

Consolidated Financial Statements for the Fiscal Year Ended March 31, 2026 (Japanese accounting standards)

April 28, 2026

These financial statements have been prepared for reference only in accordance with accounting principles and practices generally accepted in Japan.

Oriental Land Co., Ltd.

Code number: 4661, Prime Market of the Tokyo Stock Exchange

URL: <https://www.olc.co.jp/en/>

Representative: Wataru Takahashi, Representative Director and President

Contact: Tsutomu Takahashi, Director of Finance/Accounting Department

Planned Date for Annual General Meeting of Stockholders: June 26, 2026

Planned Date for Submission of Securities Report (*Yuka shoken hokokusho*): June 25, 2026

Planned Date for Start of Dividend Payment: June 29, 2026

Supplementary materials for the financial statements: Yes

Briefing session on financial results: Yes (for institutional investors)

Note: All amounts are rounded down to the nearest million yen.

1. Consolidated Results for the Fiscal Year Ended March 31, 2026 (April 1, 2025 – March 31, 2026)

(1) Consolidated Operating Results (Percentages represent change compared with the previous fiscal year.)

	Net sales		Operating profit (loss)		Ordinary profit (loss)	
	(¥ million)	(%)	(¥ million)	(%)	(¥ million)	(%)
Fiscal Year ended March 31, 2026	704,539	3.7	168,413	(2.1)	169,641	(2.1)
Fiscal Year ended March 31, 2025	679,374	9.8	172,111	4.0	173,328	4.4

Note: Comprehensive income:

Fiscal year ended March 31, 2026: ¥142,849 million (27.3%)

Fiscal year ended March 31, 2025: ¥112,194 million ((16.2)%)

	Profit (Loss) attributable to owners of parent		Earnings per share	Earnings per share (diluted)	Return on equity	Ordinary profit/total assets	Operating profit/total net sales
	(¥ million)	(%)	(¥)	(¥)	(%)	(%)	(%)
Fiscal Year ended March 31, 2026	121,881	(1.8)	74.34	—	11.7	11.1	23.9
Fiscal Year ended March 31, 2025	124,160	3.3	75.62	—	12.9	12.4	25.3

Reference: Shares of profit (loss) of entities accounted for using equity method:

Fiscal year ended March 31, 2026: ¥440 million

Fiscal year ended March 31, 2025: ¥256 million

(2) Consolidated Financial Position

	Total assets (¥ million)	Net assets (¥ million)	Shareholders' equity ratio (%)	Net assets per share (¥)
As of March 31, 2026	1,629,076	1,100,021	67.5	670.86
As of March 31, 2025	1,438,521	977,408	67.9	596.35

Reference: Shareholders' equity:

As of March 31, 2026: ¥1,100,021 million

As of March 31, 2025: ¥977,408 million

(3) Consolidated Cash Flows

	Net cash provided by (used in) operating activities (¥ million)	Net cash provided by (used in) investing activities (¥ million)	Net cash provided by (used in) financing activities (¥ million)	Cash and cash equivalents at end of period (¥ million)
Fiscal Year ended March 31, 2026	181,281	(172,096)	38,556	236,132
Fiscal Year ended March 31, 2025	195,388	(253,140)	(26,872)	188,391

2. Dividends

	Annual dividends (¥)					Total dividends paid (total) (¥ million)	Payout ratio (consolidated) (%)	Dividends/ Net assets (consolidated) (%)
	First quarter-end	Second quarter-end	Third quarter-end	Year-end	Total			
Fiscal Year ended March 31, 2025	—	7.00	—	7.00	14.00	23,080	18.6	2.4
Fiscal Year ended March 31, 2026	—	7.00	—	8.00	15.00	24,627	20.2	2.4
Fiscal Year ending March 31, 2027 (Est.)	—	8.00	—	8.00	16.00		23.1	

Note: Total dividends paid include dividends paid to the trusts to the employee stock plan (ESOP) and stock provision trust (J-ESOP and BBT-RS) (Fiscal year ended March 31, 2025 ¥10 million, Fiscal year ended March 31, 2026 ¥33 million). Payout ratio has been calculated by dividing total dividends paid by profit attributable to owners of parent.

3. Projected Consolidated Results for the Fiscal Year Ending March 31, 2027 (April 1, 2026 – March 31, 2027)

(Percentages represent change compared with the previous fiscal year or the same quarter of the previous fiscal year, as applicable.)

	Net sales		Operating profit (loss)		Ordinary profit (loss)		Profit attributable to owners of parent		Earnings per share
	(¥ million)	(%)	(¥ million)	(%)	(¥ million)	(%)	(¥ million)	(%)	(¥)
Six months ending September 30, 2026	324,046	2.5	58,932	(13.6)	67,185	(3.1)	45,520	(5.8)	27.76
Fiscal Year ending March 31, 2027	724,312	2.8	160,776	(4.5)	168,057	(0.9)	113,797	(6.6)	69.40

*Notes

- (1) Changes in Major Subsidiaries during the Period (Changes in specified subsidiaries due to changes in the scope of consolidation): None
- (2) Changes in Accounting Policies, Changes in Accounting Estimates, or Restatement
 - (a) Changes in accounting policies due to changes in accounting standards: None
 - (b) Changes other than (a) above: None
 - (c) Changes in accounting estimates: None
 - (d) Restatement: None

(3) Number of Shares Issued and Outstanding (Common stock)

(a) Number of shares issued at end of period (including treasury shares)	Year ended March 31, 2026:	1,800,450,800 shares	Year ended March 31, 2025:	1,800,450,800 shares
(b) Number of treasury shares at end of period	Year ended March 31, 2026:	160,734,198 Shares	Year ended March 31, 2025:	161,458,911 shares
(c) Average number of shares outstanding (quarterly cumulative period)	Year ended March 31, 2026:	1,639,427,881 shares	Year ended March 31, 2025:	1,641,816,005 shares

Note: Number of treasury shares includes shares owned by the trusts to the employee stock plan (ESOP) and stock provision trust (J-ESOP and BBT-RS).

[Reference] Non-consolidated Results

Non-consolidated Results for the Fiscal Year Ended March 31, 2026 (April 1, 2025 – March 31, 2026)

(1) Non-consolidated Operating Results

(Percentages represent change compared with the previous fiscal year.)

	Net sales		Operating profit (loss)		Ordinary profit (loss)	
	(¥ million)	(%)	(¥ million)	(%)	(¥ million)	(%)
Fiscal Year ended March 31, 2026	588,171	2.9	133,468	(6.9)	153,941	(2.7)
Fiscal Year ended March 31, 2025	571,362	8.0	143,431	(0.2)	158,209	5.1

	Net profit (loss)		Earnings per share	Earnings per share (diluted)
	(¥ million)	(%)	(¥)	(¥)
Fiscal Year ended March 31, 2026	115,036	(0.5)	70.17	—
Fiscal Year ended March 31, 2025	115,578	5.1	70.40	—

(2) Non-consolidated Financial Position

	Total assets (¥ million)	Net assets (¥ million)	Shareholders' equity ratio (%)	Net assets per share (¥)
As of March 31, 2026	1,574,173	1,019,073	64.7	621.49
As of March 31, 2025	1,391,346	907,561	65.2	553.73

Reference: Shareholders' equity:

As of March 31, 2026: ¥1,019,073 million

As of March 31, 2025: ¥907,561 million

*** The Company's consolidated financial statements are not subject to financial review by certified public accountants or an auditing firm.**

*** Explanation on the Appropriate Usage of Performance Projections and Other Specific Matters**

- The projections and other statements with respect to the future included in this material are based on currently available information and certain assumptions that are judged reasonable by the Company. Please be advised that the Company does not guarantee in any way the achievement of the projections and other goals in this material and that cases may occur where the actual results and other situations differ materially from the projections due to various factors.
- The Company is scheduled to hold a financial results presentation for institutional investors and analysts on Tuesday, April 28, 2026. Materials used at the presentation and the outline of its Q&A session will be promptly posted on the Company's website following the event.

1. Operating Results

(1) Overview of Operating Results

During the fiscal year under review, a gradual recovery was seen in the Japanese economy, driven primarily by improvements in the employment environment and rising income, although the impact of persistent inflation on consumer spending posed a risk of economic downturn.

The OLC Group operated Fantasy Springs, a new themed port at Tokyo DisneySea®, for the full fiscal year, held “Duffy and Friends 20th: Colorful Happiness” throughout the year, and launched seasonal special events such as the new summer event “Summer Cool-off at Tokyo Disney Resort.®” and “Disney Christmas,” which featured a parade revamped for the first time in 10 years. Attendance remained roughly the same as in the previous fiscal year, while net sales per guest increased year on year.

In the Hotel Business Segment, average room rates increased due to factors such as the Tokyo DisneySea Fantasy Springs Hotel® operating for the full fiscal year. On the other hand, costs, including personnel expenses and miscellaneous costs, increased.

As a result, net sales, operating profit, ordinary profit, and profit attributable to owners of parent reached ¥704,539 million (up 3.7% from the previous fiscal year), ¥168,413 million (down 2.1%), ¥169,641 million (down 2.1%), and ¥121,881 million (down 1.8%), respectively.

The following is the results of each segment.

Summary of Results by Segment for the Fiscal Year Ended March 31, 2026

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026	Change (decrease)	Change (%)
Net Sales	679,374	704,539	25,164	3.7
Theme Park	552,136	568,345	16,209	2.9
Hotel	110,483	119,049	8,566	7.8
Other	16,754	17,144	389	2.3
Operating Profit (Loss)	172,111	168,413	(3,698)	(2.1)
Theme Park	140,428	130,488	(9,939)	(7.1)
Hotel	30,471	36,851	6,380	20.9
Other	625	481	(143)	(22.9)
Elimination and Corporate	586	590	3	0.7
Ordinary Profit (Loss)	173,328	169,641	(3,687)	(2.1)
Profit (Loss) Attributable to Owners of Parent	124,160	121,881	(2,278)	(1.8)

(2) Analysis of Consolidated Financial Position

[Assets]

Total assets as of March 31, 2026 were ¥1,629,076 million (up 13.2% compared with the end of the previous fiscal year).

Current assets increased to ¥675,214 million (up 28.5%), due mainly to an increase in cash and deposits, etc.

Non-current assets climbed to ¥953,862 million (up 4.5%), due mainly to an increase in construction in progress, etc.

[Liabilities]

Total liabilities as of March 31, 2026 were ¥529,055 million (up 14.7%).

Current liabilities decreased to ¥206,385 million (down 12.5%) mainly as a result of a decrease in current portion of bonds payable, etc.

Non-current liabilities increased to ¥322,670 million (up 43.3%) mainly as a result of an increase in bonds payable, etc.

[Net Assets]

Total net assets as of March 31, 2026 were ¥1,100,021 million (up 12.5%), due to various factors, including an increase in retained earnings. Shareholders' equity ratio stood at 67.5% (down 0.4 points).

(3) Cash Flows

Despite a decrease in net cash from investing activities, the balance of cash and cash equivalents at the end of the fiscal year under review was ¥236,132 million (balance at the end of the previous year was ¥188,391 million), owing to increases in cash from operating and financing activities.

[Net Cash from Operating Activities]

Net cash provided by operating activities was ¥181,281 million (down from a net cash inflow of ¥195,388 million for the previous fiscal year), due to factors that included an increase in consumption tax paid.

[Net Cash from Investing Activities]

Net cash used in investing activities was ¥172,096 million (down from a net cash inflow of ¥253,140 million for the previous fiscal year), due to factors that included an increase in income from the withdrawal of a time deposit.

[Net Cash from Financing Activities]

Net cash provided by financing activities was ¥38,556 million (up from a net cash outflow of ¥26,872 million for the previous fiscal year), due to factors that included a decrease in expenditures due to the repurchase of treasury shares.

(4) Future Outlook

For the fiscal year ending March 31, 2027, both attendance and net sales per guest are projected to increase primarily due to the implementation of Tokyo DisneySea 25th "Sparkling Jubilee." Consequently, net sales are projected to reach ¥724,312 million (up 2.8% from the fiscal year under review). Meanwhile, operating profit, ordinary profit, and profit attributable to owners of parent are projected to decrease to ¥160,776 million (down 4.5%), ¥168,057 million (down 0.9%), and ¥113,797 million (down 6.6%), primarily due to anticipated increases in miscellaneous costs and personnel expenses resulting from an upward revision of employee salaries and wages.

The following is the results of each segment.

(Millions of yen)				
	Results for the fiscal year ended March 31, 2026	Forecast for the fiscal year ending March 31, 2027	Change (decrease)	Change (%)
Net Sales	704,539	724,312	19,772	2.8
Theme Park	568,345	592,241	23,895	4.2
Hotel	119,049	115,770	(3,279)	(2.8)
Other	17,144	16,300	(844)	(4.9)
Operating Profit (Loss)	168,413	160,776	(7,636)	(4.5)
Theme Park	130,488	128,722	(1,766)	(1.4)
Hotel	36,851	30,738	(6,113)	(16.6)
Other	481	816	334	69.4
Elimination and Corporate	590	499	(91)	(15.4)
Ordinary Profit (Loss)	169,641	168,057	(1,583)	(0.9)
Profit (Loss) Attributable to Owners of Parent	121,881	113,797	(8,084)	(6.6)

2. Basic Policy on the selection of accounting standards

As the OLC group is not engaged in global business operations or capital procurement, its consolidated financial statements are formulated based on Japanese accounting standards.

3. Consolidated Financial Statements

(1) Consolidated Balance Sheets

(Millions of yen)

Items	At the end of the previous fiscal year (March 31, 2025)	At the end of the fiscal year (March 31, 2026)
ASSETS		
Current assets		
Cash and deposits	323,416	468,214
Accounts receivable—trade	30,616	34,102
Contract assets	30	94
Securities	137,907	128,884
Merchandise and finished goods	15,995	13,081
Work in process	127	76
Raw materials and supplies	11,475	12,147
Other	5,798	18,615
Allowance for doubtful accounts	(1)	(2)
Total current assets	525,366	675,214
Non-current assets		
Property, plant and equipment		
Buildings and structures	1,039,632	1,063,669
Accumulated depreciation	(529,731)	(559,539)
Buildings and structures, net	509,900	504,130
Machinery, equipment and vehicles	394,019	400,275
Accumulated depreciation	(295,894)	(313,449)
Machinery, equipment and vehicles, net	98,125	86,825
Land	115,569	115,568
Construction in progress	69,602	103,200
Other	131,122	137,205
Accumulated depreciation	(103,672)	(109,682)
Other, net	27,449	27,523
Total property, plant and equipment	820,646	837,247
Intangible assets		
Other	15,552	18,149
Total intangible assets	15,552	18,149
Investments and other assets		
Investment securities	55,553	59,306
Retirement benefit asset	10,969	17,604
Deferred tax assets	4,889	5,195
Other	5,642	16,453
Allowance for doubtful accounts	(98)	(95)
Total investments and other assets	76,956	98,465
Total non-current assets	913,155	953,862
Total assets	1,438,521	1,629,076

(Millions of yen)

Items	At the end of the previous fiscal year (March 31, 2025)	At the end of the fiscal year (March 31, 2026)
LIABILITIES		
Current liabilities		
Notes and accounts payable—trade	23,609	28,142
Current portion of bonds payable	50,000	20,000
Current portion of long-term borrowings	4,711	6,058
Income taxes payable	34,463	33,302
Contract liabilities	38,228	36,901
Provision for share awards	691	—
Other	84,178	81,980
Total current liabilities	235,882	206,385
Non-current liabilities		
Bonds payable	210,000	290,000
Long-term borrowings	1,956	10,648
Provision for share awards	8	303
Retirement benefit liability	5,209	5,388
Deferred tax liabilities	4,295	11,475
Other	3,760	4,854
Total non-current liabilities	225,230	322,670
Total liabilities	461,113	529,055
NET ASSETS		
Shareholders' equity		
Share capital	63,201	63,201
Capital surplus	111,436	120,366
Retained earnings	930,662	1,029,587
Treasury shares	(144,272)	(150,482)
Total shareholders' equity	961,027	1,062,673
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	15,305	17,443
Deferred gains or losses on hedges	—	14,585
Remeasurements of defined benefit plans	1,075	5,318
Total accumulated other comprehensive income	16,380	37,347
Total net assets	977,408	1,100,021
Total liabilities and net assets	1,438,521	1,629,076

(2) Consolidated Statements of Income

(Millions of yen)

Items	Fiscal Year ended March 31, 2025 (April 1, 2024 to March 31, 2025)	Fiscal Year ended March 31, 2026 (April 1, 2025 to March 31, 2026)
Net sales	679,374	704,539
Cost of sales	406,180	431,580
Gross profit	273,193	272,959
Selling, general and administrative expenses	101,082	104,546
Operating profit (loss)	172,111	168,413
Non-operating income		
Interest income	956	2,834
Dividend income	822	1,072
Insurance received and insurance dividends	368	245
Share of profit of entities accounted for using equity method	256	440
Other	1,095	1,355
Total non-operating income	3,498	5,949
Non-operating expenses		
Interest expenses	1,073	2,455
Business commencement expenses	—	940
Other	1,207	1,325
Total non-operating expenses	2,281	4,721
Ordinary profit (loss)	173,328	169,641
Extraordinary income		
Gain on sales of investment securities	241	520
Total extraordinary income	241	520
Profit (loss) before income taxes	173,569	170,161
Income taxes—current	49,470	50,955
Income taxes—deferred	(61)	(2,675)
Total income taxes	49,409	48,279
Profit (loss)	124,160	121,881
Profit (loss) attributable to owners of parent	124,160	121,881

(Consolidated Statements of Comprehensive Income)

(Millions of yen)

Items	Fiscal Year ended March 31, 2025 (April 1, 2024 to March 31, 2025)	Fiscal Year ended March 31, 2026 (April 1, 2025 to March 31, 2026)
Profit (loss)	124,160	121,881
Other comprehensive income		
Valuation difference on available-for-sale securities	(10,772)	2,138
Deferred gains or losses on hedges	—	14,585
Remeasurements of defined benefit plans, net of tax	(1,194)	4,243
Total other comprehensive income	(11,966)	20,967
Comprehensive income	112,194	142,849
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	112,194	142,849
Comprehensive income attributable to non-controlling interests	—	—

(3) Consolidated Statements of Changes in Net Assets

Fiscal Year ended March 31, 2025 (April 1, 2024 to March 31, 2025)

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	63,201	115,672	853,295	(110,952)	921,216
Changes during period					
Dividends of surplus			(24,719)		(24,719)
Profit (Loss) attributable to owners of parent			124,160		124,160
Purchase of treasury shares				(62,154)	(62,154)
Disposal of treasury shares		(4,235)	(6,201)	12,962	2,525
Cancellation of treasury shares			(15,872)	15,872	—
Net changes in items other than shareholders' equity					
Total changes during period	—	(4,235)	77,366	(33,319)	39,811
Balance at end of period	63,201	111,436	930,662	(144,272)	961,027

	Accumulated other comprehensive income				Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Remeasurements of defined benefit plans	Total accumulated other comprehensive income	
Balance at beginning of period	26,077	—	2,269	28,347	949,563
Changes during period					
Dividends of surplus					(24,719)
Profit (Loss) attributable to owners of parent					124,160
Purchase of treasury shares					(62,154)
Disposal of treasury shares					2,525
Cancellation of treasury shares					—
Net changes in items other than shareholders' equity	(10,772)	—	(1,194)	(11,966)	(11,966)
Total changes during period	(10,772)	—	(1,194)	(11,966)	27,845
Balance at end of period	15,305	—	1,075	16,380	977,408

Fiscal Year ended March 31, 2026 (April 1, 2025 to March 31, 2026)

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	63,201	111,436	930,662	(144,272)	961,027
Changes during period					
Dividends of surplus			(22,956)		(22,956)
Profit (Loss) attributable to owners of parent			121,881		121,881
Purchase of treasury shares				(12,931)	(12,931)
Disposal of treasury shares		8,929		6,721	15,650
Cancellation of treasury shares					—
Net changes in items other than shareholders' equity					
Total changes during period	—	8,929	98,925	(6,209)	101,645
Balance at end of period	63,201	120,366	1,029,587	(150,482)	1,062,673

	Accumulated other comprehensive income				Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Remeasurements of defined benefit plans	Total accumulated other comprehensive income	
Balance at beginning of period	15,305	—	1,075	16,380	977,408
Changes during period					
Dividends of surplus					(22,956)
Profit (Loss) attributable to owners of parent					121,881
Purchase of treasury shares					(12,931)
Disposal of treasury shares					15,650
Cancellation of treasury shares					—
Net changes in items other than shareholders' equity	2,138	14,585	4,243	20,967	20,967
Total changes during period	2,138	14,585	4,243	20,967	122,612
Balance at end of period	17,443	14,585	5,318	37,347	1,100,021

(4) Consolidated Statements of Cash Flows

(Millions of yen)

	Fiscal Year ended March 31, 2025 (April 1, 2024 to March 31, 2025)	Fiscal Year ended March 31, 2026 (April 1, 2025 to March 31, 2026)
Cash flows from operating activities		
Profit (loss) before income taxes	173,569	170,161
Depreciation	65,422	66,545
Increase (decrease) in retirement benefit liability	590	592
Interest and dividend income	(1,778)	(3,906)
Interest expenses	1,073	2,455
Shares of loss (profit) of entities accounted for using equity method	(256)	(440)
Loss (gain) on sales of investment securities	(241)	(520)
Decrease (increase) in trade receivables	(1,792)	(3,550)
Decrease (increase) in inventories	(8,097)	2,292
Increase (decrease) in trade payables	1,389	4,141
Increase (decrease) in accrued consumption taxes	16,608	(11,122)
Other, net	907	4,623
Subtotal	247,396	231,271
Interest and dividends received	1,873	3,677
Interest paid	(960)	(1,576)
Income taxes paid	(52,920)	(52,090)
Net cash provided by (used in) operating activities	195,388	181,281
Cash flows from investing activities		
Payments into time deposits	(655,000)	(1,045,000)
Proceeds from withdrawal of time deposits	570,000	925,000
Purchase of securities	(217,779)	(272,562)
Proceeds from redemption of securities	153,957	304,753
Purchase of property, plant and equipment	(100,047)	(77,025)
Purchase of intangible assets	(2,650)	(6,579)
Purchase of investment securities	(2,326)	(989)
Proceeds from sales of investment securities	746	790
Other, net	(40)	(483)
Net cash provided by (used in) investing activities	(253,140)	(172,096)
Cash flows from financing activities		
Proceeds from long-term borrowings	1,380	11,503
Repayments of long-term borrowings	(3,666)	(1,464)
Proceeds from issuance of bonds	119,635	99,692
Redemption of bonds	(60,000)	(50,000)
Dividends paid	(24,670)	(22,919)
Purchase of treasury shares	(61,830)	(0)
Proceeds from sales of treasury shares	2,304	1,787
Other, net	(25)	(42)
Net cash provided by (used in) financing activities	(26,872)	38,556
Net increase (decrease) in cash and cash equivalents	(84,624)	47,741
Cash and cash equivalents at beginning of period	273,016	188,391
Cash and cash equivalents at end of period	188,391	236,132

(5) Notes Regarding Consolidated Financial Statements

Notes Regarding Going Concern Assumption: None

Segment Information

1. Overview of Reportable Segments

The Company's reportable segments are components of the Company for which separate financial information is available and for which the Board of Directors conducts regular reviews to determine allocation of management resources and assess financial performance.

Because the main business of the Company and its affiliates is the management and operation of theme parks and hotels, etc., "Theme Park" and "Hotel" are designated as the Company's reportable segments in consideration of the types and nature of services and the similarity of sales markets.

The Theme Park Segment manages and operates theme parks. The Hotel Segment manages and operates hotels.

2. Method of calculating the amounts of net sales, profit or loss, assets and other items for each reportable segment

The method of accounting for the reported business segments is in accordance with the accounting policies adopted for the preparation of the consolidated financial statements.

Reportable segment profit or loss, which is indicated with parentheses (), is based on operating profit. Internal revenue and transfers between segments are based on prevailing market prices.

3. Net Sales, Profit (Loss), Assets and Other Items by Reportable Segment and Breakdown of Revenue

Previous Consolidated Fiscal Year (April 1, 2024 to March 31, 2025)

(Millions of yen)

	Reportable Segments			Other Business* ¹	Total	Adjustment * ²	Amount stated on the Consolidated Statements of Income* ³
	Theme Park	Hotel	Total				
Net sales							
Attractions and shows	283,039	—	283,039	—	283,039	—	283,039
Merchandise	162,172	—	162,172	—	162,172	—	162,172
Food and beverages	92,786	—	92,786	—	92,786	—	92,786
Other revenue	14,138	—	14,138	—	14,138	—	14,138
Hotel	—	110,483	110,483	—	110,483	—	110,483
Other	—	—	—	16,754	16,754	—	16,754
Sales to external customers	552,136	110,483	662,620	16,754	679,374	—	679,374
Intersegment sales or transfers	13,540	936	14,477	4,154	18,631	(18,631)	—
Total	565,677	111,420	677,097	20,909	698,006	(18,631)	679,374
Segment profit (loss)	140,428	30,471	170,899	625	171,524	586	172,111
Segment assets	823,066	158,476	981,542	65,984	1,047,526	390,995	1,438,521
Other items* ⁴							
Depreciation and amortization	55,546	7,066	62,613	2,922	65,535	(113)	65,422
Increase in property, plant and equipment and intangible assets	59,495	8,205	67,701	22,647	90,349	(116)	90,232

Notes: 1. The "Other Business" segment, which includes the Ikspiari, monorail, and employee cafeteria businesses, etc., is not a reportable segment.

2-1. The segment profit (loss) adjustment amount of 586 million yen is the result of elimination of intersegment transactions.

2-2. Adjustments to segment assets of ¥390,995 million include intersegment eliminations of ¥(7,465 million) and unallocated corporate assets of ¥398,460 million. Corporate assets mainly consist of surplus investment funds (time deposits and securities) and long-term investment funds (investment securities) of the parent company.

3. The segment profit (loss) is adjusted to be recorded as operating profit (loss) in the Consolidated Statements of Income.

4. Other items include the amortization and increase in long-term prepaid expenses.

5. Regarding net sales, sales from contracts with customers and other sales are not separately stated, as sales other than sales from contracts with customers has little significance.

Current Consolidated Fiscal Year (April 1, 2025 to March 31, 2026)

(Millions of yen)

	Reportable Segments			Other Business *1	Total	Adjustment *2	Amount stated on the Consolidated Statements of Income*3
	Theme Park	Hotel	Total				
Net sales							
Attractions and shows	289,547	—	289,547	—	289,547	—	289,547
Merchandise	167,315	—	167,315	—	167,315	—	167,315
Food and beverages	98,367	—	98,367	—	98,367	—	98,367
Other revenue	13,115	—	13,115	—	13,115	—	13,115
Hotel	—	119,049	119,049	—	119,049	—	119,049
Other	—	—	—	17,144	17,144	—	17,144
Sales to external customers	568,345	119,049	687,395	17,144	704,539	—	704,539
Intersegment sales or transfers	14,446	691	15,137	4,795	19,933	(19,933)	—
Total	582,792	119,741	702,533	21,939	724,473	(19,933)	704,539
Segment profit (loss)	130,488	36,851	167,340	481	167,822	590	168,413
Segment assets	900,645	155,317	1,055,962	81,585	1,137,547	491,529	1,629,076
Other items*4							
Depreciation and amortization	55,725	7,801	63,527	3,082	66,610	(65)	66,545
Increase in property, plant and equipment and intangible assets	75,062	2,760	77,823	8,462	86,285	(15)	86,269

Notes: 1. The “Other Business” segment, which includes the Ikspiari, monorail, and employee cafeteria businesses, etc., is not a reportable segment.

2-1. The segment profit (loss) adjustment amount of 590 million yen is the result of elimination of intersegment transactions.

2-2. Adjustments to segment assets of ¥491,529 million include intersegment eliminations of ¥(6,662 million) and unallocated corporate assets of ¥498,191 million. Corporate assets mainly consist of surplus investment funds (time deposits and securities) and long-term investment funds (investment securities) of the parent company.

3. The segment profit (loss) is adjusted to be recorded as operating profit (loss) in the Consolidated Statements of Income.

4. Other items include the amortization and increase in long-term prepaid expenses.

5. Regarding net sales, sales from contracts with customers and other sales are not separately stated, as sales other than sales from contracts with customers has little significance.

Per Share Information

	Fiscal Year ended March 31, 2025 (April 1, 2024 to March 31, 2025)	Fiscal Year ended March 31, 2026 (April 1, 2025 to March 31, 2026)
Net assets per share (¥)	596.35	670.86
Earnings (loss) per share (¥)	75.62	74.34

- Notes: 1. Earnings per share (diluted) are not indicated because there is no potential common share with dilutive effects.
2. Earnings (loss) per share were calculated on the basis of the following data.

	Fiscal Year ended March 31, 2025 (April 1, 2024 to March 31, 2025)	Fiscal Year ended March 31, 2026 (April 1, 2025 to March 31, 2026)
Earnings (loss) per share		
Profit (loss) attributable to owners of parent (¥ million)	124,160	121,881
Amount not attributable to shareholders of common stock (¥ million)	—	—
Profit (loss) related to common stock attributable to owners of parent (¥ million)	124,160	121,881
Average number of common stock shares outstanding (quarterly cumulative period) (thousand shares)	1,641,816	1,639,427

- Notes: The number of treasury shares, which is deducted from the total number of shares issues at end of period when calculating net assets per share, includes the Company's shares held by the trusts to the employee stock plan (ESOP) and stock provision trust (J-ESOP and BBT-RS) (602 thousand shares in the previous fiscal year and 3,895 thousand shares in the current fiscal year). In addition, the number of treasury shares, which is deducted from the average number of outstanding (quarterly cumulative period) when calculating earnings (loss) per share, includes the Company's shares held by the ESOP trust account of the employee stock plan (850 thousand shares in the previous fiscal year and 1,359 thousand shares in the current fiscal year).

Significant Subsequent Event

Establishment of a Subsidiary

The Company established ORIENTAL LAND CRUISE CO., LTD. as a consolidated subsidiary of the Company effective April 3, 2026.

1. Purpose of establishing the subsidiary

As upheld in the 2035 Long-term Management Strategy, the Company seeks to evolve its business structure to achieve sustainable growth. To this end, the Company is working to launch Japan-based Disney cruise services in fiscal year 2028 as a pillar for further growth, while pursuing continued growth for Tokyo Disney Resort, its mainstay business. As part of this initiative, the Company has established a subsidiary to accelerate the commercialization of its cruise business and to manage and operate its future cruise ships in a specialized and agile manner.

2. Overview of the subsidiary

Name	ORIENTAL LAND CRUISE CO., LTD.
Address	1-9-2 Mihama, Urayasu City, Chiba Prefecture
Name/title of representative	Ryotaro Shiiba, Representative Director, President
Business description	Management and operation of Japan-based cruises, planning, development, and marketing of cruise services
Capital	JPY 450 million
Establishment date	April 3, 2026
Major shareholder and shareholding ratio	Oriental Land Co., Ltd. 100%