Oriental Land Co.,Ltd.

Results for the Second Quarter of the Fiscal Year Ending March 2026

October 30, 2025

Oriental Land Co., Ltd.

I. Financial Results Summary

II. Outlook for Fiscal Year Ending March 2026

III. Regarding Organizational Changes

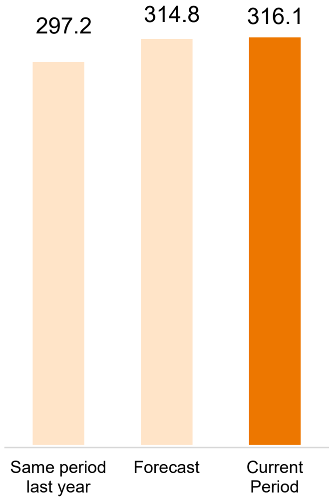
I. Financial Results Summary

Oriental Land Co.,Ltd.

Driven by strong performance at Fantasy Springs and special events, consolidated net sales, operating profit, and operating cash flow* exceeded both the previous year's figures and our forecast

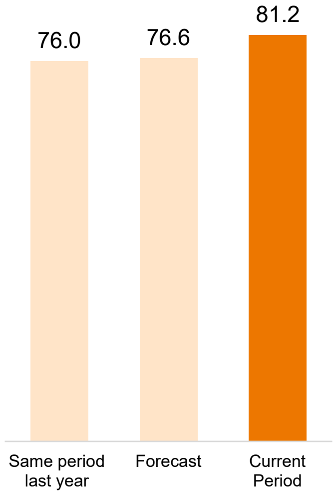
[¥ billion]

Net sales



Operating profit

Operating Cash Flow *



*Operating cash flow = Net income attributable to owners of the parent + Depreciation and amortization expenses

Oriental Land Co.,Ltd.

Increased net sales per guest and increased hotel revenue, etc. led to increased net sales and operating profit

[¥ billion]

Consolidated Statement of Income	FY3/25 Results [1st Half]	FY3/26 Results [1st Half]	Change	Change
Net Sales	297.2	316.1	18.9	6.4%
Theme Park Segment	238.7	251.7	12.9	5.4%
Hotel Business Segment	50.2	56.1	5.8	11.6%
Other Business Segment	8.2	8.2	0.0	1.0%
Operating Profit	63.1	68.2	5.0	8.0%
Theme Park Segment	49.9	49.7	(0.2)	(0.4%)
Hotel Business Segment	12.3	17.5	5.1	41.4%
Other Business Segment	0.5	0.6	0.1	21.1%
Ordinary Profit	63.9	69.3	5.3	8.3%
Extraordinary Income	0.2	-	(0.2)	-
Profit before Income Taxes	64.2	69.3	5.0	7.9%
Profit Attributable to Owners of Parent	45.5	48.3	2.7	6.1%

Results for 1st Half of FY3/26 vs. FY3/25 – Main Reasons for Change

Oriental Land Co.,Ltd.

Theme Park Segment Net sales

Attendance was roughly the same as in the same period of FY3/25. Fantasy Springs and special events performed well in 1st half of this FY, filling absence of demand for Space Mountain ahead of its closure seen in the same period of FY3/25

	FY3/25 Results [1st Half]	FY3/26 Results [1st Half]	Change	Change
Net Sales [¥ billion]	238.7	251.7	12.9	5.4%
Attendance [million people]	12.20	12.25	0.05	0.4%

Attendance remained largely unchanged

- Increase due to strong performance of Fantasy Springs
- Increase due to strong performance of special events
- Decrease due to absence of a surge in demand for Space Mountain ahead of its closure seen in FY3/25

Advertisement and content of "Summer Cool-off at Tokyo Disney Resort"

Oriental Land Co.,Ltd.

Various content and initiatives generated buzz and demand, leading to an increase in the number of guests

Park Experiences	- The effectiveness of special events as a reason for visiting the parks during the summer season increased compared to last year - Target demographics, such as younger guests, showed a strong desire for these experiences - Satisfaction was particularly high for special versions of attractions and new nighttime shows - Numerous efforts to improve comfort, including installation of air blowers and water servers for drink bottles
Promoting Appeal ・ Creating Guest-friendly Systems	- Effectively generating buzz through media and social media, using artist collaborations as hooks to draw attention - Succeeded in boosting overall attendance by promoting the abundance of park experiences available after evening hours and expanding nighttime ticket options

Oriental Land Co.,Ltd.

We are actively implementing various measures to enhance comfort

Installation of cooling air conditioners in guest waiting lines

Water server for park merchandise

“Get Soaked” Zone in Toontown

Tarps and water-retaining coating

Results for 1st Half of FY3/26 vs. FY3/25 – Main Reasons for Change

Oriental Land Co.,Ltd.

Theme Park Segment Net sales

Net sales per guest increased across all revenue categories, reaching a record high

	FY3/25 Results [1st Half]	FY3/26 Results [1st Half]	Change	Change
Net Sales [¥ billion]	238.7	251.7	12.9	5.4%
Net Sales per Guest [¥]	17,303	18,196	893	5.2%
Attractions and Shows [¥]	8,914	9,447	533	6.0%
Merchandise [¥]	4,997	5,174	178	3.6%
Food and Beverages [¥]	3,392	3,574	182	5.4%

Increase in net sales per guest

・**Increase in attractions and shows**

- Increase in Disney Premier Access
- Increase in sales of higher-priced tickets due to variable pricing

・**Increase in merchandise**

- Increase in products related to Duffy & Friends 20th anniversary
- Decrease in products related to Fantasy Springs

・**Increase in food and beverages**

- Increase due to to full fiscal year operation of restaurants within Fantasy Springs
- Increase due to reopening of restaurants closed during the same period of the previous fiscal year

Results for 1st Half of FY3/26 vs. FY3/25 – Main Reasons for Change

Oriental Land Co.,Ltd.

Theme Park Segment Operating profit

Although miscellaneous costs and personnel expenses increased, operating profit remained largely unchanged due to factors such as increased net sales

[¥ billion]

	FY3/25 Results [1st Half]	FY3/26 Results [1st Half]	Change	Change
Net Sales	238.7	251.7	12.9	5.4%
Operating Profit	49.9	49.7	(0.2)	(0.4%)

Operating profit remained largely unchanged

[¥ billion]

Increase in net sales	
Decrease in merchandise and food/beverages cost ratio	0.5
Increase in personnel expenses	(4.4)
Increase in personnel expenses for full-time employees	(1.9)
Increase in personnel expenses for part-time cast members	(1.4)
Other	(1.1)

Increase in miscellaneous costs	(5.4)
Increase in IT-related expenses	(1.7)
Increase in maintenance costs	(1.5)
Increase in taxes and charges	(0.9)
Other	(1.1)
Increase in depreciation and amortization expenses	(1.7)
Increase due to acquisition of new assets, etc.	

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

Results for 1st Half of FY3/26 vs. FY3/25 – Main Reasons for Change

Oriental Land Co.,Ltd.

Hotel Business Segment

Increased accommodation revenue led to higher net sales and operating profit, both reaching record highs

[¥ billion]

	FY3/25 Results [1st Half]	FY3/26 Results [1st Half]	Change	Change
Net Sales	50.2	56.1	5.8	11.6%
Disney Hotels	46.1	51.6	5.4	11.9%
Occupancy rate [%, pt]	93.3	92.3	(1.0)	
Average charge per room [¥]	61,456	66,806	5,350	8.7%
Other Hotels	4.0	4.4	0.3	8.7%
Operating Profit	12.3	17.5	5.1	41.4%

Increase in net sales

- Increase due to full fiscal year operation of Tokyo DisneySea Fantasy Springs Hotel®
- Increase in room rates

Increase in operating profit

- Increase in net sales

Results for 1st Half of FY3/26 vs. FY3/25 – Main Reasons for Change

Oriental Land Co.,Ltd.

Other Business Segment

Net sales and operating profit increased year on year

[¥ billion]

	FY3/25 Results [1st Half]	FY3/26 Results [1st Half]	Change	Change
Net Sales	8.2	8.2	0.0	1.0%
Operating Profit	0.5	0.6	0.1	21.1%

Increase in net sales

- Increase in Ikspiari business

Increase in operating profit

- Increase in net sales
- Decrease in miscellaneous costs

Oriental Land Co.,Ltd.

Net sales remained largely as projected. Operating profit exceeded the forecast due to lower-than-expected miscellaneous costs and other factors

[¥ billion]

Consolidated Statement of Income	FY3/26 Forecast [1st Half]	FY3/26 Results [1st Half]	Change	Change
Net Sales	314.8	316.1	1.3	0.4%
Theme Park Segment	250.7	251.7	0.9	0.4%
Hotel Business Segment	56.3	56.1	(0.2)	(0.5%)
Other Business Segment	7.7	8.2	0.5	7.6%
Operating Profit	61.8	68.2	6.3	10.3%
Theme Park Segment	44.6	49.7	5.1	11.5%
Hotel Business Segment	16.8	17.5	0.6	3.6%
Other Business Segment	0.1	0.6	0.5	413.3%
Ordinary Profit	62.5	69.3	6.7	10.8%
Profit before Income Taxes	62.5	69.3	6.7	10.8%
Profit Attributable to Owners of Parent	43.5	48.3	4.7	10.8%

Results for 1st Half of FY3/26 vs. Forecast – Main Reasons for Change

Theme Park Segment
Net sales

Net sales per guest slightly exceeded our forecast due to higher-than-expected revenues from merchandise and food and beverages

[¥ billion]

	FY3/26 Forecast [1st Half]	FY3/26 Results [1st Half]	Change	Change
Net Sales	250.7	251.7	0.9	0.4%

	Comparison with forecast	Main Reasons for Change
Attendance	**Nearly the same**	- Increase due to strong performance of Fantasy Springs - Increase due to strong performance of special events - Decrease due to absence of a surge in demand for Space Mountain ahead of its closure seen in FY3/25
Net sales per guest	**Slightly higher**	• **Attractions and shows: Remained largely as projected** • **Merchandise: Higher** - Increase in regular products - Increase in food products • **Food and beverages: Higher** - Increase due to special event-related menu items, etc. - Increase in food souvenirs

Oriental Land Co.,Ltd.

Theme Park Segment Operating profit

Operating profit exceeded the forecast primarily due to lower-than-expected miscellaneous costs and a lower-than-expected merchandise and food/beverages cost ratio

[¥ billion]

	FY3/26 Forecast [1st Half]	FY3/26 Results [1st Half]	Change	Change
Net Sales	250.7	251.7	0.9	0.4%
Operating Profit	44.6	49.7	5.1	11.5%

Higher-than-projected operating profit

[¥ billion]

Higher-than-expected net sales	
Lower-than-expected merchandise and food/beverages cost ratio	Approx. 2.0
Lower-than-expected miscellaneous costs	Approx. 3.5
Decrease in sales promotion costs	Approx. 1.0
Decrease in IT-related expenses	Approx. 1.0
Decrease in research and development expenses	Approx. 0.5
Other	Approx. 1.0

Note: Personnel expenses and depreciation and amortization expenses were largely as projected

Results for 1st Half of FY3/26 vs. Forecast – Main Reasons for Change

Oriental Land Co.,Ltd.

Hotel Business Segment

Net sales for the Hotel Business Segment were largely as projected. Operating profit exceeded the forecast, primarily due to lower-than-expected miscellaneous costs

[¥ billion]

	FY3/26 Forecast [1st Half]	FY3/26 Results [1st Half]	Change	Change
Net Sales	56.3	56.1	(0.2)	(0.5%)
Operating Profit	16.8	17.5	0.6	3.6%

Net sales were largely as projected

Higher-than-projected operating profit

- Decrease in miscellaneous costs

Other Businesses

Both net sales and operating profit for the Other Business Segment exceeded our forecast

[¥ billion]

	FY3/26 Forecast [1st Half]	FY3/26 Results [1st Half]	Change	Change
Net Sales	7.7	8.2	0.5	7.6%
Operating Profit	0.1	0.6	0.5	413.3%

Higher-than-projected net sales

- Increase in Ikspiari business
- Increase in monorail business

Higher-than-projected operating profit

- Increase in net sales

II. Outlook for Fiscal Year Ending March 2026

Oriental Land Co.,Ltd.

At this time, we maintain our earnings forecast for the fiscal year ending March 2026. We will continue implementing various initiatives through the fourth quarter

Forecast for the Fiscal Year Ending March 2026

Although operating profit exceeded the forecast in the first half, **the forecast for the fiscal year ending March 31, 2026 remains unchanged at this time**, mainly due to the volume zone of theme park attendance in the third quarter and beyond.

Regarding Fourth Quarter Special Events and Initiatives

Special Event	Fifth Special Event in the Disney Pal-Palooza Series “Minnie’s Funderland” (Tokyo Disneyland®, January 14, 2026 - March 2, 2026)
New Entertainment	"Dance the Globe!" (New show at Waterfront Park, Tokyo DisneySea® January 14, 2026－March 31, 2027)
Ticket Offers	・College Passport (Limited Period) Adults ¥7,000－¥9,000 ・1-Day Park Hopper Passport (Limited Period) Adults ¥14,500－¥18,900

III. Regarding Organizational Changes

Oriental Land Co.,Ltd.

The company-wide organizational structure will be reorganized by function to accelerate medium- to long-term growth

To advance the 2035 Long-term Management Strategy, we aim to enhance corporate value through the evolution of our business structure toward sustainable growth.
We will implement organizational restructuring to shift to a more agile and specialized structure, strengthening and enhancing the efficiency of each function.

Example of Organizational Restructuring

[Previous] Business-based organization	[New] Function-based organization
Operations Division	Food & Merchandise Development Division
Food Division	Operation Division
Merchandise Division	
CS Enhancement Department	

Reorganize theme park operations departments

●Purpose
- Strengthen cross-divisional collaboration beyond current levels
- Consolidate organizations handling highly similar functions to achieve future efficiency gains

Appendix

Disney Premier Access

Oriental Land Co.,Ltd.

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
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

Entertainment at Tokyo Disneyland	Intro. Date	Price
Disney Harmony in Color	Apr. 15, 2023	¥2,500
Tokyo Disneyland Electrical Parade *Dreamlights*	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*1	¥2,500
Disney Pal-Palooza Quacky Celebration★ Donald the Legend! Terminated	Apr. 8, 2025*2	¥2,500
The Villains' Halloween "Into the Frenzy"	Sep. 17, 2025*3	¥2,500
Toys Wondrous Christmas!	Nov. 11, 2025*4	¥2,500
Disney Pal-Palooza Minnie @Funderland	Jan. 14, 2026*5	¥2,500

Note: Information is current as of Oct. 30, 2025.
*1 Scheduled to end on Mar. 30, 2026.
*2 Applied from Apr. 8 to Jun. 30, 2025.
*3 Applied from Sep. 17 to Oct. 31, 2025.
*4 Applied from Nov. 11 to Dec. 25, 2025.
*5 Applied from Jan. 14 to Mar. 2, 2026.

Disney Premier Access

Oriental Land Co.,Ltd.

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
Soaring: Fantastic Flight	May 19, 2022	¥2,000
Toy Story Mania!	Jun. 10, 2022	¥2,000
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

Entertainment at Tokyo DisneySea		Intro. Date	Price
Believe! Sea of Dreams		Nov. 11, 2022	¥2,500
Big Band Beat: A Special Treat*1	Terminated	Nov. 13, 2024	¥2,500
Dockside Splash Remix	Terminated	Jul. 2, 2025*2	¥2,500
Dreams Take Flight		Jul. 16, 2025	¥2,500

Note: Information is current as of Oct. 30, 2025.
*1 Terminated on Sep. 30, 2025.
*2 Applied from Jul. 2 to Sep. 15, 2025.

Tokyo Disney Resort 40th Anniversary Priority Pass

Oriental Land Co.,Ltd.

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

Attractions at Tokyo Disneyland	Attractions at Tokyo DisneySea
Star Tours: The Adventures Continue	Aquatopia "Get Soaked" Version* Terminated
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 is current as of Oct. 30, 2025.
*Applied from Jul. 2 to Sep. 30, 2025.

Theme Parks Events & New Attractions Calendar for FY3/26

Oriental Land Co.,Ltd.

Apr. | May | Jun. | Jul. | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar.

Tokyo Disneyland

- ★ Jan. 15 to Jun. 30 NEW
  it's a small world with Groot
- ★ Dec. 27 to TBD
  it's a small world with Groot
- ★ Apr. 8 to Jun. 30 NEW
  Fourth Special Event in the Disney Pal-Palooza Series
  “Donald's Quacky Duck! Duck! Duck City!”
- ★ Sep. 17 to Oct. 31
  Disney Halloween
- ★ Jan. 1 to 12
  New Year's Special Event
- ★ Apr. 8 to Jun. 30 NEW
  A special version of
  Star Tours: The Adventures Continue
- ★ Jul. 2 to Sep. 15 NEW
  Summer Cool-off at Tokyo Disney Resort
- ★ Nov. 11 to Dec. 25 NEW
  Disney Christmas
- ★ Jan. 14 to Mar. 2
  Fifth Special Event in the Disney
  Pal-Palooza Series “Minnie's Funderland”

Tokyo DisneySea

- ★ Apr. 8, 2025 to Mar. 19, 2026 NEW
  Duffy and Friends 20th: Colorful Happiness
- ★ Apr. 8 to Jun. 30
  Tokyo DisneySea Food & Wine Festival
- ◆ Jul. 16 NEW
  Dreams Take Flight (A new stage show at Hangar Stage)
- ★ Jul. 1 to Sep. 30 NEW
  We Love Big Band Beat
- ★ Jul. 2 to Sep. 15 NEW
  Summer Cool Off
  at Tokyo Disney Resort
- ★ Sep. 17 to Oct. 31
  Disney Halloween
- ★ Nov. 11 to Dec. 25
  Disney Christmas
- ◆ Jan. 14 NEW
  Dance the Globe!
  (A new show at Waterfront Park)
- ★ Jan. 14 to Apr. 6
  Tower of Terror: Level 13
- ★ Sep. 17 to Nov. 2 NEW
  Lazos de la Familia
- ★ Jan. 1 to 12
  New Year's Special Event
- ★ Jan. 13 to Mar. 31
  Tower of Terror “Unlimited”

Notes 1) Program titles, contents, and dates are subject to change.
2) Information is current as of Oct. 30, 2025.

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

Capital Expenditure / Depreciation and Amortization [FY3/26 1H vs. FY3/25 1H]

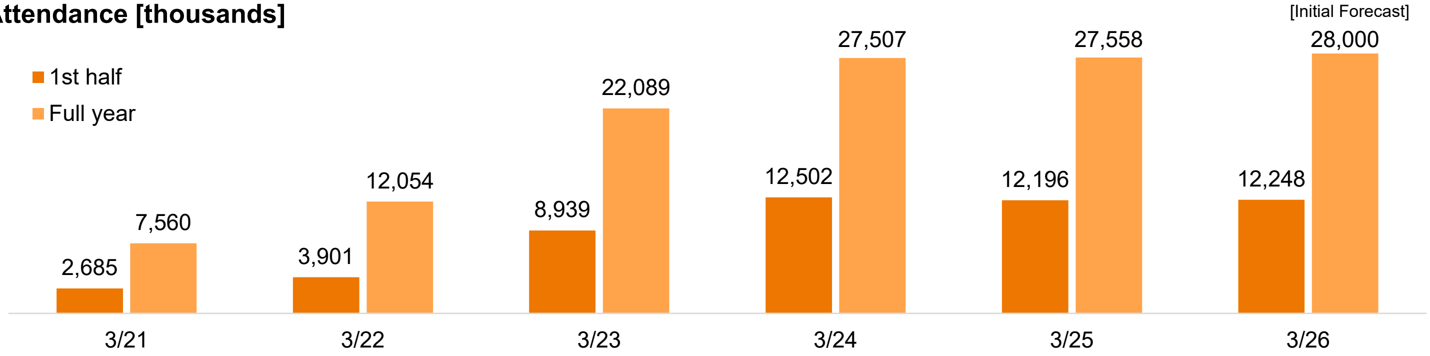
Oriental Land Co.,Ltd.

[¥ billion]

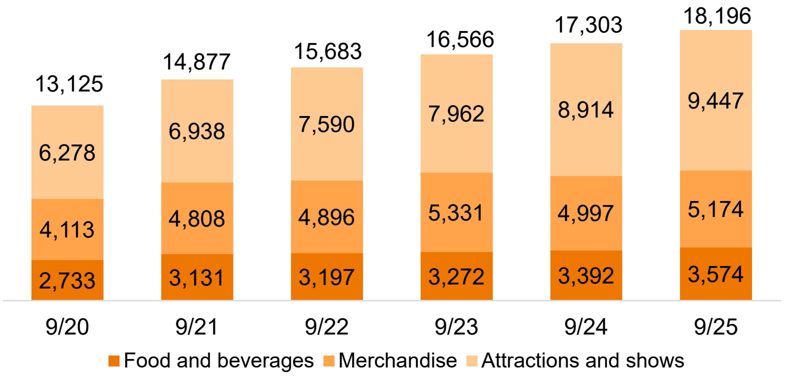
Capital Expenditures (Property, plant and equipment, Intangible assets, Long-term prepaid expenses)	FY3/25 Results [1st Half]	FY3/26 Results [1st Half]	Change	Primary reasons for change
Theme Park Segment	22.4	28.4	5.9	
Tokyo Disneyland	14.5	16.2	1.7	Increase due to renovation of Space Mountain and attraction set in the world of "*Wreck-it Ralph*"
Tokyo DisneySea	49.7	4.9	(44.7)	*Decrease due to transfer of a part of the investment amount recorded as fixed asset from Others to Tokyo DisneySea, Increase in maintenance
Others	(41.8)	7.1	49.0	*Increase due to transfer of a part of the investment amount recorded as fixed asset from Others to Tokyo DisneySea, Increase in maintenance
Hotel Business Segment	5.8	0.8	(5.0)	Decrease in Tokyo DisneySea Large-Scale Expansion Project
Other Business Segment	20.7	3.0	(17.6)	Decrease in cruise business
[Elimination and Corporate]	(0.1)	(0.0)	0.0	
Total	48.8	32.2	(16.6)	

Depreciation and Amortization (Property, plant and equipment, Intangible assets, Long-term prepaid expenses)	FY3/25 Results [1st Half]	FY3/26 Results [1st Half]	Change	Primary reasons for change
Theme Park Segment	25.8	27.6	1.7	
Tokyo Disneyland	8.4	7.5	(0.8)	
Tokyo DisneySea	12.6	15.5	2.8	Increase in Tokyo DisneySea Large-Scale Expansion Project
Others	4.8	4.5	(0.2)	
Hotel Business Segment	3.2	3.8	0.6	
Other Business Segment	1.4	1.4	0.0	
[Elimination and Corporate]	(0.0)	(0.0)	0.0	
Total	30.5	32.9	2.4	

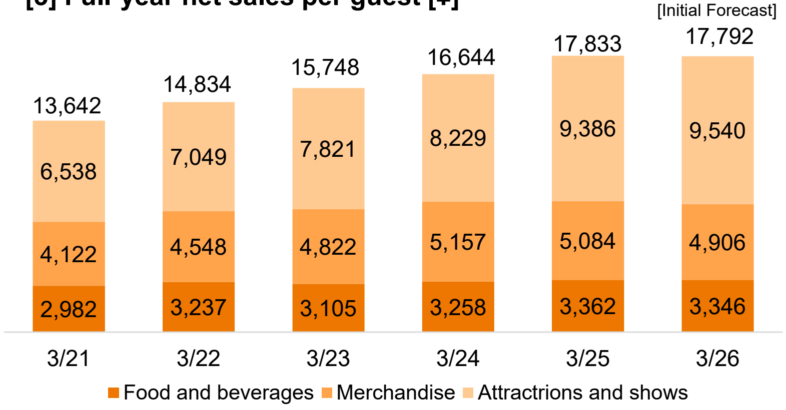
[1] Attendance [thousands]



[2] First half net sales per guest [¥]



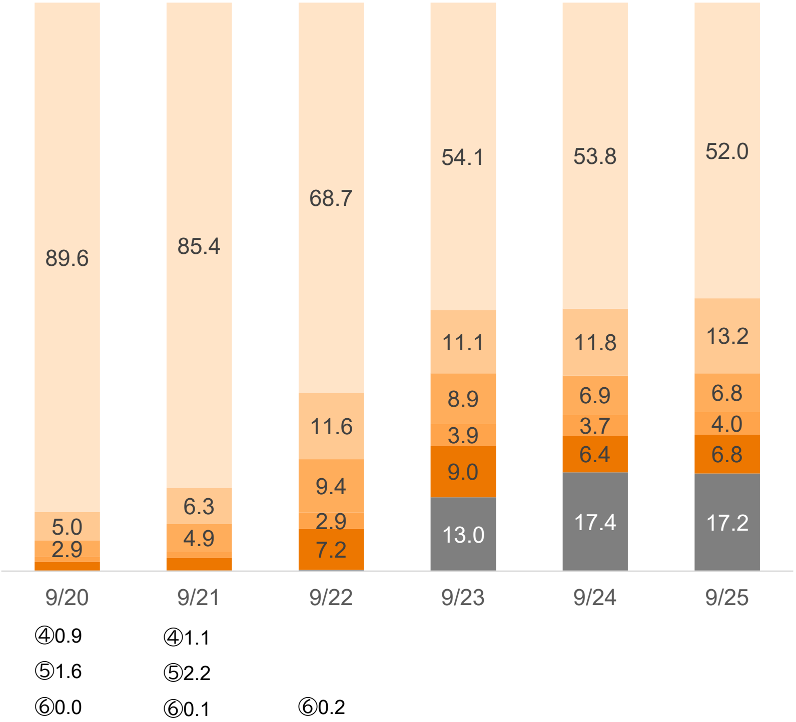
[3] Full-year net sales per guest [¥]



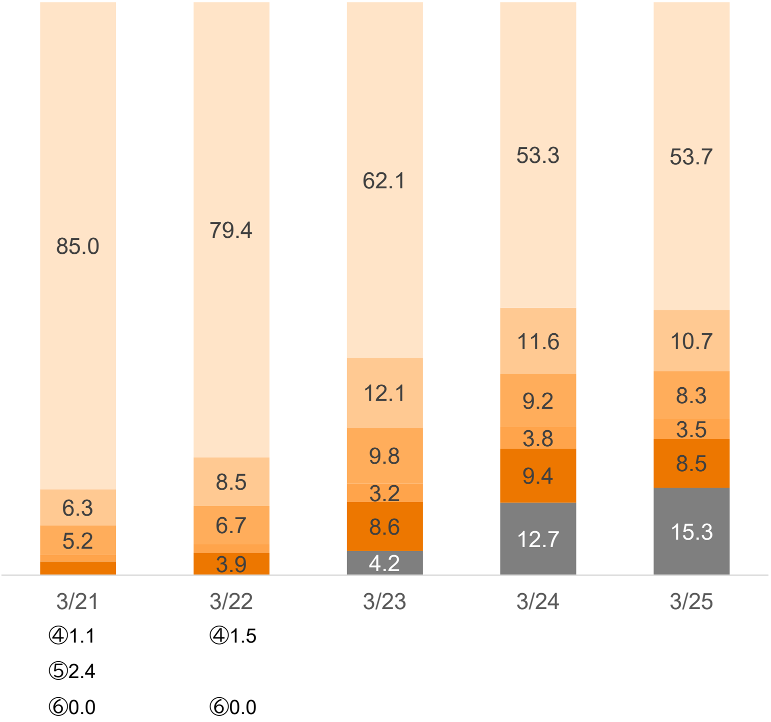
Note: "Ticket receipts" applies up to the FY3/22 results while "Attractions and shows" applies to FY3/23 and thereafter.

Oriental Land Co.,Ltd.

[4] 1st Half: Breakdown of Guests by Region



[5] Full-Year: Breakdown of Guests by Region [to FY3/25]



Overseas ⑥ Others (Japan) ⑤ Tohoku ④ Kinki Chubu&Koshinetsu/Chubu&Shinetsu* Kanto/Shutoken*

*Calculation method changed from 9/2023

Consolidated Balance Sheets [As of 9/25 vs. 3/25]

Oriental Land Co.,Ltd.

[¥ billion]

Consolidated Balance Sheets	At the end of FY3/25	At the end of 1H of FY3/26	Change
A. Assets			
Current Assets	525.3	480.7	(44.5)
Non-current Assets	913.1	927.7	14.6
Total Assets	1,438.5	1,408.5	(29.9)
B. Liabilities			
Current Liabilities	235.8	167.9	(67.9)
Non-current Liabilities	225.2	211.8	(13.3)
Total Liabilities	461.1	379.8	(81.2)
C. Net Assets			
Shareholders' Equity	961.0	999.9	38.9
Accumulated Other Comprehensive Income	16.3	28.7	12.3
Total Net Assets	977.4	1,028.7	51.3
Total Liabilities and Net Assets	1,438.5	1,408.5	(29.9)

[A. ¥29.9 billion (2.1%) Decrease in Assets]

I. ¥44.5 billion Decrease in Current Assets

[1] Decrease in securities	¥(68.9 billion)
[2] Increase in cash and deposits	¥17.7 billion

II. ¥14.6 billion Increase in Non-current Assets

[1] Decrease due to depreciation and amortization	¥(32.9 billion)
[2] Increase due to capital expenditure	¥32.2 billion
[3] Increase in investment securities and other	¥15.6 billion

[B. ¥81.2 billion (17.6%) Decrease in Liabilities]

I. ¥67.9 billion Decrease in Current Liabilities

[1] Decrease in other(accounts payable,etc.)	¥(27.6 billion)
[2] Decrease in current portion of bonds payable	¥(20.0 billion)
[3] Decrease in income taxes payable	¥(13.8 billion)

II. ¥13.3 billion Decrease in Non-current Liabilities

[1] Decrease in bonds payable	¥(20.0 billion)
[2] Increase in other(deffered tax liabilities,etc.)	¥6.3 billion

[C. ¥51.3 billion (5.2%) Increase in Net Assets]

I. ¥38.9 billion Increase in Shareholders' Equity

[1] Increase in retained earnings	¥36.8 billion
･Increase in profit attributable to owners of parent	¥48.3 billion
･Decrease due to dividends	¥(11.4 billion)

II. ¥12.3 billion Increase in Accumlated Other Comprehensive Income

[1] Increse in deffered gains or losses on hedges	¥8.5 billion
[2] Increase in valuation difference on available-for-sale securtieis	¥3.9 billion

KPIs for materiality will be updated in October 2025

[Updated part: in red in the following pages]

Requests and expectations from society toward companies

Contribute to achieving Our Goal for 2035

Enhance business value and resolve social issues

Laying the foundation for sustainable business

ESG Materiality

- Employee happiness
- Happiness of children
- Updated — Recycling-oriented society → P.37

- Diversity, equity and Inclusion
- Supply chain management
- Updated — Climate change and natural disasters → P.35
- Robust management foundation

Updates on ESG materiality

Oriental Land Co.,Ltd.

Employee happiness

Vision	To continue to be a corporation in which employees can truly take pride, we will work on measures to enhance employees' job satisfaction (a sense of achievement at work) and offer a comfortable workplace environment including supportive programs, thereby enabling employees to consistently generate new value while finding joy in their work
KPIs for 2030	Total score of employee engagement survey: 71 (OLC Group-wide)
KPIs for 2027*	Achieve higher total score of employee engagement survey than in FY2024 (OLC Group) Achieve higher scores every fiscal year for the following items that require improvement ● Job: Demonstration of competence and a sense of self-efficacy ● Self-development: A sense of accomplishment and growth through work ● Human relations: Create communication time for cast members at the forefront of park operations and their superiors ● Environment: Workplace facility environment, satisfaction with compensation, satisfaction with occupational health factors, and other factors that provide peace of mind at work
Action plan through 2027	[Reality assessment] Conduct periodic engagement survey; analyze current state and identify issues based on engagement survey results [Implementation] Discuss initiatives to foster dialogue (corporate culture) Support initiatives led by each organization with the aim of creating a highly engaging organization where employees can take a step forward Discuss initiatives aimed at offering a sense of security at work (improve workplace facilities, expand work-life balance measures, accommodate greater diversity in work styles, improve compensation, promote mental and physical health) [Raising awareness] Sending out messages to help employees become aware of the initiatives (e.g., through internal newsletters, etc.)

Oriental Land Co.,Ltd.

Happiness of children

Vision	We will achieve a thriving business and society by nurturing the dreams and minds of children, who are our future
KPIs for 2030	Further evolve activities aimed at achieving KPIs for 2027, and support children from diverse perspectives
KPIs for 2027	Implement activities to help children feel happy and become their ideal selves
Action plan through 2027	[Tokyo Disney Resort] Promote initiatives based on Long-term Management Strategy such as enriching child-friendly contents and environment [Social contribution] Brush up existing activities (work experience programs, on-site dance classes, etc.) [Cruise] Our unique family entertainment cruise service that supports the development of children's dreams and minds, Activities to be rolled out from FY3/26 based on partnership with the Tokyo Metropolitan Government

Updates on ESG materiality

Oriental Land Co.,Ltd.

Diversity, equity and inclusion

Vision	We will implement initiatives to respect human rights and employee/customer diversity with the aim of maintaining a workplace environment where everyone can be themselves and enjoy working in their own way	
KPIs for 2030	Respect for human rights	Enhance human rights due diligence for designated key human rights issues and expand human rights due diligence among Group companies
	Respect for customer diversity	Establish a framework that promotes respect for diversity in activities
	Respect for employee diversity	Establish an environment that supports diversity and inclusion
KPIs for 2027	Respect for human rights	・Review key human rights issues based on gap analysis; implement corrections and remedies for vulnerable rights holders for newly identified key human rights issues; implement preventive measures ・Continue conducting human rights due diligence in fields of employees, supply chain, and customers—and initiate human rights due diligence at Group companies
	Respect for customer diversity	・Issue revised version of “Diversity & inclusion Handbook,” offer learning opportunities to all employees: 100% ・Percentage of employees who respect diversity and act accordingly: To be set by the end of FY2025
	Respect for employee diversity	Proportion of female managers: 25% or more (Oriental Land Co., Ltd.) Proportion of male employees who take childcare leave: 95% or more (Oriental Land Co., Ltd.)
Action plan through 2027	Respect for human rights	・Execute the human rights due diligence process in fields of employees, supply chain, and customers—and take necessary actions. ・Strengthen in phases initiatives that are insufficient for vulnerable rights holders
	Respect for customer diversity	・Promote the dissemination of “Diversity & inclusion Handbook” among employees by providing opportunities for both input and output ・Raise Diversity, equity and inclusion awareness among all ranks of employees in a multifaceted way to strengthen a corporate culture that allows us to accommodate diversity in business activities
	Respect for employee diversity	[Gender] Expand work-life balance measures and career support [Employees with disabilities] Achieve statutory employment rate and expand scope of jobs [Language and culture] Discuss improvement in employment environment for foreign workers [Older employees] Create an environment conducive to job satisfaction for employees of all ages [LGBTQIA+] Implement ongoing awareness activities; promote facility accommodations

Oriental Land Co.,Ltd.

Supply chain management

Vision	We will strengthen engagement with suppliers and procure sustainable raw materials to achieve sustainable supply chains.		
KPIs for 2030	Engagement with suppliers	Ensure that all primary suppliers are informed of and fully consent to our Procurement Policy and the OLC Group Vendors Code of Conduct	
	Measures for items with high human rights/ environmental risks	Ensure sustainable raw materials procurement for all internally identified items	
KPIs for 2027 /Action plan through 2027	Engagement with suppliers	・Conduct interview or audit with all key suppliers ・Ensure that corrective support is provided to all suppliers with possible risks in view of their responses in the Self-Assessment Sheets	
	Measures for items with high human rights/environmental risks	Palm oil	Switch to sustainable palm oil used as a raw material
		Seafood	Partially switch to sustainable seafood used as a raw material
		Timber	Implement sustainable timber procurement
		Conflict minerals	Obtain supplier approval for the OLC Group Vendors Code of Conduct to achieve responsible minerals procurement
		Textiles	Switch raw materials for T-shirts sold at merchandise facilities of theme parks to sustainably procured materials
		Paper	Partially switch paper used at theme park facilities to sustainable products

Updates on ESG materiality

Oriental Land Co.,Ltd.

Climate change and natural disasters

Vision	Toward the goal of achieving net zero greenhouse gas (GHG) emissions in 2050, we will approach climate change through mitigation and adaptation and implement measures to preserve biodiversity including water resources management, thereby enhancing business and social sustainability.	
KPIs for 2030	Scope 1, 2	GHG emissions: 42% reduction from the FY2024 level
	Scope 3	GHG emissions: 25% reduction from the FY2024 level (Categories 1 and 2)
	Adaptation	Formulate KPIs by FY2027
	Water	Formulate KPIs by FY2027
	Biodiversity	Formulate KPIs in view of risks and impacts following environmental assessment
KPIs for 2027	Scope 1, 2	・Scope 1, 2: 17% reduction of GHG emissions from the FY2024 level ・Scope 1: In the process of considering and implementing measures to reduce gas consumption and switch fuels
	Scope 3	Scope 3 emissions: 5% reduction from the FY2024 level (Categories 1 and 2)
	Adaptation	Implement appropriate measures to cope with heat;implement measures against intensifying rain and wind
	Water	Intake of public water: 1% reduction from the FY2024 level
	Biodiversity	Disclosure in line with TNFD framework

Updates on ESG materiality

Oriental Land Co.,Ltd.

Climate change and natural disasters

Action plan through 2027	Scope 1	・Replace Central Energy Plant heat source ・Plan replacements of generators and boilers ・Adopt electrical equipment for entertainment and attractions ・Prepare to introduce electric vehicles as company cars ・Consider adopting all-electric kitchen appliances ・Reconsider operation of monogeneration system
	Scope 2	・Procure renewable energy (set annual targets) ・Consider and adopt solar power generation equipment ・Consider programs such as non-fossil certificates and off-site PPAs ・Consider renewable energy other than solar power
	Scope 3	・Collect data on GHG emissions of key suppliers and corporate sponsors
	Adaptation	[Define policy on summer-time park operations] ・Set clear standards for structural investment; visualize areas and measures requiring actions (develop a three-year roadmap); implement measures in phases ・Accelerate adoption of thermal barriers and water supply facilities in areas where no structural investment can be made ・Consider direction for initiatives to secure workforce and ensure implementation; review the implemented measures and effects
	Water	・Install water-saving facilities and expand the use of recycled water ・Consider KPIs for 2030
	Biodiversity	・FY3/26: Risk assessment ・FY3/27 and after: Determine direction for initiatives

Updates on ESG materiality

Oriental Land Co.,Ltd.

Recycling-oriented society

Vision	We will decrease resource input, strengthen waste sorting to increase the recycling rate, and reduce waste with the aim of lowering our environmental impact on society and achieving our unique recycling-oriented business model.	
KPIs for 2030	Input*	Single-use plastic: 25% reduction from the FY2016 level (OLC Group)
	Output*	Incineration/landfill disposal volume: 13% reduction from the FY2016 level (OLC Group)
	Recycling*	Recycling rate: 80% (OLC Group)
KPIs for 2027	Input	Single-use plastic: 18% reduction from the FY2016 level (OLC Group)
	Output	Incineration/landfill disposal volume: 10% reduction from the FY2016 level (OLC Group)
	Recycling	Recycling rate: 75% (OLC Group)
Action plan through 2027	[Waste reduction] Implemented measures such as reducing material usage through operational reviews and downsizing and lightening packaging materials [Changing materials] Changing the materials of disposable cutlery and operational supplies to reduce environmental impact and promote recycling [Establishing a waste separation environment] Establish optimal sorting environments to promote recycling both onstage and backstage	

*Input: Inflow of resources, Output: Discharge of resources, Recycling: Recycling of resource

Oriental Land Co.,Ltd.

Robust management foundation

Vision	We will ensure compliance with laws and regulations and the Corporate Governance Code as demanded by society, while establishing a system where next-generation talent can be fostered and corporate value can be enhanced on an ongoing basis.	
KPIs for 2030	Compliance with Corporate Governance Code	The Corporate Governance Code is complied with, and the management systems in place allow flexible response to changes and facilitate growth
	Development of next-generation management talent	A system for securing a pool of talent is in place, facilitating the execution of succession plans
KPIs for 2027	Compliance with Corporate Governance Code	・External directors' rate of attendance at Board of Directors meetings: More than 80% ・Evaluation of the effectiveness of the Board of Directors: Ensure appropriate evaluation and make improvements ・Compliance with Corporate Governance Code: Fully complied with
	Development of next-generation management talent	Management talent development cycle and programs are operated, expanding the pool of available leadership talent
Action plan through 2027	Compliance with Corporate Governance Code	・Collect information to improve corporate governance
	Development of next-generation management talent	・Operate talent development cycle ・Implement rank-specific talent development programs in a multifaceted way

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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.