

# Code of Conduct - The Five Keys (Tokyo Disney Resort)

## Policies and Regulations

### Code of Conduct - The Five Keys

#### Tokyo Disney Resort

We act with safety as our top priority.

Safety comes first in all actions we take to create happiness for guests visiting our Theme Parks.

In order to achieve the goal of Tokyo Disney Resort Cast Members, "We Create Happiness," all TDR cast members make decisions and act based on the Five Keys, the code of conduct shared among all Disney Theme Parks.



The Five Keys—Safety, Courtesy, Inclusion, Show, and Efficiency—serve as the basis on which all cast members make decisions to provide the greatest hospitality to guests.

The Five Keys are also the most valued standard for Oriental Land Co., Ltd. in operating Tokyo Disneyland and Tokyo DisneySea under license from Disney Enterprises, Inc.

#### [ Safety ]

In order to create a safe and relaxing place, the safety of guests and cast members comes before anything else.

#### [ Courtesy ]

Based on the belief that guests should be treated like VIPs, we also aspire to offer friendly, genuine hospitality; not just being polite, but providing service from the standpoint of the guests.

#### [ Inclusion ]

Welcoming and respecting different viewpoints and people. Placed at the heart of all the Keys, it is deeply connected to any of the other Four Keys.

#### [ Show ]

Cast members are part of the show and should treat every day as opening day, approaching every task as part of a themed show, even when they are inspecting or cleaning the facilities.

#### [ Efficiency ]

Focusing on safety, courtesy, and the show will, along with teamwork, help us achieve greater efficiency.

## Actions

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### Safety

#### Tokyo Disney Resort

Cast members place safety as top priority. For example, one of the jobs of cast members is to mop up spilled drinks. They do this standing up rather than squatting, using their feet to mop up spilled liquids. This is to prevent accidents, since guests caught up in the magic of the environment may not see the cast member if he/she were crouching down. Mopping up with feet may seem unmannerly, but this is intentional as they put safety before courtesy or show. Ensuring guest safety is a priority in everyday tasks, and it guides the actions of all cast members.



A cast member remains standing when cleaning up for guest safety.

#### Related information

- > [Attraction Safety](#)
- > [Show and Parade Safety](#)
- > [Product Safety](#)
- > [Food Safety](#)
- > [Park Safety](#)

## Attraction Safety (Tokyo Disney Resort)

▼ Policies and Regulations   ▼ Governance   ▼ Risk Management   ▼ Actions

### Policies and Regulations

#### Our Policy on Attraction Safety

##### Tokyo Disney Resort

A large number of guests enjoy the attractions at Tokyo Disneyland and Tokyo DisneySea every day. In order to offer our guests a consistently safe and enjoyable experience, the OLC Group has developed the Policy on Attraction Safety.

#### Policy on Attraction Safety

To allow us to create happiness and contentment by offering “Wonderful Dreams, Moving Experiences, Happiness and Contentment,” the OLC Group is dedicated to maintaining and enhancing the safety of our attractions and to achieving the highest standards of safety and quality.

1. Our Group shall comply with all statutory safety regulations and internal safety standards.
2. Our Group shall work to improve the safety of the facilities and procedures for the operation of attractions.
3. Our Group shall maintain operational safety at all times to continue to provide the ultimate show experience.
4. Our Group shall train all employees to actively incorporate our safety procedures into their work.

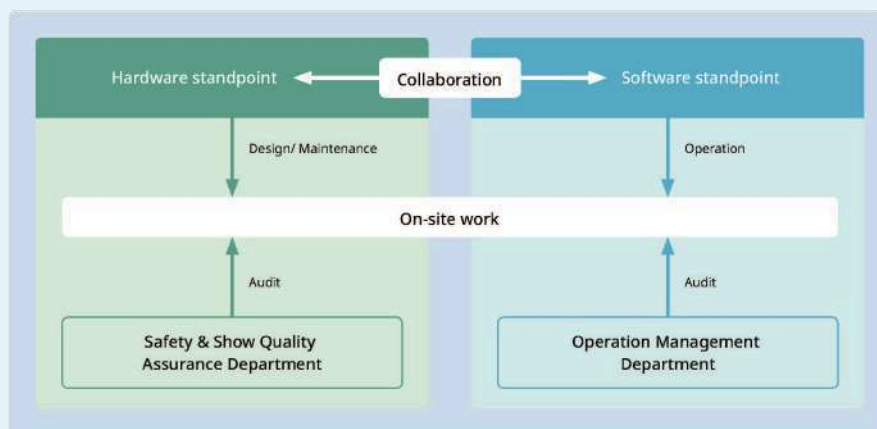
## Governance

### The Role of Audits and Communication in Safety Management

#### Tokyo Disney Resort

It is fundamental that both the maintenance and operations departments work and communicate closely together to fulfill their roles with integrity for the safety of our attractions and facilities. In addition, by maintaining close contact with cast members, maintenance and operations managers are able to identify small changes and emerging safety risks, while facility managers also ensure on-site safety.

Internal checks are carried out on an ongoing basis by the Safety & Show Quality Assurance Department, which verifies whether facilities maintenance for attractions is being carried out according to the standards, and the Operation Management Department, which confirms that the staff is carrying out operations reliably and in accordance with the manuals.



## Risk Management

### Safety Training

#### Tokyo Disney Resort

We offer a variety of education/training programs to make sure that our attractions are safe and of high quality.

When we temporarily close an attraction to perform inspections and maintenance work, we ask our cast members and contractors to attend a training program to learn more about the magic behind the attraction. By enabling them to perform their maintenance work based on the story, we can provide guests with safety and a quality experience. We also offer a training program for cast members and contractors who operate and maintain attraction facilities equipped with the ride motion protection system, which keeps the ride vehicles from moving while inspection or maintenance work is being conducted along the tracks or elsewhere.

New cast members are required to learn the standard operating procedures and undertake repeated on-the-job training so that they are able to respond to any situation. They must then go through an assessment period before being authorized to operate attractions independently. In addition, cast members also regularly participate in emergency evacuation drills in which the attractions are shut down, and which are held in the early hours before opening or after the Theme Parks have closed.

## Actions

### Attraction Safety Program

#### Tokyo Disney Resort

Our Group is committed to the safety of our rides and attractions in terms of both attraction design and maintenance, as well as guest enjoyment and operational safety.

### Safety Management of Theme Parks Facilities/Rides/Ride Equipment-Design

All of our attractions are designed by placing the utmost importance on safety. In particular, all roller coaster attractions are equipped with a broad range of safety features, such as ride restraints, and require strict adherence to rules, such as enforced height restrictions. We have also installed a range of equipment that is designed to prevent guests from climbing or jumping over park fences such as the fixed guard nets on rails and along the waterfront in some watercraft attractions, and automated gates in the loading areas of all roller coaster attractions. Moreover, at Anna and Elsa's Frozen Journey and Rapunzel's Lantern Festival, we also installed automated gates at the unloading area to prevent guests from accidentally entering the unloading area when boarding, thereby enhancing their safety.



Automated gates added to the unloading area

### Examples of Safety Enhancements Made in FY2023

#### Tokyo Disneyland Omnibus

The Omnibus that runs within Tokyo Disneyland is a Tokyo Disney Resort attraction operated by cast members in an environment where guests roam freely. To enhance the safety of guests nearby, we attached sensors at the front of each vehicle and an installed automatic braking system designed to activate when a guest is detected in the vehicle's path. As a result, the vehicles now navigate through the Parks in a safer manner.



Omnibus

> [Examples of Improvements that Have Been Made to Date](#)

## Safety Management of Theme Parks' Rides System – Maintenance

All Tokyo Disney Resort facilities are checked by a team of approximately 1,000 maintenance technicians\* who work in shifts to verify and maintain safe conditions. In addition to statutory inspections, we perform daily routine inspections and maintenance in accordance with our own strict maintenance standards. Furthermore, we annually conduct overhaul maintenance of approximately 600 attraction vehicles at our own factory. After the vehicle is disassembled, various inspections such as non-destructive inspection and parts replacement take place. Once the vehicle is assembled again, it is brought into the attraction, and after passing the final cycling test, the inspection and maintenance work is complete. We constantly review these maintenance standards and audit the status of inspections and maintenance work to keep our facilities safe. In addition, some attractions are individually closed at regular intervals to allow our maintenance team to perform thorough non-destructive inspections and maintenance work that cannot be performed during daily inspections.

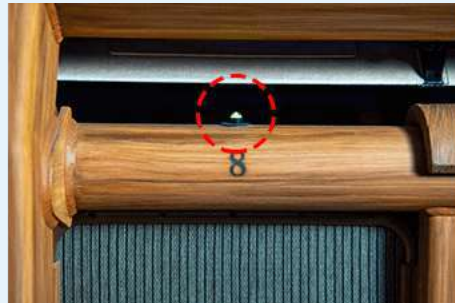
In the event of an earthquake exceeding a certain magnitude, the Theme Parks' attractions are stopped at locations that enable guests to safely disembark. Guests are then evacuated to safety through evacuation routes. We commence inspections by following the appropriate standards and checklists corresponding to the magnitude of the earthquake and confirm the safety of the rides and attractions.

\*The technicians who maintain our Tokyo Disney Resorts include Engineering Services Division personnel and the staff of maintenance subsidiaries and partners affiliated with our Group.

## Operational Safety

Cast members in charge of operations at all attractions ensure the safety of all rides and attractions.

For example, at Soaring: Fantastic Flight, after the guests have buckled up their seatbelts, cast members make sure that they are locked by checking the lamp light above each seat. In addition, cast members ask the guests to pull the yellow tab attached to their seatbelt so that the guests themselves can check that the seatbelt is locked, along with the cast members.



Seatbelt lamp (Photographed in FY2019)

## Examples of Improvements that Have Been Made to Date

### Actions

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#### Examples of Improvements Made to Date

##### Tokyo Disney Resort

At the Theme Parks, we continue to look for safety enhancements for the attractions to operate safely. The following are safety measures taken in the past.

#### Measure Taken to Enhance Safety at Caravan Carousel

To enhance guest safety, the steps for climbing on and off the carousel horses were made larger in FY2022 to help prevent falls due to potential missed footing.



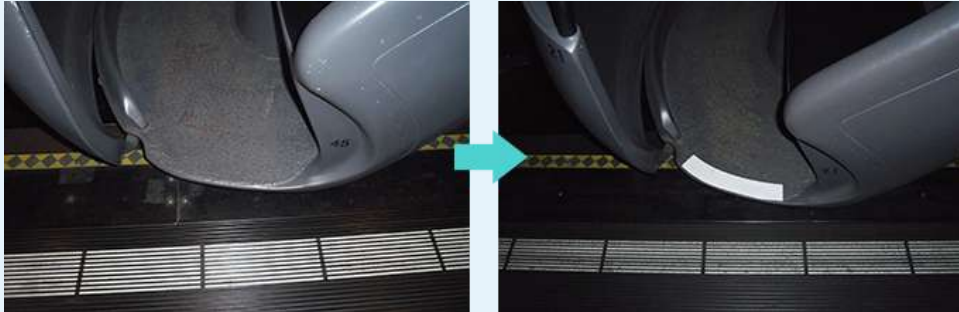
Increased the size of the step stool from 12 cm long x 40 cm wide to 22 cm long x 53 cm wide



## Measures Taken to Enhance Safety at Haunted Mansion

In order to help guests get on and off the vehicle more safely at the Haunted Mansion, in addition to the existing footlight, a gray line at the edge of the vehicle footrest was added in FY2020 to improve its visibility.

In an effort to continuously enhance the safety of our attractions, we removed the fences and replaced the carpet to improve visibility in FY2021.



A line was painted at the edge of the footrest.



Before

After

## Measure Taken to Enhance Safety on Mark Twain Riverboat

We enhanced onboard safety of the Mark Twain Riverboat in FY2019 by increasing the height of the rails around the perimeter and on the stairs of the boat. As the weight and balance of the boat changed when higher rails were adopted, we gave careful consideration to their materials and design, while taking into account the performance of the boat.



Increased the height of the rails on Mark Twain Riverboat



## Measure Taken to Enhance Safety on Monsters, Inc. Ride & Go Seek!

In FY2018, we changed the seat cushion material, alleviating to enhance the comfort and overall safety when the vehicles move and come to a stop.



The seat cushion material was changed.

## Higher Backrest Measures Taken to Enhance Safety on the Whirlpool

In FY2018, the height of The Whirlpool backrest was increased to prevent guests from stretching their arms outside of the ride. We took special consideration in selecting the materials and developing a design that would not block children's views as a result of the heightened backrest.



Improved backrest design

### Measures Taken to Improve Safety on Castle Carrousel

In FY2017, we extended the length and width of the steps and adopted more visible paint colors to enable guests to more easily get on and off the carrousel horses. In FY2019, the height of the floor surrounding the turntable was raised to align with the floor of the attraction so as to prevent guests from tripping when getting on and off the attraction.



The length and width of the steps were extended and more visible paint colors were adopted.



The floor surrounding the turntable was raised to eliminate height difference.

### Measure Taken to Improve Safety on the Western River Railroad

In FY2015, the coach doorways were widened and the platform was raised to align the height of the steps so that guests can more easily get on and off the ride.



# Show and Parade Safety (Tokyo Disney Resort)

▼ Policies and Regulations   ▼ Governance   ▼ Risk Management   ▼ Actions

## Policies and Regulations

### Our Policy on Show Safety

Tokyo Disney Resort

In order to offer our guests a safe and enjoyable show experience, the OLC Group has developed a Policy on Show and Parade Safety.

#### Policy on Entertainment Show Safety

To allow us to continue to create “Wonderful Dreams, Moving Experiences, Happiness and Contentment,” the OLC Group is dedicated to maintaining and enhancing the safety of our entertainment shows, and to achieving the highest standards of safety and quality.

1. The OLC Group shall comply with all statutory safety regulations as well as the rules, regulations, standards, and manuals stipulated in our own Safety Guidelines.
2. Safety shall be our highest priority in the development, design, construction, inspection, maintenance, and operation of all entertainment shows.
3. The OLC Group shall submit and enforce the safety standards set forth in our Safety Guidelines with all our clients and vendors, and shall strive to enhance the safety of show production and operation.
4. The OLC Group shall provide education and training on safety to all its employees to further its goals in show safety.

### Safety Guidelines

Tokyo Disney Resort

Our Safety Guidelines set out the safety criteria governing the design, construction, inspection, and maintenance work undertaken on the equipment used in parades and shows, and are rigorously enforced. The purpose of these guidelines is to ensure that all our guests can watch and enjoy our parades and shows in safety and comfort.

The Safety Guidelines are composed of the following two guidelines:

### | Safety Management System

Tokyo Disney Resort

#### Management System for Safety in Manufacture and Inspection

All floats, stages, and sets are manufactured in accordance with the Guidelines for “Manufacturing and Construction of Show Equipment”. In addition to checking the safety of items produced, on the basis of strength calculations, safety is confirmed against a wide range of safety criteria that are designed to identify any risks, including those associated with nighttime float operation, and that all structures are safe for both the guests and the performers.

We have introduced a system for inspection and maintenance, under which maintenance plans (daily, monthly, and annual inspections) are tailored to specific program components created internally and in line with our Maintenance Guidelines. The inspection work is outsourced to maintenance specialists who have been selected for their competence in this area.

We hire and assign engineers to oversee the manufacture and inspection of structures to ensure that safety is appropriately judged and maintained. We are also working to further enhance our safety monitoring by introducing a system where safety checks are conducted by contractors with extensive experience and expertise in design and structural calculations.

#### Management System for Operational Safety

We have developed a system where cast members are stationed evenly along the approximately 800-meter parade route in numbers that are appropriate for the guest attendance numbers as a precaution against unexpected occurrences such as children running into the path of an oncoming parade and to guide guests to evacuation routes in the event of an emergency. To avoid any challenges that might arise as a result of large concentrations of guests in a single area, we have also introduced the Entry Request system for certain shows.

## Risk Management

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### | Show and Parade Safety Training

#### Tokyo Disney Resort

Cast Members thoroughly observe the [Code of Conduct - The Five Keys-](#), and receive regular training, so that they remain alert to potential risks while at work and are ready to take prompt and appropriate action in the event of an emergency.

First-year employees assigned to entertainment undergo a safety program, where they look at case studies of actual unsafe situations in order to enhance their safety awareness and sensitivity to potential hazards. Furthermore, through various case studies we aim to empower employees to practice safe behavior and maintain and enhance workplace safety. Additionally, occupational health and safety training programs are also offered for all employees involved in shows to learn the keys to taking care of their physical health and prevent work-related incidents.

## Actions

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#### Tokyo Disney Resort

For the Tokyo Disneyland Electrical Parade *Dreamlights*, we have installed a float safety system that monitors the road ahead of each float during the nighttime event.

## Product Safety (Tokyo Disney Resort)

▼ Policies and Regulations   ▼ Governance   ▼ Risk Management   ▼ Actions

### Policies and Regulations

#### Our Merchandise Safety Policy

OLC has developed a Policy on Product Safety and Quality to facilitate the development of products, so they are safe and of high quality. Every effort is made to verify compliance with safety standards, and we also work with our suppliers and manufacturers to ensure that they meet our safety requirements.

#### Policy on Product Safety and Quality

##### — Making Sure Our Guests Take Home Happy Memories —

To allow us to create “Wonderful Dreams, Moving Experiences, Happiness and Contentment,” the OLC Group is dedicated to the safety and quality of all our merchandise and to offering our guests the highest-quality exclusive products.

##### Merchandise Safety and Quality Actions

1. The OLC Group shall comply with all statutory safety regulations as well as the rules, regulations, standards, and manuals indicated in our own safety guidelines.
2. The safety and quality of our merchandise shall be our top priority throughout every stage of the process, from planning and development to production, distribution, and sales.
3. Compliance with the OLC Group's Merchandise Department Quality Control Standards shall be monitored and enforced both internally and among manufacturers and suppliers.
4. Every effort shall be made to enhance the tests and inspections performed by third-party testing laboratories to maintain and enhance our quality controls.
5. Feedback from guests shall be taken in good faith, and we shall take immediate action to check and deal with any substandard merchandise.



## Governance

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### | Safety Management Structure

Tokyo Disney Resort

#### Collaboration with Suppliers

At OLC, we implement rigorous quality control in the production process of our merchandise, while giving consideration to the labor conditions and work environment of our suppliers and manufacturing facilities to build cooperative relationships throughout the entire supply chain. With regard to merchandise sold at our Theme Parks, we annually update the documents and manuals required for each development and production process, including quality inspection standards, production safety manuals, price tag management methods, and details of pre-shipment and pre-delivery inspections, and send them to our suppliers. Furthermore, we offer periodic briefing sessions to help our suppliers better understand the processes and adhere to our Policy on Product Safety and Quality.

#### Related Information

> [Supply Chain Management](#)

#### Quality Inspection

In order to verify the safety and quality of merchandise on sale at our Theme Parks, all our original merchandise is tested by independent inspection agencies. The tests are performed in compliance with our proprietary quality inspection standards, which incorporate the legal and regulatory safety requirements of Japan, Europe and America.


## Risk Management

### Contact for Inquiries

Tokyo Disney Resort

All merchandise-related inquiries, comments, and requests are handled by the Tokyo Disney Resort Guest Merchandise Service Department and our system enables us to respond immediately.

We also ensure that our guests' input is reflected in our product development and improvements.

> [Contact Form](#) 

### Product Quality Control Process



### Product Safety Training

Cast members working at stores that carry confectionery and other foods undertake a general hygiene management program, where they learn about food hygiene management and food labeling relevant to store operations ranging from product delivery to sales.

## Actions

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### Measures to Ensure Safety in Product Development

#### Tokyo Disney Resort

In developing products, we implement measures to ensure guests' safety by assuming all kinds of potential risk. For example, we have a set of safety standards in place for children's products to make sure that they can withstand forces such as impacts and biting. In addition, we put all merchandise through dropping, tensile, and compression tests as well as chemical examinations to confirm their safety.

| Product category     | Examples of Company's measures to ensure safety  |
|----------------------|--|
| General merchandise  | <ul style="list-style-type: none"><li>• We apply the regulation concerning the use of six phthalate esters (plasticizers) in toys to all merchandise made of plastic.</li><li>• We set our own durability standard for ceramic cup handles and perform strength tests.</li></ul> |
| Clothing for infants | <ul style="list-style-type: none"><li>• While the law requires formaldehyde levels to be 0.05 abs or lower, we set a stricter proprietary standard of 0.03 abs or lower.</li></ul>   |
| Food labeling        | <ul style="list-style-type: none"><li>• We provide information on eight types of nutritional components on food labels, including saturated fatty acids, trans fatty acids, and cholesterol.</li></ul>   |

#### Related Information

> [Supply Chain Management](#)

> [The OLC Group Supplier Code of Conduct](#)

## Food Safety (Tokyo Disney Resort)

▼ Policies and Regulations   ▼ Governance   ▼ Risk Management   ▼ Actions

### Policies and Regulations

#### Our Philosophy and Policy on Food Safety

The OLC group takes food safety very seriously. The OLC Group's Food Safety Philosophy proclaims safety to be our most important responsibility, and we have developed the Food Safety Action that is designed to ensure the safety and security of all food products provided and sold by the OLC Group. Every effort is made to control safety throughout the supply chain and we work with our suppliers to ensure that they comply with all our food safety initiatives.

#### The OLC Group Philosophy / Policy on Food Safety

##### Food Safety Philosophy — Safety First —

To allow us to create “Wonderful Dreams, Moving Experiences, Happiness and Contentment,” the OLC Group is dedicated to ensuring the safety and security of all food products.

##### Food Safety Action

1. Every effort shall be made to maintain the safety and security of all food products provided and sold by the OLC Group.
2. We shall comply with all statutory safety regulations as well as the rules, regulations, standards, and manuals indicated in our own safety guidelines.
3. Our approach to food safety management shall incorporate the HACCP\* process, and we shall use the PDCA (Plan-Do-Check-Action) cycle to coordinate the audits, inspections, and educational activities.
4. We shall work to establish smooth communication within the OLC Group and with suppliers, customers (guests), government agencies, etc., as well as share information on problems and initiatives involving food safety within the food chain.
5. All cast members that handle foods or drinks shall receive education and training to ensure that they understand and can implement our food safety policies.

\*HACCP is a method that utilizes operation manuals to constantly manage parts of the production (food preparation) process that are important for ensuring sanitation.

## Governance

### Safety Management Structure

#### Tokyo Disney Resort

The restaurant facilities at Tokyo Disneyland and Tokyo DisneySea follow the HACCP system, a system that was institutionalized through the partial amendment of Japan's Food Sanitation Act. Specifically, we check the condition of employees' health, ensure that their attire is clean, encourage rigorous handwashing practices, and carry out periodic stool examination to prevent food safety issues.



Testing the core temperature prior to serving

The OLC Group has long had in place a department that supervises food safety. In line with our voluntary standards developed on the basis of Japan's Food Sanitation Act and other applicable laws and regulations, the department plays a central role in conducting hygiene inspection and food bacteria/allergy tests at restaurant facilities as well as educational activities to raise awareness around food hygiene. Through these actions, we maintain the safety of the food products we offer to consumers (guests).

We also request that our food suppliers comply with our voluntary standards. Furthermore, we conduct regular evaluations of restaurant facilities, original food products carried at these facilities, as well as the food processing plants we contract to produce the ingredients we use.



Hygiene inspection at our restaurant kitchen



Bacteria test at our own testing facility

## Risk Management

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### Safety Training for Employees

#### Tokyo Disney Resort

To ensure the safety and security of all food items offered by the OLC Group including restaurants at Tokyo Disneyland and Tokyo DisneySea, we hold classes on food safety. Cast members engaged in food service undergo basic or advanced courses on food hygiene

including learning how to handle foods. A total of over 700 cast members annually complete food safety education programs, which are held about 60 times a year.



Internal hygiene education program



## Actions

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### Company Farms


We run our own farms in Hokuto in Yamanashi Prefecture, and Teshikaga in Hokkaido to produce and supply year-round tomatoes, bell peppers, and strawberries.


We will keep working to ensure a steady supply of fruits and vegetables by producing them in-house and further enhancing our quality control systems.

> [Strawberry cultivation using heat generated from geothermal energy and hot springs](#)

### Considerations for Guests with Food Allergies


#### Tokyo Disney Resort

In order to allow guests with food allergies to enjoy the experience of dining with us, we have restaurants that offer [special dietary menus](#)  including meals that do not contain wheat, buckwheat, eggs, milk, or peanuts. Some restaurants also serve allergy-friendly dishes that are free of 28 specific allergy-related ingredients. Tablets are available at major restaurants for guests to check the list of 28 specific ingredients and other ingredient information.

Also, to allow guests to check the use of the specific ingredients in dishes on the menus before coming to the Theme Parks, we offer an [“Allergen information search”](#)  page on the official Tokyo Disney Resort website.

### Country of Origin of Food Ingredients

#### Tokyo Disney Resort

With regard to ingredients of dishes served at Tokyo Disneyland and Tokyo DisneySea restaurants, the [countries of origin](#)  (in Japanese only) are disclosed in accordance with the country-of-origin labeling guidelines for the food service industry compiled by the Ministry of Agriculture, Forestry and Fisheries. This is an example of our efforts to ensure that guests can enjoy dining with peace of mind.

#### Related Information

> [Supply Chain Management](#)

> [The OLC Group Supplier Code of Conduct](#)

## Social

# Park Safety (Tokyo Disney Resort)

Safety is our top priority throughout all Park operations and in addition to the initiatives detailed in the preceding pages, we take an extensive range of safety measures in security, first aid, and disaster response with the aim of providing our guests with safe and enjoyable experiences.

We have a security system in place outside our Theme Parks, including patrols in the vicinity of our hotels and JR Maihama Station.

We also issue manuals that instruct employees on how to take prompt actions in the event of an earthquake or other emergency. Employees are also provided with rigorous training including emergency drills at each facility.

## Actions

### Security / First Aid / Emergency Response

#### Tokyo Disney Resort

| Activity           | Initiative examples  |
|--------------------|--|
| Security           | <ul style="list-style-type: none"><li>• Patrols conducted across entire Theme Parks</li><li>• Security checks performed at entrances using security devices</li><li>• Security system established in collaboration with the police and administrative authorities</li><li>• Information gathered and training offered on crime prevention and security</li></ul>                               |
| First Aid          | <ul style="list-style-type: none"><li>• First-aid stations installed</li><li>• First-aid care provided by first-aid cast members to the sick and injured</li><li>• Handing over the sick or injured to ambulance workers (in emergencies)</li><li>• Automated external defibrillators (AEDs)</li><li>• First-aid training offered</li></ul>  |
| Emergency Response | <ul style="list-style-type: none"><li>• Emergency response operations team staffed with certified experts at the ready</li><li>• 24-hour monitoring performed by Central Monitoring Center</li><li>• Inspection of day-to-day fire prevention management</li><li>• Information gathered from administrative authorities and outside experts</li><li>• Emergency education and drills</li></ul> |



Security devices used at entrances

## Tackling Fire Risks

In the event of a fire, the Central Monitoring Center will request immediate dispatch of firefighting units via its direct hotline to fire departments while our firefighting team will take initial measures to put out any fires. Tokyo Disney Resort is equipped with a fire truck so that we may engage in first-response firefighting activities when necessary. In addition, we are strengthening collaboration with the local fire department/station of Urayasu City.



Fire engine

## Tackling Earthquake and Tsunami Risks

To be prepared for an earthquake occurring in the capital area, a Nankai Trough earthquake, or other large-scale earthquakes that are expected to occur in the future, we have in place the Basic Plan of Earthquake Countermeasures, which describes our plans for supplies and materials as well as first-aid care. Based on the Basic Plan, we have also prepared a response manual indicating the action to be taken by each department. In the event of a large-scale earthquake, the Tokyo Disney Resort Earthquake Countermeasures Headquarters will be set up, with the President of Oriental Land Co., Ltd. as its director, to deal with the situation.

For stranded guests and employees, we have four days of emergency food supplies in stock, water, aluminum blankets, maps, and liquid baby formula.

With respect to a tsunami, we consider it to be safer to remain at the Theme Parks as both Tokyo Disneyland and Tokyo DisneySea are located roughly five meters above sea level. In the event of a tsunami, our procedure is to contact the Urayasu City authorities to check whether evacuation has been ordered, and take actions accordingly.



Supplies in stock

## Related information

> [Services at the Park](#) 

### Governance

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› Sustainability Promotion Structure

### Strategy

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#### | Serving Diverse Guests

With the aim of ensuring that our Theme Parks can be enjoyed by all guests, Tokyo Disney Resort is striving to create an environment that provides full and equal access for everyone.

Diverse guests visit the Theme Parks, including speakers of different languages, people with permanent or temporary disabilities, the elderly, expectant mothers, and people with special dietary needs. The OLC Group makes every effort to offer these guests a comfortable and pleasant experience by providing the necessary facilities, support tools, and support services performed by cast members.

To strengthen support provided by cast members, we encourage them to qualify as service care aides.

#### | Risks and Opportunities

**[Risks]**

- Declined guest experience value due to insufficient diversity measures

**[Opportunities]**

- Increased guest experience value by adapting changes in society and customer needs

To address changes in society and customer needs and conduct business activities in which diverse customer values are respected, implement structured measures to ensure that human rights are respected, review existing products and services, and build systems to give due consideration to diversity, among others.

### Risk Management

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› Risk Management Structure

› Human Rights Education

# Metrics and Targets

## Metrics and Targets for Supporting Guest Diversity

| KPI   |  | KGI  |
|---|--|--|
| 2024 Medium-term Plan   | FY2026   | 2030   |
| <ul style="list-style-type: none"><li>• Implement a gap analysis on 11 key human rights issues in three fields—employees, supply chain, and customers—and identified areas in which initiatives for vulnerable rightsholders are insufficient</li><li>• Proportion of employees to whom the Guidelines on Diversity was handed out: 100%</li><li>• Implement a gap analysis on existing facilities/services and formulate and execute countermeasures</li></ul> | <ul style="list-style-type: none"><li>• Proportion of employees to whom the Guidelines on Diversity was handed out</li><li>• Proportion of employees for whom training on the Guidelines on Diversity was provided</li></ul> | <ul style="list-style-type: none"><li>• Build and implement a human rights due diligence process for designated key human rights issues</li><li>• Build systems for implementing business activities in which diversity is respected</li></ul> |

## FY2023 Progress on Guest Diversity Measures

- Added an item on diversity to induction training programs for operations roles.
- Implemented various awareness programs including an internal exposition on disabilities and internal D&I case study sessions.
- Identified outdated expressions used within the Theme Parks from the perspective of diversity and planned responsive measures.
- Collaborated with outside communities.
- Expanded eligibility for service care aide certification to include Theme Park operation employees (who perform guest-facing roles). As a result, more than 300 employees were newly certified as service care aides.

# Actions

## Major Services Catering to Diverse Guests

Tokyo Disney Resort

Catering to the Needs of Non-Japanese Speaking Guests

To help guests gather information prior to their visit, we provide our website in multiple languages and respond to inquiries in English.

Free Wi-Fi is available in the entrance area of both Parks, and cast members are ready to communicate with overseas guests using a smartphone translation app or a mobile translation device.

For Guests Using a  
Wheelchair

We ensure that wheelchair users can safely access attractions without feeling rushed or drawing unnecessary attention.

Facilities available to wheelchair users

**[Tokyo Disneyland]**

- Mickey's PhilharMagic
- Country Bear Theater
- The Enchanted Tiki Room:  
Stitch Presents "Aloha E Komo Mai!"
- Western River Railroad
- Mark Twain Riverboat
- Tom Sawyer Island Rafts
- Buzz Lightyear's Astro Blasters

**[Tokyo DisneySea]**

- The Magic Lamp Theater
- Mermaid Lagoon Theater
- DisneySea Transit Steamer Line
- DisneySea Electric Railway
- Toy Story Mania!
- Jasmine's Flying Carpets
- Sindbad's Storybook Voyage
- Caravan Carousel
- Rapunzel's Lantern Festival

Facilities equipped with an exclusive boarding area, allowing wheelchair users to take the time they need to get on and off the ride safely.

**[Tokyo Disneyland]**

- Pooh's Hunny Hunt
- Monsters, Inc. Ride & Go Seek!
- Enchanted Tale of Beauty and the Beast

**[Tokyo DisneySea]**

- Toy Story Mania!

Previously, there had been cases where guests with a physical disability were unable to ride attractions unless they were accompanied by someone, even if they met the boarding criteria. Today, some attractions can be enjoyed by guests with a physical disability as long as they meet the boarding criteria and support can be provided by a cast member.

**[Tokyo Disneyland]**

- Pooh's Hunny Hunt
- Enchanted Tale of Beauty and the Beast
- Omnibus
- Dumbo The Flying Elephant
- Castle Carrousel
- The Happy Ride with Baymax
- Buzz Lightyear's Astro Blasters
- Monsters, Inc. Ride & Go Seek!

**[Tokyo DisneySea]**

- Toy Story Mania!
- Soaring: Fantastic Flight
- Nemo & Friends SeaRider
- Jasmine's Flying Carpets
- Scuttle's Scooters
- Blowfish Balloon Race
- The Whirlpool
- Caravan Carousel



|  |   |
|--|---|
| <p>For Guests with Visual or Hearing Disabilities</p>                                  | <p>For guests with a visual disability, we offer tactile maps that they can touch to find out the locations of facilities at Tokyo Disneyland and Tokyo DisneySea, and scale models that allow them to feel the shape of attractions and characters.</p> <p>For guests with a hearing disability, cast members serve as sign-language interpreters, offering interpretation services at some attractions*1.</p> <p>Furthermore, the Disney Handy Guide, which began to be offered in April 2017 at Tokyo Disneyland and Tokyo DisneySea, provides guests with visual or hearing disabilities with park information in the form of audio and text/captions (currently in Japanese only).</p> <p>When used in audio mode, the terminal provides users with automatically obtained information on their present location and a range of information on nearby park facilities, all via voice. In addition, in December 2018, we started offering a second audio program (SAP) service at some attractions*2 to provide vocal explanations of the scenes encountered as the rides proceed.</p> <p>When used in caption mode, it displays captions for narrations, scripted dialogue, and songs, primarily at theater attractions and entertainment facilities.</p> <p>*1 Stitch Encounter, Turtle Talk<br/>*2 Haunted Mansion, "it's a small world"</p> |
| <p>For Guests with Special Restrictions due to Other Disabilities, Pregnancy, etc.</p> | <p>We provide information on our facilities and services through the Tokyo Disney Resort official website and the Tokyo Disney Resort Information Booklet to efficiently help guests with a disability, expectant mothers, the elderly, those with a temporary decline in physical function, and others with special restrictions to enjoy our Parks.</p>   |
| <p>For Guests with Special Dietary Needs</p>   | <p>At Tokyo Disney Resort, we offer food choices for vegetarian guests, as well as those with allergies or other dietary needs.</p>   |



Attractions that allow guests to board without leaving their wheelchairs



Scale models help guests with a visual disability to discern the shapes of attractions.

## Barrier-free Facilities at Hotels

### Tokyo Disney Resort

| Initiative                   | Features  |
|------------------------------|---|
| Accessible rooms             | <ul style="list-style-type: none"><li>• Handrails</li><li>• Sliding door at restroom</li><li>• Lower beds (not available at some hotels)</li></ul> <p><b>[Hotels equipped with accessible rooms]</b></p> <ul style="list-style-type: none"><li>• Disney Ambassador Hotel (6 rooms)</li><li>• Tokyo DisneySea Hotel MiraCosta (2 rooms)</li><li>• Tokyo Disneyland Hotel (5 rooms)</li><li>• Tokyo Disney Resort Toy Story Hotel (6 rooms)</li><li>• Tokyo Disney Celebration Hotel (4 rooms)</li><li>• Tokyo DisneySea Fantasy Springs Hotel, Fantasy Chateau (4 rooms)</li><li>• Tokyo DisneySea Fantasy Springs Hotel, Grand Chateau (1 room)</li></ul> |
| Universal room               | <ul style="list-style-type: none"><li>• Handrails</li><li>• Sliding door at restroom</li><li>• Electric adjustable beds</li></ul> <p><b>[Hotel equipped with a universal room]</b><br/>Disney Ambassador Hotel (1 room)</p>   |
| Chat service                 | <p>A chat service is provided on terminals rented out for hotel guests with a hearing disability.</p> <p><b>[Hotels offering chat service]</b></p> <ul style="list-style-type: none"><li>• Disney Ambassador Hotel</li><li>• Tokyo DisneySea Hotel MiraCosta</li><li>• Tokyo Disneyland Hotel</li><li>• Tokyo Disney Resort Toy Story Hotel</li><li>• Tokyo DisneySea Fantasy Springs Hotel</li></ul>   |
| Items available upon request | <ul style="list-style-type: none"><li>• Bath boards</li><li>• Shower benches</li><li>• Anti-slip mats</li></ul>   |



Accessible room at Tokyo Disneyland Hotel

### Related information

> [Barrier Free in Tokyo Disney Resort](#) 

## Social

# Human Rights

- ✓ Policies, Regulations, and Strategies
- ✓ Governance
- ✓ Strategy
- ✓ Risk Management
- ✓ Metrics and Targets

## Policies and Regulations

### Respect for Human Rights

#### Human Rights Policy in Line With the UN Guiding Principles on Business and Human Rights

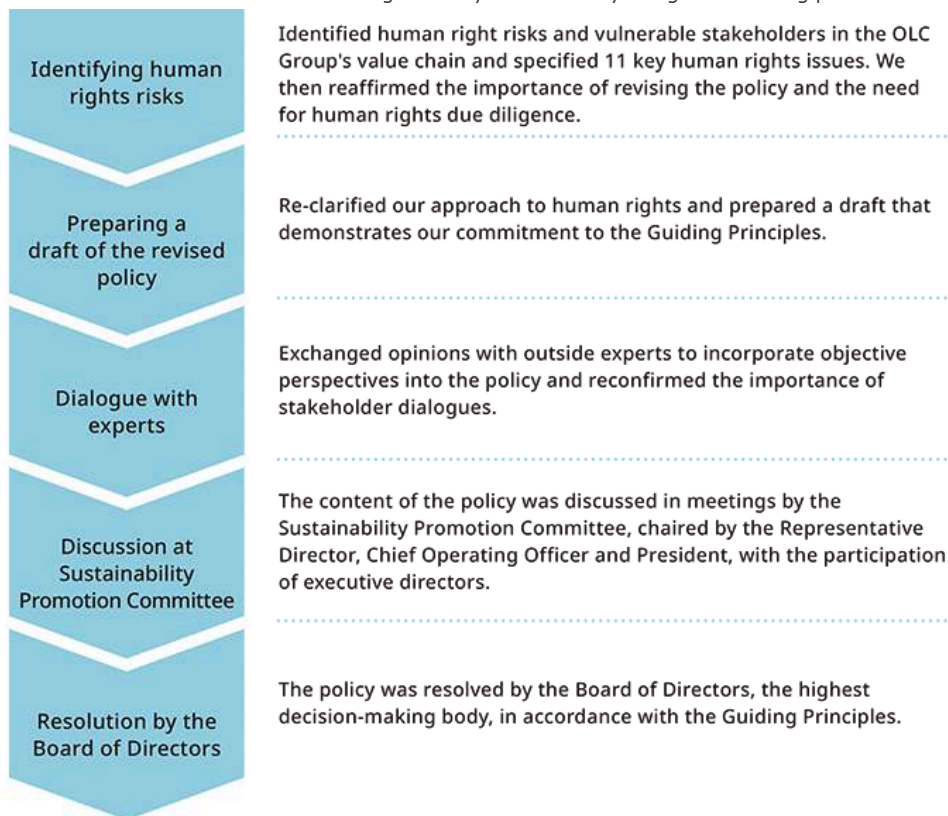
The OLC Group is promoting effective initiatives to respect human rights in line with the Guiding Principles on Business and Human Rights (the “Guiding Principles”) endorsed by the UN Human Rights Council in 2011.

We are currently engaging in discussions regarding the implementation of human rights due diligence, drawing on existing initiatives.

› [The OLC Group Human Rights Policy Statement \(Revised in March 2022\)](#)

### Formulation Process of the Human Rights Policy Statement

We discussed and revised our Human Rights Policy Statement by using the following process.



## Dialogue with Experts



We held a dialogue meeting with experts to gain input on the draft of the revised Human Rights Policy Statement and our future human rights due diligence efforts.

Expert: Akiko Sato, Deputy Secretary General / Attorney at Law, Certified Non-profit Organization Human Rights Now

Facilitator: Takeshi Nozawa, CEO, EcoNetworks Co.

### **Main opinions:**

- As the OLC Group's business has a significant impact on society, its approach to respecting human rights is also expected to be highly influential in a positive way.
- The purpose of the Human Rights Policy Statement is to enable management to demonstrate its commitment to incorporating a human rights perspective as a fundamental pillar of the business.
- Given the vulnerability of employees to potential human rights violations, corporations should absolutely give priority to respecting the human rights of their employees.
- Human rights due diligence should be implemented to identify human rights risks faced by rights-holders. The failure to identify any risks can itself be considered a risk.
- No matter how much human rights due diligence is pursued, human rights risks will always remain. The purpose of human rights due diligence is to proactively identify these risks at an early stage and prevent the occurrence of serious consequences.
- There is no need to start human rights due diligence from scratch. Instead, it is important to consider how existing initiatives can be built upon and leveraged.

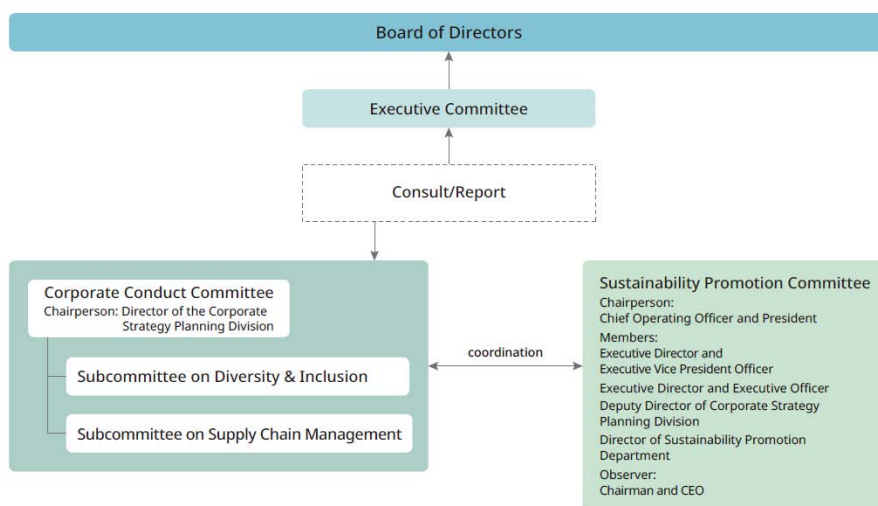
## Governance

Based on the OLC Group Human Rights Policy Statement, the OLC Group implements initiatives to respect the human rights of everyone involved in our business, as part of the “diversity & inclusion” category of our ESG materiality areas. Matters related to the ESG materiality area of diversity & inclusion are discussed at the Corporate Conduct Committee chaired by the Director of the Corporate Strategy Planning Division (Executive Director and Executive Vice President Officer). Subsequently, the Sustainability Promotion Committee chaired by the Representative Director, Chief Operating Officer and President discusses in further detail the order of priority and resource allocation pertaining to related initiatives. The results are then reported to the Executive Committee and Board of Directors for deliberation.

The Corporate Conduct Committee also discusses the internal system for promoting human rights measures in a sustainable manner.

Reporting to the Corporate Conduct Committee are the Subcommittees on Diversity & Inclusion and Supply Chain Management, which respectively discuss and promote matters concerning customer diversity and sustainable procurement.

For each ESG materiality, we have set KGIs for 2030, KPIs for 2026, and KPIs under the 2024 Medium-term Plan to assess our progress. The progress status is reported to the Board of Directors and Executive Committee at least once a year.



### > Sustainability Promotion Structure

## Strategy

### Risks and Opportunities

The OLC Group has established the direction of its initiatives as follows in view of the risks and opportunities related to respect for human rights.

#### [Risks]

- Manifestation of risks due to insufficient measures to ensure that human rights are respected

#### [Opportunity]

- Increased experience value by adapting changes in society and customer needs

To address changes in society and customer needs and respect diverse values in our business activities, we will implement structured measures to ensure that human rights are respected, review existing products and services, and build frameworks to give due consideration to diversity.

# Risk Management

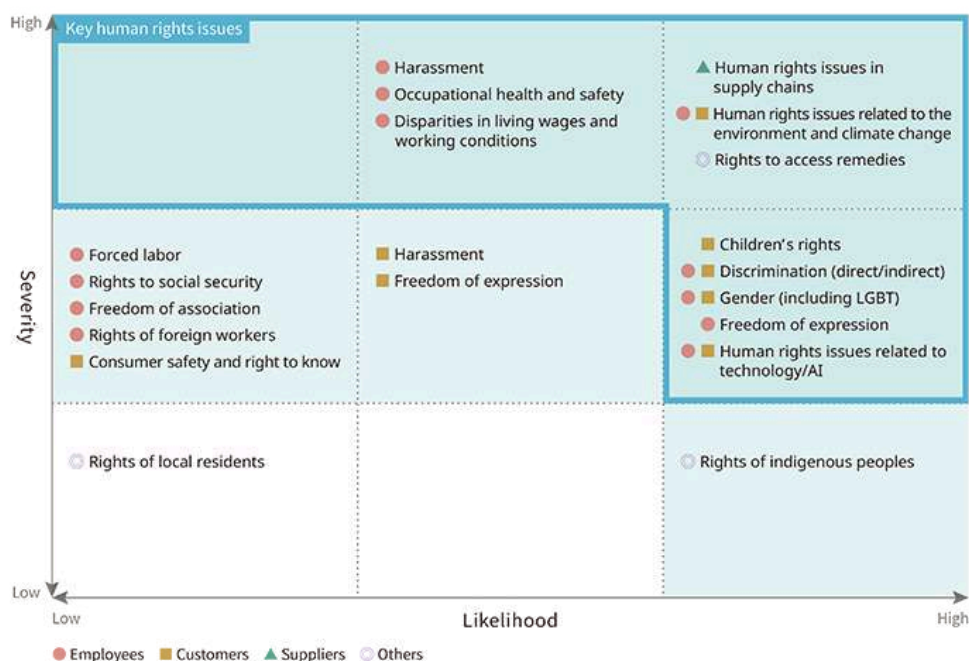
## Identification of Key Human Rights Issues

In conjunction with revising its human rights policy, the OLC Group has identified key human rights issues based on the following steps.

|               |  |   |
|---------------|--|---|
| <b>STEP 1</b> | Sort out human rights issues and the value chain                       | Map the 25 corporate-related human rights issues compiled by Japan's Ministry of Justice across the OLC Group's value chain.                                      |
| <b>STEP 2</b> | Identify vulnerable rights-holders subject to negative impact          | Based on the map of human rights issues and value chain, identify when and who is subject to what kind of negative impact on human rights in our business.        |
| <b>STEP 3</b> | Determine key human rights issues from a social perspective            | Assess the severity and likelihood, specify human rights issues likely to be significant, and check against external assessment.                                  |
| <b>STEP 4</b> | Adjust order of priority in consideration of OLC's situation           | Adjust the order of priority in consideration of existing initiatives undertaken by OLC (e.g., installation of contact point) and the possibility of remediation. |
| <b>STEP 5</b> | Finalize key human rights issues after dialogues with external experts | In view of objective advice from a long-term perspective and the viewpoint of vulnerable stakeholders, finalize the key human rights issues.                      |

[Key human rights issues]

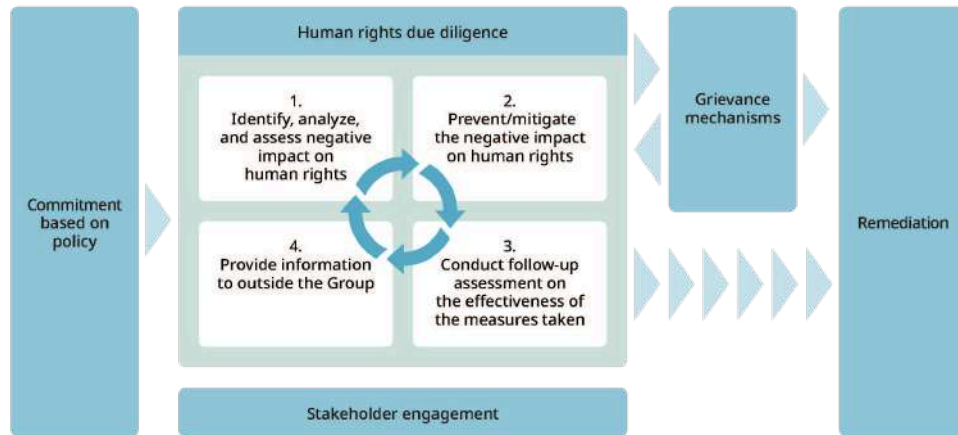
- Human rights issues in supply chains
- Human rights issues related to the environment and climate change
- Harassment
- Occupational health and safety
- Disparities in living wages and working conditions
- Discrimination (direct/indirect)
- Freedom of expression
- Gender (including LGBT)
- Human rights issues related to technology/AI
- Children's rights
- Rights to access remedies





## Implementing Human Rights Due Diligence

Based on the UN Guiding Principles on Business and Human Rights, the OLC Group implements human rights due diligence by performing the following steps: 1. Identify, analyze, and assess negative impact on human rights; 2. Prevent/mitigate the negative impact on human rights; 3. Conduct follow-up assessment on the effectiveness of the measures taken; 4. Externally disclose information. Through this process, we are committed to engaging with stakeholders and promote remediation.



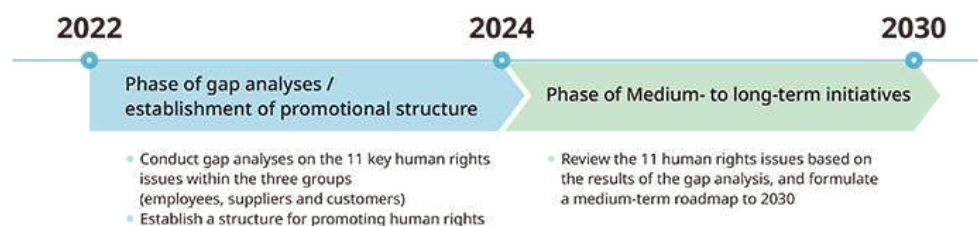
In order to “1. Identify, analyze, and assess negative impact on human rights,” we categorized the key human rights issues into three groups of employees, suppliers, and customers, and determined vulnerable stakeholders in each category. Based on this framework, we perform gap analyses (assessment and discussion for preventive and remedial measures). This process helps us identify areas where initiatives for vulnerable rights-holders are particularly insufficient.

|  |   |  |
|--|---|--|
| <b>Employees</b><br>In particular, part-time employees, third-party employees, technical intern trainees, people with a disability, LGBT, women, and foreign nationals   | 2. Human rights issues related to the environment and climate change<br>3. Harassment<br>4. Occupational health and safety<br>5. Disparities in living wages and working conditions     | 6. Discrimination (direct/indirect)<br>7. Freedom of expression<br>8. Gender (including LGBT)<br>9. Human rights issues related to technology/AI |
| <b>Suppliers</b><br>In particular, workers involved in raw material production, indigenous peoples, local residents, immigrant workers, technical intern trainees, children, people with a disability, LGBT, women and foreign nationals | 1. Human rights issues in supply chains   |  |
| <b>Customers</b><br>In particular, children, older people, people with a disability, LGBT, women, and foreign nationals  | 2. Human rights issues related to the environment and climate change<br>6. Discrimination (direct/indirect)<br>8. Gender (including LGBTs)<br>9. Technology/AI<br>10. Children's rights |  |

We will complete gap analyses and establish a sustainable structure for promoting human rights by FY2024.

In FY2024 and beyond, we will review the key human rights issues based on the results of the gap analyses, and formulate a medium-term roadmap for the period leading up to 2030.

Our key human rights issues will be periodically reviewed in response to social circumstances and our progress regarding human rights due diligence efforts.



The key findings from the gap analysis within the three groups are outlined below.

| Group        | Assessment and suggested preventive and remedial measures  | Issues and future actions   |
|--------------|--|---|
| Employees    | <ul style="list-style-type: none"> <li>• In reference to the eight criteria for a grievance mechanism set forth in the UN Guiding Principles on Business and Human Rights, assessed the effectiveness of the OLC Group's contact points (helplines)</li> <li>• Investigated the number of reports received by the OLC Group's contact points and analyzed their details</li> </ul> | <ul style="list-style-type: none"> <li>• Make those contact points aligned with global human rights standards, including giving consideration to vulnerable rights-holders</li> <li>• Enhance effectiveness of the contact points</li> </ul>  |
| Supply chain | <p>The Subcommittee on Supply Chain Management identified high-risk resources and formulated a response policy</p> <p>&gt; <a href="#">Supply chain management</a></p> <ul style="list-style-type: none"> <li>• Conducted a desktop survey on resources linked to human rights risks</li> </ul>  | <p>Discuss new additions to internally identified high-risk resources and consider how they should be managed</p>   |
| Customers    | <ul style="list-style-type: none"> <li>• The Subcommittee on Diversity &amp; Inclusion determined the priority order of measures for customers</li> <li>• Conducted a round-table session with LGBT individuals to discuss concerns that cause them discomfort or dissatisfaction, and started a review of our services to eradicate gender stereotyping</li> </ul>                | <ul style="list-style-type: none"> <li>• Formulate an investment plan and determine concrete initiatives in line with the priority order</li> <li>• Investigate potential or actual human rights issues based on reports received via contact points, and consider response measures</li> </ul> |

## Incorporating Human Rights Risks into Group-wide Risk Management

To address the OLC Group-wide risks, we have established risk management cycles for individual risks to take prevention and response measures based on the OLC Group Risk Management Guidelines. The Risk Management Committee chaired by the Company's President identifies, discerns, and assesses all risks concerning our business activities, categorizes them into strategic risks and operational risks, and narrows them down to those that should be addressed with priority by their respective supervisory organization.

Prevention and response measures for strategic risks including sustainability risks are formulated and implemented by organizations in charge of individual risks. The Corporate Strategy Planning Office, which oversees strategic risks, monitors their progress status, and compiles and reports the results to the Executive Committee and Board of Directors on an annual basis. The Board of Directors supervises the incorporation of countermeasures into the OLC Group's strategy.

Risks related to human rights and diversity form part of the sustainability risks and are included in our strategic risks.

> [Business risks](#)

## Installation of Contact Points (Helplines)

We have established a contact point for employees wishing to report any instances of improper conduct including any types of harassment and improper information management within or outside the OLC Group.

We also offer such contact points for each employment category and the OLC Group company to make it easier for employees to seek counseling for any potential issues.

Furthermore, we also provide a dedicated contact point for suppliers as a means of identifying, at an early stage, any violation or suspected violation of compliance by an executive or employee of the OLC Group with regard to their relationship with a supplier.

In order to ensure the effectiveness of this whistleblower/consulter system, internal regulations clearly specify their anonymity, and that whistleblowers and consultants shall not receive unfair treatment.

In FY2023, we received a total of 670 reports. These reports varied in nature, with 67% concerning human relations and communication, 20% about personnel systems and working conditions, 9% involving violations of laws and rules, and the remaining 4% covering other topics.

## Total number and breakdown of reports received

|                            |                                       | FY2023 |
|----------------------------|---------------------------------------|--------|
| Number of reports received |                                       | 670    |
| Details                    | Human relations; communications       | 67%    |
|                            | Personnel systems; working conditions | 20%    |
|                            | Violations of laws/rules              | 9%     |
|                            | Other                                 | 4%     |

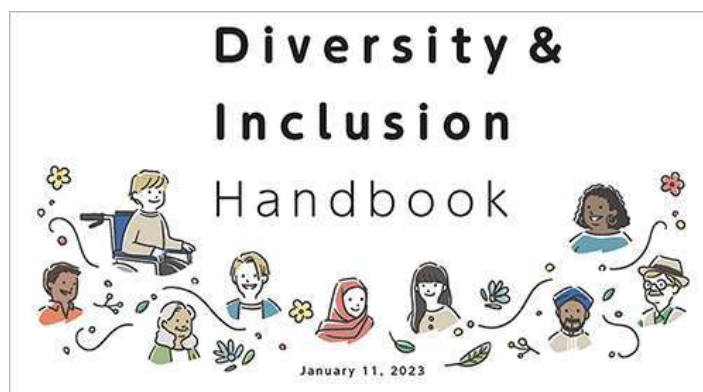
## Human Rights Education

To enable our employees to gain a deeper understanding of human rights and diversity, we seek to educate them by sharing information about human rights and diversity through in-house newsletters and the intranet.

In FY2023, in tandem with compliance education, we provided managerial staff and administrators with human rights education to ensure they have a basic understanding of business and human rights. In January 2023, we also started distributing to all employees the Diversity & Inclusion Handbook, which summarizes our approach to diversity, along with model cases. We have received feedback from across the OLC Group, such as, "I was able to gain new perspectives on the due consideration required at work," and "I have developed a better understanding through dialogues, which introduced me to new views."

[Structure of Diversity & Inclusion Handbook]

- How to use this D&I Handbook
- Unconscious bias
- Stereotype
- Key points
- Disabilities
- Sexual and gender minorities (SGM)
- Children
- Race, nationality, language, and culture
- Religion & beliefs
- Model cases



Diversity & Inclusion Handbook

The Normalization Creator Class for Park operation employees helps them understand the diversity of guests and cast members as well as develop the mindset and skills needed to accept their diversity.

[Structure of Normalization Creator Class]

- Understanding the concept
- Initiatives to promote diversity at Tokyo Disney Resort
- Situation experience
- Wheelchair experience at a Park
- Discussion
- Summary

In our endeavor to understand what requirements companies are expected to meet in terms of human rights due diligence, we invited external experts to address around 20 members of the Company's human rights-related divisions at a lecture/discussion meeting held on the topic of business and human rights. At the session, participants learned about the basics of business and human rights as well as the latest trends around the world, including Japan, and discussed human rights issues that affect corporations with reference to global examples.

External experts:

Takeshi Nozawa, CEO, EcoNetworks Co.

Yoko Doi, Co-Founder, Social Connection for Human Rights



At the discussion

With the aim of gaining a better understanding of children's rights and business, an area profoundly relevant to our own activities, we hosted a lecture given by an external expert under the title, "Children's rights and business: How to ensure children are included among company stakeholders."

Participants acquired basic knowledge about laws and guidelines related to children's rights worldwide, including Japan, and gained a better understanding of the impact of corporate advertising and marketing activities on children's rights, and the behavior expected of companies. The lecture was followed by a panel discussion, which was led by the lecturer and an external expert and explored areas specific to our own business. The lecture was delivered online, with the participation of approximately 80 Group employees.

External expert:

Yumiko Horie, Head of Advocacy, Save the Children Japan



Handout for the lecture, "Children's rights and business: How to ensure children are included among company stakeholders"

## Stakeholder Engagement Relating to Human Rights

To acquire knowledge of key human rights issues and take effective measures for vulnerable stakeholders, our Subcommittee on Diversity & Inclusion, which reports to the Corporate Conduct Committee, hosted a roundtable session with LGBT individuals. About 50 people participated in the discussion, where the LGBT guests shared the troubles they often face, in order to gain a deeper understanding of gender and sexual diversity. We also asked the guests to talk about what made them feel happy, disappointed, or dissatisfied when they were at our Theme Park or hotel, and the participants discussed potential improvements to restrooms as well as how to avoid gender-specific phrases when talking to people.

External experts

Ryo Tatsuki, Representative Director, General Incorporated Association LGBT-JAPAN

Miyu Higashine



At the discussion

## Metrics and Targets

### Metrics and targets for human rights

The OLC Group has set the following indicators and goals for the period leading up to 2030 in the ESG materiality area of diversity and inclusion, which also includes respect for human rights.

| KPI   |   | KGI  |
|---|---|--|
| 2024 Medium-term Plan   | FY2026  | 2030   |
| <ul style="list-style-type: none"><li>• Implement a gap analysis on 11 key human rights issues in three fields—employees, supply chain, and customers—and identified areas in which initiatives for vulnerable rightsholders are insufficient</li><li>• Establish an internal structure for promoting human rights initiatives sustainably</li><li>• Implement a gap analysis on existing facilities/services and formulate and execute countermeasures</li></ul> | <ul style="list-style-type: none"><li>• The scope and proportion of key human rights issues for which human rights due diligence is implemented</li></ul> | <ul style="list-style-type: none"><li>• Build and implement a human rights due diligence process for designated key human rights issues</li><li>• Build systems for implementing business activities in which diversity is respected</li></ul> |

### FY2023 Progress on Human Rights Measures

- Offered seminars on business and human rights, among others, for managerial staff
- Implemented several sessions on human rights due diligence involving experts and employees
- Assessed the effectiveness of our contact points (helplines for employees, customers, and suppliers)
- Analyzed the reports received via contact points, identified cases requiring corrective, remedial, and preventive measures, and started discussing responsive actions
- Conducted a desktop survey on raw materials carrying high levels of human rights-related risk, including environmental aspects

## Social

# The OLC Group Human Rights Policy Statement (Revised in March 2022)

### Core Philosophy

The OLC Group is committed to bringing happiness to the world through experiences found nowhere else. This is expressed in our corporate mission to create happiness and contentment by offering wonderful dreams and moving experiences created with original, imaginative ideas. The creative source of this happiness is people. The OLC Group's business relies on a great number of people who work with and for us. Only by respecting the human rights of all who work alongside us can we continue to deliver on our promise of happy experiences.

Human rights are fundamental to our business. We are committed to respecting human rights and protecting the dignity of all people our business touches.

### Our Associates

The OLC Group strives to provide inclusive workplaces where the human rights, identities, and differences of people from all backgrounds are respected. We do not tolerate harassment or discrimination in any form, including on the grounds of a person's sex, age, race, nationality, language, culture, religion, disability, sexual orientation, and gender identity. We support every employee so that they can realize their full, unique potential.

### Our Supply Chain

The OLC Group is committed to respecting the human rights of all people connected to our supply chain. We require all direct suppliers to prevent human rights violations in their operations, and we strive to ensure that the human rights of all workers and others impacted by our supply chain are respected.

### Our Customers

The OLC Group works to create a safe, respectful, and comfortable environment for all guests. We act with safety as our top priority, value Diversity & Inclusion, and seek to spread happiness to our customers and society.

### Upholding International Principles on Human Rights

The OLC Group supports the International Bill of Human Rights, which consists of the Universal Declaration of Human Rights and the International Covenants on Human Rights. We also support the International Labour Organization's (ILO) Declaration on Fundamental Principles and Rights at Work, which consist of the freedom of association and the right of collective bargaining, the elimination of all forms of forced or compulsory labor, the effective abolition of child labor, and the elimination of discrimination at work.

This human rights policy and our efforts to respect and promote human rights are also based on the UN Guiding Principles on Business and Human Rights, UNICEF's Children's Rights and Business Principles, and other international principles and standards.

### Compliance with Applicable Laws

The OLC Group complies with all applicable laws in the countries and regions where we operate our business.

When national or local laws conflict with internationally recognized human rights, we seek ways to respect international human rights.

### Scope of This Policy

This policy applies to all directors and employees of the OLC Group. In addition, we inform suppliers on the OLC Group Human Rights Policy and engage with them to ensure compliance.

## Human Rights Due Diligence

The OLC Group is developing a human rights due diligence system and is continually engaged in its implementation. We work to identify human rights issues that our business can have a significant impact on, understand the adverse impacts of our business on human rights, prevent and mitigate the impacts identified, and disclose progress and results of efforts to remedy them.

## Remediation

The OLC Group is committed to providing access to remedy in cases where we are found to have caused or contributed to a human rights violation. When our products or services are directly linked to a human rights violation through our business relationships, we engage such business partners to provide remedy.

In addition, we have established grievance mechanisms that can be accessed by anyone whose human rights have been adversely impacted, and we are working to improve their effectiveness.

## Education

The OLC Group is committed to embedding this Human Rights Policy into all relevant policies and procedures and to providing all directors and employees with the education necessary to acquire knowledge and competencies for respecting human rights.

## Stakeholder Dialogue

The OLC Group engages in continuous dialogue and discussion with stakeholders, such as our employees, customers, suppliers, and other business partners, to promote respect for human rights.

## Information Disclosure

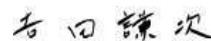
The OLC Group regularly discloses information on our human rights initiatives through the OLC Group official website.

This policy statement was approved by the OLC Group Board of Directors on March 25, 2022. The CEO and COO bear responsibility for overseeing human rights issues and implementation of this policy.

Representative Director, Chairperson and CEO



Representative Director, President and COO



Oriental Land Co., Ltd.

## Social

# Supply Chain Management

- ▼ Policies and Regulations
- ▼ Governance
- ▼ Strategy
- ▼ Risk Management
- ▼ Metrics and Targets

## Policies and Regulations

The OLC Group upholds the “The OLC Group Procurement Policy” in order to ensure compliance with laws and regulations and to fulfill our sustainable procurement objectives and social responsibility across a wide range of issues including product safety, worker safety, respect for human rights, and environmental conservation. This policy was approved by the Board of Directors.

Based on the policy, we employ a fair supplier selection process that gives due consideration to quality, price, technology, delivery lead times, and management policy. Once suppliers have been selected, every effort is made to promote fair and proper dealings and to build effective, healthy partnerships by giving our suppliers access to the whistleblower system.

Furthermore, with reference to international standards, we established and operate the “[The OLC Group Vendors Code of Conduct](#)” as a code of conduct for our suppliers. In April 2024, we updated our Code to include references to internationally accepted principles of human rights, environmental issues, responsible raw material procurement, and detailed rules for application.

### The OLC Group Procurement Policy (Established May 2022)

The OLC Group has consistently delivered “Happiness” to the community under our corporate mission of creating happiness and contentment by offering wonderful dreams and moving experiences created with original, imaginative ideas.

In order to provide “Happiness” on an ongoing basis, we abide by our Procurement Policy in an effort to conduct sustainable procurement that can be passed on to future generations in collaboration with stakeholders by being mindful of quality, price, delivery lead times, and the impact that the OLC Group has on society.

#### **Fair transactions**

We do not restrict competition in ways that hinder fair, transparent, and free transactions. We select suppliers after comprehensive consideration of their management conditions, the quality, price, and delivery lead times of their products and services, and their sustainability efforts, as well as other factors.

#### **Compliance with social norms and ethical standards**

In accordance with the OLC Group Compliance Code, we comply with all applicable laws and regulations as well as other social norms while maintaining the highest ethical standards.

#### **Worker safety and respect for human rights**

We comply with and practice the OLC Group Human Rights Policy Statement, and implement measures to respect human rights in partnership with our suppliers.

#### **Environmental preservation**

We comply with and practice the OLC Group Environmental Policy, and implement environmental measures in partnership with our suppliers.

#### **Building effective and healthy partnerships with suppliers**

We build relationships of trust with our suppliers and seek to grow together through mutual cooperation.

› [The OLC Group Vendors Code of Conduct](#)



## Governance

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### | Structure to Promote Supply Chain Management

In July 2021, we established a Supply Chain Management Subcommittee under the Corporate Conduct Committee, which is an advisory body to the Executive Committee and is chaired by the director of the Corporate Strategy Planning Division (Executive Director and Executive Officer). In collaboration with suppliers, we are formulating strategies to achieve sustainable procurement, monitoring our progress toward our goals, and setting our policy.

> [Sustainability Promotion Structure](#)

## Strategy

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### | Risks and Opportunities

#### [Risk]

- Manifestation of risks due to insufficient supply chain management

#### [Opportunity]

- Expanding competitive advantages by giving due consideration to the environment and society across the entire supply chain

Formulating a policy to achieve sustainable procurement in collaboration with suppliers.

## Risk Management

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### | Self-assessment Sheet

Moreover, in October 2014 we introduced a “Voluntary Investigation List” – a self-check sheet that enables our suppliers to verify their own compliance with the OLC Group Vendors Code of Conduct — and are working to make improvements based on the results, cooperating with suppliers if necessary. In April 2024, we updated the name of the Voluntary Investigation List to “Self-Assessment Sheet” and included references to internationally accepted principles of human rights, environmental issues, responsible raw material procurement, and so on.

When starting certain new transactions, we require, as an internal condition for approval, that suppliers prove their compliance with the Code of Conduct, which includes categories such as compliance with laws and regulations, product safety, safety of workers and respect for human rights, and environment, by acquiring the self-assessment sheet as a risk assessment.

To assist suppliers in completing their self-assessment sheet, we ask them to read through the Vendors Code of Conduct Guide, which aims to help suppliers and their subcontractors understand the purpose behind each requirement set forth in the Code of Conduct and the concrete measures that should be taken to fulfill the requirements.

Furthermore, in order to keep monitoring suppliers' compliance with each category of the Code of Conduct, we also ask existing suppliers to complete self-assessment sheet as a risk assessment every two years, and set compliance with it as a condition for continuous transactions.


The OLC Group will continue to adhere to the highest ethical standards in compliance with the law, social norms, and behavior set forth in the “The OLC Group Vendors Code of Conduct” and will continue to promote sustainable procurement, while collaborating with our suppliers based on the self-assessment sheet to fulfill our social responsibility throughout the entire supply chain

> [Risk management structure](#)

## Supply Chain Management for Disney-Brand Products

### Tokyo Disney Resort

The factories commissioned to manufacture products sold at the Theme Parks and Disney-brand products are required to comply with Disney's International Labor Standards program (ILS program), which sets standards to prevent child labor, forced labor, discrimination, and to ensure the health and safety of the workers.

For Disney's supply chain management, please refer to the [Operating Responsibly](#) .

## Collaboration with Suppliers that Manufacture Disney-Brand Products

### Tokyo Disney Resort

At Oriental Land Co., Ltd., we make efforts to strengthen collaboration with our suppliers through a variety of measures with the aim of complying with laws and regulations, ensuring product safety, and fulfilling a wide range of social responsibilities throughout the supply chain, including protecting workers' safety, respecting human rights, and protecting the environment.

We ask our suppliers to cooperate with on-site audits performed by our employees and designated third-party auditors and with pre-shipping inspections performed by designated third-party auditors in accordance with the type and category of the products they produce.

Our Disney-brand products are manufactured in compliance with Disney's International Labor Standards program (ILS program) that sets standards to prevent child labor, forced labor, discrimination, and ensure the health and safety of the workers, and have been manufactured in factories assessed as fulfilling the ILS requirements through regular audits. When initiating manufacturing, an OLC audit is implemented to assess the skills and productivity of the manufacturer in order to ensure both safety and quality.

When non-compliance has been pointed out by an ILS program auditor or the OLC Group's auditor, we propose ideas for improvement and provide other support.

In July 2023, we distributed a briefing video online to help our suppliers understand Disney's ILS program—which sets standards to prevent child labor, forced labor, and discrimination, and to ensure the health and safety of workers—and inform them about what precautions to take. A total of 164 suppliers viewed the briefing video. Under the ILS program, we support suppliers by showing examples of improvement ideas for cases of noncompliance involving inappropriate record keeping, nondisclosure of employment status information during audits, use of unauthorized factories, and emergency measures such as safety drills and fire protection measures.

Also, we informed our suppliers about our quality control policy, the details of the OLC audit, the importance of tests and inspections, and how to address the drastic changes occurring lately in the environment and further strengthen quality control.

# Metrics and Targets

## Metrics and Targets for Supply Chain Management

The OLC Group positioned supply chain management as an area of our ESG materiality, and set the following targets. We will discuss and consider what kind of system we should establish to achieve sustainable procurement.

|                   | KPI   |  | KGI  |
|-------------------|---|--|--|
|                   | 2024 Medium-term Plan   | FY2026   | 2030   |
| Overall           | Ensure 100% engagement with key suppliers   | Develop a Procurement Policy and incorporate it into the Vendors Code of Conduct | <ul style="list-style-type: none"><li>• Ensure that all 1st-tier suppliers are informed of and consent to our Procurement Policy and the OLC Group Vendors Code of Conduct</li><li>• Ensure sustainable raw material procurement for all internally identified items</li></ul> |
| Paper             | Ensure that suppliers are informed of our policy on paper procurement and carry out ongoing investigations of major suppliers | Set KPI for FY2026 by FY2024   |  |
| Palm oil          | Switch popcorn oil to sustainable palm oil at Theme Park restaurants  |  |  |
| Conflict minerals | Establish a policy concerning conflict minerals including how to monitor suppliers  |  |  |
| Timber            | Formulate specifications for timber used in environmentally friendly design   |  |  |
| Textiles          | Establish a policy for procuring textiles with low environmental impact   |  |  |
| Seafood           | Consider partially switching to sustainable seafood   |  |  |

## Sustainable Procurement of Raw Materials

In procuring various raw materials used in the OLC Group's business activities, we give due consideration to their social impact, including on human rights and occupational safety, as well as their environmental impact across the supply chain. Regarding some raw materials, we have set particular targets or direction of initiative. The objected raw materials and their initiatives will be reviewed according to their necessity considering environmental, social, and economic situations. We collaborate with our suppliers and contractors to engage in responsible and sustainable raw material procurement throughout the supply chain.

## FY2023 Progress on Supply Chain Management

- Formulated the OLC Group Procurement Policy
- Set individual targets and established directions of initiatives for some raw materials
- Decided to revise the OLC Group Vendors Code of Conduct and Voluntary Investigation List (renamed the Self-Assessment Sheet) in April 2024, and started implementation in April
- Notified key supplier in advance of the revisions of the Vendors Code of Conduct and Self-Assessment Sheet

# The OLC Group Supplier Code of Conduct

## The OLC Group Supplier Code of Conduct

The OLC Group is committed to bringing happiness into the world through experiences found nowhere else. This is expressed in our corporate mission to “create happiness and contentment by offering wonderful dreams and moving experiences created with original, imaginative ideas.”

In order to achieve a sustainable society, it is essential for not only our company but the whole supply chain to consider social and environmental impacts, and mitigate risks.

We thus request that all our suppliers to understand and comply with the content and directives of this OLC Group Supplier Code of Conduct. We also ask for your cooperation in expanding this initiative throughout the supply chain by requesting your business partners to comply the content of this Code.

We as a Group also intend to adhere to the same principles of this Code.

## 1. Legal compliance and respect for international standards

### 1-1. Legal compliance and respect for international standards

- In the course of conducting business, suppliers must comply with the laws and regulations applicable in each country or region, receive necessary permits and licenses, and respect relevant international standards and social norms.

### 1-2. Management systems

- Suppliers should establish practices to ensure legal compliance, such as policies, code of conduct, management systems, internal reporting systems and education.
- Suppliers must ensure that those who use internal reporting hotlines are not subject to unfair treatment or retaliation.
- Suppliers should be prepared for natural disasters, impacts of climate change, spread of disease, political instability or other unforeseeable circumstances by establishing a business continuity plan or other systems to set forth measures and procedures that minimize harm, as well as ensure continued stable supply and early-stage recovery of production.

## 2. Quality and safety

### 2-1. Product and service safety

- To provide safe products and services, suppliers must not only comply with relevant laws and their own internal safety and quality standards, but also strive to maintain a reasonable level of safety. For product safety, this includes management of traceability (a record of materials, parts, processes, etc.) and rapid response measures to resolve any issues.
- In case of accidents involving products and services or shipment of defective products, or if one of these is suspected to have occurred, suppliers are to take necessary measures such as promptly informing business partners or relevant authorities, recalling products and disclosing information, and should establish systems to implement necessary measures that prevent recurrence.

### 2-2. Disclosure of product safety information

- For products to be sold to customers, suppliers should strive to give due consideration to indications (indications of warnings, precautions, etc.) related to usage, and methods of use, that should be described on the product or attached instruction manuals.

## **3. Human rights and lab**

### **3-1. Support for international human rights standards and response to negative human rights impacts**

- Suppliers must respect the human rights of those involved in their value chain, including their own workers, in accordance with the human rights standards supported by the OLC Group in our Human Rights Policy Statement. Special consideration should be given to those who likely to be in more vulnerable circumstances, such as indigenous peoples, local residents, immigrant workers, children, people with a disability, LGBT, women and foreigners, and workers who are involved in raw material production etc.
- Suppliers should determine if their operations, business relationships, products and services have any negative impacts on human rights, and work toward prevention, mitigation or remediation. They should also strive to disclose their progress and results.
- Suppliers should conduct necessary training to provide all executives and employees with knowledge on respecting human rights.

### **3-2. Working hours**

- Suppliers must comply with working hour laws and regulations of a country or a region where they operate. The standards of 48 hours per week for regular working hours and 12 hours of overtime per week, or the equivalent if calculated on a monthly or annual basis should be respected. In Japan, based on applicable laws and regulations, working hours should not exceed 8 hours per day and 40 hours per week. Overtimes should be managed in principle within 45 hours per month and 360 hours per year, and if overtime exceeds this limit, an agreement between the employer and workers must be made and submitted (to the authorities) in accordance with the law.
- Suppliers must appropriately manage employee holidays and leave, including by ensuring that the number of fixed working days per year does not exceed the legal limit, that employees are given at least one day off after 6 consecutive work days, and that they are entitled to annual paid leave as stipulated by law.

### **3-3. Wages and remuneration**

- In exchange for their services, suppliers must pay workers wages that at the very least exceed the legal minimum wage, and ensure that wages are properly paid, including overtime pay.
- Suppliers must not make any unfair wage reductions that violate applicable work-related laws, and should issue workers with pay slips that include details on allowances and wage deductions.
- Suppliers must provide all legally mandated benefits and welfare programs.

### **3-4. Discrimination**

- In the recruitment, employment and treatment of workers, suppliers must not engage in unfair discrimination based on factors such as a person's sex, age, race, nationality, language, culture, religion, disability, sexual orientation, and gender identity.

### **3-5. Child labor**

- Suppliers must not employ anyone under the age of 15, which is the minimum working age stipulated in the conventions and recommendations of the International Labour Organization. In exceptional cases where the national law of a country sets the legal minimum age for employment as 14, this standard may be followed.
- Suppliers must not allow anyone under the age of 18 to perform hazardous work, night shifts, or work that may be detrimental to their health, safety or morals.

### **3-6. Harassment**

- Supplier must prohibit harsh and inhumane treatment toward workers, including sexual harassment or abuse, corporal punishment, mental or physical coercion, and verbal abuse. Inhumane treatment includes all types of harassment, including sexual and power harassment. Special attention should be given to the treatment of workers likely to be in more vulnerable positions at workplaces.
- Suppliers must provide an internal or external helpline for cases of harassment or other issues, and protect those that use the helpline from unfair treatment or retaliation.

### **3-7. Forced labor**

- Suppliers must not use forced labor that goes against a worker's will, bonded labor that restricts a worker's freedom to quit because of debts, or slave labor derived from human trafficking, and must not be complicit in promoting these types of labor by utilizing them as external work forces or prison labor. Suppliers must also ensure workers' right to quit freely.
- When employing foreign workers, suppliers must confirm residency status and make any necessary reports to the relevant administrative bodies following the laws of the countries and regions of their business activities. Suppliers should also inform workers of employment conditions in a language they understand.
- Suppliers must not confiscate workers' ID cards, passports, work permits or other documents that should fundamentally be held by workers themselves, which would obstruct workers' freedom to use those documents or freedom of movement.
- Workers shall not pay labor recruitment fees or other fees related to the employment of workers' recruiters or their contractors. If a worker has paid costs regarding their employment, suppliers must refund those costs to the worker.

### **3-8. Freedom of association and collective bargaining**

- Suppliers must not obstruct workers' freedom of association, freedom to join and act in a labor union according to law as a means to engage in labor-management negotiations about working environments, wage level, or other issues.
- Suppliers must respect workers or their representatives to be able to voluntarily discuss and negotiate with management regarding working conditions and management practices without retaliation, intimidation, or harassment.

## **4. Health and safety**

### **4-1. Health and safety management**

- Suppliers must provide legally mandated safe and healthy working environments by identifying and taking effective preventative measures against risk of accidents, injuries and illness.
- Suppliers should strive for prevention and early detection of work-related illnesses through measures such as health check-ups conducted to the legally-stipulated level at minimum.

### **4-2. Health and safety of working environment**

- To prevent accidents and health hazards, suppliers must adopt safety mechanisms for machinery, equipment and plant facilities, and perform regular inspections and maintenance. Worker safety should be managed using sensors or visual supervision, and protective equipment provided when necessary. Suppliers should also conduct periodic safety training for workers.
- If workers may come into contact with substances hazardous to the human body, suppliers must identify direct contact opportunities and establish and implement safety standards. Education and protective equipment must also be provided when necessary.
- Suppliers must ensure that workplaces—including offices, workshops and factories—and facilities—including cafeterias, breakrooms, restrooms, locker rooms, dressing rooms, water stations, and dormitories—provided to workers remain safe and clean, and appropriately manage environmental factors such as facility temperature, humidity, air circulation and lighting.
- Suppliers must ensure the structural safety of buildings where workers work.
- Suppliers must not impose unreasonable restrictions on entry and exit to facilities and freedom of movement.

### **4-3. Occupational accidents**

- In case an occupational accident occurs, suppliers must have a system in place to report, record the type of accident, provide support for appropriate medical treatment, investigate the cause and take corrective action.

### **4-4. Emergency response**

- In case of emergency, suppliers must provide obstruction-free escape routes, install emergency exit sign lighting, fire detectors, fire extinguishers and other fire-fighting equipment, furnish disaster supply kits, ensure a means of notification and communication, and clarify evacuation methods.

### **4-5 Health and safety communication**

- To prevent accidents, injuries and illnesses, and to respond to emergencies, suppliers must provide information on health and safety, conduct education and training, and practice evacuation drills in a language that workers can understand.

## **5. air trade and anti-corruption**

### **5-1. Fair trade**

- Suppliers must not engage in any conduct that impedes fair, transparent or free trade, such as cartels, collusion, misrepresentation, unfair trading, or the giving or receiving of improper benefits.
- Suppliers must not act in a way that would disadvantage business partners by unilaterally deciding transaction details in their own favor, such as by using their superior position as a buyer to prohibit partner transactions with competitors.
- Following the Subcontracting Act or other similar laws and regulations of countries where business is conducted, suppliers should seek to conduct fair transactions, ensure that documents related to transactions are issued, and not delay or unreasonably reduce subcontracting payments.

### **5-2. Anti-bribery**

- Suppliers must not engage in bribery, corruption or illegal donations, such as providing money, gifts or entertainment to politicians or public officials in return for business-related favors including obtaining permits and licenses, acquiring business and obtaining confidential information.
- Suppliers must not provide or receive entertainment, gifts or benefits from business partners or customers beyond what is considered socially acceptable.

### **5-3. Intellectual property rights**

- In the production, development, sales and provision of products and services, suppliers must respect third-party intellectual property rights—including patent rights, utility model rights, design rights, trademark rights, copyright, trade secrets and product form—and not infringe upon holders' rights.

### **5-4. Personal and confidential information**

- Suppliers must establish defensive measures against network security threats such as computer viruses, illegal software and hacking, and have appropriate information management systems in place to avoid internal and external influence and damage.
- Suppliers must appropriately manage personal information and confidential information belonging to their own company and business partners, and establish protective management systems. When acquiring personal information, suppliers must indicate the purpose and not use such information for other reasons, nor disclose it to third parties.

### **5-5. Organized criminal groups**

- Suppliers must not have any dealings with organized criminal groups, which have a detrimental impact on public order and sound business activities, and take a firm stance against such groups without giving in to their demands.
- When concluding a business contract, suppliers must confirm or declare and guarantee that the other party is not an organized criminal group. If the other party is found to be such a group, the contract must not be signed. Suppliers should also include a special clause in contracts to allow for termination if the other party is found to be an organized criminal group after signing.

## 6. Ethical procurement

### 6-1. Responsible raw material procurement

- To avoid using raw materials, parts, and components that cause human rights or environmental issues, such as mineral resources that may contribute to conflict and crime, or paper resources that may be linked to deforestation, suppliers should conduct initiatives to understand current practices and prevent future issues.

### 6-2. Animal welfare

- Suppliers must comply with laws related to animal welfare, and also strive to adhere as closely as possible to International Organization for Standardization standards related to animal living conditions, behavior, and physical and mental wellbeing.

## 7. Environment

### 7-1. Environmental management system

- To promote environmental conservation and reduce their environmental impact, suppliers should establish an environmental management system, set internal standards and benchmarks that either meet or exceed the standards stipulated by law, and work toward continuous improvement by regularly reviewing implementation.

### 7-2. Climate change response

- Suppliers should work to reduce their greenhouse gas emissions through energy conservation and effective use of renewable energy.

### 7-3. Sustainable use of resources

- Suppliers should promote waste reduction and more effective use of resources through the environmental “three Rs” of reduce, reuse and recycle.
- Suppliers should seek to use environmentally-conscious containers and packaging.

### 7-4. Water resources and biodiversity

- Suppliers should appropriately manage water withdrawal and discharge infrastructure and water quality, and work toward reduced and effective usage of water resources.
- Suppliers should engage in business activities in consideration of biodiversity.

### 7-5. Chemicals

- Suppliers must engage in appropriate management of hazardous chemical substances in accordance with the laws and regulations of the countries and regions where they operate, and work toward reducing chemical emissions. They should also engage in the necessary assessment and reporting of emissions.



## The OLC Group Supplier Code of Conduct Application Regulations

We ask for the following cooperation from our suppliers in applying the OLC Group Supplier Code of Conduct.

### 1. Application

- To comply with this Code, we expect our suppliers to understand, permeate and continuously improve business activities.
- We also request that our suppliers' own business partners understand, share and continuously work toward improving their adherence to this Code.
- If there is any discrepancy between the Code and international standards, or between the Code and suppliers' interpretation of the laws and regulations of the regions where they operate, we expect them to strive to comply with the strictest requirements.
- Compliance with this Code is one criteria that will be used in determining whether the OLC Group should begin or continue a partnership.

### 2. Monitoring

- We will conduct periodic evaluation and monitoring to confirm Code compliance.
- We expect suppliers to appropriately keep documentation and records that prove Code compliance. The OLC Group may ask for these to be disclosed or shared.
- To ensure surveys are effective, the OLC Group or a third-party organization may enter all facilities related to products and services, contact all workers in the facility and access relevant documents upon prior notice.

### 3. Corrective measures

- If a supplier is in any way noncompliant with this Code, we ask that they take corrective measures toward improvement.
- If there are any major infringements related to this Code yet no reports made or appropriate corrective measures taken, we may take reasonable steps including rejecting new contracts or terminating existing contracts.

### 4. Scope of application

- This Code is applicable to the suppliers of all products, services and materials procured by the OLC Group. It is applicable throughout the entire supply chain, including indirect suppliers (such as suppliers or subcontractors of our suppliers).

## Governance

> Sustainability Promotion Structure

## Strategy

### Strategy for Human Capital

Our approach to human capital, the policy for human development including securing human diversity, and the policy for improvement of the internal environment are as follows.

For the OLC Group, human resources are the cornerstone of our value creation and are as indispensable as our ongoing investments in facilities that captivate guests. Guest services provided by highly engaged employees who take pride in our business are the main source of our strength, particularly in our Tokyo Disney Resort business.

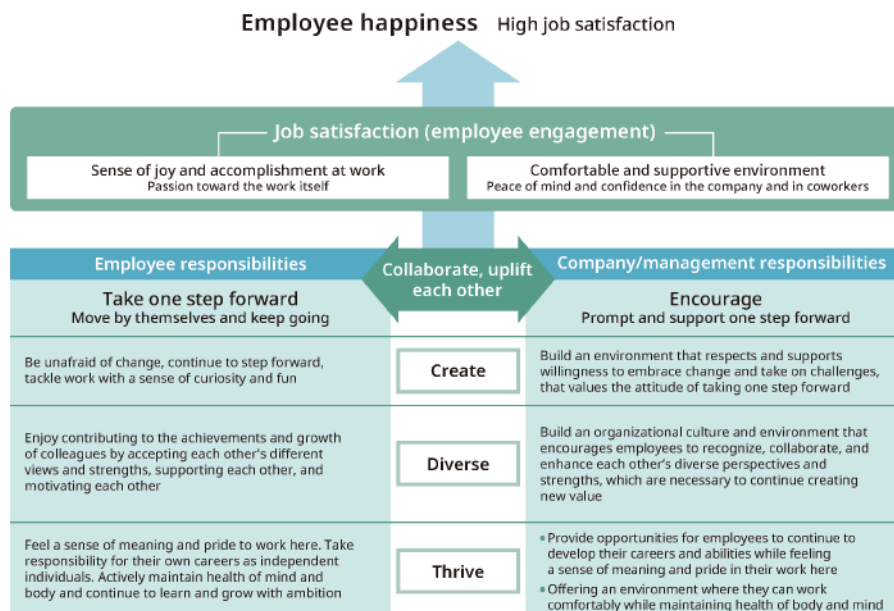
The OLC Group upholds “Employee happiness” as an area of ESG materiality to achieve Our Goal for 2030, and strives to ensure that all Group employees feel satisfied with their work and continue to choose us as their employer.

Specifically, we have defined “Employee happiness” as “a state in which each individual is highly satisfied and engaged with their work.” Accordingly, we are working to enhance our employees’ “Job Satisfaction” (a sense of joy and accomplishment) to create for them a “Comfortable and Supportive environment” (workplace and internal system).

In addition, in an effort to further enhance employee satisfaction and engagement at work, we have systematically organized the directions of our initiatives as shown in the figure below, while clearly defining the desirable employee-employer relationship as one in which both sides mutually need and elevate each other. We believe it is crucial for our employees to keep taking “one step forward” and for the Company and their managers to encourage and support them accordingly. We are thus aiming to cultivate a mutually inspiring dynamic.

In cultivating such a dynamic and enhancing employee engagement, we believe the following three key elements are of paramount importance: development of talented people who are able to proactively engage in creative thinking; unleashing of the potential of diverse individuals; and the creation of a fulfilling workplace environment.

We are making Group-wide efforts in these areas from multiple perspectives, including enhancing the management capacity of each organization, raising individual employees’ awareness, and nurturing positive relationships among colleagues.



## Risks and Opportunities

### [Risks]

- Shortage of human resources
- Outflow of human resources

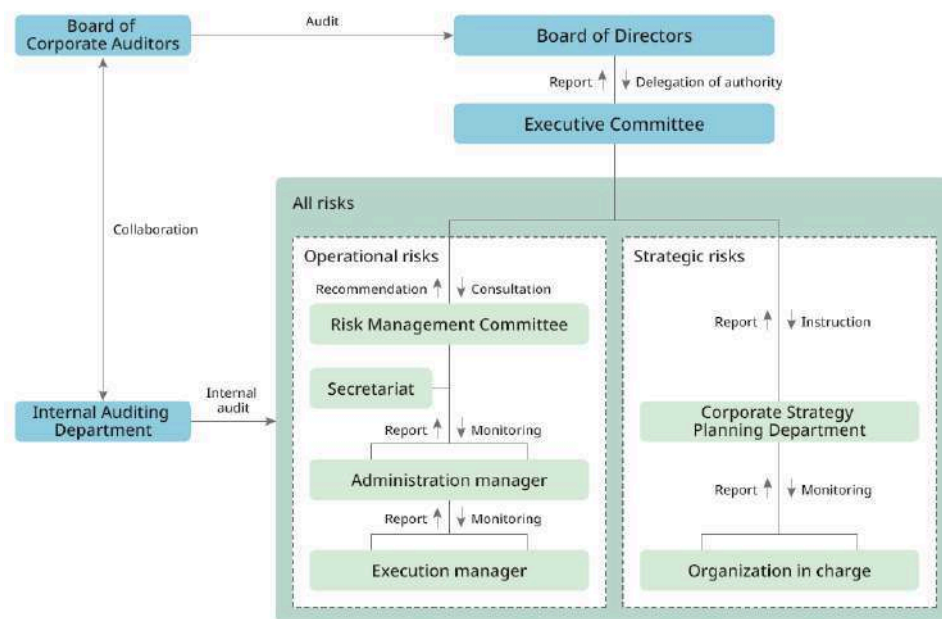
### [Opportunities]

- Continuous employment of talented people
- Strengthened capacity to respond to changes and business opportunities

To remain a workplace that is actively chosen by our employees, we are striving to enhance their “Job Satisfaction” (a sense of joy and accomplishment) and provide them with a “Comfortable and Supportive environment” (workplace and internal system), thereby allowing them to focus on creating guest happiness. In doing so, we expect to create and maintain a virtuous cycle that will enhance the OLC Group’s value.

## Risk Management

### Risk Management Structure



## Metrics and Targets

### Metrics and Targets for Employee Happiness

For the ESG Materiality item of “Employee happiness,” the following indicator and goal has been set.

| KPI  |   | KGI  |
|--|---|--|
| 2024 Medium-term Plan  | FY2026  | 2030   |
| Expand initiatives aimed at enhancing job satisfaction and employee engagement | [Enhance job satisfaction and employee engagement]<br>Total score of employee engagement survey: Higher than in FY2024 (The OLC Group-wide) | [Enhance job satisfaction and employee engagement]<br>Total score of employee engagement survey: 71 (The OLC Group-wide) |

### Progress Made in Employee Happiness Initiatives

The total score of employee engagement survey for FY2023 was 68.

While our employees have deep empathy for our business and get along well with their colleagues, we recognize our need to improve their workplace facilities, facilitate communication with superiors, and provide stronger support for their growth. We are thus aware of the OLC Group’s strengths and areas for improvement.

Toward the goal of further enhancing job satisfaction and employee engagement, we intend to continue with our human resources initiatives under the 2024 Medium-term Plan, as well as our measures to create a more supportive working environment and help employees gain a stronger sense of growth.

### Human Resources Initiatives under 2024 Medium-Term Plan

In consideration of the impacts of a shrinking labor force due to progressive population aging and the diversification of values around work, we uphold the goal of maximizing our employees’ sense of fulfillment at work and transforming our human resources system into one that is sustainable. To achieve this goal, it is imperative to enhance guest services by employing unconventional ideas, improve our operations, develop personnel and organizations capable of implementing operational reform, and transform our system so that we can keep providing high added value with a workforce of limited size.

To this end, we will make improvements to our organizational management and review the way our cast members work to maintain alignment with our new Park environment. In addition, to offer a supportive working environment, we will promote healthier bodies and minds, make our facilities more comfortable, and enhance the digital environment.

## Outline of initiatives

|                           | Outline  | FY2023 Progress Status  |
|---------------------------|--|---|
| Organizational management | <ul style="list-style-type: none"> <li>• Visualize sense of fulfillment at work</li> <li>• Consider evaluation-based human resources system to foster the type of personnel we need</li> <li>• Develop systems and a corporate culture conducive to autonomous career development, self-driven personal growth, and self-management</li> <li>• Help a diverse array of talented individuals demonstrate their potential</li> </ul> | <p>[Development of creative human resources]</p> <ul style="list-style-type: none"> <li>• Based on employee engagement survey results, managerial staff continued to implement measures to enhance engagement in collaboration with non-managerial personnel</li> <li>• Established KATARIBA—a setting in which the president and employees come together to ask questions and engage in direct dialogue—to create an opportunity for the top management team and non-managerial personnel to connect</li> <li>• Offered workshops to managerial and non-managerial personnel to provide them with opportunities to engage in dialogue on how they can enhance engagement at their departments</li> <li>• Helped create autonomous growth opportunities by providing learning support for self-development and allowing employees to hold concurrent internal positions</li> <li>• Implemented measures to engage employees' interest and encourage them to bond with their colleagues (Thanks Day, events ahead of opening of new area)</li> <li>• Fostered career-mindedness among Theme Park Operation employees through career development training</li> <li>• Implemented programs to enhance sense of pride and fulfillment as cast members (pre-opening experience of new facilities/shows)</li> </ul> |
|                           |  | <p>[Supporting diverse talent]</p> <ul style="list-style-type: none"> <li>• Expanded work-life balance measures by employment category to improve working environment for all employees</li> <li>• Expanded benefits for employees with a same-sex spouse or common-law spouse</li> <li>• Expanded the scope of jobs for employees with a disability, including on-stage jobs</li> <li>• Distributed the Diversity &amp; Inclusion Handbook to all Group employees and implemented discussions</li> </ul>   |

|  |  |   |
|--|--|---|
| Review the way cast members work                         | <ul style="list-style-type: none"> <li>• Encourage cast members to fulfill roles assigned to each employment category</li> <li>• Help enhance a sense of fulfillment at work</li> <li>• Promote recruitment and job retention</li> </ul> | <p>[Development of creative human resources]</p> <ul style="list-style-type: none"> <li>• Revised human resources systems to create a workplace environment where part-time cast members can maximize their performance and work with a sense of fulfillment.</li> </ul> <p>Clarified the roles of part-time cast members, restructured their grade system, reviewed their evaluation system and wages, and implemented measures that support their career development and engender joy and pride in being involved in our business(FY2024 )</p> <ul style="list-style-type: none"> <li>• To further motivate Theme Park Operation employees to seek autonomous personal growth and take on new challenges, clarified the desirable behavior of Theme Park Operation employees, based on which an employee development cycle has been defined.</li> </ul> <p>In addition to role-specific development programs, implemented career support programs and self-development programs to help them understand themselves better and plan and achieve their desired career with the aim of promoting their autonomous growth</p> |
| Healthier bodies and minds                               | <p>Establish a health-conscious environment to help employees take spontaneous actions to maintain healthy bodies and minds so that they can live and work in good health over long periods of time.</p>                                 | <p>[Creating an environment conducive to job satisfaction]</p> <ul style="list-style-type: none"> <li>• Promoted the Healthy Body and Mind Project, a corporate initiative to promote employees' health. Following the president's Declaration of Health Promotion, periodically promoted health awareness among employees and provided them with related knowledge</li> <li>• In view of stress check results, promoted employees' mental health by supporting their self-care as well as the mental health management of subordinates; and promoted their physical health by taking ongoing measures to prevent lifestyle-related diseases, including making efforts to optimize BMI and reduce the smoking rate</li> </ul>   |
| Comfortable facilities and efficient digital environment | <p>Develop a comfortable working environment</p>   | <p>[Creating an environment conducive to job satisfaction]</p> <ul style="list-style-type: none"> <li>• Renovated backstage amenities such as break areas and restrooms as planned to provide employees with a comfortable workplace environment</li> <li>• Modified the workflow system in step with the progress in IT to improve the workplace environment for increased efficiency</li> </ul>   |

# Actions

## Employment Categories and Roles of Employees

OLC employs approximately 25,000 people, each of whom is putting their special skills to use. Around 20% of our workers are corporate employees, contract workers, and show performers, with the remaining approximately 80% employed as Theme Park Operation Employees and part-time cast members who work at the front line welcoming guests.

### Employment categories and roles of employees

| Employment category            |                             | Role   |
|--------------------------------|-----------------------------|--|
| Corporate employees            | Career-track employees      | Generalist employees who work across a wide range of business areas, including the actual Theme Park business, Theme Park support, and general administration  |
|                                | Theme Park management staff | Theme Park department professionals who operate Theme Parks, resolve organizational issues, and engage in human resources development  |
|                                | Specialists                 | Specialists working in specific fields such as technology and food preparation   |
| Theme Park Operation employees |                             | Employees who directly serve guests and engage in frontline operational tasks while performing different jobs within our Theme Parks, as well as support efforts to resolve organizational issues  |
| Contract workers               |                             | Workers in charge of specialized work in specific departments  |
| Show performers                |                             | Entertainers who are selected based on auditions to perform in the Theme Parks' shows and parades  |
| Cast members                   |                             | Employees who serve guests and engage in frontline operational tasks. Their tasks include providing information at the attractions, cleaning the Park, preparing food, serving customers at restaurant facilities, store sales, inventory management, etc. |

## Labor-Management Relations

At OLC, we follow international standards to respect basic labor rights including the collective bargaining rights.

The management and the labor union, Oriental Land Friendship Society (OFS), build mutual understanding and trust through negotiations in order to collaborate on and implement initiatives aimed at the creation of a better workplace environment.

As of March 2024, there were 24,664 union members, accounting for 99.9% of all employees, including contract workers, cast members, and show performers, who joined in and after FY2017, and Theme Park Operation employees, who joined in and after FY2019.

Under its labor agreement concluded with OFS, Oriental Land employs the union shop system, making it applicable to all categories of employees.

It is stipulated in the labor agreement concluded between OLC and OFS that prior to conducting a personnel transfer of an OFS officer, the Company must discuss the matter with OFS in accordance with the roles assumed by that officer within OFS or notify OFS of the matter. It is also stipulated that upon conducting a personnel transfer of an OFS member, OLC must notify OFS of the matter promptly after the event.

In FY2018, labor unions were also formed at each the OLC Group company, along with the Federation of Oriental Land Group Friendship Society (OGFS), a federation comprising the labor unions of the OLC Group.

## Compliance Regarding Labor and Equal Opportunities

At OLC, we prevent the occurrence of child labor by confirming ages during recruitment to comply with the minimum age of ILO (International Labour Standards). We offer equal opportunities to all, and comply with all laws and regulations on payment, ensuring that it exceeds the minimum wage set for the relevant location.

Hiring, placement, evaluation, and remuneration are decided impartially, based on the competence, experience, and accomplishments of each individual.

We strive to prevent overwork and reduce overtime work hours. Specific measures include educating managerial staff to help them appropriately manage employees' work hours and gain awareness of different work styles; ensuring that the Human Resources Division and other organizations regularly review the required number of staff members for each function and introduce tools for enhancing operational efficiency; and monitoring the status of overtime work hours.

There were no cases of labor-related compliance violations in FY2023.



## Strategy

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### | Strategy for Human Resources Development

The OLC Group implements a variety of human resources development programs to create an employee-employer relationship in which both sides need and elevate each other.

To help employees take charge of their own career development and grow in aspirational ways, we provide them with opportunities to develop their career and competencies. In addition, we also provide managerial employees with expanded training programs, thereby promoting the growth of both our people and our organizations.

We also support our employees in building their careers through various initiatives, including an internal system to help part-time cast members become corporate employees across different employment categories and providing them with opportunities to think about their careers.

Through the autonomous growth of each and every employee, we aim to increase the value of our business and, furthermore, contribute to Japan's service and tourism industries. In addition, by strengthening our human resources, we aim to execute our long-term business strategy.

### Corporate Employees

The Company has defined the profile of a "desirable employee." Amid big changes in the external environment, to continue providing "Wonderful Dreams, Moving Experiences, Happiness and Contentment" and remain a company that is wanted by society, we are working to develop self-driven individuals who can think, make decisions, and act with autonomy.

We have specifically defined "self-driven individuals" as "individuals who are self-motivated, have their own values, connect their assigned roles with their own internal motivations/values, and are equipped with suitable skills." We are striving to develop individual capabilities on a sustainable basis by providing our employees with reinforced support to achieve growth congruent with the desirable employee profile.

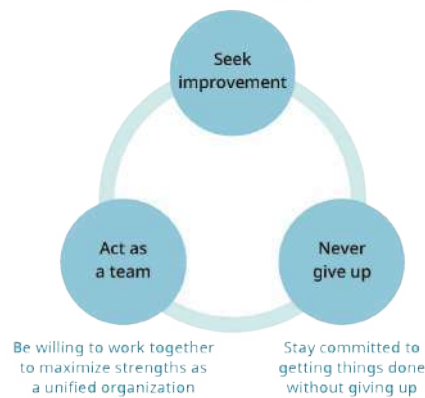
In addition, in view of the desirable employee profile, we have also defined role-specific action requirements based on the desirable behavior, and accordingly conduct recruitment, human resources development, and evaluation in an integrated manner, thereby offering employees and organizations an environment conducive to growth.

Furthermore, we have configured a development/contribution cycle and an employee development cycle. The former represents each employee's course of personal development toward fulfilling the action requirements, while the latter signifies their superiors' efforts to encourage their development. By supporting cast members and managers in each process, we aim to accelerate the cycles and help them perform at even higher levels.

## Action requirements (excerpt)

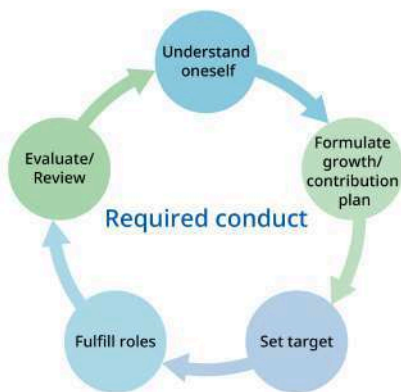
### Desirable employee behavior

Don't be bound by conventional ways of thinking and acting; instead, continue taking on new challenges and seeking improvement



## Growth/Contribution Cycle

### Growth/Contribution Cycle (for team members)



### Development cycle (for superiors)



## Theme Park Operation Employees / Cast Members

We are fostering a corporate culture that encourages our cast members to work with vigor. Specifically, we help them gain a strong sense of self-efficacy, namely, the sense of being useful to our guests by creating “Happiness” for them, and a sense of personal growth. In our belief that this initiative will lead to further development of our cast members, we are working to expand education/training programs and offer a support system that helps them perform at their best in our efforts to improve the workplace environment.

For Theme Park Operation employees, we clarify the behavior expected of them to encourage their autonomous personal growth and raise their motivation to take on new challenges. Specifically, the expected behavior includes a demonstrated eagerness to seek improvement; a commitment to getting things done without giving up; and the ability to act as part of a team while fulfilling individual responsibilities. Based on this, an employee development cycle has been defined. This cycle supports employees’ autonomous growth by providing role-specific development programs as well as career support programs to help them better understand themselves and plan and achieve their career paths.

## Actions

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### Training and Development

At Oriental Land Co., Ltd., we have in place training systems tailored to each job function. Our aim is to fulfill our corporate mission by encouraging all employees to use their own initiative in fulfilling their roles.

Regardless of their role or career path, all new employees undertake training programs to learn about the Disney philosophy and Disney theme parks.

In addition, training programs specific to ranks and grades as well as the Job Challenge System that encourages employees to venture into new fields are offered to help employees build their careers.

### Training Programs for Corporate Employees

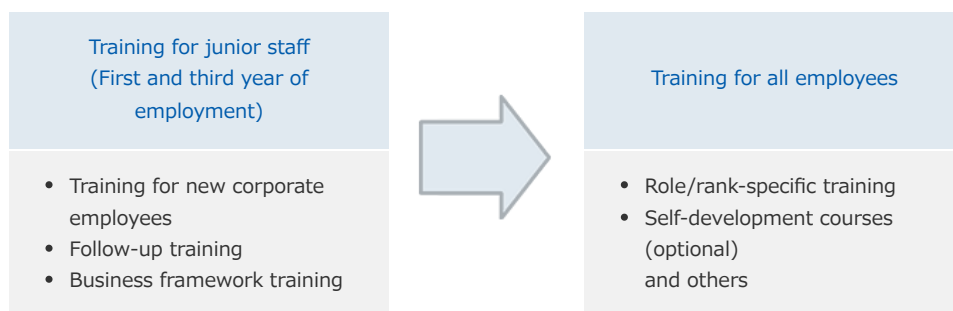
We provide our corporate employees with job opportunities and training programs to enable them to become competent individuals, whether acting within or outside the company.

To achieve sustainable growth as a corporation, the autonomous growth of each and every employee is indispensable. To this end, our employees are expected to take charge of their own career development and continue learning with aspiration.

We organize training programs based on the careers and needs of our employees, and offer opportunities for them to gain new insights and perspectives beyond their jobs and develop their competencies and career.

### Outline of Employee Training Programs and Development Systems

Our training programs are composed of training for junior staff aimed at developing the basic knowledge and skills needed to serve as a fully contributing member of society, and training tailored to the roles and career of each employee. In addition, there are also systems in place to support individuals' career building and personal development. We make sure that employees aspiring to achieve growth can avail themselves of training opportunities at any time.



### Training for junior staff (First and third year of employment)

| Training program                     | Details  |
|--------------------------------------|--|
| Training for new corporate employees | Enables new corporate employees to understand the roles of Oriental Land Co., Ltd.'s corporate employees by learning about our business and engaging in on-the-job training at Theme Parks, and to acquire the basic knowledge required for such roles. Extensive knowledge can be acquired including Disney philosophy and business skills. |
| Follow-up training                   | Accelerates the development of employees in their first to third year and provides them with task inventory opportunities.   |

### Training for All Corporate Employees

| Training program                    | Details   |
|-------------------------------------|---|
| Role/rank-specific training         | Enables trainees to acquire structured knowledge and skills required for their roles and rank.  |
| Self-development courses (optional) | Support employees who are motivated to learn. We provide courses in which the required skills/knowledge can be acquired in their spare time, and subsidize their self-development efforts through financial support programs. |

## Employee Development Systems

| System  | Details  |
|---|--|
| Self-assessment System<br>(Self-planning Sheet) | Under the system, each employee develops their own career plan based on their values, capacities they wish to develop, and goals they wish to fulfill. They also meet with their superior to report the plan. The plan is also shared with Human Resources staff.  |
| Evaluation interview                            | An opportunity for each employee to meet with their superior at fiscal year-start to set goals and at fiscal year-end to discuss outcomes and align their understandings of the achievement of actions   |
| Multifaceted assessment<br>(Self-check program) | An annual program for employees to receive multifaceted feedback from their subordinates, colleagues, and superiors, which provides them with an opportunity to reflect on their own roles and actions and gain a better understanding of themselves to achieve future growth.   |
| Job Challenge System                            | The system creates opportunities for employees to transfer to a field they regard as “an area where they can contribute by making use of their capacity and skills,” on the condition that they are achieving positive outcomes in their current field of business. The aim of the system is to support employees in their effort to take on new tasks as part of their career building. |
| In-house Recruitment System                     | The system allows employees to apply for job openings announced within the company. Most of the applicable jobs involve highly professional/specialized tasks or are jobs in new business fields. Employees with suitable capacities and skills are eligible to apply.   |
| Holding concurrent positions<br>("Job Try!")    | While being a member of one department, employees are provided with opportunities to internally apply for another job opening to concurrently serve as a member of another department.   |
| Job forum                                       | The event allows employees to acquire information on the job details typical of each department as well as the skills required to work there to help them better understand the Company and formulate plans for their own development.   |
| Domestic study program                          | A financial/career support program for employees seeking to develop their abilities at graduate/business school  |
| Approval for second job                         | Employees are permitted to have second jobs. By allowing them to opt for growth opportunities beyond the OLC Group, we aim to help them develop their career and competencies on an ongoing basis.   |



## Training Programs for Theme Park Operation Employees and Cast Members

Cast members' growth underpins the development of our Theme Parks. In pursuit of "We Create Happiness," the goal upheld by cast members, we provide all cast members with induction courses for learning about the Disney philosophy and the cast members' code of conduct. After they are assigned to their respective divisions, department-specific training programs including on-the-job training are implemented.

In addition, we have a system of appointing trainers responsible for providing guidance to newer employees, and Disney training programs.

Furthermore, we strive to improve the workplace environment with the aim of offering cast members opportunities to be recognized in their daily operations and to receive effective feedback. To support the growth of Theme Park Operation employees, we offer training programs that aim to provide structured knowledge and skills required for each role and rank, as well as optional courses where they can acquire knowledge and skills as they choose in their spare time.

### Supporting Career Building

To support the autonomous growth of all Theme Park Operation employees, we have in place career support programs to help them better understand themselves and plan and achieve their career paths.

In addition, at OLC Career College established in October 2018, we offer additional support in career development through a variety of optional seminars, workshops, and career consultation services. Comments made by college attendees include: "The college has always given me a helping hand whenever I lacked sufficient motivation to take a step forward. The place gave me self-confidence." Also: "By interacting with others, I was able to see myself from a relative point of view."

Furthermore, we offer opportunities for part-time cast members to be promoted to Theme Park Operation or corporate (Theme Park managerial) roles, and for Theme Park Operation employees to be promoted to corporate (Theme Park managerial) roles. The promoted employees are assigned to instruct and develop cast members and engage in operations.

### Major Training Programs

| Training program                                  | Content  |
|---|--|
| Education/training programs                       | <ul style="list-style-type: none"><li>■ Induction courses for new employees</li><li>■ Programs for acquiring the knowledge and skills required for each role and qualification</li></ul>   |
| Department-specific training programs             | Training specific to job types; on-the-job training  |
| Career support programs (on an application basis) | <div>OLC Career College</div> <ul style="list-style-type: none"><li>• Career design training program</li><li>• Problem-solving training program</li><li>• Self-expression workshop</li><li>• Assessment of Generic Skills</li><li>• Career counseling services</li></ul> |

## Corporate Culture and Employee Satisfaction

### Actions

#### Corporate Culture that Inspires Creation of New Emotional Experiences

The OLC Group has continued to offer “Wonderful Dreams, Moving Experiences, Happiness and Contentment,” and we have nurtured a corporate culture that inspires and empowers our employees to continue to create new emotional experiences.

A corporate culture where people find happiness in making others happy and where people praise each other regardless of age, gender, or title has been fostered and passed on. This is the culmination of our employees’ ongoing and unified efforts to provide quality service to our guests over the past four decades.

As a company-wide activity, we also implement unique initiatives designed to boost the motivation and enthusiasm of our employees.

In addition, initiatives are also undertaken at respective organizations, including uniquely planned employee exchange events and contests aimed at enhancing practical skills.

#### Corporate Awards

On the anniversary of the foundation of OLC, we present awards for outstanding initiatives selected among those nominated by organizations and committees across the company. The Engagement Award and the Sustainability Award were newly established this year. The Award of Excellence is presented for awarded initiatives that achieved particularly notable results.

#### Corporate awards

| Award                         | Description  |
|-------------------------------|--|
| Guest Experience Award        | Presented in recognition of an outstanding contribution/achievement in enhancing the quality of guests’ experience value |
| [New]<br>Engagement Award     | Presented in recognition of an outstanding contribution/achievement in enhancing employees’ job satisfaction             |
| Safety Award                  | Presented in recognition of an outstanding contribution/achievement in enhancing safety and/or reducing risks            |
| Cost Performance Award        | Presented in recognition of efficient use of management resources including people, goods, and money                     |
| [New]<br>Sustainability Award | Presented in recognition of an outstanding contribution/achievement in the eight areas of materiality                    |
| Special Award                 | Presented in recognition of other special contribution/achievement acknowledged by the Company                           |

## “Dream Up Ideas!”

Aiming to foster a corporate culture that inspires original and imaginative ideas, as described in our corporate philosophy, we implement the “Dream Up Ideas!” program, which encourages all employees, regardless of their affiliation or role, to propose ideas for merchandise, food items, guest services, or ways to improve productivity.

### Number of ideas proposed

| FY2021           | FY2022 | FY2023 |
|------------------|--------|--------|
| Program not held | 1,330  | 658    |

#### Ideas awarded in the past

- Guided plant tour and others

## “Magical Disney Cast” Program

### Tokyo Disney Resort

This program gives cast members the opportunity to acknowledge the excellent performance of their colleagues. It involves cast members filling out special cards and exchanging them with one another. The program started in 1984 as the Courtesy Campaign and has been carried out as an annual event, with the name changed in later years to the Spirit of Tokyo Disney Resort. In 2022, the event evolved into the Magical Disney Cast program, an active year-round program in which particularly highly acclaimed card recipients are inducted into the Magical Disney Cast and presented with a specially designed pin engraved with the image of Mickey Mouse. The program encourages cast members, regardless of rank, to acknowledge and mutually praise each other’s daily behavior, thereby promoting individual growth as well as team bonding. Furthermore, when superiors observe cast members providing exemplary service, they can hand them a Special Recognition Card to praise the deed. Providing on-the-spot acknowledgment of cast members’ dedicated efforts based on “The Five Keys” Code of Conduct helps enhance cast member motivation.



Cards to fill out to recognize their peers and the Magical Disney Cast Pin presented to new inductees into the Magical Disney Cast



Special Recognition Card

### Number of Magical Disney Cast members

| FY2022 | FY2023 |
|--------|--------|
| 394    | 483    |



## Walt Disney Legacy Award

### Tokyo Disney Resort

In 2022, we started presenting the Walt Disney Legacy Award to the most outstanding cast members. The award is offered at Disney theme parks around the world.

Under this program held every two years, an exclusive handful of cast members are selected for the prestigious once-in-a-lifetime honor. Recipients are entitled to wear a blue name tag that features the same design worldwide.

FY2023

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## “Thanks Day”

### Tokyo Disney Resort

Thanks Day is an annual event held after the Parks are closed to the public for the day to show our appreciation to cast members, who sustain Tokyo Disney Resort.

The event was held for the 23rd time in FY2023, with around 70% of cast members enjoying the Parks as guests.

### Number of Thanks Day event attendees (cast members and show performers)

| FY2019         | FY2020           | FY2021           | FY2022 | FY2023 |
|----------------|------------------|------------------|--------|--------|
| Approx. 17,000 | Program not held | Program not held | 14,354 | 15,549 |

### Number of Thanks Day event hosts/hostesses (directors, officers, managers, and corporate employees)

| FY2019        | FY2020           | FY2021           | FY2022 | FY2023 |
|---------------|------------------|------------------|--------|--------|
| Approx. 1,400 | Program not held | Program not held | 1,428  | 1,707  |

# Occupational Health and Safety

[Policies and Regulations](#)
[Governance](#)
[Actions](#)

## Policies and Regulations

### Basic Approach to Occupational Health and Safety

In order to achieve Our Goal for 2030, Oriental Land Co., Ltd. upholds “Employee happiness” as an area of our ESG materiality. We place importance on securing the physical and mental health and safety of our employees as part of our efforts to create a fulfilling workplace environment.

### Policy on Employees’ Health

At our Company, employee health is considered to be a part of our human resources assets. Based on this belief, we support each employee’s efforts to promote their own health and create a work environment conducive to such efforts in our hope to further strengthen our systematic foundation for allowing employees to work with peace of mind.

#### (1) Declaration of Health Promotion

We declare that we will promote each individual’s mental and physical health so that we ourselves can feel “Wonderful Dreams, Moving Experiences, Happiness and Contentment” as well as offering them to our guests.

\*By “we,” we mean Oriental Land Co., Ltd., its employees, and workplaces. Each component fulfills its respective roles.

#### (2) Our Roles



### The OLC Group Vendors Code of Conduct

Our company considers it important for suppliers to give consideration to occupational health and safety. We have therefore set forth the OLC Group Vendors Code of Conduct, and make a point of asking our suppliers to offer an environment where the health and safety of their workers are valued.

> [The OLC Group Vendors Code of Conduct](#)

## Governance

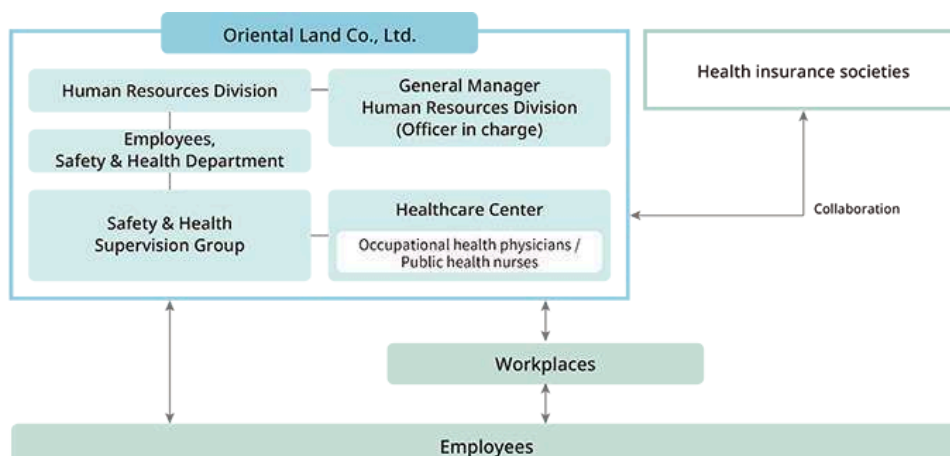
### Structure for Promoting Health and Safety

At our Company, the Occupational Health and Safety Committee is set up as an organization tasked with improving the workplace environment to ensure that employees can work safely and with peace of mind. Chaired by the director of the Human Resources Division (director of the board and executive officer), who manages all issues concerning health and safety, the Committee formulates and authorizes basic policies and plans relating to occupational health and safety through discussions among its members, including a workers' representative. The Committee also seeks to monitor, evaluate, and improve health and safety activities on an ongoing basis. Furthermore, under the Committee, Occupational Health and Safety Subcommittees and expert committees, which are chaired by officers in charge of respective divisions, engage in job-specific health and safety activities.

The Occupational Health and Safety Committee refers important matters to the Executive Committee for discussion.



### Structure for Promoting Healthier Bodies and Minds



## Actions

### Labor Safety

We are determined to comply with labor-related laws including the Industrial Safety and Health Act and our internal regulations pertaining to health and safety, and make efforts to eliminate work-related incidents by implementing health and safety activities and safety education programs. In particular, we give top priority to preventing serious work-related accidents by identifying risks at each workplace and collaborating with occupational health consultants to monitor how measures are taken and make improvements as needed.

### Major Health and Safety Activities

| Initiative  | Details   |
|---|---|
| Message concerning health and safety delivered by President | <ul style="list-style-type: none"><li>• Raise awareness of safety issues</li></ul>  |
| Health and safety activities                                | <ul style="list-style-type: none"><li>• Rigorously enforce the Plan-Do-Check-Act (PDCA) cycle through line management</li><li>• Conduct workplace inspection to prevent serious accidents (Occupational health physicians, sanitation managers, occupational health consultants)</li><li>• Assess risks and take measures by utilizing risk assessment methodologies</li><li>• Execute job-specific risk prediction training</li><li>• Make use of maps that visualize the risk of occupational accidents at each workplace</li><li>• Formulate measures to prevent recurrence of work-related incidents in consideration of investigation results and identified causes</li><li>• Efforts that have yielded positive results and lessons learned from work-related incidents are shared across the company to be applied in other organizations</li><li>• Show safety education videos using TV monitors placed at the employee cafeteria and other facilities</li></ul> |
| Safety education  | <ul style="list-style-type: none"><li>• Safety education for new employees upon joining the company</li><li>• On-the-job training at each respective organization</li><li>• Job-specific safety education programs at each respective organization</li></ul>  |

## Cast Safety

### Approach to Cast Safety

#### Tokyo Disney Resort

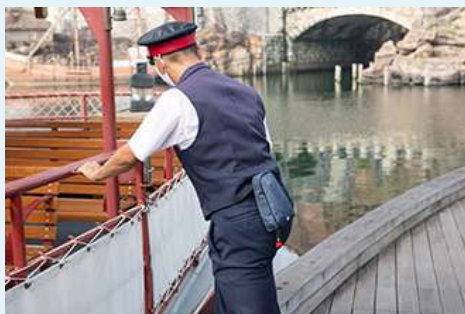
To provide our guests with happiness, we must focus on the safety of our cast members. At the Tokyo Disney Resort, we place great importance on the safety of our cast members in addition to guest safety.

### Measures to Promote Cast Safety

To secure safety for cast members, we execute a wide range of health and safety activities and safety education programs including regular workplace visits by occupational health physicians and sanitation managers and rigorous enforcement of the Plan-Do-Check-Act (PDCA) cycle through line management.

Efforts that have yielded positive results and lessons learned from work-related incidents are shared across the company to be applied in other organizations. Other measures are also taken to identify and address risks related to equipment or operational procedures that may lead to worker injury.

|                            | Major examples  |
|----------------------------|---|
| Structural initiatives     | <ul style="list-style-type: none"><li>Automatic personal life buoy that activates upon detecting water<br/>Cast members working on DisneySea Transit Steamer Line and others who work in the proximity of water wear the life buoy to secure their safety.</li><li>Additional installation of water ladders<br/>We have installed additional water ladders for cast members working in water areas in case they fall overboard.</li></ul> |
| Non-structural initiatives | <ul style="list-style-type: none"><li>Ensure that fluids and salts are replenished</li><li>Educate employees on how to prevent heatstroke</li></ul>   |



Automatic personal life buoys are activated when water is detected



A water ladder is available in case of falling overboard

## Initiatives for Promoting Healthier Bodies and Minds

In the OLC Group, we create a work environment that encourages employees to make efforts to maintain and promote healthier bodies and minds so that they can live and work in good health over long periods of time. This initiative is jointly organized by the health insurance union, the mutual aid corporation, and our labor union, the Federation of Oriental Land Group Friendship Society (OGFS).

At our Healthcare Center, occupational health physicians and public health nurses are on duty at all times to provide health consultation and follow-up services. For regular employees, the Center also conducts physical and mental health checkups to monitor employees' health and take actions. Furthermore, to increase the rate of employees taking the physical and mental health checkups, the Center engages in promotional measures by setting goals and evaluating the progress.

### Major Initiatives

| Initiative  | Details  |
|---|--|
| Monitoring employees' health                        | <ul style="list-style-type: none"><li>Periodic physical exams for 99.9% of regular employees</li></ul>   |
| Ensuring early detection and preventing aggravation | <ul style="list-style-type: none"><li>Health exams and follow-up care</li><li>One-on-one guidance by occupational health physicians</li><li>Health guidance by public health nurses</li></ul>  |
| Raising health awareness                            | <ul style="list-style-type: none"><li>Declaration of Health Promotion issued by Representative Director and President and COO</li><li>Solicitation of ideas for Declaration of Employee Health Promotion</li><li>Utilization of health management support app by health insurance union</li><li>Providing health-related information</li><li>Serving healthy menu items at employee cafeterias</li><li>Health-related events</li><li>Measures against smoking</li><li>Benefit allowance for sports and other facilities</li></ul>                                |
| Promoting mental health                             | <ul style="list-style-type: none"><li>Stress tests (Test taker rate: 90.7%)</li><li>Organizational assessment feedback based on stress test results and improvement of workplace environment</li><li>Manager training on mental health management of subordinates</li><li>One-on-one meetings arranged with occupational health physicians / public health nurses for highly stressed workers</li><li>Health consultation by medical staff</li><li>In-house mental health consultation service</li><li>Arrangement of counseling by outside counselors</li></ul> |



Occupational health physicians and public health nurses are on duty at all times at the Healthcare Center

## Diverse Employees

[Policies and Regulations](#)
[Actions and Performances](#)

### Policies and Regulations

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#### Basic Approach to Create a Workplace for Diverse Employees

Upholding “Employee happiness” as an area of ESG materiality, the OLC Group focuses on creating a workplace where each and every individual can demonstrate their maximum potential.

When employees with a variety of strengths, traits, and values respect and raise each other, they can all work with a sense of fulfillment. We will also aim to engender passion for work and a sense of security and trust toward the company and colleagues.

To help employees lead fulfilling private lives while unleashing their potential at work, we are making efforts to create systems and corporate culture conducive to work-life balance.

To empower diverse employees to demonstrate their potential, it is essential that human rights are respected as a basic tenet of our corporate culture. The OLC Group Human Rights Policy Statement sets forth the following: “The OLC Group strives to provide inclusive workplaces where the human rights, identities, and differences of people from all backgrounds are respected. We do not tolerate harassment or discrimination in any form, including on the grounds of a person’s sex, age, race, nationality, language, culture, religion, disability, sexual orientation, and gender identity. We support every employee so that they can realize their full, unique potential.” In compliance with this statement, we respect the human rights of the people we work with, including employees.

[> The OLC Group Human Rights Policy Statement](#)

### Actions and Performances

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#### Diversity Education and Training

To enable employees to gain a deeper understanding of diversity, we ensure that our related policies and beliefs are widely shared through announcements of diversity promotion initiatives. In addition, we seek to educate our employees by sharing information about diversity through in-house newsletters and the intranet.

The Normalization Creator Class for Park operation employees, for example, offers programs, including skills training, that teach understanding and acceptance of diversity among guests and cast members alike through dialogues based on case studies using examples of initiatives designed to support diversity at our Theme Parks.

In January 2023, we also started distributing to employees the Diversity & Inclusion Handbook, which summarizes our approach to diversity, along with examples, offering basic policies to be followed when interacting with other employees and guests. We also encouraged dialogues to help employees to better understand diversity. In addition, we handed out materials offering key pointers for those who need to provide advice to their subordinates on how to resolve diversity-related issues.

#### Comfortable Workplace Environment

At Oriental Land Co., Ltd., we are implementing measures to make the workplace environment more comfortable for our employees.

On April 1, 2023, for example, we revised the Disney Look, which stipulates the appearance of employees.

As a result of the revision, gender-specific names of items were eliminated and replaced with genderless styles, and some rules were also eased.

For some costumes, we are introducing unisex versions in phases while maintaining the costume themes tailored to the respective Parks and areas, allowing cast members to wear their costume of choice. In addition, we also have in place all gender private changing spaces in addition to changing rooms for men and women.

Furthermore, we have expanded the scope of individuals entitled to use a professional name instead of their legal name. Thus, we are working to build a workplace environment where all employees can thrive.

## Measures to Support Diverse Working Arrangements

At OLC, as part of our initiatives to help employees maintain their work-life balance, we have systems that allow a leave of absence to provide childcare, a vacation to care for sick children, a leave of absence or vacation to provide family care, paid leave in half-day increments, and paid sick leave (also available for family care; up to 60 days of annual paid leave can be accumulated for allocation to this leave).

Corporate employees use the flexible working hours system and the remote working system in a way suitable for each job, and avail themselves of paid leave in half-day and hourly increments. For Theme Park Operation employees who sustain our Theme Park operations, certain systems for corporate employees are offered to them. For cast members who also sustain our Theme Park operations, short work shifts are made available to help stay-at-home parents and students balance work and family responsibilities or studies. For cast members looking to take on longer shifts, we have in place a smartphone-based system, through which they can apply to fill available shift slots to achieve a more flexible work style.

At our company, we strive to prevent overwork and reduce overtime working hours by helping managers gain awareness of labor time management, regularly reviewing the number of staff required for each position, installing tools for enhancing efficiency, and monitoring the status of overtime working hours.

In FY2023, the average monthly overtime hours of corporate employees and Theme Park Operation employees at OLC amounted to 15 hours and 12 minutes.

## Number of individuals who took childcare leave and their rate of return

### Corporate employees at Oriental Land Co., Ltd.

|                | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
|----------------|--------|--------|--------|--------|--------|
| Total          | 128    | 159    | 221    | 270    | 248    |
| Male           | 20     | 28     | 52     | 73     | 73     |
| Female         | 108    | 131    | 169    | 197    | 175    |
| Rate of return | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

### Contract workers, show performers, cast members, and other at Oriental Land Co., Ltd.

|                | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
|----------------|--------|--------|--------|--------|--------|
| Total          | 346    | 220    | 400    | 387    | 319    |
| Male           | 11     | 3      | 10     | 8      | 10     |
| Female         | 335    | 217    | 390    | 379    | 309    |
| Rate of return | 95.4%  | 99.6%  | 94.3%  | 96.1%  | 98.7%  |

\* Rate of Return = (Number of individuals who took a leave of absence to provide childcare during the term – Number of individuals who subsequently resigned) / Number of individuals who took a leave of absence to provide childcare during the term



## Number of individuals who took family care leave

### Corporate employees at Oriental Land Co., Ltd.

| FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY2023 |
|---------|---------|---------|---------|--------|
| 3       | 4       | 10      | 16      | 18     |

### Contract workers, show performers, cast members, and other at Oriental Land Co., Ltd.

| FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY2023 |
|---------|---------|---------|---------|--------|
| 12      | 13      | 16      | 27      | 31     |

Furthermore, as benefits for corporate employees and contract workers, our Company has in place an optional asset-building support system. This system offers our corporate employees and contract workers an opportunity to build assets in preparation for a secure post-retirement life after 60 years old by enrolling in a bonus-based defined contribution pension plan. Having these programs in place alone is not enough if employees are to achieve a healthy work-life balance. We must also nurture a culture that encourages employees to use them. At our Company, we employ various methods so that employees are aware of the childcare and family care support programs that are available to them. We will continue to work toward creating a culture that enables each and every employee to enjoy a better work-life balance.

## Initiatives to Help Employees Balance Work and Childcare

At our company, we adopt a wide range of systems designed to help employees keep working while fulfilling childcare responsibilities. We have in place a consultation service where they can seek advice tailored to their specific needs.

For expecting and new mothers and their spouses, we offer maternity leave and spousal maternity leave (up to two days of paid leave).

We also have introduced various programs for employees returning to work after taking childcare leave: childcare hours, reduced working hours for childcare, exemptions from working extra hours, late-night and holiday shifts, as well as time off to care for sick children (up to seven days). In addition, we offer a comfortable lactation room for breastfeeding female employees.

In support of employees returning to work, we have in place a mid-career return program in which shift employees can set shorter working hours. For employees with a working spouse, childcare subsidies are available for hiring babysitters.

Furthermore, to support employees and Theme Park Operation employees returning to work, we opened Kids' Village Arbore, a company-financed childcare facility within our premises, which offers full-time as well as short-term childcare services. Such measures help them plan their careers from a medium- and long-term perspective and achieve growth by making maximum use of their time.

In addition, for show performers whose work hours may fall on any day of the week and at any time of the day, we expanded the availability of short-term childcare services to support their needs.

Employees are also able to take leave to visit a medical institution for infertility treatment.

➤ [Action Plan for Balancing Work and Childcare](#)

## Examples of Opportunities to Share Information

| Initiative   | Outline   |
|--|---|
| Work-life balance information website                      | The website offers a guidebook on work-life balance and application forms for various programs.   |
| Briefing on childcare leave                                | Employees scheduled to take childcare leave are provided with information on how to prepare for and what to do during leave and support programs available upon returning to work, as well as company information while they are on leave.  |
| Return-to-work seminar (held regularly)                    | For employees on childcare leave, held once a year; around February to March. Provides participants with information on the range of support offered by the company after their return to work, as well as an opportunity to think about their own career-building to help them feel confident about returning to work. |
| Awareness program for officers/managers (held irregularly) | Provides an opportunity to think what needs to be valued in managing an organization comprised of diverse members. <ul style="list-style-type: none"> <li>Seminar for enhancing employees' job satisfaction</li> <li>Seminar for employees engaged in childcare/long-term family care</li> </ul>                        |

## Employment of People with Disabilities

At OLC, we actively employ individuals with disabilities, primarily at our special subsidiary Maihama Corporation Co., Ltd. Employees with disabilities represent 2.45% of our workforce (as of June 1, 2024), which falls short of the legally prescribed employment rate of 2.5%, but we will continue with our recruitment and job retention efforts to meet the statutory rate. At Maihama Corporation, employees are engaged in various jobs that accord with their attributes. We are also actively developing and expanding the range of jobs for our disabled employees within the OLC Group. For example, our operational departments and Maihama Corporation are working together to assign Theme Park on-stage jobs to cast members with a disability on a trial basis. This means they will likely engage in guest services, as opposed to the backstage tasks that they have traditionally often assumed. We will continue to establish systems that both encourage hard work and provide the members of our diversely talented workforce with a sense of fulfillment. Furthermore, we focus on the normalization principle at Maihama Corporation, developing facilities and support programs that accommodate the needs of employees with disabilities in order to create a fulfilling work environment for everyone.

- 2015: Received the Prize Awarded for Effort (Excellent Disability Employment) from the President of Japan Organization for Employment of the Elderly, Persons with Disabilities and Job Seekers (JEED)
- 2019: Received the Honorable Mention Award for Disability Employment Workplace Improvement from the President of JEED

## Percentage of employees with disabilities (Group applied)

| As of June 2020 | As of June 2021 | As of June 2022 | As of June 2023 | As of June 2024 |
|-----------------|-----------------|-----------------|-----------------|-----------------|
| 2.47%           | 2.71%           | 2.73%           | 2.55%           | 2.45%           |

\* Group companies applicable for special provisions for persons with disabilities are: Oriental Land Co., Ltd.; Maihama Corporation Co., Ltd.; Milial Resort Hotels Co., Ltd.; MBM Co., Ltd.; and M Tech Co., Ltd. The percentage of employees with disabilities among all applicable Group companies is 2.43% as of June 2024.

## Jobs at Maihama Corporation

| Area                          | Primary duties   |
|-------------------------------|--|
| Mail services                 | Affixing of commemorative stamps on outgoing mail deposited at the Theme Parks; collection and sorting of the OLC Group companies' internal and external mail; sending external mail |
| Linen service                 | Folding of linens used at Theme Parks restaurants  |
| Price tags on Products        | Preparation and affixing of price tags on products sold at the Theme Parks   |
| Laundry                       | Cleaning and ironing of costumes, etc., used at the Theme Parks  |
| Lost and Found Center         | Handling of lost and found items at the Theme Parks  |
| 3D glasses cleaning           | Cleaning of 3D glasses used at the Theme Parks   |
| Central Kitchen support       | Dishwashing duties, etc., at the Central Kitchen   |
| Floriculture                  | Cultivation of flowers for Theme Parks   |
| Maintenance logistics support | Subdividing, counting, shipping, and inventory operation of Theme Park maintenance components; replacement of drawing sheets   |
| Massage                       | Massage service (for employees)  |
| Office Data Support Service   | Creating name cards, Entering Data, Importing Data   |



Caring for flower seedlings

## Promoting Active Participation of Women in the Workforce

At our Company, we have been working to create an environment where our employees can focus on their work without worry. Accordingly, our corporate culture makes it possible for numerous female employees to work on an equal footing with men.

At present, the difference in the number of years of continuous service between male and female corporate employees is 4.4. Women account for 55.3% of corporate employees, and 77.6% of cast members and other workers (as of the end of March 2024).

We will continue working to make our workplaces better suited for female employees to fulfill their potential, ensuring that women can make use of their skills on an equal footing with their male colleagues.

We are upholding a target to increase the percentage of female managers to over 25% in FY2025. To this end, we create opportunities to elevate female manager role models to help employees envision their future careers and organize programs to support employees engaged in childcare/family care to prevent them from interrupting their careers.



### Difference in years of continuous service between male and female (corporate employees at Oriental Land Co., Ltd.)

|            | FY2019     | FY2020     | FY2021     | FY2022     | FY2023     |
|------------|------------|------------|------------|------------|------------|
| Male       | 13.8 years | 12.4 years | 12.8 years | 13.4 years | 12.9 years |
| Female     | 7.8 years  | 7.6 years  | 7.8 years  | 8.6 years  | 8.5 years  |
| Difference | 6.0 years  | 4.8 years  | 5.0 years  | 4.8 years  | 4.4 years  |

### Percentage of female employees (Oriental Land Co., Ltd.)

|               |              | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
|---------------|--------------|--------|--------|--------|--------|--------|
| Employees     | Male         | 2,335  | 2,520  | 2,486  | 2,379  | 2,518  |
|               | Female       | 2,510  | 2,852  | 2,923  | 2,834  | 3,113  |
|               | Female Ratio | 51.8%  | 53.1%  | 54.0%  | 54.4%  | 55.3%  |
| Other workers | Male         | 4,843  | 3,632  | 2,939  | 3,776  | 4,560  |
|               | Female       | 15,937 | 12,730 | 11,028 | 13,369 | 15,804 |
|               | Female Ratio | 76.7%  | 77.8%  | 79.0%  | 78.0%  | 77.6%  |

### Percentage of female employees (on a consolidated basis)

|              | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
|--------------|--------|--------|--------|--------|--------|
| Male         | 10,064 | 8,983  | 8,185  | 8,928  | 10,429 |
| Female       | 22,239 | 19,356 | 17,798 | 20,050 | 23,947 |
| Female Ratio | 69.0 % | 68.3%  | 68.5%  | 69.2%  | 69.7%  |

### Proportion of female managers/executive directors/corporate officers (Oriental Land Co., Ltd.)

|  | FY2019<br>(As of end of<br>March 2020) | FY2020<br>(As of end of<br>March 2021) | FY2021<br>(As of end of<br>March 2022) | FY2022<br>(As of end of<br>March 2023) | FY2023<br>(As of end of<br>March 2024) |
|--|--|--|--|--|--|
| Female managers                              | 32 out of 203<br>(15.8%)               | 35 out of 199<br>(17.6%)               | 34 out of 194<br>(17.5%)               | 36 out of 199<br>(18.1%)               | 37 out of 209<br>(17.7%)               |
| Female managers of non-management department | 23 out of 138<br>(16.7%)               | 23 out of 144<br>(16.0%)               | 24 out of 137<br>(17.5%)               | 27 out of 140<br>(19.3%)               | 27 out of 146<br>(18.5%)               |
| Female executive directors                   | 2 out of 10<br>(20.0%)                 | 2 out of 10<br>(20.0%)                 | 2 out of 10<br>(20.0%)                 | 3 out of 11<br>(27.3%)                 | 3 out of 11<br>(27.3%)                 |
| Female corporate Officers                    | 3 out of 21<br>(14.2%)                 | 3 out of 21<br>(14.2%)                 | 3 out of 20<br>(15.0%)                 | 3 out of 19<br>(15.8%)                 | 2 out of 17<br>(11.8%)                 |

[> Action Plan based on the Act on the Promotion of Female Participation and Career Advancement in the Workplace](#)

[> Women in our workforce \(Information disclosure\)](#)

## Initiatives Related to LGBTQIA+

Our Company is working to create a workplace environment where all employees can thrive regardless of their sexual orientation or gender identity.

On the institutional front, starting April 1, 2024, we expanded the scope of eligibility for a range of employee benefits and programs to include employees in a same-sex or common-law marriage in addition to those in a conventional legal marriage. The benefits available to them now include leave of absence and vacation leave for marriage, childcare, or family care; various work-hour arrangements; and condolence payments. In addition, a leave of absence can also be taken for surgery or treatment related to gender transition.

With regard to facilities and the working environment, we have made available toilets and private changing spaces that are accessible for all genders. Also, employees can use the family name of their same-sex or common-law spouse as their professional name and can choose to be called by a given name congruous with their gender identity. In addition, the use of gender-specific descriptions were eliminated following partial changes to the Disney Look guidelines, with some unisex costumes also introduced.

Our awareness activities have included the formulation of guidelines for HR managers with the aim of promoting an in-depth understanding of LGBTQIA+ personnel, as well as study sessions led by invited experts. As another effort to promote Company-wide understanding, we have issued a handbook to interested employees with information on the use of relevant internal systems. Furthermore, our existing contact points provide advice in response to anonymous requests for assistance from any cast member.

## Social

# Action Plan for Balancing Work and Childcare

We have formulated the following action plan with the aim of improving the employment environment to help employees fully demonstrate their full potential and continue working with peace of mind and to advance concrete initiatives that allow them to balance work and childcare.

### | Applicable period

October 1, 2023 to March 31, 2025

### | Goals

**Goal 1: Establishing internal programs to help employees returning from childcare leave to continue working while raising their child**

#### <Measures>

- Expansion of application of systems to help employees balance work and childcare according to employment category
- Consideration of introducing new systems to help employees balance work and childcare according to employment category

**Goal 2: Implementing measures to enhance productivity (reduce overtime working hours)**

#### <Measures>

- Improvement of office environment

**Goal 3: Encouraging male employees to take childcare leave**

#### <Measures>

- Providing information and raising awareness to maintain and improve male childcare leave ratio

## Social

# Action Plan based on the Act on the Promotion of Female Participation and Career Advancement in the Workplace

We formulated the following action plan with the aim of improving the employment environment for female workers in management positions.

## 1.Applicable Period

April 1, 2021 to March 31, 2026

## 2.Issues for Oriental Land Co., Ltd.

No significant issues are observed in the proportion of new female workers to the total number of newly employed workers, paid holidays taken, and overtime work hours, but the proportion of women in management positions is low and continuous support to enable both female and male employees to choose their careers is needed.

## 3.Goals and Initiatives

**Goal 1. To increase the proportion of female workers in management positions (junior and middle managements) to more than 25%.**

### <Initiatives>

#### Support for Career Development

|       |   |
|-------|---|
| 2021- | Expansion of career development assistance program                                  |
| 2022- | Expansion of opportunities for female candidates of managers such as study sessions |
| 2022- | Consideration for ideal role model for management positions                         |

#### To implement measures to enhance productivity (reduce overtime working hours)

|       |   |
|-------|---|
| 2021- | <ul style="list-style-type: none"><li>• Introduction of a work-from-home program</li><li>• Implementation of measures to reduce overtime work</li></ul> |
| 2024  | Consideration for broader choices of work style   |
| 2025- | Formulation of future plan  |



**Goal 2. The difference in the average number of 10 years of service between male and female newly employed workers**

**<Initiatives>**

|       |  |
|-------|--|
| 2023- | <ul style="list-style-type: none"><li>• Introduction of a consultation desk to support balanced work and childcare for all employees</li><li>• Expansion of existing childcare support measures</li><li>• Expansion of support for balanced work with childcare for shift work employees</li></ul> |
| 2024- | Clarification of issues to address for diverse careers and consideration of responsive actions   |
| 2025- | Formulation of future plan   |

## Women in our workforce (Information disclosure)

### 1.Recruitment

|  |   |
|--|---|
| Percentage of female workers among all workers employed (as of March 31, 2023) | Corporate employees: 54.4%<br>Other employees*: 78.0% |
| Percentage of female workers among all workers employed (as of March 31, 2024) | Corporate employees: 55.3%<br>Other employees*: 77.6% |

\*Other employees: Contract workers, show performers, cast members

### 2.Continuous Service / Work-style Reform

|  |  |
|--|--|
| Difference in years of continuous service between men and women<br>(Corporate employees; as of March 31, 2024) | Men: 12.9 years<br>Women: 8.5 years<br>Difference: 4.4 years |
| Percentage of workers who took entitled paid holidays (Corporate employees; FY2023)                            | 101.6%   |

### 3.Assessment / Promotion

|  |   |
|--|---|
| Percentage of female workers among supervisor-level workers<br>(Corporate employees; as of March 31, 2024) | 36.7%<br>269 out of 733   |
| Percentage of female workers in management positions<br>(Corporate employees; as of March 31, 2024)        | 17.7%<br>37 out of 209  |
| Percentage of female top / senior managements (as of March 31, 2024)                                       | 3 out of 11 executive directors (27.3%)<br>2 out of 17 corporate officers (11.8%) |

### 4. Gender Differences in Compensation (Employees at Oriental Land Co., Ltd.)

| Category   | All employees | Corporate employees at Oriental Land Co., Ltd. | Contract workers, show performers, cast members, and others at Oriental Land Co., Ltd. |
|--|---------------|--|--|
| Female compensation as a proportion of male compensation | 77.7%         | 77.0%  | 93.9%  |

\*Applicable period: FY2023 (April 1, 2023 to March 31, 2024)

\*Compensation: Includes standard wages, extra wages, bonuses, etc., and excludes travel allowances.

\*The number of cast members is calculated based on the designated work hours (7.5 hours/day) of corporate employees.

## Policies and Regulations

### Our Policy on Community Action Programs

The OLC Group conducts various community action programs as part of our ongoing efforts to be a good corporate citizen. As a corporation with a mission to offer “Wonderful Dreams, Moving Experiences, Happiness and Contentment,” we expend considerable energy in activities that focus on “Happiness,” placing emphasis on programs that nurture and support families and children who are an integral part of our business. Particularly, we focus on community action programs for children, thereby aiming to contribute to creating healthy and happy families, regions, and communities. The OLC Group designated “Happiness of children” as an area of our ESG materiality for the period leading up to 2030. We will, therefore, continue engaging in community action programs that nurture and support children.

#### The OLC Group Policy on Community Action Programs (Established August 2008)

The OLC Group seeks to engage in community action programs that focus on the positive development of children, our hope for the future, as a means of creating healthy and happy families, regions, and communities.

##### **Programs fostering the positive development of children**

The OLC Group will support programs that “nurture the heart” in children to develop intellectual curiosity and consideration for others.

##### **Programs that support children**

The OLC Group will support programs that provide assistance to children who have been placed at a disadvantage for various reasons.

## Governance

### Promotion Structure of Community Action Programs

Social Activity Promotion Department to implement community programs. The director in charge of the department coordinates and advances overall community programs including those conducted by the OLC Group companies.

## Actions

### Expenditures Made for Community Programs

The chart below shows expenditures made for community programs by Oriental Land Co., Ltd..

(millions of yen)

|  | FY2020 | FY2021 | FY2022 | FY2023 |
|--|--------|--------|--------|--------|
| Total  | 78     | 47     | 60     | 180    |
| Cash contributions   | 13     | 12     | 12     | 95     |
| In-kind giving: product or services donations, projects/partnerships, or similar | 13     | 6      | 14     | 24     |
| Time: employee participation during paid working hours                           | 50     | 27     | 27     | 42     |
| Management overheads   | 2      | 2      | 6      | 17     |

### Areas of Community Action Programs and Examples of Activities

| Area of social contribution                              | Examples of activities   |
|--|--|
| Programs to Promote the Positive Development of Children | <b>Tokyo Disney Resort</b><br>Disney Dreamers Experience   |
| Programs to Support Children                             | The OLC Group Children's Smile Fund<br>Child Smile Meals<br><b>Tokyo Disney Resort</b><br>Social Activities of Tokyo Disney Resort Ambassador<br>Helping Make Wishes of Children Come True (in Cooperation with Make-A-Wish Japan)               |
| Initiatives for Local Communities                        | In-school Dance Class in Urayasu-City Junior High Schools<br>The OLC Group's Work Experience Program, We Make Happiness<br>Supporting Community Events<br><b>Tokyo Disney Resort</b><br>Cooperation in Urayasu City's Coming-of-Age Day Ceremony |
| Support for Those Affected by Large-scale Disasters      | Support for Those Affected by Large-scale Disasters  |

## Examples of Community Action Programs

### Actions

- ▼ Programs to Promote the Positive Development of Children
- ▼ Programs to Support Children
- ▼ Initiatives for Local Communities
- ▼ Support for Those Affected by Large-scale Disasters

\* In order to prevent the spread of infectious disease, some activities were not held in FY2020, FY2021, and FY2022.

### Programs to Promote the Positive Development of Children

#### Disney Dreamers Experience

Tokyo Disney Resort

|   |  |
|---|--|
| Year started                                | 2015   |
| Target                                      | Fifth- and sixth-graders at elementary schools nationwide  |
| Details                                     | Participants interact and share experiences with inspirational cast members, who are themselves pursuing their dreams at Tokyo Disney Resort, and think about their own aspirations. |
| Number of participants                      | FY2019: 120; FY2020: Program not held<br>FY2021: Program not held; FY2022: Program not held<br>FY2023: 69  |
| Feedback from children (FY2023)             | "I've realized that dreams are what drive people."<br>"The program motivated me to ambitiously pursue my dreams."  |
| Feedback from parents and teachers (FY2023) | "This was a precious experience for our child."<br>"The program got us to talk about dreams."  |








FY2023 Disney Dreamers Experience

## Programs to Support Children

### The OLC Group Children's Smile Fund

|             |  |
|-------------|--|
| Established | 2010   |
| Target      | Children facing hardships  |
| Details     | <ul style="list-style-type: none"><li>• The Company and employees join together to support children in need throughout the world</li><li>• We collect charitable contributions made by our employees on a voluntary basis as a fraction of their monthly paychecks or bonuses (99 yen or less) and an optional number of 100-yen units.</li><li>• The employees select a group to receive their donations from six designated charities.</li><li>• The collected funds are donated to the selected charities twice a year, at which time OLC will donate a matching gift to each of the chosen recipients.</li></ul> |

(yen)

| The OLC Group Children's Smile Fund Designated charities                            |   | Areas of support                                   | Donation amount |         |         |         |
|---|---|--|-----------------|---------|---------|---------|
|   |   |  | FY2020          | FY2021  | FY2022  | FY2023  |
|    | The Japan Committee for UNICEF                    | Support for water and hygiene                      | 969,577         | 861,840 | 886,701 | 864,248 |
|    | Save the Children Japan                           | Support for education                              | 817,639         | 703,610 | 705,875 | 609,467 |
|    | Japan Association for the World Food Programme    | Support for school lunch programs                  | 768,497         | 664,038 | 622,893 | 581,786 |
|    | Japan Committee Vaccines for the World's Children | Support for vaccinations                           | 773,616         | 661,559 | 613,307 | 565,301 |
|   | Medecins Sans Frontieres                          | Support for Medical Care (Nutritional Improvement) | 755,749         | 607,207 | 605,917 | 541,848 |
|  | Japan for UNHCR                                   | Support for refugees                               | -               | -       | 120,235 | 119,147 |

## Child Smile Meals

|             |   |
|-------------|---|
| Established | 2023  |
| Target      | Children facing hardships in Japan  |
| Details     | <ul style="list-style-type: none"> <li>• The Company and employees make unified efforts to support children in need in Japan.</li> <li>• A special monthly menu item is offered at employee cafeterias, which employees can order to make a donation.</li> <li>• The collected funds are donated to charities twice a year, at which time OLC donates a matching gift to each recipient.</li> </ul> |

(yen)

| Child Smile Meals designated charity | Areas of support     | FY2023 donation amount |
|--------------------------------------|----------------------|------------------------|
| Children's Future Fund               | Support for children | 820,620                |

## Social Activities of Tokyo Disney Resort Ambassador

### Tokyo Disney Resort

|                              |  |
|------------------------------|--|
| Year started                 | 1982 (Before Tokyo Disneyland opened)  |
| Target                       | Children who have difficulty visiting Tokyo Disney Resort  |
| Details                      | Our Tokyo Disney Resort Ambassador, accompanied by various Disney characters, visits facilities throughout the country, including pediatric wards, facilities for people with disabilities, special needs schools, and nursing homes, to deliver the "Disney Dream"<br>> <a href="#">Tokyo Disney Resort Ambassador</a>  |
| Number of facilities visited | FY2019: 45; FY2020: Program not held<br>FY2021: Program not held; FY2022: Program not held<br>FY2023: 6  |



FY2023 Social Activities of Tokyo Disney Resort Ambassador

## Helping Make Wishes of Children Come True (in Cooperation with Make-A-Wish Japan)

### Tokyo Disney Resort

|                            |  |
|----------------------------|--|
| Year started               | 2012   |
| Target                     | Children with intractable diseases   |
| Details                    | In collaboration with Make-A-Wish Japan, we help children realize their dreams of visiting our Theme Park and staying at a Disney Hotel by providing tickets and hotel accommodations. |
| Number of wishes supported | FY2019: 75; FY2020: Program not held<br>FY2021: 10; FY2022: 33<br>FY2023: 48   |





## Initiatives for Local Communities

### In-school Dance Class in Urayasu-City Junior High Schools

|                                 |   |
|---------------------------------|---|
| Year started                    | FY2007  |
| Target                          | First- and second-year junior high school students in Urayasu City  |
| Details                         | <ul style="list-style-type: none"><li>Started hosting classes at junior high schools in Urayasu City in FY2007</li><li>In response to dance education becoming mandatory in FY2012, the classes were upgraded to in-school dance classes in FY2013.</li><li>Supports the education of children in local communities by providing dance classes taught by a choreographer and dancers.</li></ul> |
| Number of participants          | FY2019: Approx. 390; FY2020: Program not held<br>FY2021: Program not held; FY2022: Program not held<br>FY2023: Program not held   |
| Feedback from students (FY2019) | "It was fun to create new dances and dance together with friends"<br>"Through dancing, I realized how important it is to work as a team."   |
| Feedback from teachers (FY2019) | "Dancing seems to have taught the students the value of communication and helped them tackle difficulties."   |



FY2019 In-school classes

## The OLC Group's Work Experience Program, We Make Happiness

|   |   |
|---|---|
| Year started                                  | FY2005  |
| Target  | Junior high school students in Urayasu City   |
| Details                                       | The Program is hosted to support the career education initiatives implemented by the Ministry of Education, Culture, Sports, Science and Technology.<br>A total of 15 types of jobs had been experienced including:<br>Answering phone calls;<br>preparing for fires and earthquakes; making beds at hotels;<br>working at the Ikspiari information center;<br>working at the cinema; and maintaining flowerbeds. |
| Number of participants                        | FY2019: 86; FY2020: Program not held<br>FY2021: Program not held; FY2022: 51<br>FY2023: 50  |
| Feedback from students (FY2023)               | "I used to think that work was hard and demanding, but I've realized that by learning the necessary skills, such as teamwork and communication, work can be fun."   |
| Feedback from trainers at workplaces (FY2023) | "I see this program as a good opportunity for students of this age to develop an interest in work, broaden their horizons, and think about their hopes and aspirations for the future."   |



FY2023 Work experience program

## Supporting Community Events

The OLC Group supports various events held in Urayasu City. We utilize our internal network (intranet) to provide information about volunteer opportunities for our employees, such as cleaning up the city, or providing assistance at functions held at kindergarten or nursery-school in Urayasu City. We cherish the opportunity to work together with the people of the community.

|                             |  |
|-----------------------------|--|
| Community events we support | Play Time for Families: Smiles and Dreams<br>Urayasu City Sports Fair<br>Urayasu Citizens' Festival<br>Tokyo Bay Urayasu City Marathon |
|-----------------------------|--|

\*In order to prevent the spread of infectious disease, we refrained from hosting or cooperating in some events in FY2020, FY2021, FY2022, and FY2023.



Play Time for Families: Smiles and Dreams 2019

## Cooperation in Urayasu City's Coming-of-Age Day Ceremony

### Tokyo Disney Resort

OLC has provided a Tokyo Disney Resort facility as the venue for Urayasu City's Coming-of-Age ceremony since 2002.

On January 8, 2024, the Urayasu City Coming-of-Age Day ceremony was held at Tokyo DisneySea's Broadway Music Theatre, where the arrival into adulthood of 1,715 young people was officially recognized. This year's theme was "Light lies beyond clouds—enjoy youth and step forward into the future." The ceremony kicked off with a group of 20 people in celebration of the milestone, followed by speeches from the mayor of Urayasu City, chair of the city council, and Tokyo Disney Resort Ambassador. At the finale, Disney characters stepped off the stage and mingled with the new adults.



FY2023 Coming-of-Age Day ceremony

## Support for Those Affected by Large-scale Disasters

| Support initiative  | Support provided  |
|---|---|
| Support for those affected by the 2016 Kumamoto Earthquake          | <p>In April 2016, we made a monetary donation of 10 million yen plus additional donations from employees to the Japanese Red Cross Society.</p> <p>In September, the Tokyo Disney Resort Ambassador paid a visit to Kumamoto.</p> <p>In December, the Ambassador joined in the restoration event parade and donated stationery school supplies to elementary schools in the prefecture.</p> |
| Support for Those Affected by Torrential Rain in July 2018          | <p>In July 2018, we made a monetary donation of 10 million yen plus additional donations from employees to the Japanese Red Cross Society.</p>  |
| Support for Those Affected by the Hokkaido Eastern Iburi Earthquake | <p>In September 2018, we made a monetary donation of 5 million yen plus additional donations from employees to the Japanese Red Cross Society.</p>  |
| Support for Those Affected by Typhoon No. 15 in 2019                | <p>In September 2019, we made a monetary donation of 30 million yen plus additional donations from employees to Chiba Prefecture.</p>   |
| Support for Those Affected by Typhoon No. 19 in 2019                | <p>In October 2019, we made a monetary donation of 10 million yen plus additional donations from employees to the Japanese Red Cross Society.</p>   |
| Support for Those Affected by the 2024 Noto Peninsula Earthquake    | <p>In January 2024, we made a monetary donation of 50 million yen plus additional donations from employees to the Japanese Red Cross Society.</p>   |

## Social

# Social Data

▼ Major Data on Employees   ▼ Diverse Employees   ▼ Supply Chain Management

▼ Community Action Programs

## Major Data on Employees

Data on employees of the OLC Group is as shown below.

### Number of employees (on a consolidated basis)

| FY2023 |
|--------|
| 34,376 |

\* Data from Securities Report

### Number of corporate employees (on a consolidated basis)

| FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
|--------|--------|--------|--------|--------|
| 8,034  | 8,782  | 9,094  | 8,945  | 9,719  |

\* Data from Securities Report

## Number of employees (Oriental Land Co., Ltd.)

| Employment category            |                                | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
|--------------------------------|--------------------------------|--------|--------|--------|--------|--------|
| Corporate employees            | Corporate employees            | 3,366  | 3,354  | 3,248  | 3,126  | 3,246  |
|                                | Male                           | 1,851  | 1,793  | 1,733  | 1,650  | 1,686  |
|                                | Female                         | 1,515  | 1,561  | 1,515  | 1,476  | 1,560  |
|                                | Career-track employees         | 1,521  | 1,454  | 1,387  | 1,319  | 1,348  |
|                                | Theme Park operation staff     | -      | -      | -      | -      | -      |
|                                | Theme Park management staff    | 1,072  | 1,143  | 1,111  | 1,070  | 1,158  |
|                                | Specialists                    | 773    | 757    | 750    | 737    | 740    |
| Theme Park Operation employees | Theme Park Operation employees | 1,479  | 2,018  | 2,161  | 2,087  | 2,385  |
|                                | Male                           | 484    | 727    | 753    | 729    | 832    |
|                                | Female                         | 995    | 1,291  | 1,408  | 1,358  | 1,553  |
| Contract workers               | Contract workers               | 394    | 360    | 310    | 329    | 334    |
|                                | Male                           | 310    | 280    | 229    | 231    | 235    |
|                                | Female                         | 84     | 80     | 81     | 98     | 99     |
| Show performers                | Show performers                | 1,154  | 672    | 664    | 742    | 804    |
|                                | Male                           | 262    | 111    | 112    | 138    | 142    |
|                                | Female                         | 892    | 561    | 552    | 604    | 662    |
| Cast members                   | Cast members                   | 19,267 | 15,315 | 12,993 | 16,074 | 19,226 |
|                                | Male                           | 4,306  | 3,227  | 2,598  | 3,407  | 4,183  |
|                                | Female                         | 14,961 | 12,088 | 10,395 | 12,667 | 15,043 |
| Total                          |                                | 25,660 | 21,719 | 19,376 | 22,358 | 25,995 |

## Number of employees by region (employees at Oriental Land Co., Ltd.)

|                           | FY2022 | FY2023 |
|---------------------------|--------|--------|
| Japan                     | 22,304 | 25,127 |
| Asia (other than Japan)   | 57     | 65     |
| Oceania                   | 1      | 1      |
| North America             | 3      | 3      |
| Central and South America | 3      | 5      |
| Europe                    | 4      | 5      |
| Middle East               | 2      | 0      |
| Africa                    | 0      | 0      |
| Total                     | 22,374 | 25,206 |

## Managers/executive directors/corporate officers by region (corporate employees at Oriental Land Co., Ltd.)

|                         | FY2022 | FY2023 |
|-------------------------|--------|--------|
| Japan                   | 99.0%  | 99.0%  |
| Asia (other than Japan) | 0.5%   | 0.5%   |
| Europe                  | 0.5%   | 0.5%   |

## Members of the labor union (Oriental Land Co., Ltd.)

|                    | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
|--------------------|--------|--------|--------|--------|--------|
| Total              | 24,440 | 21,235 | 18,708 | 20,832 | 24,664 |
| Participation rate | 99.9%  | 99.9%  | 99.9%  | 99.9%  | 99.9%  |

## Average age (corporate employees at Oriental Land Co., Ltd.)

| FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
|--------|--------|--------|--------|--------|
| 39.9   | 39.2   | 39.9   | 40.7   | 40.4   |

\* FY 2023 average age: Men: 42.0; women: 39.0

## Average number of years of service (corporate employees at Oriental Land Co., Ltd.)

|                  | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
|------------------|--------|--------|--------|--------|--------|
| All employees    | 10.8   | 9.8    | 10.1   | 10.8   | 10.4   |
| Male employees   | 13.8   | 12.4   | 12.8   | 13.4   | 12.9   |
| Female employees | 7.8    | 7.6    | 7.8    | 8.6    | 8.5    |

## Employee turnover (corporate employees at Oriental Land Co., Ltd.)

|  |        | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
|--|--------|--------|--------|--------|--------|--------|
| Turnover rate (including retirement)   | Total  | 3.57%  | 4.24%  | 3.81%  | 5.47%  | 4.58%  |
|  | Male   | 2.37%  | 2.79%  | 2.00%  | 2.70%  | 2.50%  |
|  | Female | 1.20%  | 1.45%  | 1.81%  | 2.76%  | 2.08%  |
| Turnover rate (personal circumstances) | Total  | 1.11%  | 2.66%  | 2.59%  | 3.63%  | 2.81%  |
|  | Male   | 0.39%  | 1.66%  | 1.02%  | 1.53%  | 1.21%  |
|  | Female | 0.72%  | 1.00%  | 1.57%  | 2.09%  | 1.60%  |

## Average annual salary of nonmanagerial positions (corporate employees at Oriental Land Co., Ltd.)

|        | FY2020                           | FY2021                           | FY2022                           | FY2023                           |
|--------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|
| Total  | 4,438,970 yen<br>(3,527,397 yen) | 4,540,059 yen<br>(3,397,468 yen) | 5,328,062 yen<br>(3,688,881 yen) | 5,745,520 yen<br>(3,967,670 yen) |
| Male   | 4,947,029 yen<br>(3,904,422 yen) | 4,979,521 yen<br>(3,722,204 yen) | 5,993,691 yen<br>(4,162,414 yen) | 6,420,569 yen<br>(4,433,407 yen) |
| Female | 3,987,655 yen<br>(3,192,482 yen) | 4,154,464 yen<br>(3,112,537 yen) | 4,794,798 yen<br>(3,309,478 yen) | 5,223,222 yen<br>(3,606,875 yen) |

\*Figures in brackets are amounts excluding bonuses.

\*Extra wages are included.

## Average annual salary of management positions (corporate employees at Oriental Land Co., Ltd.)

|        | FY2020                           | FY2021                           | FY2022                            | FY2023                            |
|--------|----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| Total  | 8,872,066 yen<br>(6,605,944 yen) | 9,671,481 yen<br>(6,637,388 yen) | 11,110,005 yen<br>(6,652,296 yen) | 11,927,080 yen<br>(6,962,010 yen) |
| Male   | 8,980,047 yen<br>(6,686,564 yen) | 9,782,780 yen<br>(6,715,420 yen) | 11,248,921 yen<br>(6,737,637 yen) | 12,060,900 yen<br>(7,046,346 yen) |
| Female | 8,301,706 yen<br>(6,180,103 yen) | 9,080,740 yen<br>(6,223,214 yen) | 10,411,381 yen<br>(6,224,041 yen) | 11,258,175 yen<br>(6,541,447 yen) |

\*Figures in brackets are amounts excluding bonuses.

\*Extra wages included.

\*There are no gender differences in remuneration, either for management or non-management personnel.

Differences in salary are partially due to years of experience.

## Gender differences in compensation (employees at Oriental Land Co., Ltd.) \*Women's compensation as a proportion of men's

| Category   | FY2022 | FY2023 |
|--|--------|--------|
| All employees  | 77.7%  | 77.7%  |
| Corporate employees at Oriental Land Co., Ltd.   | 75.8%  | 77.0%  |
| Contract workers, show performers, cast members, and others at Oriental Land Co., Ltd. | 89.8%  | 93.9%  |

\*Applicable period: Each fiscal year from April 1 to March 31 of the following year)

\*Compensation: Includes standard wages, extra wages, bonuses, etc., and excludes travel allowances.

\*The number of cast members is calculated based on the designated work hours (7.5 hours/day) of corporate employees.

## Average monthly overtime (corporate employees at Oriental Land Co., Ltd.)

| FY2019                 | FY2020                | FY2021                | FY2022                 | FY2023                 |
|------------------------|-----------------------|-----------------------|------------------------|------------------------|
| 13 hours<br>12 minutes | 5 hours<br>18 minutes | 8 hours<br>16 minutes | 12 hours<br>16 minutes | 15 hours<br>12 minutes |

## Number of new graduates hired as corporate employees (Oriental Land Co., Ltd.)

|   | Hired in<br>April 2020 | Hired in<br>April 2021 | Hired in<br>April 2022 | Hired in<br>April 2023 | Hired in<br>April 2024 |
|---|------------------------|------------------------|------------------------|------------------------|------------------------|
| University graduates (Total)                    | 110                    | 63                     | 23                     | 64                     | 68                     |
| Male  | 40                     | 25                     | 10                     | 19                     | 30                     |
| Female  | 70                     | 38                     | 13                     | 45                     | 38                     |
| Junior college / vocational<br>school graduates | 2                      | 3                      | 3                      | 4                      | 5                      |
| Total   | 112                    | 66                     | 26                     | 68                     | 73                     |

## Number of corporate employees remaining in workforce three years after being hired as new graduates (Oriental Land Co., Ltd.)

|  | Hired in April<br>2017<br>(Corporate<br>employees<br>remaining as of<br>April 2020) | Hired in April<br>2018<br>(Corporate<br>employees<br>remaining as of<br>April 2021) | Hired in April<br>2019<br>(Corporate<br>employees<br>remaining as of<br>April 2022) | Hired in April<br>2020<br>(Corporate<br>employees<br>remaining as of<br>April 2023) | Hired in April<br>2021<br>(Corporate<br>employees<br>remaining as of<br>April 2024) |
|--|---|---|---|---|---|
| Male                                   | 24 (20)   | 31 (29)   | 37 (33)   | 41 (34)   | 26 (23)   |
| Female                                 | 42 (40)   | 61 (56)   | 71 (62)   | 71 (66)   | 40 (36)   |
| Retention<br>rate after<br>three years | 90.9%   | 92.4%   | 88.0%   | 89.3%   | 89.4%   |

## Number of mid-career corporate employees hired (Oriental Land Co., Ltd.)

|        | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
|--------|--------|--------|--------|--------|--------|
| Total  | 1,620  | 627    | 193    | 29     | 194    |
| Male   | 545    | 289    | 48     | 16     | 95     |
| Female | 1,075  | 338    | 145    | 13     | 99     |



## Percentage of mid-career recruitment employees (Oriental Land Co., Ltd.)

|       | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
|-------|--------|--------|--------|--------|--------|
| Total | 94%    | 85%    | 75%    | 53%    | 73%    |

\* FY2019 data includes Theme Park Operation Employee, which was established on February 1, 2020.

## Number of re-employed retirees (corporate employees of Oriental Land Co., Ltd.)

| FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
|--------|--------|--------|--------|--------|
| 75     | 63     | 43     | 66     | 60     |

\* All employees are hired upon request

## Percentage of open positions filled by internal candidates (corporate employees at Oriental Land Co., Ltd.)

| FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 |
|---------|---------|---------|---------|---------|
| 100%    | 100%    | 100%    | 100%    | 100%    |

\* Open positions in this table refer to management positions.

## Training hours (for corporate employees / per person)

|                          | FY2022     | FY2023     |
|--------------------------|------------|------------|
| Training hours           | 3 hours    | 17 hours   |
| Amount spent on training | 15,324 yen | 51,400 yen |

\*Theme Park Operation employees included in the calculation

\*Hourly wage considered in the calculation

## Percentage of entitled paid holidays taken

Corporate employees at Oriental Land Co., Ltd.

| FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
|--------|--------|--------|--------|--------|
| 90.9%  | 83.8%  | 111.9% | 98.7%  | 101.6% |

Contract workers, show performers, cast members, and others at Oriental Land Co., Ltd.

| FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
|--------|--------|--------|--------|--------|
| 93.8%  | 70.4%  | 103.1% | 104.4% | 88.1%  |

## Diverse Employees

### Number of individuals who took childcare leave and their rate of return

#### Corporate employees at Oriental Land Co., Ltd.

|                | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
|----------------|--------|--------|--------|--------|--------|
| Total          | 128    | 159    | 221    | 270    | 248    |
| Male           | 20     | 28     | 52     | 73     | 73     |
| Female         | 108    | 131    | 169    | 197    | 175    |
| Rate of return | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

#### Contract workers, show performers, cast members, and others at Oriental Land Co., Ltd.

|                | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
|----------------|--------|--------|--------|--------|--------|
| Total          | 346    | 220    | 400    | 387    | 319    |
| Male           | 11     | 3      | 10     | 8      | 10     |
| Female         | 335    | 217    | 390    | 379    | 309    |
| Rate of return | 95.4%  | 99.6%  | 94.3%  | 96.1%  | 98.7%  |

\* Rate of Return = (Number of individuals who took a leave of absence to provide childcare during the term – Number of individuals who subsequently resigned) / Number of individuals who took a leave of absence to provide childcare during the term

### Proportion of male employees taking paternity leave following the birth of a child (Oriental Land Co., Ltd.)

| FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
|--------|--------|--------|--------|--------|
| 27.4%  | 31.3%  | 48.7%  | 66.3%  | 69.0%  |

\*Proportion: Number of male employees who took paternity leave during the applicable fiscal year / Number of male employees whose spouse gave birth during the applicable fiscal year

### Number of individuals who took family care leave

#### Corporate employees at Oriental Land Co., Ltd.

| FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
|--------|--------|--------|--------|--------|
| 3      | 4      | 10     | 16     | 18     |

#### Contract workers, show performers, cast members, and others at Oriental Land Co., Ltd.

| FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
|--------|--------|--------|--------|--------|
| 12     | 13     | 16     | 27     | 31     |

## Difference in years of continuous service between male and female (corporate employees at Oriental Land Co., Ltd.)

|            | FY2019     | FY2020     | FY2021     | FY2022     | FY2023     |
|------------|------------|------------|------------|------------|------------|
| Male       | 13.8 years | 12.4 years | 12.8 years | 13.4 years | 12.9 years |
| Female     | 7.8 years  | 7.6 years  | 7.8 years  | 8.6 years  | 8.5 years  |
| Difference | 6.0 years  | 4.8 years  | 5.0 years  | 4.8 years  | 4.4 years  |

## Percentage of female employees (Oriental Land Co., Ltd.)

|               |                          | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
|---------------|--------------------------|--------|--------|--------|--------|--------|
| Employees     | Male                     | 2,335  | 2,520  | 2,486  | 2,379  | 2,518  |
|               | Female                   | 2,510  | 2,852  | 2,923  | 2,834  | 3,113  |
|               | Female Ratio             | 51.8%  | 53.1%  | 54.0%  | 54.4%  | 55.3%  |
|               | Male STEM worker         | 468    | 436    | 399    | 440    | 467    |
|               | Female STEM worker       | 70     | 68     | 68     | 87     | 106    |
|               | Female STEM worker ratio | 13.0%  | 13.5%  | 14.6%  | 16.5%  | 18.5%  |
| Other workers | Male                     | 4,843  | 3,632  | 2,939  | 3,776  | 4,560  |
|               | Female                   | 15,937 | 12,730 | 11,028 | 13,369 | 15,804 |
|               | Female Ratio             | 76.7%  | 77.8%  | 79.0%  | 78.0%  | 77.6%  |

\* STEM: Science, technology, engineering, and mathematics

STEM worker: Employee specialized in STEM area.

## Percentage of female employees (on a consolidated basis)

|              | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
|--------------|--------|--------|--------|--------|--------|
| Male         | 10,064 | 8,983  | 8,185  | 8,928  | 10,429 |
| Female       | 22,239 | 19,356 | 17,798 | 20,050 | 23,947 |
| Female Ratio | 69.0 % | 68.3%  | 68.5%  | 69.2%  | 69.7%  |

## Proportion of female managers/executive directors/corporate officers (Oriental Land Co., Ltd.)

|  | FY2019<br>(As of end of<br>March 2020) | FY2020<br>(As of end of<br>March, 2021) | FY2021<br>(As of end of<br>March 2022) | FY2022<br>(As of end of<br>March 2023) | FY2023<br>(As of end of<br>March 2024) |
|--|--|---|--|--|--|
| Female managers                              | 32 out of 203<br>(15.8%)               | 35 out of 199<br>(17.6%)                | 34 out of 194<br>(17.5%)               | 36 out of 199<br>(18.1%)               | 37 out of 209<br>(17.7%)               |
| Female managers of non-management department | 23 out of 138<br>(16.7%)               | 23 out of 144<br>(16.0%)                | 24 out of 137<br>(17.5%)               | 27 out of 140<br>(19.3%)               | 27 out of 146<br>(18.5%)               |
| Female executive directors                   | 2 out of 10<br>(20.0%)                 | 2 out of 10<br>(20.0%)                  | 2 out of 10<br>(20.0%)                 | 3 out of 11<br>(27.3%)                 | 3 out of 11<br>(27.3%)                 |
| Female corporate Officers                    | 3 out of 21<br>(14.2%)                 | 3 out of 21<br>(14.2%)                  | 3 out of 20<br>(15.0%)                 | 3 out of 19<br>(15.8%)                 | 2 out of 17<br>(11.8%)                 |

## Gender pay gap of basic salary and remuneration of management positions (Oriental Land Co., Ltd.) (Male : Female)

|                    | FY2020    | FY2021    | FY2022    | FY2023    |
|--------------------|-----------|-----------|-----------|-----------|
| Basic salary       | 106 : 100 | 108 : 100 | 108 : 100 | 108 : 100 |
| Total remuneration | 106 : 100 | 108 : 100 | 108 : 100 | 107 : 100 |

\*There are no gender differences in remuneration, either for management or non-management personnel. Differences in salary are partially due to years of experience.

## Percentage of employees with disabilities (Group applied)

| As of June 2020 | As of June 2021 | As of June 2022 | As of June 2023 | As of June 2024 |
|-----------------|-----------------|-----------------|-----------------|-----------------|
| 2.47%           | 2.71%           | 2.73%           | 2.55%           | 2.45%           |

\* Group companies applicable for special provisions for persons with disabilities are: Oriental Land Co., Ltd.; Maihama Corporation Co., Ltd.; Milial Resort Hotels Co., Ltd.; MBM Co., Ltd.; and M Tech Co., Ltd. The percentage of employees with disabilities among all applicable Group companies is 2.43% as of June 2024.

## Supply Chain Management

### Suppliers attended to sessions of quality control as well as to learn how the ILS program

Tokyo Disney Resort

| FY2019      | FY2020 | FY2021 | FY2022 | FY2023 |
|-------------|--------|--------|--------|--------|
| Approx. 150 | 145    | 185    | 162    | 164    |

## Community Action Programs

### Expenditures Made for Community Action Programs (FY2023)

(millions of yen)

|   | FY2020 | FY2021 | FY2022 | FY2023 |
|---|--------|--------|--------|--------|
| Total   | 78     | 47     | 60     | 180    |
| Cash contributions  | 13     | 12     | 12     | 95     |
| In-kind giving: product or services donations, projects/partnerships or similar | 13     | 6      | 14     | 24     |
| Time: employee participation during paid working hours                          | 50     | 27     | 27     | 42     |
| Management overheads  | 2      | 2      | 6      | 17     |

#### Related information

- > Environmental Data
- > Governance Data