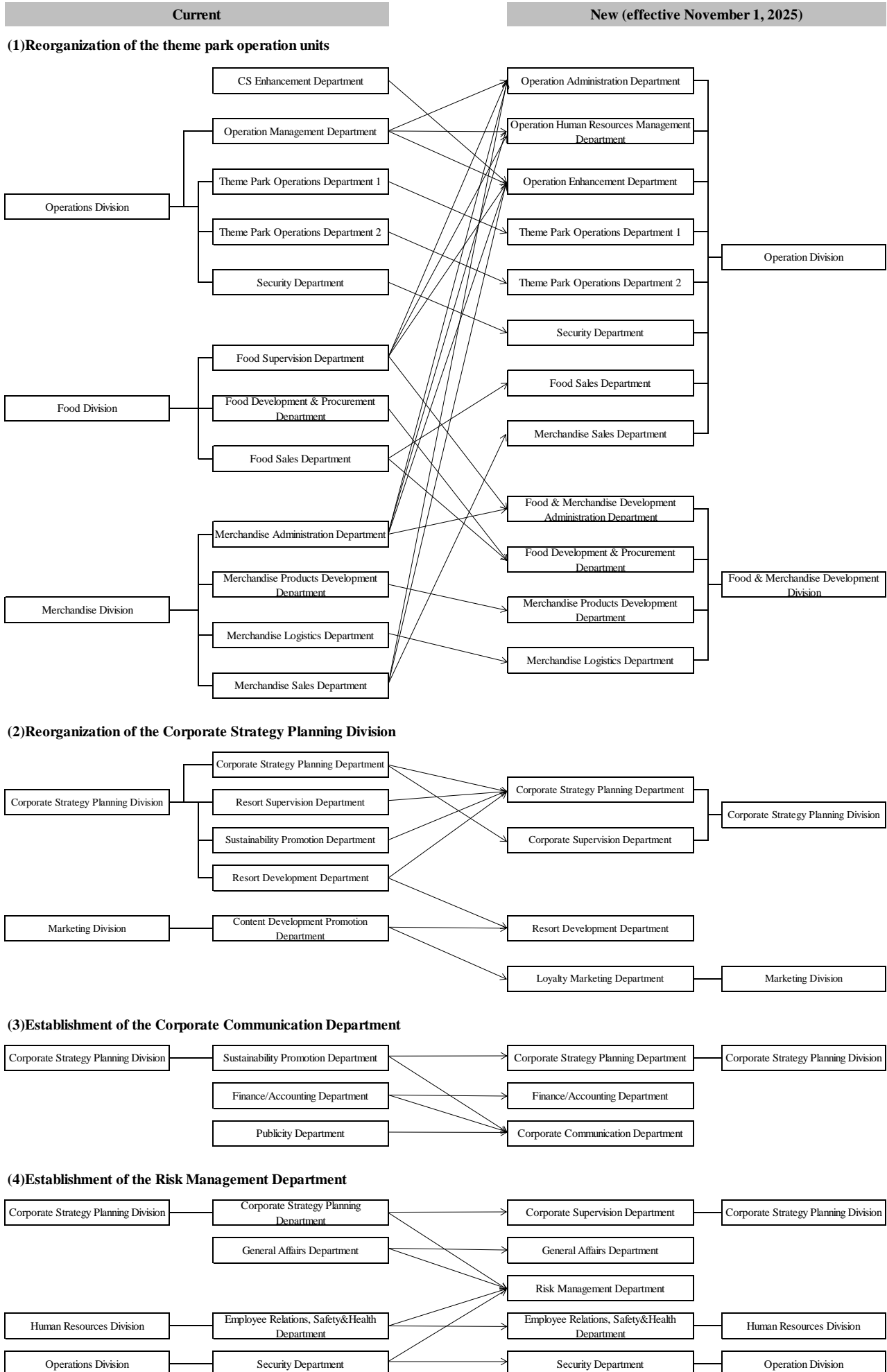
Executive Officer	Hirobumi Nakayama	Supervisor of <u>Digital Division</u> , <u>Director of Food & Merchandise Development Division</u>	Supervisor of Finance/Accounting Department, In charge of Special Assignment
Officer	Tomoyuki Shimoda	In charge of Finance/Accounting Department and Business Solution Department, <u>Deputy in charge of Corporate Communication Department</u>	In charge of Finance/Accounting Department and Business Solution Department
Officer	Takashi Sakurai	Director of <u>Human Resources Division</u>	Director of Engineering Division
Officer	Takanori Shiraishi	In charge of Social Activity Promotion Department, <u>Food Safety Control Department and Theatrical Business Department</u>	In charge of Publicity Department and Social Activity Promotion Department
Officer	Futoshi Ebara	Director of <u>Engineering Division</u>	Director of Merchandise Division
Officer	Shinya Ishibashi	<u>Deputy Director of Operation Division</u>	Director of Food Division
Officer	Yutaka Yokoyama	<u>In charge of Core Business Legal Affairs Department and Internal Auditing Department</u>	Deputy in charge of Cruise Business Planning Department
Officer	Charles D. Besford	In charge of Cruise Business Planning Department, Representative Director, <u>Chairperson of Milial Resort Hotels Co., Ltd.</u>	In charge of Cruise Business Planning Department, Representative Director, President of Milial Resort Hotels Co., Ltd.
Officer	Noritaka Tsuji	<u>In charge of Resort Development Department</u> , <u>Director of Entertainment Division</u>	Director of Resort Supervision Department and Resort Development Department, Corporate Strategy Planning Division
Officer	Yohei Takemura	<u>Representative Director</u> , <u>President of Milial Resort Hotels Co., Ltd.</u>	Director of Corporate Strategy Planning Department, Corporate Strategy Planning Division

Please refer to Attachment 2 for the list of directors and corporate officers effective November 1, 2025.

End

Current and New Organizational Structures

Note: The organization chart below only shows the organizations that will be changed.



Directors and Corporate Officers as of November 1, 2025

Name	Board of Directors	Corporate Officers	Responsibilities
Toshio Kagami	Representative Director, Chair of the Board of Directors	—	—
Yumiko Takano	Representative Director, Chairperson and CEO	—	—
Wataru Takahashi	Representative Director, President and COO	President Officer	—
Yuichi Kaneki	Executive Director	Executive Officer	Director of Operation Division
Daisuke Iwase	—	Executive Officer	In charge of Sponsor Marketing Alliance Department, Director of Marketing Division
Ryotaro Shiiba	—	Executive Officer	Supervisor of Cruise Business Planning Department
Kenji Horikawa	—	Executive Officer	Supervisor of Human Resources Division, In charge of General Affairs Department, Risk Management Department and Corporate Communication Department
Hirobumi Nakayama	—	Executive Officer	Supervisor of Digital Division, Director of Food & Merchandise Development Division
Junichi Onosato	—	Officer	Representative Director, President of MBM Co., Ltd.
Tomoyuki Shimoda	—	Officer	In charge of Finance/Accounting Department and Business Solution Department, Deputy in charge of Corporate Communication Department
Maki Asahata	—	Officer	In charge of Project Development Department and Corporate Venture Capital Business Segment
Yuichi Nakaya	—	Officer	Director of Digital Division
Takashi Sakurai	—	Officer	Director of Human Resources Division
Takanori Shiraishi	—	Officer	In charge of Social Activity Promotion Department, Food Safety Control Department and Theatrical Business Department
Futoshi Ebara	—	Officer	Director of Engineering Division
Shinya Ishibashi	—	Officer	Deputy Director of Operation Division
Yutaka Yokoyama	—	Officer	In charge of Core Business Legal Affairs Department and Internal Auditing Department
Tomofumi Araya	—	Officer	Director of Corporate Strategy Planning Division, In charge of Hotel Business
Charles D. Besford	—	Officer	In charge of Cruise Business Planning Department, Representative Director, Chairperson of Milial Resort Hotels Co., Ltd.
Noritaka Tsuji	—	Officer	In charge of Resort Development Department, Director of Entertainment Division
Yohei Takemura	—	Officer	Representative Director, President of Milial Resort Hotels Co., Ltd.
Tsutomu Hanada	Executive Director (External)	—	Honorary Advisor to Keisei Electric Railway Co., Ltd.
Yuzaburo Mogi	Executive Director (External)	—	Honorary CEO and Chairman of the Board of Kikkoman Corporation
Kunio Tajiri	Executive Director (External)	—	Executive Officers (External) of The Zenitaka Corporation
Misao Kikuchi	Executive Director (External)	—	Chairman of the Board of Directors of Keiyo Gas Co., Ltd.
Koichiro Watanabe	Executive Director (External)	—	Special Advisor of The Dai-ichi Life Insurance Company, Limited.

Standing Corporate Auditor:	Shigeru Suzuki
Standing Corporate Auditor (External):	Yukihito Mashimo
Corporate Auditor (External):	Tatsuo Kainaka, Norio Saigusa