



OLC Group CSR Key Topics 2011

A Message from the OLC Group

December, 2011



Oriental Land Co., Ltd.

Corporate Data

Company Name	Oriental Land Co., Ltd.
Address	1-1 Maihama, Urayasu, Chiba 279-8511, Japan
Established	July 11, 1960
Capital Stock	¥63,201 million
Number of Employees	[Consolidated] 3,960 (OLC Group) [Nonconsolidated] 2,219 (Oriental Land Co., Ltd.)

(As of March 31, 2011)

OLC Group Business Segments

Segment	Company	Overview	Facility
Theme parks	Oriental Land Co., Ltd. Maihama Corporation Co., Ltd. PHOTOWORKS CO., LTD. DESIGN FACTORY CO., LTD. Resort Costuming Services Co., Ltd. MAIHAMA BUILDING MAINTENANCE CO., LTD. M TECH Co., Ltd.	Operation and management of theme parks Office work, massage business Photography Servicesplanning, designing, and creating promotional materials Costume rental and cleaning Cleaning, servicing, facility management, catering services Theme park maintenance	Tokyo Disneyland® Tokyo DisneySea®
Hotels	Milial Resort Hotels Co., Ltd.	Hotel operation and management	Tokyo Disneyland® Hotel Tokyo DisneySea Hotel MiraCosta® Disney Ambassador® Hotel Palm & Fountain Terrace Hotel®
Other businesses	Oriental Land Co., Ltd. IKSPIARI CO., LTD. Maihama Resort Line Co., Ltd. RC JAPAN Co., Ltd. GREEN AND ARTS Co., LTD. Bay Food Services Co., Ltd.	Operation and management of Cirque du Soleil Theatre Tokyo Operation and management of Ikspiari Monorail operation and management Operation and management of themed restaurant Administrative services Garden and plant maintenance Operation of employee cafeterias	Cirque du Soleil® Theatre Tokyo Ikspiari Disney Resort Line

(As of March 31, 2011)

Tokyo Disneyland, Tokyo DisneySea, Disney hotels and Disney Resort Line are operated under a licensing agreement with Disney Enterprises Inc.

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The OLC Group CSR Key Topics 2011 outlines our Group's corporate social responsibility initiatives for all of our valued stakeholders.

The report explains how we kept our Guests safe on the day of the Great East Japan Earthquake of March 11, 2011, and how that experience motivated us to prepare for the future.

Our power conservation measures and aid to disaster stricken areas are also explained.

In this report you can also learn about how Cast Members bring our five CSR "areas of importance" to life through heartfelt words and actions every day to help the OLC Group aim toward a society that allows people to fill their hearts with magical dreams.

*Employees and business sections are current as of September 30, 2011.

Learn more about the OLC Group's CSR initiatives in the OLC Group CSR Key Topics 2011 report which can be found on our website.



Representative Director,
President and COO

Kyoichiro Uenishi

We at the OLC Group would like to offer our deepest condolences to all those who were affected by the Great East Japan Earthquake. We hope for a speedy recovery of the affected areas and will continue to do everything we can to offer support.

On the day of the earthquake, Tokyo Disney Resort also felt a temblor of magnitude 5-upper on the Japanese seismic intensity scale but no Guests or employees were hurt. Our facilities also did not sustain major damage.

Our Earthquake Countermeasures Headquarters, opened effectively, and our various preparatory measures including the Tokyo Disney Resort Basic Plan of Earthquake Disaster Countermeasures, response manuals and disaster prevention training all proved effective in preventing disorder at Tokyo Disneyland and Tokyo DisneySea, which were host to approximately 70,000 Guests on that day.

The actions that Cast Members proactively took on that day and all throughout that night

are a shining example of their dedication to ensuring the safety and well-being of our Guests, of which I am extremely proud.

Our two theme parks were closed for over one month in the aftermath of the earthquake disaster, and during this time we received countless messages and letters of encouragement. This prompted us to reflect upon the role and purpose the OLC Group serves as a member of society. Our corporate mission is to provide magical dreams, moving experiences, delight and contentment; our theme park business creates and spreads happiness. These values that we bring to society may not be visible to the eye. However, we firmly believe that they are extremely important values that will always be cherished and sought-after, and it is with this belief that we have renewed our resolve to sustain and continue to develop our business.

Reaching of a milestone: Our 50th anniversary

In July of 2010, Oriental Land Co., Ltd. celebrated its 50th anniversary. Oriental Land Co., Ltd. was established in 1960 with the mission to contribute to the culture, welfare and well-being of the Japanese people. Since opening Tokyo Disneyland to the public in 1983 in cooperation with the Walt Disney Company, we have brought happiness to many Guests over the years.

In August 2010, we welcomed our 500 millionth Guest to Tokyo Disneyland and Tokyo DisneySea. We thank all of our Guests for making this momentous occasion possible. We shall continue to work hard to meet the expectations of the communities we serve, and will forge ahead with our corporate social responsibility efforts by constantly keeping our eyes and ears open to the requests, suggestions and needs of local communities and our customers.

For a future filled with dreams that enrich people's lives: Our priorities

At the OLC Group, we believe that fulfilling our corporate social responsibility means contributing to the creation of a sustainable society through business operations and social responsibility programs that are closely tied with the business. As a company that operates theme parks and other businesses that inspire and invigorate people, we believe that building a future that is filled with dreams that enrich people's lives is the way we can help create a sustainable society. In such a world, people would be inspired by wonderful dreams and moving experiences and would be able to lead joyful, peaceful and spiritually fulfilling lives.

Following a reexamination of our past efforts and an extensive review of our direction and the challenges that lie ahead, we established our Corporate Social Responsibility Policy in February 2010. The policy defines the long-term policy for our corporate social responsibility initiatives, and also clarifies the

areas we intend to prioritize in our approach to corporate social responsibility. We will continue to be guided by corporate integrity as we partake in various activities involving customers, communities, the environment, and employees to create a future filled with dreams that enrich people's lives.

The Great East Japan Earthquake's deep and devastating impact is still being felt today not only in the affected areas, but also in our economic and social landscape as well. Now more than ever, we believe it is important to properly assess what should change and what should stay the same, to harness innovative ideas without being bound by existing norms, and to have a long-term vision looking 50 years and a 100 years into the future. By taking this approach, we at the OLC Group will continue to pursue our mission of bringing happiness to our Guests and spreading magical dreams, moving experiences, delight and contentment.



Measures undertaken by Tokyo Disney Resort in Response to the Great East Japan Earthquake

Park facilities did not suffer major damage during the Great East Japan Earthquake as a result of efforts made in ground stabilization and various earthquake proofing efforts, along with earthquake-proof construction and subsequent seismic reinforcement at Tokyo Disneyland and Tokyo DisneySea. Even though a total of approximately 70,000 Guests were at the parks when the earthquake occurred, our Guests and Cast Members did not have any injuries.

Tokyo Disney Resort has a disaster-response plan that is the basis for

all routine drills, but also created a Basic Plan for Earthquake Countermeasures and a manual to prepare for a strong 6 earthquake on the Japanese seismic scale, occurring at 6:00 pm in winter with 100,000 Guests in the parks. When the Great East Japan Earthquake occurred, the Earthquake Countermeasures Headquarters was established and manuals were used to ensure our response was without major confusion.

An overview of these initiatives is provided below.

2011.3.11

14:46 Great East Japan Earthquake occurs

Initial response

Until the Tokyo Disney Resort Earthquake Countermeasures Headquarters was set up, Cast Members followed the procedures outlined in their manuals that dictate actions to follow in an emergency, such as communicating with Guests by in-park broadcasts, stopping facility operations, guiding Guests inside attractions to outdoor locations, and checking for injured persons.

- **Direct communication by Cast Members to Guests at all locations**
 - ▶ As aftershocks continued for some time, the Cast in some of the merchandise facilities lent plush merchandise
- **Suspension of operation of all attractions, entertainment shows, restaurants, and shops**
- **Guests still inside attractions were guided toward outdoor evacuation areas**
- **Confirmation that there were no injuries among Guests and Cast Members**
- **In park broadcasts providing information regarding the earthquake**
- **Confirmation that there were no fires or gas leaks**
- **Inspection of facilities**

15:22 "Tokyo Disney Resort Earthquake Countermeasures Headquarters" established

- **Implementation of safety checks of buildings for indoor evacuation**
 - ▶ Safety inspections of buildings were carried out by teams consisting of an OLC emergency safety assessor and other engineers.
- **Distribution of rain apparel to Guests as it was raining at the time**
 - ▶ Due to umbrellas and raincoats sold in shops being in short supply, the Cast distributed souvenir shopping bags, packing materials, clean trash bags, and tarpaulins to Guests to help them stay dry and warm.
- **In-park broadcasts provided information about the earthquake and public transportation services being unavailable (every 30 minutes)**
Even English, Chinese broadcasts carried out in both parks



- **Started guiding Guests toward buildings after safety checks were conducted**
- **Distributed local road information and maps to assist Guests who were able to go home either on foot or by car**
- **Distribution of treats sold at the parks such as cookies, chocolate and thin aluminum blankets for emergency use**
 - ▶ Along with providing the latest information on public transportation and local road conditions to Guests where they were waiting, the Cast also distributed confectionaries and thin aluminum blankets to each person.

19:00

Decision to close the Tokyo Disney Resort on March 12.

The JR Keiyo Line and Musashino Line announce total suspension of train services.

- **Distribution of emergency food and drinks**
 - ▶ Based on the information that public transportation would not be available for the rest of the evening, Cast Members distributed hot Hijiki (seaweed) rice with soybeans and mixed cooked rice rations that had been stockpiled to stranded Guests unable to go home.
- **Guiding of some Guests from Tokyo Disneyland to Tokyo DisneySea**
 - ▶ Some of the Guests who had been made to wait outside at Tokyo Disneyland were guided to Tokyo DisneySea, where indoor facilities had extra space available. Guests were led via backstage routes normally reserved for Cast Members with their safety in mind.

3/12
4:00

- **Provided information on transportation and other pertinent information**
 - ▶ Continually updated information on transportation was posted at locations for Guests staying overnight in the parks.
- **Distribution of breakfast**
 - ▶ In efforts to offer warm meals to Guests, Cast Members distributed bread and soup as well as gyoza dogs (Chinese dumpling hot dogs), drinks, and other items sold at the parks.
- **Start of a special bus service from the parks to Urayasu Station, due to resumption of train service from early in the morning, via Tokyo Metro Tozai Line.**
 - ▶ A shuttle bus was provided to take Guests to Urayasu Station on the Tokyo Metro Tozai Line until the JR Keiyo Line and Musashino Line resumed service.

16:00

Closure of Tokyo Disneyland and Tokyo DisneySea

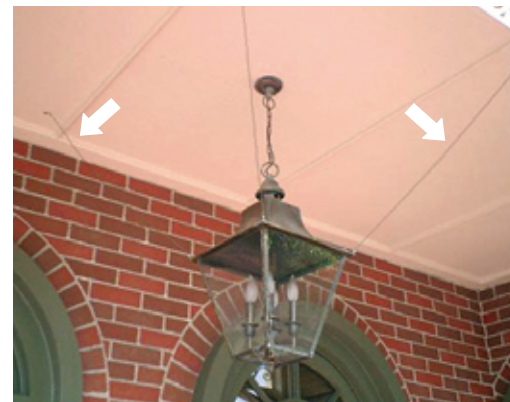
Earthquake Countermeasures at Tokyo Disney Resort

After the Great East Japan Earthquake, we re-examined the earthquake countermeasures that are in place at Tokyo Disney Resort and reflected upon the challenges we must address going forward.

Ground improvement and seismic reinforcement

The ground under each facility within Tokyo Disney Resort is treated using the sand compaction pile method, and the ground beneath the entire premises sits on such improved ground. This method effectively increases ground density by installing equally-spaced compacted sand piles in the ground. Due to this ground improvement method, Tokyo Disney Resort did not sustain significant damage, with the exception of the liquefaction of certain surrounding areas including a surface parking lot. Additionally, in the 28 years since opening to the public, we have taken efforts to ensure the seismic reinforcement of Tokyo Disney Resort buildings and have maintained a level of earthquake-resistance throughout the entire park facility that meets national standards. We have also applied shatter-resistant film to glass surfaces in each building and facility and affixed safety wires to lighting fixtures and

ornaments to prevent objects from falling. Upon conducting a safety inspection of the park facilities that were carried out in sequential order, we confirmed that as of March 18, 2011, or one week after the earthquake, other than the work to repair some of the rock surfaces on Big Thunder Mountain, both Tokyo Disneyland and Tokyo DisneySea were safe and secure enough to be able to reopen their doors.



Safety wires

Basic plans, response manual and disaster prevention training, and emergency supplies

When there is an earthquake at Tokyo Disney Resort, we act according to our Basic Plan of Earthquake Disaster Countermeasures which lays out the framework for buildings and equipment, supplies and materials, the rescue plan, the education and training plan and cooperation with government agencies. In addition, we are also guided by a response manual that specifies what actions should be taken by each department at what point in time after an earthquake strikes. When the Great East Japan Earthquake occurred, we established the Tokyo Disney Resort Earthquake Countermeasures Headquarters in a matter of 36 minutes and launched our emergency response.

Four times a year, we hold comprehensive disaster prevention drills which cover first actions and fire response etc. for each area in the two theme parks. These drills assume an earthquake scenario with a seismic intensity of a strong 6 on the Japanese seismic scale. Further, we conduct over 180 planned drills specific for each building throughout the year including earthquake response, fire response, transportation and handling of fire-extinguishing

equipment. Cast Member training in earthquake response emphasizes the importance of the first action of calling out to Guests, which involves repeated practice of simple and easy-to-memorize phrases to direct Guests, such as "Please protect your head" and "crouch down." Training like this allowed us to be well-prepared during the recent earthquake disaster and proved effective in maintaining order at the parks.

We were also able to provide Guests with emergency food (white rice, soy bean and seaweed rice, mixed rice), water, aluminum blankets and maps to help with their return home, as we had been maintaining enough stock to prepare for a situation in which roughly 50,000 persons became stranded at the parks.



Emergency items

Challenges we must address

Our response for the Great East Japan Earthquake was based on the Basic Plan of Earthquake Disaster Countermeasures which assumed an earthquake with a seismic intensity of a strong 6 on the Japanese seismic scale at 6:00 p.m. on a winter day with 100,000 guests in the park. We shall review the

basic plan and response manual by considering different conditions and seasons other than winter to ensure that we can properly respond to any potential emergency scenario.

In addition, we shall make improvements to how we provide emergency food and emergency items, as it took some time to distribute to Guests who could not go home.

Power-saving measures

Following the earthquake, we have been working to conserve electricity in accordance with the government's measures to address electricity supply. Primarily in the backstage areas, we have limited the use of lighting or turned off lights in offices, lobby areas and hallways, adjusted the temperature settings of air conditioning units, stopped using hand-dryers in the restrooms and limited elevator usage. Furthermore, we restricted the use of indoor and outdoor lighting in the two theme parks only when Guest safety could be ensured, and also cut back on the use of fountains. Since August 29, 2011 we have added an in-house power-generating facility capable of generating roughly 15,000 kilowatts of power output to our existing power generator (roughly 2,500 kilowatts) on our grounds in order to cover some of the electricity we consume. From mid-July through late August, we also established a summer season rotational work schedule for the departments whose entire roster of employees work the same hours and take the weekends off, so that employees in these departments came to work on Saturdays and Sundays and had days off on weekdays instead.



Power generators run on natural gas

Extending support to individuals affected by the Great East Japan Earthquake

We would like to offer our deepest condolences to all those who were affected by the Great East Japan Earthquake.

We at the OLC Group are undertaking various activities, including donating relief money, to support the people who were affected by the disaster and to assist in the recovery of the affected areas.

In the immediate aftermath of the earthquake, we donated 100 million yen to the Japanese Red Cross Society and 50 million yen each to Chiba Prefecture and Urayasu City, where our theme parks are located. Also, we made donations to the Japanese Red Cross Society in the amount of 300 yen for each Guest who visited Tokyo Disneyland and Tokyo DisneySea from reopening until May 14, 2011 (one month), and in the amount of 1,000 yen for each night that a room was occupied by a Guest at each Disney hotel during the same period.

In addition, we sold wristbands inscribed with a message of support for those affected by the disaster together with the Guests who visited Tokyo Disney Resort, for the recovery of the affected areas. All revenues from the wristband sales were donated to the Japanese Red Cross Society.



Shortly after the earthquake struck, we dispatched employees to aid in the clean-up of mud in disaster-affected Urayasu City, while in April and May, the Tokyo Disney Resort Ambassador and Disney characters visited the affected areas in Miyagi Prefecture, Fukushima Prefecture and Iwate Prefecture. In cooperation with the Japan Association of Travel Agents, we invited approximately 700 children and their guardians from the affected areas to visit Tokyo Disneyland during the summer vacation.

We at the OLC Group hope for a speedy recovery of the affected areas and will continue to offer our full support.

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

<OLC Group Corporate Social Responsibility Policy>

**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.





Routine checks help us to make our Guests feel safe and secure



Takeo Nakahara

Safety Assurance Department Director
Engineering Division

Our daily inspection routine is essential to maintaining safety

The job of the Engineering Division's Safety Assurance Department is to carry out the auditing function as an internal third-party to ensure that safety management of attractions is properly executed in accordance with the Safety and Quality policy.

Routine inspections are essential to ensure that our Guests are able to enjoy the attractions in our theme parks with comfort and safety expected.

The Engineering Division conducts daily, weekly and periodic inspections at one, three, six and 12-month intervals in accordance with the maintenance standards and operating procedures prescribed for each of our attractions.

Carefully performing these tasks on a routine basis adds to the safe and secure experience of our Guests. The Safety Assurance Department undertakes the job of checking that the inspection is performed accurately in compliance with the standards and procedures and determines whether there is room for further improvements in attraction safety. This is done from an independent perspective rather than internally in order to further ensure safety.

The quality control of equipment parts is also vital to park safety. The Safety Assurance Department sets standards for the replacement of each individual part and defines which checks are particularly important as "safety-critical components." We also oversee decisions made on specifications, orders, production, inspections

and management of equipment drawings.

There is no shortcut or finish line for safety

Additionally, the Safety Assurance Department is responsible for ensuring that these details on attraction safety are shared. We share information with the departments involved with park safety here at the Tokyo Disney Resort, but we also share safety data with safety teams at Disney theme parks throughout the world, in an effort to improve and refine the work we do.

There is no shortcut or finish line for safety, and we will continue to do our utmost to ensure that our attractions and theme parks operate in a safe environment every day.

A "dream world" sustained by responsibility with safety as top priority



Mutsumi Jibiki

Operations 1 Manager
Operations Division



We oversee operations and respond to any and all changes

I am in charge of "Operations 1" and my job is to oversee all operations within the Tokyo Disney Resort area.

Operations 1 Managers work on a two-shift system, with one overseeing operations at Tokyo Disneyland and the other at Tokyo DisneySea. It is our job to respond to any and all changes that occur in the parks and to maintain an environment in which Guests can enjoy themselves safely and comfortably from when the parks open in the morning until they close at night. In essence, our work sustains the world of dreams here at the Tokyo Disney Resort. By understanding the overall conditions of the park, bringing together the power

of the Cast Members and ensuring a safe environment we help to make the park one full of smiles and bring happiness to our Guests.

We make the final decision on whether to restrict admissions to the park, stop operation of attractions, shows or parades, or to delay the opening of the parks in situations when a typhoon, snowfall or other weather events may undermine Guest safety, after consulting with the employees working in the relevant section.


Our top priorities: Safety and Guest-oriented approach

The decision to stop operating an attraction or show that Guests have been looking forward to enjoying is always tough, but ensuring Guest safety is our most important responsibility.

Therefore, we must assess each situation as it arises and make sound, timely decisions on the best course of action.

Disney theme parks are operated on the basis of SCSE* standards and we put safety first. Simply put, safety is at the forefront of all that we do. All Cast Members are trained on these standards and act in a guest-oriented way. This consistent approach to our job is what makes it possible to operate the parks safely.

I was on duty as "Operations 1 Manager" at Tokyo DisneySea on the day of the Great East Japan Earthquake. I can say with confidence that together with our Cast Members who at all times put the Guests first in carrying out their duties, we did our utmost to ensure the safety of all these Guests.



People-friendly, environmentally sound theme parks



Yoshima Hirano

Facility Engineering Department Director
Engineering Division

Caring for the Environment



Our wide-ranging approach to energy conservation

The Facilities Engineering department is responsible for the maintenance and upkeep of park buildings and infrastructure in addition to environmental initiatives such as energy conservation, water treatment and chemical management. If we view our theme parks as one big "town," our job can be said to take on the role of everything from construction companies, to electricity and gas utility companies to water authorities. Our wastewater treatment plant, for example, has a throughput equivalent to that for a town of 100,000 people and some 60 percent of the water used inside our parks is recycled at

this facility.

As for our energy conservation strategies, we have been incorporating efficient equipment that enhances energy conservation since the opening of Tokyo Disneyland. Examples include adopting a central energy plant that enables centralized control of heating sources and allows us to enhance the energy efficiency of our air-conditioning systems. We also use compressed natural gas (CNG), a green fuel, to power our attractions and employ various strategies aimed at reducing our consumption of electricity.

Generating sufficient solar energy to light up our nighttime parades

Tokyo Disney Resort began generating solar energy in fiscal 2008 and by fiscal 2010 was generating sufficient power to light up our nighttime parades. To further the conservation of energy, we have adopted an Energy Management System (EMS) that allows us to determine the amount of energy being consumed by each of our facilities, and are now converting to light-emitting diodes (LED) for indoor and outdoor lighting.

I believe that, in addition to safety and security, our theme parks should be inclusive to both people and the natural environment. With this in mind we will continue to aim to sustain a positive environmental legacy.

Caring for the Environment



Cast Members manually sort waste and promote recycling



Korenaga Katagiri

Custodial Department
Operations Division

By re-using waste as resources, we recycle more

Tokyo Disney Resort welcomes over 25 million Guests each year and there is no way to avoid generating waste. It is our job to explore and introduce new ways of minimizing waste, and to make an effort to recycle while maintaining service excellence.

We see our theme parks as a "town" and as such we generate a wider variety of waste than most businesses. We are constantly looking for ways to recycle. Seventy percent of waste formerly destined to be thrown away is now recycled. Currently, close to 100 percent of the

food waste disposed of in our theme parks is recycled.

Efficient recycling is achieved through manual sorting of all waste by Cast Members

Guests are becoming increasingly green-minded and some have pointed out negligence in the area of trash separation within the parks.

In reality, we attempt to keep our requests to Guests to a minimum to allow them to enjoy the wonderful world of our parks. Cast Members sort all waste manually after it is collected. Moreover, the methods used to separate trash

vary from municipality to region, and since our goal is to increase recycling efficiency, the sorting methods we employ are fairly complex. The sorting work is carried out by trained Cast Members based on fixed methods to ensure proper sorting, which means that we can improve the quality of our recyclables and raise Cast Member awareness of this important issue.

We will continue to develop awareness-raising activities for the OLC Group with the goal of increasing employee consciousness about recycling initiatives.



Commitment to Our Guests

**Creating an environment
where all our Guests
feel like VIPs
and everyone can have fun**



Koichi Noguchi

Barrier Free Producer

Our goal is for all Guests to enjoy themselves to the fullest

The belief that "all Guests are VIPs" is a service principle of Disney theme parks. We make no distinction between people with disabilities and the able-bodied: everyone who visits our parks is a valued Guest. Creating an environment in which all our Guests can enjoy themselves to the fullest is fundamental to the Tokyo Disney Resort's policy on equal access and it is my job to make this a reality by making improvements to existing facilities.

Tokyo Disney Resort does its utmost to ensure that Guests with mobility disabilities, hearing and visual disabilities are able to enjoy our

attractions, shows and parades. Currently, we are working to enhance our dining environments. Part of this means creating an environment where our Guests are free to buy the food they want to eat, when they want to eat it. Therefore, as an example, we have widened the space between the handrails leading up to our quick service outlets and reduced the height of service counters, to improve access for Guests in wheelchairs.

Listening to our guests to make improvements

In pursuing the goal of providing equal access for all our Guests at the two Tokyo Disney Resort theme parks without affecting the magic that fills the air, there are inevitably some limitations. I make it my job to walk around the parks on a day-to-day basis, to hear what Guests are saying about their experience with us and find new ways to improve their experience. We will continue to make every effort to create an environment in which every single one of our Guests can enjoy themselves.

**Giving Guests the chance
to fulfill their dreams
on our "dream world" stage**



Emi Inoue
Music Festival Program Producer



**We support the dreams of
amateur performers**

My job is to help amateur performers who want to play or perform at Tokyo Disneyland and Tokyo DisneySea. I give these performers the opportunity to transform their dreams into reality.

Every year some 300 video-selected amateur groups are invited to give a 20-25 minute performance, regardless of genre, whether it be dancing or brass band concerts, on stage at Tokyo Disneyland or Tokyo DisneySea during our "Music Festival Programs." We strive to maintain high levels of quality in these programs to encourage performers to work toward the notable goal of appearing on a Disney stage.

Furthermore, we select groups whose performance will make other Guests passing by want to stop and take a look, as having all our Guests enjoy the show is very important to us as well.

In order to give more people the chance to fulfill their dreams, we do our best to incorporate hobbies that are enjoying widespread popularity like Hula dancing, which is also popular among the elderly, and brass bands for mothers with small children, into the programs we develop for our "Performers' Dream Festival," which are short-run programs held several times each year.

**Our goal is to provide
unique experiences and
to make dreams come true**

We make every effort to make the experience of playing or performing at a Disney theme park one that is amazingly special and unforgettable, not to be found anywhere else.

There are several groups who have not made it through our screening easily, but continue to submit videos over and over again, and I appreciate their efforts very much. The opportunity to appear and star on stage at Tokyo Disneyland and Tokyo DisneySea is open to everyone. It is my wish that hopeful performers will continue to believe in the possibility of fulfilling their dream and will continue to work to make that dream a reality.



Delivering the Disney Dream to as many people as possible



Tomoko Baba

Tokyo Disney Resort Ambassador 2011

We bring Tokyo Disney Resort to people who cannot come to us

As the Tokyo Disney Resort Ambassador, I represent our Cast Members as the goodwill ambassador in sharing the magic of the Tokyo Disney Resort experience through publicity work and charity events, and through visits to hospitals, child welfare facilities and homes for the elderly.

I applied to become Tokyo Disney Resort Ambassador because when I was working as a Tour Guide at Tokyo DisneySea, I overheard a family saying that they wished they had been able to bring their infirm grandmother with them and I realized how much I wanted to be able to share the

magic of the Tokyo Disney Resort experience with people who are not able to visit us for various reasons.

As part of my outreach work, I travel with Mickey and Minnie and other Disney characters to visit people who find it difficult to come to Tokyo Disney Resort. I put a great deal of thought into how best to communicate the wondrous atmosphere of Tokyo Disney Resort and it fills me with great pleasure, when parents tell me that they have never seen their child looking so happy or when an elderly person sends a poem that they have written about Mickey Mouse. I had a child run up to me rapturously after meeting Mickey Mouse for the first time and it reminded me of how over-

joyed I felt the first time I saw Cinderella Castle.

Our visits to disaster-affected areas

I have had the opportunity to visit some of the places that were affected by the Great East Japan Earthquake and while seeing the smiles on the faces of people who had suffered so much was a sobering experience, I am happy that we could provide happiness to so many through our outreach.

A year is not a long time, but if I can share even a small portion of the happiness experienced by Tokyo Disney Resort Guests then I too will be happy.

Supporting the future of our children with "employee power"



Taiji Kanegae

Social Activity Promotion Group
General Affairs Department



Employee volunteers participation in activities to contribute to the community

The OLC Group believes that taking an active role in the community helps us to create "a legacy of smiles for future generations" and contributes to a harmonious coexistence with the local community.

We have developed various educational activities for children, including work experience opportunities and visiting classes. To celebrate our 50th anniversary, in fiscal 2010, we leveraged our "employee power," an element we consider to be an OLC Group strength, to proactively undertake employee volunteer activities, such as cleanup and

helping out at events at local kindergartens. OLC Group employees were also sent into Urayasu in the immediate aftermath of the Great East Japan Earthquake where they helped to clear mud in the affected areas of the city.

Sending our "employee power" to children in need around the world

There are many, many children who are forced to live in life-threatening circumstances around the world. With this in mind, in July 2010, the OLC Group inaugurated the OLC Group Children's Smile Fund, a unique fund that accepts voluntary donations from our employees to allow us to send our "employee power" to children in need in other

parts of the world. This is a matching gift fund where the OLC Group matches the charitable donations made by its employees and is designed to unite the company and its employees in action. We selected four organizations that address the developmental needs of children throughout the world on themes such as school education, school meals and immunizations. In April 2011, we were able to turn our goal into reality for the first time.

Businesses are social citizens. By thinking and working together, we hope to contribute to building a better society. We hope to keep the spirit of CSR alive to brighten the lives of future generations and will continue to explore activities that are unique to the OLC Group and encourage even greater levels of employee participation.

Instilling the "Disney Way" in Cast Members and promoting Guest happiness



Hiromi Yamada

Manager
Cast Development Department



We nurture Cast Members who proactively serve Guests, guided by the "Disney Way"

Tokyo Disney Resort has its roots in the dreams of Walt Disney and the philosophy that defines operations at Disney theme parks throughout the world. We have safeguarded these values and beliefs since Tokyo Disneyland first opened to the public some thirty years ago. The job of the Cast Development Department is to communicate the Disney dream and philosophy to the Cast Members who work at Tokyo Disney Resort, by training them in the "Disney Way."

In communicating the "Disney Way," we believe that the first task is to ensure that each of our Cast Members understands his or her role thoroughly.

We believe that when Cast Members understand that it is their job to create happiness for our Guests, it helps foster a culture of pride and excellence and encourages Cast Members to deliver fantastic service.

The customer service our Cast Members provide is not perfectly consistent, however, and the actions taken by Cast Members may not always lead to the happiness of the Guests. As a result, the support of the organization is important. Cast Members are constantly evaluated by their supervisors, who strive to support them to think about how particular situations could have been better handled.

Cast Members proactively responded to the earthquake disaster, going beyond their training

When I see Cast Members giving careful consideration to the needs of park Guests and going about their work with smiles on their faces, I know that Tokyo Disney Resort will continue to create happiness for its Guests, and that makes me very happy. Cast Members took the initiative in responding to events on the day of the Great East Japan Earthquake and their actions are to be commended for going beyond the bounds of work manuals and routine training.

I feel that Tokyo Disney Resort should be a place full of smiles for both Guests and Cast Members.

We believe we have a mission to train Cast Members to think for themselves about how best to bring happiness to each and every Guest they encounter.



Dynamic and Inspiring Workplace

Inspiring growth within each Cast Member, the source of Guest happiness



Chiharu Hirose

Cast Development Department

Individual Cast Member growth creates new magic and happiness for Guests

Training the Cast Members who work at the Tokyo Disney Resort is my main responsibility. Our Cast Members play a vital role in helping us to create happiness for the millions of Guests who visit Tokyo Disney Resort. We believe that helping our Cast Members to grow as individuals inspires them to create new magic and happiness for our Guests. For this reason, in fiscal 2010 we introduced Self Discovery Seminars as a new initiative that aims to support our Cast Members on their journey to self discovery.

These seminars are not necessarily intended to help Cast Members equip themselves with the

skills necessary to excel in their work at Tokyo Disney Resort, instead they offer Cast Members the opportunity to think about the meaning of the time they are spending with us, and to think about their development as individuals and their options for the future. The seminars start by getting Cast Members to affirm the significance of their jobs here at Tokyo Disney Resort and then encouraging them to recognize what talents they have and what motivates them in order to facilitate personal development in the years ahead. The job of our Cast Members is to think constantly about the happiness of the Guests they are serving and, in offering them a chance to review their own actions we hope to broaden their work horizons and help them find goals to strive towards.

Supporting Cast Members so that they can take pleasure in their work

Fiscal 2010 also saw the installation of a Cast Consultation Center as a contact point for Cast Members with particular worries or concerns, which we hope will strengthen the support system (other than training) for our Cast Members.

Nothing gives me greater satisfaction than to see our Cast Members taking pleasure in their work. In order to ensure that Tokyo Disney Resort continues to create happiness for Guests, we will continue to support our Cast Members so that they are empowered to provide the fantastic service our Guests have come to expect.