

Annual Report 2018

Year ended March 31, 2018



Seeds of Happiness

~Beginning of a New Stage~

Corporate Philosophy

Reason for Our Mission
Basic Philosophy Guiding All Behavior at Oriental Land

Business Mission

Role of Oriental Land

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

Management Credo

Management stance aimed at realizing our Business Mission

1. Create dialogue
2. Produce projects with originality and quality
3. Respect individuals and support their work
4. Tirelessly innovate and evolve
5. Maintain profitable growth and services
6. Build positive relationships

Code of Practices

What each of us can do

1. Research and Innovation
2. Independence and Enterprise
3. Passion and Action

Business Domain

“Fill Your Heart with Energy and Happiness” business
Oriental Land will promote high-value business that enhances and nourishes people’s lives, and promotes an enriched humanity and happiness.

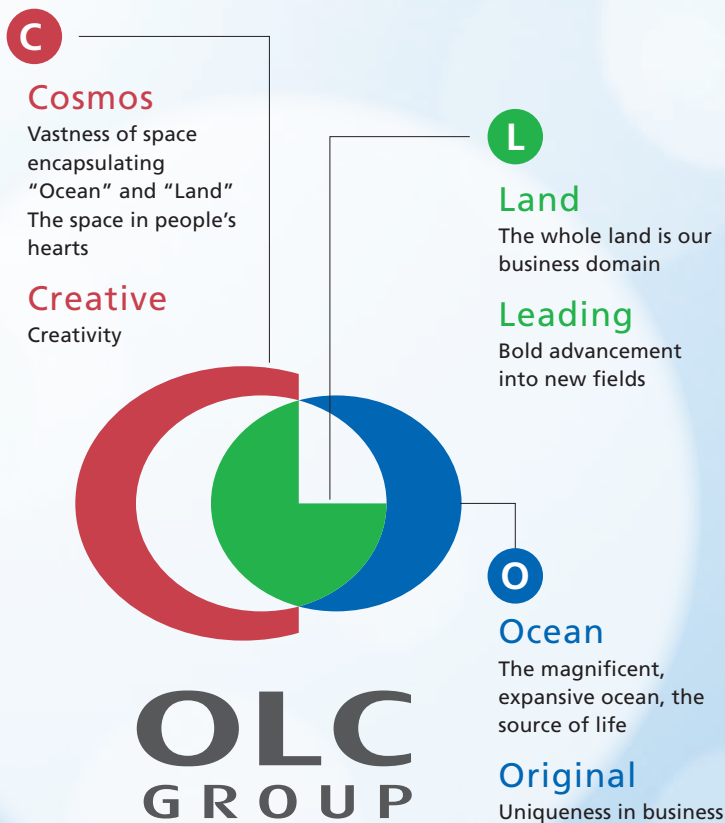
Production Policy

This report has been designed as a communication tool to facilitate understanding with regard to OLC management policies and business strategies among a wide range of readers, including both private and institutional investors. “Seeds of Happiness ~Beginning of a New Stage~” is the overall theme of this report. Photographs, charts and tables have been used to illustrate the Company’s operations in a visual manner in the report. In consideration of the environment, this report will be released online in PDF format at the end of August, while an easy to read online Annual Report is scheduled for release following that.

Forward-looking statements

Forecasts and other forward-looking statements are based on the judgments of management in consideration of information available as of the publishing date of this report. However, the Company’s business is easily influenced by the preferences of Guests as well as by social and economic trends. For this reason, the estimates and forecasts contained in this report may be impacted by unforeseen circumstances.

Derivation of Logo



The symbol comprising these three letters of OLC embodies our business development throughout the world, our spirit of innovation and advancement, and our harmonious organization. Our corporate name Oriental Land Co., Ltd. infuses all of these concepts and expresses the determination of the Group to ensure harmony with nature while striking a balance with everything and to offer dreams, moving experiences, delight and contentment.

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Information

IR Information

- **FACT BOOK 2018**
 OLC's Fact Book 2018 provides a wide range of long-term, historical data, including financial indicators and quantitative management data.



- **IR Website**
<http://www.olc.co.jp/en/ir.html>



Multi-Stakeholder Information

- **OLC Group**
 CSR Report Digest 2018

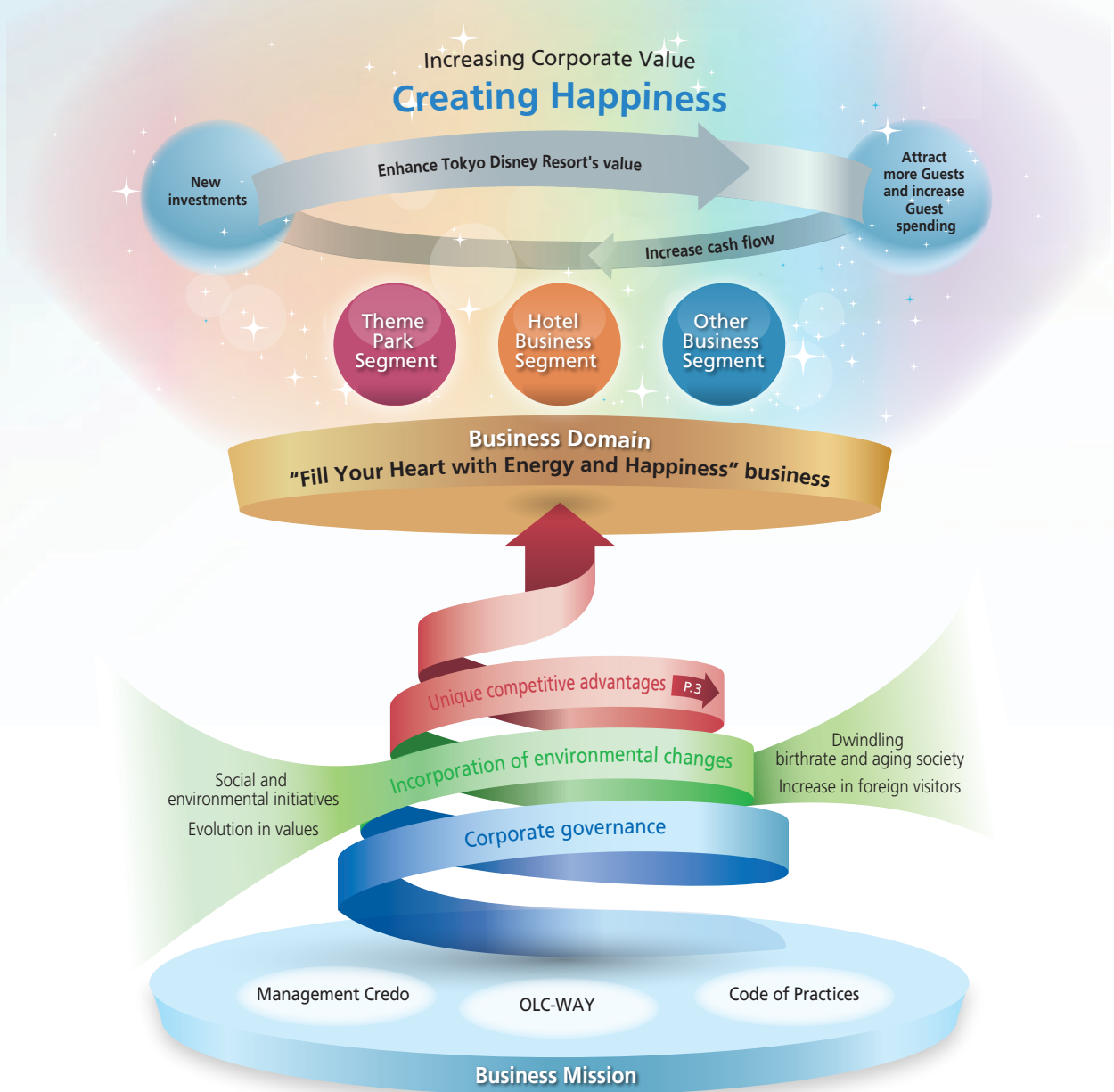


- **CSR Website**
<http://www.olc.co.jp/en/csr.html>



Creating Happiness

Oriental Land Co., Ltd. (OLC) was established with a strong aspiration to “create a large-scale recreational facility, right here in Japan” when Maihama was still a part of the sea. Since then, we have carried on this aspiration to establish a business model grounded in unique competitive advantages as our biggest strength. We view corporate value as “continuing to present happiness to our Guests.” Based on this belief, we have evolved the Theme Parks and delivered happiness to Guests. Going forward, we believe we can deliver even more happiness through our core and new businesses in both structural and non-structural aspects, and will undertake large-scale investments to make that a reality. We will create new value and deliver greater happiness. As a result, corporate value will be improved for Guests as well as for shareholders. This is the goal of the OLC Group.



Unique Competitive Advantages

Own vast land in a superb location

1. Extensive land

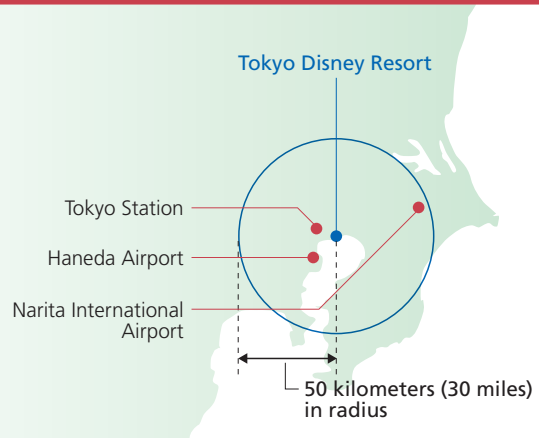
Approx. 2 million square meters of contiguous land 10 kilometers (6 miles) from the city center

2. Immense market

Population of approx. 30 million with substantial disposable income living within a 50-kilometer (30-mile) radius

3. Convenient access

About 15 minutes by train from Tokyo Station, about 30-60 minutes by shuttle bus from Haneda Airport and Narita International Airport



License from Disney Enterprises, Inc. that has unrivaled brand power

- License agreements with Disney Enterprises, Inc.

Operation of Disney-branded facilities in Tokyo Disney Resort®

- Royalties

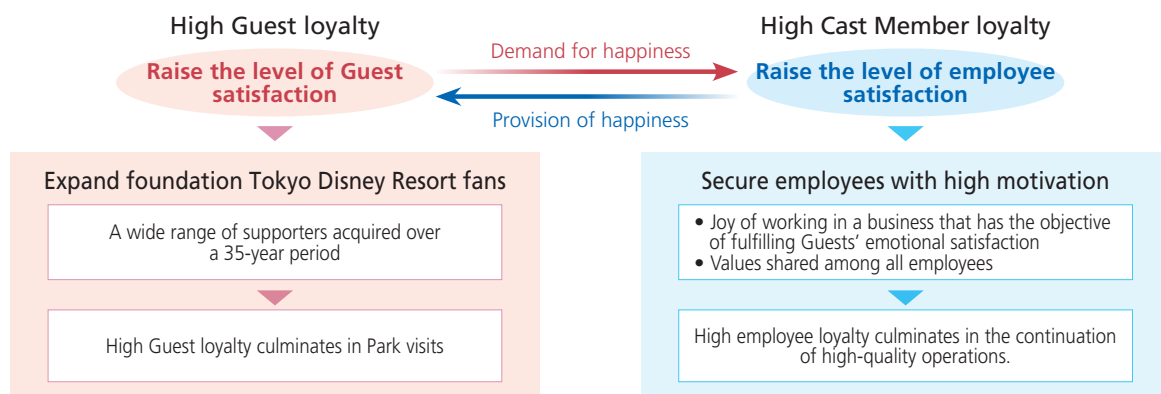
Proportionate to revenues (yen-denominated)

- Relationship with Disney Enterprises, Inc.

OLC has no capital or personnel relationship



Our Cast Members provide magnificent hospitality



Continuing to Create Happiness that Can Only be Experienced Here

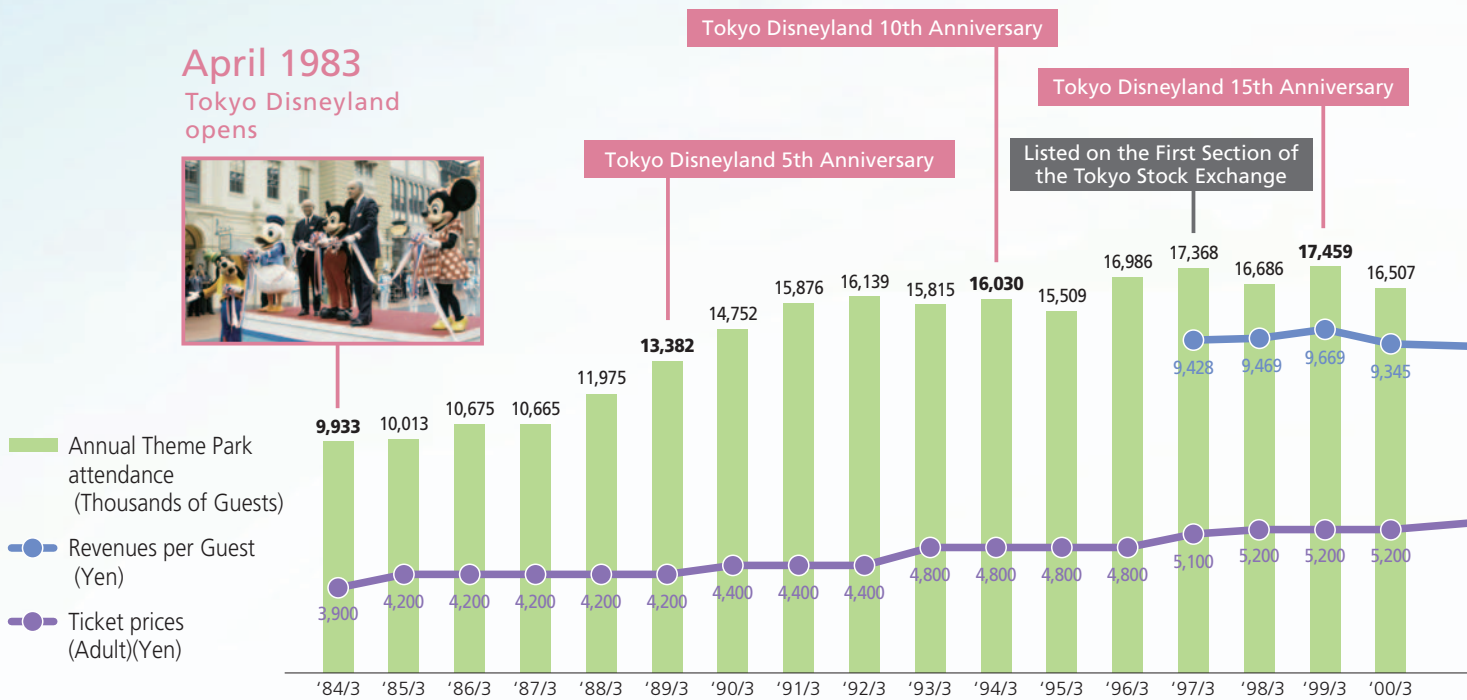
Tokyo Disney Resort continues to fulfill the dreams of many, many Guests through multiple high-quality amenities and an experience abounding in hospitality and entertainment. Tokyo Disneyland, opened in 1983, helped spread the "Theme Park" concept in Japan. Tokyo Disney Resort has since grown into a "Theme Resort" with the opening of Tokyo DisneySea in 2001 and several Tokyo Disney Hotels.

Going forward, we will continue to provide the dream-like world of the Disney Theme Parks and build up a globally unique Theme Resort where Guests can enjoy themselves in their own way.

April 2000
Ikspiari and Disney Ambassador Hotel open

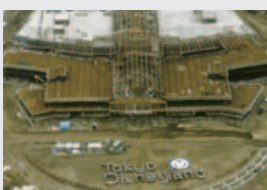


April 1983
Tokyo Disneyland opens



From OLC's founding to Theme Park construction

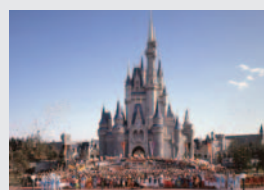
1960~1982



- 1960 Oriental Land Co., Ltd. founded
- 1979 Basic business alliance agreement concluded between Walt Disney Productions (currently Disney Enterprises, Inc.) and OLC
- 1980 Construction of Tokyo Disneyland® begins

Era of one Theme Park

1983~2000



- 1983 Tokyo Disneyland opens
- 1996 OLC lists its stock on the First Section of the Tokyo Stock Exchange
- 2000 Ikspiari® and Disney Ambassador® Hotel open

September 2001

Tokyo DisneySea and Tokyo DisneySea Hotel MiraCosta open



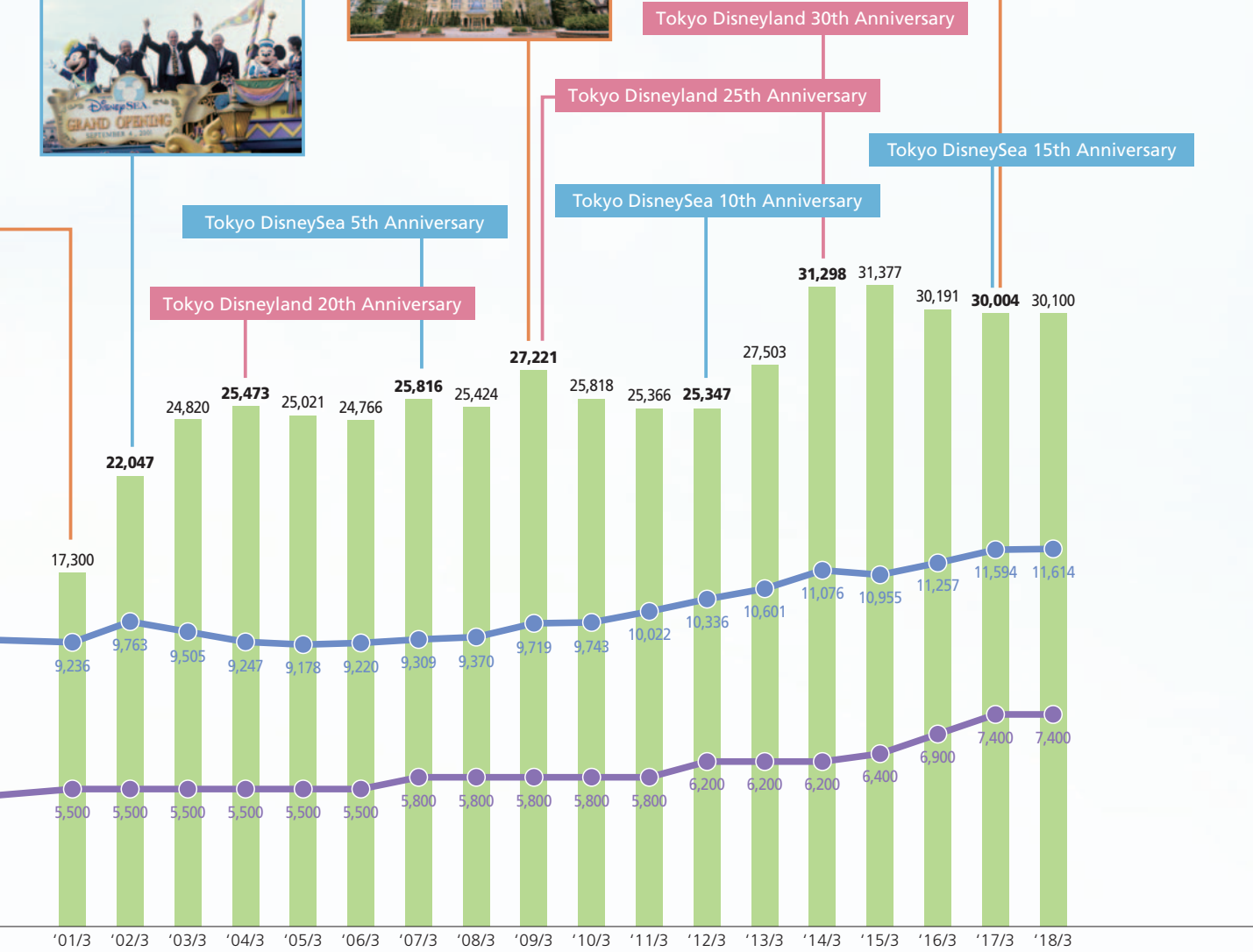
July 2008

Tokyo Disneyland Hotel opens



June 2016

Tokyo Disney Celebration Hotel opens



Era of two Theme Parks

Toward a New Growth Stage

2001~2017



- 2001 Disney Resort Line opens
- Tokyo DisneySea® opens
- Tokyo DisneySea Hotel MiraCosta® opens
- 2008 Tokyo Disneyland® Hotel opens
- 2014 Annual attendance of the two Theme Parks surpasses 30 million
- 2016 Tokyo Disney Celebration Hotel® opens

2018~



- Spring 2020 Plan to open a new area and facilities following Tokyo Disneyland Large-Scale Renovation
- During FY2022 Plan to open a new themed port under the Tokyo DisneySea Large-Scale Expansion Project

Creating a Resort that No One Has Experienced Before

Tokyo Disney Resort is celebrating its 35th anniversary throughout the fiscal year ending March 31, 2019. This milestone can be attributed in no small part to the warm support from all of our stakeholders who have supported us over the years, and for this I am extremely grateful.

We are progressing well toward the goals set under our 2020 Medium-Term Plan announced in April 2017. In the fiscal year ended March 31, 2018, the first year of the plan, we welcomed our 700 millionth Guest. We also received more than 30 million Guests for the fifth consecutive year and sales and profit showed increases relative to initial forecasts from a financial perspective. Looking back over the year, we executed the strategy outlined in the plan to good effect, and change is afoot within our company and at our Theme Parks.

Going forward, we expect the environment surrounding the OLC Group to change significantly. To achieve long-term sustainable growth under these conditions, it is imperative that we not only tackle the challenges before us with a sense of speed, but at the same time also plan with a view to the future and make the most effective use of advantages offered by the Maihama area. I believe that we need to remain fully aware of present and future perspectives when envisioning business growth as a way to realize greater corporate value for the OLC Group and continue providing lasting value to society.

In June 2018, we announced the Tokyo DisneySea Large-Scale Expansion Project. Scheduled to open in the fiscal year ending March 31, 2023, the project will see the creation of a new port themed to magical springs that lead to a world of Disney fantasy in Tokyo DisneySea. The new themed port will consist of three areas inspired by the Disney films *Frozen*, *Tangled* and *Peter Pan* as well as a new deluxe Disney hotel with a one-of-a-kind luxury wing. We intend to spend a record-high ¥350 billion as additional investment in existing facilities, adding the investment for this project to that for the large-scale Tokyo DisneySea attraction Soarin' (tentative name), due to open in the fiscal year ending March 31, 2020, and Tokyo Disneyland Large-Scale Renovation, scheduled for completion in spring 2020. We made the decision to go ahead with this massive investment to drive the evolution of Tokyo Disney Resort into a one-of-a-kind resort that no one has experienced before. In addition, the licenses between the OLC Group and The Walt Disney Company will be extended to 2076 with the opening of the facilities included in these investment plans. By this time, we will have been in this strong partnership for almost a century. Based on the environment that this stable trusting relationship has produced, together we will pursue the realization of our vision of creating a truly amazing Tokyo Disney Resort.

After the new themed port has opened, we will be able to work to further boost Guest experience value, such as with renewal through area-based development at Tokyo Disneyland. I am prepared to make decisions on long-term policy aimed at building a world of dreams that can only be experienced at Maihama.

The sense of anticipation for Tokyo Disney Resort felt by our Guests is a source of growth for the OLC Group. We are committed to providing experiences that exceed these expectations and will continue pushing forward with the creation of value into the future. We would like to ask our shareholders and investors to expect the corporate value of the OLC Group to keep growing over the long term. Please continue to support our efforts.

August 2018

Toshio Kagami
Representative Director, Chairman and CEO

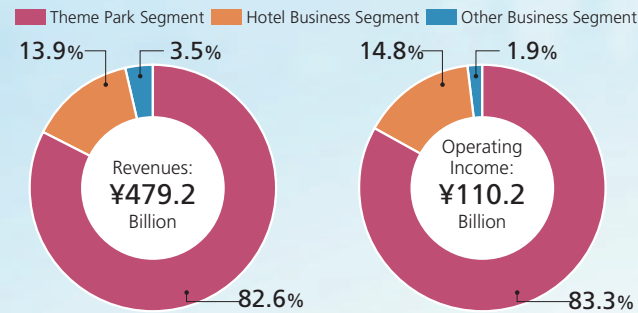




Segment Information

More than **80%** of revenues and operating income come from the Theme Parks

● Breakdown by Segment (Fiscal 2017 results (consolidated))



Advantage in the Market

No.1 in domestic market & Theme Park attendance

Oriental Land's Share in Domestic Market

Approximately **50%**

Source: *White Paper on Leisure 2017* (August 2017, Japan Productivity Center)
 Note: Data used to calculate Oriental Land's market share is based on figures for the fiscal year.

Annual Attendance at Our Theme Parks

No. 1 in Japan. Over 30 Million Guests

Source: *Japan Amusement & Recreation Park Data Book 2017*
 (Ranking based on the fiscal year ended March 31, 2017)

Market Size of Amusement and Leisure Park Industry

Over **¥700 billion** of revenues and growing

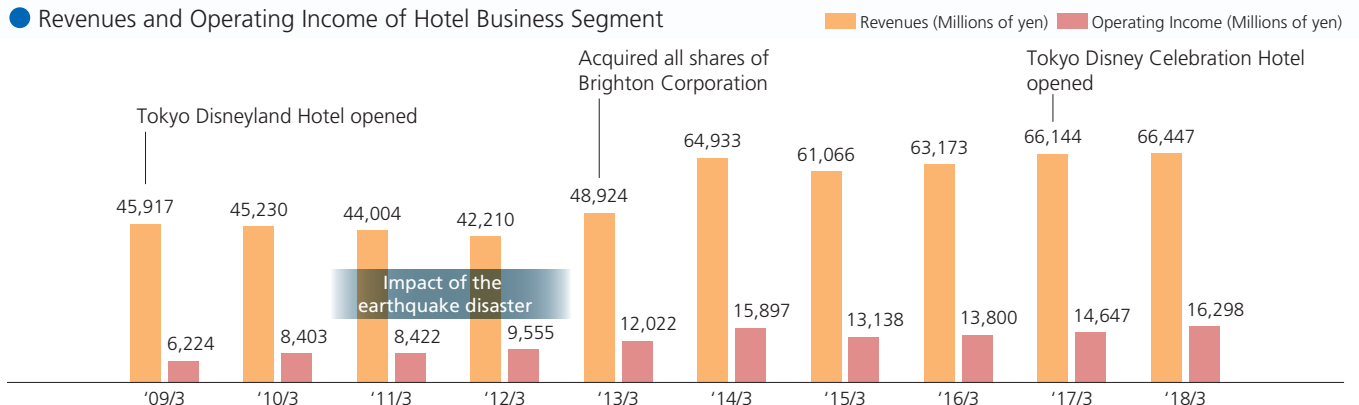


Source: *White Paper on Leisure 2017* (August 2017, Japan Productivity Center)
 Note: Data used to calculate Oriental Land's market share is based on figures for the fiscal year.

Revenues and Operating Income of Hotel Business Segment

Growth in revenues and operating income for **three consecutive years** on the back of strengthening the Hotel Business

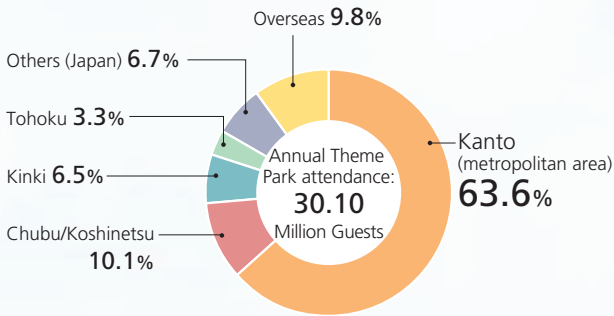
● Revenues and Operating Income of Hotel Business Segment



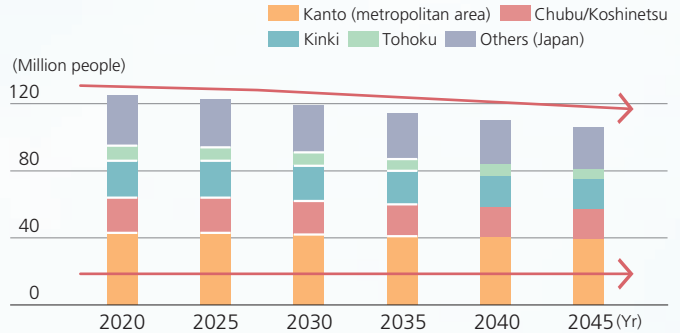
Guest Profile

About **65%** of Guests are from the Tokyo metropolitan area, whose population is projected to be stable

Breakdown of Guests by Region



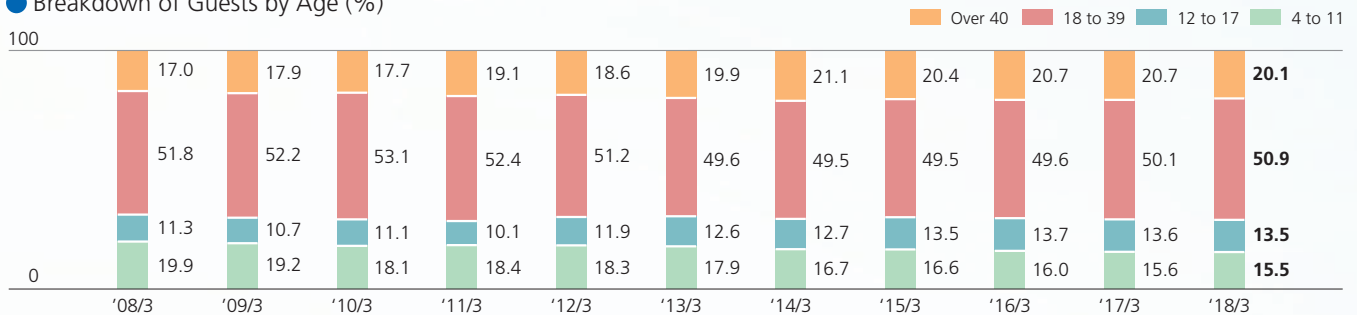
Regional Population Projections for Japan: 2020–2045



Source: Regional Population Projections for Japan: 2020–2045 by the National Institute of Population and Social Security Research (Announced in March 2018)

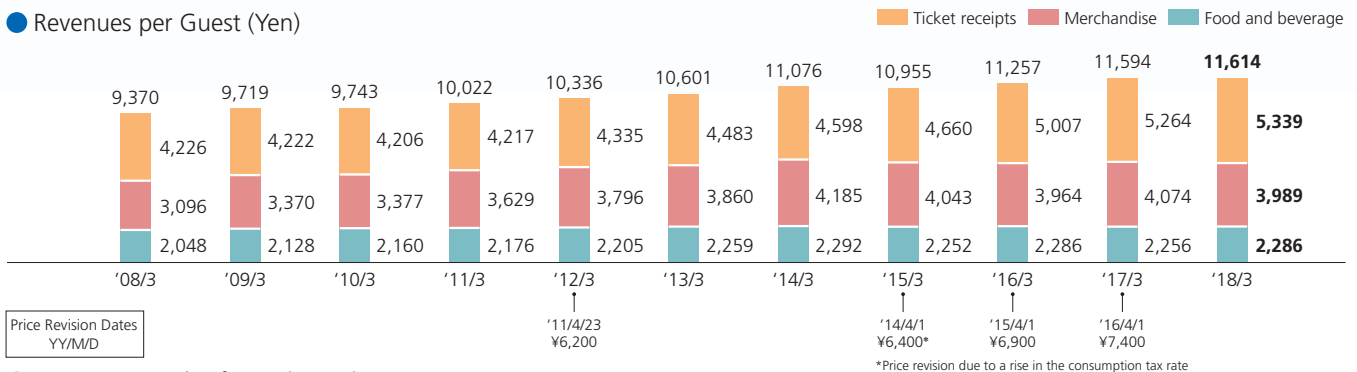
About **70%** of Guests are adults (over 18) and about **20%** of Guests are over 40

Breakdown of Guests by Age (%)

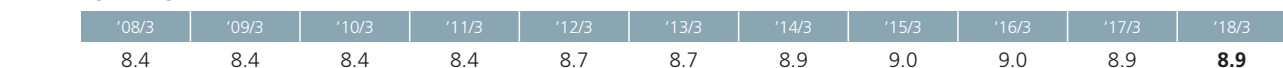


Revenues per Guest **¥11,614** and average length of visit **8.9** hours

Revenues per Guest (Yen)



Average Length of Visit (Hours)



Eleven-Year Performance Indicators and Summaries

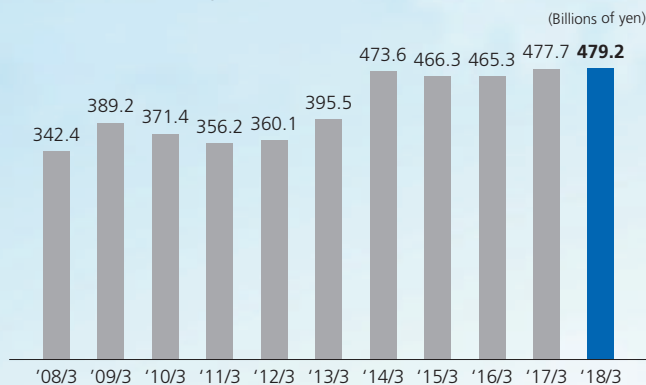
Listed monetary amounts were rounded down to the nearest ¥0.1 billion from the fiscal year ended March 31, 2016, but until the fiscal year ended March 31, 2015 were rounded to the nearest ¥0.1 billion.

Revenues

Revenues **↑0.3%**

479.2 billion yen

(increased 1.5 billion yen)



Revenues have reached a level over ¥400 billion since the fiscal year ended March 31, 2014, on the back of enhanced Theme Park value that led to increases in Theme Park attendance and revenues per Guest. Annual Theme Park attendance stabilized at the 30 million level and revenues per Guest increased, mainly reflecting multiple ticket price revisions. Tokyo Disney Resort has also grown, mainly with the opening of Tokyo Disneyland Hotel and Tokyo Disney Celebration Hotel.

Operating Income / Operating Margin

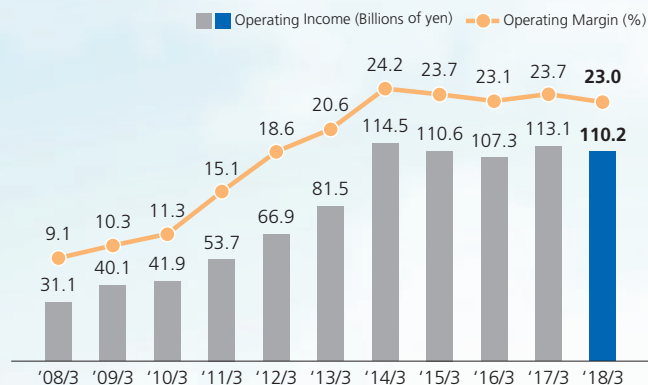
Operating Income **↓2.5%**

110.2 billion yen

(decreased 2.8 billion yen)

Operating Margin **↓0.7** of a percentage point

23.0%

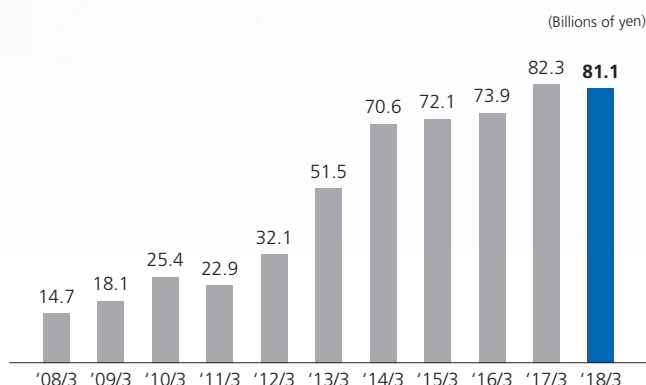


Operating income has increased significantly since the fiscal year ended March 31, 2008, exceeding ¥100 billion in the past five years. This can be attributed to the increase in sales, controls put on fixed costs and other expenses to an extent that did not affect Guest experience value, and a decline in depreciation and amortization related to Tokyo DisneySea. The operating margin has been kept at a level exceeding 20% since the fiscal year ended March 31, 2013.

Net Income Attributable to Owners of Parent

Net Income Attributable to Owners of Parent **↓1.4%**

81.1 billion yen (decreased 1.1 billion yen)



Net income attributable to owners of parent has exceeded ¥10 billion until the fiscal year ended March 31, 2009, but has been at a level exceeding ¥70 billion since the fiscal year ended March 31, 2014. Despite recording extraordinary losses in the fiscal years ended March 31, 2011 and 2012 as a result of the Great East Japan Earthquake, higher operating income and decreases in the burden on interest rates and corporate tax income, etc. reflecting lower interest-bearing debt served to maintain the level of this indicator beyond ¥70 billion.

Capital Expenditures / Depreciation and Amortization

Capital Expenditures **↑17.4%**

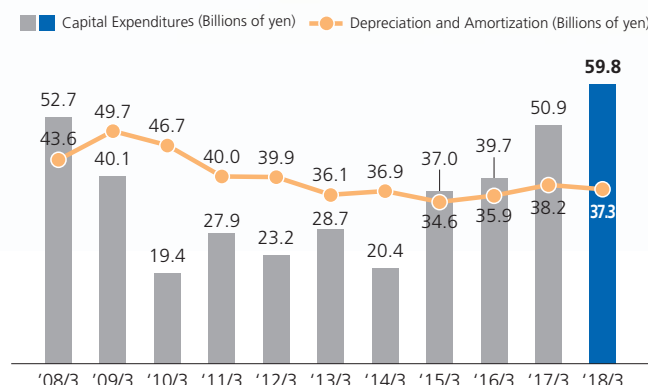
59.8 billion yen

(increased 8.8 billion yen)

Depreciation and Amortization **↓2.5%**

37.3 billion yen

(decreased 0.9 billion yen)



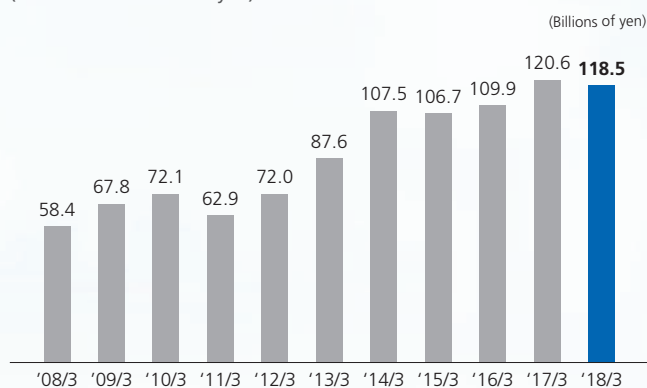
Capital expenditures have been on the rise since the fiscal year ended March 31, 2017 due to developments in the two Theme Parks scheduled for completion in the fiscal year ending March 31, 2021 as announced in April 2016. In addition, we expect to expend even more with the Tokyo DisneySea Large-Scale Expansion Project, where operations are set to get underway during the fiscal year ending March 31, 2023. Depreciation and amortization expenses have decreased following the completion of depreciation relating to the investments made at the opening of Tokyo DisneySea. From the fiscal year ending March 31, 2020 onward, however, depreciation and amortization expenses are forecast to climb again in conjunction with the opening of facilities following the aforementioned investment.

Operating Cash Flow*

Operating Cash Flow ↓1.8%

118.5 billion yen

(decreased 2.1 billion yen)



Over the past 11 years, operating cash flow has doubled to a level in the ¥100 billion range. Under the 2016 Medium-Term Plan, OLC aimed to create operating cash flow of more than ¥280 billion during the three-year period. We exceeded this target with total operating cash flow of ¥337.2 billion for the three-year period. Under the 2020 Medium-Term Plan announced in April 2017, OLC aims to achieve record-high operating cash flow by the fiscal year ending March 31, 2021.

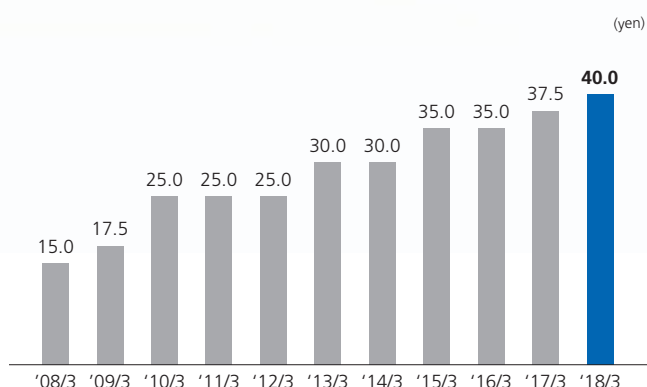
*Operating cash flow = Net income attributable to owners of parent + Depreciation and amortization

Cash Dividends per Share

Cash Dividends per Share ↑6.7%

40.0 yen

(increased 2.5 yen)



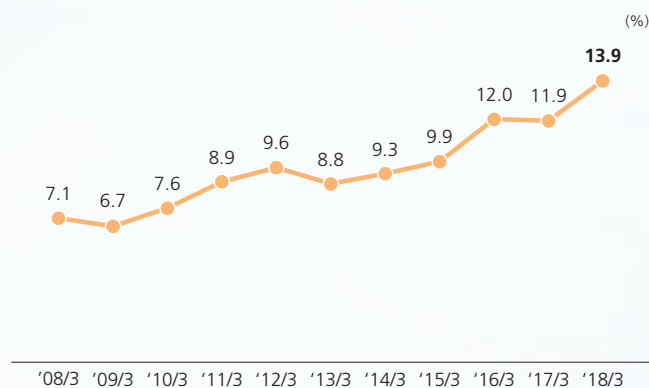
Based on a dividend policy of aiming to pay stable cash dividends while taking external factors into consideration, OLC has made consistent returns to shareholders in the form of dividends per share. The dividend for the fiscal year ended March 31, 2018 was ¥40, up ¥2.5 from the previous fiscal year, and the Company plans to provide a dividend of the same value for the fiscal year ending March 31, 2019.

*On April 1, 2015, Oriental Land Co., Ltd. conducted a 4-for-1 stock split of common shares. Dividends for the fiscal years up to and including the fiscal year ended March 31, 2015 have been restated retroactively.

Ratio of Female Managers

Ratio of Female Managers ↑2.0 percentage points

13.9%



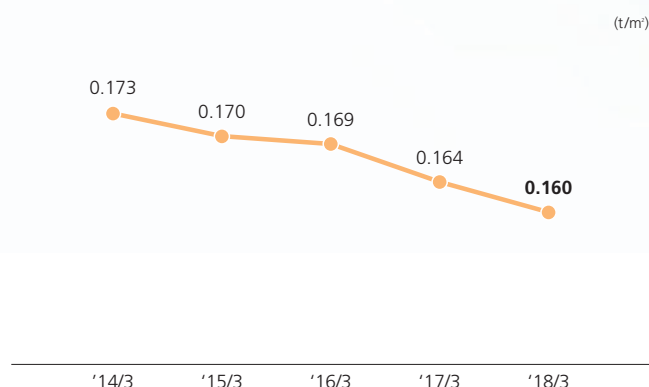
OLC is creating a work environment where each employee can fully achieve their potential and work with pride. We have set a target of having women occupy at least 15% of management positions (department directors and managers) by the fiscal year ending March 31, 2021. In February 2017, Representative Director, President and COO Kyoichiro Uenishi voiced his support for the "Declaration on Action by A Group of Male Leaders Who Will Create Society in which Women Shine" that is being promoted by the Cabinet Office, Government of Japan. Accordingly, OLC is implementing a range of measures to enable female employees to continue their personal growth unaffected by restrictions due to life events.

Emissions Intensity*

Emissions Intensity ↓2.4%

0.160 t/m²

(decreased 0.004 t/m²)



The OLC Group is working to reduce its CO₂ emissions through measures such as switching to LED lighting, introducing highly efficient facilities, streamlining operations, and generating electricity through solar power. The Company has set a target of cutting its average annual emissions intensity by 1% by the fiscal year ending March 31, 2021, compared with the fiscal year ended March 31, 2017.

*Emissions intensity = Total CO₂ emissions (t) / Site area (m²)

Eleven-Year Performance Indicators and Summaries

Oriental Land Co., Ltd. and Consolidated Subsidiaries
Fiscal Years Ended March 31

	'08/3	'09/3	'10/3	'11/3	'12/3
FOR THE YEAR:					
Revenues	¥342,422	¥389,243	¥371,415	¥356,181	¥360,061
Operating income	31,144	40,096	41,924	53,664	66,923
Net income attributable to owners of parent	14,731	18,089	25,427	22,908	32,114
Capital expenditures* ³	52,691	40,140	19,419	27,904	23,210
Depreciation and amortization	43,623	49,733	46,695	39,985	39,850
EBITDA* ⁴	74,767	89,829	88,619	93,649	106,773
Operating cash flow* ⁵	58,354	67,822	72,122	62,893	71,964
Free cash flow* ⁶	5,663	27,682	52,703	34,989	48,754
AT YEAR-END:					
Total assets	757,542	644,992	615,090	574,635	619,494
Total net assets	388,181	373,660	366,473	357,779	383,085
Interest-bearing debt	294,320	193,019	173,289	142,937	149,580

PER SHARE DATA*⁷:					
Net income (EPS)	¥ 38.72	¥ 49.21	¥ 70.04	¥ 66.32	¥ 96.24
Net assets (BPS)	1,019.86	1,027.40	1,060.15	1,072.25	1,148.01
Cash dividends	15.00	17.50	25.00	25.00	25.00

SELECTED FINANCIAL DATA:					
Operating margin	9.1%	10.3%	11.3%	15.1%	18.6%
Return on assets (ROA)	2.0	2.6	4.0	3.9	5.4
Return on equity (ROE)	3.8	4.7	6.9	6.3	8.7
Equity ratio	51.2	57.9	59.6	62.3	61.8
Dividend payout ratio	38.7	35.6	35.7	37.7	26

Annual Theme Park attendance (Thousands of Guests)	25,424	27,221	25,818	25,366	25,347
Revenues per Guest (Yen)	9,370	9,719	9,743	10,022	10,336
Ticket price (Yen)* ⁸	5,800	5,800	5,800	5,800	6,200

Ratio of female managers (%)	7.1%	6.7%	7.6%	8.9%	9.6%
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Emissions intensity (t/m ²)* ⁹	—	—	—	—	—
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*1. Listed monetary amounts were rounded down to the nearest ¥1 million from the fiscal year ended March 31, 2016, but until the fiscal year ended March 31, 2015 were rounded to the nearest ¥1 million.

*2. The U.S. dollar amounts are provided for convenience only and have been converted at the rate of ¥106.24 to U.S.\$1, the prevailing exchange rate at March 31, 2018.

*3. Capital expenditures includes tangible and intangible assets and long-term prepaid expenses.

*4. EBITDA = Operating income + Depreciation and amortization

*5. Operating cash flow = Net income attributable to owners of parent + Depreciation and amortization



Kyoichiro Uenishi

Representative Director,
President and COO

Q1

How was the fiscal year ended March 31, 2018?

For the fiscal year ended March 31, 2018, we projected Theme Park attendance of 29.5 million Guests because this was the year following the Tokyo DisneySea 15th Anniversary: "The Year of Wishes." Happily, we were able to exceed our forecast with a total of 30.1 million Guests.

At Tokyo Disneyland, we renewed the nighttime parade Tokyo Disneyland Electrical Parade *Dreamlights* for the first time in two years. We provided new experiences with our existing parade by adding Disney characters, such as Anna from the Disney film *Frozen*, which were popular with Guests.

At Tokyo DisneySea, we opened the new attraction Nemo & Friends SeaRider, and also we introduced new special events, such as Disney Pirates Summer. As part of the 2020 Medium-Term Plan, we launched new special events in timely coordination with new Disney films as one way to enhance novelty for our Guests. We believe this was a successful way to generate synergies in which they could enjoy the vision of the world portrayed in films once again at Tokyo DisneySea in summer 2017.



"Tokyo Disneyland Electrical Parade *Dreamlights*":
Disney film *Frozen* (Tokyo Disneyland)



"Nemo & Friends SeaRider" (Tokyo DisneySea)

● Annual Theme Park attendance (Million people)



"Disney Pirates Summer" (Tokyo DisneySea)

Overall Structure of 2020 Medium-Term Plan

Strengthen business foundation toward long-term sustainable growth

Targets

- To consistently provide a highly satisfying Theme Park experience
- To achieve record high Theme Park attendance and operating cash flow in FY3/21

Strategies

- 1 **Core Business Strategy**
 - Strengthen structural aspects to provide novelty and comfort
 - Strengthen non-structural aspects (human resources capacity) on a long-term sustainable basis
- 2 **Financial Policy**
 - Allocate operating cash flow to growth investment and aim to enhance corporate value

Note: Operating cash flow = Profit attributable to owners of parent + Depreciation and amortization expenses

Q2

Tell us the progress made in the year ended March 31, 2018, the first year of the 2020 Medium-Term Plan.

The year ended March 31, 2018 was the first year under our 2020 Medium-Term Plan, a plan formulated with the aim of strengthening the Oriental Land Group’s business foundation and achieving long-term, sustainable growth. During the fiscal year, we sought to strengthen the structural aspects of our operations to enhance both novelty and comfort, to boost both Guest satisfaction levels and our ability to attract Guests.

As an example, we launched the new attraction Nemo & Friends SeaRider at Tokyo DisneySea, which served to not only enhance novelty but also raise the level of comfort for Guests. A roof was installed for the outdoor queue space, which improved the attraction’s waiting conditions. In addition, we increased the number of Guests who can experience the new attraction, compared with the previous one, by making entry and exit more efficient. Aside from introducing this attraction, we improved restaurant and restroom facilities, and expanded tools used by Cast Members for overseas Guests. By steadily improving the details, we aim to gradually enhance the value of the experience we provide for Guests.

Judging by the reactions of Guests, I am confident that the measures we took have been effective. As such, we have made a solid step forward to achieve the goals set for the year ending March 31, 2021, the final year under the plan, which are to provide a highly satisfying Theme Park experience and to achieve record-high Theme Park attendance and operating cash flow.



A look at “Nemo & Friends SeaRider” (Tokyo DisneySea)

Q3

What progress has been made in your investment plans, including large-scale developments?

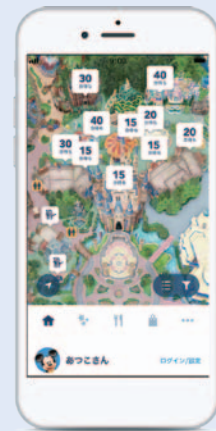
Construction of large-scale investment projects is moving steadily ahead, including that for the major attraction Soarin’ (tentative name) scheduled to open at Tokyo DisneySea in the

fiscal year ending March 31, 2020 and the Beauty and the Beast Area (tentative name) scheduled to open at Tokyo Disneyland in spring 2020.

In terms of initiatives to strengthen structural aspects aside from large-scale developments, our investment plans using IT are progressing nicely. The Tokyo Disney Resort App, our official smartphone app, was introduced in July. The app will integrate a number of functions that previously relied on different kinds of media, including Theme Park information on our official website and in guide maps, for instance, and an app limited to show selection. We also launched Tokyo Disney Resort Shopping for Guests who entered on that day as a new service enabling the purchase of Theme Park merchandise from the app. It may take a little time for Guests to become familiar with the app, but the introduction of the technology is expected to contribute to enhanced convenience for Guests as well as higher sales and greater labor productivity.

Introduction of the app is by no means our final goal. We will look into adding functions with the aim of providing a richer Theme Park experience. Aside from the app, we will examine the use of a range of technologies that lead to higher Guest experience value while retaining the essential attractiveness and uniqueness of Tokyo Disney Resort, including the person-to-person communication and the worldview of our Theme Parks.

● Image of app screen



[Main features of app]

- Purchasing Park tickets and Vacation Package plans
- Booking Park and Disney Hotel restaurants and other services
- Searching for and purchasing merchandise
- Show lottery
- Digital Guide Map
- Display of wait times for facilities
- Display of various types of information
- Hotel check-in, etc.

Q4

What progress has been made in strengthening the non-structural aspects; human resource capacity?

One of the strategies of our 2020 Medium-Term Plan is to improve the hospitality we provide and the operational capabilities of Cast Members by introducing measures to create a comfortable workplace environment and that enable people to gain a tangible sense of personal growth.

We are making steady progress in our large-scale developments, including the Beauty and the Beast Area (tentative name) at Tokyo Disneyland set to open in spring 2020 and activities aimed at the opening of a new themed port at Tokyo DisneySea thereafter, and we will need a large number of Cast Members to run these new areas.

There is little doubt that many Guests look forward to meeting the Cast Members at our Parks. To further enhance the hospitality provided by our Cast Members, which is one of the attractions of the Disney Theme Parks, the OLC Group is taking forward-looking steps with regard to recruitment amid Japan's dwindling labor population. These include introducing new recruitment marketing techniques and creating a

comfortable working environment even for people who live far away. Although we just started these initiatives in the fiscal year ended March 31, 2018, the first fiscal year of our 2020 Medium-Term Plan, the number of Cast Members we employ is on the rise and the results are starting to take effect.

Some 35 years have passed since Tokyo Disneyland opened, and the level of service expected of the Park's Cast Members has been growing each year. To continue offering services that exceed the expectations of Guests, we recognize the importance of Cast Members taking the initiative in the services they provide. To this end, we are reinforcing training for services and developing a work environment in which Cast Members can focus more readily on Guest services.

In addition to these initiatives, we launched a project team with the aim of creating a system that enables stable Theme Park operations. Under this new system, we will take a variety of steps to further strengthen human resource capacity.

Q5

What in particular are you determined to do in the year ending March 31, 2019, the 35th anniversary of Tokyo Disney Resort?

From April 15, 2018, Tokyo Disney Resort started offering the Tokyo Disney Resort 35th “Happiest Celebration!” as its anniversary event.

The new daytime parade Dreaming Up! and the reopening of the enhanced version of it’s a small world, with characters from Disney films, kicked off the 35th anniversary celebrations. World Bazaar’s Main Street has been transformed into Celebration Street, where the magnificent decorations aim to get Guests in a celebratory mood. Also, the nighttime spectacular Celebrate! Tokyo Disneyland premieres in the summer. The new nighttime spectacular features a performance on a grander scale than ever before by combining colorful water cannons and lasers that fill the night sky with images projected onto Cinderella Castle.

We are forecasting Theme Park attendance of 31 million Guests for the year ending March 31, 2019. This compares well with the record high posted in the year ended March 31, 2015. We also project net sales per Guest of ¥11,830, a record high, on the back of an increase in revenue from merchandise sales, particularly of items related to the 35th anniversary of Tokyo Disney Resort. Although these are both very high targets for us, we are extremely motivated to achieve them in this 35th anniversary milestone year.



“Dreaming Up!” (Tokyo Disneyland)



“Celebrate! Tokyo Disneyland” (Tokyo Disneyland)

Q6

Can you tell us your growth scenario based on the Tokyo DisneySea Large-Scale Expansion Project?

The Tokyo DisneySea Large-Scale Expansion Project plays an extremely important role in our evolution into a one-of-a-kind resort with two Parks at our core. Approximately ¥250 billion has been earmarked for this project, making it our biggest investment since Tokyo DisneySea opened. We are projecting this to push annual revenue up by around ¥50 billion.

In the fiscal year ending March 31, 2023, when the new areas built under the project will get underway, we will take the first step toward further growth for the OLC Group on the back of a dramatic increase in Guest experience value. I am

confident that Guests will truly feel the impact of the changes brought about by the significant investment.

This investment will not simply attract more Guests and boost Guest spending. It will be the impetus for generating lifelong ties with Guests and contribute greatly to long-term sustainable growth for Tokyo Disney Resort. Please look forward to the further evolution of Tokyo Disney Resort as we continually evolve.

Q7

Has anything changed in your financial policy with the announcement of expansion plans from the fiscal year ending March 31, 2022?

We will maintain our financial policy of aiming for higher corporate value by allocating operating cash flow to growth investments. Although the ¥250 billion expansion project for Tokyo DisneySea is our largest investment in Tokyo DisneySea since it opened, this is by no means the end of our development plans. We are looking into full-scale renewal of entire areas at Tokyo Disneyland, which opened 35 years ago. In addition, Tokyo DisneySea still has expansion sites. We will examine a number of possibilities for these sites aimed at driving long-term sustainable growth for Tokyo Disney Resort.

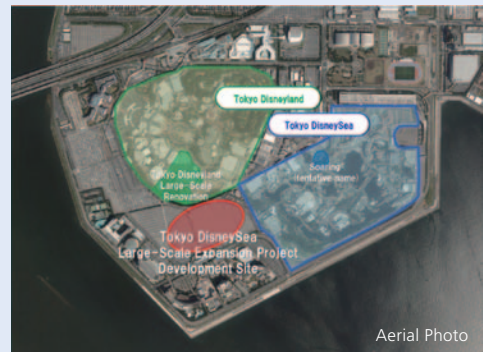
We recognize shareholder returns as one of management's most important issues, and we intend to work hard to

enhance these returns while paying close attention to stability and continuity, including in dividends and share repurchases.

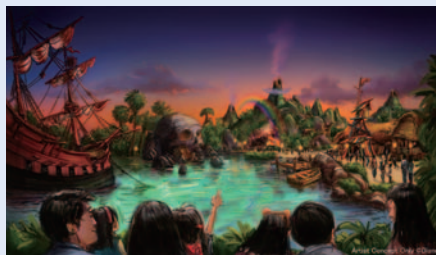


Overview of "Tokyo DisneySea Large-Scale Expansion Project"

- **Site to be developed:**
the Guest parking area adjacent to Tokyo Disneyland and Tokyo DisneySea, which will be relocated so that the Tokyo DisneySea property can expand into that space
- **Number of facilities:**
four attractions, three food facilities, one shop, one hotel
- **Development area:**
about 140,000 m² (about 100,000 m² for the Theme Park and hotel)
- **Completion of project:** in fiscal year 2022 (tentative)
- **Investment amount:** about 250 billion yen (tentative)



Area themed to the Disney film Frozen



Area themed to the Disney film Peter Pan



Area themed to the Disney film Tangled



Overview of the Disney hotel



On My Appointment as Officer in Charge of the Finance/Accounting Department

I assumed the role of Officer in Charge of the Finance/Accounting Department on June 1, 2018. The year ended March 31, 2018 was the first fiscal year of our 2020 Medium-Term Plan, which I personally played a part in determining. We are progressing steadily toward our goals of achieving record-high Theme Park attendance and operating cash flow in the final fiscal year of the plan. In addition, we announced to the public our large-scale investment plans due for completion in the year ending March 31, 2022 following this Medium-Term Plan.

I am keenly aware of my responsibilities, having been appointed to this position during such a critical period. I intend to create even further opportunities for dialogues with shareholders and other stakeholders to boost understanding of the philosophies of the OLC Group. I will do my very best to raise the corporate value of the Group by paying close attention to everyone's opinions.

Going forward, we will continue to provide returns to shareholders and strive to build up our revenue base on the back of stable cash-generating ability.

Tomoyuki Shimoda Officer in Charge of the Finance/Accounting Department



Steadily Boosting Cash Flow Generating Capabilities

Operating cash flow for the year ended March 31, 2018 stood at ¥118.5 billion, vastly exceeding our start-of-fiscal-year forecast of ¥107.9 billion, and giving us excellent momentum as the first fiscal year of the 2020 Medium-Term Plan. We also posted our second highest ever result for profit attributable to owners of parent, despite rising expenses related to large investment projects for our Theme Parks during the 2020 Medium-Term Plan and to the strengthening of our human resource capacity on a long-term basis, in addition to the fact that it was the year following the 15th anniversary of Tokyo DisneySea. This result can be attributed to efforts to continuously bolster both the structural and non-structural elements of our operations, including the introduction of new attractions and events. We are forecasting operating cash flow of ¥118.1 billion for the year ending March 31, 2019 as we celebrate the 35th anniversary of Tokyo Disney Resort.

Proactive Investment and Its Solid Financial Base

In June 2018, we announced our development plan for the fiscal year ending March 31, 2022 and beyond. Following the construction of Tokyo DisneySea, the ¥250 billion project will be the largest investment project to date. I believe we are able to promote such an aggressive investment plan on the back of the cash-generating capabilities built up by the OLC Group and the solid financial base that this has created. Our business tends to be cyclical in nature, in that efforts to expand the fan base and improve our ability to attract repeat Guests through forward-thinking investment translate into earnings over time.

Over 30 million people have enjoyed our Theme Parks in each of the past five fiscal years. To achieve ever higher levels of attendance

and satisfaction, it is imperative that we strengthen our business base and create solid financial foundations to support this. We will enhance our investment capacity toward the next phase of growth to enable aggressive and fluid investment aimed at boosting corporate value, even though the depreciation burden is set to increase alongside the investment that is currently planned.

Moving in the Same Direction as Shareholders/Investors

The OLC Group recognizes the return of profits to shareholders as one of management's most pressing issues. In determining the level of dividends, while considering stability and continuity, our policy is based on a comprehensive review of performance and financial position. We will make effective use of internal capital reserves to shore up the business base of the OLC Group in an effort to drive stable and long-term sustainable growth.

Japan's Corporate Governance Code was revised in June 2018, which has further heightened the importance of dialogues with investors. In the year ended March 31, 2018, we held small meetings and tours of our facilities for investors on six occasions, as well as around 300 individual meetings in which we received a variety of opinions and at times faced stern questioning. One of my most important roles is to reflect this valuable feedback in management decisions in a balanced way.

We reviewed part of the current compensation plan for executive officers in the OLC Group and resolved to introduce a restricted stock compensation plan. The purpose of the plan is to further promote shared values between executive officers and shareholders. We are confident that enhancing the corporate value of the OLC Group and realizing long-term sustainable growth will lead to higher profits for shareholders.

Fiscal year ending March 31, 2019

IR Information

Apr. 2

Announcement of annual Theme Park attendance

Apr. 26

Announcement of operating results for the FY ended Mar. 2018

Jun. 28

General Meeting of Shareholders/Change of directors and corporate auditors
Publication of Shareholder Newsletter 2018 Spring/ Summer Edition

Jul. 30

Announcement of first-quarter financial results

Oct. 1 (Scheduled)

Announcement of first-half Theme Park attendance

Late October

Announcement of second-quarter financial results

November (Scheduled)

Facilities tour for investors

Early December

Publication of Shareholder Newsletter 2018 Fall/Winter Edition

Late January

Announcement of third-quarter financial results

Tokyo Disneyland

Tokyo DisneySea

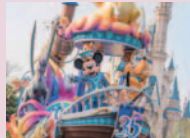
Tokyo Disney Resort 35th

"Happiest Celebration!"
April 15, 2018-March 25, 2019

New [†]+35th anniversary

Apr. 15

Daytime parade
"Dreaming Up!" starts



Mar. 27 – Jun. 6

Special Event
Disney's Easter



New

Apr. 15

Attraction
Re-opening of "it's a small world"



Apr. 15 – Mar. 25

New [†]+35th anniversary

Greeting Program
"Happiest Celebration on the Sea"

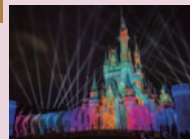


Jun. 7 – Jul. 7 **Special Program** Disney Tanabata Days

New [†]+35th anniversary

Jul. 10

Nighttime spectacular
"Celebrate! Tokyo Disneyland" starts



Jul. 10

New [†]+35th anniversary

Dockside Stage Show
"Hello, New York!" starts



Theatre Orleans
"Let's Party Gras!" starts



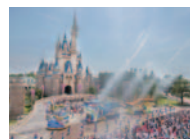
Jul. 10 – Sep. 2

Special Event
Disney Pirates Summer



Jul. 10 – Sep. 2

Special Event
Disney Natsu Matsuri



Sep. 11 – Oct. 31 **Special Event** Disney's Halloween



Nov. 8 – Dec. 25 **Special Event** Disney Christmas



Jan. 1 – Jan. 6 **New Year's Program**

New [†]+35th anniversary

Jan. 11 – Mar. 25

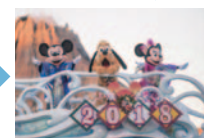
Special Event
Tokyo Disney Resort 35th "Happiest Celebration!" Grand Finale

Jan. 11 – Mar. 25

Special Event
Pixar Playtime



Program
Duffy's Heartwarming Days



*Photo: concept image *Event titles, dates and contents are subject to change. *Plans announced as of August 31, 2018

Message
from the
Corporate Officer
in Charge

On OLC's Human Resources

Strengthen human resource capability on a long-term sustainable basis



Yuichi Kaneki
Officer
Director of the Human Resources Division

Source of the OLC Group's competitive advantage

Human resources are as integral to our operations as structural investment, in terms of generating value for the businesses that we run. Over the years, we have pursued a universally virtuous cycle in which the happiness of the Guests with our Parks heightens the motivation of Cast Members, which in turn leads to even greater hospitality. Our honest approach to employees, from management through to Cast Members, has helped build an organizational culture and climate that sees everyone aiming for the same goal: creating happiness.

In particular, the person-to-person contact at Tokyo Disney Resort adds important value, and it is our human resources that provide us with a competitive advantage in this regard.





2020 Medium-Term Plan and future outlook

As part of our 2020 Medium-Term Plan, we seek to further improve our hospitality by strengthening the non-structural aspects of human resource capacity while trying to save labor. In June 2018, we announced the Tokyo DisneySea Large-Scale Expansion Project, which will mean we will need to continue strengthening this non-structural aspect of human resource capacity from the fiscal year ending March 31, 2022 onward. Shifting attention to the future labor market, however, we expect it to become increasingly difficult to secure human resources with a talent for hospitality, due to the impact of the Tokyo Olympics to be held in 2020 and a decline in the work force owing to Japan's dwindling birthrate and aging population. These conditions pose a significant challenge to us since staying bound to a traditional way of doing things will place limitations on us.

Against this backdrop, we will take steps to secure and nurture human resources who can stay true to the hospitality that is unique to Tokyo Disney Resort. We will also review our use of IT and operating methods, and work to enhance our Theme Park management and operations based on our commitment to boost convenience for Guests.

To overcome the severe changes in the business environment and secure and nurture human resources who can consistently create value, it is necessary to boost awareness of the value of working at OLC, not only in the labor market but also from a social perspective.

In May 2018, we established a project team to examine our human resource system from a medium- to long-term standpoint with a view to the future. With the project, we will reconsider the framework of our human resource management and aim to further solidify foundations on a human resource front as a means to enable sustainable business growth for Tokyo Disney Resort.

Uniqueness and diversity

The OLC Group has continued to create value by taking care of our human resources, which are social assets, over a period of 35 years in Maihama. We recognize that we have a significant responsibility to society from an Environmental, Social and Governance (ESG) perspective, since we currently employ around 30,000 people at Tokyo Disney Resort alone.

→ For details, please refer to OLC Group ESG Information on pages 32-33.

Going forward, we intend to continue developing human resources that can make a solid contribution to business by implementing a corporate philosophy and accompanying human resource strategy and initiatives that resonate in the heart of every employee. We believe that this will help us to continue securing and nurturing human resources with the ability to offer hospitality that is unique to the OLC Group.

We will continue delivering results and fostering personal development through human resource management that each employee can relate to. At the same time, leveraging the strengths and experiences of each individual will provide the impetus to continue generating value. This is where the real appeal of the Theme Park business lies, and I am confident that through this we can create happiness for our Guests, enhance the value of the OLC Group and contribute to society.

Interview 1

Supporting Individual Growth

Masashi Yokoyama
Director, Human Resources Department



Roles of Human Resources Department

- Formulate and supervise human resource strategy
- Formulate and promote measures related to recruitment, education and evaluation, etc. for employees

Q1

Two years have passed since OLC started offering no-term operational positions to fixed-term Theme Park staff in April 2016. Can you tell us if there have been any changes relative to your initial aims?

An environment in which employees can work with peace of mind and plan their career long-term

The aims of reform in our employment system are to improve working conditions, create an environment in which people can work with peace of mind, and enhance operational capability and hospitality throughout our Theme Parks by offering Theme Park operational positions under a new employment classification. Having Theme Park staff renew their contracts every year inevitably led to a short-term way of thinking with regard to work and career. For this reason, we switched Theme Park staff from fixed-term to no-term operational positions under the new employment classification, so that employees can envision work on a more medium- to long-term basis and from a company-level perspective. The system reform has resulted in an increase in the number of job applicants and a decrease in job turnover. It feels like we have taken the first positive step toward creation of a more pleasant work environment for employees, who are

the backbone of our Theme Parks. Going forward, we hope this will in turn further bolster our operational capability and hospitality.



Q2

Has increasing occupation types encouraged individuals to think in a more diversified manner? With this in mind, how will you implement training to meet the desires of each individual?

Establishment of conduct requirements (CRs) and training cycle

To create an environment that maximizes human resource capacity, we put into effect CRs and a training cycle during the period of the 2016 Medium-Term Plan. Until then, we did not have policies linked to the individual aspects of personnel affairs such as recruitment, training, assessment and promotion, so it was unclear what kind of people should be recruited and how training should be handled. To remedy this, we clarified CRs and organized a human resources policy to establish training programs.

First, we summarized the expectations of OLC’s human resources into three CRs: a willingness to take on new challenges and seek improvement; a commitment to getting things done without giving up; and the capability to act as a team. ❶

In addition, the CRs expected of managers and leaders within the upper levels of the organization have been categorized into four areas. ❷

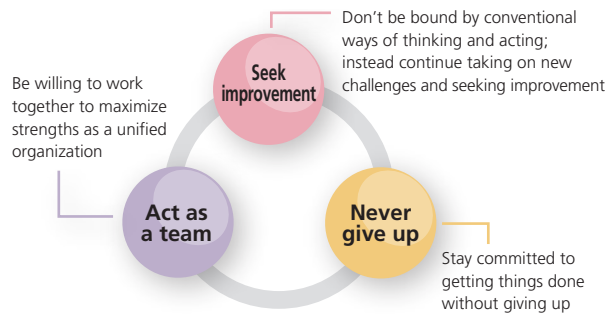
Next, we began preparing a development cycle that enables us to conduct training based on these CRs. ❸ The philosophy behind the development cycle is connecting the “dots” (separate elements) of our human resources policy repeatedly, which results in accelerating the development of our human resources.

As an example, we gain insight into the situation of members through career-related interviews conducted by managers. The interviews reference the results of a multifaceted assessment that is based on a self-check program, one of the CRs, and of a self-planning sheet that helps employees develop a career plan. Managers then use this information to formulate a training plan and assign duties for each member. During the period, management checked the progress each member as it was planned and provides support where necessary. At the end of the period, an evaluation interview is given and a review is conducted based on progress made in duties assigned at the start of the period and the CRs.

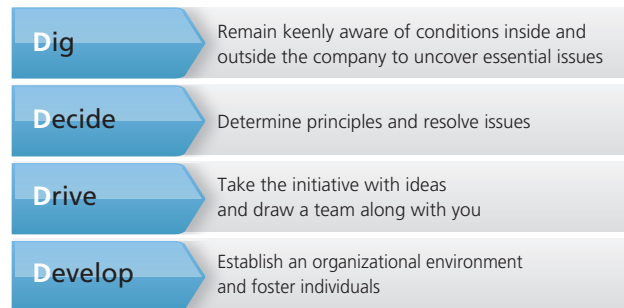
We started operating the development cycle in the fiscal year ended March 31, 2017 and made improvements of our

human resources policy in the following year by reflecting opinions collected from employee. Some of members have commented that the new development cycle has led to better communication between managers and members. We will continue to enhance the development cycle and seek to speed up the development of our human resources.

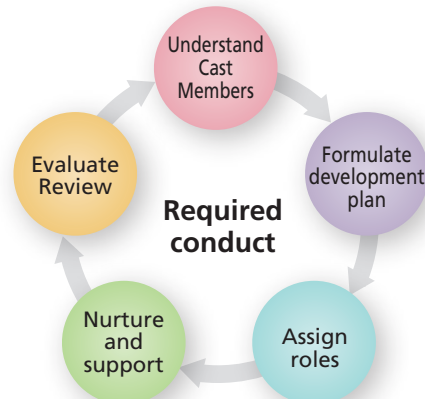
❶ Attitudes we encourage among employees



❷ Conduct requirements (CRs)



❸ Development cycle



Q3

Can you tell us what you view as important in human resource development as well as the attributes of OLC Group employees?

I believe the most important component of human resource development is creating an environment in which each trainee wants to grow and contribute by oneself. We are establishing a framework that supports training with the aim of ensuring this environment. We have enriched our training menu, such as introducing the "challenge system," which enable employees to challenge themselves with a shift to their preferred department, on loans and joint training with other industries, etc. We believe increasing the opportunities for challenge helps to arouse the motivation to grow and contribute.

To sustain Tokyo Disney Resort long into the future, it is necessary to broaden our perspectives outside the Company, expand our person-to-person network, and boost the number of personnel with diverse values. Based on our shared

mission,* the OLC Group unites to build up Tokyo Disney Resort, which has helped a culture that values teamwork to take root. The advantage of this can be seen beyond ordinary day-to-day activities to include emergencies such as the Great East Japan Earthquake, during which everyone quickly banded together to help.

On the other hand, creating an environment in which almost all employees are engaged in the business of Tokyo Disney Resort may lead to a monoculture in which points of view grow narrower. Grasping social trends in a timely manner and staying one step ahead always makes Tokyo Disney Resort endure in a rapid external environment. To boost the number of people at OLC who can behave in this way, we will seek to create opportunities to come into contact with people of differing backgrounds and build one another up.

Q4

What are the initiatives and aspirations of the Human Resources Department as we head toward 2020?

The number of employees balancing childcare or nursing care with work is on the rise. With this in mind, as part of our 2016 Medium-Term Plan, we sought to create an environment in which employees engaged in childcare or nursing care could continue working. As part of our 2020 Medium-Term Plan, we are striving to take things up a notch by creating an environment that encourages employees to take active roles in the Company. This includes the establishment of an environment in which employees undertaking childcare or nursing care can play key roles at work, and we have already embarked on a range of initiatives in this regard such as trying a work-from-home system. In addition, the Theme Park's operation department began trials giving consideration to shift work times after returning to work for employees engaged in

childcare. Because it is important to establish a system where there is no feeling of unfairness, we will aim to create an environment in which as many employees as possible can play active roles while keeping this in mind.

Human Resources Department initiatives have been effective in particular thanks to company-wide understanding and cooperation. It is imperative that each structure and the department work together rather than as a collection of "dots." The key is to further deepen ties in-house to connect these dots. Also, to avoid an inward-looking mindset, the department will take the lead in looking beyond company walls and embracing diverse values. By doing so, we aim to establish an organization that is a starting point for innovation at OLC.

*to provide people with magical dreams, moving experiences, happiness and contentment

Interview 2

Cast Members Who Can Make Guests Smile

Kyoji Yamada

Director, Cast Development Department

Roles of Cast Development Department

- Develop and implement recruitment marketing and education programs for part-time employees
- Oversee events for employees and measures to increase motivation



Q1

Can you tell us the details and aims of OLC's human resources system and education program for Cast Members (part-time employees)?

We overhauled our part-time employee system in April 2016 to enhance peace of mind, enjoyment and motivation based on findings from awareness surveys given periodically to Cast Members.

First, to ensure peace of mind, we raised the maximum salary increase for each role and qualification in line with the rising average number of years of continuous service, and introduced a system in which we can boost a person's salary twice a year in line with their performance evaluation. Also, by disclosing the maximum salary increase, it is now possible to ascertain one's future wage level in advance. This has helped create an environment in which employees can work with greater peace of mind.

With regard to the second keyword, "enjoyment," we are implementing new Guest service measures and internal events as well as providing training at overseas Disney Parks. This is based on our belief in the importance of creating a platform for Cast Members to feel the joy in encountering Theme Park

Guests and connecting with other Cast Members.

Closer inspection of the third keyword, "motivation," led us to the more specific terms of "self-efficacy" and "personal growth." We are strengthening activities related to employee recognition more than ever, in order to create further opportunities for employees to feel that they are helping Guests and colleagues and experiencing personal growth each day. We have also improved our evaluation system with appraisal standards that are more realistic and are putting them into practice.

In addition to these measures, the Human Resources Division and those working on the frontline have established an environment in which Cast Members can continue to have fun while working in a dynamic setting. This has resulted in increased satisfaction for Cast Members while effectively ensuring that people remain committed to their jobs.

Q2

What was the background to OLC's implementation of new policies for Cast Members ahead of the 35th anniversary of Tokyo Disney Resort?

We are extremely grateful to be celebrating the 35th anniversary of Tokyo Disney Resort. Cast Members are able to join in the festivities at the Theme Parks by giving special greetings to Guests, welcoming them with an arch to walk through and giving out surprises.



A welcome greeting

The anniversary has provided us with the opportunity to discuss and review our approach to Guest service Company-wide. Currently, more than 30 million Guests visit the Theme Parks annually. Our philosophy has been to treat all Guests as VIPs and provide hospitality at the same level to everyone. But perhaps we have stuck too rigidly to this concept, which has led to certain minor deficiencies in our overall Guest service.

I saw this as an issue around six years ago, when I was director of the Merchandise Sales Department, so I formulated departmental policy and started implementing new training to counter this. There have been repeated discussions about the ideal Guest service with directors from other departments since then.

The joy in our job comes from seeing Guests happy and having fun. For this, we need to be in tune with the circumstances and feelings of each Guest, and to have each Cast Member think about what he or she can do to achieve this, and translate it into action. In fact, we know that Cast Members are on the same page based on an awareness survey and from actual conversations with many of them. The director discussions once again confirmed that taking the initiative is what hospitality is all about and underscores

the true Disney hospitality.

During the talks, we also decided to look at service in two ways: functional service (operational efficiency) and emotional service (hospitality skills). Through operational efficiency, a large number of Guests can enjoy the Theme Parks in a seamless way. Since this has been enhanced over the past few years, our issue now is to boost our hospitality skills so that employees are better equipped to deal with the individual circumstances and feelings of Guests. Strengthening operational efficiency and hospitality skills has become one of the pillars of the OLC 2020 Medium-Term Plan.

In addition, we provided training to all employees before sharing Company-wide the details of new service measures for the 35th anniversary year. We did this so that we could properly disseminate the concept of "ideal hospitality," the foundation of the initiative, among management on the frontline. All Cast Members have since been receiving ongoing training in this area.



The new goal of our Cast Members is embodied in the phrase "We create happiness." This "we" of course refers to not only Cast Members but also Guests with Cast Members. It is important for Cast Members to join with Guests to generate happiness, and we aim for all Cast Members to be able to think about how to do this on their own and then take action in a fun way.



Q3

What are your thoughts on securing human resources given the 2020 Olympics and in light of your plans from the fiscal year ending March 31, 2022?

The employment environment is becoming increasingly severe each year and it is a fact that there is a temporary labor shortage in specific time slots and for certain positions. Despite this, on a company-wide basis, there are currently more employees on our books than ever before. We have undertaken a range of initiatives to enhance convenience for applicants by changing recruitment methods and developing a recruitment system as well as to eliminate the time lag from application to employment. The effect of these and other measures have started to bear fruit.

We are looking into further measures to respond to changes in the internal and external environments that include bolstering employee recruitment and retention. In examining these measures, we decided that we'd like to create a more pleasant work environment not only from the perspective of securing labor but also for the sake of Cast Members. As an example, we calculate the workload of Cast Members by the day and time period in response

to Guest demand via a workforce management system that we introduced last fiscal year, and this has enabled us to set work hours more efficiently and effectively. Since the number of personnel required to run the facilities inside the Theme Parks (attractions, shows, restaurants, merchandise sales area) differs for each facility depending on the season, day of the week and time of day, we have been striving to boost the accuracy of workload projections in accordance with the circumstances through use of this system. The system also incorporates the preferred work time slots of each Cast Member, which has made it possible to more effectively and efficiently assign shifts in a timely manner.

Through this, we have made it easier for people who want to work short shifts such as housewives, senior citizens and students. Supporting diverse work styles in this way has the advantage of ensuring a broader range of personnel who can meet the diverse expectations of Guests.

Q4

What do you plan to do to retain an environment where Cast Members want to keep working for Tokyo Disney Resort?

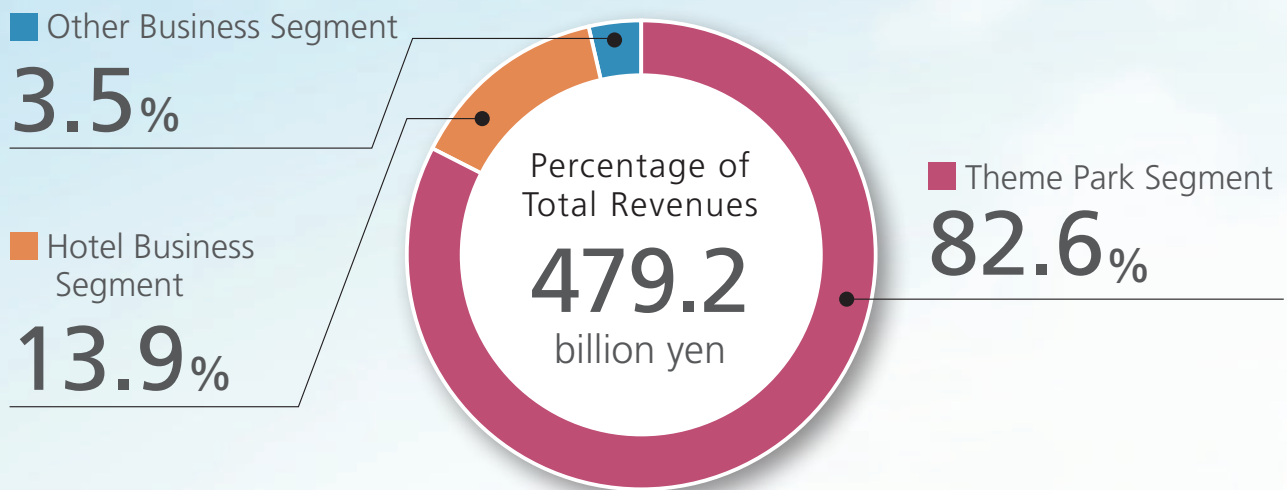
We plan to establish the OLC Career College in October 2018 with the aim of supporting the careers of Cast Members as working adults. I received a letter from a Guest who had witnessed the fun and exciting way our employees go about their work. The person commented on the wonderful way we treat our Cast Members and that their child aspired to become a Cast Member in the future. It was so pleasing to hear this. To ensure Tokyo Disney Resort remains a place of dreams for Cast Members who joined us to fulfill a long-held desire, we intend to further improve our work environment and reform our human resource system in addition to providing exceptional career support to Cast Members.

Another thing we can do is to create more opportunities for people to smile. This means maximizing the strengths of the Tokyo Disney Resort organization that we have built up over the past 35 years, including supervisors and colleagues not missing a chance to compliment Cast Members providing exceptional hospitality to Guests; gently encouraging new Cast Members who may be hesitant to approach Guests; and building a workplace that fosters a feeling of oneness and teamwork where Guest services are handled by everyone rather than an individual.

We will continue endlessly in our pursuit to enhance the peace of mind, enjoyment and motivation of our employees.

The OLC Group has maintained Theme Park attendance at a high level, exceeding 30 million over the past five consecutive fiscal years mainly through the success of new attractions and special events at Tokyo DisneySea as well as positive reviews of a new limited-period nighttime entertainment at Tokyo Disneyland.

As a result, revenues increased to ¥479.2 billion (up 0.3% from the previous fiscal year). Meanwhile, operating income, ordinary income, and net income attributable to owners of parent decreased to ¥110.2 billion (down 2.5%), ¥111.6 billion (down 2.6%), and ¥81.1 billion (down 1.4%), respectively, owing primarily to a rise in personnel expenses for part-time employees.



Results for the Fiscal Year Ended March 31, 2018

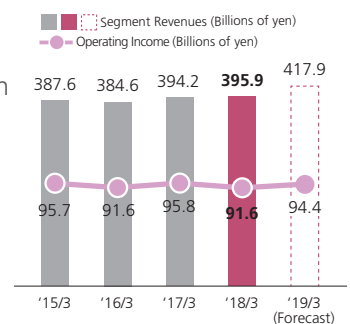
Listed monetary amounts were rounded to the nearest ¥0.1 billion until the fiscal year ended March 31, 2016, but since then have been rounded down to the nearest ¥0.1 billion.

Theme Park Segment

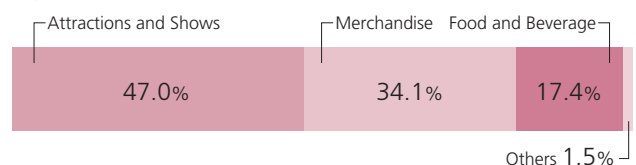


Segment Revenues
395.9 billion yen
(up 0.4%)

Operating Income
91.6 billion yen
(down 4.4%)



Segment Revenues



Segment Highlights

In the Theme Park Segment, segment revenues were at a record high of ¥395.9 billion (up 0.4% from the previous fiscal year) as Theme Park attendance rose to 30.1 million (up 0.3%) and revenues per Guest were ¥11,614 (up 0.2%), the highest figure ever. Despite the higher revenues, operating income was ¥91.6 billion (down 4.4%) due to an increase in expenses such as allowance for part-time employees.

Review of Consolidated Operations

- The main facilities of the Theme Park Segment are Tokyo Disneyland and Tokyo DisneySea.
- Tokyo Disneyland opened in April 1983 and Tokyo DisneySea in September 2001. Total cumulative attendance at the two Theme Parks surpassed 700 million.
- Tokyo Disneyland and Tokyo DisneySea have an approximately 50%* share of the Japanese amusement and leisure park market.
- Revenues of the Theme Park Segment are broadly divided into attractions and shows, merchandise and food and beverage.

- Attractions and shows revenues include ticket receipts and parking receipts.
- Merchandise revenues include sales of merchandise at Bon Voyage and commercial facilities within affiliated hotels, in addition to commercial facilities within the Theme Parks.
- Food and beverage revenues include sales of food and beverage at commercial facilities within the Theme Parks.

*Source: White Paper on Leisure 2017 (August 2017, Japan Productivity Center)

Hotel Business Segment



Review of Consolidated Operations

- The main facilities in the Hotel Business Segment are the Disney Hotels and Brighton Hotels.
- The four Disney Hotels are Tokyo Disneyland Hotel (opened in July 2008), Tokyo DisneySea Hotel MiraCosta (opened in September 2001), Disney Ambassador Hotel (opened in July 2000) and Tokyo Disney Celebration Hotel* in Shin-Urayasu (opened in June 2016).
- The Brighton Hotels have four locations including those in Shin-Urayasu and Kyoto (shares of operator Brighton Corporation were acquired in March 2013).

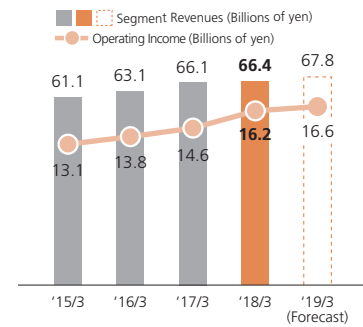
*In June 2016, Palm & Fountain Terrace Hotel was rebranded and held a grand opening as Tokyo Disney Celebration Hotel.

Segment Revenues

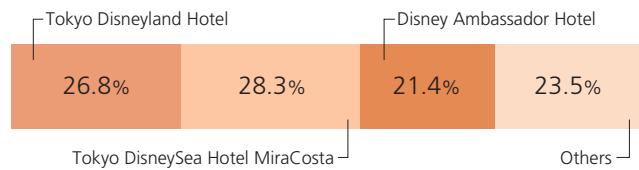
66.4 billion yen
(up 0.5%)

Operating Income

16.2 billion yen
(up 11.3%)



Segment Revenues



Segment Highlights

Segment revenues increased to ¥66.4 billion (up 0.2% year on year), mainly due to full-year operation of Tokyo Disney Celebration Hotel. Operating income rose to ¥16.2 billion (up 11.3% year on year), due to a decrease in various expenses that included costs for the opening of Tokyo Disney Celebration Hotel.

Other Business Segment



Review of Consolidated Operations

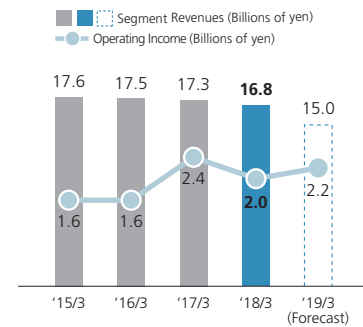
- The main facilities of the Other Business Segment are Ikspiari (opened in July 2000), Disney Resort Line (opened in July 2001) and MAIHAMA Amphitheater (opened in September 2012).
- Ikspiari is a commercial complex based on the concept of “a town full of stories and entertainment.” It includes approx. 140 shops and restaurants and a 16-screen cinema complex.
- Disney Resort Line is a monorail connecting four stations within Tokyo Disney Resort.

Segment Revenues

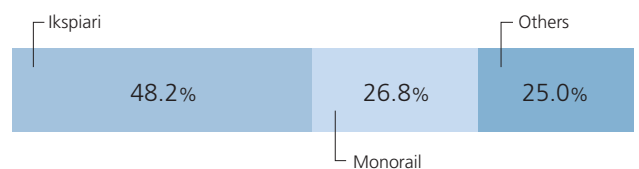
16.8 billion yen
(down 3.1%)

Operating Income

2.0 billion yen
(down 13.7%)



Segment Revenues



Segment Highlights

Segment revenues decreased to ¥16.8 billion (down 3.1% year on year), mainly reflecting a drop in sales in the Ikspiari business. Operating income fell to ¥2.0 billion (down 13.7%), mainly due to a decline in operating income in the Ikspiari business.

Seeking to Provide Happiness Continually

The OLC Group is dedicated to corporate social responsibility (CSR) based on five main areas on which we place value, and in line with our vision of adding value to society by providing happiness and helping to achieve a society in which people can live spiritually fulfilling lives and a future filled with dreams. OLC Group activities related to corporate governance, human resource development, the nurturing and support of children and response to environmental challenges have been highly acclaimed outside the Company. Going forward, we will strive to further improve information disclosure, taking into account the correlation between Sustainable Development Goals (SDGs) and business as well as heightened awareness in society of Environment/Social/Governance (ESG) related information.

● Relationship between ESG and CSR

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

		OLC Group CSR Policy: Five Main Areas of Corporate Social Responsibility	Stakeholders
 Governance	 Environment	Caring for the Environment The OLC Group is working earnestly on environmental initiatives that will allow us to continue bringing happiness to generations to come, while preserving and passing on an environmentally sound planet. We work on climate change mitigation and adaptation by reducing greenhouse gas emissions and seeking to adapt to environmental conditions to minimize the impact on our Guests.	Environment
	 Social	Dynamic and Inspiring Workplaces Our personnel are the source of the magical dreams, moving experiences, delight and contentment offered by the OLC Group. Since the hospitality each employee demonstrates is key to continue bringing happiness to our Guests and society at large, we engage in a range of initiatives to enhance employee satisfaction, and make sure that all of our employees can achieve their full potential, feel safe at work, experience personal growth, and find their jobs rewarding.	Employees
		Commitment to Our Guests and Society Focusing on our Guests’ increasingly diverse needs, including the different types of families and overseas visitors, at the OLC Group we constantly strive to evolve. We also aim to continue offering greater happiness to our Guests and society at large through business activities that embody a broader social perspective, taking into account the needs of children, the elderly and persons with disabilities.	Guests Corporate sponsors Licensors, business partners
		Children Are Our Future 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 child support and development. We are also providing continued support to those affected by large-scale earthquakes.	Guests Local community Partners for collaboration (NPO, NGO, etc.)
		Trust and Integrity Ensuring that our Guests are safe and able to enjoy themselves free of care is our most important responsibility, serving as the foundation of the happiness we offer. Likewise, maintaining our compliance and integrity as a company will help us develop relationships of mutual trust with our stakeholders, in turn leading to our sustainable growth and development. We will continue to bolster our corporate governance so that we can fulfill our corporate mission to create magical dreams, moving experiences, delight and contentment.	Guests Shareholders and investors Administration Suppliers

Contribution to SDGs through business

The 17 Sustainable Development Goals (SDGs) were established at a United Nations Summit in September 2015 as goals to be shared and pursued worldwide in order to drive sustainable development. Heeding the call from the global community, the OLC Group aims to contribute through our business activities.



Key initiatives	Relevant SDGs
<ul style="list-style-type: none"> Measures against global warming <ul style="list-style-type: none"> Reduce CO₂ Increase efficiency of energy consumption Waste reduction <ul style="list-style-type: none"> Curb waste generation Implement recycling initiatives Purification and recycling of water resources Appropriate management of chemical substance Due consideration to biodiversity 	
<ul style="list-style-type: none"> Establishment of training and support systems Foster corporate culture and employee satisfaction Work-life balance Support of family care and active female roles Employment of persons with disabilities 	
<ul style="list-style-type: none"> Provision of happiness to Guests and the community Multilingual support Commitment to full and equal access Learning from Guest feedback 	
<ul style="list-style-type: none"> Activities to nurture and support children Hands-on workplace learning and visiting lessons for local children Cooperation with local events 	
<ul style="list-style-type: none"> Corporate governance Compliance Initiatives for human rights Risk management and information security Creation of partnerships with suppliers Safety- and quality-related initiatives Security, first aid, emergency response 	

Evaluation from external organizations

Socially Responsible Investment (SRI)



FTSE4Good

Oriental Land Co., Ltd. has been selected for inclusion in the FTSE 4 Good Index Series since 2015.



FTSE Blossom Japan

Oriental Land Co., Ltd. has been selected for inclusion in the FTSE Blossom Japan Index since 2017.



Oriental Land Co., Ltd. has been selected for inclusion in the MSCI Japan ESG Select Leaders Index since 2017.



Oriental Land Co., Ltd. has been selected for inclusion in the MSCI Japan Empowering Women Index since 2017.

Basic Thoughts on Corporate Governance

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



OLC-WAY

Even with our thorough governance systems in place, ultimately the awareness of the people who use these systems will decide if they will function or not. In recognition of this fact, the OLC Group is working to spread and raise awareness of OLC-WAY, a set of shared promises among all officers and employees.

By having all officers and employees fulfill the promises of "Honesty," "Proactive Execution" and "Healthy Conflict" contained in OLC-WAY, we will better position ourselves to fully implement our medium-term plan and strategies.

OLC-WAY

1 Honesty

To focus on "only in the present" and "only on yourself" is insufficient. Always take a long-term perspective, and think from an all-inclusive, optimal point of view.

2 Proactive Execution

There is no growth without action. First, challenge yourself. Failure is the best teacher.

3 Healthy Conflict

The precedent is not necessarily the best. Discuss matters starting from zero and head toward the goal.

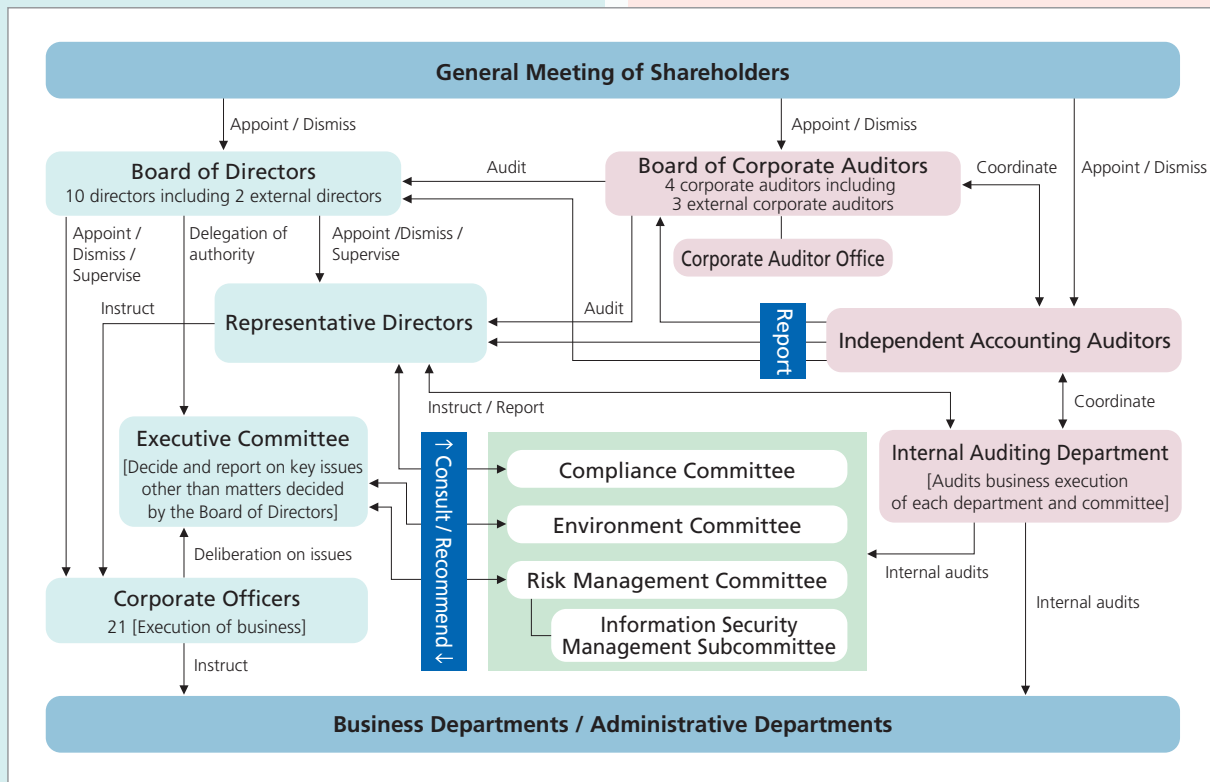
Business Execution System

- Introduction of the Corporate Officer System
- Appointment of two external directors out of ten directors
- Establishment of the Executive Committee

Audit and Supervisory System

- Adoption of the Board of Corporate Auditors
- Appointment of three external corporate auditors out of four corporate auditors
- Cooperation between the standing corporate auditors, Internal Auditing Department and independent accounting auditors, supported by dedicated staff from the Corporate Auditor Office

● Corporate Governance Overview of the Basic Systems (As of August 1, 2018)



● Corporate Governance Structure (As of August 1, 2018)

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

*1. The maximum number of directors defined in the Articles of Incorporation is 15.
 *2. Except when the chairman serves concurrently as president.
 *3. The maximum number of corporate auditors defined in the Articles of Incorporation is 6.

Directors and Board of Directors

■ Board of Directors Comprising Ten Directors, including Two External Directors

To enhance the transparency of the Board of Directors and further strengthen management structure, the Board of Directors comprises 10 directors, including two external directors, and discusses and decides on important items.

Board of Directors meetings are attended by all corporate auditors, who have different duties and monitor management from their own unique perspectives.

Corporate Officers and the Executive Committee

■ Accelerating Decision Making through Delegation of Authority

OLC has introduced the Corporate Officer System to accelerate decision making by promoting the delegation of authority to corporate officers.

The Board of Directors delegates authority to the Executive Committee comprised of standing directors, which discusses, decides and reports on important items (excluding items requiring a Board of Directors resolution).

Corporate Auditors and the Board of Corporate Auditors

■ Four Corporate Auditors, including Three External Corporate Auditors

The Board of Corporate Auditors comprises four corporate auditors, of whom three are external corporate auditors, and activities include listening to reports from directors, officers and employees and viewing important documents, while discussing the status of deliberation at important meetings, audit results and other matters among the corporate auditors. The two standing corporate auditors attend meetings of the Board of Directors, the Executive Committee and other committees to monitor and gather information.

Furthermore, to assist the corporate auditors in their duties, a specialized staff has been assembled. The effectiveness of corporate auditing is also enhanced through cooperation between the standing corporate auditors, Internal Auditing Department and independent accounting auditors.

● Number of Committee Meetings in the Fiscal Year Ended March 31, 2018

Board of Directors meetings	11	*Held monthly in principle
Board of Corporate Auditors meetings	14	*Held monthly in principle
Executive Committee meetings	20	*Held twice monthly in principle

Compensation Paid to Directors and Corporate Auditors and Audit Compensation

In the fiscal year ended March 31, 2018, compensation paid to directors and corporate auditors and compensation paid to independent accounting auditors (compensation for services prescribed in Article 2, Paragraph 1 of the Certified Public Accountants Law of Japan and compensation for other services) was as follows:

● Compensation Paid to Directors and Corporate Auditors (Fiscal year ended March 31, 2018) (Millions of yen)

	Recipients	Amount
Compensation paid to directors	12	391
Compensation paid to corporate auditors	4	84
Total	16	475

*1. Employee wages are not paid to directors who work concurrently as employees of the Company.

*2. The Company has abolished bonuses and such bonuses are not included in compensation paid to directors.

*3. Of the above, the total amount of remuneration to external directors and corporate auditors was ¥73 million.

● Audit Compensation (Fiscal year ended March 31, 2018) (Millions of yen)

	Amount
Compensation based on audit certification	89

*The Company's auditing contract with the independent accounting auditors does not clearly differentiate compensation for auditing as based on the Companies Act or the Financial Instruments and Exchange Law. Because the amounts cannot be practically differentiated, compensation for the period is included in the total.

Policy for Determining Compensation Paid to Directors and Corporate Auditors

Directors are compensated in the form of set monthly payments and stock. The amount of compensation is determined in accordance with policies accepted by the Board of Directors and must not exceed a limit decided at the General Meeting of Shareholders.

Compensation is decided based on the position, roles and responsibilities of each director as well as in consideration of how well the directors met management and individual goals and how much they contributed to the management of the Company.

The stock compensation plan was introduced following approval at the General Meeting of Shareholders held on June 28, 2018 to provide an incentive to directors (excluding external directors) to continually improve the corporate value of the Company and to further promote shared values with shareholders.

Corporate auditors are compensated in the form of set monthly payments only. The amount to be paid is determined through negotiation with the corporate auditors and must not exceed a limit decided at the General Meeting of Shareholders.

There is no set policy for determining the compensation of independent accounting auditors. When deciding this compensation, the Company takes into account such factors as the number of days used to conduct audits.

Reinforcing the Internal Control System

Enhancing internal controls through rigorously maintaining the compliance system, entrenching the risk management system and strengthening the information management system

Building a Compliance System

■ Established the Compliance Committee and Employee Consultation Office

We set up the Compliance Committee, which is chaired by a designee of the president, to ensure the legality of the Company's management and to promote a spirit of compliance. If the committee discovers misconduct by an officer or employee or a serious violation of the law or the Company's Articles of Incorporation, it conducts the necessary investigations and reports its findings to the Compliance Committee Chairman, Company President and Corporate Auditor promptly each time. All matters are periodically reported to the Compliance Committee, the Company President, the Executive Committee and the Board of Directors. Moreover, an Employee Consultation Office has been set up as a channel for internal reporting within the OLC Group, and we have established an external consultation desk inside the advising law office.

OLC Group Compliance Code

The OLC Group's officers and employees have a strong ethical commitment to comply with external laws and regulations and internal rules.

1. Prioritize safety above all else.
2. Respect human rights and prevent discrimination and harassment.
3. Engage in fair and transparent transactions.
4. Strictly control confidential information, including personal information.
5. Take a firm stance toward antisocial organizations.



Business Guideline

■ Ensuring Compliance through Employee Training

We have established the OLC Group Compliance Code, which outlines the rules for officers' and employees' compliance with ethics and laws, and the Business Guideline, which outlines specific standards for the practice of compliance.

Furthermore, we institute educational programs related to compliance, conducting stratified seminars, holding a compliance month, inviting external lecturers to provide training, offering e-learning courses and group discussions to share information and awareness.

We also implement strict monitoring to ensure the effectiveness of measures related to compliance.

● Examples of Group Discussions that Use Case Studies

Appropriate labor control

Prevention of harassment

Management of information

Building Partnerships with Vendors

The OLC Group Compliance Code states that we engage in fair and transparent transactions and we employ a fair process of vendor selection that gives due consideration to quality, price, technology, delivery lead times and financial conditions. Once vendors have been selected, we pursue dealings that take into account compliance with laws and regulations as well as to fulfill our responsibility to society in a wide range of issues. These include product safety, worker safety, respect for human rights and environmental conservation based on the "OLC Group Vendors Code of Conduct."

● OLC Group Vendors Code of Conduct

- | | |
|---|----------------------------|
| 1. Compliance with the Law | 4. Fair Business Practices |
| 2. Safety of Merchandise | 5. Information Management |
| 3. Worker Safety and Respect for Human Rights | 6. Anti-Social Elements |
| | 7. Environmental Issues |

Tokyo Disney Resort

Supply chain management

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).

Risk Management System

■ Establish and Operate a Risk Management Cycle

OLC's Risk Management Committee, chaired by the president, extracts, analyzes, assesses and prioritizes risks facing the Company and establishes and operates a risk management cycle with formulated preventative measures or countermeasures for individual risks.

OLC has also set up the Emergency Control Center (ECC) as the organization which responds when a risk materializes.

■ Raising the Management Level through the Information Security Management Subcommittee

OLC's fundamental policies regarding information security are outlined in the OLC Group Information Security Policy. Additionally, we have been working to improve the level of information security management through the creation of an Information Security Management Subcommittee in the Risk

Management Committee. These two organizations oversee the management of information.

● **Specific Risks Handled by the ECC**

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

Increasing Management Transparency

Increasing management transparency and justness through proactive disclosure of information

Investor Relations (IR) Activities of OLC, Conducting Active Information Disclosure and Transmitting Feedback throughout the Company

Top management, corporate officers, and directors are supported by a specialized IR staff consisting of seven members. This staff constantly endeavors to improve the transparency and speed of information disclosure.

We aim to disclose information in an easy-to-understand manner through such means as transmitting on-demand video presentations of financial results and voice files of quarterly financial teleconferences as well as by providing materials in Japanese and English that are geared toward investors who are unfamiliar with OLC.

OLC values opportunities for management to communicate directly with shareholders. The Company holds discussion forums

with its shareholders and other investors, participates in conferences throughout Japan and overseas that are organized by securities companies and conducts Company explanations for private investors and securities companies.

We not only make reports to management, we also hold internal explanatory meetings over 80 times a year for individual departments and groups that use our financial results meeting materials in order to communicate the opinions of shareholders and other investors to employees in detail. In addition, the several thousands of opinions, suggestions and evaluations received from our approximately 180,000 shareholders through questionnaires are sorted by content for regular feedback to appropriate managers and departments so we can work to improve our management and business activities.

■ **IR-Related Activities**

	Supplementary Explanation	Explanation by the Representatives
Formulate and publish a Disclosure Policy	A Disclosure Policy has been formulated and published on the OLC website.	
Hold regular briefings for individual investors	Briefings have been held at places such as securities companies where overviews of the company and its financial results, progress regarding the medium-term management plan and other explanations were provided.	No
Hold regular briefings for analysts and institutional investors	Briefings for the year-end financial results and telephone conferences for the first, second and third quarter results have been held where overviews of the financial results, progress regarding the medium-term management plan and other explanations were provided.	Yes
Hold regular briefings for overseas investors	The Company visited investors mainly in the U.S., Europe and Asia and participated in conferences held in Japan and overseas where overviews of the company and its financial results, progress regarding the medium-term management plan and other explanations were provided.	Yes
Publish IR materials on the company website	Published materials such as financial statements, securities reports (in Japanese), quarterly financial statements (in Japanese), results presentation materials, shareholder newsletters (in Japanese), annual reports and fact books. http://www.olc.co.jp/en/ir/library.html	

Reinforcing Management Oversight Functions

Ensuring the health of management by maintaining an external and internal oversight system

**Utilizing External Directors and External Corporate Auditors
Strengthening Management Fairness through
Appointment of External Officers**

OLC maintains an oversight system through the appointment of external officers to strengthen supervisory functions.

The external directors give advice and make suggestions to

the Board of Directors as necessary to ensure the validity and appropriateness of the decisions made by the Board of Directors. They also offer prudent advice based on their wealth of experience, wide-ranging insights and outside perspectives, further enhancing management's ability to maintain fairness.

The external corporate auditors receive reports from the Board of Directors on the execution of duties and the state of important meetings, such as the Executive Committee meeting, at the Board of Corporate Auditors, as well as on the state of auditing of subsidiaries and on the auditing plans

and auditing results of the Internal Auditing Department, and strive to enrich audits through mutual understanding on a daily basis. The external corporate auditors receive reports on the results of the independent accounting auditor's year-end reviews and audits of the Company's financial statements for the first to third quarters. They also exchange opinions regarding the Company's operations as necessary throughout the fiscal year while remaining well versed in a variety of Company-related information.

Major Activities of the External Directors and External Corporate Auditors (Fiscal year ended March 31, 2018)

		Board of Directors meetings (Held 11 times)	Board of Corporate Auditors meetings (Held 14 times)	Reason for appointment
Executive directors (external)	Tsutomu Hanada	11	—	Tsutomu Hanada is an external corporate officer at other companies. He was selected as an external director so that he may use his rich background of managerial experience and wealth of managerial expertise to offer appropriate advice to the Company's management.
	Yuzaburo Mogi	10	—	Yuzaburo Mogi was selected as an external director so that he may use his rich background of managerial experience and wealth of managerial expertise at other companies to offer appropriate advice to the Company's management.
Corporate auditors (external)	Tetsuo Suda (Standing)	11	14	Tetsuo Suda was selected as an external corporate auditor so that he may use his rich background of managerial experience and wealth of managerial expertise to supervise all areas of management and offer appropriate advice to the Company's management.
	Hiroshi Otsuka	11	14	Hiroshi Otsuka was selected as an external corporate auditor so that he may use his rich background of managerial experience and wealth of managerial expertise to supervise all areas of management and offer appropriate advice to the Company's management.
	Tatsuo Kainaka	11	14	Tatsuo Kainaka is expected to supervise the Company's management from an objective perspective based on the legal expertise he has developed through his experience as a Chief Justice of the Supreme Court and an attorney at law. Further, he has participated in committees and investigatory bodies that conduct third-party audits and investigations of other companies from a neutral position. This rich background of auditing experience was a key consideration behind his selection as an external corporate auditor.

Internal Audits

The Internal Auditing Department Continuously Improves and Enriches Internal Controls

OLC has enhanced and continuously improves internal controls with the establishment of an Internal Auditing Department to ensure compliance with laws and internal rules as well as efficient business execution. This department is independent of the other executive departments of the Company. In conducting internal audits, the Internal Auditing Department works with corporate auditors and accounting auditors to examine, assess and advise on whether Company operations are being conducted in compliance with management policies and plans as well as internal regulations, and appropriately and

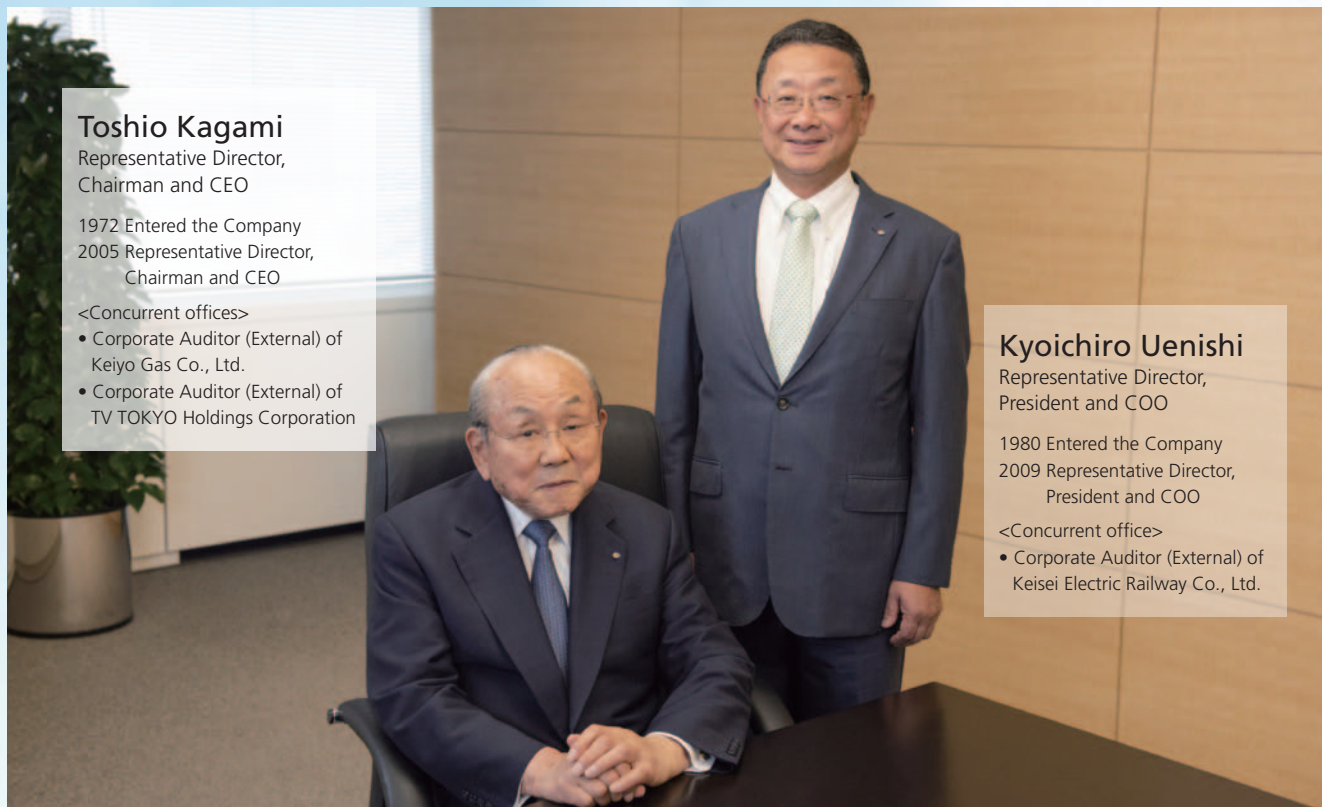
efficiently with the goals of promoting management efficiency and contributing to enhanced profitability.

Independent Accounting Audit

Undergo an External Audit to Ensure Appropriateness of Accounting

To ensure accurate accounting, the OLC Group receives audits from KPMG AZSA LLC. Our designated unlimited liability and engagement partners from KPMG AZSA LLC are certified public accountants Hiroyuki Nakamura and Daika Azuma. Additionally, a total of 16 accountants and assistants engage in other accounting and auditing activities.

Board of Directors



Toshio Kagami

Representative Director,
Chairman and CEO

1972 Entered the Company
2005 Representative Director,
Chairman and CEO

<Concurrent offices>

- Corporate Auditor (External) of Keiyo Gas Co., Ltd.
- Corporate Auditor (External) of TV TOKYO Holdings Corporation

Kyoichiro Uenishi

Representative Director,
President and COO

1980 Entered the Company
2009 Representative Director,
President and COO

<Concurrent office>

- Corporate Auditor (External) of Keisei Electric Railway Co., Ltd.



Norio Irie

Executive Director

1975 Entered the Company
2003 Executive Director



Yumiko Takano

Executive Director

1980 Entered the Company
2003 Executive Director

<Concurrent office>

- Representative Director and Chairman of Milial Resort Hotels Co., Ltd.



Yuichi Katayama

Executive Director

2013 Entered the Company
2013 Executive Director



Akiyoshi Yokota

Executive Director

1980 Entered the Company
2009 Executive Director



Wataru Takahashi

Executive Director

1981 Entered the Company
2017 Executive Director



Tetsuro Sato

Executive Director

1982 Entered the Company
2017 Executive Director

<Concurrent office>

- Representative Director and Chairman of MBM Co., Ltd.

Board of Directors



Tsutomu Hanada
Executive Director (External)

1966 Entered Keisei Electric Railway Co., Ltd.
2005 Executive Director of the Company
<Concurrent offices>

- Advisor of Keisei Electric Railway Co., Ltd.
- Executive Director (External) of Shin-Keisei Electric Railway Co., Ltd.
- Corporate Auditor (External) of The Keiyo Bank Ltd.



Yuzaburo Mogi
Executive Director (External)

1958 Entered Kikkoman Corporation
2016 Executive Director of the Company
<Concurrent offices>

- Honorary Chief Executive Officer and Chairman of the Board of Kikkoman Corporation
- Corporate Auditor (External) of Tobu Railway Co., Ltd.
- Corporate Auditor (External) of Fuji Media Holdings, Inc.
- Executive Director (External) of Calbee, Inc.
- Chairman of Japan Productivity Center

Corporate Auditors



Shigeru Suzuki
Standing Corporate Auditor

1980 Entered the Company
2003 Executive Director
2015 Corporate Auditor



Tetsuo Suda
Standing Corporate Auditor (External)

1968 Entered Keisei Electric Railway Co., Ltd.
2014 Corporate Auditor of the Company



Hiroshi Otsuka
Corporate Auditor (External)

1958 Entered Keisei Electric Railway Co., Ltd.
1996 Corporate Auditor of the Company
<Concurrent offices>

- Honorary Advisor of Keisei Electric Railway Co., Ltd.
- Executive Director (External) of Tokyu Construction Co., Ltd.



Tatsuo Kainaka
Corporate Auditor (External)

2002 Chief Justice of the Supreme Court
2010 Licensed attorney at law
Entered Takusyou Sogo Law Office
2012 Corporate Auditor of the Company
<Concurrent offices>

- External Director of Mizuho Financial Group, Inc.
- President of Life Insurance Policyholders Protection Corporation of Japan

Note: External executive directors Tsutomu Hanada and Yuzaburo Mogi and external corporate auditor Tatsuo Kainaka satisfy the requirements for independent officers as specified in Article 436-2 of the Securities Listing Regulations of Tokyo Stock Exchange, Inc.

Corporate Officers

President Officer
Kyoichiro Uenishi

Executive Vice President Officer
Norio Irie
Supervisor of Human Resources Division

Senior Executive Officers
Yumiko Takano

Supervisor of Hotel Business Segment, in charge of Corporate Strategy Planning Department, Representative Director and Chairman of Milial Resort Hotels Co., Ltd.

Yuichi Katayama

Supervisor of Sponsor Marketing Alliance Department and in charge of Corporate Supervision Department

Executive Officer

Akiyoshi Yokota

In charge of IT Strategy Implementation and CS Enhancement Departments

Officers

Wataru Takahashi

In charge of General Affairs, Core Business Legal Affairs, Food Safety Control and Internal Auditing Departments

Tetsuro Sato

Representative Director and Chairman of MBM Co., Ltd.

Etsuko Nagashima

In charge of Social Activity Promotion Department

Masufumi Sumimoto

In charge of Theatrical Business Division and Representative Director and Chairman of IKSPIARI Co., Ltd.

Satoshi Hayashi

Director of Entertainment Division

Yuichi Kaneki

Director of Human Resources Division

Rika Kanbara

Director of Merchandise Division

Koichi Kasahara

In charge of Resort Creation Department and Director of Resort Creation Department

Kenji Yoshida

Director of Food Division

Kiyotaka Hayakawa

In charge of Sponsor Marketing Alliance Department and Director of Sponsor Marketing Alliance Department

Ryoichi Miyauchi

In charge of Publicity Department

Junichi Onosato

Director of Engineering Division

Daisuke Iwase

Director of Marketing Division

Ryotaro Shiiba

Director of Operations Division and Operation Management Department

Tomoyuki Shimoda

In charge of Finance/Accounting and Business Solution Departments and Director of Finance/Accounting Department

Kotaro Takamura

Director of Corporate Strategy Planning Department

Safety and Security Measures at Our Theme Parks

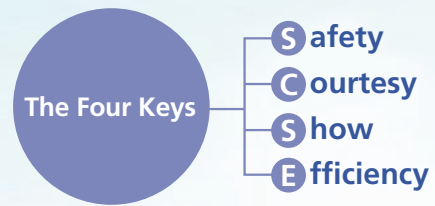
Tokyo Disney Resort

Ensuring that our Guests are safe and able to enjoy themselves free of care is our most important responsibility in executing business.

Based on the Four Keys, our shared code of conduct at Disney Theme Parks, the OLC Group works to maintain and enhance safety on both structural and non-structural fronts and through our operations within our Theme Parks in such areas as attractions, shows and parades, shopping and dining. This includes employee training and initiatives for security, first aid and emergency response.

Code of Conduct—The Four Keys

All Cast Members make decisions and act based on the Four Keys, our shared code of conduct at Disney Theme Parks, to provide the highest level of hospitality to Guests. The Four Keys are presented in order of priority.



Attraction Safety

On the structural front, a team of approximately 1,000 maintenance technicians conducts inspections and maintenance, while efforts on the non-structural front include confirming safety during operation as a way to maintain and enhance attraction safety.



Confirming safety prior to departure

Safe Dining Experience

Restaurant facilities at our Theme Parks follow the HACCP system—an internationally recognized food safety management tool—and implement thorough hygiene management. All Cast Members engaged in food service receive training on food safety that includes methods for proper food handling.



OLC implements a rigorous health management system that includes verifying core temperature prior to serving, to ensure food safety

Show and Parade Safety

The OLC Group strives to maintain and enhance safety in line with its Safety Guidelines through design, construction, inspection and maintenance work undertaken on the equipment used in parades and shows from a structural perspective, as well as operations based on regular Cast training from a non-structural perspective.



Cast Members are stationed along the parade route to stop children running into the path of an oncoming parade and to guide Guests to evacuation routes in the event of an emergency

Emergency Response

We have developed an emergency response manual outlining the steps for Cast Members to take in case of an earthquake or other emergency. To ensure that Cast Members gain a thorough understanding of the procedures contained in the manual, emergency exercises are held at all 197 facilities at Tokyo Disneyland and Tokyo DisneySea, and comprehensive emergency drills are held four times a year.



Emergency drills are conducted at all 197 facilities

Safe Shopping

We have developed our own quality inspection standards that incorporate the legal and regulatory safety requirements of Japan, Europe and the United States, and merchandise is subject to testing by independent inspection agencies as part of efforts for merchandise safety and quality control.



Strict control of production process

Cast Safety

In addition to Guests' safety, we conduct a variety of initiatives that place great importance on the safety of our Cast Members, who handle operations at our Theme Parks.



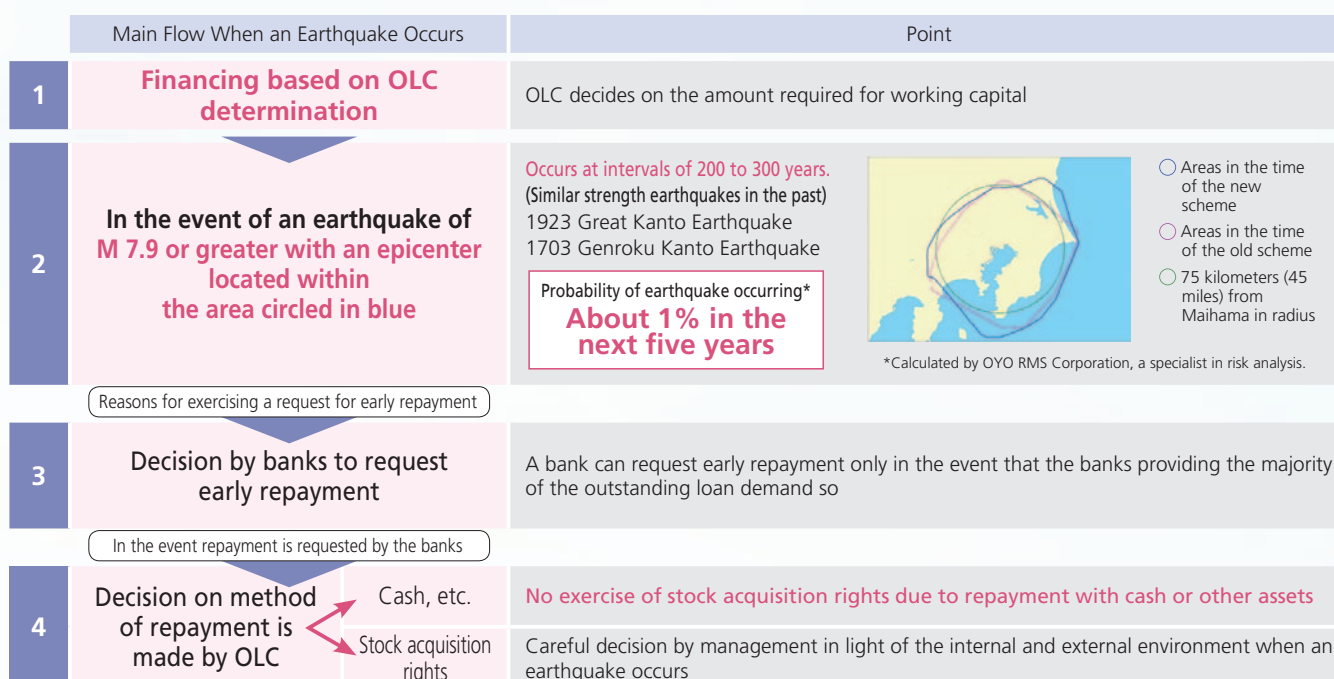
Automatic life jackets with a water detection feature are worn by Cast Members who work near water

BCP (Business Continuity Plan) Initiatives

OLC has set up the Emergency Control Center (ECC) as the organization that supervises response in an emergency such as an earthquake, fire or typhoon. This is to ensure a structure that minimizes damage to people and property and enable the swift resumption of operations.

OLC has been working to ensure that operations can continue when a large-scale disaster strikes since before the Great East Japan Earthquake. We are currently examining further initiatives related to our Business Continuity Plan (BCP), since attendance at our two Theme Parks exceeds 30 million people annually.

Earthquake Risk Countermeasure Financing Type Term Loan with a Commitment Period



Following the Great Hanshin-Awaji Earthquake, OLC introduced an Earthquake Risk Countermeasure Financing Type Term Loan with the aim of securing liquidity on hand to continue business. This financial preparedness played a part in enabling us to continue business and achieve a rapid recovery in performance when the Great East Japan Earthquake struck. We also appropriately review the content of our finances in light of management strategy and the business environment. In February 2015, we shifted to a method of financing that sets a loan drawdown of between ¥5 billion and ¥100 billion, with the amount to be determined by OLC when earthquake risk materializes. In addition to being able to increase the financing amount, the new scheme allows us to minimize costs by not having to execute the financing until the capital is actually needed. If an earthquake measuring M7.9 or greater occurs, although the banks can decide whether to request early repayment, OLC can choose to make the loan repayment with cash or other assets, which means the exercise of stock acquisition rights will be extremely limited.

Features

- 1 Setting a term loan with a commitment period means that costs can be minimized
- 2 It is possible to procure the funds required for working capital, which is determined by OLC, when earthquake risk materializes
- 3 Cases in which stock acquisition rights are exercised are extremely limited

Period	The drawdown period is set at five years from March 30, 2015 The maturity date may be extended to March 2025 However, early repayment in cash may be made on or after March 30, 2020 as determined by OLC
Financing amount	¥5 billion to ¥100 billion Procure funds for working capital as determined by OLC when earthquake risk materializes
Commitment fee	0.35% of the ¥100 billion loan facility
Stock acquisition rights	Limited exercise When a large-scale earthquake of M 7.9 or greater occurs, etc.
It is possible to flexibly hedge risk with low cost	

OLC Group Environmental Policy

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

OLC Group Environmental Policy (Established in November 2005)

Environmental Philosophy

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

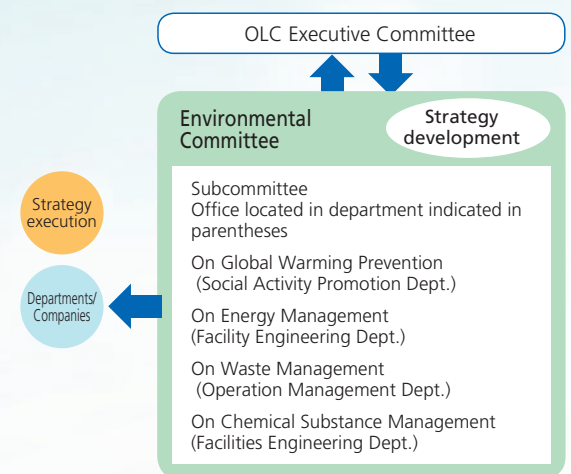
We seek to work in harmony with the environment in all our business so that we may continue to offer magical dreams, moving experiences, delight and contentment into the future.

Environmental Action Policy

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

The OLC Group Environmental Management Structure

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



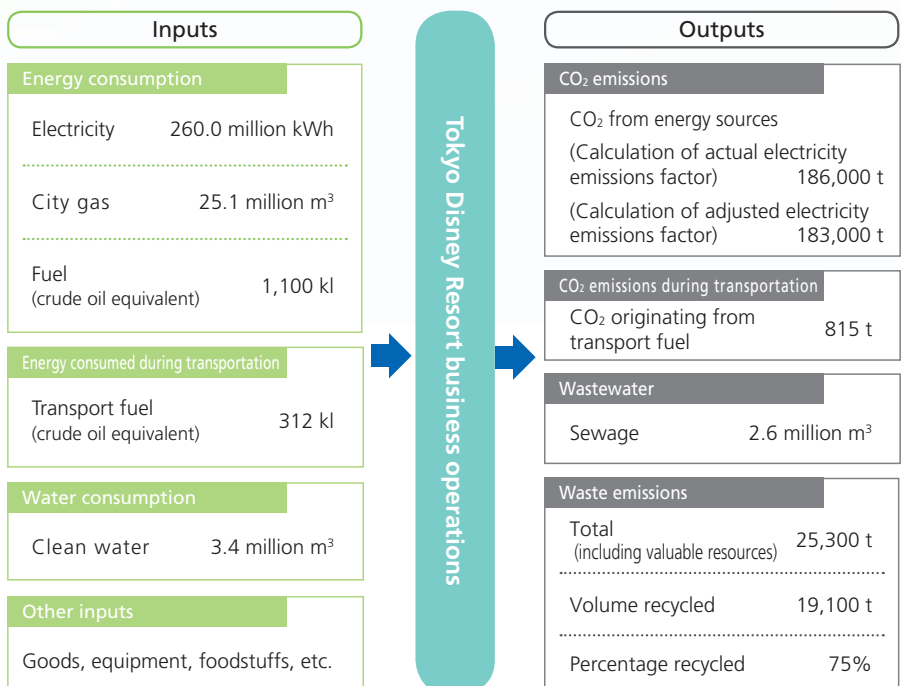
Tokyo Disney Resort

Mass Balance on Tokyo Disney Resort Environmental Impacts

Our environmental efforts within the business activities of Tokyo Disney Resort touch on a variety of areas such as city functions, including energy management, water processing, waste management and recycling activities. We give due consideration to a range of environmental factors to reduce the burden on the global environment produced by our business activities.

Inputs (i.e., external factors that contribute to the environmental impact of our operations) include energy (electricity, city gas, fuel, etc.), water (clean water), various goods, equipment and foodstuffs. Outputs (i.e., emissions resulting from our business activities) include carbon dioxide, wastewater released into the sewage system and waste (including valuable resources).

Mass Balance on Tokyo Disney Resort Environmental Impacts (Fiscal year ended March 31, 2018)



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	5,825 (Consolidated, OLC Group) 3,194 (Non-consolidated, Oriental Land Co., Ltd.)

■ Primary Subsidiaries

Milial Resort Hotels Co., Ltd.	Design Factory Co., Ltd.
Maihama Resort Line Co., Ltd.	Bay Food Services Co., Ltd.
IKSPIARI Co., Ltd.	Resort Costuming Service Co., Ltd.
Maihama Corporation Co., Ltd.	MBM Co., Ltd.
Green and Arts Co., Ltd.	M TECH Co., Ltd.
Photo Works Co., Ltd.	Brighton Corporation Co., Ltd.

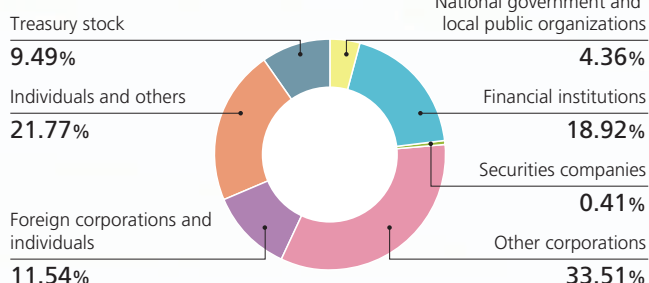
Stock Information

Common Stock Outstanding	363,690,160 shares
Stock Listing	Tokyo Stock Exchange, First Section
Code No.	4661
Investment Unit	100 shares
Number of Shareholders	184,209
Bond Ratings	JCR...AA R&I...AA-
Share Registrar	Sumitomo Mitsui Trust Bank, Limited 4-1, Marunouchi 1-chome, Chiyoda-ku, Tokyo 100-0005, Japan
Transfer Agent	Sumitomo Mitsui Trust Bank, Limited
Stock Transfer Agent Department	8-4, Izumi 2-chome, Suginami-ku, Tokyo 168-0063, Japan

 ■ Principal Shareholders*¹ (Top Ten)

Shareholders	Number of shares (Thousands)	Percentage held* ² (%)
Keisei Electric Railway Co., Ltd.	72,628	22.06
Mitsui Fudosan Co., Ltd.	30,757	9.34
Chiba Prefecture	13,200	4.01
The Master Trust Bank of Japan, Ltd. (Trust accounts)	8,385	2.55
Japan Trustee Services Bank, Ltd. (Trust accounts)	7,965	2.42
Mizuho Trust & Banking Co., Ltd.* ³	7,495	2.28
The Dai-ichi Life Insurance Company, Limited	6,560	1.99
State Street Bank West Client-Treaty	4,809	1.46
Japan Trustee Services Bank, Ltd. (Trust accounts 4)	4,502	1.37
Japan Trustee Services Bank, Ltd. (Trust accounts 5)	4,315	1.31

■ Distribution of Shareholders



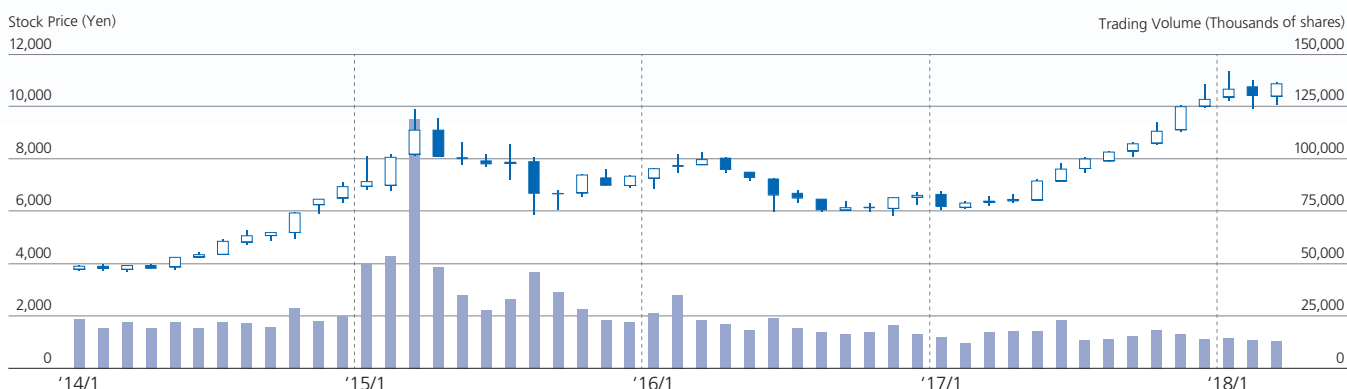
* 1. In addition to the above, 34,509 thousand shares are held in treasury.

Treasury stock does not include 495 thousand shares of the Company's stock that are held by the trust.

* 2. Figures for shareholding percentage held exclude treasury stock and have been rounded off to two decimal places.

* 3. Trust & Custody Services Bank, Ltd. as trustee for Mizuho Bank, Ltd. Retirement Benefit Trust Account re-entrusted by Mizuho Trust and Banking Co., Ltd.

■ Stock Price and Trading Volume



On April 1, 2015, Oriental Land Co., Ltd. conducted a 4-for-1 stock split of common shares. Stock prices for the fiscal years up to and including the fiscal year ended March 31, 2015 were restated retroactively.

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<http://www.olc.co.jp/en/index.html>

<http://www.tokyodisneyresort.jp/en/index.html>

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