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FOR IMMEDIATE RELEASE

Publicity Department
Oriental Land Co., Ltd.

Initiatives to Strengthen Our Human Resource Capabilities

URAYASU, CHIBA— Oriental Land Co., Ltd. announced that it has decided to overhaul its part-time employee system from the fiscal year 2016 as a new initiative for strengthening its human resource capabilities.

The provision of heartfelt hospitality by each Cast Member is essential for the operation of theme parks.

The changes to the system involve an expansion in Disney educational programs, the introduction of training programs for business skills, and a revamp of the wage system. They are aimed at enabling part-time employees, who make up the majority of the Cast Members, to feel that they are experiencing personal growth through the acquisition of knowledge and skills relating to guest service, and to make the time they spend as Cast Members more fulfilling.

We have already decided to designate the 821 persons who are currently employed as “Theme Park Employees” (fixed-term employment) as “Theme Park Operators” (indefinite-term employment).

By making such changes to our employment system, we will create an environment in which our employees can feel that their jobs are worthwhile and that they are growing as individuals to a greater extent than in the past. And by doing this, we will strengthen our human resource capabilities to further improve the hospitality provided at Tokyo Disney Resort®.

1. Expansion of Disney Education:

Oriental Land Co. provides Disney University programs to Cast Members at each of the MAGIC* grades, and these programs are taken by a total of 10,000 Cast Members each year. And we also offer a range of educational programs besides the Disney University programs, such as training at Disney theme parks overseas. The changes to the system that we are making this time involve the introduction of new Disney University programs such as Service Mindset Training and Leadership Training.

* MAGIC system

Cast Members are graded at five levels, and move up in the order M→A→G→I→C based on their job description, level of experience, etc.

◆Disney Educational Programs (Examples)

Name of Program	Overview (Planned)
New: Service Mindset Training	By taking part in group work, participants rethink the type of hospitality required of Disney Cast Members, and acquire an even higher level service mindset as Guest service experts.
New: Leadership Training	Participants reaffirm the role expected to be played by leaders, and while maintaining a perspective that is focused on the entire organization, think about how to create an environment in which their Cast Member
Continued: Overseas Disney Theme Park Training	Along with other Cast Members, participants travel to the Disneyland® Resort in Los Angeles, U.S.A., where they see for themselves the products and styles of hospitality offered there and interact with local Cast

Note: The timing of introduction and the personnel eligible will differ depending on the program.

Note: The names of new programs are tentative.

2. Introduction of Training Programs for Business Skills:

Oriental Land Co. will provide part-time employees with career support by introducing new programs that enable them to acquire business skills etc. As a means of helping part-time employees develop their careers, we currently offer a scheme for promoting part-time employees to Theme Park Employees. And with the establishment of the new Theme Park Operator position, this promotion scheme will be changed to one that promotes part-time employees to regular employees (Theme Park Operators) in FY2016.

◆Training Programs for Business Skills (Examples)

Name of Program	Overview (Planned)
New: Logical Thinking Training	Participants will improve their logical thinking skills by learning various techniques for providing anyone with easy-to-understand, logical approaches and explanations
New: Coaching Skills Training	Participants will learn coaching skills for drawing out the ambitions and abilities of their colleagues. They will do this by learning the basics of coaching and through practical training such as role-playing that is aimed at equipping them with the ability to apply the knowledge they have learned in practice

Note: The timing of introduction and the personnel eligible will differ depending on the program.

Note: The names of new programs are tentative.

3. Revamp of the Wage System:

From April 2016, the wage system for each grade will undergo an overhaul, with maximum base wage being increased and the wage increases system being amended, for example. By making these changes, we will create a working environment in which employees can work with more peace of mind than they could in the past.

Reward Schemes and Communication Initiatives:

Oriental Land Co. has been offering all employees, and particularly part-time employees, reward schemes and communication initiatives. We intend to continue implementing such measures going forward to provide the part-time employees that work with us with an experience that is unique to Disney theme parks.

◆ Reward Schemes and Communication Initiatives (Examples)

Name of Program	Overview
Thanks Day	Once a year, after the park has closed, supervisors host an event which is exclusive to Cast Members in an expression of gratitude.
	<ul style="list-style-type: none"> • No. of participants: Approx. 15,000 people • Launched: FY1991 • Frequency: Once a year
Five Star Program	When supervisors recognize Cast Members for excellent Guest service, they hand them a card with a message on the spot. Cast Members who have received such cards can receive commemorative gifts and take part in a special party.
	<ul style="list-style-type: none"> • No. of participants: Approx. 9,000 people (no. of commemorative gifts received in FY2014) • Launched: FY1995 • Frequency: Two or three times a year (no. of Five Star parties held)
Spirit of Tokyo Disney Resort	This program is aimed at encouraging Cast Members to recognize each other for providing superior hospitality. Spirit Award winners, who are selected based on the results of a message exchange, receive a Spirit Award pin.
	<ul style="list-style-type: none"> • Participation: Approx. 270,000 messages exchanged in FY2014 • Launched: FY1991 • Frequency: Once a year
Cast Cafe	By providing Cast Members with the opportunity to go beyond their departments and share each other's efforts and so forth, this program intend to broaden their perspectives and encourage them to translate the insights they have gained through meeting other Cast Members and various sets of values into action.
	<ul style="list-style-type: none"> • No. of participants: Approx. 500 people each year • Launched: FY2009

Note: The personnel eligible differs depending on the program.