



OLC Group CSR Report Digest 2012

September 2012



Oriental Land Co., Ltd.

Table of Contents

About this Report 1

Our CSR Policy

Message from our President & COO 2

The OLC Group’s Corporate Social Responsibility .. 3

Feature Topic 1:

**Supporting the People Affected by
the Great East Japan Earthquake** 4

Feature Topic 2:

Letting Our Employees Shine 9

The Five Values We Uphold in Our CSR Initiatives

 **Trust and Integrity** 14

 **Dynamic and Inspiring Workplace** 19

 **Commitment to Our Guests** 22

 **Children are Our Future** 24

 **Caring for the Environment** 27

About this Report

The OLC Group CSR Report Digest 2012 outlines our corporate social responsibility efforts for our valued stakeholders.

This report features two special topics that are particularly important to us, told in part from our employees' perspective.

“Special Topic 1: Supporting the People Affected by the Great East Japan Earthquake” provides an update on the OLC Group’s ongoing efforts in the disaster-stricken areas.

Meanwhile, “Special Topic 2: Letting Our Employees Shine” describes the various programs we implement in order to increase employee satisfaction, such as Thanks Day, on which part-time employees are entertained as Guests at our Parks.

Additionally, the report summarizes the various initiatives we undertake to uphold the Five Values as defined in our CSR policy, enabling readers to understand our overall CSR activities.

This report has been kept short and simple for the benefit of our readers. Please visit the CSR section on our website to find out more about our initiatives.

CSR <http://www.olc.co.jp/en/csr/>

■Scope of Report

This report primarily covers CSR initiatives undertaken by the OLC Group as a whole. When an initiative pertains specifically to Oriental Land Co., Ltd. or a group subsidiary, it has been indicated as such.

■Applicable Term

This report primarily deals with CSR initiatives undertaken in fiscal year 2011 (April 1, 2011 – March 31, 2012). However, ongoing or unique efforts may be mentioned in the report even if they took place before or after fiscal year 2011.

■Reference Guidelines

Global Reporting Initiative (GRI) Sustainability Reporting Guidelines Version 3.1

Message from our President & COO

For a Future Filled with Dreams that Enriches People's Lives

Representative Director, President and COO
Kyoichiro Uenishi



We at the OLC Group believe that as a company that offers magical dreams, moving experiences, delight and contentment to the people, our role toward creating a sustainable society is to help build a future that is filled with dreams that enriches people's lives.

By focusing on the Five Values outlined in the OLC Group CSR Policy, we will stay attuned to the various needs of our society and our Guests as we engage in our own unique CSR activities.

The OLC Group's CSR activities are guided by corporate governance and strict compliance. Corporate integrity, which enables us to earn the trust of the society we serve, is behind all of our CSR efforts.

In order to continue providing happiness through our Parks, we must always place the highest priority on the safety and peace of mind of all of our Guests. At the end of May 2012, an accident occurred on the Tokyo DisneySea attraction Raging Spirits, injuring one Guest. We offer our sincere apologies to the Guest who was injured and our many other Guests for the inconvenience and anxiety they suffered as a result of this accident. In this instance, we failed to deliver on our commitment to Guest safety and peace of mind. Since then, we have enhanced safety supervision throughout the Parks and will continue to make tireless efforts to restore Guest confidence in Park safety.

We recognize that there is a lot of work to be done on the road to a future filled with dreams that

enriches people's lives. This is why we will maintain constant dialogue and build good relationships with our stakeholders and engage in conscientious corporate activities. We will also focus on nurturing our employees, which is one of our strengths, implement Guest- and community-oriented initiatives that contribute to society, and work to preserve the environment.

The devastation brought about by the Great East Japan Earthquake is still being felt today in the disaster-affected areas, as well as in our social and economic landscape. The OLC Group will continue to do our best to aid in the recovery of the disaster-affected areas over the long term.

There is one thing we must not forget. It is the happy faces of the children and their parents we welcomed on April 15, when our Park reopened following the earthquake disaster. The smiles of these Guests remain deeply engraved in my mind. This experience allowed me to recognize that, while the "happiness" the OLC Group brings to society may not be visible to the eye, it is a value that will be cherished and sought out in every day and age. This experience also renewed our resolve to further improve our business and ensure its longevity so that we may continue to offer "happiness" to our Guests for the next fifty and a hundred years to come.

The OLC Group will continue to engage in social responsibility activities in order to build a future filled with dreams that enriches people's lives.

Our Corporate Social Responsibility

OLC Group Corporate Social Responsibility

As a company that offers magical dreams, moving experiences, delight and contentment, our aim is to help create a future filled with dreams that enriches people’s lives. This is why our CSR initiatives revolve around our Five Values.

OLC Group Stakeholders

We believe in maintaining positive relationships with all of our stakeholders, including customers, employees, shareholders and investors, corporate sponsors, corporate clients, licensors, business partners, local communities and local governments.

Corporate Social Responsibility Governance

The Social Activity Promotion Department is a division of Oriental Land Co., Ltd. that is dedicated to promoting our CSR initiatives. The Social Activity Promotion Department oversees the entire OLC Group’s CSR programs by coordinating with various departments and group subsidiaries.

Formulation of Activity Plan

Our CSR activities are guided by the OLC Group CSR Policy and the Medium-Term Plan through fiscal year 2013. We have identified goals for each of the following Five Values and are working to achieve them.

OLC Group upholds the following five values to enrich our society and to create a future filled with hope.

Caring for the environment

Environmental issues come first in our business activities, so that we leave behind a healthy and clean environment for the next generation.

Trust and integrity

OLC will continue to inspire trust through honesty and integrity in every aspect of our business including promoting sound business activities and management, open communication, and commitment to our community.

Children are our future

Children are what help bring families and communities together. As responsible corporate citizens, OLC will focus on nurturing children to advance the development of a healthy and happy society.

Dynamic and inspiring workplace

OLC will cultivate a work environment in which each and every employee is encouraged to develop to their full personal and professional potential

Commitment to our Guests

OLC will consider the needs, happiness and best interests of our Guests in all of our business activities.



Feature Topic 1:

Supporting the People Affected by the Great East Japan Earthquake

The OLC Group continues to help those affected by the Great East Japan Earthquake through donations and various other means. We are a company that offers magical dreams, moving experiences, delight and contentment through our theme park business. That is why we engage in activities that bring joy to children in disaster-stricken areas, including sending the Tokyo Disney Resort Ambassador and Disney Characters to visit elementary schools, giving incoming first graders school supplies, donating musical instruments and staging joint performances by students and Tokyo Disney Resort musicians.



The OLC Group's Response to the Great East Japan Earthquake

Shigeru Suzuki

Executive Director and Executive Officer



More than a year has passed since the Great East Japan Earthquake. I again extend my deepest condolences to all those who were affected by the disaster and offer my sincere prayers for a speedy recovery of the disaster-affected areas.

Learning from our experience during this unprecedented catastrophe, we at the OLC Group have further enhanced preparedness for dealing with earthquake-related risks in order to ensure the safety and peace of mind of Guests visiting Tokyo Disney Resort. More specifically, we have revised our Basic Plan of Earthquake Disaster Countermeasures and response manuals, reviewed how we check for the safety of indoor waiting areas, established delivery routes for food and water and ensured their speedy distribution.

We also continue to engage in efforts to support the areas that sustained extensive damage due to the earthquake disaster. These areas face a long and arduous road to recovery. The OLC Group remains committed to offering support not only through donations, but also in ways that are tied with our mission as a theme park operator.

One way we believe we can contribute is by bringing joy and cheer to children in these areas, much like we provide magical dreams, moving experiences, delight and contentment at our Parks.

It is in this spirit that the Tokyo Disney Resort Ambassador* and Disney Characters have been visiting elementary schools and other facilities in the areas affected by the earthquake since last year. In addition, the OLC Group has established a six-year-long program to provide school supplies to incoming first graders in these areas. We have also donated musical instruments and scheduled joint performances by junior and senior high school students and Tokyo Disney Resort musicians, guided by our belief in the power of music to lift children's spirits and give them joy. We will continue to support the three Tohoku prefectures in our own unique way.

During our visits to elementary schools in these areas, we heard the following encouraging words from many people: "Seeing children's happy faces gives us strength. When our children's spirits are lifted, adults and entire communities are reinvigorated." These words have further strengthened our resolve to continue offering support to the best of our ability.

* The Tokyo Disney Resort Ambassador represents all Tokyo Disney Resort Cast Members and serves as ambassador for a one-year term starting January 1 and ending December 31. Eriko Yokota serves as ambassador for fiscal year 2012.

Spreading Cheer to Children

Tokyo Disney Resort Ambassador's visits to disaster-affected areas

Minako Ohkawa

Senior Leading Staff, Social Activity Promotion Department



As welfare activities coordinator, I strive to put smiles on children's faces by arranging the Tokyo Disney Resort Ambassador* and Disney Characters' visits to elementary schools in Iwate, Miyagi and Fukushima prefectures.

We are driven by a strong desire to give children something to smile about and to lift their spirits, no matter the obstacles. In reality, people in the disaster-affected areas are still living with damaged roads and children are studying in temporary school buildings.

Each school visit was made as a surprise visit, so when we first met the children, they overwhelmed us with their enthusiastic hugs in their excitement. As part of our visit, we set aside time for physical acti-

vities so that the children could have an outlet for their pent-up energy.

One particularly memorable comment that is etched in my mind came from a teacher who wanted to videotape our visit in order to lend the tapes out to the children's families.

The teacher's words were: "Adults find the strength to forge ahead when they see their children laughing cheerfully. This town was devastated by the tsunami. Parents who lost their jobs here have gone off to work in far-away places. When they come home once in a while, their spirits are lifted when they see images of their children smiling happily."

We learned that our activities, which are aimed at spreading laughter among children, also help energize entire communities.

During our visits, we encountered many children who shared their happy memories of visiting Tokyo Disney Resort. This made me realize that children enjoy our school visits all the more because of the fun memories they brought home from our Parks.

Teachers and prefectural staff have given us grateful words of encouragement, saying to us, "thank you so much for not forgetting about us and continuing these activities." We will continue to do our part in spreading cheer to those who need it most.



Activities by the OLC Group to Support Disaster-Affected areas

The OLC Group continues to support the areas that were affected by the Great East Japan Earthquake.

Visits to disaster-affected areas

The Tokyo Disney Resort Ambassador and Disney Characters pay visits to elementary schools and facilities (such as children's hospitals, facility for persons with disabilities and special needs schools), bringing the fun and joy of Tokyo Disney Resort to children in the prefectures affected by the earthquake disaster. As we deliver smiles and positive energy to children, we are in turn invigorated by their laughter and enthusiasm.



Hosting of joint concerts and donation of musical instruments

Music is an important element in our Parks. As a way to integrate music in our efforts to support the disaster-affected areas, we formed a joint brass band comprised of about one hundred junior and senior high school students and Tokyo Disney Resort musicians. We will hold joint band performances at three venues, with the first such concert taking place in Tagashiro, Miyagi prefecture in September 2012. Concerts in Iwate and Fukushima prefectures will be held in 2013 or later. Ahead of the concert performances, we donated a total of 140 musical instruments to elementary schools, junior and senior high schools (approximately 50 schools) throughout the three prefectures in March 2012.



Donation of school supplies

In March 2012, we provided a school supply kit (2 notebooks, 2 stationery sets, clear folder, stickers and pens) to all incoming first grade elementary school students at 1,317 schools in Iwate prefecture (377 schools), Miyagi prefecture (438 schools) and Fukushima prefecture (502 schools), in the hope that children in these areas may have a fun start to their school year. We will continue to donate school supply kits over the course of six years, until all children who experienced the Great East Japan Earthquake have entered elementary school.



Special donation menu item at employee dining halls

At the seven employee dining halls located on our premises, we offer a special menu item called “WE ARE ONE” that includes a 30-yen donation to support the areas affected by the earthquake disaster. The OLC Group matches the amount donated by employees, and all donations go toward helping children in Iwate, Miyagi and Fukushima prefectures. This special menu item is available on the second Friday and Saturday of each month, from November 2011 through March 2013.



Feature Topic 2:

Letting Our Employees Shine

At the OLC Group, we place immense value on our employees. Walt Disney's famous saying, "it takes people," is central to our human resources development philosophy. That is why we are implementing various programs to enable each and every employee to realize their full potential, promote mutual understanding, and work together to achieve a common goal.

Guided by the belief that seeing the happiness of Guests and colleagues bring joy and satisfaction to the employees themselves, we will continue to build a dynamic and innovative corporate culture capable of offering magical dreams, moving experiences, delight and contentment.



Guest and Coworker Happiness is My Happiness

Employee satisfaction and recognition programs that generate a positive cycle

Sumie Minami

Manager, Cast Development Department



The idea that we emphasize most in our employee training is that all employees involved in theme park operations share a single goal, which is to give our Guests happiness. It is a simple idea, but an essential one that is behind everything we do.

SCSE—Safety, Courtesy, Show and Efficiency—is also central to our everyday decisions and actions as we strive to provide happiness to our Guests. SCSE is a guideline that reinforces the order of each of our priorities; the safety of Guests and Cast Members always comes first, followed by courtesy, entertainment and efficiency.

Keeping SCSE in mind, Cast Members must take the initiative in figuring out how to better service our Guests and meet their various needs. In order to encourage Cast Members to maintain this positive attitude in their work, we have established programs that enable employees to acknowledge, affirm and reward one another for their accomplishments. In this way, we ensure that employees receive the recognition and appreciation they deserve and increase their motivation to do better. We have found that this program has enhanced mutual understanding among employees across different departments and positions within the OLC Group and has also had a positive impact on the way employees execute their daily work duties.

Moreover, we always strive to serve our Guests better. When it comes to Guest service, we have discussions about which specific elements of the service was performed well and where we can make more improvements. When we have these types of conversations, our goal in providing service should be consistent and clear; otherwise, it is difficult to convey to our Cast Members what the expectations are. Guest happiness is not static—it changes over time. Today, we serve a greater number of foreign Guests compared to 30 years ago when Tokyo Disneyland first opened. Guests today also have more diverse needs. We must remain attentive to these changes in order to ensure that Guests always have a happy experience at our Parks.

By implementing employee satisfaction and recognition programs, we will keep working to ensure Guest and employee happiness. When our Guests and coworkers are happy, each individual employee is happy. We strive to spread this cycle of happiness throughout the OLC Group so that we may achieve even greater things.



Employee Satisfaction and Recognition Programs at the OLC Group

“I Have an Idea” Program

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 title or position. The program aims to foster a corporate culture that inspires new and innovative ideas. A grand prize recipient is chosen each year, and many of the ideas suggested through the program have been put into action, including a Tower of Terror-shaped piggy bank that screams when a coin is deposited.



“Spirit of Tokyo Disney Resort” Program

This program gives Cast Members the opportunity to acknowledge outstanding peers. Cast Members fill out a special card and address it to another Cast Member they appreciate. The recipients of the “Spirit Award” are announced each year, and they are awarded the Spirit Award Pin engraved with the image of Walt Disney and Mickey Mouse at a ceremony attended by their fellow Cast Members.

The “Spirit of Tokyo Disney Resort” program enables Cast Members to recognize and praise one

another for their everyday efforts. Not only does it encourage individual Cast Member growth, it also builds team spirit.



“Five Star Program”

In this program, supervisors recognize Cast Members for exemplary service by handing them the Five Star Card. By acknowledging Cast Members for their specific efforts and reinforcing SCSE, the program enhances Cast Member motivation. A supervisor giving out the card commented that it led to appreciating anew how each and every action taken by the Cast Members are linked to bringing smiles to the Guests, showing that the program also gives supervisors an opportunity to remain mindful of Guest and Cast Member happiness.



Thanks Day

On “Thanks Day,” after the Parks have closed to the public for the day, company officers, employees and theme park employees entertain part-time employees as Guests in order to show their appreciation. This event, which is held once a year, is currently in its thirteenth year and is attended by roughly 70% of our part-time employees. It is an opportunity for part-time employees to recognize the importance of their work and for officers and employees to get back in touch with the magic of the Parks. The event is an opportunity for all employees, regardless of their position, to share a night of fun and laughter.

Employees who played host on Thanks Day said that they wanted to express their appreciation to the part-time employees by wearing Cast Member costumes and doing their best to entertain them. Meanwhile, part-time employees who attended said that they appreciated their superiors taking away their po-

sitional differences and treating them as Guests. Attending part-time employees were also impressed by the enthusiasm of the hosts, saying that it gave them something to learn from as well.



President dressed in custodial costume



Thanks Day: Working in the Parks as a Cast Member



Kazuaki Kuroda
Product Management Group,
Theme Park Department

“Experiencing the Parks firsthand” “Thanking Cast Members”

Kuroda: Having been involved in creating new attractions, I realize that no matter how good the facility, nothing works unless the Cast Members are there doing their job. My past experience of hiring part-time employees has made me aware of how vital they are to our operations, so I am particularly enthused about participating in Thanks Day.

Kimoto: I was motivated to participate in Thanks Day

because I had little experience working at the Parks. I wanted to find out what it would be like to be out in the front line. Thanks Day is a great opportunity for an employee like me in the Corporate Strategy Planning Department to gain firsthand experience of our core theme park business.

Ikegami: Until recently, I worked as a supervisor at a theme park restaurant. I participated because I wanted to do something to show my appreciation for part-time employees, and also to reassess what we could do to ensure that Guests enjoy themselves. I work in the General Affairs Department now, so I feel strongly about staying in touch with what it feels like to work in the Parks.

Rediscovering the magic of the Parks and gaining new insights

Kimoto: When I see all the part-time employees having a great time on Thanks Day, I rediscover the magic of the Parks. Even though it is difficult to have a direct connection with our Guests in my current position, having been involved in Thanks Day, I have become more aware of how our work contributes to the Guest experience.



Yu Kimoto
Corporate Strategy Group,
Corporate Strategy Planning
Department

Kuroda: There are many people in our company, including myself, who like to show other people a good time, so working as a Cast Member and entertaining others is actually a lot of fun for me. Thanks Day also allows me to gain new insight by seeing facilities from the perspective of those working there, helping me create facilities that are more Cast Member-friendly.

Ikegami: When I was put in charge of a popcorn wagon on Thanks Day, I realized how difficult it was to make sure warm foods were served warm. This was something I had been preaching, but I couldn't always deliver on it when I was the one doing it. Although I work in a corporate department now, I am reminded of my past experience working in the Parks, which allows

me to regain my focus and tackle my work with renewed energy.

Facilitating communication across departments and positions

Kimoto: The morning following Thanks Day, there is a lot of friendly chatter, like telling a director how great he looked in costume the previous night. It is refreshing for me to have the chance to work with people from other departments I usually don't interact with. I think that Thanks Day gives theme park department and corporate department employees an opportunity to get to know each other's roles.



Ryu Ikegami
Legal Affairs Group,
General Affairs Department

Ikegami: On Thanks Day, sometimes I see part-time employees smiling like I'd never seen them smile before. Thanks Day is an invaluable opportunity for all employees to set aside work hierarchy and enjoy the Parks together.

Kuroda: I must say that seeing our superiors working clumsily in costumes is one fun aspect of Thanks Day (laughing). Some people even get asked to take a photograph. I think this event allows us to get back in touch with the most important spirit of the theme park business.

In the following section, you will find out about our efforts to uphold the Five Values as defined in the OLC Group CSR Policy.

Trust and Integrity

Management Structure

Sound management structures and corporate integrity are the foundation of CSR activities and all business activities. Enhanced transparency and fairness in corporate management allows companies to build trust with stakeholders and achieve continual growth and development. The OLC Group strives to improve corporate governance so that we may stay true to our corporate mission of creating magical dreams, moving experiences, delight and contentment.

Corporate Governance

■ Clarifying Oversight Responsibility and Operating Responsibility

Oriental Land Co., Ltd., the company at the heart of the OLC Group, has established a structure that enables Board of Directors to focus on supervision and enhance its management supervisory function. Meanwhile, business execution is delegated to corporate officers so as to facilitate speedy and appropriate decision-making.

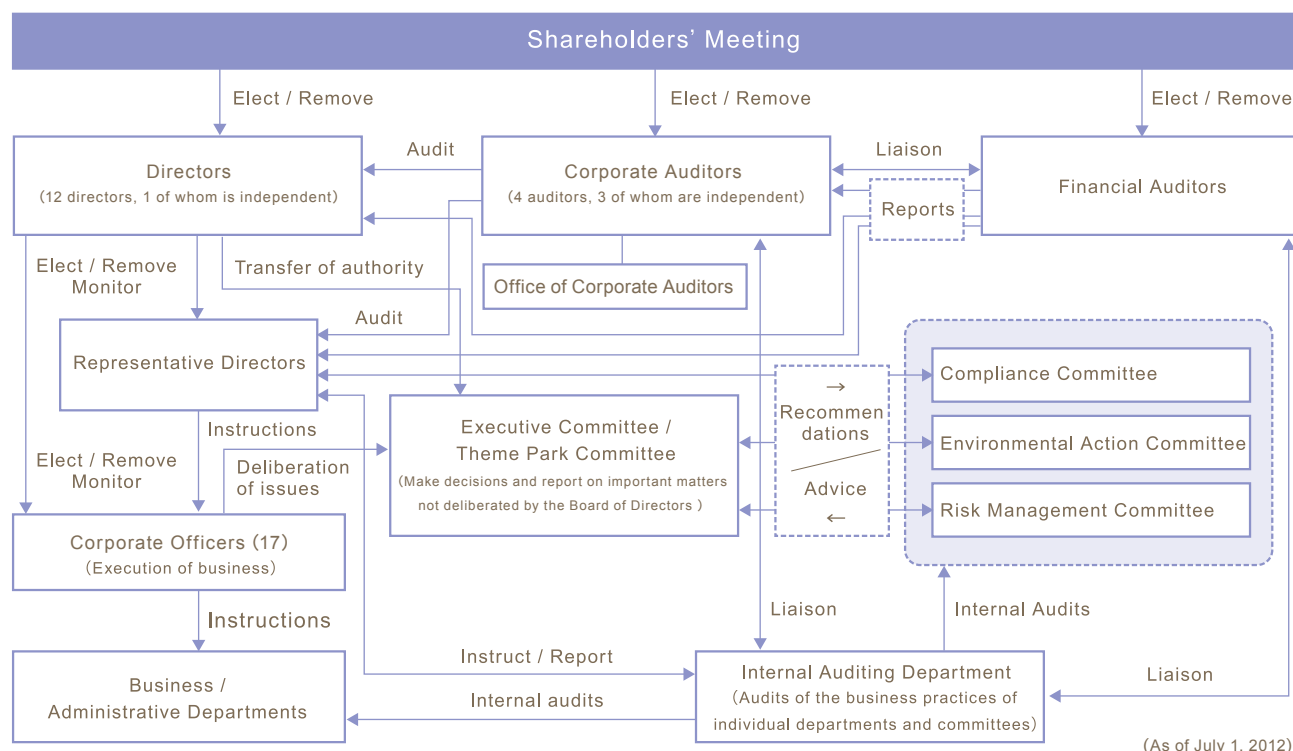
■ Ensuring Audit Effectiveness

Oriental Land Co., Ltd. has a corporate auditing system in place. We have developed auditing standards and auditing regulations that clarify the roles and responsibilities of our corporate auditors. Of our four corporate auditors, three are external auditors.

■ Internal Controls and Financial Reporting

In order to ensure that financial reports are reliable, we have established a Committee for the Promotion of Internal Controls. It is responsible for preparing and submitting internal control reports.

Our Corporate Governance Structure



Compliance

■ Comprehensive Compliance Program

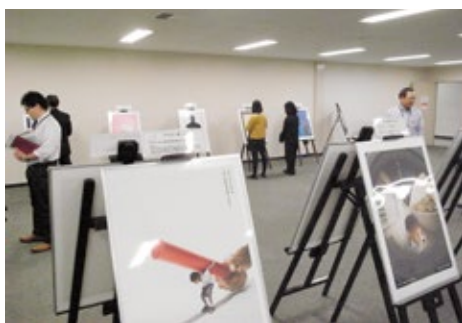
We have established the OLC Group Compliance Code comprising of five articles that set forth rules on corporate ethics and legal compliance to be observed by our executives and employees. We have also established Business Guidelines that serve as a code of conduct, as well as a Compliance Committee and an internal and external contact desk for reporting any instance of improper conduct. Additionally, the OLC Group provides periodic employee training and monitors compliance.



■ Respect for Human Rights

We have established the OLC Group Human Rights Policy and implemented training programs to encourage employees to act upon their respect for human rights as they execute their everyday duties.

Our Business Guidelines also contains provisions on human rights to raise awareness of human rights issues among all employees and to remind them to always treat one another with kindness and respect.



Human rights poster exhibition

Risk Management and Information Security

■ Risk Management Systems

In order to prevent and respond to a wide range of business risks, we act in accordance with the OLC Group Risk Management Guidelines. We have established the Risk Management Committee to ensure effective risk management as a standard practice. Meanwhile, the Emergency Control Center (ECC) is responsible for oversight of emergency response.

■ Information Security Management Systems

The OLC Group Basic Policy on Information Security lays out the basic policy for information management. We are developing an information security management system that conforms to our specific guidelines for information security.

Active Information Disclosure

The OLC Group complies with laws and regulations pertaining to the disclosure of corporate information. We disclose information deemed essential to understanding and assessing our business activities—including negative information—in a fair, timely and appropriate manner through various methods such as press release, website and briefing meeting.

Healthy Partnerships with Our Vendors and Clients

We promote fair and proper dealings with our vendors and ensure compliance with laws and regulations by enforcing the OLC Group Vendors Code of Conduct. We strive to fulfill our social responsibility in a wide range of issues including product safety, worker safety, respect for human rights and environmental preservation as we conduct business with partner vendors.

For more information

please visit : <http://www.olc.co.jp/en/csr/management/>

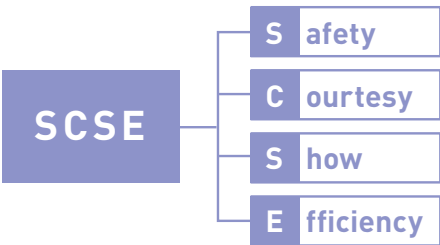
Park Safety

Ensuring the safety and peace of mind of Guests at our Parks is an extremely important issue and one of our most essential responsibilities. Continuous and wide-ranging efforts must be implemented in order to offer customers safety, peace of mind and high-quality products and services. The OLC Group’s theme park operations put Guest safety first.

SCSE: The Key to All Operational Decisions

All Walt Disney Parks and Resorts adhere to a code of conduct called SCSE, which represents Safety, Courtesy, Show and Efficiency, in the order of their priority. Safety always comes first.

SCSE is the single most important priority for the OLC Group, which operates Tokyo Disneyland and Tokyo DisneySea under license from the Walt Disney Company. SCSE guide the operational decisions and behavior of all Cast Members.



Attraction Safety

Tokyo Disneyland and Tokyo DisneySea attractions are designed to put safety first. In addition to statutory inspections, we perform daily and routine inspections and maintenance according to our own maintenance standards for ensuring attraction safety.

Cast Members perform thorough safety checks when operating attractions. In addition to learning the standard operating procedures from the operating manuals, they also receive frequent on-the-job training and participate in periodic evacuation drills during non-operating hours at the Parks.



Incident at Tokyo DisneySea attraction Raging Spirits involving an injury

On May 28, 2012, the Raging Spirits coaster at Tokyo DisneySea began to leave the boarding platform while a Guest's safety harness was still unlocked. The Guest attempted to exit the vehicle out of fear for his safety, sustaining an injury.

This accident was the direct result of inadequate employee training on safety harness operation, which led to a mistaken judgment of the situation on the Cast Member's part. In order to prevent such an incident from happening again, we temporarily suspended the operation of Raging Spirits. We revised the operating manual to reflect procedural changes in order to prevent the attraction's vehicle from starting while a Guest's safety harness is unlocked, and trained Cast Members to properly execute the new procedure. Additionally, we thoroughly reviewed the safety training and standard safety procedures pertaining to the safety harness with all Cast Members who operate this attraction. Having confirmed our ability to resume safe operations through these measures, we re-opened Raging Spirits to Guests on June 14.

We offer our deepest apologies to the Guest who was injured and our many other Guests for the inconvenience they suffered as the result of this accident. We will continue to place the highest priority on safety to ensure that Guests feel safe and secure about our theme park operations.

Show & Parade Safety

All floats, stages and sets are manufactured and maintained in accordance with rigorous safety guidelines. We conduct pre-performance inspections before all shows or parades, and station Cast Members along the parade route as a precaution against children running into the path of an oncoming parade. Additionally, Cast Members receive regular training to ensure show and parade safety.



Cast Members stationed along the parade route

Food Safety

The restaurant facilities at Tokyo Disneyland and Tokyo DisneySea follow the HACCP system—an internationally-recognized safety management tool—to ensure food sanitation. We inspect all of our food products, evaluate the food processing plants we contract and train all employees who work in food service.



Testing the core temperature prior to serving

Trust and Integrity

Merchandise Safety

We always place the highest priority on the safety and quality of our merchandise, from the planning and development stage all the way through production, distribution and sales. We have developed our own quality inspection standards that incorporate the legal and regulatory safety requirements of Japan, Europe and the United States, and have independent inspection agencies conduct tests. Additionally, as a safety precaution, Cast Members are trained to cover the corners of boxes with their hands when replenishing store merchandise.



Security, First Aid and Emergency Response

Our Parks have extensive security, first aid and emergency response measures in place to ensure customer safety and peace of mind.

We have developed an emergency response manual so that employees are trained to react appropriately in the case of an earthquake or other emergency. In addition, comprehensive emergency drills are held four times each year in different sections of the parks, while building-specific emergency exercises are held approximately 180 times each year.



Central Monitoring Center

For more information

please visit: <http://www.olc.co.jp/en/csr/safety/>

Dynamic and Inspiring Workplace

The call for “decent work” (rewarding and humane work) has been gaining momentum these days. The movement seeks to promote job creation, better labor conditions, labor relations, safety and hygiene and human resources development. The OLC Group recognizes that it is our employees who bring magical dreams, moving experiences, delight and contentment to our Guests. That is why we are making efforts to ensure that all of our employees feel safe at their workplace, are able to develop their skills, fulfill their potential and feel rewarded by their work.

Training Opportunities and Support Programs

As our business philosophy states, we respect individuals and support their work. That is why we offer our employees the opportunity to realize their potential and assist them in developing their professional skills.

We have a system in place that encourages employees to pursue opportunities for advancement within the Group, whereby part-time employees may

apply for theme park employee status and theme park employees may apply to become corporate employees.

Further, we also extend support to part-time employees in the area of personal development. We not only host lectures and seminars (language and sign language classes, etc.), we also subsidize a portion of certification expenses. Additionally, we have created a consultation center where employees may discuss their concerns.

Main Employee Training Programs

Corporate employees	Theme park employees (Supervisor)	Part-time employees
<ul style="list-style-type: none"> Training that corresponds to employee's duties and career plan Self-Assessment System (Employee develops own medium- to long-term career plan and presents it to the company) Job Challenge System (Employee may apply for position in new field of work) 	<ul style="list-style-type: none"> Interpersonal skills training (Coaching, etc.) Business skills training Personal development training, training to encourage employees to reflect upon career path, etc. 	<ul style="list-style-type: none"> Department-specific training (Includes OJT, hands-on training) Five-step career development program and training program based on skill level and experience Part-time employees act as trainers and give guidance to newer employees
<ul style="list-style-type: none"> Program for learning about the Disney philosophy and show business 		

Employee Satisfaction & Recognition

We have built a corporate culture that inspires and empowers employees so that we may continue to offer magical dreams, moving experiences, delight and contentment to our Guests. In addition to establishing a system that encourages employees to propose new ideas, we recognize and praise employees for their achievements in order to enhance employee satisfaction and raise their motivation.

→Feature Topic 2: Letting Our Employees Shine (p.10-14)



Maintaining a Healthy Work-Life Balance

At Oriental Land Co., Ltd., we have various programs in place, such as child care or nursing care leave, that enable employees to have a fulfilling private life as well as a professional life. We also strive to foster a corporate culture that allows employees to maintain a healthy work-life balance. In fiscal year 2011, 87% of our employees took paid vacation days. Employees also have the option of taking their annual paid leave in hourly increments.



Health and Safety

Oriental Land Co., Ltd. rigorously enforces the PDCA cycle on its operation lines, assesses potential risks and implements job-specific health and safety initiatives to reduce the risk of injury and illness among our employees. The Occupational Health and Safety Committee, a body for ensuring employee health and safety, regularly conducts safety patrols to identify risks in the workplace.

As part of our efforts to enhance the mental and physical wellbeing of employees, we train and counsel managers and monitor their stress levels using stress tests. In addition to maintaining a healthcare center staffed by a resident industry physician and others, we also offer consultation services both on and off company premises.



Employment Opportunities for the Disabled

Oriental Land Co., Ltd. employs individuals with disabilities, primarily at our special subsidiary Maihama Corporation Co., Ltd. We offer jobs that are commensurate with each employee's abilities and are actively expanding the range of job opportunities available to disabled employees. Employees with disabilities within the Group represent 1.88% of our workforce (as of June 1, 2012), which is greater than the legally-prescribed rate of 1.8%.



Examples of work duties handled by a special subsidiary

Area	Primary duties
Mail services	Affixing of commemorative stamps on outgoing mail deposited at the Parks; collection and sorting of OLC Group companies' mail
Napkin folding	Folding of fabric napkins used at Park restaurants
Marking	Preparation and affixing of price tags on products sold at the Parks
Laundry	Cleaning of costumes (props) used by Park Cast Members
Barber	Hairdressing service for employees
Massage	Massage service for employees
Lost and Found Center	Handling of lost and found items at the Parks
3-D glasses cleaning	Cleaning of 3D glasses used at the Parks
CK support	Dishwashing duties, etc., at the Central Kitchen
Floriculture	Cultivating of Park plants and flowers

For more information

please visit: <http://www.olc.co.jp/en/csr/> → Our Employees

Commitment to Our Guests

A good corporate citizen must address social issues as part of their business activities. The pursuit of the equal opportunity principle at our Parks is one such effort. We will always remain attentive to the diverse needs and voices of society and our customers and reflect them in the way we do business, as can be seen in our health-conscious product labeling, etc.

Happiness and Hospitality

The OLC Group continues to spread happiness through its theme park business. We do this by offering high quality attractions, shows and parades and transporting Guests to a magical world of fun. Another essential element is the hospitality of Cast Members who work at the Parks. We place immense value on the spirit of hospitality that drives Cast Members to not only understand the expectations of every Guest, but to fulfill and exceed them as well.



Our Commitment to Full and Equal Access

We want all Guests who visit Tokyo Disney Resort to have a great time. That is why we are improving our facilities and offering support tools and services to make sure that people with disabilities, people whose physical functions have been temporarily weakened due to injury, the elderly and expectant mothers can have a comfortable and pleasant experience too.



Movable safety fence that does not obstruct the view of Guests using wheelchairs



Sign language performers communicate the content of shows through sign language

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



Our Commitment to the Wellbeing of Our Guests

Guests purchase a variety of products at our Parks every day. Because the wellbeing of our Guests is important to us, confectionery items show the total number of calories and the recommended daily intake where possible. These items are also labeled “Please enjoy with everyone,” to encourage Guests to share our confectionery products and enjoy them in moderation.



Recommended daily intake: 150 kcal
Please enjoy this product with everyone.
Recommended daily intakes are taken from the United States Department of Agriculture Food Pyramid

Opportunities to Perform On-stage at the Parks

The Music Festival Program at Tokyo Disneyland and Tokyo DisneySea offers amateur groups the opportunity to perform live at our Parks and aims to bring enjoyment to both Guests and performers. This program has been in place at Tokyo Disneyland since its opening in 1983 and at Tokyo DisneySea since 2005, and showcases 250 to 300 groups each year.



Learning from Guest Feedback

Walt Disney, the founder of The Walt Disney Company, once said: “Disneyland will never be completed...” At Tokyo Disney Resort, our aim is to listen to our Guests and continue to evolve so that we may always offer each and every Guest the wonder and magic of the Disney experience.

The Tokyo Disney Resort Guest Relations Center is open to Guests who wish to give us their input. We also ask Guests to participate in surveys and interviews so that we may constantly improve our services and facilities.



Tokyo Disney Resort Guest Relations Center

Children are Our Future

Businesses today must fulfill their role as corporate citizens and as members of society and the community. Companies need to address social issues and contribute to the development of communities in their own way. The OLC Group engages in various community action programs that are aligned with its business activities, mainly those to foster and support the development of children in Japan and around the world.

Our Community Action Programs

The OLC Group engages in a variety of community action programs in order to fulfill its duty as a good corporate citizen. As a company whose mission is to offer magical dreams, moving experiences, delight and contentment, our activities center on

nourishing the “heart.” That is, we focus on programs that nurture and support families, which are closely intertwined with our business, with a special focus on children, who are our future.

The OLC Group Policy on Community Action Programs, established in fiscal year 2008, states our commitment to this endeavor.

OLC Group Policy on Community Action Programs

The OLC Group will 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 that foster the positive development of children

The OLC Group will support programs that “nurture the heart” to help children develop intellectual curiosity as well as compassion for others.

○Programs that support children

The OLC Group will provide assistance to children who face difficulties in life for various reasons.

Activities to Nurture and Support Children

The OLC Group started a community action program for children called the “School of Magical Dreams and Moving Experiences.” This program encourages children to have dreams and teaches them the importance of hard work that makes those dreams a reality.

We also established the “OLC Group Children’s Smile Fund” in July 2010. This program allows employees to make voluntary charitable contributions of the fractional amount (99 yen or less) to even out their monthly or bonus wages to the hundreds, or make donations in units of a hundred yen. Employees who make a contri-

bution select their preferred charity from our four designated charities, and the funds collected are donated to these charities twice a year. The OLC Group matches the contributions made by employees in an effort to help children in need throughout the world.

Designated charities

The Japan Committee for UNICEF
 Save the Children Japan
 The Japan Association for the United Nations
 World Food Programme
 Japan Committee Vaccines
 for the World’s Children



Local Community Activities

We lend our support to various events, including the Tokyo Bay Urayasu City Marathon, that are held in Urayasu City, Chiba Prefecture where Tokyo Disney Resort is located. We have also hosted Urayasu City's official coming-of-age day ceremony for local twenty-year-olds at Tokyo Disneyland every year since fiscal year 2001. In fiscal year 2011, the OLC Group helped host the Urayasu Recovery Festival and also staged joint concert performances.

As part of our efforts to engage and educate local children, the OLC Group hosts classes at schools and has a study program that invites children to experience our workplace. Through this program, children discover that everything we do is for the happiness of our Guests. They also learn about the Disney philosophy of "hospitality as kindness" and the "importance of and pleasure to be gained from work."



Hosting classes



Students apply fluorescent paint on apples as part of their visit to the workplace

Delivering the Fun of the Parks

In order to deliver the "Disney Dream" to those who find it difficult to visit Tokyo Disney Resort, we send our Tokyo Disney Resort Ambassador and Disney Characters to facilities throughout the country, including pediatric wards, facilities for the disabled, special needs schools and nursing homes. This program has been ongoing since Tokyo Disneyland first opened in 1983. In fiscal year 2011, the Tokyo Disney Resort Ambassador and Disney Characters visited evacuation centers, schools and welfare facilities in the areas affected by the Great East Japan Earthquake.

→Feature Topic 1: Supporting the People Affected by the Great East Japan Earthquake (p.5-9)



Caring for the Environment

The degradation of the environment is a serious challenge faced by society and business alike. With growing stakeholder interest in the environment, companies must actively work to reduce greenhouse gas emissions, save more energy (especially in the aftermath of the Great East Japan Earthquake), conserve our resources, promote recycling and ensure the safety of our water resources. The OLC Group believes it has a duty to protect the environment for future generations and engages in a variety of environmental activities, such as those to prevent global warming, etc.

Our Policy and Systems for Conservation

The OLC Group aims to integrate environmental sustainability in all areas of our business. We observe environmental laws and our corporate regulations, and are working to establish a system for

reducing our environmental impact. We also educate our employees about environmental issues. In order to promote activities for preserving the environment, we have established an Environmental Action Committee that plans various initiatives and sets the company's environmental targets.

Our Environmental Policy

Environmental Philosophy

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

We seek to work in harmony with the environment in all of our business endeavors so that we may offer magical dreams, moving experiences, delight and contentment for all time.

OLC Group Environmental Action Policy

1. The OLC Group will make every effort to fight global warming, conserve energy, prevent pollution, promote green purchasing and reduce and recycle its waste in all aspects of its business operations.
2. The OLC Group will comply with all statutory regulations and internal standards relating 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 to ensure that they understand and are capable of acting independently on our environmental policies.

Mass Balance on Tokyo Disney Resort Environmental Impacts

The business activities of Tokyo Disney Resort encompass a wide range of functions including energy management, water processing, waste management and recycling, much like a city.

In order to reduce the burden on the environment, the OLC Group charts its environmental impact in the “Mass Balance on Tokyo Disney Resort Environmental Impacts.” This chart provides a general picture of the external elements that are brought in to maintain our business operations (inputs) and the emissions that we release as the result of our business activities (outputs).

Reference <http://www.olc.co.ip/csr/environment/data.html>

Inputs consist primarily of energy consumption—or roughly 241.3 million kWh of electricity, roughly 24 million cubic meters of town gas and roughly 1,400kl of fuel (crude oil equivalent)—and roughly 2.7 million cubic meters of water consumption.

Meanwhile, outputs consist of roughly 148 thousand tons of CO₂ emissions*, roughly 2,000t of waste water and roughly 21,400t of waste emissions (recycle rate approximately 76%).

* CO₂ emissions are calculated using the adjusted electricity emission factor. The data refers to the CO₂ emissions from energy sources and fuel does not include that used for transportation.

Our Efforts to Fight Global Warming

Ever since Tokyo Disneyland was in its earliest planning stages, the OLC Group has been committed to saving energy. Today, we are enhancing energy efficiency and making the amount of energy consumption more visible, switching attraction and facility lighting and nighttime parade illuminations to LED lights, and installing solar panels on our building rooftops.

Our goal is to keep the amount of carbon dioxide released by group companies in fiscal year 2012 at levels equivalent to that released in 2007 (approximately 153,000t^{*1}). Emissions in fiscal year 2011 totaled roughly 152,000t, calculated using the adjusted electricity emission factor.

*1 All emissions data represent CO₂ emissions from energy sources. Fuel does not include that used for transportation.



Solar panels on our building rooftops

Environmentally Friendly Transport

In addition to reducing CO2 emissions by Tokyo Disney Resort's commercial vehicles and switching over to low-emission vehicles, we have established the OLC Group Eco-driving Rules and are actively educating employees who drive company vehicles. We are also encouraging customers and vendors to stop idling vehicle engines.

Waste Reduction

We are not only working to reduce the volume of paper and plastic waste; we are also promoting recycling at our Parks and training Cast Members to properly sort waste. Tokyo Disney Resort as a whole has a recycling rate of approximately 76%*2 (fiscal year 2011) and recycles virtually 100% of kitchen waste generated in the Parks.

*2 Starting fiscal year 2011, the recycling rate is calculated by including the amount of industrial waste reduction as part of recycling volume.



Water Conservation

We have been purifying wastewater and promoting the use of reclaimed water on a voluntary basis ever since Tokyo Disneyland first opened. The water used at Tokyo Disneyland and Tokyo DisneySea is purified at our in-house water treatment facility. About 60% of all raw water is recycled at our in-house water treatment facility and reused as toilet water.



Water treatment facilities

Proper Chemicals Management

The OLC Group properly manages the paints that are used in theme park productions and maintenance work in accordance with the material safety data information. We also look into replacing certain chemical substances or reducing their usage as appropriate.

About the OLC Group

The OLC Group aims to invigorate people's lives through its Parks, hotels, shopping complex and monorail line. At the heart of the Group is Oriental Land Co., Ltd., which manages and operates Tokyo Disneyland and Tokyo DisneySea.

■ Company Overview

Oriental Land Co., Ltd.

Corporate headquarters 1-1 Maihama, Urayasu-City, Chiba-Prefecture, 279-8511

Date of establishment July 11, 1960

Capital 63,201,127,000 yen

Number of employees Corporate employees: 2,201, Theme park employees: 777, Part-time employees: 18,066

(As of March 31, 2012)



Oriental Land Co., Ltd.