



About This Report

The OLC Group CSR Report Digest 2016 outlines our Corporate Social Responsibility (CSR) efforts for our valued stakeholders.

The report summarizes the various initiatives we undertake to uphold the Five Values as defined in our CSR Policy so that readers may get an overall picture of our CSR activities. Also, our special feature titled "Improving People Skills: The Core of Creating Experiential Value" discusses the personnel skills that enable us to offer experiential value to the Guests visiting our Theme Parks.

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

■ Scope of report

This report primarily covers CSR initiatives undertaken by the OLC Group. When an initiative pertains specifically to Oriental Land Co., Ltd. or a group subsidiary, it has been indicated as such. Parts that read "involving Tokyo Disney Resort" to the side of the heading and are enclosed by ruled lines cover initiatives executed and managed by Oriental Land Co., Ltd. as Tokyo Disney Resort's operator under license from Disney Enterprises, Inc.

■ Time Frame covered

This report primarily deals with CSR initiatives undertaken in FY 2015 (April 1, 2015 - March 31, 2016). However, the ongoing or unique effort outside the above mentioned period may be included.

Organizations and facilities in the CSR report

Organizations and facilities in the CSR report	Referred to as
Group-wide initiatives	OLC Group or the Group
Oriental Land Co., Ltd. initiatives	Oriental Land Co., Ltd.
Tokyo Disney Resort® initiatives Tokyo Disneyland® Tokyo DisneySea® Disney Ambassador Hotel® Tokyo DisneySea Hotel MiraCosta® Tokyo Disneyland®Hotel IKSPIARI® Disney Resort Line Maihama Amphitheater	Tokyo Disney Resort
Tokyo Disneyland and Tokyo DisneySea initiatives	Theme Parks
Tokyo Disneyland or Tokyo DisneySea initiatives	Tokyo Disneyland or Tokyo DisneySea

■ CSR reporting tools of the OLC Group

PDF file

OLC Group CSR Report 2016, Digest



This gives on the essence of the OLC Group's CSR activities in FY 2015 in PDF format.

Website

OLC Group CSR Information



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

While thoroughly reporting on the CSR activities, it also contains up-to-date information mainly in the TOPICS column.

- Certain companies within the OLC Group are licensed by Disney Enterprises, Inc. to manage and operate Tokyo Disneyland, Tokyo DisneySea, the Disney Hotels and the Disney Resort Line.
- Parts that read "involving Tokyo Disney Resort" to the side of the heading and are enclosed by ruled lines cover initiatives executed and managed by Oriental Land Co., Ltd. as Tokyo Disney Resort's operator under license from Disney Enterprises, Inc.

Disney scenes © Disney Enterprises, Inc.

Employees and business sections are as of September 2016. Undated information is about FY 2015.

This report draws together the corporate responsibility initiatives of the OLC Group. Information on CSR activities by The Walt Disney Company is available at the following location: <http://thewaltdisneycompany.com/citizenship>

Our Corporate Social Responsibility

Corporate Mission

Our mission is to create happiness and contentment by offering wonderful dreams and moving experiences created with original, imaginative ideas.

OLC Group CSR Policy

The OLC Group upholds the following the 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.

GO! P.23

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.

GO! P.9

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.

GO! P.20

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.

GO! P.14

Commitment to our Guests

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

GO! P.17

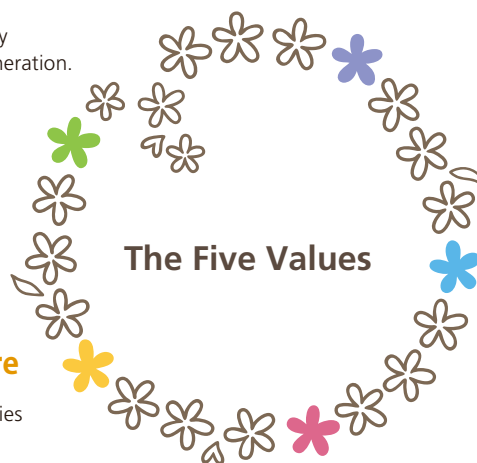


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The Five Values We Uphold in Our CSR Initiatives

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OLC Group Corporate Social Responsibility

What Oriental Land Co., Ltd. has consistently offered to the public is a unique brand of happiness not to be found anywhere else. While the OLC Group has been expanding its business, shifting from Theme Parks to Theme Resorts and other services, its core values have remained unchanged — namely, a commitment to “making people feel more vibrant by offering magical dreams, moving experiences, delight and contentment” under the guiding principle “spreading happiness.”

Based on our corporate mission of “using new and innovative ideas as the driving force for providing magical dreams, moving experiences, delight and contentment,” our aim is to help create a future filled with dreams that enrich people’s lives. This is why our Corporate Social Responsibility revolves around the Group’s Five Values.



Governance and Medium-Term Plan

The Social Activity Promotion Department is a division of Oriental Land Co., Ltd. that is dedicated to promoting our CSR initiatives.

The OLC Group has formulated a Medium-Term Plan through FY 2016 based on the OLC Group CSR Policy, and we are carrying out various CSR activities.

During the current term, we have incorporated promoting CSR activities in the Theme-Park business, as well as issuing materials that promote an understanding of CSR to employees and further advancing environmental management.

Further, we are measuring our performance against the ISO 26000 standard to identify the challenges that must be addressed and determine our future direction in order to incorporate them into the Medium-Term Plan.

Stakeholder Engagement

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

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

OLC Group Stakeholders



Message from our President and COO

Toward Greater Guest Satisfaction

Kyoichiro Uenishi
President and COO



Q Tell us about FY 2015.

In FY 2015, we were able to welcome over 30 million Guests at our two Theme Parks for the third consecutive fiscal year. This would not have been possible without everyone's support, and I would like to take this opportunity to express my sincere gratitude.

In view of these results, we drafted a large-scale development plan that covers the period until FY 2020 and moves up the schedule in the initial plan in order to promote further long-term growth. We believe that, by moving steadily forward with this plan, we will be able to boost Guest satisfaction and provide an experience that makes all Guests hope to visit our Theme Parks again.

Q What were the highlights of CSR initiatives?

In FY 2015 we prepared to establish in April 2016 new Theme-Park operation positions as a non-fixed term employment category, and transferred Theme-Park Cast Members—who have served as leaders of part-time Cast Members among other functions, and were previously hired on a fixed-term basis. We believe that it is important not only to make material improvements, such as by promoting large-scale development and enhancing our service facilities, but also to work on developing our employees' capabilities. We have also been further expanding the education and training systems that are available to all of our employees including the part-time Cast Members who play key roles in providing hospitality. I firmly believe that, in addition to hospitality training, creating an environment that promotes job satisfaction as well as peace of mind and personal growth to all employees will in turn lead to greater Guest satisfaction.

Furthermore, at our Theme Parks, where many of the attractions are outdoors, taking measures to mitigate the heat in the attractions' outdoor queuing areas is a key to boosting Guest satisfaction. In FY 2015, we installed additional electric fans, air coolers and misting fans at Gadget's Go Coaster, Raging Spirits and many other attractions. From the environmental aspect, we need to address such heat issues at our Theme Parks as one way of mitigating the climate change impact that affects our business, in addition to working on alleviating our environmental load by reducing greenhouse gas emissions. We will continue these efforts while taking into account feedback from our Guests.

We also need to further improve our ability to meet the diverse values and needs of Guests from other countries, who have increased in recent years. In line with this, we are, among other measures, adding Indonesian and Thai to the languages of our guide maps and website, which had hitherto been available in Japanese, English, Chinese (traditional and simplified) and Korean.

Q In conclusion, is there a message you would like to send out to your stakeholders?

First of all, we send our thoughts to the victims of the Kumamoto earthquakes in 2016. The OLC Group has offered donations to support the victims and recovery in stricken areas. In September 2016, the Tokyo Disney Resort Ambassador and Disney characters also visited eight elementary schools in areas that suffered the greatest damage, leveraging the unique features of OLC's business to encourage the children living in the stricken areas. We will continue to provide them with support.

In today's world, where people have increasing entertainment options that one can enjoy by oneself, the Theme Parks have come to hold new significance as places where people from different generations can gather and have fun together. To ensure that the OLC Group remains unique in its ability to provide magical dreams, moving experiences, delight and contentment for decades to come, developing good relationships with a wide range of stakeholders and the public at large is indispensable. We will continue working on our CSR initiatives while making sure that all our employees remain mindful of the Five Values constituting the OLC Group's CSR policy. We would appreciate your continued support and understanding.

Special Feature

Improving People Skills: The Core of Creating Experiential Value

The hospitality shown by each of our staff members toward our Guests is an essential element in ensuring that we continue to offer unique experiential value at our Theme Parks. This special feature presents how we are working to further develop the skills of our employees that serve as the foundation of such hospitality.



Interview

Supporting Our Employees' Professional and Personal Growth

Executives in charge of HR and CSR discuss the new HR system for achieving business goals, as well as its underlying concepts.

Our Approach to Human Resources

Kaneki: At Oriental Land Co., Ltd., we have about 22,000 employees with various expertise. The Part-Time Cast Members who welcome Guests into our Theme Parks account for about 80% of our workforce. The remaining 20% consists of corporate employees, contract workers and show performers.

Part-Time Cast Members are in charge of providing information at the attractions, cleaning of the Park, preparing food, serving customers at restaurant facilities, mending costumes, providing guidance in the parking lots, and managing product inventory. They play a central role in our hospitality, which directly affects our Guests' happiness.

Corporate employees are classified into Theme-Park operation staff, main-career-track employees, or specialists. Theme-Park operation staff members are operations



Etsuko Nagashima

Officer in charge of
Social Activity Promotion
Department
CS Enhancement Department



Yuichi Kaneki

Officer
General Manager Human
Resources

management professionals who work at our Theme Parks and focus on the training of Cast Members and operation of the Parks. On the other hand, main-career-track employees are generalists who work across a wide range of business areas, encompassing departments that carry out actual Theme-Park business and general administration. Meanwhile specialists work in specific fields such as technology, food preparation, etc. Contract workers are in charge of specialized work in specific departments. Performers are selected based on auditions, and work as entertainers in the Theme Park's shows and parades.

We at Oriental Land Co., Ltd., aim to offer a unique brand of hospitality by developing training policies and remuneration systems to match the roles of each member of our staff, and by having them think autonomously in the course of fulfilling their roles.

Nagashima: In Japan, there has been concern that the

declining birth rate and aging population may create a shortage of labor. Businesses are also expected to provide fair evaluation and career opportunities to their employees. Furthermore, in recent years people's attitudes toward work have become increasingly diverse. In order to continue offering experiential value, I believe that the key for us at Oriental Land Co., Ltd. is to keep in mind these social factors and needs.

New Initiatives to Boost Our Skills that Support Tokyo Disney Resort

Kaneki: In view of these circumstances, we revised our human resources system by establishing Theme-Park operation positions for our corporate employees and by revising the employment system for Part-Time Cast Members in April 1, 2016 with the aim of ensuring the continued, long-term development of our personnel.

Firstly, the Theme-Park employees who had been on fixed-term contracts are now employed based on non-fixed-term contracts in Theme-Park operation positions. Also, to ensure that the training matches the stage of career growth of each employee, we revised the training system for supervisors and expanded our training programs. Staff members in Theme-Park operation positions serve the key role of operations management. By proactively supporting their careers, we aim to bolster our human resources, and thus contribute to the further evolution of Theme Park operations.



Next, we have a unique system called M.A.G.I.C.*1 for our Part-Time Cast Members, which is a progressive grading program based on the nature of the employees' work and their

proficiency. We clarified what is expected of people at each grade, expanded the training system, and revised the wage system. For example, we now provide follow-up on the psychological aspects of training, which has thus far focused solely on the development of practical skills. In addition to the introduction of new training on service attitude, leadership and business skills, we worked to create a workplace where our employees can experience greater job satisfaction and personal growth. Our efforts included clarifying the link between evaluations and salary raises, as well as raising the hourly wage maximum for each grade to give our employees peace of mind and an incentive to keep working with us. Also, to encourage Part-Time Cast Members to make their own career choices, we provided a variety of work style models as hints for possible directions to take in the future. We hope that our Cast Members will continue to enjoy their work and get a solid sense of personal growth.

Nagashima: The heartfelt hospitality we provide is an essential element of our Theme Park operations, and it is the people skills of all of our employees that make this possible.

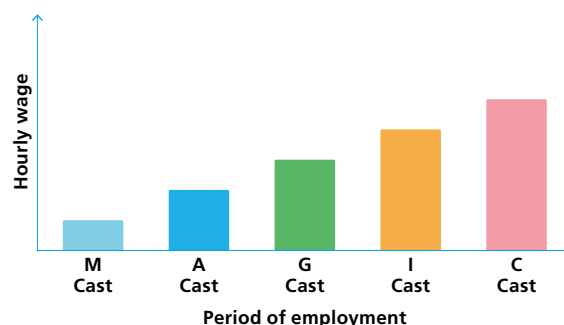
Our operational capability, developed over the course of more than three decades, is both our greatest strength and the driving force behind future growth. A company's structures and systems must be capable of adapting flexibly to the diversifying work environment. This, however, does not mean relying on systems alone; rather, I believe that every employee must develop an awareness of their role and the ability to make decisions autonomously in the course of their work. Without this, we will not be able to achieve the level of growth that we are aiming for.



Terminology

*1 M.A.G.I.C.

Indicates the following grades, determined based on the Cast Member's nature of work and proficiency: "Make up" (prepare to stand on the stage as a fully qualified Cast member); "Action" (begin performing as a fully qualified Cast member); "Growing up" (grow as a Cast member and watch over one's juniors); "Instruct" (teach and supervise); and "Captain" (lead one's team). All Cast members are supported in their growth; they undergo a training program to develop the mentality and skills required by their new grade.



The Corporate Culture and Diversity that Boost Our Skills

Kaneki: Businesses such as ours, which emphasize hospitality, would be nothing without their people. We believe that our mission as members of management is to achieve “decent work”^{*2}—the necessary conditions to improve our employees’ satisfaction, and provide fulfillment and peace of mind at work. We have been working on a variety of issues related to our employees’ personal growth and work-life balance. At Oriental Land Co., Ltd., our corporate culture promotes the development of their skills and encourages mutual respect among people with different personalities and ideas. At present, the difference in years of continuous service between men and women is 3.5 years; the ratio of women among corporate employees is about 30%, while it is about 77% among Part-Time Cast Members and other non-corporate employees (as of the end of March 2016).

Nagashima: At our Theme Parks, we welcome all kinds of Guests, from children to the elderly. Recently, there has also been an increase in the number of Guests from other countries and in the middle age group (the age at which one’s children become independent). In order to meet the diverse expectations of each Guest from the Theme Parks, I believe that it is important to encourage diversity within our organization.

Kaneki: Our core business is concentrated in Maihama area. On one hand, it has the advantage of proximity to our customers and facilitating communication; on the other hand, this may cause our mindset and thought patterns to become too inward-focused. We are working to incorporate diversity by having our workers gain extensive experience outside the company as well, and aggressively hiring persons with varied work experiences. It is also important to boost inclusion^{*3}—in other words, not only to ensure the diversity of our personnel, but also to create an environment in which every employee can gain experience and reach their fullest potential. For example, employees do not have to take a break from their career to care for children or parents.

Terminology

*2 Decent work

Work that offers job satisfaction and humane working conditions; established as the main target to be achieved by the International Labour Organization (ILO) in the course of the 21st century at the 87th ILO Conference held in 1999.

*3 Inclusion

Indicates not only the inclusion of a diverse workforce, but also the development of an environment in which every individual can fulfill their potential to the fullest.

Our Vision to Further Develop Our Skills

Kaneki: Tokyo Disney Resort has served as the backdrop for the memories of numerous Guests, and our Cast Members are part of such memories. To bring happiness to our Guests, the most important thing is to make sure that our Cast Members feel fulfilled and have a positive attitude. Providing an environment where Cast Members can always work proactively leads to their personal growth; I believe that it also enables us to give back to society by providing more value to its precious human resource assets. In this way, I hope that our human resource management contributes not only to improving the value of Oriental Land Co., Ltd.’s business, but also to the betterment of the Japanese service and tourism industries.

Nagashima: Bolstering the skills of our employees is an essential element in improving the experiential value we offer to our Guests and turning Tokyo Disney Resort into a truly unique theme park. I also believe that the development of human resources will be the key toward achieving Oriental Land Co., Ltd.’s long-term business goal—the long-term growth of core businesses. To offer hospitality at the Theme Parks, it is important for Cast Members to be aware of the circumstances and feelings of the Guests, and take action accordingly. People grow in the process of thinking and taking action for themselves; they are also likely to give what they have gained back to society in the course of their daily lives and over the years to come.

We will keep on supporting the professional and personal growth of our employees.



Case Study ①

Continuous Training to Achieve Better Operational Capabilities

Efforts toward honing the skill sets of our employees in Theme-Park operation positions who train and supervise Cast Members

Toward Sustainable Performance

At Oriental Land Co., Ltd., we made non-fixed-term contracts with Theme-Park operation staff who had hitherto served as fixed-term employees (contract employees) in April 1, 2016.

Theme-Park operation staff members are operations management professionals who work in both personnel training and Theme Park operations. Ensuring that Theme-Park operation staff perform at their best consistently over time will directly improve the Theme Park's operational capabilities, in turn allowing us to provide services beyond our Guests' expectations. It is also important that Theme-Park operation staff keep up their own motivation and that of Cast Members, and learn how to deal with different situations. To this end, we provide a diverse range of training programs to maximally support each employee in developing their skills. Switching to non-fixed-term contracts also encourages them to draw up their long-term career plans. They may, for example, aim to become Theme Park operations professionals, or aim for even higher positions.

Voice

Yurie Sekine

Supervisor
Aunt Peg's
Village Store



Q. What does the job of an SV (supervisor) entail?

As the person in charge of managing a shop in a given time slot, SVs are responsible for running the shop in its entirety, which entails training and supervising about 140 Cast Members, managing display, sales of products, and inventory. After joining the company, I underwent extensive training, from training as a Cast Member, then as a trainer and store leader, among others. I finally became an SV after over a year.

Q. What do you find satisfying, and what do you consider important as an SV?

As an SV, it is rewarding to see that the work of the Cast Members in my store brings joy to our Guests. It also makes me happy to see Cast Members grow through my advise so that they can accomplish tasks they could not do before.

The thing I treasure the most is my reliability as a person. No matter how busy I get, I try to listen to whatever questions my Cast Members may have, and to give individual attention to each of them so that they can enjoy their work.

Q. Do you feel that you are growing? What are your future goals?

Apart from the regular internal training on product knowledge, display methods, safety and health, and labor management, which I can directly use in my daily work, I also actively attend external training. Meeting many different people and learning about different ideas boost my motivation and help me gain a broader perspective.

In the years to come, I hope to keep working as a professional SV and gain more knowledge and experience. I also want to challenge myself in many other areas while planning for my personal life events, taking those working around me as my role models.

Toward Higher Skills

Expanding Supervisor Training

We have long since been providing our employees with opportunities for self-actualization, as well as a diverse range of programs to support their skill development. For staff members in Theme-Park operation positions, we have also expanded supervisor training, which includes problem solving-based training where trainees aim to discover issues in their own work and logically determine the root cause of such issues; in terms of self-development, we also have created a lineup encompassing wide-ranging needs and learning styles (classes, online, e-learning, etc.) to match shift work. By providing support that is suited to individual roles and stages of growth, we are creating the right conditions for our employees to perform at a higher level.

When	Training example	Purpose
Candidate period	Pre-SV program	Acquisition of basic knowledge
At the time of promotion	Training for newly appointed supervisors	Understanding of role and tasks
After promotion	Problem solving-based training, etc.	Further improvement of performance



Masako Tanaka
Unit Manager

Message From a Superior

Ms. Sekine has grown to become an excellent SV, earning the admiration and trust of Cast Members. I hope she will continue taking on new challenges and finding joy in achieving further professional growth. I am sure that, through our Cast Members, this joy will translate into happiness for our Guests.

Case Study ②

Bringing Out the Best in Everyone

Initiatives improving the skills of Part-Time Cast Members who directly provide services to Guests at our Theme Parks

The Training Cycle: Growing as a Person and Supporting Others

The training of Part-Time Cast Members begins with the Disney Training given to all employees upon joining the company, after which a training cycle is in place that encompasses department-specific training and on-the-job training to prepare staff members for their roles. In addition to this training, we have training programs that are tailored to the five M.A.G.I.C. grades. Over the course of the year, these programs are attended by a total of around 10,000 people. The instructors of some of our training programs given to all employees are selected from among our Part-Time Cast Members as University Leaders, and serve in that role for one year. University Leaders discuss the Four Keys* and the code of conduct with reference to their own personal experience and conditions in the workplace. By having our Part-Time Cast Members serve as instructors themselves, we not only promote trainees' empathy, we also encourage Cast Members to seek further personal growth.

* Safety, Courtesy, Show and Efficiency.

Voice

Daisuke Kobayashi

Cast Member
Tower of Terror



Shining On as a Trainer

A major turning point for me was my experience of the Great East Japan Earthquake, which occurred four years after I became a Cast Member. At that time, I had started to assist with the supervision of Cast training and the operation of attractions as an "I"-grade Cast Member. When the Park opened again after one month of temporary closure, I felt once again how special a place the Theme Park can be to many people. I thought that, in order to fulfill my role there, I must broaden my perspective further, so I decided to become a University Leader. By sharing ideas with my colleagues, including those in areas outside of my job as an instructor, I was able to develop a more comprehensive, wide-ranging perspective of my job. I hope that, by continuing to grow as a trainer, I will be able to keep exerting a positive influence on my trainees.

Toward Higher Skills

Expanding Disney Training and Introducing Business Skills Training

At Oriental Land Co., Ltd., we would like to make sure that our Part-Time Cast Members can recognize their personal growth through the acquisition of knowledge and skills. We have a variety of training programs in place, including the Disney University Program and business skills trainings.

In April 2016, training to improve service attitude and boost leadership was introduced into our Disney University Program.

Also, we introduced training programs that allow them to acquire the business skills required as full-fledged members of society, as well as programs to work outside the company, with the aim of supporting the career of our Part-Time Cast Members. We offer Part-Time Cast Members opportunities to rediscover job satisfaction and reflect on their careers.

- **Disney University Program**
Eight programs where trainees can acquire the necessary knowledge and skills in line with their M.A.G.I.C. grade
- **Business skills trainings**
Two programs where trainees learn about logical thinking, etc.
*Programs will be expanded in the future.

In addition, there are opportunities for self-development including various language training programs and overseas training in the Disneyland Resort in Los Angeles, USA.

Voice

Chitose Okamura

Cast Member
China Voyager



Shining On through Overseas Training

It was when I became responsible for changes in job positions and Cast training that I decided to apply for overseas training. I was concerned that, being used to my work as a Cast Member for so long, I may be losing sight of what makes a Disney Cast Member special, and my ability to convey this to the Cast Members that I train. These were my thoughts upon starting overseas training. I gained back my confidence when I encountered Walt Disney's philosophy—when in doubt, one should always come back to the fundamental premise of bringing happiness to our Guests. I also learned once again that all of the work of every Cast Member, whatever their role, is for the sole purpose of serving our Guests. I hope to continue conveying this message to junior Cast Members, and to bring new energy to our workplace.

The Five Values We Uphold in Our CSR Initiatives

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

Trust and Integrity

Social Issues

Consumers are increasingly aware of safety issues that are important to them across different areas. Furthermore, companies must now make use of Japan's Corporate Governance recently released and its underlying philosophy to ensure greater transparency and fairness as well as faster and more resolute decision-making.

Our Approach

Ensuring that our Guests are safe and able to enjoy themselves is our most important responsibility, serving as the foundation of the happiness we offer. Likewise, maintaining our integrity as a company will help us develop relationships of mutual trust with our stakeholders, in turn leading to our sustainable growth. We will continue bolstering our corporate governance so that we can fulfill our corporate mission to provide magical dreams, moving experiences, delight and contentment.



Snapshot

Disaster response drills **150 drills/year**

Number of attendees of first-aid training **1,000**

I. Safety First

The OLC Group incorporates know-how developed by Disney and puts the safety of Guests first within the operation of the Theme Parks.

The Four Keys—Code of Conduct for Disney Theme Parks

Involving Tokyo Disney Resort

The Four Keys are our shared code of conduct at Disney Theme Parks. Showing the order of our priorities clearly, the Four Keys are, from top to bottom: Safety, Courtesy, Show and Efficiency.

As the most important standard of the OLC Group, which operates the Theme Parks under license from Disney Enterprises, Inc., all Cast Members make decisions and act based on The Four Keys.

The Four Keys

Safety
Courtesy
Show
Efficiency

For more information, please visit • <http://www.olc.co.jp/en/csr/safety/>

Attraction Safety

Involving Tokyo Disney Resort

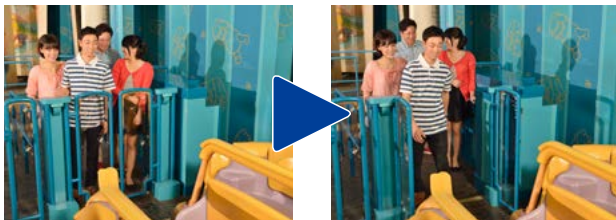
■ Facility and Equipment Safety

All our attractions are designed to high standards by multidisciplinary teams who follow consistent processes and work to incorporate the most up-to-date safety technologies into their designs. Our attractions are equipped with a broad range of safety elements and technologies such as fencing, ride restraints, and station gates.

All facilities, attractions included, are checked by a team of approximately 1,000 maintenance technicians* who work in shifts to verify and maintain safe conditions. In addition to statutory inspections, we perform daily and periodical inspections/maintenance in accordance with our own strict maintenance standards.

In the event of an earthquake exceeding a certain magnitude, Theme Park attractions will stop at locations that enable Guests to safely disembark and reach safety through evacuation routes. We will then conduct inspections by following standards and checklists proportionate to the magnitude of the earthquake, and confirm the safety of the rides and attractions.

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



Automated gates enhance safety at boarding

■ Operational Safety

Cast Members have an important role to play in the safety of the rides and attractions they operate. On the "Star Tours: The Adventures Continue" attraction, for example, after the riders have fastened their seatbelts Cast Members perform system checks to confirm whether the locks are in place. The Guests are then requested to pull their seatbelts, and rigorous steps are taken for both Guests and Cast Members to confirm that the belts are securely fastened.

New Cast Members are required to learn the standard operating procedures and receive repeated on-the-job training so that they are able to respond to any situation, and must go through an assessment period before being authorized to operate attractions independently. As part of their training, Cast Members also regularly participate in emergency evacuation drills while the attractions are shut down in the early hours before the Theme Park opens or after it closes.



Safety check before departure



Show and Parade Safety

Involving Tokyo Disney Resort

■ Safety Management

Our Safety Guidelines specify the safety standards for the design, construction, inspection and maintenance of the equipment used in parades and shows at Tokyo Disneyland and Tokyo DisneySea, and are rigorously enforced.

■ Safety in Manufacture and Inspection

All floats, stages and sets are manufactured in accordance with the Guidelines on the Manufacture and Construction of Show Equipment. We develop maintenance plans tailored to specific program components and perform inspections and maintenance work in accordance with our Maintenance Guidelines.

■ Operational Safety

In an effort to ensure safety during shows and parades, we rigorously enforce the code of conduct - The Four Keys, and regularly train Cast Members. This enables Cast Members to remain alert to potential contingencies when working in our Theme Parks so that they are ready to take prompt and appropriate action in the event of an emergency.



Cast Members assigned along the parade route

● For more information, please visit ● <http://www.olc.co.jp/en/csr/safety/>

Safe Shopping Experience

Involving Tokyo Disney Resort

■ Product Safety Management

Oriental Land Co., Ltd. has developed its own quality inspection standards which are consistent with the legal and regulatory safety requirements of Japan, Europe and the United States. All of our original merchandise is tested by independent inspection agencies. We also ask our vendors to undergo plant audits and pre-shipping inspections performed by Oriental Land Co., Ltd. employees or designated third-party auditors that correspond to the type of product manufactured. All merchandise-related inquiries, comments and requests are handled by the Tokyo Disney Resort Guest Merchandise Service Department.

■ Product Development to Ensure Guests Safety

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



Safe Dining Experience

Involving Tokyo Disney Resort

■ Food Safety Initiatives in Our Theme Parks

The restaurant facilities at Tokyo Disneyland and Tokyo DisneySea follow the HACCP system—an internationally recognized safety management tool—in order to maintain food safety. Our food suppliers are selected on the basis of our Vendor Selection Standards, a series of voluntary standards that include more than 30 criteria on food sanitation and food inspection systems. We also conduct regular evaluations of original food safety offered at the restaurant facilities, as well as the food processing plants we contract to produce the ingredients we use.



Testing core temperature prior to serving

■ Food Safety Training

All employees working in food service receive training on topics ranging from proper food handling to food sanitation.



Cast Members wash their hands properly and frequently

■ Considerations for Guests with Allergies

Restaurants at Tokyo Disneyland and Tokyo DisneySea offer special dietary menus whose ingredients are free of the five major allergens (wheat, buckwheat, eggs, milk and peanuts). Also, we have opened an “Allergen Information Search” page (in Japanese only) on the official Tokyo Disney Resort website (<http://fsp.tokyodisneyresort.jp/>) to allow Guests to check the menus before visiting our Theme Parks.



“Allergen information search” page



Menu containing allergen information

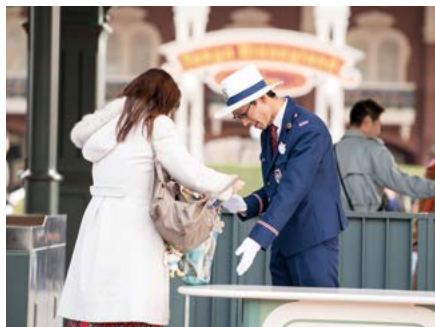
Security, First Aid and Emergency Response

Involving Tokyo Disney Resort

■ Security and First Aid

Security Cast Members patrol and conduct bag checks at the Theme Parks as a security measure. Additionally, we conduct a wide range of crime prevention activities that include patrols of the area surrounding Tokyo Disney Resort.

In terms of first aid measures, Tokyo Disneyland and Tokyo DisneySea each have several first-aid stations on their premises (the number of first-aid stations in operation will vary depending on Park operating conditions). In the event of an emergency, first-aid Cast Members immediately respond to sick or injured Guests. We have also made automated external defibrillators (AEDs) available throughout Tokyo Disney Resort, and have been training our staff in cardiopulmonary resuscitation (CPR) and other first aid measures.



Checking bags at the Theme Park's entrance



AEDs placed inside the Park

■ Emergency Response

The emergency response operations team oversees the operation of the Central Monitoring Center and monitors Tokyo Disney Resort around the clock. Comprehensive emergency drills are held four times each year in different sections of the Theme Parks, while building-specific emergency exercises are held approximately 150 times each year.

To address the risk of earthquakes, we have prepared a response manual indicating the action to be taken by each individual department in accordance with a basic earthquake response plan that describes material and rescue measures. If a large-scale earthquake occurs, we will set up TDR Earthquake Control Supervision Center under the President's lead to deal with the situation.



Central Monitoring Center



Emergency drills carried out about 150 times a year

❖ TOPICS Emergency Drills with Guests

In Feb 2016, with the aim of further improving our response ability in the event of a disaster, we continued to implement a "Guest Participation Type Disaster Prevention Training" at Tokyo Disneyland after closing hours in the same way as last year. More realistic training could be carried out with the participation of approx. 2,100 employee's family acting as the Guests.



Emergency drills with Guests

Cast safety

Involving Tokyo Disney Resort

In addition to Guest safety, at the Tokyo Disney Resort we also place great importance on the safety of our Cast Members. For example, we are ensuring the safety of Cast Members working on Venetian Gondolas and others who work in the proximity of water by having them wear life jackets that are equipped with water sensors and inflate automatically. In FY 2015, we have also installed new railings on the Western River Railroad to further improve Cast safety.



Automatic life jacket to be activated when detecting water



Railing installed to improve safety

II. Management Structure

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

Corporate Governance

At Oriental Land Co., Ltd., the company at the heart of the OLC Group, the Board of Directors focuses on supervision in order to bolster its management supervisory function. Business execution is delegated to corporate officers in order to facilitate swift and appropriate decision-making.

We have a corporate auditing system in place and have established the Regulations for the Board of Auditors and Audit Standards for corporate auditors to clarify the roles and responsibilities of our corporate auditors. Three of our four corporate auditors are external auditors.

In order to provide reliable financial reporting, we have established a Committee for the Promotion of Internal Controls and are enhancing the OLC Group's system of internal controls.

Compliance

The OLC Group has established the OLC Group Compliance Code, which sets forth rules for executives and employees on corporate ethics and legal compliance, as well as Business Guidelines, which outline standards for corporate conduct. We have a Compliance Committee in place and have also established a counseling room for employees wishing to report any instances of improper conduct within or without the Group. The OLC Group provides regular training on compliance-related issues and is engaged in ongoing efforts to monitor employee compliance. In January 2016 "Compliance Month" was held to promote our employees' understanding of harassment.

Human Rights

At the OLC Group, we have established the OLC Group Basic Policy on Human Rights, and have provided clear indications within the Group on how human rights must be respected in the course of corporate activities. Our Business Guidelines also contain entries on human rights to spread knowledge of the subject and promote the respect of human rights in the course of daily operations.

Risk Management and Information Security

The OLC Group strives to prevent and respond to a wide range of business risks in accordance with the OLC Group Risk Management Guidelines. We have created a response manual in order to address earthquake risks. In the event of a major earthquake, the Tokyo Disney Resort Earthquake Countermeasures Headquarters is established and called into action. The OLC Group Basic Policy on Information Security lays out our basic information management policy. In January 2013, we established the OLC Group Guidelines on Social Media.

Active Information Disclosure

The OLC Group observes laws and regulations pertaining to information disclosure. 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 releases, website announcements and briefing meetings.

Healthy Partnerships with Vendors

■ Developing Healthy, Solid Partnerships

We make every effort to promote fair and proper dealings with vendors. We follow the OLC Group Vendors Code of Conduct, established with reference to international standards, in order to comply with laws and regulations and fulfill our social responsibility in a wide range of issues including product safety, worker safety, respect for human rights and environmental preservation through our dealings with partner vendors.

■ Supply-Chain Management for Disney-Brand Products

The factories commissioned to manufacture Disney-brand products sold at the Theme Parks are required to comply with Disney's International Labor Standards program (ILS program).

Dynamic and Inspiring Workplace

Social Issues

The working population in Japan is currently decreasing due to aging population and declining birth rate, and the ways in which people view work are also becoming increasingly diversified. More than ever, companies need to respect basic human rights and individual diversity, and to offer “decent work” from the standpoint of employment, working conditions, labor-management relations, safety and health, and human resources development.

Our Approach

Our personnel is the source of the magical dreams, moving experiences, delight and contentment offered by the OLC Group. To continue bringing happiness to our Guests and the public at large, each and every one of our employees must behave hospitably. We are engaged in a variety of initiatives aiming to make sure that all of our employees can realize their full potential, feel safe at work, experience personal growth, and find their jobs rewarding.



Snapshot

Number of applicants for
“I Have an Idea”

2,288

Number of Thanks Day
participants

15,216

(number of eligible personnel: 22,802)

Basic Approach to Human Resources

The source of our company’s strength is to be found in the outstanding hospitality demonstrated by our personnel; therefore, we believe that hiring and training staff with great talent is essential. We are working on creating an environment where all employees can find their work rewarding, experience personal growth and feel safe. In April 2016, we set up a new recruitment category — Theme-Park operation positions (see p. 7 of the special feature).



Training and Support Programs

As our business philosophy states, Oriental Land Co., Ltd. respects individuals and seeks to provide motivational support. 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 company, whereby part-time Cast Members are promoted to corporate employee status.

Main Employee-Training Programs

Corporate Employees	Part-time Cast Members
<ul style="list-style-type: none"> Rank-specific training Training for younger employees Career design training for specific age groups Self-study courses 	<ul style="list-style-type: none"> Training at each department (OJT and hands-on training) Training program based on five-step career development program Career support (business skills training, outside work experience programs, language classes, etc.)
<p>* Programs for learning about the Disney philosophy and entertainment businesses are conducted for all employees.</p>	

● For more information, please visit ● <http://www.olc.co.jp/en/csr/index/relation.html>

Corporate Culture and Employee Satisfaction

Oriental Land Co., Ltd. has 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. All employees enjoy equal opportunities in the workplace and are encouraged to find satisfaction and fulfillment in providing happiness to others. We have implemented unique initiatives in order to enhance satisfaction and motivation. One example of such an initiative is "I Have an Idea." This program encourages all employees to propose ideas for merchandise, food items and Guest services that Guests will enjoy, regardless of their title or position within the organization.



"I Have an Idea" Award Ceremony

ES Activities

Involving Tokyo Disney Resort

■ "Spirit of Tokyo Disney Resort" Program

This program allows Tokyo Disney Resort Cast Members to recognize and praise their peers for their everyday efforts. Tokyo Disney Resort Cast Members who were deemed most exemplary are presented with the Spirit Award.



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

■ "Five-Star-Program"

In this program, supervisors recognize Tokyo Disney Resort Cast Members for excellent service by handing them a Five-Star Card.



The Five-Star Card acknowledges Cast Members for outstanding service

■ Thanks Day

On Thanks Day, after the Parks are closed to the public for the day, company officers, and corporate employees entertain part-time Cast Members as Guests to show their appreciation.



President Uenishi working as Custodial Cast Member

Maintaining a Healthy Work-Life Balance

Oriental Land Co., Ltd. sets child care and family care leave so that employees can balance work and child-care/family care. We also strive to foster a corporate culture that enables employees to maintain a healthy work-life balance. In FY 2015, 83.1% of overall paid leave days were taken. Employees also have the option of taking their annual paid leave in half-day or hourly increments.



Health and Safety

President of Oriental Land Co., Ltd., regularly visits the workplace to verify working conditions and raise awareness of safety issues. We engage in line management to rigorously enforce the PDCA cycle and utilize risk assessment methodologies. We are also boosting our efforts in job-specific risk prediction training as well as in health and safety activities which make use of maps that show the risk of occupational accidents at each workplace. We are educating employees on safety matters when they join the company, providing on-the-job training and job-specific safety education programs for each organizations particularly focused on the safety of part-time Cast Members at the workplace.

Also, as an initiative directed at enhancing the mental and physical health of employees, we have established a Healthcare Center staffed by a resident occupational-health, public health nurses and nurses who help employees with their health-related needs. The Healthcare Center offers a range of health exams and provides follow-up care, with the occupational-health providing one-on-one guidance and public health nurses offering health guidance.



Regular safety walks by president



Our Healthcare Center, with resident physicians and public health nurses

Employment Opportunities for the Disabled

We actively employ individuals with disabilities, primarily at our subsidiary Maihama Corporation Co., Ltd. Employees with disabilities account for 2.22% of our workforce (as of June 1, 2016). At Maihama Corporation, we offer each employee a job and we are actively expanding the range of job opportunities available to disabled employees. Jobs include cultivating plants that adorn our Theme Parks, folding linens used in Theme Parks restaurants, making and affixing price labels for Theme Parks merchandise, among others.

Furthermore, in the OLC Group, we have established a workplace environment in which employees can perform fulfilling work by maintaining an employment support system and equipment that give consideration to the needs of employees with disabilities.



Caring for flower seedlings precisely

Jobs at Maihama Corporation

Area	Primary duties
Mail services	Affixing of commemorative stamps on outgoing mail deposited at the Theme Parks; collection and sorting of OLC Group companies' internal and external mail; sending external mail
Linen folding	Folding of linens used at Theme Parks restaurants
Marking	Preparation and affixing of price tags on products sold at the Theme Parks
Laundry	Cleaning and ironing of costumes (props), etc., used at the Theme Parks
Barber	Hairdressing service for employees
Massage	Massage service for employees
Lost and Found Center	Handling of lost and found items at the Theme Parks
3D glasses cleaning	Cleaning of 3D glasses used at the Theme Parks
CK support	Dishwashing duties, etc., at the Central Kitchen
Floriculture	Cultivation of flowers for Theme Parks
Farm support	Cultivation of tomatoes to be served at the Theme Parks

● For more information, please visit ● <http://www.olc.co.jp/en/csr/index/relation.html>

Commitment to Our Guests

Social Issues

The consumers' sense of values is becoming increasingly diverse, as are the social issues that we must address. Corporations must adapt to changing issues and needs, create their own corporate value through wholesome business activities, and grow sustainably. At the same time, corporations must also use these business activities to contribute to the solution of social issues, thus creating a virtuous circle.

Our Approach

Focusing on our Guests' increasingly diverse needs, which encompass those of different familial structures and nationalities, at the OLC Group we are constantly striving to evolve. We are also aiming to offer greater happiness to our customers and society at large through business activities that embody a broader social perspective, taking into account the needs of children, the elderly and the disabled.



Snapshot

Number of participants
in a sign language course

245

"Make Happiness!"
Donations

12 million yen

Bringing Happiness to the Customers and Society

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

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

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

Following an increase in the number of Guests from countries other than Japan, we introduced guide maps (from

April 2016 onwards) and website versions (from August 2015 onwards) in Indonesian and Thai in addition to Japanese, English, Chinese (Traditional and Simplified) and Korean.

Also, our Theme Parks include numerous elements allowing Guests to autonomously learn about hospitality, architecture, art, culture, history, film, music and plants while enjoying themselves. Such enjoyable learning opportunities are one form of the happiness that the OLC Group offers to society.

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



Happiness and Hospitality

Involving Tokyo Disney Resort

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

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

Walt Disney, the founder of The Walt Disney Company once said: "You can dream, create, design and build the most wonderful place in the world, but it requires people to make the dream a reality." We can build the most wonderful Theme Parks in the world, but

that alone will not bring happiness to our Guests.

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



Our Commitment to Well-being of Children: Menu Items

Involving Tokyo Disney Resort

The Sherwood Garden Restaurant, located in the Tokyo Disneyland Hotel, has a low buffet counter for children, with vegetables prepared in ways children enjoy, such as vegetable bread and soy milk soup. The children's buffet and its health-conscious selections allow even picky eaters to enjoy a fun and healthy meal.

* Buffet menu varies according to seasons.



Health-conscious menu offerings at Tokyo Disneyland Hotel

"Make Happiness!" Donations from Christmas-Product Purchases

Involving Tokyo Disney Resort

Out of our desire to deliver "happiness" to Guests and children throughout the world, we have been holding the "Make Happiness!" program at the Tokyo Disney Resort since 2013, in which donations are made based on purchase of certain products. 5% of the tax-exclusive sales price of special Christmas products purchased between November 2 and December 19, 2015 was donated to UNICEF. The donation - amounting to 11,818,000 yen - is

being used to support education of children in Asia through UNICEF's "School for Asia"* program.

* Educational support initiative being conducted by UNICEF with the aim of providing high-quality education and an opportunity for learning for children in the Asia and Pacific region who face difficult situations.



"Make Happiness!" products that include a donation



Education as a Doorway to the Children's Future

Yukiko Suzuki, Japan Committee for UNICEF

When we heard that OLC was willing to support UNICEF's educational projects through "Make Happiness!," we knew straight away that this would develop into a wonderful initiative that would bring joy to the children. Through education, children are imparted learning and life skills that will subsequently prove essential; they come to cherish their own dreams, and make positive changes to their communities.

Initiatives Based on Lessons from Guest Feedback

At Tokyo Disney Resort, our aim is to listen to the voices of our Guests so that we may continue to improve. This is why we gather feedback from our Guests at various Theme Parks facilities and the Tokyo Disney Resort Information Center and ask Guests for their cooperation with questionnaires and interview surveys. We share these comments within the organization and put them to use in a wide range of measures aimed at improving the safety and quality of our services and facilities.

Involving Tokyo Disney Resort



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



Our Commitment to Full and Equal Access

■ Creating an Environment for All Guests to Enjoy

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

Among the Guests who visit the Theme Parks are people with permanent or temporary disabilities, the elderly and expectant mothers. The OLC Group makes every effort so that these Guests have a comfortable and pleasant experience by providing the necessary facilities, support tools and support services by Cast Members.

■ Support Services Offered by Cast Members

Adding to initiatives that improve infrastructure, the OLC Group provides training and education to Cast Members so that they can provide services to assist Guests with disabilities. This includes supporting employees who wish to become certified as service caregivers.

Sign-language pin worn on the chest by Cast Members who have taken a sign language course



■ Barrier-free Facilities and Support Materials

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

Major Barrier-free Facilities and Support Materials Available at Tokyo Disney Resort

For use by	Facility and Support
Guests using wheelchairs	Attractions that can accommodate wheelchairs, facilities with slopes or elevators, lowered cash register counters, restrooms designed for Guests using wheelchairs, acceptance of service dogs
Guests with visual disabilities	Permanently installed tactile maps, scale models (of characters and attractions), audio guidance system (Tokyo DisneySea), informational CDs, tactile map guidebook, acceptance of guide dogs
Guests with hearing disabilities	Captioning system, information boards, attraction story papers (mainly in theater-related attractions) acceptance of hearing dogs



Attraction that can have Guests boarding it without leaving their wheelchairs



Platform raised to enable access for Guests on wheelchairs



Wider aisles between handrails provide convenience to Guests in wheelchairs and children



Children are Our Future

Social Issues

Through their employees and activities, corporations are involved in local communities to the extent that the latter can be considered the foundations of corporate existence. For this reason, corporations must work on social issues in their unique capacity as corporate citizens of local communities and society at large, and contribute to the development of their communities.

Our Approach

At the OLC Group, we are leveraging our corporate features as a provider of happiness for Guests and society at large to engage in a wide array of community action programs. In particular, we are aiming to help nurture the next generation and develop communities through initiatives that focus on raising and helping children. We are also providing continued support to those who were affected by the Great East Japan Earthquake.



Snapshot

Visits by the Tokyo Disney
Resort Ambassador

24 facilities

Number of primary schools
in disaster-stricken areas
to which stationery were
donated in April 2016

1,207 schools

Our Community Action Programs

The OLC Group engages 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 nurturing and supporting families, which are closely intertwined with our business, and particularly children, who represent our future. Such is the stance outlined in the OLC Group Policy on Community Action Programs, established by the OLC Group in FY 2008.



Child Support and Development Activities

As part of our activities promoting children's development, we have engaged in initiatives such as "in-school classes and work experience programs", and "Disney Dreamers Experience" (p.21). We also help with various events held by the City of Urayasu (Chiba Prefecture); our employees do cleaning work inside the city on a volunteer basis, and cooperate in physical education events at nurseries and kindergartens. In the course of our community activities, we treasure opportunities for interactions with the local residents.

In addition to establishing the OLC Group Children's Smile Fund, an employee matching program to raise funds for child support, we also engage in other community programs involving Tokyo Disney Resort.

Activities to Support Children's Development in the Local Community

As part of our efforts to engage and educate local children, the OLC Group hosts classes at schools and invites students to experience our workplace. At the in-school class, dancers and choreographers from the Tokyo Disney Resort provided dance instruction. At the work experience program, the "meaning and fun of work" was conveyed through a variety of jobs unique to the Tokyo Disney Resort. Also, in March 2016 a band formed jointly by the Tokyo Disneyland Band and students from elementary, junior and senior high schools in Urayasu participated in the 20th Dream Wind Concert held by the Urayasu Elementary/Junior High School wind-instrument music Association.



In-school class



Work experience program

Programs to Promote the Positive Development of Children

■ Disney Dreamers Experience

The Disney Dreams Experience — the successor of the School of Magical Dreams and Moving Experiences, held since FY 2012 — took place in December 2015 and February 2016. This program gives children an enjoyable opportunity to interact with inspirational Cast Members who are driven by an unwavering commitment to their dreams, and to think about their own aspirations. The program also provides time for the children to spend with their parents and share the experience.

Targeted at children in the fifth and sixth grades of elementary school, the Disney Dreams Experience was attended by 49 children.



Disney Dreamers Experience

Involving Tokyo Disney Resort



■ Support for Urayasu City's Coming-of-Age Day Ceremony

On January 11, 2016, the Urayasu City Coming-of-Age Day ceremony was held in Tokyo Disneyland's Showbase. Oriental Land Co., Ltd. provided Tokyo Disneyland as the venue for Urayasu City's Coming-of-Age ceremony since 2002. This year marks the event's 15th edition, and about 1,463 new adults — close to 80% of all eligible persons — participated in the ceremony.

The theme of the recent Coming-of-Age Day ceremony was "Emotion links people beyond time". In the course of the ceremony, the Tokyo Disney Resort Ambassador gave a congratulatory speech to the new adults, and the venue was enlivened by performances by Disney characters and dancers.



Urayasu City Coming-of-Age Day ceremony hosted at Showbase at Tokyo Disneyland



Programs to Support Children

■ Socials Activities of Tokyo Disney Resort Ambassador

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 1982, before Tokyo Disneyland opened to the public. In FY 2015, visits were made to 24 facilities.

■ Helping Make Dreams of Children with Rare Disease Come True (in Cooperation with Make-A-Wish of Japan)

Since 2012, as part of our "CSR activities to support children," the OLC Group has worked with Make-A-Wish of Japan and has made Disney Theme Park tickets and hotel accommodations available to children with rare disease in an effort to help them realize their dreams, such as "I want to visit the Theme Parks" and "I want to stay at the Disney Hotel."

Involving Tokyo Disney Resort



The 2015-2016 Tokyo Disney Resort Ambassador, Mickey Mouse and Minnie Mouse spread smiles



Letters from the children

Supporting the People Affected by Great East Japan Earthquake

The OLC Group continues to help those affected by Great East Japan Earthquake. In line with our mission of providing magical dreams, moving experiences, delight and contentment through our Theme Parks, we are engaged in a variety of activities to bring a smile to children. At the moment, we are gifting stationery to first-year elementary school students, and donating school supplies to elementary schools by using the profits from the sales of special menu items at our employee dining halls.

Special Sets with Donation at Employee Dining Halls

At the seven dining halls for employees located on our premises, we offer a special set called "We Are One" that includes a 30-yen donation to support the areas affected by the earthquake. Oriental Land Co., Ltd. matches the amount donated by employees, and all donations go toward helping children in Iwate, Miyagi and Fukushima Prefectures. This special set has been available on the second Friday and Saturday of each month from November 2011, and we have been donating the necessary supplies to elementary schools in the above three prefectures. Until now, we have supported a total of 79 schools; in FY 2015, we helped 17 elementary schools in Ishinomaki, Miyagi Prefecture.



Radio with CD/cassette players and books donated by "We Are One" special sets

Donation of School Supplies

We have been providing a Tokyo Disney Resort school supplies kit to all new first grade elementary school students in the hope that children in the disaster-affected areas may have a fun start to their school year. In the spring of 2016, we donated a total of 50,000 sets to a total of 1,207 schools, among which 346 schools in Iwate Prefecture, 398 schools in Miyagi Prefecture and 463 schools in Fukushima Prefecture. We will continue this activity for six years until all of the children who experienced the Great East Japan Earthquake enter elementary school.

Involving Tokyo Disney Resort



Donating Tokyo Disney Resort school supplies to incoming first-graders in disaster-affected areas



Caring for the Environment

Social Issues

Global warming and other environmental issues are major problems of public interest, and need to be addressed jointly by all humanity. Companies must reconsider their business models in a way that is conducive to sustainable production and consumption, and must be more proactive in fulfilling their responsibility toward the environment. In turn, this will make the companies themselves more sustainable.

Our Approach

The OLC Group is working earnestly on environmental initiatives that will allow it to continue bringing happiness to the generations to come while preserving and passing on the planet's environment. With regard, in particular, to climate change, the Group is not only working to limit emissions of greenhouse gases, but is also adapting in order to minimize the impact that increasing temperatures exert on its Guests.



Snapshot

Solar power output

600 kW

Garbage recycling rate
inside the Theme Parks

75 %

Our Policy and Systems for Conservation

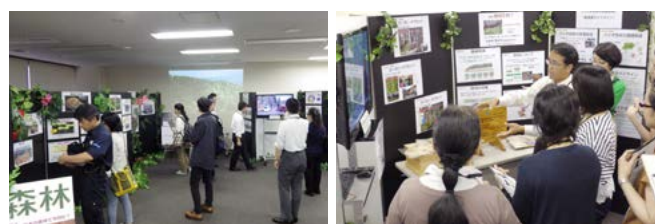
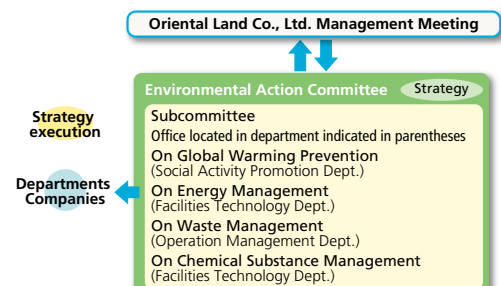
The OLC Group has established an Environmental Policy that states our commitment to operating our business in a way that maintains harmony with the environment so that we may continue to offer magical dreams and moving experiences to future generations. Going forward, we intend to enhance our environmental management structure, keep our business operations in harmony with the environment and engage in activities that focus more on our relationship with Guests and customers.

Additionally, the OLC Group has established an Environmental Action Committee, which devises strategies and sets environmental targets to promote environmental initiatives.

To raise employee awareness of the importance of environmental conservation, we also engage in a variety of efforts including offering e-learning programs to educate employees about environmental issues, publishing an environmental series in our in-house newsletter for employees and hosting environment-themed events.

OLC Group Environmental Management Structure

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



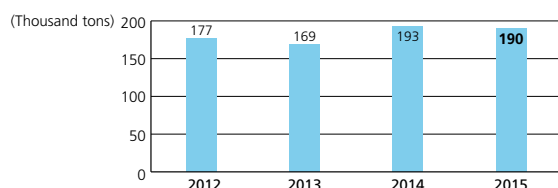
Internal exhibition "Environmental Fair"

● For more information, please visit ● <http://www.olc.co.jp/en/csr/index/environment.html>

Environmental Load Mass Balance at Tokyo Disney Resort

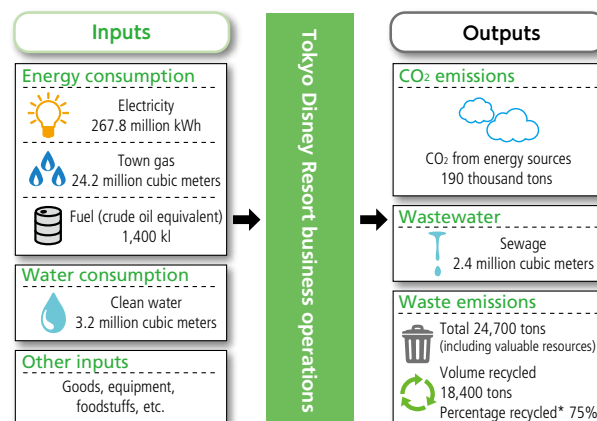
Involving Tokyo Disney Resort

The business activities of Tokyo Disney Resort encompass a myriad of functions, including energy management, water treatment, waste management and recycling, much like a city. This is why we give due consideration to various environmental factors and are working on reducing the burden that our business activities place on the environment.

CO₂ Emissions

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

Mass Balance on Tokyo Disney Resort Environmental Impacts (FY 2015)



* Since FY 2011, we have calculated the recycling rate by including the amount of industrial waste that was reduced as part of the total amount of waste recycled.

Our Efforts to Fight Global Warming

Ever since the Theme Parks were in the earliest planning stages, the OLC Group has been committed to efficient resource use. Currently, we have implemented a variety of measures, such as making electricity usage "visible," and are working to conserve energy through a number of targeted initiatives. In order to reduce emissions, we have drafted a mid-term plan for FY 2014-2016, and are working toward a target of 178,000 t of CO₂ emissions in FY 2016, calculated based on coefficients from FY 2012. Also, since FY 2014 carbon offset* of 2,000t has been carried out every year in combination with support for the reforestation of disaster-stricken areas to make up for falling short of the FY 2012 numerical target of 181,000 t by about 2,000 t. To adapt to climate change, we are working to secure water sources, prevent heat stroke and be prepared for unexpectedly strong rainstorms. We intend to continue with such measures, anticipating climate changes that are expected to occur due to global warming.

* All or part of the amount of CO₂ emissions that cannot be reduced is offset by having another company or organization reduce its emission of CO₂ or absorb the equivalent amount (that is, supplementing our CO₂ emissions reductions with reductions achieved by another company).

Giving Due Consideration to Biodiversity

At the OLC Group, as part of our efforts aimed at limiting damage to ecosystems in the course of procurement, we have set internal guidelines on the procurement of paper. These require avoiding illegal or excessive deforestation, and recommend adopting 100% recycled paper for office use.

Waste Reduction

To reduce our impact on the environment, the OLC Group is actively working to limit the amount of waste generated and promote recycling. This thinking is shared by all companies in the OLC Group, and we are working to form a stronger partnership within the Group and dispose of waste in ways that are kinder to the environment.

Water Conservation

The OLC Group has been purifying waste water and promoting the use of reclaimed water on a voluntary basis. We have established an "OLC Group Clean and Waste Water Guideline" and are creating a system for properly managing and using clean and waste water in accordance with the guideline.

Proper Chemicals Management

The OLC Group manages materials that contain chemicals, such as paints and cleaning agents, by using Safety data sheet on chemical substances. We also replace or reduce the usage of certain chemicals as appropriate. We have established an "OLC Group Chemical Substance Management Guideline" and are promoting the proper management and use of chemical substances.

Initiatives that Contribute to Alleviating Global Warming

Heating and cooling systems employed in our Theme Parks are managed in a centralized fashion from the Central Energy Plant, allowing efficient energy consumption. We are also engaged in various other initiatives, which include visualizing energy consumption with an Energy Management System, and switching to LEDs instead of regular bulbs for lighting and decorations on/in our facilities and attractions. We have also been installing rooftop solar panels, and energy consumption for nighttime parades is currently being covered and exceeded by the production of natural energy. The shopping bags provided at stores inside our Theme Parks and hotels are now eco-friendly as well, switching from the petroleum-based materials used in the past to biomass packaging materials, partially made from sugar cane draff.



Central monitoring system at the Central Energy Plant



Solar panels installed atop company building



LED lights used to light Cinderella's Castle



Biomass packaging materials

Involving Tokyo Disney Resort

Water Conservation Initiatives

The water used at Tokyo Disneyland and Tokyo DisneySea is collected and purified at our in-house water treatment facility. Around 50% of the water we use is recycled at this facility and reused as toilet-flushing water. Further, we have placed filtration devices in the areas and attractions containing water and this system ensures that we do not need to replenish water except for that lost to evaporation.



Water circulates throughout the Theme Parks to maintain water quality

Involving Tokyo Disney Resort

Waste Reduction Initiatives

Tokyo Disney Resort as a whole had a recycling rate of approximately 75% in FY 2015. We recycle virtually all kitchen waste generated in our Theme Parks.



Garbage bins allowing Guests to separate liquids from general waste have been installed; waste is collected by Cast Members



Manual sorting by Cast Members

Examples of Items We Recycle

PET bottles	Recycled plastic sheets, fibers and new PET bottles
Bottles	Glass products
Cardboard boxes	Cardboard paper
Used paper / paper containers	Recycled paper and toilet paper
Raw garbage	Biogas, fertilizer and feed
Cooking oil	Paint, ink and rubber additives
Trees and plants	Fertilizer and fuel
Cans / scraps	Iron and aluminum products
Plastic packaging / waste	Recycled plastic goods
Other burnable waste	Solid fuel

Involving Tokyo Disney Resort

About OLC Group

The OLC Group aims to invigorate people's lives through its Theme Parks, shopping complex, hotels and monorail line. The heart of the Group is Oriental Land Co., Ltd., which manages and operates Tokyo Disneyland, Tokyo DisneySea, the Disney Hotels and the Disney Resort Line under license from Disney Enterprises, Inc.

■ Company overview of 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: 3,211

Part-time employees: 18,057

(As of April 1, 2016)

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