



OLC GROUP CSR REPORT 2020

NOVEMBER 2020



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* OLC group official website "CSR information" page is compiled in PDF.

Message from Our Leadership

Message from CEO



Toshio Kagami
Representative Director,
Chairman and CEO

I wish to express our heartfelt sympathy to the people who have been infected with the novel coronavirus, COVID-19, and those who have had their day-to-day lives affected by the spreading infection. I sincerely pray for their speedy recovery and for the pandemic to end as soon as possible.

Tokyo Disneyland and Tokyo DisneySea suspended their business operations for approximately four months due to the impact of the COVID-19 pandemic. We apologize to our stakeholders for the concern this has caused, and express our deepest appreciation for the encouraging words and tremendous support you have kindly extended to us.

During the temporary closure of our Theme Parks, we made unified efforts based on a trial-and-error approach toward reopening and once again welcoming Guests to Tokyo Disney Resort as a place where they could enjoy themselves in safety and with peace of mind. Amid the unprecedented situation, we have created a new operation scheme, which has enhanced our responsiveness to the changes in society and will serve as the driving force for our future evolution.

From a long-term perspective, we believe it imperative to invest in our structural aspects that will drive the future growth of Tokyo Disney Resort. Therefore, we have decided to continue with the large-scale development already announced for FY 2021 and after, including the “Fantasy Springs” and a new Disney hotel themed to the Disney/Pixar Toy Story film series. Meanwhile, to achieve long-term sustainable growth, we also consider it crucial for Tokyo Disney Resort, our core business, to provide greater value and to explore new insights. To this end, we established Oriental Land Innovations Co., Ltd., a new subsidiary that aims to generate businesses that help create a society that delivers wonderful dreams, moving experiences, happiness and contentment.

The OLC Group marked the 60th anniversary of its founding on July 11, 2020. We could not have existed over such a long period of time had it not been for the support extended to us by our stakeholders and the concerted efforts of the Group’s directors and employees to live up to their trust.

To fulfill the above, we will also enhance our commitment to our Five Values, which constitutes the OLC Group CSR Policy, and environmental, social and governance (ESG) viewpoints and keep addressing changes in society promptly and appropriately. Furthermore, to remain a company that is needed by society for the next 50 years, or even 100 years, we will continue making our utmost efforts to enhance our corporate value. I would like to ask our stakeholders for their continued support from a long-term perspective.

Message from COO



Kyoichiro Uenishi
Representative Director,
President and COO

I wish to express our heartfelt sympathy to the people who have been infected with the novel coronavirus, COVID-19, and those who have had their day-to-day lives affected by the spreading infection. I sincerely pray for their speedy recovery and for the pandemic to end as soon as possible.

Temporary closure due to COVID-19 pandemic

Tokyo Disneyland and Tokyo DisneySea suspended their business operations for approximately four months due to the impact of the COVID-19 pandemic. The OLC Group faced the greatest crisis in its history. While the temporary closure of our Theme Parks, we have received words of expectation and encouragement from our Guests, and it gave us realization of the worth and significance of our business. At the same time, we felt responsible to reopen Tokyo Disney Resort as a place full of Guests' smiles.

Despite of the longest suspension of the Theme Parks in our history, we were able to reopen both our Theme Parks in July 1st with a new operational scheme. Going forward, we will keep improving our operation observing our operational proficiency and the social situation. We are determined to overcome this crisis by executing initiatives to increase both profitability and experience value, and making revolutionary changes to our business strategies including in regard to the aspects of human resources, organization and mid- long term cost structure.

CSR/ESG Topics

Despite the adversity we are now facing, it is crucial to capture opportunities and mitigate risks from an ESG perspective and keep moving forward to achieve long-term sustainable growth.

Our new subsidiary established in June 2020, Oriental Land Innovations Co., Ltd., which invests in venture companies to combine their innovative technologies and ideas with the OLC Group's resources, aims to create new businesses that contribute to delivering wonderful dreams, moving experiences, happiness and contentment, which constitutes our corporate philosophy. In addition to the new subsidiary, as part of the Company's efforts to create new businesses, we will continue with our investigation into new business fields anticipated to grow over the long term and examine a wide range of possibilities for the purpose of contributing to the Group's ever-lasting growth.

As an initiative deeply relevant to our pursuit of a "Dynamic and inspiring workplace" upheld as one of the Five Values constituting our CSR Policy, we introduced a new employee category named "Theme Park Operation employees" in FY 2019. Employees classified under the new category specialize in operational tasks at our Theme Parks. Thus, we have strived to create a comfortable workplace environment and implemented measures to help employees develop a tangible sense of growth, aiming to step up both our operational capacity and hospitality.

Overcoming crisis to provide value to society over the next 50 years, or even 100 years

Although people's actions or sense of value has been shifting due to the COVID-19 pandemic, I am convinced that the wonderful dreams, moving experiences, happiness and contentment, which are corporate values we have striven to deliver as part of our corporate mission, and the value of the Tokyo Disney Resort business are universal and will be called for by society to an even greater extent than they are now.

With a view to overcoming this crisis and providing our unique values over the next 50 years, or even 100 years, the OLC Group is determined to strive to achieve long-term, sustainable growth while emphasizing CSR and ESG perspectives. Please anticipate further evolution of Tokyo Disney Resort.

Our Corporate Social Responsibility

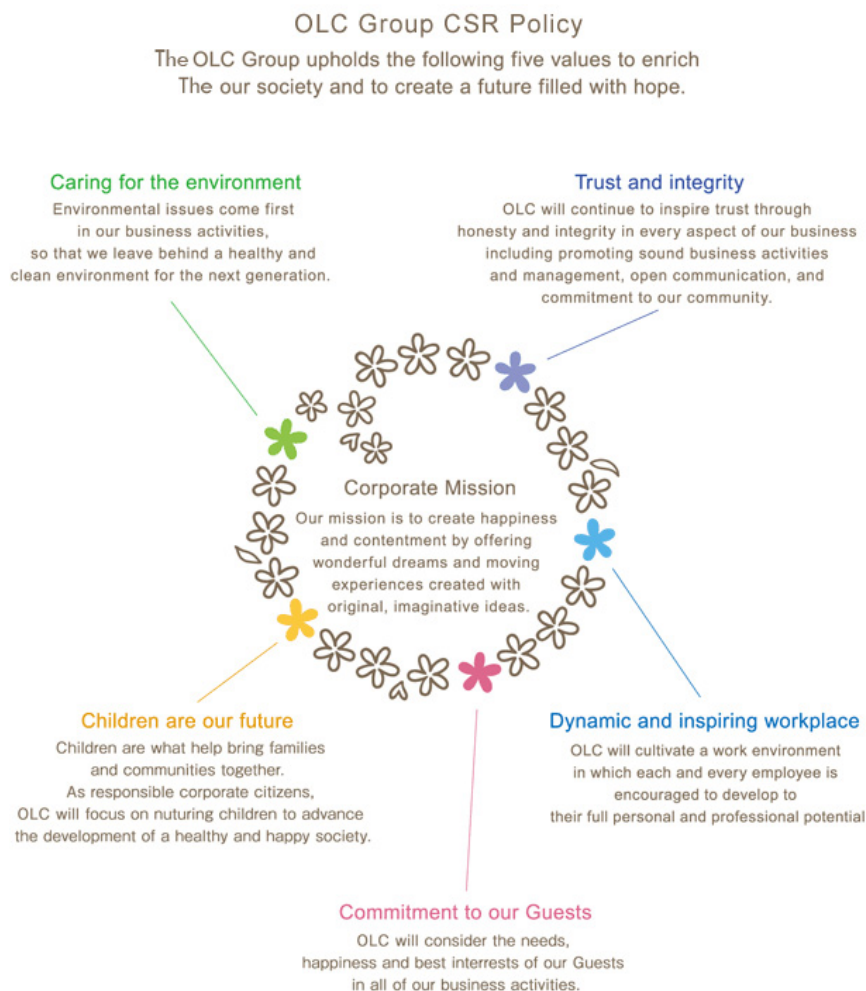
Our Corporate Social Responsibility

Oriental Land Co., Ltd. was established in 1960 with the purpose of contributing to the cultural life of the nation and the welfare of Japanese citizens. Following this, efforts to attract the American Disneyland to Japan began, and in 1979, a license agreement was signed with Walt Disney Productions (as it was known at that time). Tokyo Disneyland then opened in 1983.

We have continued to spread happiness that cannot be found anywhere else throughout the community. The OLC Group has evolved from a Theme Park operator to an operator of a themed resort and has expanded into other areas of the market, but our core value remains unchanged. We remain committed to “invigorating people’s lives by offering wonderful dreams, moving experiences, delight and contentment” because “spreading happiness” is our guiding principle.

Under our Group’s corporate mission of “creating happiness by offering wonderful dreams and moving experiences created with original, imaginative ideas,” we are helping to create a future filled with dreams that enrich people’s lives. As we see it, a sustainable society is one in which people are able to live spiritually fulfilling lives and to fill their hearts with magical dreams, moving experiences, delight and contentment.

Our approach to corporate social responsibility (CSR) is informed by the belief that a strong commitment to the Five Values constituting the OLC Group CSR Policy will contribute to realizing such a society.



In addition to continuing with our pursuit of the Five Values constituting the OLC Group CSR Policy, we believe that incorporating environmental, social and governance (ESG) viewpoints into our business operations is essential for undertaking sustainable business over the long term.

With a view to providing our unique values, namely, wonderful dreams, moving experiences, delight and contentment, over the next century, we are determined to continue giving priority to incorporating CSR and ESG perspectives into our operations, build favorable relationships with our stakeholders, and seek long-term sustainable growth.

Relationship between ESG and CSR

	OLC Group CSR Policy: Five Main Areas of Corporate Social Responsibility	Stakeholders	Key initiatives	Relevant SDGs
	Caring for the Environment	Environment	<ul style="list-style-type: none"> Climate change countermeasures <ul style="list-style-type: none"> Reduce CO2 Increase efficiency of energy consumption Waste reduction <ul style="list-style-type: none"> Curb waste generation Implement recycling initiatives Purification and recycling of water resources Appropriate management of chemical substance Due consideration to biodiversity 	   
	Dynamic and Inspiring Workplaces	Employees	<ul style="list-style-type: none"> Training and support systems Corporate culture and employee satisfaction Health and safety Create a Workplace for Diverse Employees 	 
	Commitment to Our Customers and Society	Customers Corporate sponsors Licensors, business partners	<ul style="list-style-type: none"> Provision of happiness to customers and the community Commitment to full and equal access Learning from Guest feedback 	
	Children Are Our Future	Customers Local community Partners for collaboration (NPO, NGO, etc.)	<ul style="list-style-type: none"> Activities to nurture and support children Hands-on workplace learning and visiting lessons for local children Cooperation with local events 	    
	Trust and Integrity	Customers Shareholders and investors Administration Suppliers	<ul style="list-style-type: none"> Corporate governance Compliance Initiatives for human rights Risk management and information security Partnerships with suppliers Safety- and quality-related initiatives Security, first aid, emergency response 	 

Stakeholder Engagement

At the OLC Group, we believe in the importance of direct dialogue with our customers, employees, shareholders and investors, corporate sponsors, vendor and suppliers, licensors and partners, collaborators, local communities and local governments. We put this belief into practice in the course of our daily work.



Case Examples of Communication with Stakeholders

[Learning from Guest Feedback]

The opinions, requests and compliments relayed directly to Cast Members at each facility are shared throughout the OLC Group via our intranet and at routine meetings. They help us make necessary improvements to our services promptly. We have also established an Information Center at Tokyo Disney Resort in an effort to offer our Guests an open and inviting environment in which to submit their opinions and requests.

> [Learning from Guest Feedback](#)

[Communication with shareholders and investors]

We hold meetings to exchange views with shareholders and investors, participate in conferences in Japan and abroad that are hosted by securities firms, and hold information sessions for retail investors and sales people at securities firms.

We also regularly provide our employees with feedback from individual shareholders in the form of questionnaire survey results in order to improve our operations.

> [Active Information Disclosure](#)

> [Investor Relations](#)

[Dialogue with Experts]

The OLC Group also believes that it is important to identify potential issues from a CSR standpoint and to address a wide range of social needs. To this end, we are gathering opinions voiced from various perspectives by CSR specialists and other experts, and are conducting yearly stakeholder surveys whose results are then reflected onto our activities and reporting.

In fiscal 2019, we invited a specialist versed in ESG investment and CSR activities in the supply chain and an expert on SDGs from the media's viewpoint, who kindly pointed out that, "Although appropriate policies are in place, more data on practical results needs to be disclosed. Without this data, there is no way of knowing whether results are achieved. Data disclosure leads to trust," and that, "SDGs are one of the means to achieve the vision of creating a sustainable society across the globe in 50 and 100 years' time. OLC should formulate its medium-term plan by setting its own priorities in view of the SDGs."

Our Corporate Social Responsibility

The Social Activity Promotion Department is dedicated to promoting the OLC Group's corporate social responsibility (CSR) initiatives. Our CSR activities are headed by the director in charge of the department. The Social Activity Promotion Department is responsible for promoting CSR across the entire OLC Group by coordinating with committees such as the Environmental Action Committee, as well as with various departments and OLC Group companies.

CSR Education

We are engaged in ongoing activities to raise CSR awareness among our employees. These include publishing webzine describing examples of CSR in simple terms, holding various themed in-house fairs where our initiatives are presented using panel board displays, and publicizing our social contribution activities.

We also conducted a survey in FY 2019 to measure how well our employees understand CSR. Survey results showed that more than 90% of them recognized the term “CSR.”

Furthermore, as part of our environmental education, we also hold in-house fairs, offer live streams of awareness video in our employee cafeteria, and provide e-learning programs.

Medium-Term Plan for our CSR activities

By measuring ourselves against such guidelines as the ISO 26000, an international standard that sets out how businesses and organizations can operate in a socially responsible way, the OLC Group has been assessing the challenges we face today and the efforts to be undertaken in the future as they pertain to CSR.

In FY 2016, based on The Five Values constituting the OLC Group CSR Policy, we formulated our medium-term plan for our CSR activities through FY 2020 in view of social demand. In this process, reference was made, among others, to the ISO 26000, the SDGs, the UN Guiding Principles on Business and Human Rights, and various environmental, social and governance (ESG) investment indices. The medium-term plan lays out what OLC aims to be in FY 2020, as well as targets for each fiscal year. Having verified how its business can relate to the SDGs and what roles it should play in society, the OLC Group is proceeding with its medium-term plan primarily focusing on three themes: human rights, the environment and social contribution.

Management Structure

Social Issue Initiatives

Being Aware of Social Issues

Building a sound management structure and maintaining integrity as a company is the foundation of all our CSR and business activities, and will help us build mutual trust with our stakeholders and achieve sustainable growth.

OLC Group's Approach

We are determined to ensure greater transparency and fairness in corporate management by strengthening corporate governance and compliance and to build partnerships with suppliers, thereby fulfilling social responsibility throughout the entire supply chain.

Key initiatives

Corporate Governance

We are committed to strengthen our systems through clear management and governance roles and effective auditing.

[> See details](#)

Compliance

We continue to enhance our risk management and information security systems.

[> See details](#)

Human Rights

We have established the "OLC Group Basic Policy on Human Rights", and provided clear indications within the Group concerning the respect of human rights in the course of corporate activities.

[> See details](#)

Risk Management and Information Security

We comply with all domestic laws and regulations and continue to maintain awareness of social norms and ethical standards in our conduct.

[> See details](#)

Active Information Disclosure

We disclose information in a fair, timely and appropriate manner.

[> See details](#)

Healthy Partnerships with Our Suppliers

We maintain fair and appropriate relations with our business partners and follow socially responsible practices in all of our dealings.

[> See details](#)

Management Structure

Corporate Governance

▼ Policies and Regulations ▼ Management Structures ▼ Actions and Performances

Policies and Regulations

* Basic Approach to Corporate Governance

We will continue working to strengthen corporate governance, based on our understanding of the importance of raising management transparency and fairness, achieving sustainable growth and development and fulfilling our social responsibilities. Specifically, we aim to strengthen corporate governance by reinforcing the internal control system, increasing management transparency and promoting the reinforcement of management oversight functions. By conducting honest management that emphasizes corporate ethics through these measures, we aim to increase our corporate value.

Management Structures

* Corporate Governance Structure

Clarifying Oversight Responsibility and Operating Responsibility

* * *

Oriental Land Co., Ltd., the company at the heart of the OLC Group, adopts a corporate-officer system that enables the Board of Directors to focus on supervision, thereby bolstering the management's supervisory function and delegating the task of business execution to corporate officers, which leads to expeditious and appropriate decisions being made.

The Board of Directors is composed of 10 members (of which two are from outside the company). The Board of Directors holds regular meetings convened in principle on a monthly basis, which all auditors, regular or non-regular attend.

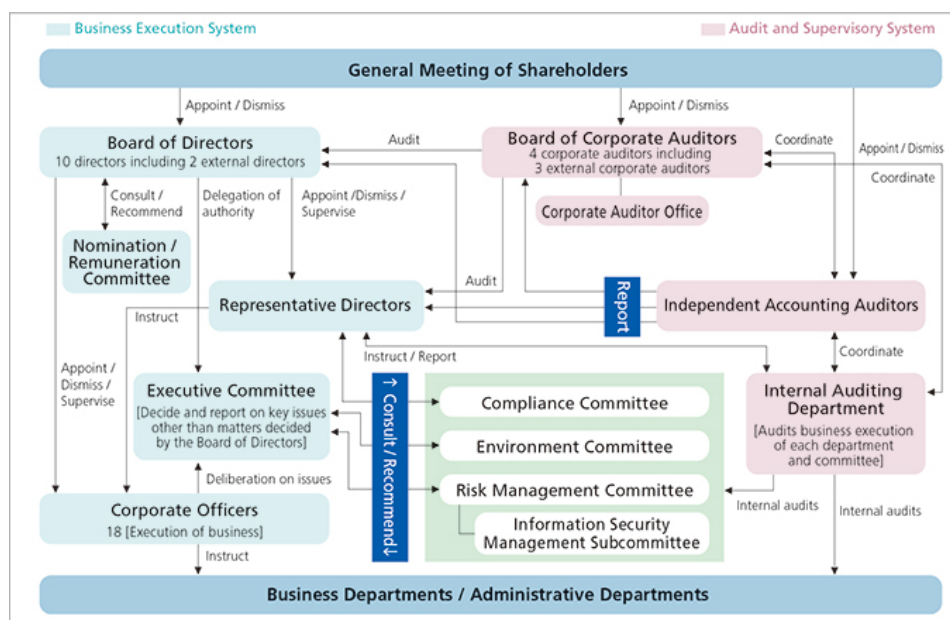
There is also a system in place to make crucial managerial decisions. Decisions pertaining to the management of the entire company are made at the Executive Committee.

Ensuring Auditing Effectiveness✱ ✱ ✱

OLC is a Company with a Board of Corporate Auditors system. OLC has also introduced a Corporate Officer System to strengthen the management supervisory functions and to accelerate decision making.

In addition, from the viewpoint of incorporating opinions from outside the Company to ensure transparency and fairness in corporate management, OLC has a Board of Directors with ten directors, including two external directors. OLC also has a Board of Corporate Auditors with four corporate auditors, including three external corporate auditors, which incorporates opinions from an objective and independent stance to raise the efficiency of corporate auditors.

Furthermore, as part of the process to enhance the internal control system, starting with a thorough compliance system, OLC has established various committees.



● Corporate Governance Structure (As of August 1, 2020)

Corporate governance system	Company with Board of Corporate Auditors	
Management system	Corporate Officer System	
Directors	Number of directors	10*1
	Term of directors defined in Articles of Incorporation	2 years
	Chairman of Board of Directors	Chairman*2
	Voluntary committees	Yes
	Nomination/Remuneration Committee	Yes
Auditors	Board of Corporate Auditors established	Yes
	Number of corporate auditors	4*3
External directors and external corporate auditors	Number of external directors (independent officers)	2 (2)
	Number of external corporate auditors (independent officers)	3 (2)

*1 The maximum number of directors defined in the Articles of Incorporation is 15.

*2 Except when the chairman serves concurrently as president.

*3 The maximum number of corporate auditors defined in the Articles of Incorporation is 6.

[Corporate auditors]

1. The Group employs four auditors, three of whom are external auditors.
2. Under this system, two standing auditors are required to attend meetings and present their objective opinions to the Board of Directors, the Executive Committee and other meetings deemed important by corporate auditors.
3. In accordance with our Audit Policy and the Basic Internal Auditing Plan, our auditors conduct briefing sessions with directors and employees, review the contents of key documents, and discuss matters that have been deliberated at important meetings as well as the findings of company audits.
4. We have assigned dedicated staff in the Corporate Auditor Office to provide assistance to corporate auditors. Additionally, internal regulations require that officers provide corporate auditors essential and appropriate information on a timely basis so that audits are effective.

[Internal Auditing Department and Financial Auditors]

1. In order to promote compliance with laws and internal regulations and efficient execution of work duties, we have established the Internal Auditing Department. It is in charge of internal auditing, and being independent of business execution departments, playing a part in maintaining internal controls.
2. In order to confirm accuracy in our financial statements, our accounts are audited by KPMG AZUSA LLC.

Our regular corporate auditors, Internal Auditing Department employees and financial auditors meet on a regular basis and establish, as needed, ad hoc communication and reporting so that all parties are connected throughout the auditing process.


Actions and Performances

Promoting Internal Control over Financial Reporting

In order to provide reliable financial reporting, we have established a Committee for the Promotion of Internal Controls to satisfy the Internal Control over Financial Reporting requirement stipulated in the Financial Instruments and Exchange Law, and are consolidating our system of internal controls for the entire OLC Group.

Our internal controls pertaining to the consolidated financial reports were deemed to be effective as of March 31, 2020, the fact of which was duly audited by an independent auditor and reported to the authority.

Related information

[Corporate Governance Report](#)  (450KB)

Policies and Regulations

* Thorough Enforcement of the Compliance System

OLC Group Compliance Code* * *

The OLC Group has established the OLC Group Compliance Code, which sets forth rules for executives and employees on corporate ethics and legal compliance.

OLC Group Compliance Code (Established April 2006)

All OLC Group executives and employees will adhere to the highest ethical standards in compliance with the law and social norms, and will act upon the following codes.

1. Make safety the primary concern.
2. Respect human rights and prevent discrimination and harassment.
3. Be fair and transparent in all interactions.
4. Protect all confidential information, including personal data.
5. Take resolute action against anti-social elements.

Business Guidelines* * *

The OLC Group has put together business guidelines for all its directors and employees as part of its commitment to the highest standards of corporate conduct in all of its dealings. Content of the Business Guidelines is handed out to all employees through mediums such as booklets and internal network(intranet). Based on the underlying values of integrity and sincerity, the Business Guidelines clarify the need for each and every employee to make a dedicated effort to put into practice their commitment to compliance in all aspects of their work.



Outline of Business Guidelines

- Give safety top priority (deadline management, workplace safety/environment/health management, overtime work, etc.)
- Respect human rights (prohibition of engagement in child labor and forced labor, ensuring that publicity activities are in consideration of human rights, prohibition of all kinds of harassment, etc.)
- Ensure fair transactions (fair selection of suppliers, compliance with the Antimonopoly Act and Subcontract Act, prohibition of bribery, etc.)
- Ensure information management (management of personal information, protection of intellectual property, precautions in using social media, etc.)
- Address anti-social elements appropriately (with resolute behavior and actions)

Management Structures

Compliance Committee

The OLC Group has established a Compliance Committee chaired by an individual appointed by the President to ensure the legality of all OLC Group dealings and embed the spirit of compliance in every business function. Any time the OLC Group becomes aware of a serious incident involving improper executive or employee conduct or a violation of laws, regulations or company policy, this committee will conduct the necessary investigations and report to the chairman of the committee, the President and an auditor. In addition, all incidents related to compliance are periodically reported to the Compliance Committee, the President, the Executive Committee and the Board of Directors.

Whistleblower/Consulter System

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 without the OLC Group.

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

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 treatments.

Actions and Performances

Compliance Seminars

The OLC Group provides annual training on compliance-related issues so that all of our employees understand and are aware of their legal and ethical obligations, and are engaged in ongoing efforts to monitor and evaluate compliance with our compliance policies and procedures. Additionally, we make sure that our training is appropriate for employees in different positions by introducing seminars with external lecturers, e-learning and group discussions.

Moreover, for several years now we have been holding seminars for all managerial staff, taught by external lecturers. At these seminars, attendees reflect on how one's own organization would deal with compliance issues including any types of harassment and improper information management, both inside and outside of the company, investigating problems and drafting action plans.

Questionnaire Survey on Compliance

A questionnaire survey of employees is periodically conducted to monitor the status of compliance at fixed points in time as well as to identify any violations.

Policies and Regulations

Respect for Human Rights

OLC Group Human Rights Policy

The OLC Group respects the human rights and has established the OLC Group Human Rights Policy that proclaims its commitment that all its business operations are conducted in line with applicable labor standards and fundamental human rights norms.

OLC Group Human Rights Policy (Established July 2008)

1. The OLC Group shall respect the human rights of all people in its business operations.
2. The OLC Group shall not tolerate discrimination or human rights violations based on race, nationality, sex, age, religion, mental or physical disabilities.
3. The OLC Group shall strive to create a work environment and to nurture a culture of zero tolerance to human rights violations.

The OLC Group Code of Compliance also states that we respect human rights and prevent discrimination and harassment.

[> OLC Group Compliance Code](#)

Respect for Human Rights in Supply Chain

Respect for human rights in the supply chain is set forth in the OLC Group Vendors Code of Conduct and the Vendors Code of Conduct Guidebook, which provides concrete actions to be taken to practice the Code of Conduct.

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

Actions and Performances

Other Efforts to Promote Respect for Human Rights

Our Business Guidelines, which set forth standards and guidelines for everyday business operations, include provisions on human rights to dissuade employees from discriminating against or harassing others—during the course of any aspect of business activities or personal life—on the basis of race, nationality, sex, age, religion or mental or physical disability, and from encouraging or tolerating such acts. In addition, it prohibits forced labor and child labor.

Furthermore, when communicating information within and without the OLC Group, employees are encouraged to adopt the standpoint of the recipients of the information in order to closely examine its contents and to give due consideration to avoid the infringement of the recipients' human rights.

The Business Guidelines also advocate the importance of respecting diversity and individuality in the workplace and among coworkers when engaging in business operations in order to create a comfortable workplace environment for all employees. It also prohibits discriminatory treatments and acts of harassment in the workplace.

Policies, Regulations and Management Structures

Risk Management Systems

The OLC Group works to prevent and respond to a wide range of business risks in accordance with the OLC Group Risk Management Guidelines.

We have installed a Risk Management Committee to promote effective risk management as standard practice, and have set up an Emergency Control Center (ECC) to oversee emergency response procedures.

In order to address earthquake risks, we have created a response manual that outlines the necessary actions to be taken by each of our departments in accordance with the Tokyo Disney Resort Basic Plan of Earthquake Disaster Countermeasures, which stipulates a plan for supplies and materials, a first-aid plan, etc. In the event of a large-scale earthquake, the Tokyo Disney Resort Earthquake Countermeasures Headquarters is established by the President.

To address the COVID-19 pandemic, we established the Tokyo Disney Resort Infectious Disease Response Coordination Division led by the president. The division implements systems to prevent the spread of the infection by taking various health and safety measures, including gathering information on COVID-19, formulating procedures to prevent closed, crowded places and close proximity and taking other preventive measures to our employees.

The President and top management of Oriental Land Co., Ltd. play a central role in both organizations.

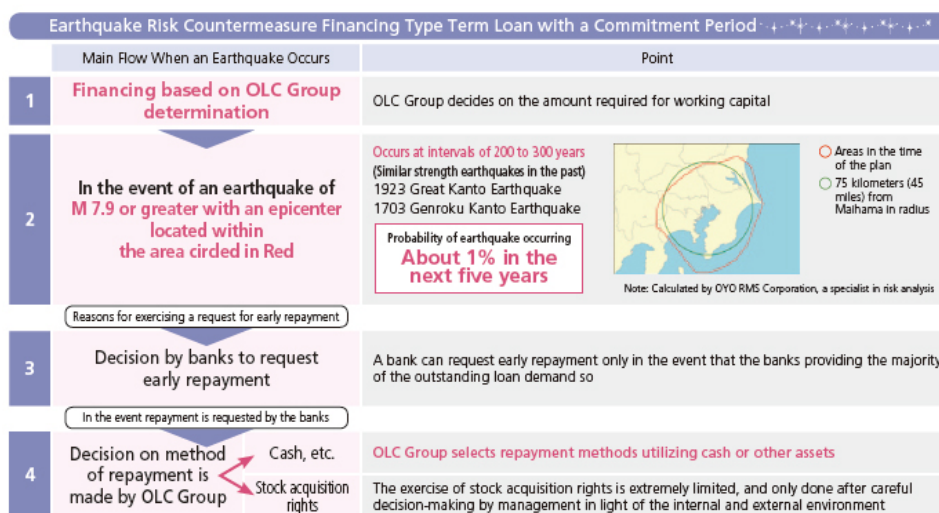
Specific Risks Handled by the ECC

Earthquakes, fires, typhoons, snow, lightning, power outages, accidents, food poisoning, infectious diseases, and terrorism, among other risks

Business Continuity Plan (BCP) Initiatives

OLC Group has set up the Emergency Control Center (ECC) as the organization that supervises response in an emergency such as an earthquake, fire or typhoon. This is to ensure a structure that minimizes damage to people and property and enables the swift resumption of operations. We have been working to ensure that operations can continue when a large-scale disaster strikes since before the Great East Japan Earthquake in March 2011, and are currently considering further initiatives related to our Business Continuity Plan (BCP).

In February 2019, we shifted to a method of financing that sets a loan drawdown of between ¥5 billion and ¥150 billion, with the amount to be determined by OLC Group when an earthquake materializes.



Following the Great Hanshin-Awaji Earthquake in January 1995, we introduced an Earthquake Risk Countermeasure Financing Type Term Loan with the aim of securing liquidity on hand to continue business. This financial preparedness played a part in enabling us to continue business and achieve a rapid recovery in performance when the Great East Japan Earthquake struck. We also appropriately review the content of our finances in light of management strategy and the business environment. In addition to being able to increase the financing amount, the new plan allows us to minimize costs by not having to execute the financing until the capital is actually needed. If an earthquake measuring M7.9 or greater occurs, although the banks can decide whether to request early repayment, OLC Group can choose to make the loan repayment with cash or other assets, which means the exercise of stock acquisition rights will be extremely limited.

Features

- 1 Ability to engage in long-term borrowing while flexibly securing liquidity at hand
- 2 Lowers impact on the balance sheet by setting a borrowing limit
- 3 OLC Group can choose cash, other assets or stock acquisition rights as the method of repayment

Period	The drawdown period is set at five years from March 13, 2019 The maturity date may be extended to March 2079 However, early repayment in cash may be made on or after March 13, 2024 as determined by OLC Group
Financing amount	¥5 billion to ¥150 billion Procure funds for working capital as determined by OLC Group when earthquake risk materializes
Repayment hierarchy	Repayment hierarchy shall be the same as a senior debt obligations since there is no subordinate clause
Commitment fee	0.20% of the ¥150 billion loan facility
Ability to hedge risks with sufficient funding at low cost	

* Information Security Management Systems

The OLC Group Basic Policy on Information Security lays out the basic policy and procedure for information management. Specific guidelines for action are set forth in the OLC Group Information Security Policy, and we are developing an information security management system that conforms to this policy. Information management is controlled by the Information Security Management Committee, a sub-committee under the Risk Management Committee. This unit works to raise the level of information security management within the OLC Group by monitoring compliance with the OLC Group Information Security Policy and developing plans for employee training and awareness programs.

In January 2013, we established the OLC Group Guidelines on Social Media, which set forth rules on management and communication of information through social media. These guidelines serve to enhance the Group's information security including in the social media channels.

OLC Group Basic Policy on Information Security (Established March 2005)

1. The OLC Group shall ensure the proper management of all information related to its business operations ("Information Assets" hereinafter), by identifying its owner, its value as an information asset, the level of confidentiality, and rights of access.
2. The OLC Group has established an information security policy ("Policy" hereinafter), setting forth specific procedures to be followed by OLC Group companies and specific actions to be taken by executives and employees in the management of information.
3. The OLC Group, its executives and employees, shall abide by applicable laws governing the management and handling of Information Assets.
4. The OLC Group shall take appropriate technical security measures when processing or holding its Information Assets in an information system and/or network.
5. The OLC Group shall offer scheduled training and education to its executives and employees to familiarize them with information security management policy and procedures.
6. The OLC Group shall review the documents and controls adopted for the Policy and other basic policies etc., and shall monitor compliance with these policies and procedures on a continuous basis.

The OLC Group ensures that customers' and Guests' personal information is protected.

> [Privacy Policy for Oriental Land Co., Ltd.](#)

> [Privacy Policy for the Tokyo Disney Resort business](#) 

Policies, Regulations and Management Structures

Our Basic Position on Information Disclosure

The OLC Group actively disseminates information to all its stakeholders. We observe laws and regulations pertaining to information disclosure, including the Financial Instruments and Exchange Act, etc., as well as the Tokyo Stock Exchange's rules on the timely disclosure of information. In addition, we disclose information deemed essential to understanding and assessing our business activities in a fair, timely and appropriate manner through various means such as news releases, website updates and briefing meetings.

Our goal in disclosing corporate information is to enhance management transparency, to build bonds of mutual understanding and trust with our stakeholders and in doing so create dialogue in management, a stance that is central to our business philosophy. The opinions and assessments put forward by our stakeholders are reported to the management team on a regular basis so that they may be reflected in decisions made by the OLC Group.

Disclosure of Negative Information

The OLC Group is deeply committed to compliance, safety and quality assurance. We promptly disclose information via news release, etc., if any incidents occur, and will continue to disclose information in a timely and appropriate manner, even where such information is detrimental to the OLC Group.

Actions and Performances

OLC's IR Activities

IR Activities

We have 10 staff members who assist top management, officers and department heads in order to enhance the transparency and speed of information disclosure. We strive to make information accessible by providing videos of earnings announcements, audio recordings of the quarterly earnings and Japanese and English versions of IR information for first-time investors.

Proactive Information Disclosure and Listening to Shareholder and Investor Feedback

We believe it is important that shareholders and investors have the opportunity to communicate with our management. This is why we hold meetings to exchange views with shareholders and investors, participate in conferences in Japan and abroad that are hosted by securities firms, and hold information sessions for retail investors and sales people at securities firms. Meanwhile, to communicate the views of shareholders and investors within our Company, we provide briefings to our top management team and annually hold more than 50 division-by-division presentation sessions using our financial presentation materials.

We also categorize thousands of opinions, requests or critiques we receive from retail investors, of whom we have roughly 190,000, and regularly give feedback to employees in order to improve our operations.

Healthy Partnerships with Our Suppliers

Policies and Regulations

Policy on Building Partnerships with Suppliers

The [OLC Group Compliance Code](#) states that we engage in fair and transparent transactions and we employ a fair process of supplier selection 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 “[OLC Group Vendors Code of Conduct](#)” in order to ensure compliance with laws and regulations and to fulfill our CSR procurement and social responsibility in a wide range of issues including product safety, worker safety, respect for human rights and environmental conservation through our dealings with partner suppliers.

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

Management Structures

Voluntary Investigation List (Self-check 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.

Departments across the Group that are in charge of transactions require as a condition for approving certain new transactions that suppliers prove their compliance with the Code of Conduct, that includes categories such as compliance to laws and regulations, product safety, safety of workers and respect for human rights, and environment, by acquiring the Voluntary Investigation List as a risk assessment.

To assist suppliers in completing their Voluntary Investigation List, 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 to each categories of the Code of Conduct, we also ask existing suppliers to complete Voluntary Investigation List as a risk assessment every two years, and set the compliance to it as a condition for the 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 “OLC Group Vendors Code of Conduct” and will continue to promote CSR procurement, while collaborating with our suppliers based on the Voluntary Investigation List to fulfill our social responsibility throughout the entire supply chain.

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), that sets standards to prevent occurrence of child labor, labor without free will, discrimination, and ensuring health and safety of the workers.

For Disney's supply-chain management, please refer to the [Responsible Supply Chain](#). 

For highlights of Disney's CSR report, please refer to the [Disney Corporate Social Responsibility Update 2019](#) 

Collaboration with Suppliers 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.



Giving consideration to the working environment at manufacturing plants

We request our suppliers to cooperate with on-site audits and pre-shipping inspections by OLC-Group employees and our designated third-party auditors in accordance with the type and category of the products they produce. Our Disney-branded products are manufactured complying with Disney's International Labor Standards program (ILS program) that sets standards to prevent occurrence of child labor, labor without free will, discrimination, and ensure health and safety of the workers, and have been manufactured in factories assessed as fulfilling the ILS requirements in regular audit. When initiating manufacturing, OLC audit that assesses their technology and productivity is also implemented.

When non-compliance has been pointed out by an ILS program auditor or the OLC Group's auditor, our staff visits the manufacturing plant in question to propose ideas for improvement and to provide other support.

In FY 2019, we hosted briefing sessions of quality control as well as briefing sessions to learn how the ILS program, that sets standards to prevent child labor, labor without free will, discrimination, and ensure health and safety of the workers, is implemented and inform our suppliers of precautions to be taken. A total of around 150 suppliers attended these sessions. At the briefing session on ILS, we support the suppliers by showing the examples of improvements that had been made against noncompliance such as inappropriate record taking, closure of information on their labor state at audits, use of the unapplied factories, and about emergency measures such as safety drills and fire protection measures.



Briefing session for the suppliers

OLC Group Vendors Code of Conduct

OLC Group Vendors Code of Conduct

This OLC Group Vendors Code of Conduct (the “Code of Conduct”) is aimed at the OLC Group fulfilling its social responsibility, together with its vendors (“Vendors”), not only in terms of quality assurance but also in the manufacturing process of goods and services which form the transactions between the OLC Group and its Vendors.

The OLC Group requires all Vendors to conduct their business ethically, to conduct their business in compliance with laws and regulations, social standards and the Code of Conduct and to ensure their subcontractors comply with laws and regulations, social standards and the Code of Conduct. The OLC Group is committed to complying with the same principles described in the Code of Conduct.

In addition, the OLC Group will regularly monitor Vendor compliance with the Code of Conduct. Vendor cooperation with this monitoring process will be appreciated. If any failure of compliance is found as a result, the OLC Group will work with the Vendor towards improving their compliance.

1. Compliance with the Law

1-1 Compliance with the Law

Vendors, in conducting any business, will do so ethically, and in compliance with applicable laws and regulations and social standards.

2. Safety of Merchandise

2-1 Ensuring Safety of Merchandise

To ensure the safety of the merchandise, vendors will comply with applicable laws and regulations, as well as relevant standards.

2-2 Information Disclosure regarding Safety of Merchandise

Vendors will, in a timely manner, provide and disclose appropriate information in relation to the safety of merchandise.

2-3 Prohibited Substance

Vendors will not use any chemical substances and raw materials which are prohibited by laws, regulations or standards set forth by the OLC Group.

3. Worker Safety and Respect for Human Rights

3-1 Workers' Health and Safety

Vendors will provide a working environment respectful of workers' health and safety.

3-2 Working Hours

Vendors will appropriately manage their workers' hours so as to not exceed those allowed by applicable laws and regulations.

3-3 Wage/Compensation

Vendors will, at a minimum, pay workers the minimum wage provided by applicable laws and regulations, and will not conduct any unjust wage reduction. Also, Vendors will pay overtime allowance for workers' overtime work.

3-4 Non-discrimination

Vendors will not engage in any conduct, when hiring or throughout the course of the workers' employment, which unjustly discriminates against workers on the basis of race, nationality, gender, age, creed, and mental and physical disability, etc.

3-5 Child Labor

Vendors will comply with the applicable laws and regulations in their respective countries and regions regulating young workers, and will not cause young workers to work at night or in dangerous environments.

3-6 Harassment

Vendors will prohibit cruel and inhumane treatment, such as sexual harassment/abuse, corporal punishment, psychological/physical coercion and ill-treatment by abusive language, etc.

3-7 Forced Labor

Vendors will hire any worker at his/her free will and will not force him/her to work. Vendors will also uphold the worker's right to leave his/her job upon giving reasonable notice.

3-8 Right to Organize

Vendors will respect the workers' right to organize and have collective bargaining and will endeavor to establish favorable labor-management relations.

4. Fair Business Practices

4-1 Anti-Competition

Vendors will not engage in any action to hamper free, fair, and transparent transactions.

4-2 Abuse of Dominant Bargaining Position

Vendors will not abuse their dominant bargaining position by engaging in action which might/ is detrimental to their business partners.

4-3 Grant/Receipt of Inappropriate Profit

Vendors will not grant/receive any inappropriate profit.

4-4 Intellectual Property Rights

Vendors will respect intellectual property rights and will not infringe any third party's intellectual property right(s).

5. Information Management

5-1 Information Security

Vendors will establish a proper information management system so that any unauthorized acquisition, use, disclosure, or divulgence of personal and confidential information does not occur.

6. Anti-Social Forces

6-1 Attitude towards Anti-Social Forces

Vendors will have no relations with anti-social forces, will assume a resolute attitude towards such groups, and will not give in to their demands.

7. Environment

7-1 Environmental protection

To prevent global warming and environmental pollution and to take biodiversity into consideration, etc., efforts shall be made not only to comply with laws and regulations and other standards but also to reduce all environmental loads.

Safety First and Providing a Sense of Security

Social Issue Initiatives

* Being Aware of Social Issues

Ensuring customers' safety and sense of security is the most important responsibility that needs to be fulfilled by the OLC Group, which operates Theme Parks visited by tens of millions of Guests each year.

* OLC Group's Approach

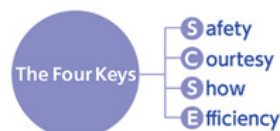
Continuous and wide-ranging efforts must be implemented in order to offer Guest safety, a sense of security and high-quality products and services. The OLC Group incorporates know-how developed by Disney and puts the health and safety of Guests as a top priority within the operation of the Theme Parks.

* Key initiatives

Code of Conduct - The Four Keys (Tokyo Disney Resort)

Code of Conduct - The Four Keys - serves as the basis of all of our decisions and actions.

[> See details](#)



Attraction Safety (Tokyo Disney Resort)

The OLC Group is committed to the safety of our rides and attractions in terms of both physical facilities and intangible knowledge.

[> See details](#)



Safe Shopping Experience (Tokyo Disney Resort)

The OLC Group is committed to the safety and quality of Tokyo Disney Resort merchandise.

[> See details](#)



Safe Dining Experience (Tokyo Disney Resort)

The OLC Group is committed to the safety and security of all food and products we provide and sell.

[> See details](#)



Park Safety (Tokyo Disney Resort)

The OLC Group implements a broad range of safety measures so that Guests can enjoy our Theme Parks with a sense of security.

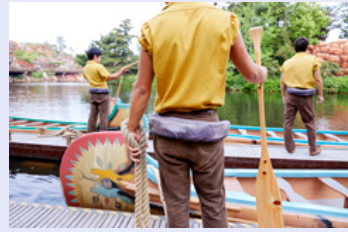
[> See details](#)



Cast Safety (Tokyo Disney Resort)

In addition to Guests' safety, at the Tokyo Disney Resort we also place great importance on the safety of our Cast Members.

[> See details](#)



Safety First and Providing a Sense of Security

Code of Conduct - The Four Keys (Tokyo Disney Resort)

Policies and Regulations

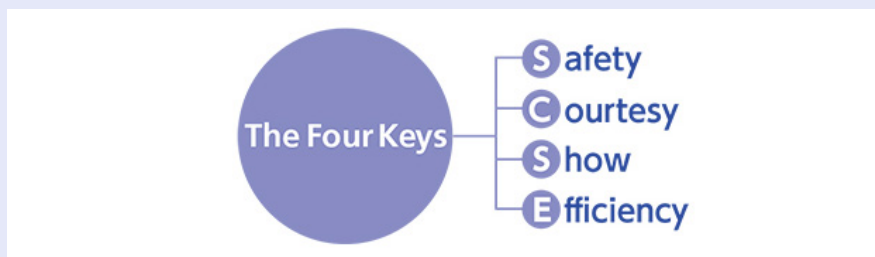
* Code of Conduct - The Four Keys

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.

Disney Theme Parks adopt the Four Keys as their shared code of conduct with the aim of achieving the Cast Members' goal, "We Create Happiness." All Cast Members make decisions and act based on the Four Keys.



The Four Keys—Safety, Courtesy, Show and Efficiency—are aligned from top to bottom in the order of priority, and serve as the basis on which all Cast Members make decisions and act to provide the greatest hospitality to Guests.

The Four Keys are also the most valued standard for the OLC Group 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 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.

[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 and Performances

Safety

Tokyo Disney Resort

Whenever a Cast Member needs to make a decision or take an action, he/she thinks and acts according to the Four Keys, following the order of priority. For example, one of the jobs of Custodial 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 because they put Safety before Courtesy or Show.

Ensuring Guest safety is a priority in everyday tasks, and it's guides the actions of all Cast Members.



A Cast Member remains standing when cleaning up for Guest safety.

Related information

- > [Attraction Safety](#)
- > [Safe Shopping Experience](#)
- > [Safe Dining Experience](#)
- > [Park Safety](#)
- > [Cast Safety](#)

Safety First and Providing a Sense of Security

Attraction Safety (Tokyo Disney Resort)

▼ Policies and Regulations ▼ Management Structures ▼ Actions and Performances

Policies and Regulations

* Our Policy on Attraction Safety

Tokyo Disney Resort

The attractions at Tokyo Disneyland and Tokyo DisneySea are enjoyed by numerous Guests every day. In order to offer our Guests a 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, delight 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. The OLC Group shall comply with all statutory safety regulations and internal safety standards.
2. The OLC Group shall work to improve the safety of the facilities and procedures for the operation of attractions.
3. The OLC Group shall maintain operational safety at all times to continue to provide the ultimate show experience.
4. The OLC Group shall train all employees to actively incorporate our safety procedures into their work.

Management Structures

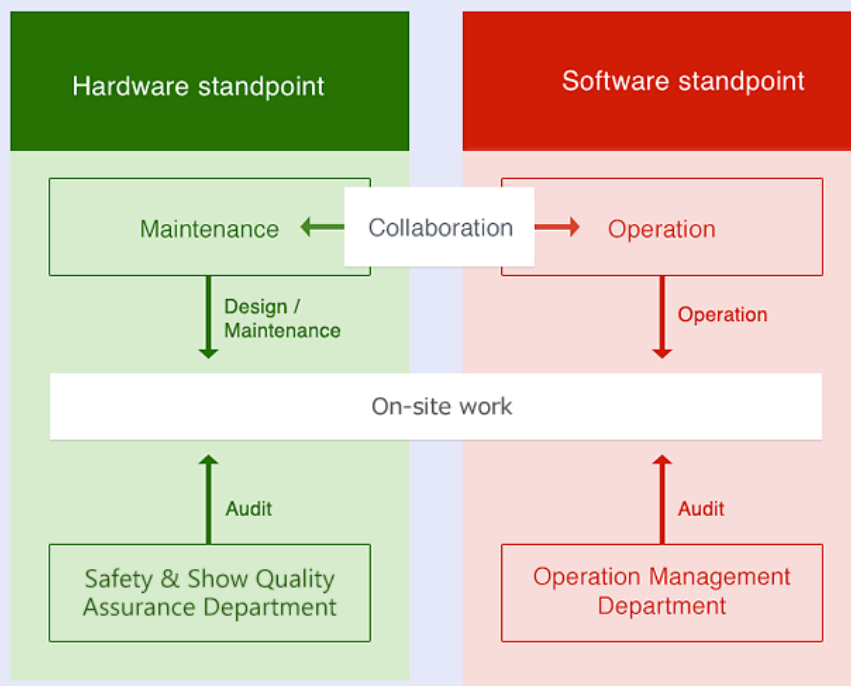
* The Role of Audits and Communication in Safety Management

Tokyo Disney Resort

The professionalism, responsibility and integrity of our maintenance and operations employees are essential for the safety of the attractions and infrastructure in our Theme Parks. By maintaining close contact with Cast Members, maintenance and operations managers are able to identify small changes and emerging safety risks, and to make prompt decisions and take appropriate actions. Maintenance and operations managers are also responsible for 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 verifies or confirms assets and whether the staff is carrying out operations reliably and in accordance with the manuals.

Cooperation between the two divisions is critical to maintaining the safety of Theme Parks attractions and other facilities. The two teams thus meet regularly in an effort to maintain good communication on a day-to-day basis.



Actions and Performances

* Attraction Safety Program

Tokyo Disney Resort

The OLC 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 Safety✱✱✱

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 and rules, such as ride restraints and enforced height restrictions. Strict adherence to these rules further enhances safety. We are also installing a range of equipment that is designed to prevent Guests from climbing or jumping over park fences. For instance, we have fixed guard nets on the rails of the Tom Sawyer Island Rafts and along the waterfront of the Rivers of America, and we have installed automated station gates in the loading areas of all roller coaster attractions, including Gadget's Go Coaster and Space Mountain.



Automated station gates are one of the safety enhancements in place at the Guest boarding areas.

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

All Tokyo Disney Resort facilities, attractions included, 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 and routine inspections and maintenance in accordance with our own strict maintenance standards. As for other inspection and maintenance activities, we remove the vehicles used at the attractions to our own factory and conduct overhaul maintenance for approximately 600 vehicles annually. 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 for the safety of our facilities. In addition, our large roller coaster attractions such as Big Thunder Mountain and Journey to the Center of the Earth 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.

We have in place ride motion protection systems within the attraction facilities to control all entry into and exit from the facilities and to keep the ride vehicles from moving while maintenance work is being conducted along the tracks or elsewhere, until all of the maintenance staff have exited the attraction/ride premises.



Ride motion protection system

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

Operational Safety✱✱✱

Cast Members have an important role to play in the safety of the rides and attractions they operate. On the “Star Tours: The Adventures Continue” attraction, for example, after the riders have fastened their seatbelts, Cast Members perform system checks to confirm whether the safety belts are properly locked. The Guests are then requested to pull on their seatbelts, and rigorous procedures are taken so that both Guests and Cast Members confirm that the belts are secured.

At Soaring: Fantastic Flight, after the Guests have buckled up their seatbelts, Cast Members make sure that they are locked by checking the lamp 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. The attraction is also equipped with a center strap to keep children securely in their seats, thereby ensuring that all Guests can enjoy the ride safely.

At the attraction, Nemo & Friends SeaRider, the lamp on the seat in front turns off when Guests fasten their seatbelts, after which Cast Members check that each Guest's belt is securely fastened. New Cast Members are required to learn the standard operating procedures and receive repeated on-the-job training so that they are able to respond to any situation, and must go through an assessment period before being authorized to operate attractions independently.

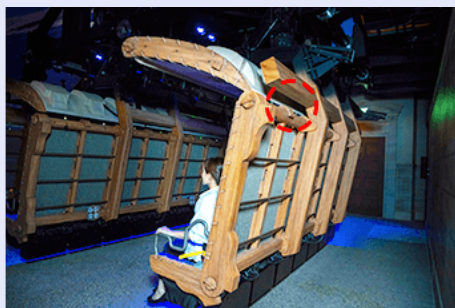
As part of their training, Cast Members also regularly participate in emergency evacuation drills when the attractions are shut down in the early hours before the opening or after the closing of the Theme Parks.



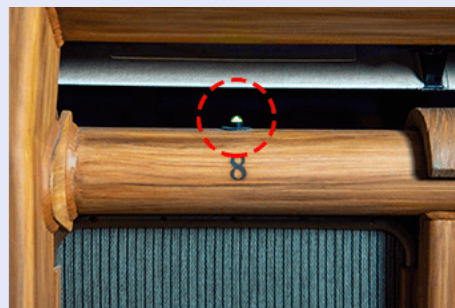
Guests and Cast Members perform safety checks together



Keeping children securely in their seats



Seatbelt lamp



Cast Members perform safety checks before departure.

Examples of safety enhancements made in FY 2019 include:



Castle Carrousel

We have been continuously remodeling the facility to further enhance the safety of the attraction. In FY 2019, the height of the floor surrounding the attraction 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 floor surrounding the attraction was raised to eliminate height difference.

Mark Twain Riverboat

We enhanced onboard safety 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. By employing a creative design that suits the concept of a luxury cruise ship, we were able to make the boat safer without making significant changes to its appearance.



Increased the height of the rails on Mark Twain Riverboat

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

Safety and Quality Education/Training Programs

Tokyo Disney Resort

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

By closing an attraction over a certain period, we perform thorough overall inspections and maintenance work beyond the levels conducted in daily inspections, including non-destructive tests. We ask our third-party partners, as well as our maintenance staff, to attend a training program to learn about the attractions show story. By enabling them to perform their maintenance work based on the story, we can provide Guests with safety and excellent quality.

We also offer a training program for employees and suppliers who operate and maintain attraction facilities equipped with the newly introduced ride motion protection system.

Examples of Improvements that Have Been Made to Date

Actions and Performances

* 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.

Measure taken to enhance safety on Monsters, Inc. Ride & Go Seek! * * *

In FY 2018, we changed the seat cushion material, alleviating the physical shock felt when the vehicles move and stop. This enhanced the comfort and overall safety.



The material of the seat cushion was changed.

Higher backrest measures taken to enhance safety on The Whirlpool * * *

In FY 2018, 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 the views of children by the heightened backrest.



Improved backrest design

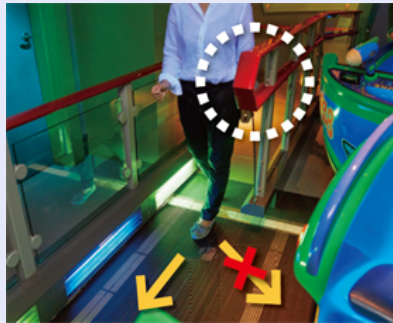
Measures Taken to Improve Safety on Castle Carrousel* * *

In FY 2017, we extended the length and width of the stirrups and adopted more visible paint colors to enable Guests to more easily get on and off the carrousel horses.



Measure Taken to Improve Safety on Buzz Lightyear's Astro Blasters* * *

In FY 2016, we installed an extended railing to enhance Guests' safety in the boarding area of Buzz Lightyear's Astro Blasters. The railing makes it easier for Guests to access the moving belt at a right angle.



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

In FY 2015, the coach doorways were widened and the platform was raised to align the height of the steps so that Guests can get on and off the ride with greater safety.



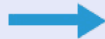
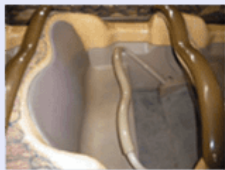
Measures Taken to Improve Safety on the Tom Sawyer Island Rafts * * *

In FY 2014, the floor of the area occupied by Cast Members controlling the Tom Sawyer Island Rafts was raised by 150mm in order to improve their field of vision. Fences on the outer circumference were also raised and the area protected by netting was widened.



Changes to Safety Bars and Seats * * *

We installed separate safety bars for each Guest so that they are more securely seated for the duration of the ride.



Safety First and Providing a Sense of Security

Safe Shopping Experience (Tokyo Disney Resort)

▼ Policies and Regulations ▼ Management Structures ▼ Actions and Performances

Policies and Regulations

* Our Merchandise Safety Policy

Oriental Land Co., Ltd. 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 happiness and contentment by offering “wonderful dreams, moving experiences, delight 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.

Management Structures

* Product Safety Management

Tokyo Disney Resort

Production Process Management* * *

At Oriental Land Co., Ltd. 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.

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

Our Disney-branded products are manufactured complying with Disney's International Labor Standards program (ILS program) that sets standards to prevent occurrence of child labor, labor without free will, discrimination, and ensure health and safety of the workers, and have been manufactured in factories assessed as fulfilling the ILS requirements in regular audit. When initiating manufacturing, OLC audit that assesses their technology and productivity is also implemented.

When non-compliance has been pointed out by an ILS program auditor or the OLC Group's auditor, our staff visits the manufacturing plant in question to propose ideas for improvement and to provide other support.

> [Supply-Chain Management for Disney-Brand Products](#)



Giving consideration to the working environment at manufacturing plants

Quality Inspection* * *

Theme Parks' merchandise includes plush toys, key chains and other general merchandise as well as candies, chocolates and other confectionery products. A wide array of original merchandise is on sale in our stores at any given time. In order to verify the safety and quality of all these products, we have developed our own quality inspection standards that incorporate the legal and regulatory safety requirements of Japan, Europe and America, and all original merchandise is subject to testing by independent inspection agencies.

Collaboration with Suppliers* * *

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 annually update documents and manuals required for each stage in product development and production of those sold in our Theme Parks, including quality inspection standards, safe manufacturing manuals, price tag management methods, and details of pre-shipment and pre-delivery inspection, and send them to our suppliers. In addition, we hold regular briefing sessions to promote our suppliers' understanding of our ways and seek to permeate our basic policy for product safety and quality.

In FY 2019, in order to reinforce quality control, we also hosted briefing sessions conveying our quality control policy, the details of the OLC audit, and the importance of examination and product inspection as well as briefing sessions to learn how the ILS program that sets standards to prevent occurrence of child labor, labor without free will, discrimination, and ensure health and safety of the workers, is implemented and inform our suppliers of precautions to be taken. A total of around 150 suppliers attended these sessions.

At the briefing session on ILS, we support the suppliers by showing examples of improvements that had been made against noncompliance such as inappropriate record taking, closure of information on their labor state at audits, use of the unapplied factories, and about emergency measures such as safety drills and fire protection measures.



Briefing session on product quality enhancement

Employee Training * * *

Employees working at stores that carry confectionery and other foods undergo a general hygiene management program, where they learn about food hygiene management and food labeling. This knowledge is essential for store operations ranging from product delivery to sales.

Contact for Inquiries * * *

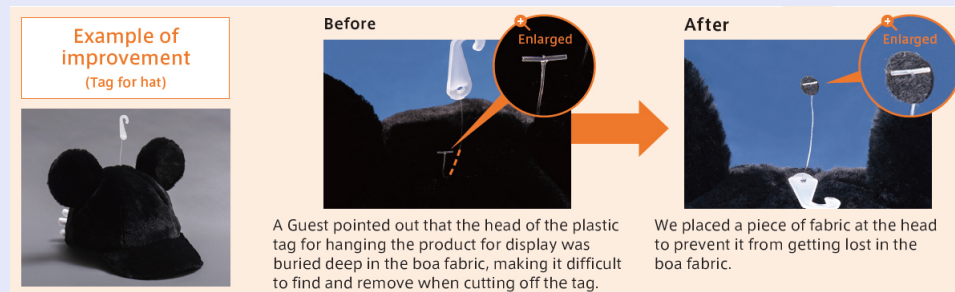
Tokyo Disney Resort

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.



We are constantly making improvements by drawing on ideas from Cast Members at shops as well as feedback from Guests.



Product Quality Control Process



For further details, see here.

> SPECIAL FEATURE: CSR Stories "Creating Happiness for Guests to Take Home Developing Products for Babies"

Actions and Performances

* Product Development to Ensure Guests Safety

Tokyo Disney Resort

When developing merchandise for our Theme Parks, consideration needs to be given to the fact that children tend to make sudden actions. To make sure that our products are not only well designed and functional but also damage-resistant even when they have been subject to impact or being bitten, we have developed a set of safety standards and put all merchandise through dropping, tensile and compression tests as well as chemical examinations to confirm their safety.

Our Commitment to General Merchandise Safety* * *

The Food Sanitation Act regulates the use of six phthalate esters (plasticizers) in toys. Oriental Land Co., Ltd. applies this regulation not just to our toys, but to all merchandise made of plastic. We test our plush toys for flammability against our safety standards requiring the flame spread rate to be 2.5 mm/second or slower.



Our Commitment to Clothing Safety* * *

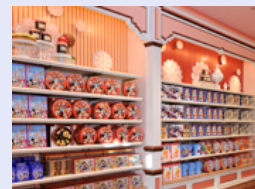
Formaldehyde, which is a processing agent used on clothing, is considered a cause of skin allergies. The law states that formaldehyde levels must be 0.05 abs or lower in clothing for infants (age 24 months or younger). At Oriental Land Co., Ltd., we abide by a stricter standard in order to promote clothing safety: formaldehyde levels in our products must be 0.03 abs or lower.



Our Commitment to Food Labeling* * *

At Oriental Land Co., Ltd., we provide eight types of nutritional information on food labels, including calories, saturated fatty acid, trans fatty acid and cholesterol.

Also, along with our Food Safety Philosophy, which states that "everything begins with safety," we have established a "[Policy on Food Safety Activities](#)" with the aim of ensuring the safety and security of all food provided and sold by the Group. In addition, we are working to manage food safety by conducting voluntary checks as well as assessments, inspections and educational activities.



Related Information

- > [Healthy Partnerships with Our Suppliers](#)
- > [OLC Group Vendors Code of Conduct](#)

Safety First and Providing a Sense of Security

Safe Dining Experience (Tokyo Disney Resort)

▼ Policies and Regulations ▼ Management Structures ▼ Actions and Performances

Policies and Regulations

Our Philosophy and Policy on Food Safety

We take 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 food chain*1 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 happiness and contentment by offering wonderful dreams, moving experiences, 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*2 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) and 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.

*1 The series of processes leading to the provision of food, including production, handling / processing, distribution and sales, etc.

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

Management Structures

* Food Safety Initiatives in Our Theme Parks

Tokyo Disney Resort

The restaurant facilities at Tokyo Disneyland and Tokyo DisneySea follow the HACCP system, a system that was institutionalized through a partial amendment to Japan's Food Sanitation Act and promotes food safety by focusing on the prevention of safety problems. With regard to some of our hotel facilities, including the central kitchens, we requested the local health center to issue the HACCP confirmation checklist as part of our efforts to maintain and enhance food hygiene management.

All of our food products are inspected for voluntary standards that have been developed on the basis of Japan's Food Sanitation Act and other applicable laws and regulations. We monitor hygiene levels in our facilities and the health of our employees on a regular basis.

We also demand that food suppliers to Tokyo Disneyland and Tokyo DisneySea 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.



Testing the core temperature prior to serving

* 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](#)

Actions and Performances

* Food Safety Training

Tokyo Disney Resort

To assure the safety and security of all food items offered at restaurant facilities throughout Tokyo Disneyland and Tokyo DisneySea, we hold classes on food safety.

Employees engaged in food service undergo basic or advanced courses on food hygiene to learn how to handle foods. Employees dealing with gifts and souvenirs receive training on food hygiene management, which is required in the course of their work, from delivery to sales. More than 1,300 employees annually complete food safety education programs, which are held about 70 times a year.


Additionally, our employees rigorously comply with handwashing, which is a basic requirement for providing Guests with safe and reliable foods.




Rigorously complying with handwashing practices

* Considerations for Guests with Food Allergies

Tokyo Disney Resort

In order to enable Guests with food allergies to enjoy the experience of dining with us, as of April 2020, 11 restaurants at Tokyo Disneyland and 11 restaurants at Tokyo DisneySea offer [special dietary menus](#)  – including meals that do not contain wheat, buckwheat, eggs, milk or peanuts. Some restaurants also serve allergy-friendly dishes free of 27 specific ingredients. Tables are available for Guests visiting our Parks to check the list of 27 specific ingredients and other ingredient information.

Also, to allow Guests to check the menus before coming to the Theme Parks, we offer an [“Allergen information search”](#)  page (in Japanese only) on the official Tokyo Disney Resort website.



“Allergen information search” page

* 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 are disclosed](#)  (in Japanese only) in accordance with the country-of-origin labeling guidelines for the foodservice 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

- > [Healthy Partnerships with Our Suppliers](#)
- > [OLC Group Vendors Code of Conduct](#)

Safety First and Providing a Sense of Security

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 have in place specialized divisions that 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.

Actions and Performances

* Security

Tokyo Disney Resort

We maintain strict security precautions throughout Tokyo Disneyland and Tokyo DisneySea. In addition to routine patrols, we also conduct bag checks at the Park entrances to prevent hazardous or suspicious items from being brought onto Park premises.

We conduct a wide range of crime prevention activities. These include regular patrols of the peripheral roads around the Tokyo Disney Resort, conducted while sharing information and liaising with hotels in the vicinity, JR Maihama station and the police stations that have jurisdiction over the local area.



Checking bags at the Theme Park's entrance

Strengthening Security System* * *

In view of the external environment, we plan to further strengthen our security system to offer Guests greater peace of mind at our Parks. We will continue to review our security system in collaboration with the police and administrative authorities, and reinforce bag checks and park patrols as well as introduction of new security devices with the aim of offering safer and more secure Theme Parks.

In preparation for a possible emergency, we are gathering information and conducting training on crime prevention and security in our everyday operations and are constantly watching out for suspicious persons and objects.

In FY 2018, we implemented an explosive disposal training program with the Chiba Prefectural Police Headquarters, and a training program involving multiple divisions in collaboration with Urayasu City's fire department and Juntendo University Urayasu Hospital.

* First Aid

Tokyo Disney Resort

Tokyo Disneyland and Tokyo DisneySea both have several first-aid stations on Park premises. At first-aid stations, Cast Members who are nurses provide first-aid care for Guests with minor injuries and illnesses, referring those Guests to local hospitals if necessary. In the event of an emergency, first-aid Cast Members immediately respond to the sick or injured Guests. We have installed automated external defibrillators (AEDs) at approximately 140 locations including attractions, restaurants, and other locations across the Tokyo Disney Resort. Cast Members across all departments receive continued first-aid training, which includes AED operation and CPR (cardiopulmonary resuscitation), thus ensuring that they are capable of dealing with emergencies.



Central First-Aid



AEDs placed inside the Park

Emergency Response

Tokyo Disney Resort

The emergency response operations team works around the clock in eight-hour shifts to monitor Tokyo Disney Resort, checking for fires and other abnormalities. The team inspects and maintains firefighting equipment and is responsible for all fire prevention operations within the Parks. They also oversee the operation of the Central Monitoring Center, provide guidance and supervision in fire prevention activities, and are responsible for Park security.

In addition to drawing on our internal pool of experts certified in diverse disaster prevention measures, we gather information as necessary from administrative authorities and outside experts in our efforts to disseminate appropriate knowledge with regard to disaster response among our employees and enhance their technical preparedness.



Central Monitoring Center

Tackling Fire Risks

In the event of a fire, the Central Monitoring Center will request immediate dispatching 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 we may engage in first response firefighting activity when necessary. To be prepared to provide evacuation guidance and extinguish fires to maintain Guests' safety, we regularly train our firefighting team and implement joint fire drills under the leadership of the local fire department/station of Urayasu City.



Fire extinguishing drills

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 under the President's lead to deal with the situation.

For stranded Guests and employees, we have in stock four days of emergency food supplies (white rice, soybeans and hijiki algae rice, and mixed rice), water, aluminum blankets, and maps for guiding them home. In addition, in our efforts to accommodate diverse Guests, we added liquid baby formula to our stock of supplies. Liquid baby formula does not need to be mixed with hot water and therefore can be used when no water or electricity is available.

With respect to a tsunami, we consider it to be safer to remain within the Theme Parks in view of the fact that 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

Emergency Drills✳ ✳ ✳


At Tokyo Disneyland or Tokyo DisneySea, we have developed an emergency response manual to ensure that Cast Members can react swiftly in case of an earthquake or other emergency. To make sure that Cast Members gain a thorough understanding of the procedures contained in the manual, emergency exercises are held at all 197 facilities at Tokyo Disneyland and Tokyo DisneySea, either before or after opening hours.

We hold comprehensive emergency drills four times a year under realistic park operation conditions in an effort to further improve our ability to cope with disasters.



Comprehensive Emergency drills

Related information

> [Guest Services and Facilities](#) 

Safety First and Providing a Sense of Security

Cast Safety (Tokyo Disney Resort)

Policies and Regulations

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.

Management Structures

Structure for Promoting Health and Safety

At Oriental Land Co., Ltd., the Occupational Health and Safety Committee is set up as an organization for managing employee health and safety. The Committee is chaired by the general manager of the Human Resources Division, who manages all issues concerning health and safety. Furthermore, under the Committee, Occupational Health and Safety Subcommittees, which are chaired by officers in charge of respective divisions, engage in job-specific health and safety activities.

Actions and Performances

* Cast Safety

Tokyo Disney Resort

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 the president 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.

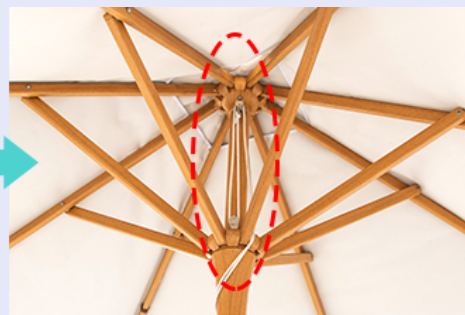
We tailor safety measures for each season and workplace. For example, Cast Members working on Beaver Brothers Explorer Canoes and others who work in the proximity of water wear personal floatation devices that are equipped with sensors and inflate automatically when they come in contact with water. In summer, we roll out campaigns and implement “walk-throughs” to prevent heatstroke, and have also installed parasols for Cast Members assigned to work outdoors. In FY 2019, we adopted pulley systems for our parasols, enabling them to be easily opened and closed manually.



Automatic Personal floatation device to be activated when detecting water



Parasol for Cast Members



Pulley systems were adopted for parasols.

Environmental Commitments

Social Issue Initiatives

* Being Aware of Social Issues

Corporations are pressed to take more proactive actions to fulfill their social responsibility to address a range of environmental issues, including climate change resulting from global warming, as well as issues involving water resources, waste and biodiversity. Moreover, undertaking environmentally friendly business activities will help make corporations themselves more sustainable.

Our Theme Parks, which are visited by tens of millions of Guests each year, can be described as one large “city.” To ensure that our Guests can spend a comfortable time with peace of mind in this city, and to preserve and pass on the precious global environment to future generations while continuing to deliver happiness, the OLC Group must shoulder the responsibility to implement environmental activities in a sincere manner.

* OLC Group’s Approach

In its Environmental Philosophy, the OLC Group upholds its commitment to working in harmony with the environment in all its businesses so that we may continue to offer wonderful dreams and moving experiences to future generations. In particular, in our efforts to mitigate the impact of climate change, we aim to reduce per-unit CO₂ emissions by 1% each year on average from the FY 2016 level by FY 2020. Furthermore, we are also working to take adaptation measures in order to minimize the impact of rising temperatures on our Guests.

* Key initiatives

Our Policy and Systems for Conservation

Committed to the environment to pass it on in a better condition to future generations.

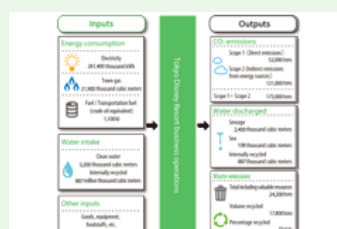
[> See details](#)



Environment Related Data

Data on environmental performances.
We are working to reduce our environmental impact by considering various environmental aspects.

[> See details](#)



Measures Against Climate Change

We are working to mitigate the impact of climate change through CO₂ reduction and energy conservation, while taking adaptive measures to cope with natural disasters and rising temperatures.

[> See details](#)



Waste Reduction

Active efforts to increase recycling.

[> See details](#)



Water Conservation

Voluntary efforts to purify wastewater and utilize reclaimed water.

[> See details](#)



Proper Chemicals Management

Controlling Pollutant Release and Transfer Registry (PRTR) substances in paints and cleaning products.

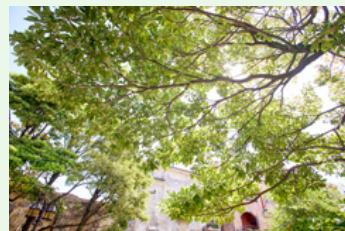
[> See details](#)



Giving Consideration to Biodiversity

We are promoting means of procurement that minimize damage to ecosystems.

[> See details](#)



Our Policy and Systems for Conservation

▼ Policies and Regulations ▼ Management Structures ▼ Actions and Performances

Policies and Regulations

Environmental Policy of the OLC Group

The OLC Group has established our Environmental Policy that sets forth guidelines for action and our philosophy governing the OLC Group's environmental activities. Our Environmental Philosophy affirms our commitment to working in harmony with the environment throughout our business so that we may continue to offer wonderful dreams and moving experiences to future generations. Our Environmental Action Policy represents our responsibility to adopt environmentally conscious business practices, to observe environmental laws and regulations, and to hold to the voluntary standards developed by the OLC Group. Our intent is also to make improvements in this area, and to provide training and development opportunities to our employees.

Our Environmental Policy (Established November in 2005)

Environmental Philosophy

~To bring wonderful dreams and moving experiences to future generations~

We seek to work in harmony with the environment in all of our business, so that we may continue to offer wonderful dreams, moving experiences, delight and contentment into the future.

OLC Group Environmental Action Policy

1. The OLC Group will make every effort to fight global warming, conserve energy, prevent pollution, engage in green purchasing, consider biodiversity and reduce and recycle waste in all aspects of its business operations.
2. The OLC Group will comply with all statutory regulations and internal standards related to the environment.
3. The OLC Group will establish, implement and review environmental objectives and targets on a regular basis.
4. The OLC Group will offer education and training to all our employees so that they understand and are capable of acting independently on our environmental policies.

* Reducing Environmental Impact across Supply Chain

The OLC Group has in place the [OLC Group Vendors Code of Conduct](#) with the aim of fulfilling its social responsibility across the entire supply chain.

To encourage our suppliers to advance their measures for environmental protection, the Code of Conduct prescribes our efforts to reduce all kinds of environmental impact, as well as to comply with laws, regulations and other standards, for the purpose of preventing global warming and environmental contamination as well as giving consideration to biodiversity.

Furthermore, as part of our efforts aimed at reducing impact to ecosystems in the course of procurement, we have in place [guidelines on the procurement of paper](#). The guidelines require that illegal or excessive deforestation is avoided and recommend using paper made 100% of recycled paper in the office.

Management Structures

* The OLC Group Environmental Management Structure

The OLC Group has a committee in place to promote environmental initiatives



* Structures to Promote Environmental Action

The OLC Group has established an Environmental Action Committee to promote the environmental activities of the Group. This committee is chaired by an Executive Director in charge of Social Activity Promotion Department and is responsible for planning and setting targets for the company's environmental activities such as against climate change. The Environmental Action Committee is comprised of four subcommittees *. These subcommittees conduct fact-finding surveys, devise strategies for addressing environmental issues, and implement initiatives to reduce environmental impact.

Since FY 2010, the Chairperson of the Environmental Action Committee has been appointed to supervise our energy management pursuant to the Amended Act on the Rational Use of Energy with the goal of systematically performing the proactive conservation of energy.

Going forward, we intend to keep enhancing our environmental management structure and operate our business in harmony with the environment.

* The four subcommittees are: the Subcommittee on Global Warming Prevention, the Subcommittee on Energy Management, the Subcommittee on Waste Management and the Subcommittee on Chemicals Management (as of November 2020).

* Internal Environmental Audits

Since FY 2015, the OLC Group has been implementing theme-based internal environmental audits. In FY 2019, “promotion of food loss reduction” and “management and operation of chemical substances” were audited.

Actions and Performances

* Compliance with Environmental Laws and Regulations

The OLC Group ensures that information on environmental laws and regulations is shared across the Group by using a checklist, and keeps track of legal revisions with support from relevant external service providers.

In FY 2019, we experienced neither serious accidents concerning the environment nor payment of environmental penalties.

* Environmental Education Activities for Employees

The OLC Group offers e-learning programs in order to raise employee awareness of the importance of environmental conservation.

We also engage in a variety of efforts to educate employees about environmental issues, including publishing an environmental series in our in-house newsletter and hosting environmental-themed events.



Hosted an internal exhibition “Environmental Fair” (June 2019)

* Environment Related Data

Tokyo Disney Resort

Data on environmental performances of FY2019.

> [Environment Related Data](#)

Environmental Commitments

Environment Related Data

Actions and Performances

✳ Environmental Impact Status of Tokyo Disney Resort

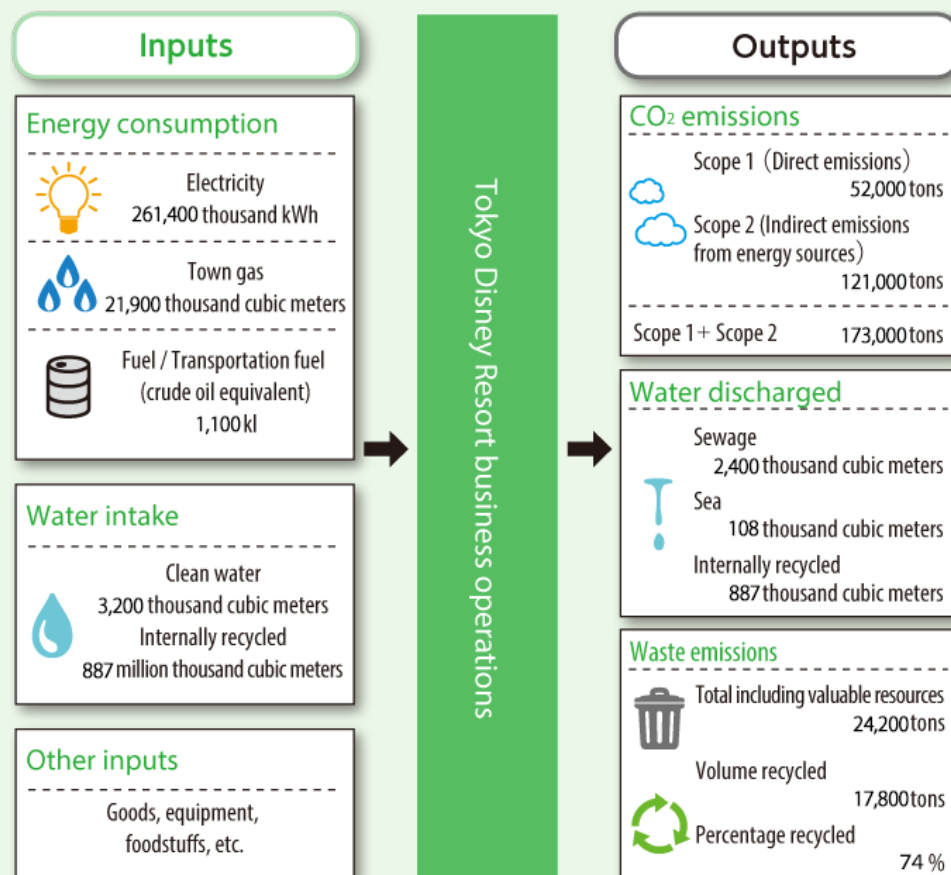
Tokyo Disney Resort

The chart below gives a broad indication of the environmental impact of the business operations of Tokyo Disney Resort (Tokyo Disneyland, Tokyo DisneySea, Disney Ambassador Hotel, Tokyo DisneySea Hotel MiraCosta, Tokyo Disneyland Hotel, Tokyo Disney Celebration Hotel, Ikspiari, Bon Voyage, the Tokyo Disney Resort Line, and Maihama Amphitheater) in FY 2019. Our environmental efforts touch on a variety of areas including energy management, water processing, waste management and recycling activities. We give due consideration to a range of environmental factors to reduce the burden on the global environment produced by our business activities. Inputs (i.e., external factors that contribute to the environmental impact of our operations) include energy (electricity, city gas, fuel, etc.), water (clean water), various goods, equipment and food. Outputs (i.e., emissions resulting from our business activities) include carbon dioxide, wastewater released into the sewage system, and waste (including valuable resources).

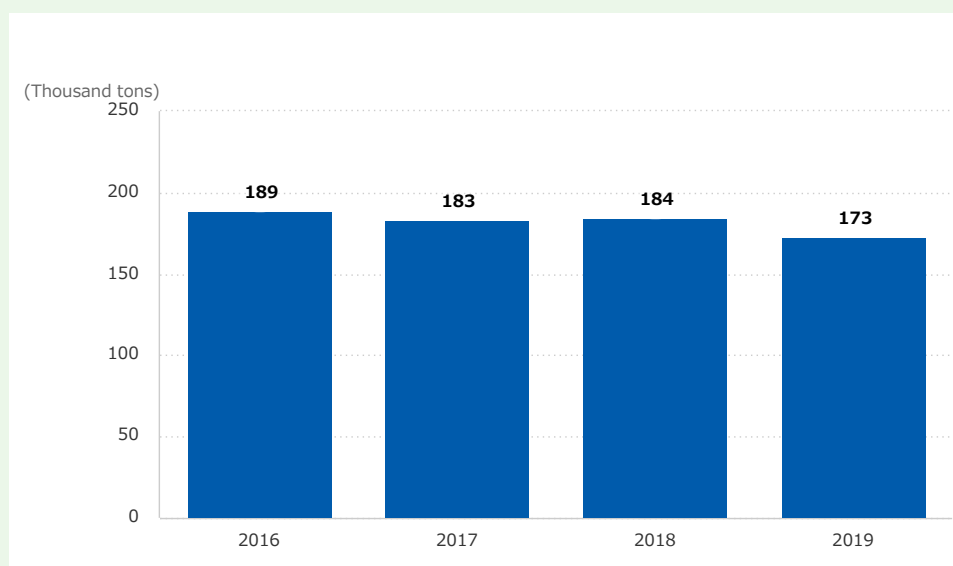
Environment-related data coverage rate ✳ ✳ ✳

The environmental impact mass balance and yearly data cover approximately 98% of the OLC Group's business areas (the Theme Park business, Hotel business, and other business segments) in terms of net sales composition.

Mass Balance on Tokyo Disney Resort Environmental Impacts (FY 2019) ✳ ✳ ✳



CO₂ emissions✱ ✱ ✱



Yearly Data on Mass Balance✱ ✱ ✱

Inputs		2017	2018	2019
Energy Consumption	Total energy consumption (GJ)	3,775,800	3,847,100	3,635,600
	Electricity (GJ)	2,592,200	2,624,100	2,606,200
	Town gas(GJ)	1,129,500	1,165,500	985,500
	Fuel (GJ)	54,100	57,500	43,900
Water intake	Total intake (thousand m ³)	4,261	4,482	4,087
	Clean water (thousand m ³)	3,400	3,600	3,200
	Internally recycled water (thousand m ³)	861	882	887

Outputs		2017	2018	2019
CO ₂ emissions	Scope 1 (t)	60,000	62,000	52,000
	Scope 2 (t)	123,000	122,000	121,000
	Scope 1 + Scope 2 (t)	183,000	184,000	173,000
Water discharged	Total water discharged (thousand m ³)	3,588	3,715	3,395
	Sewage/water treatment facilities (thousand m ³)	2,600	2,700	2,400
	Sea (thousand m ³)	127	133	108
	Internally recycled (thousand m ³)	861	882	887
Waste emissions	Total including valuable resources (t)	25,300	26,200	24,200
	Volume recycled (t)	19,100	19,600	17,800
	Percentage recycled	75%	75%	74%

*Tokyo Electric Power Company's adjusted emission factor used to calculate CO₂ emissions from electricity consumption.

* Includes CO₂ emissions from transportation since fiscal 2017

FY 2019 Scope 3 CO₂ Emissions✳ ✳ ✳

(t)

	Category	Emissions	Calculation method
Scope3	Capital goods	500,000	Calculated by multiplying the OLC Group's capital expenditure for FY 2019 by emissions unit value
	Fuel- and energy-related activities not included in Scope 1 or 2	17,800	Calculated by multiplying the electricity consumption for the business activities at Tokyo Disney Resort by emissions unit value
	Waste generated in operations	555	Calculated by multiplying the waste generated in the business activities at Tokyo Disney Resort by emissions unit value for each waste disposal method
	Business travel	430	Calculated by multiplying the total days of business travel by OLC employees in Japan and abroad by emissions unit value
	Employee commuting	6,800	Calculated by multiplying the number of employees in each category of employment and the total business days worked by them by emissions unit value
	Upstream leased assets	0	Calculated in Scope 1 and Scope 2
	Processing of sold products	0	Not Applicable
	Franchises	0	Not Applicable
	Total	525,585	

* Basic Guidelines on Accounting for Greenhouse Gas Emissions throughout the Supply Chain (Ver.3.0) was referred to in calculating the above.

Water consumption by intake source and discharge destination

* * *

(thousand cubic meters)

		2017	2018	2019
Total water intake		4,261	4,482	4,087
Breakdown by source	Surface water (rivers and lakes)	0	0	0
	Surface water (wells and boreholes)	0	0	0
	Water used at quarries	0	0	0
	Drinking water supplied by Urayasu City	3,400	3,600	3,200
	Internal water recycling facilities	861	882	887
	Rainwater	0	0	0
	Seawater	0	0	0
Total water discharged		3,588	3,715	3,395
Breakdown by discharge destination	Sea	127	133	108
	Surface water	0	0	0
	Wells/underground water	0	0	0
	Water treatment facilities	2,600	2,700	2,400
	Internal water recycling facilities	861	882	887

COD Emissions * * *

(t)

	2017	2018	2019
COD Emissions	0.9	0.8	0.7

* COD Emissions=Σ{CODAverage concentration×amount of emissions}

CO₂ emissions intensity vis-à-vis FY 2020 medium-term target



This indicates the changes in CO₂ emissions intensity vis-à-vis our FY 2020 medium-term target for measures against climate change.

> [Changes in CO₂ Emissions Intensity](#)

Amount of daily combustible waste per Guest vis-à-vis FY 2020 medium-term target



This indicates the changes in the amount of daily combustible waste per Guest vis-à-vis our FY 2020 medium-term target for waste management.

> [Changes in Amount of Daily Combustible Waste per Guest](#)

CO₂ emissions by OLC Group



This indicates the changes in the OLC Group's CO₂ emissions.

> [FY 2019 CO₂ Emissions](#)

Results of OLC Group's Survey on PRTR Substances



The results of the OLC Group's survey on PRTR substances are presented.

*The latest data available are the results of the FY 2018 PRTR substances survey.

> [Yearly Changes in Release/Transfer Volume](#)

> [Breakdown of Release/Transfer Volume \(FY 2018\)](#)

> [Breakdown by Application](#)

Related information

> [Human Resource Related Data](#)

Measures Against Climate Change

▼ Policies and Regulations ▼ Management Structures ▼ Actions and Performances

Policies and Regulations

* Being Aware of Climate Change and Other Environmental Issues

Corporations are pressed to take more proactive actions to fulfill their social responsibility to address a range of environmental issues including climate change resulting from global warming, as well as issues involving water resources, waste and biodiversity. Moreover, undertaking environmentally friendly business activities will help make corporations themselves more sustainable.

Our Theme Parks, which are visited by tens of millions of Guests each year, can be described as one large "city." To ensure that our Guests can spend a comfortable time with peace of mind in this city and to preserve and pass on the precious global environment to future generations, while also continuing to deliver happiness, the OLC Group must shoulder the responsibility of implementing environmental activities in a sincere manner.

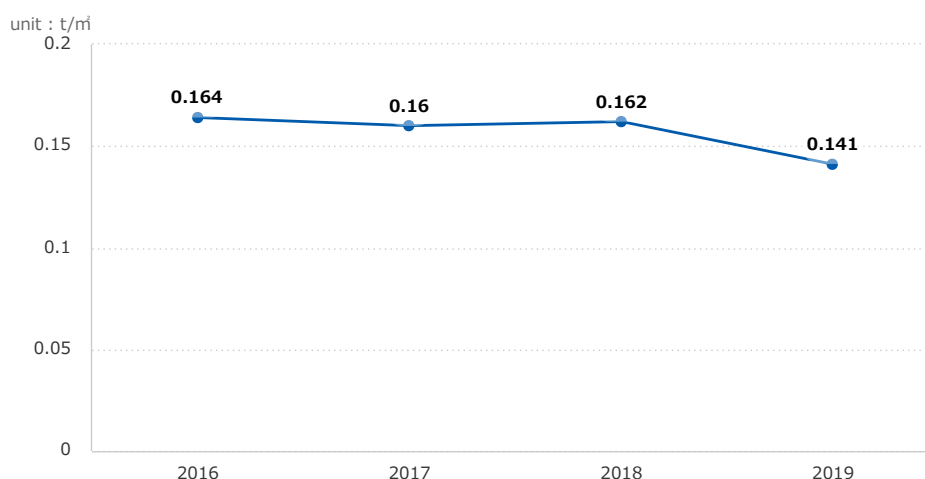
* OLC Group's Approach

In its Environmental Philosophy, the OLC Group upholds its commitment to working in harmony with the environment in all its businesses so that we may continue offering wonderful dreams and moving experiences to future generations. In particular, in our efforts to mitigate the impact of climate change, we aim to reduce per-unit CO₂ emissions by 1% each year on average from the FY 2016 level by FY 2020. Furthermore, we are also working to take adaptation measures in order to minimize the impact of rising temperatures on our Guests.

* Medium-term Goal in Tackling Global Warming

As part of our measures to tackle global warming, we intend to continue with our efforts to reduce CO₂ emissions through the promotion of efficient energy use. The OLC Group's medium-term goal is to reduce per-unit* CO₂ emissions by 1% each year on average from the FY 2016 level by FY 2020. The target of pre-unit CO₂ emissions in FY 2020 is 0.158 t/m².

Changes in per-unit CO₂ emissions * * *



* Amount of CO₂ emissions per floor-area of facilities pertaining to Tokyo Disney Resort business (CO₂ emissions / Gross floor area of buildings)

* Participation in the External Initiative

The OLC Group is a member of Tokyo Zero-emission Innovation Bay. The organization was established to build an innovative area of zero-emission technology around Tokyo Bay with various energy suppliers and users around it. The initiative aims to elevate the area into the biggest research/development and PR points against climate change with their pursuit of renewable energy technology or the electric network. 122 organizations and institutions participate in the initiative. We will take our responsibility towards climate change along with their philosophy.

> [Tokyo Zero-emission Innovation Bay](#) 

* OLC Group's Environmental Policy

The OLC Group undertakes environmental activities in line with Our Environmental Policy.

> [Our Environmental Policy](#)

Management Structures

* Structures to Promote Environmental Action

The OLC Group has established an Environmental Action Committee to promote the environmental activities of the Group. This committee is chaired by the Executive Director in charge of the Social Activity Promotion Department and is responsible for planning and setting targets for the company's environmental activities including climate change. Positioned under the Environmental Action Committee, the Subcommittee on Global Warming Prevention and the Subcommittee on Energy Management conduct fact-finding surveys, devise strategies for addressing environmental issues, and implement initiatives to reduce environmental impact.

Since FY 2010, the Chairperson of the Environmental Action Committee has been appointed to supervise our energy management pursuant to the Amended Act on the Rational Use of Energy with the goal of systematically performing the proactive conservation of energy.

Going forward, we intend to keep enhancing our environmental management structure, and operating our business in harmony with the environment.

* Energy Management System

Our proprietary energy management system (EMS) visualizes electricity consumption within our two Theme Parks and back office.

The EMS collects and analyzes data on energy consumption using IT through sensors attached to all facilities. This system has enabled us to identify inconsistent or wasteful electricity use by monitoring the operation hours and temperature settings of air conditioners, and the lighting time and illumination level settings of lighting equipment, among others, and to implement measures to make improvements based on collaborations with relevant organizations, contributing to the establishment of a Plan-Do-Check-Act (PDCA) cycle for CO₂ emissions reduction.



Visualization of electricity consumption

In recognition of our organizational EMS-based energy-saving initiative, we received the 2018 Minister of the Environment Award for Global Warming Prevention Activity in the category for practical environmental measures and proliferation in December 2018.



Actions and Performances

* Emissions Reduction and Efficient Use of Energy

Approximately 70 percent of the OLC Group's current CO₂ emissions result from electricity use. In terms of hardware, ever since the Theme Parks were in its earliest planning stages the OLC Group has been working to install and upgrade a range of energy-efficient facilities and equipment, including the large-scale heat-source facilities installed in the central energy plant*. In FY 2018, two new turbo refrigerators were additionally installed. Furthermore, we have been working to reduce CO₂ emissions by installing energy-efficient LED lighting and generating electricity by solar power generation. We also have in place our own power generators with a total output of 17,500 kW to cut peak-demand grid energy use in summer.

In the intangible aspects, we will be introducing a combination of different measures and continue our efforts to reduce CO₂ emissions. One example of such measures is to reduce power consumption by employing an energy management system to visualize energy consumption.

*It is an integrated heat-source unit that generates heat for the air-conditioning systems at a single location for distribution to various facilities, thus making it unnecessary to install this equipment in individual buildings.



Central monitoring system at the Central Energy Plant

FY 2019 CO₂ Emissions* * *

In FY 2019, CO₂ emissions by the OLC Group amounted to 186,000 t.

OLC Group's CO₂ Emissions

FY 2016	FY 2017	FY 2018	FY 2019
203,000 t	198,000 t	198,000 t	186,000 t

For the amount of CO₂ emitted at the Tokyo Disney Resort, please refer to the [Environment Related Data](#).

Carbon Offset* * *

The OLC Group has been continuing with our carbon offsetting* since FY 2014. In FY 2020, we chose household fuel cells to offset a total of 2,000 t of carbon.

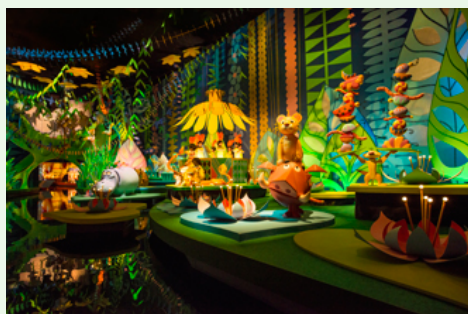
*All or part of the amount of CO₂ emissions that cannot be reduced is offset by assisting another company or organization in reducing its CO₂ emissions.

* Switching to LEDs

Tokyo Disney Resort

We are switching our facility, attraction and hotel lighting from incandescent bulbs to LEDs. We are already using LEDs to illuminate our Cinderella's Castle, Mount Prometheus, roofs' rims, outdoor spaces and stores.

"it's a small world," which was redesigned and reopened on April 15, 2018, now exclusively employs LED lighting. To exude the attraction's unique atmosphere more vividly, we increased the amount of lighting equipment by 60 percent, while reducing energy consumption by more than 50 percent.



"it's a small world" maintained its traditional atmosphere with LEDs



The OLC Group worked with manufacturers to develop soft LED lighting that enhances the Theme Park experience

* Solar Power Generation

Tokyo Disney Resort

We are currently installing more solar panels on our building rooftops.

At present, solar panels have been installed atop eight buildings, generating over 600 kW of power.



Solar panels installed atop company building

* Strawberry Cultivation Using Heat Generated from Geothermal Energy and Hot Springs

Hokkaido Teshikaga Farm, which cultivates strawberries, adopts greenhouse heating systems that harness abundantly available geothermal and hot spring energy, significantly reducing the consumption of fossil fuels even in the winter season.



Strawberry cultivation facility at the Hokkaido Teshikaga Farm

* Use of Biomass Packaging

Tokyo Disney Resort

The shopping bags provided for a fee at stores inside our Theme Parks and hotels are now eco-friendly. In FY 2015, we introduced biomass packaging partially made with plant-based materials. This enables us to cut yearly CO₂ emissions down by about 40 percent compared to conventional bags, which mainly use petroleum-based materials. The plant that serves as the raw material is also being cultivated in such a way as to avoid damaging tropical forests and other elements in the ecosystem.



Biomass packaging materials made from plants.

* Conversion of Vehicles inside Theme Parks to Electric Vehicles

Tokyo Disney Resort

As part of the efforts to reduce CO₂ and its impacts on the atmosphere, seven vehicles used for our Big City Vehicles that operate inside Tokyo DisneySea and Disney's Royal Dream Wedding program offered at Tokyo Disneyland have been converted to electric vehicles.



Electric car in operation in Tokyo DisneySea

Environmentally Friendly Transport

The OLC Group is endeavoring to reduce the environmental impact of transportation.

Emissions Reductions for Commercial Vehicles and Low-Emission Vehicles

As part of its ongoing fight against global warming, the OLC Group is promoting the use of light, hybrid and electricity-powered vehicles with the goal of reducing CO₂, NO_x (nitrogen oxide) and PM (particulate matter) emissions from commercial vehicles.

Also, we have converted all of our company buses that operate on our office grounds to hybrid vehicles.

Eco-driving Rules for Guests and Employees

The OLC Group has established the OLC Group Eco-driving Rules on the basis of the guidelines being promoted by the Japanese government in order to educate employees about the benefits of eco-driving. We have asked our suppliers to abide by Group rules on eco-driving to reduce CO₂ emissions across the supply chain.

OLC Group Eco-driving Rules

- Check tire pressure frequently
- No carrying of unnecessary loads
- Thoroughly check destination and route
- Drive off immediately after starting the engine
- Accelerate slowly when starting the vehicle
- Maintain increased vehicle-to-vehicle distance and drive safely with less braking
- Step off the accelerator as soon as possible
- No engine idling
- Always park in a designated location
- Limit use of air conditioning

In Theme Park parking areas, signs are erected to encourage Guests to stop engine idling.



* Adapting to Global Warming

Tokyo Disney Resort

Measures for addressing global warming include mitigating measures, which entail curbing the advance of global warming by reducing emissions of greenhouse gases, and adaptive measures, which entail reducing the impact of water shortages, temperature increases, higher numbers of typhoons and other climate changes that are expected to occur due to global warming.

At present, the OLC Group is working to be prepared for thunderstorms, typhoons and other natural disasters, and addressing rising temperatures to prevent heat strokes both indoors and outdoors as a form of adaptation. We intend to continue with such measures, anticipating climate changes that are expected to occur due to global warming.

In particular, we have been working to alleviate heat in the outdoor queuing areas of attractions and other facilities. In FY 2019, we installed more parasols outside the Jungle Carnival store and the waiting area for Scuttle's Scooter to allow Guests to keep the sun off. We also expanded the roof and placed electric fans in the outdoor queuing area for Turtle Talk.



Installed more parasols in the waiting area for Scuttle's Scooter



Expanded the queuing area roof at Turtle Talk



Electric fans were installed

Furthermore, at Disney Ambassador Hotel, Tokyo DisneySea Hotel MiraCosta, and Tokyo Disneyland Hotel, we keep the curtains closed before Guests enter their rooms during the summer season to prevent room temperatures from rising.



Curtains are closed at Guest rooms.

* Positions Regarding Climate Change Laws and Regulations

The OLC Group supports laws and regulations regarding climate change such as the Act on the Rationalization etc. of Energy Use and the Act on Promotion of Global Warming Countermeasures. We annually submit reports of our energy use, progress against the targets of energy

* Environment Related Data

Tokyo Disney Resort

Data on environmental performances of FY2019.

> [Environment Related Data](#)

Environmental Commitments

Waste Reduction

▼ Policies and Regulations ▼ Management Structures ▼ Actions and Performances

Policies and Regulations

* Increasing Recycling Rates

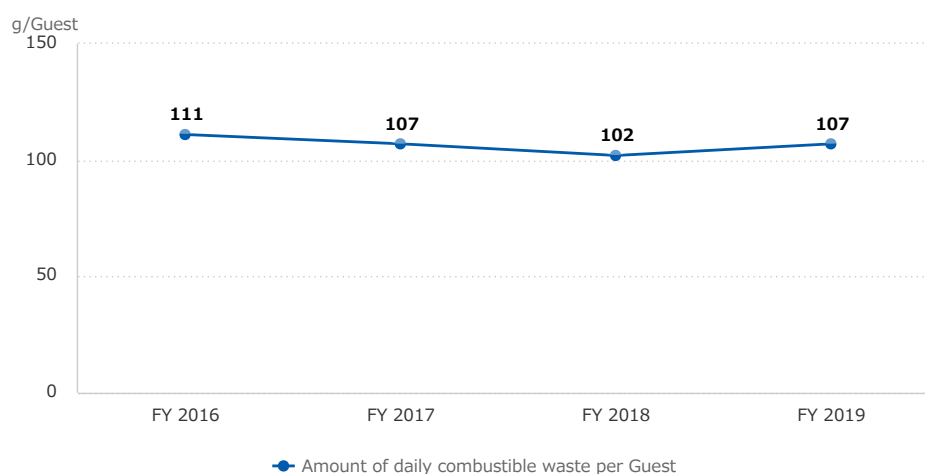
With tens of millions of Guests visiting our Theme Parks each year, the Tokyo Disney Resort is much like a town.

The OLC Group promotes waste reduction and recycling programs and is making aggressive efforts to reduce our impact on the environment.

* Medium-term Target in Waste Management

We work to reduce waste by upholding the medium-term target of reducing the amount of daily combustible waste by 3% from the FY 2015 level to 110 g per Guest by FY 2020. We will also continue to work on resource saving, by rigorously enforcing the proper separation of different types of waste, and promoting recycling.

Amount of daily combustible waste per Guest * * *



* OLC Group's Environmental Policy

The OLC Group undertakes environmental activities in line with Our Environmental Policy.

[> Our Environmental Policy](#)

Management Structures

Structures to Promote Waste Management

The OLC Group has established an Environmental Action Committee to promote the environmental activities of the Group. This committee is chaired by the Executive Director in charge of Social Activity Promotion Department and is responsible for planning and setting targets for the company's environmental activities including climate change. Positioned under the Environmental Action Committee, the Subcommittee on Waste Management conducts fact-finding surveys, devises strategies for addressing environmental issues, and implements initiatives to reduce environmental impact.

Going forward, we intend to keep enhancing our environmental management structure and operate our business in harmony with the environment.

OLC Group Waste Management Policy

The OLC Group has adopted a group-wide waste management policy and is sharing this philosophy within the group in an effort to promote waste disposal methods that are kinder to the environment.

Actions and Performances

Recycling Programs

Tokyo Disney Resort

Rigorous Waste Sorting

The waste generated at the Tokyo Disney Resort is carefully sorted by Cast Members in accordance with detailed sorting criteria in order to recycle as much of our waste as possible.

We recycle a wide range of resources including cardboard boxes, kitchen waste, plants, edible oils, plastic bottles, plastic wrapping materials, other plastic waste, copy paper, newspapers and magazines, paper cups, paper packages, empty cans, empty bottles, metal and wooden chips. These are sent to specialized facilities for recycling.



Garbage bins allowing Guests to separate liquids and other types of waste from general waste have been installed

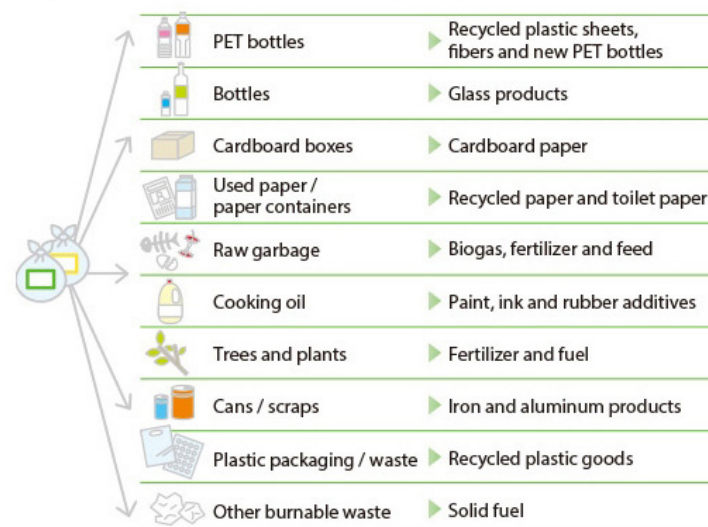


Waste is collected by Cast Members



Manual sorting by Cast Members

Representative examples of recycling



FY 2019 Recycling Rates✳ ✳ ✳

In FY 2002, when Tokyo DisneySea was first open for the entire year, the recycling rate fell short of 50 percent; by contrast, the rate across the entire Tokyo Disney Resort reached 70 percent level in these several years as a result of the initiatives above. We recycle virtually all of the kitchen waste generated in our Theme Parks.

Recycling Rates✳ ✳ ✳

FY 2016	FY 2017	FY 2018	FY 2019
74%	75%	75%	74%

Recycling Loop✳ ✳ ✳

Tokyo Disney Resort

The OLC Group has embarked on efforts to complete the recycling loop by collecting recyclable materials and using products made from recycled materials.

Roughly 30 percent of the toilet paper used in some of our facilities today is made from paper cups collected at our Theme Parks and recycled.



Paper cups are recycled into toilet paper.

✳ Donations to Food Banks

In order to avoid throwing away the pre-gelatinized rice set aside in preparation for disasters, other food that has not yet expired, and tableware that is still usable, starting in FY 2014 we began making donations to food banks and other organizations.

The main recipient of the donation was a certified NPO, Second Harvest Japan, the largest food bank in Japan. Based on the principle of “food for everyone,” they provide a wide range of support activities including support for disaster-stricken areas, welfare facilities, and the economically disadvantaged, and single mothers.

✳ Initiatives to Reduce Use of Disposable Plastic

> [Click here for initiatives to reduce use of disposable plastic](#)

✳ Environment Related Data

Tokyo Disney Resort

Data on environmental performances of FY2019.

> [Environment Related Data](#)

Initiatives to Reduce Use of Disposable Plastic

▼ Policies and Regulations ▼ Management Structures ▼ Actions and Performances

Policies and Regulations

* Our Policy on Reducing Use of Disposable Plastic

The OLC Group is striving to reduce the use of disposable plastic in line with Our Environmental Policy.

With respect to items and restaurants where safety and convenience can be secured, we will continue stepping up our measures to reduce the use of plastic by adopting renewable resources, among others. We are also continuing with our efforts to recycle waste plastic through rigorous sorting.

* OLC Group's Environmental Policy (FY2005 November)

The OLC Group undertakes environmental activities in line with Our Environmental Policy.

> [Our Environmental Policy](#)

Management Structures

* Structures to Promote Environmental Action

The OLC Group has established an Environmental Action Committee to promote the environmental activities of the Group. This committee is chaired by Executive Director in charge of Social Activity Promotion Department and is responsible for planning and setting targets for the company's environmental activities such as against climate change. The Environmental Action Committee is comprised of four subcommittees*. These subcommittees conduct fact-finding surveys, devise strategies for addressing environmental issues, and implement initiatives to reduce environmental impact.

Since FY 2010, the Chairperson of the Environmental Action Committee has been appointed to supervise our energy management pursuant to the Amended Act on the Rational Use of Energy with the goal of systematically performing the proactive conservation of energy.

Going forward, we intend to keep enhancing our environmental management structure and operate our business in harmony with the environment.

*The four subcommittees are: the Subcommittee on Global Warming Prevention, the Subcommittee on Energy Management, the Subcommittee on Waste Management and the Subcommittee on Chemicals Management (as of November 1, 2020).

Actions and Performances

* Initiatives to Reduce Use of Disposable Plastic

We replaced plastic straws provided at restaurants at our Theme Parks and some hotels with paper straws in March 2019. Furthermore, we also began using paper cups instead of plastic cups to serve beer at Tokyo DisneySea in September 2019.

In addition, we started charging for the plastic shopping bags for merchandise purchases at locations within Tokyo Disney Resort, including Tokyo Disneyland and Tokyo DisneySea, from October 2020.



Plastic beer cups were replaced with paper cups

Water Conservation

▼ Policies and Regulations ▼ Management Structures ▼ Actions and Performances

Policies and Regulations

The OLC Group has been making consistent efforts to eliminate the wasting of resources by purifying wastewater and promoting the use of reclaimed water on a voluntary basis since opening its first Theme Park to the public.

By introducing the latest cutting-edge systems, we take environmentally friendly measures at all stages of the life cycles of attractions and facilities, from design to introduction, repair and replacement.

OLC Group's Environmental Policy

The OLC Group undertakes environmental activities in line with Our Environmental Policy.

[> Our Environmental Policy](#)

Management Structures

Our Water Supply and Drainage Management System

The OLC Group has established an Environmental Action Committee to promote the environmental activities of the Group. This committee is chaired by the Executive Director in charge of Social Activity Promotion Department and is responsible for planning and setting targets for the company's environmental activities such as against climate change.

Due to wide-ranging laws governing water supply and drainage*, the OLC Group Water Supply and Drainage Guidelines were established and OLC is developing a system to facilitate the appropriate management of water supply and drainage operations accordingly.

*Japan has various laws and regulations, including the Water Quality Pollution Control Act, the Water Supply Act, the Act on Maintenance of Sanitation in Buildings, and the Sewerage Service Act, which apply to OLC Group companies on the basis of location and business type.

Actions and Performances

✳ Water Purification and Recycling

Tokyo Disney Resort

The water used at the OLC Group is collected, purified and recycled at a water treatment plant owned by our group, in order to reduce water use.

Today, around 30 percent of the water we use (882 thousand m³) is recycled at the OLC Group's water treatment plant and reused for toilet flushing at Tokyo Disneyland and Tokyo DisneySea.



Water treatment facility

Water use ✳ ✳ ✳

(thousand cubic meters)

		2017	2018	2019
Total water intake		4,261	4,482	4,087
Breakdown by source	Surface water (rivers and lakes)	0	0	0
	Surface water (wells and boreholes)	0	0	0
	Water used at quarries	0	0	0
	Drinking water supplied by Urayasu City	3,400	3,600	3,200
	Internal water recycling facilities	861	882	887
	Rainwater	0	0	0
	Seawater	0	0	0
Total water discharged		3,588	3,715	3,395
Breakdown by discharge destination	Sea	127	133	108
	Surface water	0	0	0
	Wells/underground water	0	0	0
	Water treatment facilities	2,600	2,700	2,400
	Internal water recycling facilities	861	882	887

COD Emissions ✳ ✳ ✳

(t)

	2017	2018	2019
COD Emissions	0.9	0.8	0.7

* COD Emissions=Σ{CODAverage concentration×amount of emissions}

Recycling of Water in Water Areas

Tokyo Disney Resort

We have placed filtration devices in the areas and attractions containing water at Theme Parks. The devices enable us to maintain water quality by conducting thorough checks and effectively circulating all water.

For example, the water contained in the vast water areas within Tokyo DisneySea is processed through a large-scale cycle filtration/purification system. Thanks to this system, we can efficiently maintain a consistent level of water by replenishing stocks on sunny days to make up for water lost to evaporation and we can also make adjustments to deal with overflows on rainy days. Clean water used for fountains pours into the bodies of water located throughout Tokyo DisneySea, allowing us to use water effectively without wasting any of it.



Water circulates efficiently throughout
Tokyo DisneySea

Environment Related Data

Tokyo Disney Resort

Data on environmental performances of FY2019.

> [Environment Related Data](#)

Proper Chemicals Management

▼ Policies and Regulations ▼ Management Structures ▼ Actions and Performances

Policies and Regulations

✳ Adhering to the Spirit of the PRTR System

Under the Pollutant Release and Transfer Register (PRTR) system based on Japan's Act on Confirmation, etc. of Release Amounts of Specific Chemical Substances in the Environment and Promotion of Improvements to the Management Thereof, designated business operators are required to track the emission and transfer* of PRTR substances and to submit detailed reports to the government. Although the reporting requirements of the PRTR system do not apply to the OLC Group, we voluntarily investigate emissions and transfers of PRTR substances by the OLC Group each year in line with the PRTR system in order to reduce our release of these chemical substances. For FY2020, we aim to reduce the use of these chemical substances compared to FY2019, in order to reduce emissions and transfer of them.

Most of the PRTR substances used by the OLC Group are contained in paints and cleaning products used at our Theme Parks.

The use of PRTR substances, including the paints used to recreate buildings from the early 20th century and in various other Theme Parks productions, as well as those used in routine maintenance work, is closely supervised in accordance with safety data sheets. The sheets provide information on chemical components, properties and handling guidelines, and we strive to control their release and transfer within appropriate levels.

The OLC Group will continue to reduce the use of these chemicals by replacing them with alternative substances and redesigning facilities into those that do not require any paint to be applied, and reduce the emissions and transfer of the chemical substances.

*Operators are required to track what types of chemical substances are discharged into which environment, and what types of chemical substances are transferred off-premises.

✳ OLC Group's Environmental Policy

The OLC Group undertakes environmental activities in line with Our Environmental Policy.

> [Our Environmental Policy](#)

Management Structures

✳ Environmental Action Committee and Subcommittee on Chemical Management

The OLC Group has established an Environmental Action Committee to promote the environmental activities of the Group. This committee is chaired by the Executive Director in charge of the Social Activity Promotion Department and is responsible for planning and setting targets for the company's environmental activities such as against climate change. Positioned under the Environmental Action Committee, the Subcommittee on Chemical Management conducts fact-finding surveys, devises strategies for addressing environmental issues, and implements initiatives to reduce environmental impact.

✳ Chemical Substance Management System at the OLC Group

We have established an "OLC Group Chemical Substance Management Guideline" that contains the general handling precautions for chemical substances, storage and disposal methods and confirmation items for related employees, and we are promoting the proper management and operation of chemical substances.

Actions and Performances

* Efforts to Reduce Chemical Emissions

Tokyo Disney Resort

The OLC Group continues to conduct fact-finding surveys on the usage, discharge and transfer of PRTR substances annually and will search for and implement methods of reducing releases. We have thus far cut down on the use of toluene and xylene by switching to water-based paints and have substantially reduced the use of AE (poly (oxyethylene) alkyl ether) by discontinuing use of AE dishwashing detergent.



Proper management of paints used at Theme Parks

Furthermore, when redesigning structures and pavement materials at our Theme Parks to facilitate maintenance, we also strive to reduce the use of paint and construction materials containing chemical substances in consideration of the environment.

For example, in the waiting area for the Haunted Mansion, we applied no paint to the curbstone and changed the pavement materials to those containing no chemical substances.

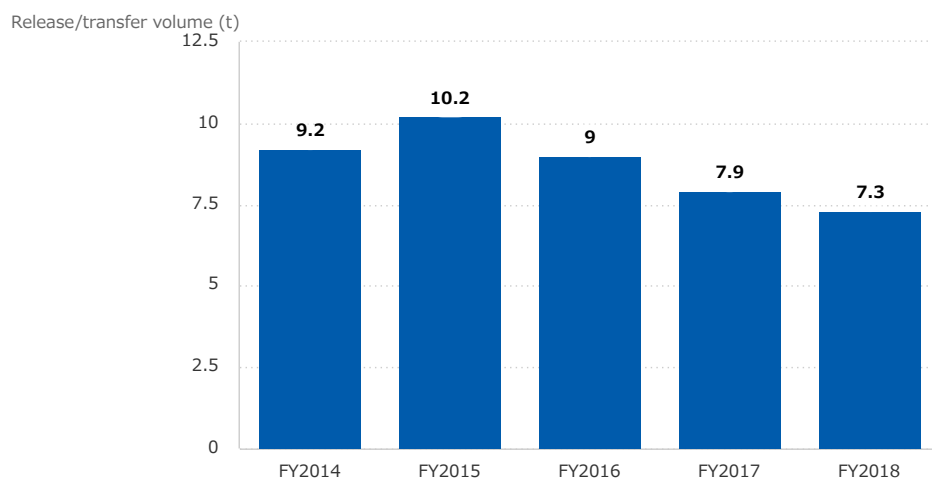


Applied no paint to the curbstone and eliminated chemical substances from pavement materials

✱ Results of OLC Group's Survey on PRTR Substances

The latest data available are the results of the FY 2018 PRTR substance survey.

Yearly Changes in Release/Transfer Volume ✱ ✱ ✱



Breakdown of Release/Transfer Volume (FY 2018) ✱ ✱ ✱

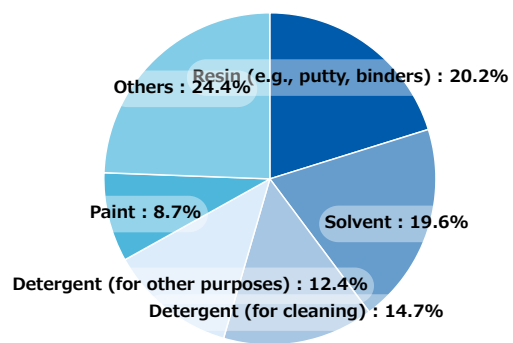
Substance	Release/ transfer volume (t)	Proportion (%)
Methyl methacrylate	1.4	18.8
Toluene	1.1	15.2
AES (*1)	1.0	13.5
LAS (*2)	0.9	12.0
Xylene	0.6	8.8
AE (*3)	0.5	6.8
2-aminoethanol	0.4	5.5
Styrene	0.3	4.1
Ethylbenzene	0.3	4.1
Boron compounds	0.1	1.4
Others	0.7	9.9

*1. Polyoxyethylene alkyl ether sulfate

*2. Linear alkylbenzene sulfonic acid and its salt

*3. Alcohol ethoxylate

Breakdown by Application* * *



■ Resin (e.g., putty, binders)
 ■ Solvent
 ■ Detergent (for cleaning)
 ■ Detergent (for other purposes)
 ■ Paint
 ■ Others

* Environment Related Data

Tokyo Disney Resort

Data on environmental performances of FY2019.

[> Environment Related Data](#)

Giving Consideration to Biodiversity

▼ Policies and Regulations ▼ Management Structures ▼ Actions and Performances

Policies and Regulations

Our lives and business activities are sustained by biodiversity, which consists of the variation of living species and their relationships to each other.

The OLC Group upholds consideration for biodiversity in Our Environmental Policy. In our efforts to seek harmony with the environment through our business activities, we procure paper with due consideration for biodiversity and work to create an environment where diverse types of vegetation can grow.

* OLC Group's Environmental Policy

The OLC Group undertakes environmental activities in line with Our Environmental Policy.

> [Our Environmental Policy](#)

* Paper Procurement in Consideration of Biodiversity

In June 2015, at the OLC Group, as part of our efforts aimed at limiting damage to ecosystems in the course of procurement, we set new guidelines on the procurement of paper. These require that illegal or excessive deforestation is avoided and recommend using paper made 100% of recycled paper in the office.

> [Guidelines on Paper Procurement \(abbreviated\)](#)

Management Structures


The OLC Group has established an Environmental Action Committee to promote the environmental activities of the Group. This committee is chaired by the Executive Director in charge of the Social Activity Promotion Department and is responsible for planning and setting targets for the company's environmental activities such as against climate change.

Actions and Performances

* Greenery at our Theme Parks

Tokyo Disney Resort

We set aside more than around 18 hectares of land, or one-sixth of our total theme park area, for greenery. Around 1,340,000 plants comprising 2,000 species are grown, which is comparable to a botanical garden.

In our Tokyo Disney Resort blog on our [Tokyo Disney Resort official website](#)  (in Japanese only), we provide an overview of our plants as well as gardening advice under the theme of "flower and greenery walks," so that our guests can enjoy learning about diverse forms of vegetation.



Guidelines on Paper Procurement (abbreviated)

I. Purpose

To provide recommendations on how to avoid using paper that may lead to deforestation when producing and procuring paper products, and to promote a shared understanding thereof.

II. Target

All paper products used in the course of business

III. Procurement policy

Paper that is not to be procured shall be determined autonomously, and procurement thereof shall be avoided as far as feasible:

- Paper using illegally logged wood as raw material (wood from areas where logging is prohibited or of species logging of which is prohibited.)
- Paper using wood from problematic areas (areas where illegal logging takes place often and other areas separately stipulated)

As a general rule, the following products should be selected:

- Products of regular members of the Japan Paper Association, and products of companies that declare use of legally harvested timber raw materials
- Recycled paper, FSC-certified paper, paper made from forest thinnings, etc.

Method of enforcement

- Conduct a yearly examination of raw materials on separately defined paper products that are used in large quantities.
- Explain the main points of the guidelines to and request compliance from suppliers half or more of whose products or containers/packaging are made of paper.
- Conduct unscheduled inspections of products and lines of products that are deemed important.

Our Guests and the Community

Social Issue Initiatives

* Being Aware of Social Issues

The consumers' sense of values is becoming increasingly diverse, as are the social issues that we must address. Corporations must adapt to changing issues and needs, and deliver value to society.

As demographics change due to population aging and the declining birth rate, and the number of inbound tourists grows, we are seeing a rapid diversification in the needs of the Guests visiting our Theme Parks. The OLC Group must keep a close eye on the changing needs and grow sustainably while forging favorable relationships with Guests and the community.

* OLC Group's Approach

Focusing on the increasingly diverse needs of our Guests including families of various forms and visitors from abroad, we are determined to constantly deliver greater happiness to our customers and society at large through business activities that embody a broader social perspective.

Furthermore, we listen to what our Guests have to say and share it internally to make improvements across a broad spectrum of areas including safety, services and facilities.

* Key initiatives

Bringing Happiness to Guests and the Community

The OLC Group is committed to providing happiness to our Guests and the community.

[> See details](#)



Our Commitment to Full and Equal Access (Tokyo Disney Resort)

The OLC Group is working to achieve full and equal access by improving our facilities and developing support tools.

[> See details](#)



Learning from Guest Feedback

The OLC Group strives to learn from Guest feedback in order to continue to spread happiness.

[> See details](#)



Our Guests and the Community

Bringing Happiness to Guests and the Community

Actions and Performances

✿ Happiness and Hospitality

Tokyo Disney Resort

The OLC Group continues to spread happiness through its Theme Parks business.

Disney Theme Parks provide “Happiness” to our Guests through outstanding attractions, shows and parades, and by transporting Guests to a wonderful world of fun in a safe and clean environment. However our commitment to the quality of park facilities alone cannot spread happiness—it is the hospitality of Cast Members working at the Theme Parks that is an integral part of this experience.

Walt Disney once said: “You can dream, create, design and build the most wonderful place in the world, but it requires people to make the dream a reality.” We can build the most wonderful Theme Parks in the world, but that alone will not bring happiness to our Guests.

The hospitality offered by our Cast Members is exemplified by their attention to detail and service quality; it involves ascertaining and understanding the expectations of every single Guest, fulfilling those expectations and doing our utmost to provide services that exceed those expectations. The happiness we bring through our Theme Parks is based on the hospitality offered by our Cast Members; it springs from their desire to bring a smile to the faces of our Guests and to give them a happy experience.



✿ Bringing Happiness to the Customers and Society

Happiness is a very important concept that is instilled in each and every one of the Cast Members working at Disney Theme Parks. The OLC Group places special emphasis on bringing happiness to our Guests and to the community in our approach to corporate social responsibility.

As we have shown in the way in which we have fulfilled the expectations of Theme Park Guests up to the present moment, bringing happiness to our Guests and to the community at large means to pay attention to the Guests’ concerns as well as to take into account the Guests’ social environment in the course of our business activities.

The OLC Group has always been attentive to the needs and voices of our Guests and society at large, as can be seen in our efforts to create a comfortable environment for all Guests, and product labeling that encourages Guests to be health-conscious.

Also, we believe that the happiness we offer to our Guests through our architecture, art, culture, history, film, music, and landscape, as well as through the hospitality of our Cast Members, brings smiles to their faces, nourishes their minds, and enriches their lives.

We will remain committed to bringing more happiness to our Guests and the community through business operations that address the social perspectives and needs of our Guests, including their diversifying values and increasing interest in environmental issues and various social matters.

✿ Offering Guests from Overseas a Comfortable Time

Policies and Management Structures

Serving Guests from Overseas at our Theme Parks ✿ ✿ ✿

Due to the diversification of guests from overseas visiting our Theme Park, under its 2020 Medium-Term Plan, Oriental Land Co., Ltd. upholds its core business strategy of strengthening measures to offer overseas Guests a more comfortable time at our Theme Parks. Specifically, we are pursuing a variety of initiatives to mitigate the inconvenience they may experience due to language and cultural differences.

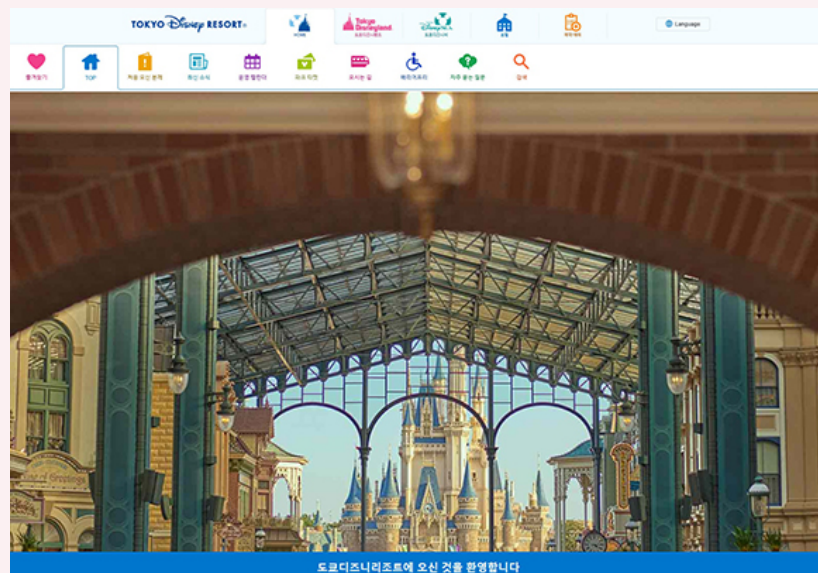
In promoting the initiatives, the Overseas Guests Accommodation Subcommittee was established for advancing companywide measures. The subcommittee is composed of all departments engaged in Theme Park operations, and the CS Enhancement Group of the CS Enhancement Department and the Inbound Marketing Group of the Marketing & Communication Strategy Planning Department, Marketing Division, serve as its secretariat. The subcommittee holds monthly meetings managed by each department to assess the trends and needs of overseas Guests and implements concrete measures to better accommodate them, including introducing training programs to promote understanding of foreign cultures and the trends of overseas Guests.

Actions and Performances

Multilingual service at our Theme Parks ✿ ✿ ✿

Tokyo Disney Resort

We redesigned our foreign language websites in May 2018 to make them just as informative as their Japanese counterpart. These foreign language websites now roughly mirror the Japanese version to help Cast Members better serve overseas Guests, even if they do not speak their language. In addition, in December 2016, we began offering online booking for Disney Hotels and purchase of Disney e-tickets and Tokyo Disney Resort Vacation Packages (official package deals) in Chinese (Traditional) as well as in Japanese and English.

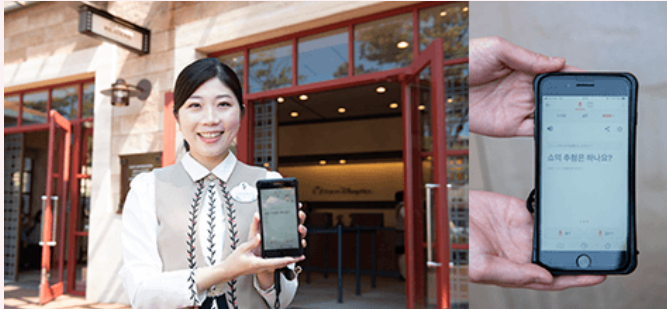


Website in Korean

Guest Service Tools Used at our Theme Parks✿✿✿

Tokyo Disney Resort

To allow our Cast Members to readily communicate with Guests from overseas, we have a variety of tools including booklets outlining the services offered at the Theme Parks and our requests for Guests, as well as a phone interpretation service. In August 2017, we additionally introduced a smartphone translation app to help us provide them with services finely attuned to their needs. The booklet, which was revised in December 2018, now contains 979 fixed phrases using Theme Park terminology, an increase from 356 phrases. With the addition of new phrases, our Cast Members are now able to address division-specific needs and provide Guests with smooth guidance. The smartphone translation app has also been updated, allowing Cast Members to gain access to the fixed phrases on their app. Furthermore, in December 2019, we started introducing hand-held language translation devices in phases to enable us to attend to Guests more efficiently than ever.




Smartphone translation app

✿ Food Choices for Vegetarian Guests

Tokyo Disney Resort

We offer food choices for vegetarian Guests* at four restaurants at Tokyo Disneyland and Tokyo DisneySea, respectively, as of April 2020, as listed in the following webpages:

[Tokyo Disneyland](#) 

[Tokyo DisneySea](#) 

* The vegetarian dishes are made with egg and dairy products. They exclude meat and fish.

✿ Our Commitment to the Well-being of Children: Menu Items

Tokyo Disney Resort

The Sherwood Garden Restaurant located in the Tokyo Disneyland Hotel offers vegetables prepared to cater to children's tastes, such as vegetable bread, during lunch and dinner hours. The health-conscious selections of dishes for children allow even picky eaters to enjoy a fun and healthy meal, providing them with opportunities to learn about nutrition.

*Buffet menu varies by season.



Health-conscious menu at Tokyo Disneyland Hotel

Our Commitment to Full and Equal Access (Tokyo Disney Resort)

Policies and Regulations

Providing Full and Equal Access to All Guests

Tokyo Disney Resort

Tokyo Disney Resort is aiming to provide full and equal access for everyone at the Theme Parks and to create an environment in which every Guest is able to fully enjoy their visit.

A diverse range of Guests visit the Theme Parks, including people with permanent or temporary disabilities, the elderly and expectant mothers. 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 by Cast Members.

Actions and Performances

Promotion of Barrier-Free Environment

Tokyo Disney Resort

Tokyo Disney Resort has been working to provide a barrier-free environment since Tokyo Disneyland first opened. We have developed a range of facilities and support tools, while listening attentively to the voices of our Guests and drawing on the opinions of external organizations for people with disabilities.

We will continue to make improvements to provide an environment where all Guests can spend an enjoyable time.

✿ Accessible Facilities

Tokyo Disney Resort

Attractions That Can Be Boarded in a Wheelchair ✿ ✿ ✿

In addition to theaters and the transportation-type attractions that can carry a large number of Guests from one point to another*, attractions that can be enjoyed by Guests in wheelchairs alongside family and friends are: Buzz Lightyear's Astro Blasters (at Tokyo Disneyland) as well as Toy Story Mania!, Jasmine's Flying Carpets, Sindbad's Storybook Voyage and Caravan Carousel (at Tokyo DisneySea). These attractions have added ride vehicles with a design that allows persons in wheelchairs to get on and off without having to leave their wheelchair at any time.

Also, Pooh's Hunny Hunt and Monsters, Inc. Ride & Go Seek! attractions at Tokyo Disneyland are equipped with an exclusive boarding area, where persons in wheelchairs can take the time that they need to get on and off the ride safely, without having to worry about others.



Attractions that allow Guests to board without leaving their wheelchairs

*Western River Railroad, Mark Twain Riverboat, Tom Sawyer Island Rafts, DisneySea Transit Steamer Line and DisneySea Electric Railway

Platform that Enables Guests to Board Ride without Leaving Wheelchair ✿ ✿ ✿

At the Western River Railroad attraction at Tokyo Disneyland we partially raised the platform and altered the ride so that Guests can get on and off the attraction without leaving their wheelchairs.



Platform raised to enable access for Guests on wheelchairs

Ensuring Easy Shopping Experience for All Guests ✿ ✿ ✿

To ensure that Guests using wheelchairs and small children are able to make their own purchases at our shops and food facilities, we adopted a universal design with regard to the height of the cashier counter (900 mm) and the space between handrails (900 mm to 1,200 mm).



Wider queuing space makes purchasing easier for Guests in wheelchairs

Multifunctional Restrooms✳✳✳

At Tokyo Disney Resort, multifunctional restrooms are available for wheelchair users, electric or otherwise, ostomates, and whoever needs extra space. The restrooms are equipped with a curtain to protect the privacy of users accompanied by a caregiver. In addition, each restroom is installed with a flip-up handrail positioned on either the left or right side depending on the restroom to accommodate users with all kinds of situations. Furthermore, a multipurpose seat is also available in the restrooms for changing diapers, as well as for the elderly and people with disabilities.



Sign for multifunctional restroom

More information about multifunctional restrooms is provided in the Information Booklet so that Guests can find a restroom that meets their needs.

The following facilities are also available.

Target	Facilities
Guests using wheelchairs	Attractions that can accommodate wheelchairs, facilities with slopes or elevators, lowered cash register counters, multifunctional restrooms, wheelchair-accessible show viewing areas

✳ Barrier-free Support Materials

Improved Guide Maps✳✳✳

In April 2018, we redesigned our guide maps in consideration of diverse color vision. An easy-to-read universal design (UD) font is adopted for Japanese text.



Former guide map / New guide map

Introduction of Disney Handy Guide✿✿✿

The Disney Handy Guide began being offering in April 2017 at Tokyo Disneyland and Tokyo DisneySea, providing Guests with visual or hearing disabilities with park information in the form of audio and text/captions (currently in Japanese only).

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 to provide explanations on the scenes via voice as the rides proceed for Guests with hearing disabilities. When used in caption mode, it displays captions for narrations, scripted dialogue and songs at some attractions and entertainment facilities for Guests with visual or hearing disabilities.



Disney Handy Guide

Information on Barrier-Free Facilities and Services✿✿✿

We provide information on our barrier-free facilities and services through the Tokyo Disney Resort official website and the Tokyo Disney Resort Information Booklet.

The Tokyo Disney Resort Information Booklet can be downloaded in PDF format on the official website.



Tokyo Disney Resort Information Booklet that puts together information on barrier-free facilities and services

> [Barrier-free facilities and services](#)

The following support tools are also available.

Target	Support Tools
Guests using wheelchairs	Acceptance of service dogs
Guests with visual disabilities	Disney Handy Guide, permanently installed tactile maps, scale models (of characters and attractions), informational CDs, tactile map guidebook, acceptance of guide dogs
Guests with hearing disabilities	Disney Handy Guide, information boards, acceptance of hearing dogs



Scale models help us communicate the type of attractions and shapes of characters to Guests with visual disabilities.

* Support Services Offered by Cast Members

Tokyo Disney Resort

To ensure a barrier-free environment while maintaining the unique themed atmosphere of our Theme Parks, it is imperative that Cast Members provide appropriate services to assist Guests who have disabilities, in addition to offering accessible facilities. To this end, we encourage Cast Members to obtain a service caregiver certification. Specifically, Oriental Land pays for the entire examination fee, provides clerical support for acquiring the certification, and offers training and education programs. Currently, we have approximately 450 certified service caregivers.

Booklet for Raising Awareness of Barrier-Free Environment

* * *

In May 2019, we compiled a booklet aimed at providing Cast Members with more knowledge on barrier-free environments. Copies of the booklet are placed at each division so that they are readily available. The booklet explains, in an easy-to-understand manner by using illustrations, the idea of providing full and equal access for everyone and how to support people with different types of disabilities. The booklet also presents information on symbol marks, on which we received much feedback from Guests, and assistance dogs for people with physical disabilities, as well as comments from Guests.



Booklet for raising awareness of barrier-free environment

Sign-Language Pin✳ ✳ ✳

At Tokyo Disney Resort, we offer Japanese sign-language classes to enable our Cast Members to communicate with as many of our Guests as possible.

We have established an in-house accreditation system to encourage personal development efforts of our Cast Members, through which approximately 80 employees have been accredited to date. Although shift schedules and work details present certain challenges, every effort is made to assign Cast Members with sign-language ability when they are needed. Cast Members who have passed the certification program wear a sign-language pin on their costumes so that Guests can identify them.



Sign-language pin

✳ Other Support Services

Tokyo Disney Resort

Sign-Language Introduced at Turtle Talk ✳ ✳ ✳

In April 2019, we started offering a sign-language service at the Turtle Talk attraction at Tokyo DisneySea for Guests with hearing disabilities. At the theater-type attraction, a Cast Member serves as a sign-language translator, simultaneously translating what Crush, the sea turtle, says, enabling Guests with hearing difficulties to enjoy the show as much as the rest of the audience. The sign-language service is provided on Tuesdays, Thursdays and Saturdays, twice a day.

✳ Barrier-free Facilities at Hotels

Tokyo Disney Resort

Disney hotels offer accessible rooms and universal rooms that are comfortable to use for people with disabilities.

Accessible rooms✳ ✳ ✳

Facility	Number of rooms	Features
Disney Ambassador Hotel	6 rooms	-Handrails -Sliding door at restroom -Lower beds
Tokyo DisneySea Hotel MiraCosta	2 rooms	
Tokyo Disneyland Hotel	5 rooms	
Tokyo Disney Celebration Hotel	4 rooms (2 Wish rooms, 2 Discover rooms)	

Universal room * * *

Facility	Number of rooms	Features
Disney Ambassador Hotel	1 room	-Handrails -Sliding door at restroom -Electric adjustable beds



Accessible deluxe room at Tokyo Disneyland Hotel

Bone conduction phones, flash bells and bath boards are available upon request.

Learning from Guest Feedback

▼ Policies, Regulations and Management Structures ▼ Actions and Performances

Policies, Regulations and Management Structures

* Learning from Guest Feedback

Tokyo Disney Resort

Walt Disney once said: “Disneyland will never be completed... it will continue to grow as long as there is imagination left in the world.” At Tokyo Disney Resort, our aim is to listen to the voices of our Guests so that we may continue to evolve and to offer all our Guests the wonder and magic of the Disney experience.

The comments from Guests visiting Tokyo Disney Resort offer a myriad of clues as to how we can make the Resort even better. The opinions, requests and compliments relayed directly to Cast Members at each facility are shared throughout the OLC Group via our intranet and at routine meetings, and they help us make necessary improvements to our services promptly. We have also established an Information Center at Tokyo Disney Resort in an effort to offer our Guests an open and inviting environment in which to submit their opinions and requests.

We have asked Guests visiting Tokyo Disney Resort to respond to questionnaires and interview surveys as part of ongoing efforts to collect their opinions, requests and evaluation of the services we provide. In addition, in FY 2017, we strengthened our feedback gathering system by starting to accept inquiries via web form to help Guests who find it difficult to make inquiries over the telephone, such as those who live in a different time zone and thus would need to bear expensive phone charges and those with a hearing disability. In April 2019, we also started accepting web form inquiries from Guests on our website.

Furthermore, in December 2019, we launched a dedicated web form for inquiries on defects, malfunctions and other concerns related to our products.

The feedback we receive from Guests are diverse, ranging from those concerning Cast Members’ Guest services and Theme Park rules and procedures, to those related to the Theme Park facilities and environment as well as the products we offer. We share all comments from our Guests within the organization and put them to use in a wide range of measures aimed at improving the safety and quality of our services and facilities.

Actions and Performances

Guest feedback✳✳✳

Tokyo Disney Resort

Total number of comments and feedback✳✳✳

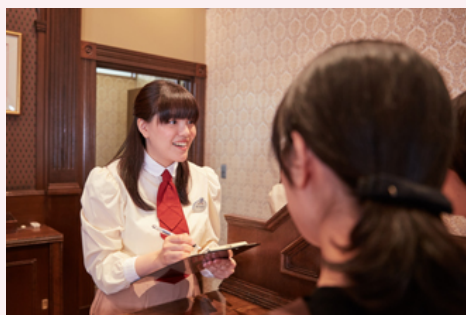
FY 2019	15,112
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Breakdown of feedback by content✳✳✳

	Opinions/suggestions	Compliments (praise)
FY 2019	74.7%	25.3%

Breakdown of feedback by route✳✳✳

	Telephone	Web form	Letter	Questionnaire	Others (e.g., Information Center)
FY 2019	35.5%	24.4%	21.2%	12.0%	6.9%



Accepting Guest comments at our Information Center



Tokyo Disney Resort Information Center

Examples of improvements made based on Guest feedback



On the facility front, misting devices and electric fans were installed in the queuing areas of multiple attractions and additional umbrellas were strategically placed to alleviate the summer heat.



Misting fans and electric fans installed to alleviate the heat based on Guest feedback

In addition to facility improvements, we upgraded our Guest services by introducing a smartphone-based information system that allows Guests to obtain information on the operational status of attractions and restaurants.

We introduced our official app, which allows Guests to obtain Park maps and information on attraction/restaurant waiting times through their smartphones. We also introduced an online shopping function named Tokyo Disney Resort Shopping through the app, allowing Guests to purchase goods through the app when visiting our Parks. The app is helping to reduce Guest waiting times and alleviate overcrowding. Moreover, in July 2019, we also began offering the Disney FASTPASS through the app.



Operational status and other information can be checked via smartphone.

Our Employees

Social Issue Initiatives

* Being Aware of Social Issues

Given the decreasing working population, changing lifestyles, and diversifying work styles, companies critically need to strengthen their human resources for their long-term growth. To this end, companies need to maintain a broad perspective encompassing how to secure human resources, respect for human rights and diversity, employment, labor conditions, occupational health and safety, and human resources development. In our case, the OLC Group's personnel are the source of the wonderful dreams, moving experiences, delight and contentment offered by the Group to society. If we are to continue providing these elements to many more Guests, a respectful and welcoming workplace environment ensures that our employees feel safe at work and can provide wonderful experiences to Guests. In addition, it is our belief that if each and every employee can continue productive work and achieving personal growth while creating value, they will not only become happier themselves, but also create happiness for Guests, enhance the value of the OLC Group, and eventually contribute to society.

* OLC Group's Approach

The OLC Group engages in a variety of initiatives in an effort to create and provide our employees with a solid platform for working, not only to improve our employees' workplace environment so that they can continue to work in good physical and mental health as well as with peace of mind, but also to realize their full potential and help them work efficiently.

The OLC Group has a distinctive corporate culture whereby our employees find pleasure in other people's happiness, and respect and praise one another.

We believe that it is crucial for employees to understand, interact with, and support one another to enhance such a corporate culture, while gaining a tangible sense of personal growth and fulfillment in their work, thereby engaging in decent work that provides them with satisfaction in conditions ensuring human dignity.

*Decent work: Decent work, meaning work carried out in conditions ensuring human dignity and providing a sense of satisfaction, was adopted by the International Labour Conference (ILO) at its 87th Session in 1999 as a major goal for its activities in the 21st century.

* Key initiatives

Basic Approach to Human Resources

The source of our company's strength lies in the outstanding hospitality demonstrated by our personnel.

[> See details](#)



Human Resource Related Data

Data related to human resources at Oriental Land Co., Ltd.

[> See details](#)



Training and Development

Offering various training and career-enhancing programs.

[> See details](#)



Corporate Culture and Employee Satisfaction

Implementing initiatives to enhance employee motivation and enthusiasm.

[> See details](#)



Health and Safety

We address labor safety issues with the aim of eliminating on-the-job accidents.

We also support each employee's efforts to promote their own health and create a work environment conducive to good health.

[> See details](#)



Create a Workplace for Diverse Employees

We have established a system to support the harmony between work and life, such as promoting the success of female employees and balancing work with childcare and family care. In addition, improvements are continuously made to our workplace environment to better suit the unique attributes of each employees with a disability.

[> See details](#)



Our Employees

Basic Approach to Human Resources

▼ Policies and Regulations ▼ Actions and Performances

Policies and Regulations

* Our Basic Approach to Human Resources

For the OLC Group, investing in human resources is just as crucial as investing in Theme Park facilities in terms of creating value in our Theme Park business. In particular, at Tokyo Disney Resort, interactions between people are in itself a precious value and people are the very source of its strength.

For more than 35 years in Maihama, the OLC Group has been accepting people, the asset of society, as our employees to create value for society.

Our Theme Parks alone employ around 20,000 people, which means that we are shouldering a considerable social responsibility.

We believe that if we can implement personnel strategies and actions that enable each and every employee to continue achieving output and personal growth while creating value, we will be able to create happiness for Guests, enhance the value of the OLC Group, and eventually contribute to society.

* Human Resources Initiatives under 2020 Medium-Term Plan

In view of the impact of the decreasing working population due to the progressively aging population, under our 2020 Medium-Term Plan, we are making labor-saving efforts while striving to elevate our hospitality by reinforcing our human resources.

We have also defined our employees' behavioral requirements and development cycle with the aim of strengthening our human resources. Moreover, we are working to improve their workplace environment in support of their childcare and family care.

In April 2016, the personnel system for Cast Members was revised with the aim of further enhancing their sense of security, fulfillment and excitement.

Specifically, we are working to raise their role/qualification-based wage limits, to encourage Cast Members to feel stronger bonds among their peers, and to improve their evaluation standards. In addition, in February of FY 2019, we established a new employee category named "Theme Park Operation Employees."

The employees under the new category specialize in operational tasks at our theme parks, assuming the role of directly serving Guests at the forefront. They are selected mainly from among eligible Cast Members working for Oriental Land Co. Ltd., as well as all other eligible employees, on an application basis.

* Founding the Basis of Work

The OLC Group considers it critically important to found the basis of work if we are to maximize the strength of our people, the cornerstone of our business, with the aim of allowing each and every employee to demonstrate their maximum potential. To this end, we support our employees by helping their career development, raising their efficiency, reviewing our systems and rules, and creating a safe and reliable work environment.

At Oriental Land Co. Ltd., we implemented the following: we introduced a new employee category named "Theme Park Operation employees," helped our employees maintain a healthy work-life balance while providing childcare and family care, improved our "backstage" environment, and revamped our IT environment.

We encourage employees to make use of the support that we provide, review work procedures to better address challenges unique to each organization, and take pro-active actions.

Actions and Performances

Employment Categories and Roles of Employees

Oriental Land Co., Ltd. employs approximately 26,000 people, each of whom is putting one's special skills to use. Around 20% of our workers are corporate employees, contract workers and show performers, with the remaining 80% employed as Theme Park Operation Employees and part-time Cast Members who work at the frontline welcoming Guests.

Employment categories and roles of employees

Employment category		Role
Corporate employees	Career-track employees	Employees who work across a wide range of business areas, including actual Theme Park business, Theme Park support, and general administration.
	Theme Park management staff	Operation and stage professionals who work at Theme Parks
	Specialists	Specialists working in specific fields such as technology and food preparation
Theme Park Operation Employees		Employees who specialize in operational tasks at our Theme Parks, the role of directly serving Guests at the forefront
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 play a central role in offering hospitality, which directly affects Guests' happiness. Their tasks include providing information at the attractions, cleaning the Park, preparing food, serving customers at restaurant facilities, store sales, inventory management, etc.

*A new employee category named Theme Park Operation Employee was added on February 1, 2020.

Labor-Management Relations

At Oriental Land Co., Ltd., 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 and implement initiatives aimed at creating a better workplace environment.

As of March 2020, there were 24,440 union members, including contract workers, Cast Members, and show performers, who joined in FY 2017, and Theme Park Operation Employees, who joined in FY 2019.

In FY 2018, labor unions were also formed at each Group company, along with the Federation of Oriental Land Group Friendship Society (OGFS), a federation comprising the labor unions of the OLC Group.

Under its labor agreement concluded with the labor union, the OLC Group employs the union shop system applicable to all categories of employees.

Employee Recruitment and Payment Compliance

At Oriental Land Co., Ltd., we prevent the occurrence of child labor by confirming ages on recruitment to comply the minimum age of ILO(International Labour Standards). Also, we comply with all laws and domestic regulations of each locations for the payment, ensuring payment more than the minimum wages.

Human Resource Related Data

Major Data on Employees

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

Number of employees (on a consolidated basis)

FY 2016	FY 2017	FY 2018	FY 2019
5,433	5,825	5,317	8,034

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

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

Employment category	FY 2016	FY 2017	FY 2018	FY 2019
Corporate employees	3,146	3,194	3,260	3,366
Career-track employees	1,559	1,546	1,516	1,521
Theme Park operation staff	891	931	982	—
Theme Park management staff	—	—	—	1,072
Specialists	696	717	762	773
Theme Park Operation employees	—	—	—	1,479
Contract workers	290	317	318	359
Show performers	1,057	1,129	1,157	1,154
Cast Members	18,057	19,716	20,771	19,267

*Theme Park operation staff were renamed Theme Park management staff as of February 1, 2020.

* FY2019 data includes Theme Park Operation Employees, who were included from February 1, 2020.

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

FY 2016	FY 2017	FY 2018	FY 2019
41.5	41.5	41.3	39.9

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

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

	FY 2017	FY 2018	FY 2019
All employees	16.2	15.8	10.8
Male employees	18.3	17.9	13.8
Female employees	13.2	13.1	7.8

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

Average annual salary (corporate employees at Oriental Land Co., Ltd.) * * *

FY 2019	7,088,364yen
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* FY2019 data includes Theme Park Operation Employee, which was established February 1, 2020.

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

	Hired in April 2017	Hired in April 2018	Hired in April 2019	Hired in April 2020
University graduates (Total)	62	89	105	110
Male	22	30	36	40
Female	40	59	69	70
Junior college / vocational school graduates	4	3	3	2
Total	66	92	108	112

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

	Hired in April 2014 (Corporate employees remaining as of April, 2017)	Hired in April 2015 (Corporate employees remaining as of April, 2018)	Hired in April 2016 (Corporate employees remaining as of April, 2019)	Hired in April 2017 (Corporate employees remaining as of April, 2020)
Male	19 (18)	30 (29)	34 (34)	24 (20)
Female	20 (20)	27 (26)	46 (44)	42 (40)
Retention rate after three years	97.4%	96.5%	97.5%	90.9%

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

	FY 2017	FY 2018	FY 2019
Total	102	96	1,620
Male	46	49	545
Female	56	47	1,075

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

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

FY 2016	FY 2017	FY 2018	FY 2019
48	61	71	75

* All employees are hired upon request

Percentage of entitled paid holidays taken * * *

Corporate employees at Oriental Land Co., Ltd.

FY 2016	FY 2017	FY 2018	FY 2019
85.7%	86.8%	85.4%	90.9%

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

Other workers at Oriental Land Co., Ltd.

FY 2016	FY 2017	FY 2018	FY 2019
94.5%	92.6%	94.5%	93.8%

* Other workers: Contract workers, show performers, Cast Members, etc.

* Create a Workplace for Diverse Employees

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

Corporate employees at Oriental Land Co., Ltd.

	FY 2016	FY 2017	FY 2018	FY 2019
Total	94	100	133	128
Male	5	6	15	20
Female	89	94	118	108
Rate of return	99.0%	99.0%	99.2%	100.0%

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

Other workers at Oriental Land Co., Ltd.

	FY 2016	FY 2017	FY 2018	FY 2019
Total	196	202	243	346
Male	6	4	2	11
Female	190	198	241	335
Rate of return	98.0%	98.0%	97.5%	95.4%

* Other workers: Contract workers, show performers, Cast Members, etc.

* 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 2016	FY 2017	FY 2018	FY 2019
7	5	6	3

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

Other workers at Oriental Land Co., Ltd.

FY 2016	FY 2017	FY 2018	FY 2019
7	13	13	12

* Other workers: Contract workers, show performers, Cast Members, etc.

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

	As of March 31, 2019	As of March 31, 2020
Men	17.9 years	13.8 years
Female	13.1 years	7.8 years
Difference	4.8 years	6.0 years

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

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

		As of March 31,2019	As of March 31,2020
Corporate employees	Male	1,855	2,335
	Female	1,405	2,510
	Female Ratio	43.1%	51.8%
Other workers	Male	5,248	4,843
	Female	16,998	15,937
	Female Ratio	76.4%	76.7%

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

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

	As of March 31,2020
Male	10,064
Female	22,439
Female Ratio	69.0 %

* Data of Oriental Land Co., Ltd. as of March 31, 2020, other data as of April1,2020.

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

	FY 2017 (As of March 31, 2018)	FY 2018 (As of March 31, 2019)	FY 2019 (As of March 31, 2020)
Female managers	27 out of 194 (13.9%)	27 out of 200 (13.5%)	32 out of 203 (15.8%)
Female executive directors	1 out of 10 (10.0%)	1 out of 10 (10.0%)	2 out of 10 (20.0%)
Female corporate Officers	3 out of 18 (16.7%)	3 out of 21 (14.2%)	3 out of 21 (14.2%)

Percentage of employees with disabilities (Group applied)✱✱✱

As of June 2017	As of June 2018	As of June 2019	As of June 2020
2.38%	2.29%	2.30%	2.47%

*Percentage of employees with disabilities of OLC Group is 2.44% as of September, 2020.

✱ Data on Corporate Culture and Employee Satisfaction

Number of ideas proposed at “I Have an Idea” ✱✱✱

FY 2019	1,479
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Number of cards exchanged during Spirit of Tokyo Disney Resort program ✱✱✱

FY 2019	475,497
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Number of Spirit Award recipients✱✱✱

FY 2019	522
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Number of cards given to Cast Members by their superiors in their Five-Star Program✱✱✱

FY 2019	11,042
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Number of Thanks Day event attendees (Cast Members and show performers) * * *

FY 2019	Approx. 17,000
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Number of Thanks Day event hosts/hostesses (directors, officers, managers and corporate employees) * * *

FY 2019	Approx. 1,400
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Related information

> [Environment Related Data](#)

Our Employees

Training and Development

- ▼ Policies and Regulations
- ▼ Management Structures
- ▼ Actions and Performances

Policies and Regulations

* Basic Approach to Human Resources Development

As stated in [the OLC Group's Management Credo](#), we are committed to respecting individuals and supporting their work. We offer our employees both the opportunity to maximize their potential and a range of programs that meet their needs to enhance professional skills. We also support our employees in building their careers through various initiatives, including an internal system for part-time Cast Members to become corporate employees across different employment categories and providing them with opportunities to think about their careers.

By developing our employees, 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 strive to achieve the long-term growth of our core businesses, which is upheld as part of our long-term business goal.

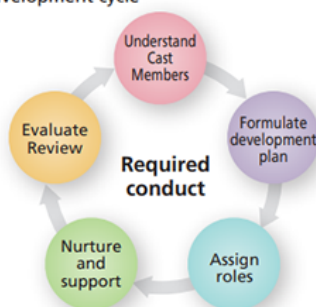
Corporate Employees* * *

Our training policy is designed to support corporate employees in becoming more independent and enhancing their professional skills, while boosting their willingness to take on new challenges. Moreover, we have different training programs in place to match the individual roles and career stages of our employees, and have defined the attitudes that we want to encourage among employees. These traits include willingness to take on new challenges and seek improvement, which has come to be a strength of our personnel; a commitment to getting things done without giving up; and the capability to act as a team while fulfilling individual responsibilities. An employee development cycle, which comprises understanding Cast Members, formulating a development plan, assigning roles, nurturing and supporting them, and evaluating and reviewing their work, has been defined, based on which career interviews and evaluation interviews are implemented.

① Attitudes we encourage among employees



③ Development cycle



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, 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 for supervisors in our efforts to improve the workplace environment.

Management Structures

* Training and Development

At Oriental Land Co., Ltd., we have in place training and remuneration systems tailored to each job function. Our aim is to encourage all employees to use their own initiative in fulfilling their roles so that they can offer one-of-a-kind hospitality.

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 study abroad programs are offered to help employees build their careers.

Actions and Performances

* Training Programs for Corporate Employees

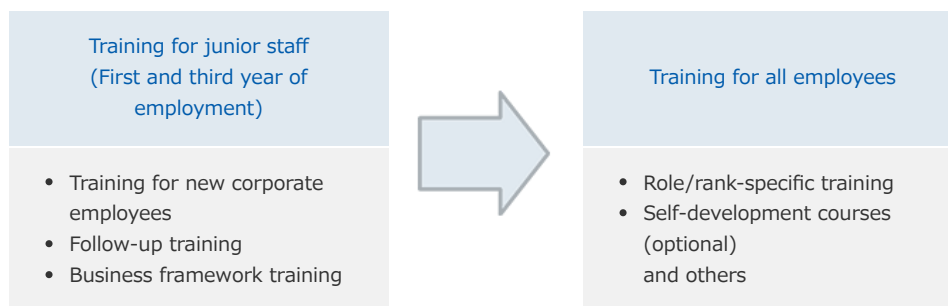
We provide our corporate employees with job opportunities and training programs to enable them to become the core members of their respective business operations and, moreover, gain a competitive edge that would be highly rated outside of the company.

To achieve sustainable growth as a corporation, development of our people is indispensable. If each employee can develop their competence and ability to think for themselves, make their own decisions and take spontaneous actions, we are bound to grow as an organization.

To provide opportunities for individuals and organizations to grow in tandem, we support each employee's capacity development to the maximum possible extent. Our training programs are part of such significant support measures.

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.



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 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.
Business framework training	Enables trainees to acquire practical business skills and knowledge required for their tasks. Training topics include logical communication, numerical thinking and how to proceed with one's tasks.

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. Courses include correspondence courses for acquiring knowledge in new fields, skills for daily operations and overcoming weaknesses, as well as language courses. Part of the tuition fee is subsidized by the company.

Employee Development Systems✱ ✱ ✱

System	Details
Self-assessment System	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.
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.
Study Abroad programs	Study at all kinds of educational institutions is eligible, as long as employees can put what they have learned into practice.



✿ 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 run a five-step career development program tailored to the jobs and abilities of trainees, a system of appointing trainers responsible for providing guidance to newer employees, and Disney training programs.

Furthermore, we strive to improve the workplace environment by refining the activities we implement to encourage Cast Members to acknowledge and praise one another, as well as receiving feedback. By doing so, we aim to offer them opportunities to be recognized in their daily operations and to receive effective feedback.

Supporting Career Building ✿ ✿ ✿

We established OLC Career College in October 2018. Through a variety of seminars, workshops and career consultation services provided at this college, we are offering additional or enhanced support to Cast Members in their career development. College attendees have voiced comments such as, "I now understand the advantages of being a Cast Member," and "The program has prompted me to think about my career."

Major Training Programs ✿ ✿ ✿

Training program	Content
Education/training programs (partially on an application basis)	<ul style="list-style-type: none"> ■ Induction courses for new employees ■ Nine programs for acquiring the knowledge and skills required for each role and qualification ■ Sign language course ■ Chinese culture class
Department-specific training programs	Training specific to job types; on-the-job training
Career support programs (on an application basis; since FY 2018)	OLC Career College <ul style="list-style-type: none"> ■ Career design training program ■ Career consultation service ■ Progress Report on Generic Skills ■ Problem-solving training program ■ Business skills training program ■ Language courses

✿ Training Hours for Employees

The average hours spent for training of corporate employees and cast members are approximately 11hours. Purpose of the training is for them to gain skills and develop their abilities.

* Trainings hosted by human resources department as well as series of introductory trainings for the Cast Members.



Corporate Culture and Employee Satisfaction

Actions and Performances

Corporate Culture that Inspires Creation of New Emotional Experiences

The OLC Group has continued to offer wonderful dreams, moving experiences, delight and contentment, and we have nurtured a corporate culture that inspires and empowers our employees to continue to create new emotional experiences.

We have created a culture of equal opportunities that enables all employees to work in an environment free of discrimination. We have also encouraged our employees to find satisfaction and fulfillment in providing happiness to others. We have implemented unique initiatives in order to boost the motivation and enthusiasm of our employees.

As part of our initiatives, we offer: corporate awards every year on the anniversary of the company's foundation; the "I Have an Idea" program (see below); employee recognition programs in which employees acknowledge and appreciate their peers for their work; programs in which Cast Members are recognized by their supervisors for their exemplary service; awards in commendation of long service and award pins presented in accordance with the number of service years.

In addition to such company-wide activities, 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 Oriental Land Co., Ltd., we present awards for outstanding initiatives selected among those nominated by organizations and committees across the company. Moreover, the Award of Excellence is presented for initiatives that achieved particularly notable results.

Corporate awards

Award	Details
Performance Improvement Award	Presented in recognition of enhanced performance and significant contribution/achievement
Guest Experience Award	Among recipients of the Performance Improvement Awards, presented to initiatives that particularly enhanced the quality of Guest experiences
Safety Award	Among recipients of the Performance Improvement Awards, presented to initiatives that particularly enhanced safety
Cost Performance Award	Presented in recognition of efficient use of management resources including people, goods and money, and reduction of risks
Special Award	Presented in recognition of other special contribution/achievement acknowledged by the company

"I Have an Idea" * * *

The "I Have an Idea" program encourages all employees to propose ideas for merchandise, food items, Guest services, or ways to improve work efficiency, regardless of their organization or role. The program aims to foster a corporate culture that inspires new and innovative ideas. A grand-prize recipient is chosen each year.

Number of ideas proposed

* * *

Ideas awarded in the past

- Closable popcorn box

FY 2019

1,479

* "Spirit of Tokyo Disney Resort" 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 become an annual event ever since. Cast Members who receive the greatest amount of praise and are deemed most exemplary are presented with the Spirit Award at a special ceremony. Cheered on by their fellow Cast Members, the winners receive a Spirit Award Pin engraved with the image of Walt Disney and Mickey Mouse.

The program promotes individual growth and bonding as Cast as well as allows superiors to recognize daily behavior with each other.



Cards filled out by Cast Members to recognize their peers and the Spirit Award Pin presented to the recipients of the Spirit Award

Number of cards exchanged * * *

FY 2019

475,497

Number of Spirit Award recipients * * *

FY 2019

522

* “Five-Star-Program”

Tokyo Disney Resort

In this program, when supervisors observe Cast Members providing exemplary service, they hand them a Five-Star Card on the spot. By acknowledging Cast Members on the spot for their specific efforts and reinforcing **The Four Keys**, the program enhances Cast Member motivation. A supervisor giving out the card commented that doing so resulted in their renewed appreciation for how each and every action taken by Cast Members is linked to bringing smiles to the faces of Guests, demonstrating that the program also gives supervisors an opportunity to remain mindful of Guest and Cast Member happiness. The program has been carried out since 1995.

Cast Members given a Five-Star Card by their supervisor may participate in a program held to honor their achievements, at which Cast Members and a host of supervisors get together in recognition of their efforts.



The Five-Star Card acknowledges Cast Members for outstanding service

Number of cards handed to Cast Members * * *

FY 2019

11,042



At the program

* “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.

Employees who played host on Thanks Day said that they were eager to express their appreciation to Cast Members by wearing their costumes and doing their best to entertain them, and also expressed their delight in getting back in touch with the magic of the Parks. Meanwhile, Cast Members who attended the event said that the experience made them realize that all Cast Members were part of the same team regardless of job or position type. They were also impressed by the hosts and hostesses, whose enthusiasm rivaled that of their own when they serve Guests. Cast Members said that the event was a great learning experience.

In FY2019 the event was held for the 21st time and was attended by approximately 70 percent of Cast Members.

Number of Thanks Day event attendees (Cast Members and show performers) * * *

FY 2019	Approx. 17,000
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Number of Thanks Day event hosts/hostesses (directors, officers, managers and corporate employees) * * *

FY 2019	Approx. 1,400
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At “Thanks Day”

Policies and Regulations

* Basic Approach to Labor Safety

Oriental Land Co., Ltd. has set up the Occupational Health and Safety Coordination Group within its Human Resources Division with the aim of addressing labor safety issues in a focused fashion to reduce on-the-job accidents.

* Policy to Employees' Health

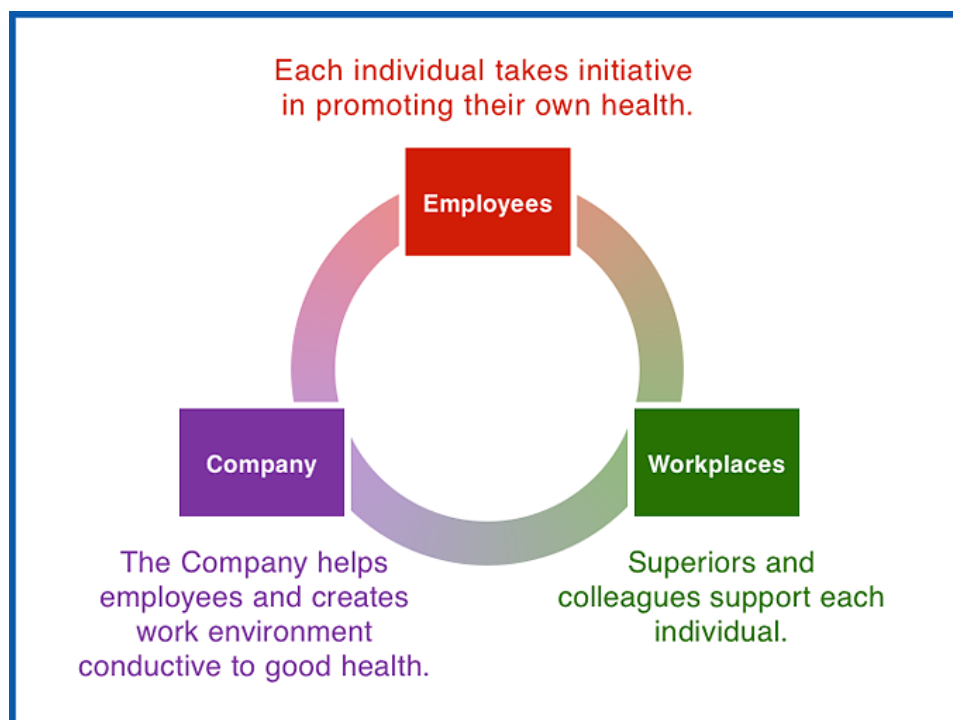
At Oriental Land Co., Ltd., employee health is considered to be a part of our human resources assets. Based on this belief, we support each employee's efforts to promote their own health and create a work environment conducive to such efforts in our hope to further strengthen our systematic foundation 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, delight and contentment as well as offer 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



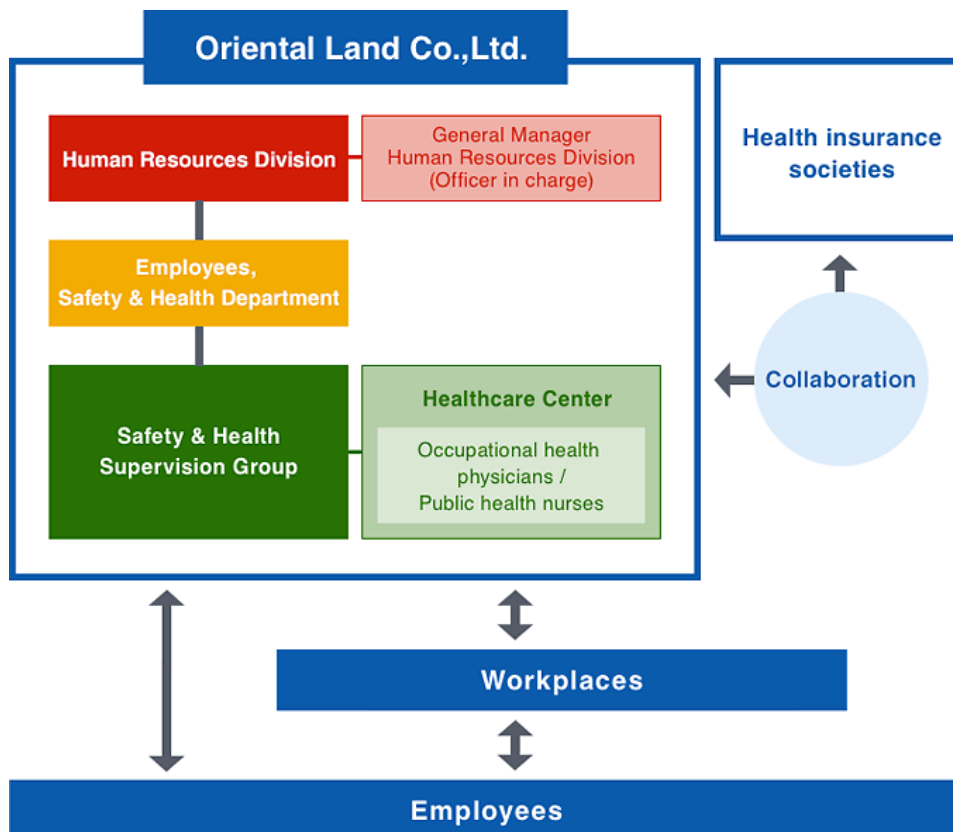
Management Structures

Structure for Promoting Health and Safety * * *

At Oriental Land Co., Ltd., the Occupational Health and Safety Committee is set up as an organization for managing employees' safety. The Committee is chaired by the general manager of the Human Resources Division, who manages all issues concerning health and safety. Furthermore, under the Committee, Occupational Health and Safety Subcommittees, which are chaired by officers in charge of respective divisions, engage in job-specific health and safety activities.



* Structure for Promoting Healthier Bodies and Minds



Actions and Performances

* Labor Safety

Our top management makes it clear that the health and safety of employees must be secured by management if we are to continue to grow as a company and contribute to society.

To this end, we execute a wide range of health and safety activities and safety education programs.

Furthermore, 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 health and safety activities* * *

Initiative	Details
Regular workplace visits by President	<ul style="list-style-type: none">• Verify working conditions• Raise awareness of safety issues
Daily health and safety activities	<ul style="list-style-type: none">• Rigorously enforce the Plan-Do-Check-Act (PDCA) cycle through line management• Utilize risk assessment methodologies• Execute job-specific risk prediction training• Make use of maps that visualize the risk of occupational accidents at each workplace• Efforts that have yielded positive results and lessons learned from work-related incidents are shared across the company to be applied in other organizations• Regularly conduct “safety walk-throughs” (by overall health and safety manager, Occupational Health and Safety Committee members, occupational-health physicians, and sanitation managers)• Show safety education videos using TV monitors placed at the employee cafeteria and other facilities
Safety education	<ul style="list-style-type: none">• Safety education for new employees upon joining the company• On-the-job training at each respective organization• Job-specific safety education programs at each respective organization



Periodic safety walks with President

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 the president 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.

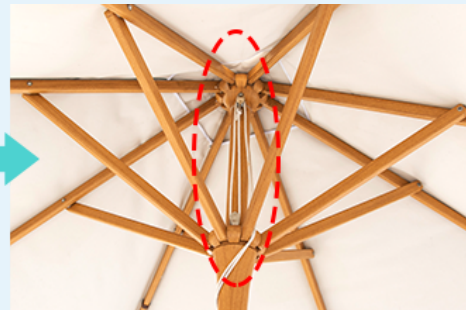
We tailor safety measures for each season and workplace. For example, Cast Members working on Beaver Brothers Explorer Canoes and others who work in the proximity of water wear personal floatation devices that are equipped with sensors and inflate automatically when they come in contact with water. In summer, we roll out campaigns and implement “walk-throughs” to prevent heatstroke, and have also installed parasols for Cast Members assigned to work outdoors. In FY 2019, we adopted pulley systems for our parasols, enabling them to be easily opened and closed manually.



Automatic personal floatation device to be activated when detecting water



Parasol for Cast Members



Pulley systems were adopted for parasols

Initiatives for Promoting Healthier Bodies and Minds

At the OLC Group, we create a work environment to encourage employee efforts to promote their own health and offer a diverse range of initiatives for this.

At our Healthcare Center, occupational-health physicians and public health nurses are on duty at all times to provide health consultation services. For regular employees, the Center also conducts physical health exams and mental health check-ups to monitor employees' health and take timely actions.

Major Initiatives

Initiative	Details
Monitoring employees' health	<ul style="list-style-type: none"> Periodical physical exams for all regular employees
Ensuring early detection and preventing aggravation	<ul style="list-style-type: none"> Health exams and follow-up care One-on-one guidance by occupational-health physicians Health guidance by public health nurses
Raising health awareness	<ul style="list-style-type: none"> No-smoking seminars Measures against passive smoking
Promoting mental health	<ul style="list-style-type: none"> Stress tests Self-care seminars Providing managers with feedback on organizational assessment and guidance on improving the workplace environment for mental health management of subordinates Health consultation by medical staff In-house mental health consultation service Arrangement of counseling by outside counselors



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

Our Employees

Create a Workplace for Diverse Employees

▼ Policies and Regulations ▼ Actions and Performances

Policies and Regulations

* Basic Approach to Create a Workplace for Diverse Employees

We have developed systems that help our employees maintain a healthy work-life balance so that they are able to lead fulfilling private lives, while achieving a high performance. We make every effort to create a corporate culture that furthers this goal.

At Oriental Land Co., Ltd., we are trying to create an environment in which employees can gain experience and reach their full potential. In other words, we are focusing on boosting inclusion.

Aiming to raise the proportion of female managers to at least 15 percent by FY 2021, we are working to expand our training and education programs, and to ensure that employees are able to continue along their career path while raising children or caring for family members.



Actions and Performances

* Initiatives for Work-Life Balance

At Oriental Land Co., Ltd., 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, and paid leave in half-day increments.

Employees avail themselves of paid leave in hourly increments and use the flexible working hours system in a way suitable for each job.

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 workstyle.

At Oriental Land Co., Ltd., we strive to reduce overwork and extra hours of the employees by cultivating appropriate time management skills for managers, reviewing numbers of each positions regularly, and installing tools for further efficiency.

In FY 2019, at Oriental Land Co., Ltd., the average extra hours worked monthly amounted to 18 hours and 19 minutes.

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

Corporate employees at Oriental Land Co., Ltd.

	FY 2016	FY 2017	FY 2018	FY 2019
Total	94	100	133	128
Female	89	94	118	108
Male	5	6	15	20
Rate of return	99.0%	99.0%	99.2%	100.0%

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

Other workers at Oriental Land Co., Ltd.

	FY 2016	FY 2017	FY 2018	FY 2019
Total	196	202	243	346
Female	190	198	241	335
Male	6	4	2	11
Rate of return	98.0%	98.0%	97.5%	95.4%

* Other workers: Contract workers, show performers, Cast Members, etc.

* 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 2016	FY 2017	FY 2018	FY 2019
7	5	6	3

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

Other workers at Oriental Land Co., Ltd.

FY 2016	FY 2017	FY 2018	FY 2019
7	13	13	12

* Other workers: Contract workers, show performers, Cast Members, etc.

Furthermore, as benefits for corporate employees and contract workers, Oriental Land Co., Ltd. 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 Oriental Land Co., Ltd., 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.

> [Action plan for balancing work and childcare](#)

Initiatives to Support Employees with childcare

At Oriental Land Co., Ltd., we adopt a wide range of systems designed to help employees keep working while fulfilling childcare responsibilities.

We have set up a childcare leave program for all employees, which is available until the day before the child reaches 12 months of age. According to circumstances, the period can be extended until the child reaches 18 or 24 months of age, or until the first April 30 after the child turns 24 months of age if his/her birthday is in April.

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. In FY 2016, we additionally introduced a childcare subsidy program for corporate employees who work in shifts if their spouse also works.

Furthermore, on March 23, 2020, we opened Kids' Village Arbore, a company-financed childcare facility within our premises to support employees who wish for early return to work, thereby helping them plan their careers from a medium- and long-term perspective and achieve growth by making maximum use of their time.

Examples of Initiatives

Initiative	Outline
Childcare leave seminar (held regularly)	For employees scheduled to take childcare leave, held once every three months. Provides tips on how to prepare for and what to do during leave.
Return-to-work seminar (held regularly)	For employees on childcare leave, held once a year; in 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"> • FY 2016: Diversity Management Forum • FY 2017: Seminar on long-term family care



Return-to-work seminar

Promoting Active Participation of Women in the Workforce

At Oriental Land Co., Ltd., 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 6. Women account for 51.8% of corporate employees, and 76.7% of Cast Members and other workers* (as of the end of March 2020).

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.



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

Difference in years of continuous service between men and women (corporate employees at Oriental Land Co., Ltd.)

	As of March 31, 2019	As of March 31, 2020
Women	13.1 years	7.8 years
Men	17.9 years	13.8 years
Difference	4.8 years	6.0 years

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

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

		As of March 31, 2019	As of March 31, 2020
Corporate employees	Female	1,405	2,510
	Male	1,855	2,335
	Female Ratio	43.1%	51.8%
Other workers	Female	16,998	15,937
	Male	5,248	4,843
	Female Ratio	76.4%	76.7%

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

Percentage of female employees (on a consolidated basis)



	As of March 31, 2020
Female	22,439
Male	10,064
Female Ratio	69.0 %

* Data of Oriental Land Co., Ltd. as of March 31, 2020, other data as of April 1, 2020.

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



	FY 2017 (As of March 31, 2018)	FY 2018 (As of March 31, 2019)	FY 2019 (As of March 31, 2020)
Female managers	27 out of 194 (13.9%)	27 out of 200 (13.5%)	32 out of 203 (15.8%)
Female executive directors	1 out of 10 (10.0%)	1 out of 10 (10.0%)	2 out of 10 (20.0%)
Female corporate Officers	3 out of 18 (16.7%)	3 out of 21 (14.2%)	3 out of 21 (14.2%)

- > [Action Plan based on the Act on the Promotion of Female Participation and Career Advancement in the Workplace](#)
- > [Women in our workforce \(Information disclosure\)](#)

Employment of People with Disabilities

Oriental Land Co., Ltd. actively employs individuals with disabilities, primarily at our special subsidiary Maihama Corporation Co., Ltd. Employees with disabilities represent 2.47% (as of June 1, 2020), which is greater than the legally prescribed rate of 2.2%. In FY 2015, we received the Prize Awarded for Effort from the President of Japan Organization for Employment of the Elderly, Persons with Disabilities and Job Seekers, as an outstanding employer of persons with disabilities. This prize is awarded to businesses that are proactive in employing persons with disabilities, thus promoting their hiring and job stability prospects.

At Maihama Corporation, employees are doing various jobs, including cultivating plants that adorn our Theme Parks, preparing linens used in Theme Park restaurants, making and affixing price tags for Theme Park merchandise, cleaning of 3D glasses, and handling of lost-and-found items. Additionally, we are actively expanding the range of jobs for our disabled employees within the OLC Group. We respect the rights of persons with disabilities to enjoy their lives while finding support to become more independent. We have developed facilities and support programs that accommodate the needs of employees with disabilities in order to create a positive, productive and successful work environment for everyone.

Percentage of employees with disabilities (Group applied)

As of June 2017	As of June 2018	As of June 2019	As of June 2020
2.38%	2.29%	2.30%	2.47%

*Percentage of employees with disabilities of OLC Group is 2.44% as of September, 2020.

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 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
Barber	Barber service (for employees)
Massage	Massage service (for employees)



Caring for flower seedlings

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, 2016 to March 31, 2021

* 2.Issues that need to be addressed

No significant issues are observed in the proportion of new female workers to the total number of newly employed workers, the difference in the average number of years of service between male and female employees, and overtime work hours, but the proportion of female in management positions to the total number of management position is low.

* 3.Goal

To increase the proportion of female workers in management positions (junior and middle managements) to more than 15%.

* 4.Initiatives and time of implementation

Initiative 1: Expand training programs for employees in pre-management positions and candidates of pre-management positions

April 2016-	Implementation of respective leadership training programs for supervisor-level employees and candidates for supervisor-level positions
October 2016-	Verification of the effect of each training program and improvement of training programs for the following fiscal year
April 2017-	Implementation of training programs based on verification above
October 2017-	Verification of the effect of each training program and consideration of training programs for the next fiscal year
April 2018-	Implementation of training programs based on verification above

Initiative 2: Formulate concrete childcare and family care support programs to help employees pursue uninterrupted careers

April 2016-	Consideration of childcare/family care support programs
October 2016-	Implementation of family care support programs (division of family care leave into separate periods, half-day family care leave, etc.)
April 2017-	Implementation of easily adoptable childcare support programs
April 2018-	Verification of the effect of the above childcare/family care support programs and consideration and implementation of improvements
April 2019-	Implementation of the second set of childcare support programs

Our Employees

Women in our workforce (Information disclosure)

* 1. Recruitment

Percentage of female workers among all workers employed (as of March 31, 2019)	Corporate employees: 43.1% Other employees*: 76.4%
Percentage of female workers among all newly employed workers (as of March 31, 2020)	Corporate employees: 51.8% Other employees*: 76.7%

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

*Other employees: Contract workers, show performers, Cast Members, etc.

* 2. Continuous service / work-style reform

Difference in years of continuous service between men and women (Corporate employees; as of March 31, 2020)	Women: 13.8 years Men: 7.8 years Difference: 6.0 years
Percentage of entitled paid holiday actually taken (Corporate employees; FY 2019)	90.9%

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

* 3. Assessment / promotion

Percentage of female workers among supervisor-level workers (Corporate employees; as of March 31, 2020)	31.3% 231 out of 737
Percentage of female workers in management positions (Corporate employees; as of March 31, 2020)	15.8% 32 out of 203
Percentage of female top / senior managements (as of March 31, 2020)	2 out of 10 executive directors (20.0%) 3 out of 21 corporate officers (14.2%)

Our Employees

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, 2020 to September 30, 2023 (three years)

Goals

Goal 1: To establish internal programs to help employees returning from childcare leave to continue working while raising their child.

<Measures>

The following measures are implemented to help employees balance work and childcare (depending on employment category)

April 2021-	Introduction of a consultation desk to support balanced work and childcare for all employees
April 2021-	Expansion of existing childcare support measures

Goal 2: To implement measures to enhance productivity (reduce overtime working hours)

<Measures>

October 2020-	Improvement of office automation environment to enhance productivity
April 2021-	Introduction of a work-from-home program

Community Programs

Social Issue Initiatives

* Being Aware of Social Issues

As corporate citizens that are members of society and local communities, corporations are expected to harness their strengths to help solve social issues and contribute to the development of the local communities to which they belong. As a corporate group that delivers wonderful dreams, moving experiences, delight and contentment as well as aims to fill Guests' hearts with energy and happiness, the OLC Group focuses on enriching minds. In particular, we place importance on advancing initiatives for children, with whom our business is profoundly involved.

* OLC Group's Approach

As part of its initiatives to nurture children, the OLC Group engages in activities that provide children with fun learning opportunities. We also implement a range of activities to support children facing difficulties due to various factors. Our initiatives for the local community include vigorous activities for children in Urayasu City, Chiba Prefecture. Furthermore, we also support people affected by large-scale disasters on an ongoing basis through a wide range of activities aimed to deliver smiles on children's faces.

* Key initiatives

Our Community Action Programs

Involvement in various community programs as a good corporate citizen.

[> See details](#)



Activities to Nurture and Support Children

Providing entertaining educational experiences for children.

[> See details](#)



Initiatives for Local Communities

Connecting with local communities through events and educational programs.

[> See details](#)



Support for Those Affected by Large-scale Disasters

Through our activities to deliver smiles to children, the OLC Group is working to support the people affected by large-scale disasters.

[> See details](#)



Our Community Action Programs

Policies and Regulations

✿ Our Policy on Community Action Programs



The OLC Group is involved in 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, delight and contentment, we expend considerable energy in activities that focus on the “heart,” placing emphasis on programs that nurture and support families and children who are an integral part of the services we provide. Particularly, we focus on community action programs for children.

In FY 2008, we developed the OLC Group Policy on Community Action Programs to clarify our position in this realm.

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.

Actions and Performances

Programs to promote the positive development of children

Concerning our programs aimed at promoting the positive development of children, as part of our initiatives for the local community, we offer children living in Urayasu in Chiba Prefecture a range of fun learning experiences and proactively engage in activities that promote interchange with the local community. Since FY 2015, the OLC Group has been running the Disney Dreamers Experience program for fifth- and sixth-graders at elementary schools nationwide. Its participants are encouraged to have fun thinking about their dreams and are taught the importance of pursuing those dreams.

Programs to support children

Our other efforts to support children who are placed in difficult circumstances for various reasons include welfare activities, such as visits to related facilities, donations by employees and the company together, and making children's wishes come true in partnership with the Make-A-Wish of Japan, a public interest incorporated foundation.

Expenditures Made for Community Programs

The chart below shows expenditures made for community programs by Oriental Land Co., Ltd. in FY2019.

(JPY)

Total	211million
Cash contributions	44million
In-kind giving: product or services donations, projects/partnerships or similar	74million
Time: employee participation during paid working hours	64million
Management overheads	29million

Activities to Nurture and Support Children

Policies and Regulations

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○Programs that support children

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Actions and Performances

As a corporation that offers wonderful dreams, moving experiences, delight and contentment, the OLC Group engages in activities aimed at nurturing and supporting families, which are an integral part of our business, and particularly children, who represent our future.

★ Programs to Promote the Positive Development of Children Disney Dreamers Experience

Tokyo Disney Resort

The Disney Dreamers Experience, a program that started in 2015 for fifth- and sixth-graders at elementary school, aims to provide participants with an enjoyable opportunity to interact and share experiences with inspirational Cast Members, who are themselves driven by an unwavering commitment to their dreams, and to think about their own aspirations.

During FY 2019, the program was held five times (in May, July, August and December 2019 and February 2020) for a total of 120 children nationwide.

The children’s comments included, “It was great to have an opportunity to think deeply about my dream,” and “The program has enabled me to keep my focus on my goal.” The parents offered feedback such as, “I believe the experience gained in the program will help my son make the right decision when he needs to,” and “This was a great experience for my daughter. I will continue having talks with her about her dreams.”



Disney Dreamers Experience - helping children broaden their horizons

* Programs to Support Children The OLC Group Children's Smile Fund

In July 2010, the OLC Group established the Children's Smile Fund, a community action program focused on helping children, who are integral to our business. Through this program, we act upon the OLC Group's Policy on Community Action Programs and do our part in supporting children who face various hardships and challenges.


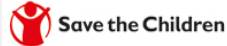



With this fund, we collect charitable contributions that are made by our employees on a voluntary basis either as a fraction (of 99 yen or less) of their monthly paychecks or bonuses, or as an optional number of 100-yen units. The employees who contribute are asked to select a group to receive their donations from five designated charities.

The collected funds are donated to the selected charities twice a year, at which time Oriental Land Co., Ltd. will match the contributions made by our employees and donate a matching gift to each of our chosen charities, so that, by acting with our employees, we can help children in need throughout the world.



Leaflet on the OLC Group's Children's Smile Fund

Designated charities and areas of support * * *

Designated charities		Areas of support:
	The Japan Committee for UNICEF	Support for water and hygiene
	Save the Children Japan	Support for education
	Japan Association for the World Food Programme	Support for school lunch programs
	Japan Committee Vaccines for the World's Children	Support for vaccinations
	Medecins Sans Frontieres	Support for Medical Care (Nutritional Improvement)

* Programs to Support Children Social Activities of Tokyo Disney Resort Ambassador

Tokyo Disney Resort

We send our Tokyo Disney Resort Ambassador, accompanied by various Disney characters, to visit facilities throughout the country, including pediatric wards, facilities for people with disabilities, special needs schools and nursing homes, to deliver the “Disney Dream” to those who find it difficult to visit Tokyo Disney Resort. This program has been ongoing since 1982, before Tokyo Disneyland opened. In FY 2019, visits were made to 45 facilities.

Number of facilities visited* * *

FY 2016	FY 2017	FY 2018	FY 2019
26	41	59	45



The Tokyo Disney Resort Ambassador and Mickey Mouse

> [Tokyo Disney Resort Ambassador](#) 

* Programs to Support Children Helping Make Wishes of Children Come True (in Cooperation with Make-A-Wish Japan)

Tokyo Disney Resort

Since 2012, as part of our “CSR activities to support children,” the OLC Group has been working with Make-A-Wish Japan, and had helped realizing children`s dreams come true. In FY2019, we made Theme Park tickets and hotel accommodations available in an effort to help realize the dreams of children with critical illnesses, such as “I wish to visit Tokyo Disneyland” and “I wish to stay at the Disney Hotel.”

Number of wishes supported* * *

FY 2016	FY 2017	FY 2018	FY 2019
77	78	88	75



Letters from the children

Initiatives for Local Communities

Policies and Regulations

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

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○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.

Actions and Performances

✳ Activities to Support Children’s Development in the Local Community

As part of our effort to support children’s development in the local community, the OLC Group offers work experience programs and travels to schools to host classes. Our employees also help run local events as volunteers. We treasure such opportunities for our employees to come together with the people in the community.

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



Since FY 2007, the OLC Group has hosted classes at junior high schools in Urayasu City.

Dance became mandatory for first- and second-year junior high school students in FY 2012. In response, in-school dance classes began in FY 2013.

The program aims at supporting the education of children in local communities by providing dance classes to municipal schools in Urayasu city, with the OLC Group’s unique human resources and skills.

In FY 2019, a choreographer and four dancers, held dance classes for approximately 230 first-year students at Horie Junior High School in October 2019 and for approximately 160 first-year students at Takasu Junior High School in November 2019. Both are municipal schools in Urayasu City.

Comments from students included: “It was fun to create new dances and dance together with friends” and “Through dancing, I realized how important it is to work as a team.” Teacher feedback included, “Dancing seemed to have taught the students the value of communication and helped them tackle difficulties”



In-school classes in FY 2019

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

Since FY 2005, the OLC Group has hosted the "OLC Group Work Experience Program – We Make Happiness" in conjunction with the career education initiatives implemented by the Ministry of Education, Culture, Sports, Science and Technology.

In November 2019, 38 second-year students from Irifune Junior High School and 48 second-year from Tomioka Junior High School, both municipal schools in Urayasu City, tried their hand at a total of 16 types of jobs including decorating, answering phone calls, preparing for fires and earthquakes, working at the Ikspiari information center and cinema, and making beds at hotels. The students' feedback included: "I learned that I can work safely and efficiently by taking the next action into account," and "Smiles and communication makes it easier to work." Trainers at each workplace commented, "We were hoping to convey to the students how happiness can be created, but conversely, the students delivered happiness to us. We were glad that they understood the importance of putting themselves in others' shoes, a policy we were given the chance to reaffirm."



Work experience program held in FY 2019

✱ Supporting Community Events

The OLC Group supports various events held in Urayasu City such as, lending our facilities for use as the venue for the city's official Coming-of-Age Day ceremony for 20 year olds.

In FY 2019, we helped host Play Time for Families: Smiles and Dreams 2019 (August), the Urayasu City Sports Fair (October; cancelled due to a typhoon), the Urayasu Citizens' Festival (October), and the Tokyo Bay Urayasu City Marathon (February).

Also, we donate candles at our hotels to the Urayasu City welfare center, where they reuse them to make handmade candles for sale. We utilize our internal network (intranet) to provide information about the volunteer opportunities for our employees, such as cleaning up the city, or assistance at kindergarten or nursery-school field days in Urayasu City. We cherish the opportunity to work together with the people of the community.



Play Time for Families: Smiles and Dreams 2019



Employees engaged in cleanups in Urayasu City as volunteers

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



Tokyo Disney Resort

As part of its efforts to contribute to the local community, Oriental Land Co., Ltd., has provided Tokyo Disneyland as the venue for Urayasu City's Coming-of-Age ceremony since 2002.

On January 13, 2020, the Urayasu City Coming-of-Age Day ceremony was held in Tokyo Disneyland's Showcase. This year's theme was, "Gather, Connect, Create — First step toward a Smiling Future." The arrival into adulthood of 1,677 young people was officially recognized in the ceremony.

On behalf of the new adults, youth representatives delivered speeches, expressing their appreciation and resolve, saying, "As we live in a time where people interact in diverse ways, we are determined to move forward by respecting our differences as unique characteristics and supporting and cooperating with each other."



Urayasu City Coming-of-Age Day ceremony

* Supporting Local Community amid COVID-19 Pandemic

On March 25, 2020, we donated 14,000 pieces of baked chocolate crunch sold at our Theme Parks to Urayasu City's public elementary and junior high school students to cheer them up during the school closure amid the COVID-19 crisis. The confectionery was handed out to each child on the last day of their school term, with a letter attached for their parents, saying, "We sincerely hope that the current situation will be resolved and your school life full of fun and hope will be resumed as soon as possible." In addition, on May 1 and 8, 2020, as part of our efforts to help prevent the spread of COVID-19, we donated 10,000 units of rainwear to Chiba Prefecture and another 5,000 units to Urayasu City, that can be used as protective clothing for healthcare workers being pointed out of its shortage at the time.

Support for Those Affected by Large-scale Disasters

Actions and Performances

The OLC Group is working to support those affected by large-scale disasters through a variety of initiatives to lift the spirits of children.

Support for Those Affected by Typhoon No. 19 in 2019

To support people affected by the typhoon No. 19 in 2019, we made a monetary donation of 10 million yen in addition to donations from employees.

Support for Those Affected by Typhoon No.15 in 2019

To support people affected by the typhoon No.15 in 2019, we made a monetary donation of 30 million yen as well as donations from employees.

Support for Those Affected by Hokkaido Eastern Iburi Earthquake

To support people affected by the Hokkaido Eastern Iburi Earthquake, we made a monetary donation of 5 million yen as well as donations from employees in September 2018.

Support for Those Affected by Torrential Rain in July 2018

To support people affected by the torrential rain in July 2018, we made a monetary donation of 10 million yen as well as donations from employees in July 2018.

Support for Those Affected by the 2011 earthquake, tsunami, and Kumamoto Earthquakes

Since FY 2011, to support people affected by the Great East Japan Earthquake, we have made monetary donations, visited elementary schools, performed joint concerts with junior/senior high school students, donated school supplies, and sent gifts of stationery sets to incoming first-graders.

To support people affected by the Kumamoto Earthquakes, we have made monetary donations, donated stationery, visited elementary schools, and participated in restoration events.

Special Set Meals with Donations at Employee Dining Halls



On two days of each month since November 2011, we have been offering a special set meal called “We Are One” at the seven dining halls for employees located on our premises.

The price of the special set meal includes a 30-yen donation, which, along with a matching donation by Oriental Land Co., Ltd., goes toward presenting necessary supplies to elementary schools affected by earthquake disasters. As of April 2020, we have supported a total of 191 schools in Iwate, Miyagi and Fukushima Prefectures.

In December 2019, we donated learning materials, stationery and gym equipment to two elementary schools in Kuji, Iwate Prefecture. When donating gifts, we recruit volunteer employees in order to engage more employees in our support activities to present them in person.

Feedback from our employees included: “I am originally from Iwate Prefecture, but I haven’t been able to engage in volunteer activities in my home prefecture since I started working. This visit has given me the opportunity to see the smiles of children, teachers, and local shop owners, which was uplifting,” and “I received heartwarming words of appreciation and smiles. I felt honored to have been able to deliver gifts to children, the hope of restoration.”

The children said with smiles on their faces, “Thank you for remembering us. We will take on challenges without giving up, whatever difficulties we may face in the future.” A teacher commented, “Thank you for having bought the gifts at local shops. The children and school staff as we as the local community are all delighted.”



Employees visited the schools

SRI and Awards from External Organizations

The CSR activities of OLC Group. have been recognized and awarded by external organizations as follows.

Socially Responsible Investment (SRI)

Dow Jones Sustainability Indices (DJSI) Asia Pacific Index

In 2020, Oriental Land Co., Ltd. was selected as a constituent of the Dow Jones Sustainability Indices (DJSI) Asia Pacific Index. The index is operated under a strategic partnership between S&P Dow Jones Indices in the United States and RobecoSAM (Sustainable Asset Management) in Switzerland.

The index is based on the assessment of companies' sustainability from ESG perspective. It constitutes of companies with high performance with their assessment in Asia Pacific area.

Member of
**Dow Jones
Sustainability Indices**
Powered by the S&P Global CSA

FTSE4Good Index Series

Since 2015, Oriental Land Co., Ltd. has been selected for inclusion in the FTSE4Good Index Series.

Developed by FTSE Russell, an independent company wholly owned by the London Stock Exchange Group, the FTSE4Good Indexes are stock indexes composed of companies that meet world-class criteria for environmental, social and governance (ESG) practices.



FTSE Blossom Japan Index

Since 2017, Oriental Land Co., Ltd. has been selected for inclusion in the FTSE Blossom Japan Index, a stock index designed to measure the performance of Japanese companies demonstrating excellent ESG practices. The Index adopts the inclusion criteria for FTSE4Good, which are based on existing global standards such as the United Nations Sustainable Development Goals (SDGs).



MSCI Japan ESG Select Leaders Index

Since 2017, Oriental Land Co., Ltd. has been selected as a constituent of the MSCI Japan ESG Select Leaders Index, a stock index calculated and announced by MSCI Inc. of the United States. The index is comprised of companies selected within their respective industry sectors in recognition of their excellent ESG practices.



2020 CONSTITUENT
MSCI JAPAN
ESG SELECT LEADERS INDEX

MSCI Japan Empowering Women Index

Since 2017, Oriental Land Co., Ltd. has been selected as a constituent of the MSCI Japan Empowering Women Index, which is comprised of companies with leading gender diversity within their respective industrial sectors.



2020 CONSTITUENT
MSCI JAPAN
EMPOWERING WOMEN INDEX (WIN)

The inclusion of Oriental Land Co., Ltd. in any MSCI INDEX, and the use of MSCI logos, trademarks, service marks or Index names herein, do not constitute a sponsorship, endorsement or promotion of Oriental Land Co., Ltd. by MSCI or any of its affiliates. The MSCI indexes are the executive property of MSCI. MSCI and the MSCI index names and logos are trademarks or service marks of MSCI or its affiliates.

S & P /JPX Carbon Efficient Index

Since 2018 Oriental Land Co., Ltd. has been selected for inclusion in the S&P /JPX Carbon Efficient Index. S&P /JPX Carbon Efficient is a stock index adopts the inclusion criteria based on disclosure level of Environmental information and carbon efficiency (carbon emission sales).



Award and Evaluation

2020 Award for Excellence in Corporate Disclosure

Oriental Land Company, Ltd. has been evaluated for the IR attitude of the management team, and has been selected for the number one best company among the 18 companies selected for "2020 Award for Excellence in Corporate Disclosure Selected by Securities Analysts (Advertising, Media and Entertainment Division)" sponsored by The Securities Analysts Association of Japan.



**2020 Award for Excellence
in Corporate Disclosure**
— Industries —
SAAJ The Securities Analysts
Association of Japan

Awards Received in the Past

2019 Award for Excellence in Corporate Disclosure

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2019 Award for Excellence
in Corporate Disclosure
— Industries —
SAAJ The Securities Analysts
Association of Japan

Environment Minister's Award for Global Warming Prevention Activities

Oriental Land Company, Ltd. has been awarded the "2018 Environment Minister's Award for Global Warming Prevention Activities" in the "Prevention Practices/Promotion Division." Oriental Land Company has been acknowledged as the recipient of this award for its organization-wide, power-saving efforts at Tokyo Disneyland and Tokyo DisneySea through the use of its Power Visualization System.

平成30年度
地球温暖化防止活動
環境大臣表彰



Minister of the Environment

対策活動実践・普及部門

Award for Enterprises Promoting Part-time Workers

Oriental Land Co., Ltd. received the Health, Labour and Welfare Minister's Award at the FY 2016 Awards for Enterprises Promoting Part-time Workers to Play Active Roles at Work presented by the Ministry of Health, Labour and Welfare. The Minister's Award is the highest accolade given out at the event.



Overview of the OLC Group

OLC Group Business

OLC Group is in the business of filling hearts with energy and happiness by operating Theme Parks, hotels, and other businesses.

OLC Group Business Segments

Segment	Company	Overview	Facility
Theme Parks	Oriental Land Co., Ltd.	Operation and management of Theme Parks	Tokyo Disneyland® Tokyo DisneySea®
	Maihama Corporation Co., Ltd.	Office work contracting business; Massage business	
	PHOTOWORKS CO., LTD.	Photography services	
	DESIGN FACTORY CO., LTD.	Planning, designing, and creating promotional goods and merchandise	
	Resort Costuming Services Co., Ltd.	Costume rental and cleaning	
	MBM Co., Ltd.	Cleaning and security	
	M TECH Co., Ltd.	Theme Parks maintenance	
Hotels	Milial Resort Hotels Co., Ltd.	Hotel operation and management	Disney Ambassador® Hotel
			Tokyo DisneySea® Hotel MiraCosta
			Tokyo Disneyland® Hotel
	Brighton Corporation Co., Ltd.		Tokyo Disney Celebration Hotel®
			Kyoto Brighton Hotel
			Urayasu Brighton Hotel Tokyo Bay
			Hotel Brighton City Osaka Kitahama

Other businesses	Oriental Land Co., Ltd.	Management and operation of Maihama Amphitheater	Maihama Amphitheater
	IKSPIARI Co., LTD	Operation and management of Ikspiari	Ikspiari
	Maihama Resort Line Co., Ltd.	Monorail operation and management	Disney Resort Line
	GREEN AND ARTS Co., LTD	Garden and plant maintenance	
	Bay Food Services Co., Ltd.	Operation of employee cafeterias	
	Oriental Land Innovations Co., Ltd.	Investment in and support of venture companies Promoting cooperation with OLC Group companies	

* As of November 1, 2020

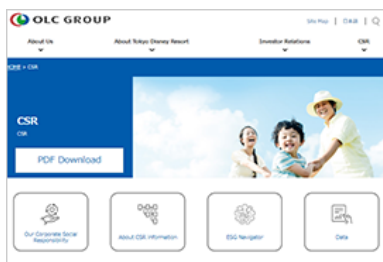
The following businesses are operated under a licensing agreement with Disney Enterprises Inc.

Disney Theme Parks	Disney hotels	Other facilities
Tokyo Disneyland® Tokyo DisneySea®	Disney Ambassador® Hotel Tokyo DisneySea Hotel MiraCosta® Tokyo Disneyland® Hotel Tokyo Disney Celebration Hotel®	Bon Voyage Disney Resort Line

About CSR information

Policies on Compiling the CSR Report

The OLC Group's policies on reporting about CSR are as follows.




OLC Group CSR Information (web & PDF)

The OLC Group's CSR activities are exhaustively reported under the framework of Policies and Regulations, Management Structures, and Actions and Performances.

Due to the COVID-19 pandemic, we closed Tokyo Disneyland and Tokyo DisneySea on February 29, 2020. We resumed operations on July 1, 2020 by giving a top priority on securing the health and safety of Guests and Cast Members in accordance with instructions provided by government authorities, in addition to taking measures based on the sector-wide guidelines for amusement and theme parks, which were prepared in view of the Basic Policies for Novel Coronavirus Disease Control by the Government of Japan.

As such, the attractions, entertainment, restaurants and shops at both Theme Parks are either operated by setting limits to the numbers of Guests, or closed. In order to ensure health and safety of our Guests, we regularly clean the facilities as well as actively ask them to have adequate social distance. Contents marked as "Tokyo Disney Reprint" in this report indicate contents before closure of the Theme parks. Therefore, some scenes on the report are altered with current (as of 30th November, 2020) operation formats for the COVID-19. Also, CSR program information is subject to partial change.

Visit Tokyo Disney Resort official website for important details to know before you visit. [Tokyo Disney Resort Official Website](#) .



Annual Report

CSR information is covered under the framework of ESG.

[See here for Annual Report.](#)  (10,376KB)

Formulated in FY 2009, the OLC Group CSR Policy identifies key values for the OLC Group in promoting our CSR initiatives. The Five Values are the foundation on which each of the OLC Group's CSR reporting tools are structured. For each item, we have described how we recognize and approach social challenges, as well as specific initiatives we undertake.

The Five Values	Website Title
Trust and integrity	Management Structure Safety First and Providing a Sense of Security
Dynamic and inspiring workplace	Our Employees
Commitment to our Guests	Our Guests and the Community
Children are our future	Community Programs
Caring for the environment	Environmental Commitments

Looking Ahead in CSR Communication

We interviewed various stakeholders and experts within and outside the OLC Group and took their opinions and suggestions into account in compiling this year's CSR report, as we have done in years past.

The OLC Group welcomes and appreciates interest and feedback on this report and on our CSR initiatives, and is committed to enhancing the quality of our CSR communications.

Scope of OLC Group CSR Report 2020


This report primarily covers corporate social responsibility initiatives undertaken by the OLC Group. Instances where information is relevant only to the Oriental Land Co., Ltd. or to an OLC Group entity will be indicated. All Tokyo Disney Resort CSR efforts outlined in this report are conducted and managed by the Oriental Land Co., Ltd. in its capacity as owner/operator of Tokyo Disney Resort under license from Disney Enterprises Inc. The report places a primary focus on introducing initiatives taken at our Theme Parks, whose net sales account for more than 80 percent of the entire net sales generated by the OLC Group. Initiatives undertaken at facilities operated by the OLC Group within Tokyo Disney Resort are as follows:

Scope and structure	Description
Group-wide initiatives	OLC Group
Oriental Land Co., Ltd. initiatives	Oriental Land Co., Ltd. or the Company
Tokyo Disney Resort® initiatives Tokyo Disneyland® Tokyo DisneySea® Disney Ambassador Hotel® Tokyo DisneySea Hotel MiraCosta® Tokyo Disneyland® Hotel Tokyo Disney Celebration Hotel® Ikspiari® Bon Voyage Disney Resort Line Maihama Amphitheater	Tokyo Disney Resort
Combined Tokyo Disneyland® and Tokyo DisneySea® initiatives	Theme Parks
Separate Tokyo Disneyland® and Tokyo DisneySea® initiatives	Tokyo Disneyland or Tokyo DisneySea

*Certain companies within the OLC Group are licensed by Disney Enterprises, Inc. to manage and operate Tokyo Disneyland, Tokyo DisneySea, the Disney Hotels and the Disney Resort Line. All of the Disney-branded CSR activities outlined in this report are conducted and managed by Oriental Land Co., Ltd. in its capacity as owner/operator of Tokyo Disney Resort.

This report draws together the corporate social responsibility initiatives of the OLC Group.

Information on CSR at The Walt Disney Company is available at the following location:

> [The Walt Disney Company Corporate Citizenship](#) 

Time Frame for the OLC Group CSR Report 2020

The initiatives presented in this report are mainly applicable to the OLC Group's FY 2019 (April 1, 2019 - March 31, 2020), although information is also provided for ongoing and special CSR programs outside the fiscal year.

Publishing Date

November 2020

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