OLC GROUP SUSTAINABILITY REPORT 2022

OCTOBER 2022



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

Message from Our Leadership

Message from the CEO



Toshio Kagami
Representative Director, Chairman and CEO

Two years has now passed since we had to suspend Theme Park operations over 123 days. In 2020, the 60th anniversary of the Company's foundation, we faced an unprecedented crisis. However, as we used this time to reflect on the reason for our company's existence in society, it was also a tremendous opportunity for us.

"Aiming to create spaces where people can sing a never-ending hymn to humanity." This has been our approach to business, shared among all employees when our company laid out the ground plan for Maihama. We seek to create a true culture of interpersonal understanding, where all kinds of diverse people of all nationalities and ages can delight, laugh, and be moved together, to the sound of their uplifted voices. We have recognized that continuing to create and provide this wonderful world is our mission.
Each Cast Member continues to possess hospitality that can bring happiness to our Guests, and to be an entertainer. This is a vital element in leading Park operations successfully. In addition, we have always valued direct communication between people.
However, with the spread of the novel coronavirus (COVID-19), we found ourselves having to completely rethink this approach from the ground up. Through trial-and-error, we have been exploring how we need to be in order to carry out our mission and inspire as many Guests as possible to want to return.

As we struggled our way forward through a long tunnel, step by step, we heard from many stakeholders about their hopes, and also received words of encouragement. As we respond to these feedback, we have reaffirmed that our mission has not changed —in the past, the present, and the future—and felt strongly that our business succeeds on a basis of the peaceful society and it enhances and increases in it.

Today, and in the future, we aim to be a company that is "Striving to Continuously Offer People Wonderful Dreams, Moving Experiences, Happiness and Contentment," for everyone, and for society. This has been an opportunity for all of our employees to take these words to heart once again and to make a fresh start.

Towards 2030

Our Group has been moving forward with discussions about its vision for the future for some time. However, the situation has been changed by the pandemic, giving us an opportunity to rethink the environment of our core Theme Parks business and the value we provide through that business. Based on this, through internal discussions, mainly among the management team, we have come up with the following vision. “Our goal for 2030: Bringing more ‘Happiness’ to you and the community.”

After repeatedly asking ourselves how we will cope with the changes that may occur going forward, we realized that the answer is not to resist change, but to work daily to develop the resilience to accept it. Going forward, management will need more than ever to continue moving forward, seeking an optimal balance between discerning areas that must not be changed, and being willing to completely replace existing concepts that need to be changed without fear of confusion or failure.
In our many discussions, we have asked whether opening the door to the next stage in our journey, and becoming a company that can continue to live up to the expectations of many requires that we keep making repeated changes and reforms, and become a company that can contribute to enhancing the sustainability not only of the Group’s businesses, but of society in general.
The result of these discussions is a decision to pivot towards sustainability management, aiming to achieve long-term sustainable growth as well as contribute to a sustainable society so that we can continue to grow our profits as a company. Despite the currently adverse business environment, we will reflect on the many difficulties we have overcome together with our predecessors, and continue our great effort to create even further new value.

As we head towards realizing our vision for 2030, I invite all our stakeholders to expect great things from our Group, which has created completely new experience value of Theme Parks starting from scratch for the Japanese market.

Message from the COO



Kenji Yoshida
Representative Director, President and COO

Looking back on FY2021

Over the past year, I have been working to achieve “management that gets the best out of people” in order to trigger change. The important thing to focus on in driving this change is people.
By breaking down employees’ preconceptions that they can’t change, and creating an environment that encourages their transformative ideas and actions, we will develop people through work, and create transformation through people. The key points of this management approach will remain unchanged going forward.

In FY2021, as we experienced an unprecedented global pandemic, we were forced to make a difficult change of direction in our Theme Park operations.
With frequent changes in the restrictions on Theme Park attendance due to state of emergency declarations, quasi state of emergency measures and various restrictions in place, employees worked creatively to conduct safe and secure Theme Park operations, while giving their full efforts to provide the greatest possible happiness to our Guests.

Despite the challenging business environment, each of our employees worked hard to come up with ideas for transformation and implement them swiftly. I believe it was their efforts that have ultimately led to management that brings about change.

Taking on the Challenge of More Sustainable Management

In April 2022, our Group examined the direction for its long-term growth and the purpose for its existence and established its goal for 2030, “Bringing more ‘Happiness’ to you and the community,” To ensure that the Group can continue creating value over the long term, it must constantly circulate and strengthen the six capitals that make up its management resources. We identified eight areas of materiality that correspond to mitigation of risk and growth of opportunities from an ESG perspective, and set 2026 the milestone year for our Key Goal Indicators (KGIs) for 2030 and SDGs contribution targets, and set KPIs in our 2024 Medium-Term Plan.
These eight ESG materiality areas should be tackled as part of our business activities, and among them, “employee happiness” and “happiness of children” are issues that are unique to our Group.

We regard “employee happiness” as coming from a sense of fulfillment from the job itself, as well as a high level of job satisfaction, including establishing a comfortable and supportive workplace environment and internal systems, and relationships with colleagues. Our Group has always valued its employees, who sup-port our Guest services, as they are the core of our business.
Currently, we conduct engagement surveys on some of our employees, but going forward we will continue to conduct surveys on job satisfaction for all employees, aiming for an average rate of positive responses of 80% or higher. This is a high target, but by increasing the number of employees who are self-motivated to take on challenges and demonstrate their strengths, and cultivating an organization that recognizes their efforts, we will increase both productivity and retention rates, which will contribute to increasing corporate value in the future.
Furthermore, management has stated its commitment to “Create a rewarding workplace environment for all,” and we will also examine ways to further improve our initiatives related to job satisfaction, such as revising our human resources systems and education measures to create a sense of fulfillment.

Children are very important to us at TDR. A recent survey shows that a visit to our Theme Parks has an enduring positive impact on children even after the visit, such as cultivating their sensitivity. To nurture the dreams and hearts of children who are our future, we will implement initiatives for "Happiness of children" through our business activities and community programs.

* Survey of Theme Park behavior for visitors in September to October 2021

The 2024 Medium-Term Plan announced in April 2022 along with our goals for 2030 was formulated by back-casting from our goals for 2030.

We have designated the next three years as the time to take on new challenges for the future while getting our financial performance back on track, and set out the goals of “enhancing Guests’ experience value” and “restoring financial performance.” By lowering the daily limit on Theme Park attendance to below the pre-pandemic level, we aim to implement new measures such as reducing waiting times to a certain level all year round and offering options that meet the diversifying needs of Guests, thereby increasing Guests’ experience value and our own earnings. Needless to say, we will also continue working on our large-scale development and new contents to make our Resort more appealing.During the period covered by the 2024 Medium-Term Plan, Fantasy Springs, our new theme port, and a Theme Park hotel will open. They are “stars of hope” guiding the OLC Group to a brighter future, and with this biggest expansion since the opening of the Tokyo DisneySea, we are convinced that the Tokyo Disney Resort will exceed your expectations with its enchanting appeal.

Our unchanging corporate mission is to provide “wonderful dreams, moving experiences, happiness, and contentment” driven by “original and imaginative ideas.” In addition, based on the belief that the “Theme Park will never be completed,” there is no end or limits to our challenges. No matter how society and values change, the entire Company is determined to take on the challenges of the future, so that we can continue to provide “wonderful dreams, moving experiences, happiness and contentment” and bring many smiles to people for the next 50 to 100 years. Please look forward to the growth and evolution of the Company in the future.

Sustainability and Governance

- Our Approach to Sustainability
- Our Goal for 2030 and Medium- and Long-term Initiative Policy
- Promotion Structure of Sustainability
- Sustainability Education

› ESG Materiality

Our Approach to Sustainability

Oriental Land Co., Ltd. was established in 1960 with the purpose of contributing to the cultural life of the nation and the welfare of Japanese citizens. Following this, efforts to attract the American Disneyland to Japan began, and in 1979, a license agreement was signed with Walt Disney Productions (as it was known at that time). Tokyo Disneyland then opened in 1983.
We have continued to spread happiness that cannot be found anywhere else throughout the community.

During this drastically changing world caused by climate change, the declining birthrate and aging population, etc., the OLC Group will work to continue providing values to society and to evolve as a company for the next 50 to 100 years. To this end, we have decided to aim for sustainable management that incorporates responses to global environmental problems and social issues into our operations and business strategy.
The OLC Group defines sustainable management as the realization of both “contribution to a sustainable society” and “maintaining of long-term corporate growth.” In particular, the commitment includes evolving our existing business operations to offer options that more closely cater to Guest needs, improving our capacity to address fluctuations in demand to enhance the added value of the Tokyo Disney Resort. In addition, it also includes taking on the challenge of establishing new businesses that help us resolve issues and enhance values in our core business, as well as provide us with growth opportunities. Furthermore, we intend to contribute to social issues, such as working towards the Sustainable Development Goals (SDGs).
To sustainably create “Happiness,” which is a value offered by our Group, to contribute to achieving a sustainable society and long-term sustainable growth, we have formulated “Our Goal for 2030” and our medium- and long-term initiative policy for fulfilling the Goal.

Our Goal for 2030 and Medium- and Long-term Initiative Policy

- Our Goal for 2030: Bringing more “Happiness” to you and the community
  We will aim to be a corporation that continues to create “Happiness,” not only for the Group’s stakeholders but also for the broader community.

  - Continue to create “Happiness” not only inside the Resort including the Theme Parks, but also for many people in the broader community.
  - Continue to be a corporation desired by society by fulfilling our role in the efforts made toward achieving a sustainable society.
  - Continue to be a corporation in which employees can truly take pride.

- Medium- and long-term initiative policy
  To achieve Our Goal for 2030, the OLC Group intends to promote sustainable business development and measures for eight environmental, social, and governance (ESG) materiality, through which it will contribute to the achievement of the Sustainable Development Goals (SDGs).

1. Sustainable business development
   ① Existing businesse
   The OLC Group will seek higher added value for Tokyo Disney Resort by addressing diversifying Guest needs and fluctuations in demand.

   ② New businesse

   The OLC Group will engage in businesses that help resolve issues faced in existing businesses and increase their value, possibly obtaining new earning opportunities.

2. ESG materiality
   The OLC Group has selected eight ESG materiality for capturing growth opportunities and eliminating risks with the aim of contributing to achieving a sustainable society and long-term sustainable growth. “Employee happiness” and “Happiness of children” will be promoted as areas of materiality unique to the OLC Group.

	Area of materiality	Direction of initiatives	KGIs for 2030
S	Employee happiness	To remain as the workplace that is chosen by people, implement measures to help them feel a sense of joy and accomplishment (job satisfaction) and establish a comfortable and supportive workplace environment and internal systems.	Enhance job satisfaction of employees. Result of job satisfaction survey: Positive responses to question on general job satisfaction account for more than 80% [average of the entire OLC Group]
	Happiness of children	To achieve a thriving society by nurturing the dreams and minds of children, who are our future, implement measures that resonate with children, engender their trust, and resolve social issues pertaining to children, through the Tokyo Disney Resort business.	[Tokyo Disney Resort] Implement activities aimed at enriching the daily lives and minds of children. [Social contribution activities] Implement activities to foster the development of children, who are our future.
	Diversity & inclusion	To address changes in society and customer needs and conduct business activities in which diverse customer values are respected, implement structured measures to ensure that human rights are respected, review existing products and services, and build systems to give due consideration to diversity, among others.	・Build and implement a human rights due diligence process for designated key human rights issues. ・Build systems for implementing business activities in which diversity is respected.
	Supply chain management	Formulating a policy to achieve sustainable procurement in collaboration with our suppliers.	・Ensure that all primary suppliers are informed of and consent to our procurement policy and the OLC Group Vendors Code of Conduct. ・Ensure sustainable raw material procurement for all internally designated items.

Contribution to SDGs



	Area of materiality	Direction of initiatives	KGIs for 2030
E	Measures to address climate change and natural disasters	Produce and procure renewable energy, take energy-saving actions, install environmentally friendly design, etc. to reduce the risk of climate change and adapt to climate change with enhanced resilience to increase the sustainability of our business.	Reduce greenhouse gas emissions [Scope 1 and 2] by 51% from the FY 2013 level → Achieve net zero emissions of greenhouse gases by FY 2050
	Recycling-oriented society	Implement measures such as to save resources and reduce waste pertaining to products and services and promote the sustainable use of resources to contribute to the development of a recycling-oriented society.	・Waste reduction target [weight]: 10% reduction from FY 2016 ・Percentage recycled [actual result]: 80%

Contribution to SDGs



	Area of materiality	Direction of initiatives	KGIs for 2030
G	Stakeholder engagement	To evolve business activities and contribute to achieving a sustainable society, implement measures to attribute importance to appropriate and open information disclosure to stakeholders and dialogues with them.	Ensure appropriate and open information disclosure to stakeholders and place value on interactive communication with them to evolve business activities and engage in activities that contribute to achieving a sustainable society.
	Fairness in corporate management	Ensure that all laws, regulations and the Corporate Governance Code are complied with, and establish management systems that allow flexible responses to change and facilitate growth.	Ensure that all laws and regulations and the Corporate Governance Code are complied with, and the management systems in place allow flexible response to changes and facilitate growth.

› Click here for details of ESG materiality.

Promotion Structure of Sustainability

In June 2021, we established the Sustainability Promotion Department, Corporate Strategy Planning Division with the aim of steadily pushing forward our sustainability management and thereby contributing to a sustainable society while also achieving long-term sustainable growth.
Under the responsibility of the Supervisor of the Corporate Strategy Planning Division (Executive Director and Executive Vice President Officer), the Sustainability Promotion Department takes the role of planning policies and strategies pertaining to our Group's sustainability and environmental, social and governance (ESG) matters; formulating key performance indicators (KPIs) in light of the eight priority areas identified as having materiality and the directions of measures to address the issues, and incorporating them into our management plan; and coordinating Group-wide efforts in conjunction with relevant organizations.
Furthermore, the Department brings up matters concerning sustainability and ESG for discussion at the Executive Committee as necessary, in view of their level of importance.
In July 2021, we established the Corporate Conduct Committee to create a structure where policies for each initiative in the eight areas of materiality can be formulated by leveraging the specialized knowledge and insight of each organization across our Group and the progress of the initiatives can be ensured and managed. As an advisory body to the Executive Committee, the committee discusses diversity and inclusion, supply chain management, and stakeholder engagement across our Group, with the Sustainability Promotion Department, the secretariat, proposing matters for discussion at the Executive Committee and Board of Directors if necessary.
In addition, in August 2021, we also put in place the Sustainability Promotion Committee chaired by the Representative Director, Chief Operating Officer and President. The committee aims at creating a setting for lively discussions across the entire Group about the order of priority and resource allocation pertaining to initiatives examined by the Sustainability Promotion Department and different committees, before proposing at the Board of Directors and the Executive Committee.

Sustainability Promotion Structure



Sustainability Education

As part of our efforts to educate our employees on sustainability, we have conducted educational activities such as publishing web magazines that summarize CSR case studies in an easy-to-read, holding internal exhibitions that provide information on CSR based on various themes, and disseminating information about our social contribution activities.
Since April 2021, we have been conducting activities to raise employees' awareness of a more sustainable management, the eight key issues and related direction of measures through the distribution of the President's message and via electronic bulletin boards.
Furthermore, as part of our environmental education, we also hold in-house fairs, stream awareness videos in our employee cafeteria, and provide e-learning programs.

ESG Materiality

ESG Materiality Materiality Identification Process

ESG Materiality

The OLC Group has selected eight ESG materiality for capturing growth opportunities and eliminating risks with the aim of contributing to achieving a sustainable society and long-term sustainable growth. “Employee happiness” and “Happiness of children” will be promoted as materiality unique to our group.

Society (S)

Contribution to SDGs



Employee happiness

Related risks and opportunities	Direction of initiatives	Key Goal Indicator (KGI) for 2030	Key Performance Indicator (KPI) for FY 2026	KPI under 2024 Medium-term Plan
[Opportunities] ・Continuous employment of competent people ・Strengthened capacity to respond to changes and business opportunities [Risks] ・Shortage of human resources / surging personnel expenses ・Outflow of human resources	To remain as the workplace that is chosen by people, implement measures to help them feel a sense of joy and accomplishment (job satisfaction) and establish a comfortable and supportive workplace environment and internal systems.	Enhance job satisfaction of employees Survey question on general job satisfaction: Positive responses account for more than 80% [Average of the entire OLC Group]	Job satisfaction survey Question on general job satisfaction: Higher percentage of positive responses than in FY 2024	Job satisfaction survey Question on general job satisfaction: Higher percentage of positive responses than in FY 2021 or the previous survey

Happiness of children

Related risk and opportunity	Direction of initiatives	KGIs for 2030	KPIs for FY 2026	KPI under 2024 Medium-term Plan
[Opportunity] ・Resolving social issues pertaining to children, who are important in our business activities [Risk] ・Exacerbated social issues surrounding children	To achieve a thriving society by nurturing the dreams and minds of children, who are our future, implement measures that resonate with children, engender their trust, and resolve social issues pertaining to children, through the Tokyo Disney Resort business.	[Tokyo Disney Resort] Implement activities aimed at enriching the daily lives and minds of children [Social contribution activities] Implementing activities to foster the development of children, who are our future	Set targets in FY 2022 to FY 2023	

Diversity & inclusion

Related risks and opportunity	Direction of initiatives	KGIs for 2030	KPIs for FY 2026	KPIs under 2024 Medium-term Plan
[Opportunity] ・Increased experience value by adapting changes in society and customer needs [Risks] ・Declined experience value due to insufficient diversity measures ・Heightened social concerns over human rights	To address changes in society and customer needs and conduct business activities in which diverse customer values are respected, implement structured measures to ensure that human rights are respected, review existing products and services, and build systems to give due consideration to diversity, among others.	Build and implement a human rights due diligence process for designated key human rights issues	The scope and proportion of key human rights issues for which human rights due diligence is implemented	Set target after details are determined
		Build systems for implementing business activities in which diversity is respected	・Proportion of employees to whom the Guidelines on Diversity was handed out ・Proportion of employees for whom training on the Guidelines on Diversity was provided	Proportion of employees to whom the Guidelines on Diversity was handed out: 100%

Supply chain management

Related risks and opportunity	Direction of initiatives	KGIs for 2030	KPIs for FY 2026	KPIs under 2024 Medium-term Plan
[Opportunity] ・Expanding competitive advantages by giving due consideration to the environment and society across the entire supply chain [Risk] ・Heightened social concern over the entire supply chain	Formulating a policy to achieve sustainable procurement in collaboration with suppliers.	Ensure that all primary suppliers are informed of and consent to our procurement policy and the OLC Group Vendors Code of Conduct	Develop a procurement policy and incorporate it into the Vendors Code of Conduct	Ensure 100% engagement with key suppliers
		Ensure sustainable raw material procurement for all internally designated items	Setting targets after identifying the items and scope of management	

■ Environment (E)

Contribution to SDGs



Measures to address climate change and natural disasters

Related risk and opportunity	Direction of initiatives	KGI for 2030
[Opportunity] ・Generating new experience value by adapting to climate change [Risk] ・Increased number of abnormal climate and natural disaster events that give growing impact on business	Produce and procure renewable energy, take energy-saving actions, install environmentally friendly design, etc. to reduce the risk of climate change and adapt to climate change with enhanced resilience to increase the sustainability of business.	Reduction in greenhouse gas emissions – Scope 1 and 2: 51% reduction from the FY 2013 level → Achieve net zero emissions of greenhouse gases by FY 2050

	Procurement of renewable energy	Energy-saving activities	Installation of environ-mentally friendly design	Production of renewable energy	Investing in and remodeling vehicles, machinery, and facilities	Scope 3	Strengthening resilience
KPIs for FY 2026	CO_2 emissions reduction: 198,000 t-CO_2	Implement across the entire Group by utilizing internal systems	Execution based on proprietary guidelines	Consider and install solar power generation equipment	Consider and install environmentally friendly items	Set target during the Medium-term Plan period	Consider measures based on TCFD framework
KPIs for 2024 Medium-term Plan	CO_2 emissions reduction: 78,000 t-CO_2	Remodel internal system (visualization system)	Formulate proprietary guidelines			Set target for next Medium-term Plan	Start information disclosure in accordance with the framework of TCFD

Recycling-oriented society

Related risk and opportunity	Direction of initiatives	KGI for 2030
[Opportunity] ・Creating new demand by providing new products and services with environmental value [Risk] ・Depletion and rising cost of natural resources	Implement measures such as to save resources and reduce waste pertaining to products and services and promote the sustainable use of resources to contribute to the development of a recycling-oriented society.	・Waste reduction target [weight]: 10% reduction from the FY 2016 level ・Percentage recycled [actual result]: 80%

	Food loss [vs. FY 2019]	Single-use plastic [vs. FY 2018]	Adoption of resource-saving products/services and saving resources [vs. FY 2018]	Effective use of water resources	Contribution to forming symbiotic relationships with nature
KPIs for FY 2026	45% reduction	21% reduction	8.8% reduction	Target to be set for next Medium-term Plan	
KPIs for 2024 Medium-term Plan	22.5% reduction	10.5% reduction	4.4% reduction		

Governance (G)

Stakeholder engagement

Related risk and opportunity	Direction of initiatives	KGIs for 2030	KPIs for FY 2026	KPI under 2024 Medium-term Plan
[Opportunity] ・Strengthened capacity to address changes in social conditions [Risk] ・Decreased capacity to address new changes in needs and potential risks	To evolve business activities and contribute to achieving a sustainable society, implement measures to attribute importance to appropriate and open information disclosure to stakeholders and dialogues with them.	Ensure appropriate and open information disclosure to stakeholders and place value on interactive communication with them to evolve business activities and engage in activities that contribute to achieving a sustainable society.	Set targets by FY 2022	

Fairness in corporate management

Related risk and opportunity	Direction of initiatives	KGIs for 2030	KPIs for FY 2026	KPI under 2024 Medium-term Plan
[Risk] ・Decreased growth opportunities and social trust due to lack of appropriate decision-making function	Ensure that all laws and regulations and the Corporate Governance Code are complied with, and establish management systems that allow flexible responses to changes and facilitate growth.	Ensure that all laws and regulations and the Corporate Governance Code are complied with, and the management systems in place allow flexible response to changes and facilitate growth.	●External directors' rate of attendance at Board of Directors meetings: More than 80% ●Evaluation of the effectiveness of the Board of Directors: Ensure appropriate evaluation and make improvements ●Corporate Governance Code: Fully complied with	

Materiality identification process

We discussed and set our materiality following the process below.



* GRI Standards, ISO 26000, SASB, etc.



Environmental Data

Actions and Performances

Environmental Impact Status of Tokyo Disney Resort

Tokyo Disney Resort

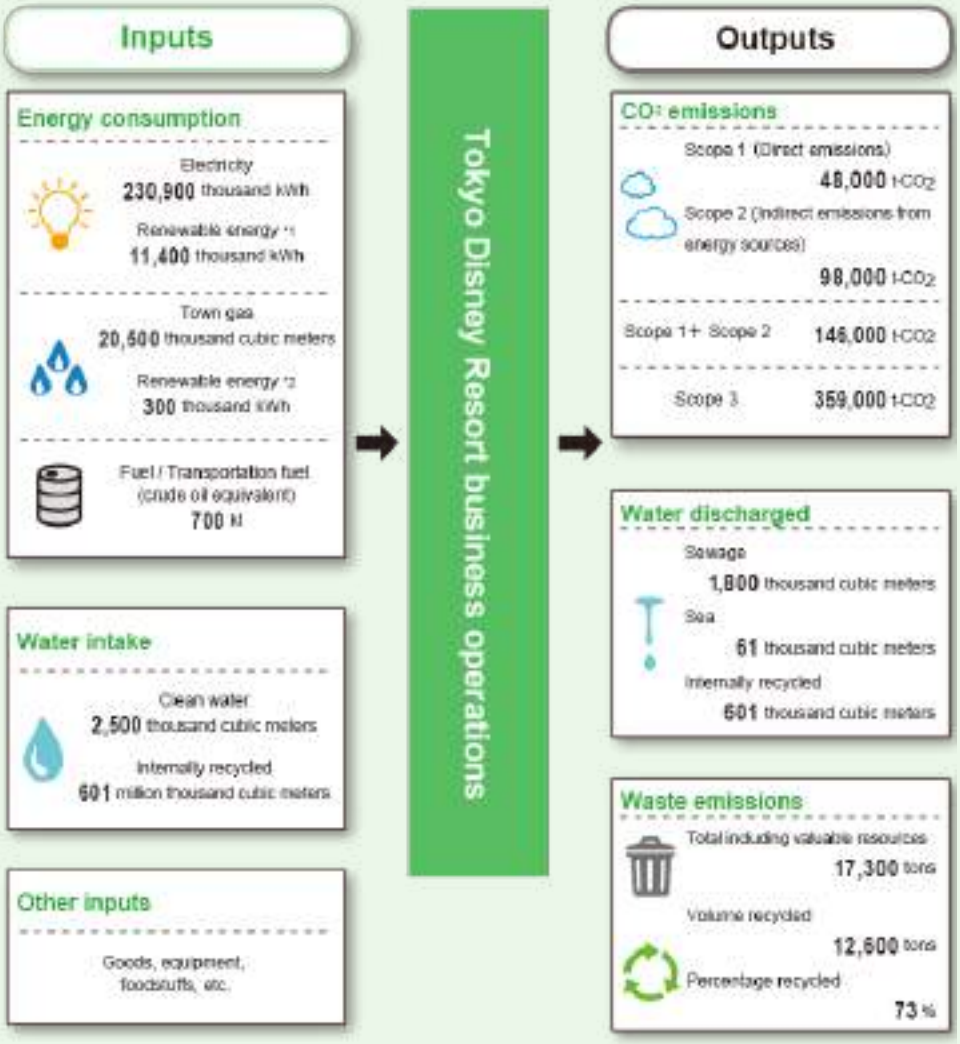
The chart below gives a broad indication of the environmental impact of the business operations of Tokyo Disney Resort* in FY 2021. Our environmental efforts touch on a variety of areas including energy management, water processing, waste management and recycling activities. We give due consideration to a range of environmental factors to reduce the burden on the global environment produced by our business activities.
Inputs (i.e., external factors that contribute to the environmental impact of our operations) include energy (electricity, city gas, fuel, etc.), water (clean water), various goods, equipment and food.
Outputs (i.e., emissions resulting from our business activities) include carbon dioxide, wastewater released into the sewage system, and waste (including valuable resources).

*Tokyo Disneyland, Tokyo DisneySea, Disney Ambassador Hotel, Tokyo DisneySea Hotel MiraCosta, Tokyo Disneyland Hotel, Tokyo Disney Celebration Hotel, Tokyo Disney Resort Toy Story hotel, Ikspiari, Bon Voyage, Disney Resort Line, and Maihama Amphitheater

Environmental data coverage rate

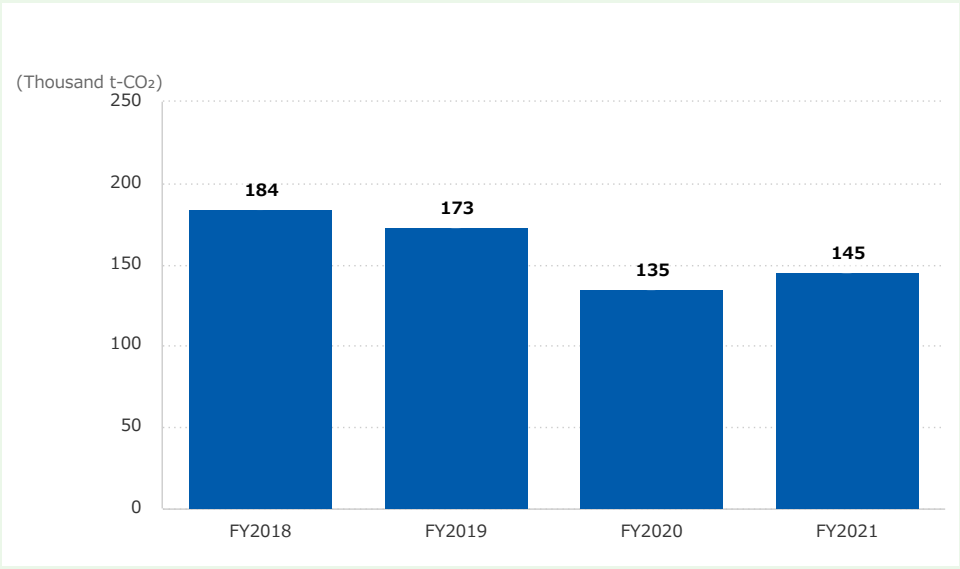
The environmental impact mass balance, changes in CO_2 emissions, and yearly data cover approximately 98% of the OLC Group' direct business areas (the Theme Park business, Hotel business, and other business segments) in terms of net sales composition.

Mass Balance on Tokyo Disney Resort Environmental Impacts (FY 2021)



※1in-house power generation by solor panels(all consumed by in-house operations)、procurement of electricity with non-FIT non-fossil certificate
※2 Procurement ofcarbon neutral town gas

CO_2 emissions



＊CO_2 emissions in FY2020 decreased due to the impact of the temporary closure and shortened operating hours of our Theme Parks.

Yearly Data on Mass Balance

Inputs		FY2019	FY2020	FY2021
Energy Consumption	Total energy consumption (GJ)	3,587,500	2,884,200	3,212,400
	Electricity (GJ)	2,558,100	1,972,400	2,261,200
	Renewable Energy (GJ)	6,832	6,191	111,500
	Town gas(GJ)	985,500	888,900	922,200
	Renewable Energy (GJ)	0	0	13,800
	Fuel (GJ)	43,900	22,900	29,100
Water intake	Total intake（thousand ㎥）	4,087	2,560	3,101
	Clean water（thousand ㎥）	3,200	2,100	2,500
	Internally recycled water（thousand ㎥）	887	460	601

Outputs		FY2019	FY2020	FY2021
CO_2 emissions	Scope 1（t-CO_2）	52,000	46,000	48,000
	Scope 2（t-CO_2）	121,000	89,000	97,000
	Scope 1 + Scope 2（t-CO_2）	173,000	135,000	145,000
Water discharged	Total water discharged（thousand ㎥）	3,395	1,928	2,461
	Sewage/water treatment facilities（thousand ㎥）	2,400	1,400	1,800
	Sea（thousand ㎥）	108	68	61
	Internally recycled（thousand ㎥）	887	460	601
Waste emissions	Total including valuable resources（t）	24,200	13,200	17,300
	Volume recycled（t）	17,800	9,700	12,600
	Total waste disposed（t）	6,400	3,500	4,700
	Percentage recycled	74%	73%	73%
	Total food waste（t）	3,037	1,214	1,758

*Tokyo Electric Power Company's adjusted emission factor used to calculate CO_2 emissions from electricity consumption.

＊Includes CO_2 emissions from transportation since FY2017

Water consumption by intake source and discharge destination

(thousand cubic meters)

		FY2019	FY2020	FY2021
Total water intake		4,130	2,560	3,100
Breakdown by source	Surface water (rivers and lakes)	0	0	0
	Surface water (wells and boreholes)	0	0	0
	Water used at quarries	0	0	0
	Drinking water supplied by Urayasu City	3,200	2,100	2,500
	Internal water recycling facilities	930	460	600
	Rainwater	0	0	0
	Seawater	0	0	0
Total water discharged		3,438	1,928	2,461
Breakdown by discharge destination	Sea	108	68	61
	Surface water	0	0	0
	Wells/underground water	0	0	0
	Water treatment facilities	2,400	1,400	1,800
	Internal water recycling facilities	930	460	600

COD Emissions

(t)

	FY2019	FY2020	FY2021
COD Emissions	0.7	0.4	0.5

＊Chemical Oxygen Demand

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

Container and packaging waste generated

Waste generated on this chart is those entrusted to recycling to The Japan Container and Packaging Recycling Association based on The Containers and Packaging Recycling Law.＊
The latest data available are the results of the FY 2020 survey.

（t）

		FY2017	FY2018	FY2019	FY2020
Glasses	Total	46	162	63	1
	Collected	0	0	0	0
	Waste	46	162	63	1
Paper packaging	Total	2,600	2,865	2,627	772
	Collected	1,048	1,045	1,129	354
	Waste	1,552	1,820	1,498	418
Plastic packaging	Total	3,153	3,591	3,122	711
	Collected	197	213	212	69
	Waste	2,956	3,378	2,910	642
PET bottle	Total	214	275	214	67
	Collected	214	275	214	67
	Waste	0	0	0	0

Scope 3 CO_2 Emissions(FY2021)

Category	Emissions (t-CO_2)	Ratio (%)	Calculation method
1.Purchased goods and services	146,134	40.8	Calculated by aggregating the total value of OLC's major procured products (by item) and the total amount of water consumed by our Group, and multiplying them by the emissions unit value*1,2
2.Capital goods	160,222	44.7	Calculated by multiplying the value of our Group's fixed assets by the emissions unit value*1
3.Fuel- and energy-related activities not included in Scope 1 or 2	37,278	10.4	Calculated by multiplying the amount of energy consumed by our Group by the emissions unit value*1,3 for each energy type
4.Upstream transportation and distribution	952	0.3	Calculated by multiplying the value of OLC's transportation and the amount of fuel consumed by contractors by the emissions unit value*1
5.Waste generated in operations	5,836	1.6	Calculated by classifying the waste generated in the business activities at Tokyo Disney Resort by disposal method, and multiplying the weight of the disposed waste by the emissions unit value*1,3
6.Business travel	23	0.0	Calculated by multiplying the total number of days of overseas and domestic business travel by OLC's full-time employees and contract workers by the emissions unit value*1
7.Employee commuting	1,076	0.3	Calculated by multiplying the total number of commuting days of OLC's full-time employees and contract workers by the emissions unit value*1
8.Upstream leased assets	-	-	Not applicable for calculation (All energy consumed by assets leased under upstream lease agreements are included in Scope 1 or 2.)
9.Downstream transportation and distribution	-	-	Not applicable for calculation (Calculation is too difficult as it is impractical to collect data required for calculating emissions.)
10.Processing of sold products	-	-	Not applicable (Processing of sold products is not relevant in our business activity.)
11.Use of sold products	-	-	Not applicable for calculation (The amount of GHG emissions in the use of sold products is considered to be low in our business activity.)
12.End-of-life treatment of sold products	7,035	2.0	Calculated by multiplying the sales volume of OLC's major products sold by the emissions unit value*1,3 to conduct weight conversion, and multiplying the result by the emissions unit value*1,3 for each product
13.Downstream leased assets	-	-	Not applicable (Downstream leased assets are not relevant in our business activity.)
14.Franchises	-	-	Not applicable (Franchises are not relevant in our business activity.)
15.Investments	-	-	Not applicable (Investment activities are not relevant in our business activity.)
Total	358,556	100	

[Database of emissions unit values used for calculation]

*1 Database of emissions unit values for calculating the emissions of greenhouse gases, etc. of an organization through its supply chain (Ver. 3.1), Ministry of the Environment

*2 Environmental measure B303, FY2020 Water Supply Business Guidelines performance indicators, Public Enterprises Bureau, Chiba Prefectural Government

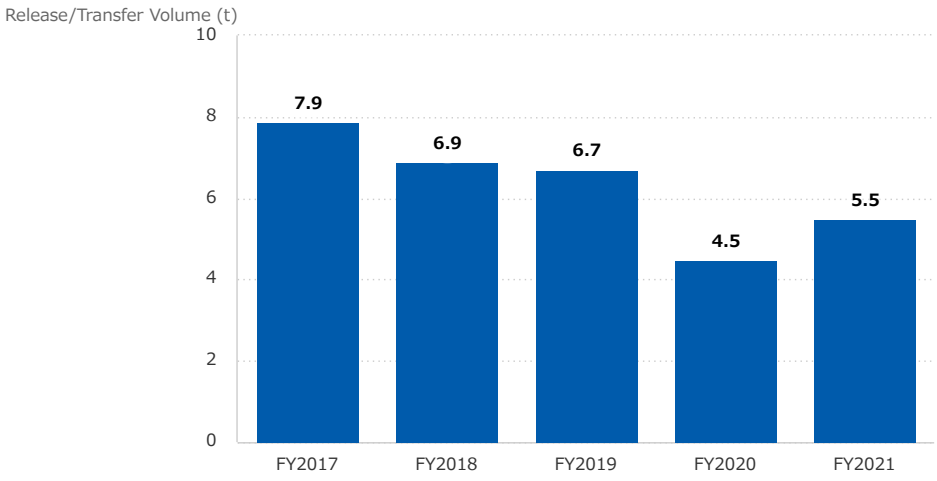
*3 Inventory Database for Environmental Analysis (IDEA) V2.3

*4 In all categories, calculations were performed by revising last year's scope and method of aggregation.

Results of the OLC Group's Survey on PRTR Substances

Tokyo Disney Resort

Yearly Changes in Release/Transfer Volume



※Release/transfer volume of FY2018 , FY2019 have been revised due to revision of the scope and measures of the survey in FY2021.

Breakdown of Release/Transfer Volume

Substance	Release/ transfer volume (t)	Ratio (%)
Toluene	1.3	23.0
Xylene	0.8	14.3
LAS (*1)	0.5	9.7
AE (*2)	0.4	7.3
Normal-hexane	0.4	7.0
Ethylbenzene	0.4	6.5
Styrene	0.3	6.1
Benzene	0.3	5.1
AES (*3)	0.2	3.9
Methylnaphthalene	0.1	2.6
Others	0.7	14.5

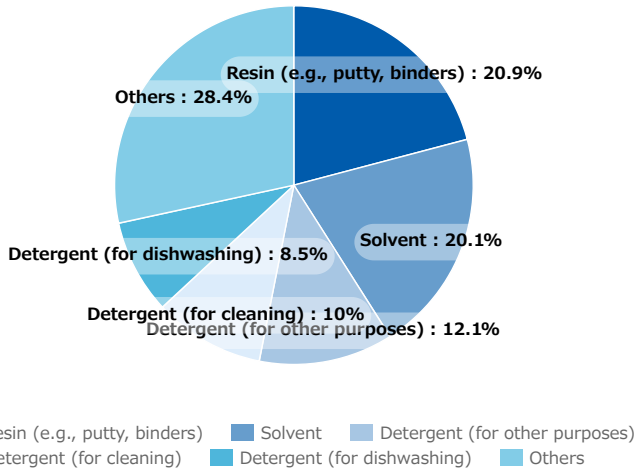
*1. Linear alkylbenzene sulfonic acid and its salt
*2. Alcohol ethoxylate
*3. Polyoxyethylene alkyl ether sulfate

Emission of Volatile Organic Compounds in Total Release/Transfer Volume

(t)

FY2019	FY2020	FY2021
3.9	2.6	3.6

Breakdown by Application



Targets for 2030

We have specified “Measures for climate change and natural disasters” and “Recycling-oriented society” as our ESG materiality to achieve our goal for the period leading up to 2030, and have set specific targets.

› ESG Materiality

CO_2 emissions by the OLC Group

This indicates the changes in our Group’s CO_2 emissions.

› FY 2021 CO_2 Emissions

Related information

› Social Data

Environmental Management

Policies and Regulations Management Structures Actions and Performances

Policies and Regulations

The OLC Group has established our Environmental Policy that sets forth guidelines for action and our philosophy governing our Group's environmental activities. This policy was approved by the Board of Directors. Our group will clarify the roles and responsibilities for implementation of environmental management policy and commit to continuously improve our environmental performance.

OLC Group Environmental Policy (Revised May 2022)

Environmental Philosophy
Bringing "Happiness" to future generations
We seek to work in harmony with the environment and society and pursue the sustainability of both through all our businesses to continue to offer wonderful dreams, moving experiences, delight and contentment well into the future and pass down a healthier Earth and business to the next generation.

The OLC Group Environmental Action Policy

1. Our Group will make every effort to address global warming, conserve energy, reduce and recycle waste, use water resources efficiently, consider biodiversity, prevent pollution, and engage in green purchasing in all aspects of its business operations.
   *We will also collaborate with the supply chain and various stakeholders in an effort to resolve environmental issues.
2. Our Group will comply with all statutory regulations and internal standards related to the environment.
3. Our Group will establish, implement and review environmental objectives and targets on a regular basis.
4. Our Group will offer education and training to all our employees so that they understand and can act independently in line with our Environmental Policy.
5. Our Group will appropriately disclose information to stakeholders and strive to engage in good communication with them.

ESG Materiality for 2030

Regarding environmental activities, we have set our ESG materiality as "Measures to address climate change and natural disasters" and "Recycling-oriented society"

› ESG Materiality

Long-term Targets and Targets for 2030 in Greenhouse Gas Emissions Reduction

Our Group has set the following targets for "Measures to address climate change and natural disasters," our ESG materiality.

Key Goal Indicator (KGI)	Quantitative target / Qualitative target	Target year(FY)
Greenhouse gas emissions*	51% reduction (vs. FY 2013 levels)	2030
	Net zero	2050

*Greenhouse gas emissions include Scope1 and Scoope2

Targets for 2030 in Waste Management

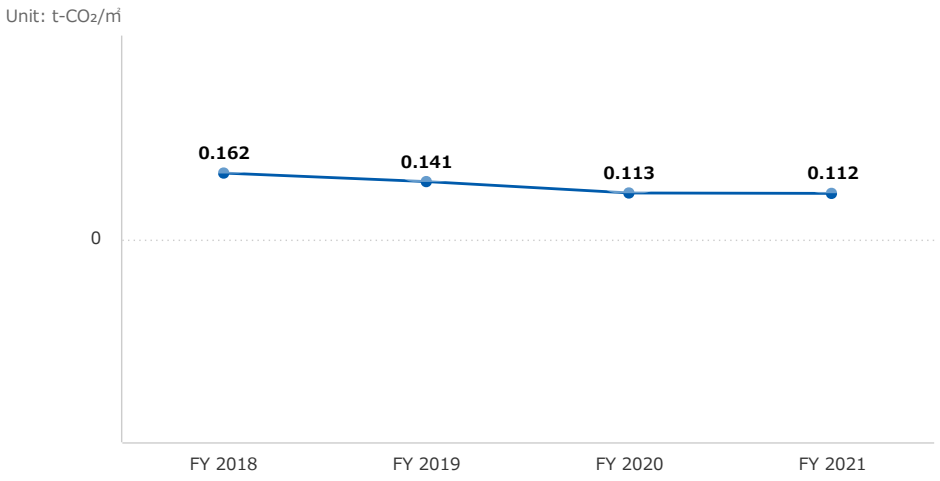
Our Group has been taking actions to reduce waste and has set the following targets to contribute to “Recycling-oriented society,” our ESG materiality.

Key Goal Indicator (KGI)	Quantitative target / Qualitative target	Indicator	Quantitative target / Qualitative target	Target year (FY)
Waste reduction target [weight]	10% reduction (vs. FY 2016 levels)	Food loss reduction target	50% reduction (vs. FY 2019 levels)	2030
		Single use plastics reduction target	25% reduction (vs. FY 2018 levels)	
Percentage recycled [actual result]	80%	Resource saving target on products and services	7.8% reduction (vs. FY 2018 levels)	

Medium-term Target for Reducing Per-unit CO_2 Emissions by FY 2020

We had been working to reduce per-unit*1 CO_2 emissions, aiming to achieve the FY 2020 medium-term target of reducing emissions by 1% each year from the FY 2016 level by FY 2020, with the target for FY 2020 being 0.158 t-CO_2/㎡.

Changes in Per-unit CO_2 Emissions

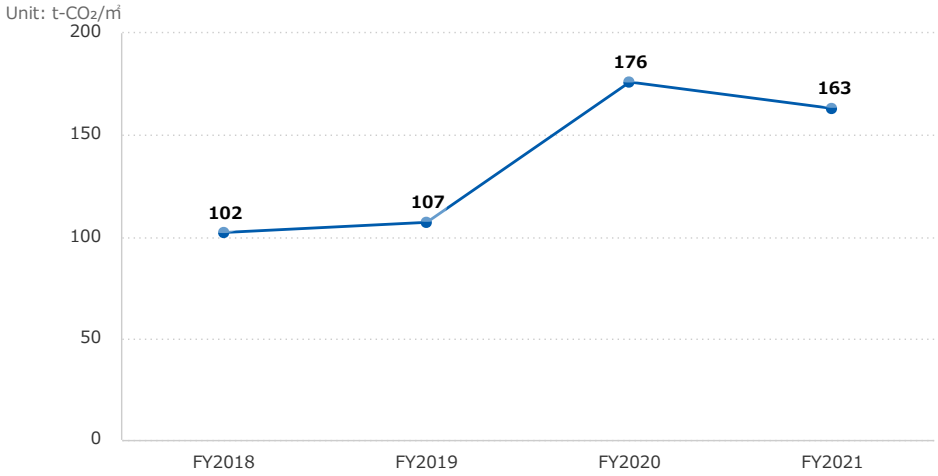


*1 Amount of CO_2 emissions per floor-area of facilities pertaining to Tokyo Disney Resort business (CO_2 emissions / Gross floor area of buildings)
*2 Decreased due to the impact of the temporary closure and shortened operating hours of our Theme Parks (FY2020,FY2021).

Medium-term Target in Waste Management by FY 2020

We had been working to reduce waste, aiming to achieve the FY 2020 medium-term target of reducing the amount of daily combustible waste by 3% from the FY 2015 level to 110 g per Guest by FY 2020.

Changes in Amount of Daily Combustible Waste per Guest



* Increased because of the the discontinued sorting work that involves opening garbage bags for the safety of employees in charge of waste collection/sorting due to the spread of the infectious disease as well as the growing quantity of disinfectant and cleaning materials used (FY2020,FY2021).

Information Disclosure based on TCFD Framework

Our Group endeavors to identify the diverse risks and opportunities stemming from environmental issues. Advancing climate change is expected to exacerbate natural disasters, including raising temperatures and sea levels, and causing serious typhoons and floods. Such events may affect the business of our Group in different ways. Meanwhile, if we can address these issues appropriately, we believe that we can strengthen our competitiveness and gain new business opportunities. Based on this belief, we have categorized the risks and opportunities related to climate change. Having endorsed the Task Force on Climate-Related Financial Disclosures (TCFD) in April 2022, our Group proceeds with the disclosure of information on the risks and opportunities related to climate change and their analyses.

Reference scenarios
Physical risks : RCP1.9,RCP2.6,RCP8.5
Transition risks : IEA B2DS,IEA 2DS,IEA SDS,IEA STEPS (previously IEA NPS)

› Information disclosure in line with TCFD framework

TCFD | TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

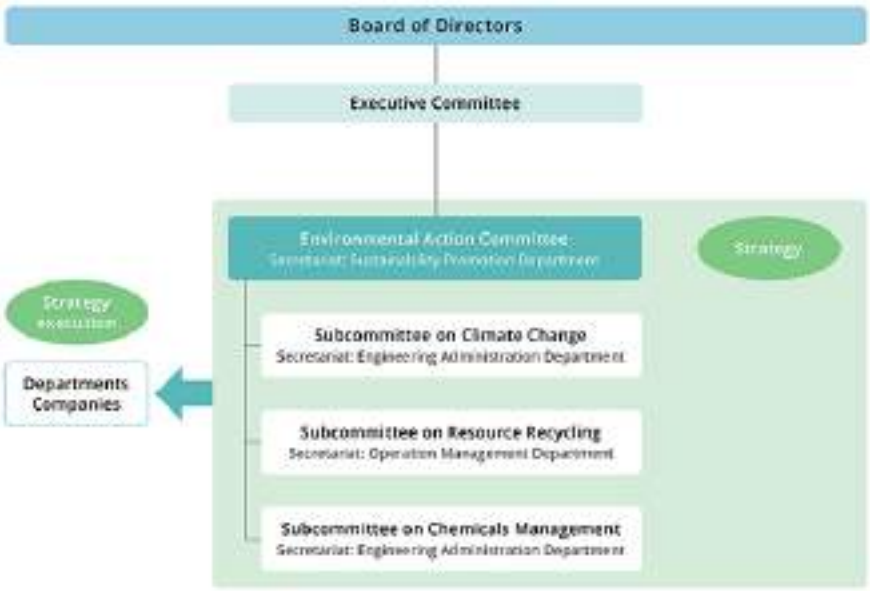
Reducing Environmental Impact across Supply Chain

Our Group established the "OLC Group Procurement Policy" that includes environmental issues to be considered throughout our entire supply chain in May 2022. Also, our Group has the "OLC Group Vendors Code of Conduct" in place for our suppliers. To encourage our suppliers to advance their measures for environmental protection, the Code of Conduct prescribes our efforts to reduce all kinds of environmental impact, as well as to comply with laws, regulations, and other standards, for the purpose of preventing global warming and environmental contamination as well as giving consideration to biodiversity.
Furthermore, as part of our efforts aimed at reducing impact to ecosystems in the course of procurement, we have in place the Guidelines on the Procurement of Paper and notify its content to our major suppliers. The guidelines require that illegal or excessive deforestation be avoided and recommend using paper made 100% of recycled paper in the office. Also, we annually investigate the status of provision of the guideline to our major suppliers.

Management Structures

The OLC Group Environmental Management Structure

Our Group has a committee in place to promote environmental initiatives



Structures to Promote Environmental Action

Recognizing environmental issues including climate change as an important managerial challenge to be addressed, our Board of Directors resolved to set "Measures to address climate change and natural disasters" and "Recycling-oriented society" as our ESG materiality, and monitor the progress made in our related plans.
Our Group has established an Environmental Action Committee chaired by the Supervisor of the Corporate Strategy Planning Division (Executive Director and Executive Vice President Officer). The committee is responsible for planning and setting targets for the Company's environmental activities including against climate change and is comprised of three subcommittees*. These subcommittees conduct fact-finding surveys, devise strategies for addressing environmental issues, and implement initiatives to reduce environmental impact.
Since FY 2010, the Chairperson of the Environmental Action Committee has been appointed to supervise our energy management pursuant to the Amended Act on the Rational Use of Energy with the goal of systematically performing the proactive conservation of energy. Through the Environmental Action Committee, targets and plans regarding environment actions are reported to the Board of Directors annually as well as when significant environmental issues come up.
Approved by the Board of Directors, "Climate change and natural disasters" and "Circular economy" will be our focus area on environmental actions until 2030. We will establish plans of mitigations and adoptions to the climate change, while incorporating it to the business strategy.

*Subcommittee on Climate Change, Subcommittee on Chemicals Management, and Subcommittee on Resource Recycling (as of October 2022).

Internal Environmental Audits

Since FY 2015, our Group has been conducting internal environmental audit with specific topics each year. In FY 2021, we conducted a follow-up investigation into topics checked in our past environmental audits. Specifically, we checked the progress regarding the topics that have most frequently been pointed out in the audits, which were: “Laws concerning waste treatment and cleaning,” “Act on Recycling of Specified Kinds of Home Appliances,” and “Act on Promotion of Recycling of Small Waste Electrical and Electronic Equipment.”

Actions and Performances

Compliance with Environmental Laws and Regulations

Our Group ensures that information on environmental laws and regulations is shared across our Group by using a checklist and keeps track of legal revisions with support from relevant external service providers.
In FY 2021, no serious accidents concerning the environment occurred nor were we required to pay any environmental penalties.

Environmental Education for Employees

Our Group has been engaging in a variety of efforts to raise employee awareness of the importance of environmental conservation, including producing and showing a video to introduce our environmental activities, offering e-learning programs, and publishing an environmental series in our in-house newsletter. We also post a variety of educational materials on environmental issues on our internal bulletin boards.

Environment Related Data

Tokyo Disney Resort

Data on environmental performances of FY 2021.
› Environmental Data

Environment

Climate Change

Policies and Regulations Management Structures Actions and Performances

Policies and Regulations

Being Aware of Climate Change

Corporations are expected to fulfill their social responsibility to address climate change resulting from global warming. Moreover, undertaking environmentally friendly business activities will help make corporations themselves more sustainable.
Our Theme Parks, which are visited by many Guests every day, can be described as one large "city." To ensure that our Guests can spend a comfortable time with peace of mind in this city and to preserve and pass on the precious global environment to future generations, while also continuing to deliver happiness, the OLC Group must shoulder the responsibility of implementing proactive measures against climate change to reduce its risks in a sincere manner.

The OLC Group's Approach

Having set "Measures for climate change and natural disasters" as our ESG materiality for the period leading up to 2030, we will implement mitigation measures, which entail curbing the advance of global warming by reducing the emission of greenhouse gases (GHGs), and adaptation measures, which entail minimizing the impact on Guests of water shortages, temperature increases, more frequent typhoons, and other changes to the environment that are expected to arise due to global warming.

Long-term Targets and Targets for 2030 in Greenhouse Gas Emissions Reduction

Our group has set the following target to address our ESG materiality "Measures to address climate change and natural disasters."

› ESG Materiality

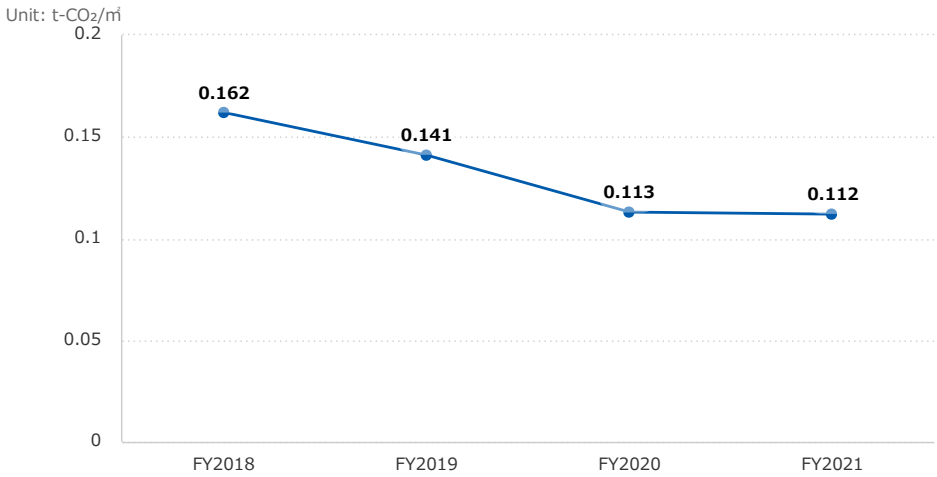
Key Goal Indicator (KGI)	Quantitative target / Qualitative target	Target year(FY)
Greenhouse gas emissions*	51% reduction (vs. FY 2013 levels)	2030
	Net zero	2050

*Greenhouse gas emissions include Scope1 and Scoope2

Medium-term Target in Reducing Per-unit CO_2 Emissions by FY 2020

Our Group has been working to reduce per-unit*1 CO_2 emissions, aiming to achieve the FY 2020 medium-term target of reducing emissions by 1% each year from the FY 2016 level by FY2020. The target of per-unit CO_2 emissions in FY2020 was 0.158 t-CO_2/m^2.

Changes in per-unit CO_2 emissions



*1 Amount of CO_2 emissions per floor-area of facilities pertaining to Tokyo Disney Resort business (CO_2 emissions / Gross floor area of buildings)
*2 Decreased due to the impact of the temporary closure and shortened operating hours of our Theme Parks(FY2020,FY2021).

Information Disclosure based on TCFD Framework

Our Group endeavors to identify the diverse risks and opportunities stemming from environmental issues. Advancing climate change is expected to exacerbate natural disasters, including raising temperatures and sea levels, and causing serious typhoons and floods. Such events may affect the business of our Group in different ways. Meanwhile, if we can address these issues appropriately, we believe that we can strengthen our competitiveness and gain new business opportunities. Based on this belief, we have categorized the risks and opportunities related to climate change. Having endorsed the Task Force on Climate-Related Financial Disclosures (TCFD) in April 2022, our Group proceeds with the disclosure of information on the risks and opportunities related to climate change and their analyses.

Reference scenarios
Physical risks : RCP1.9,RCP2.6,RCP8.5
Transition risks : IEA B2DS,IEA 2DS,IEA SDS,IEA STEPS (previously IEA NPS)

› Information Disclosure based on TCFD Framework

TCFD | TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

Participation in External Initiative

Our Group is a member of Tokyo Zero-emission Innovation Bay. The organization was established to build an innovative area of zero-emission technology around Tokyo Bay with various energy suppliers and users around it. The initiative aims to elevate the area into the biggest research/development and PR points against climate change with their pursuit of renewable energy technology or the electric network. 134 organizations and institutions participate in the initiative. We will take our responsibility towards climate change along with their philosophy.

› Tokyo Zero-emission Innovation Bay

The OLC Group's Environmental Policy (Revised May 2022)

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

› Our Environmental Policy

Management Structures

The OLC Group's Structures to Address Climate Change

Recognizing environmental issues including climate change as an important managerial challenge to be addressed, our Board of Directors resolved to set "Measures to address climate change and natural disasters" and "Recycling-oriented society" as our ESG materiality, and monitor the progress made in our related plans.
In addition, our Group has established an Environmental Action Committee chaired by the Supervisor of the Corporate Strategy Planning Division (Executive Director and Executive Vice President Officer). The committee is responsible for planning and setting targets for the Company's environmental activities including against climate change and has established the Subcommittee on Climate Change to conduct fact-finding surveys, devise strategies for addressing climate change issues, and implement initiatives to reduce environmental impact.
Through the Environmental Action Committee, targets and plans regarding environment actions are reported to the Board of Directors annually.
Moreover, OLC formulated the Power Conservation Guidelines in April 2022 to save more energy within our Group as part of our efforts to help mitigate climate change. We will continue to establish plans to mitigate and adapt to climate change and advance our environmental actions.

› The OLC Group Environmental Management Structure

Energy Management System

Our proprietary energy management system (EMS) visualizes electricity consumption within our two Theme Parks and back office.
The EMS collects and analyzes data on energy consumption using IT through sensors attached to all facilities. This system has enabled us to identify inconsistent or wasteful electricity use by monitoring the operation hours and temperature settings of air conditioners, and the lighting time and illumination level settings of lighting equipment, among others, and to implement measures to make improvements based on collaborations with relevant organizations, contributing to the establishment of a Plan-Do-Check-Act (PDCA) cycle for CO_2 emissions reduction.

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



Actions and Performances

FY 2021 CO_2 Emissions

In FY 2021, CO_2 emissions by our Group amounted to 156,000 t-CO_2.

Unit: t-CO_2

FY 2018	FY 2019	FY 2020	FY 2021
198,000	186,000	144,000	156,000

* Decreased in FY 2020 due to the impact of the temporary closure and shortened operating hours of our Theme Parks.

For the amount of CO_2 emitted at the Tokyo Disney Resort, please refer to the Environmental Data.

Mitigating Climate Change

Approximately 70% of our Group's current CO_2 emissions result from electricity use. Our Group has introduced a combination of different measures related to the mitigation of climate change in an effort to reduce CO_2 emissions on an ongoing basis.
We will continue exploring mitigation measures to slow the progress of global warming.

Initiative example	Outline
Installation of power generators	• Maximum usable electricity: approximately 15,000kw • Aims to help cut peak-demand grid energy use in summer
Installation of energy-efficient facilities and equipment in the Central Energy Plant*	• Introduced large-scale heat-source facilities in the planning stages of Theme Parks • Installe turbo refrigerators
Carbon Offset	• Continued since FY 2014 • Selected total of 2,000 t-CO_2 of carbon for fuel cell battery for home use in FY 2020
Switching to LEDs **Tokyo Disney Resort**	• Switched lighting to LEDs for Cinderella's Castle, Mount Prometheus, roof rim illumination, and outdoor spaces and stores • On renovating "it's a small world" in 2018, the amount of lighting equipment was increased by over 60% while energy consumption was cut by more than 50%.
Use of renewable energy **Tokyo Disney Resort**	• Installed solar panels atop eight buildings (output of over 600 MWh) • Introduced geothermal and hot spring energy at our proprietary strawberry farm (Teshikaga, Hokkaido), reducing the consumption of fossil fuels
Use of Biomass Packaging **Tokyo Disney Resort**	• Using biomass packaging made partly from plant-based materials • Cultivating plants used as raw materials in a way that protects the ecosystem • Reduced yearly CO_2 emissions by about 40% compared to conventional products, which mainly used petroleum-based materials
Conversion of Vehicles inside Theme Parks to Electric Vehicles **Tokyo Disney Resort**	• Converted seven vehicles to electric vehicles [Electric vehicles introduced] • Big City Vehicles that operate inside Tokyo DisneySea • Vehicles used for Disney's Royal Dream Wedding program offered at Tokyo Disneyland

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

Environmentally Friendly Transport

Our Group is endeavoring to reduce the environmental impact of transportation.

Initiative example	Outline
Emissions Reductions for Commercial Vehicles and Low-Emission Vehicles	• Promoting the use of light, hybrid and electricity-powered vehicles to reduce CO_2, nitrogen oxide (NOx) and particulate matter (PM) emissions from company vehicles • Replaced all company buses operating on our office grounds with hybrid vehicles
Formulation of the OLC Group Eco-driving Rules	• Formulated based on the eco-driving rules promoted by the Japanese government • Requesting employees and suppliers to comply with our Group's Rules

Adapting to Climate Change

Tokyo Disney Resort

As a form of adaptation, our Group continues to work on enhancing resilience, for example, by taking measures against thunderstorms, typhoons, and other natural disasters, and addressing rising temperatures in order to prevent heatstroke both indoors and outdoors.

› Information Disclosure based on TCFD Framework

TCFD | TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

Measures taken in FY 2020
Installed fans in the Guests' waiting area for Jasmine's Flying Carpets
Installed spot air coolers at locations where Cast Members stand (at some attractions)



Fans installed in the waiting areas for Jasmine's Flying Carpets



Spot air coolers installed at locations where Cast Members stand

Positions Regarding Climate Change Laws and Regulations

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

Environment Related Data

Tokyo Disney Resort

Data on environmental performances of FY2021.

› Environmental Data

Waste

Policies and Regulations Management Structures Actions and Performances

Policies and Regulations

Increasing Recycling Rates

With many Guests visiting our Theme Parks every day, the Tokyo Disney Resort is much like a big city.
The OLC Group promotes waste reduction and recycling programs and is making aggressive efforts to reduce our impact on the environment.

Targets for 2030 in Waste Management

Our Group has been taking actions to reduce waste and has set the following targets in order to contribute to “Recycling-oriented society,” our ESG materiality. We will also continue to work on saving resources by reducing the amount of waste rigorously enforcing the proper separation of different types of waste, and promoting recycling.

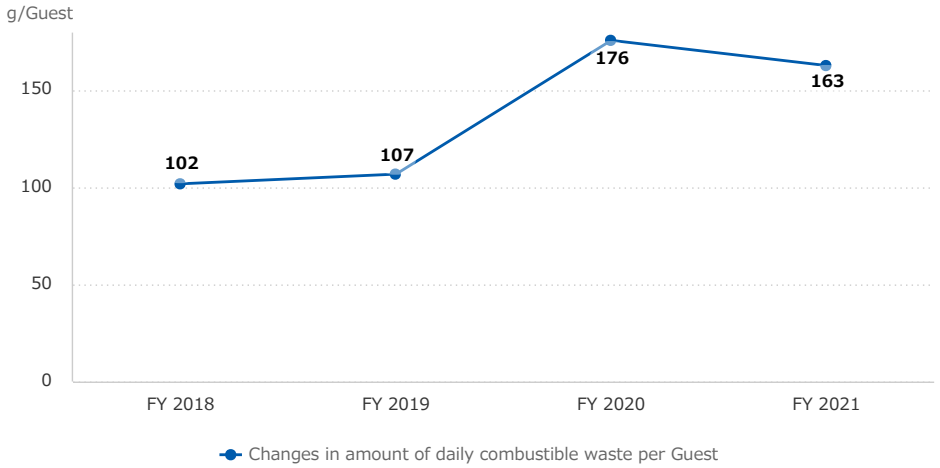
› ESG Materiality

Key Goal Indicator (KGI)	Quantitative target / Qualitative target	KGI	Quantitative target / Qualitative target	Target year (FY)
Waste reduction target [weight]	10% reduction (vs. FY 2016 levels)	Food loss reduction target	50% reduction (vs. FY 2019 levels)	2030
		Single use plastics reduction target	25% reduction (vs. FY 2018 levels)	
Percentage recycled [actual result]	80%	Resource saving target on products and services	7.8% reduction (vs. FY 2018 levels)	

Medium-term Target in Waste Management by FY 2020

We promoted initiatives to reduce daily combustible waste by 3% from the FY 2015 level to 110 g per Guest by FY 2020, which was the FY 2020 medium-term target.

Changes in amount of daily combustible waste per Guest



* Increased because of the the discontinued sorting work that involves opening garbage bags for the safety of employees in charge of waste collection/sorting due to the spread of the infectious disease as well as the growing quantity of disinfectant and cleaning materials used (FY2020,FY2021).

The OLC Group's Environmental Policy (Revised May 2022)

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

Management Structures

The OLC Group's Structures to Promote Waste Management

Recognizing environmental issues as an important managerial challenge to be addressed, our Board of Directors resolved to set "Measures to address climate change and natural disasters" and "Recycling-oriented society" as areas of ESG materiality, and monitor the progress made in our related plans. Our Group has established an Environmental Action Committee chaired by the Supervisor of the Corporate Strategy Planning Division (Executive Director and Executive Vice President Officer). The committee is responsible for planning and setting targets for the Company's environmental activities including climate change. Established under the Environmental Action Committee, the Subcommittee on Resource Recycling works to share our waste management policy across our Group and strengthen collaboration to conduct fact-finding surveys, devise strategies for addressing environmental issues, and implement initiatives to reduce environmental impact. Through the Environmental Action Committee, targets and plans regarding environment actions are reported to the Board of Directors annually.
› The OLC Group Environmental Management Structure

Actions and Performances

Recycling Rates

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

FY 2018	FY 2019	FY 2020	FY 2021
75%	74%	73%	73%

＊Rate of waste recycled of all waste generated according to the business operations of Tokyo Disney Resort（total recycled waste/total waste×100）

Recycling Programs

Tokyo Disney Resort

Rigorous Waste Sorting

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

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



Resource-saving and Recycling Initiatives

Initiative example	Outline
Donations to Food Banks	Pre-gelatinized rice stored for disaster response along with other unexpired food and still-usable tableware are donated to food banks, mainly a certified NPO called Second Harvest Japan*. *The largest food bank in Japan. Based on the principle of "food for everyone," it conducts a wide range of support activities including providing support for disaster-stricken areas, welfare facilities, poor, and single mothers
Reducing Food Loss	Dishes made using non-standard tomatoes, bell peppers, and strawberries produced at the Hokuto and Teshikaga farms operated by the Group are served at restaurants in our Theme Parks as well as in the employee cafeteria.
Developing Environmentally Friendly Products Tokyo Disney Resort	In FY 2021, 14 products made with organic cotton or recycled materials went on sale at our Theme Parks. LET'S START WHERE WE CAN! (Japanese Only)
Recycling Loop Tokyo Disney Resort	Selected restrooms across our businesses use toilet paper made from recycled paper. Some of these restrooms located at TDL and TDS use 30% recycled content from paper cups that have been recycled in the parks.
Conserving toilet paper Tokyo Disney Resort	Signage asking Guests to finish one roll of toilet paper before using the other is installed. (Tokyo Disneyland Hotel, Tokyo DisneySea Hotel MiraCosta, Disney Ambassador Hotel, Tokyo Disney Resort Toy Story Hotel)
Reducing Use of Disposable Plastic	Click here for initiatives to reduce use of disposable plastic

Packaging giving consideration to the environment

Initiatives to reduce the amount of plastic packaging used	We replaced plastic straws provided at restaurants at our Theme Parks and Disney hotels* with paper straws, and have also begun using paper cups instead of plastic cups to serve beer at our Theme Parks in line with our goal to reduce the use of plastic *Tokyo Disney Celebration Hotel, Disney Ambassodor Hotel, Tokyo Disney Sea Hotel MiraCosta, Tokyo Disneyland Hotel, Tokyo Disney Resort Toy Story Hotel
Switch to recyclable packaging	By switching from plastic to paper beer cups at our Theme Parks, we aim to contribute to a reduction in the use of plastic as well as boost the ratio of recyclable paper cups being used Note that at some facilities, paper cups collected at our Theme Parks are being used as raw material for toilet paper (around 30%)
Promoting the use of paper packaging made from recycled materials	We enacted the Guidelines on Paper Procurement and are requesting that our suppliers basically use recycled paper in paper packaging

Environment Related Data

Tokyo Disney Resort

Data on environmental performances of FY2021.

› Environmental Data

Environment

Reducing Disposable Plastic

Policies and Regulations Management Structures Actions and Performances

Policies and Regulations

Our Policy on Reducing Use of Disposable Plastic

The OLC Group is striving to reduce the use of disposable plastic in line with Our Environmental Policy.
With respect to items and restaurants, we will continue stepping up our measures to reduce the use of plastic by adopting renewable resources, among others. We are also continuing with our efforts to recycle waste plastic through rigorous sorting.

Targets for 2030 in Waste Management

Our Group has been taking actions to reduce waste and has set the following targets in order to contribute to “Recycling-oriented society,” our ESG materiality. We will also continue to work on saving resources by reducing the amount of waste rigorously enforcing the proper separation of different types of waste, and promoting recycling.

› ESG Materiality

Key Goal Indicator (KGI)	Quantitative target / Qualitative target	KGI	Quantitative target / Qualitative target	Target year (FY)
Waste reduction target [weight]	10% reduction (vs. FY 2016 levels)	Food loss reduction target	50% reduction (vs. FY 2019 levels)	2030
		Single use plastics reduction target	25% reduction (vs. FY 2018 levels)	
Percentage recycled [actual result]	80%	Resource saving target on products and services	7.8% reduction (vs. FY 2018 levels)	

The OLC Group’s Environmental Policy (Revised May 2022)

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

› Our Environmental Policy

Management Structures

The OLC Group's Structures to Promote Waste Management

Recognizing environmental issues as an important managerial challenge to be addressed, our Board of Directors resolved to set "Measures to address climate change and natural disasters" and "Recycling-oriented society" as our ESG materiality, and monitor the progress made in our related plans. Our Group has established an Environmental Action Committee chaired by the Supervisor of the Corporate Strategy Planning Division (Executive Director and Executive Vice President Officer). The committee is responsible for planning and setting targets for the Company's environmental activities including climate change. Established under the Environmental Action Committee, the Subcommittee on Resource Recycling shares our waste management policy across our Group and strengthens collaboration. We strive to implement initiatives to reduce environmental impact by conducting fact-finding surveys, and devise strategies for reducing waste generated by our Group including single use plastics. Through the Environmental Action Committee, targets and plans regarding environment actions are reported to the Board of Directors annually.

› The OLC Group Environmental Management Structure

Actions and Performances

Initiatives to Reduce Use of Disposable Plastic

Initiative	Outline
Changed cushioning materials	Replaced plastic cushioning materials used for packaging with paper materials at all Tokyo Disney Resort merchandise facilities and restaurants. (Replacing on progress at restaurants.)
Initiatives at hotel rooms	Switched from individual shampoo and conditioner amenities to dispenser-type products at Disney hotels*, and discontinued disposable razors and shower caps as standard amenities.
Reduced the use of plastic cutlery	Phased out plastic cutlery used at our Theme Park restaurants and replaced them with cutlery designed to meet the reduction target set under the Plastic Resource Circulation Act. For some cutlery, plastic packages were eliminated or were replaced with lighter products.
Reduced the use of plastic straws	Replaced plastic straws provided at restaurants at our Theme Parks and Disney hotels* with paper or other non-plastic straws. Also introduced strawless lids at some Theme Park restaurants.
Replaced plastic beer cups with paper cups	Plastic cups used for serving beer were replaced with paper cups at our Theme Parks.
Charging for plastic shopping bags	Started charging for plastic shopping bags at stores selling merchandise and began selling Tokyo Disney Resort's original eco bags.

＊Tokyo Disney Celebration Hotel, Disney Ambassodor Hotel, Tokyo DisneySea Hotel MiraCosta,Tokyo Disneyland Hotel, Tokyo Disney Resort Toy Story Hotel

Water

Policies and Regulations Management Structures Actions and Performances

Policies and Regulations

The OLC Group has been making consistent efforts to eliminate the wasting of resources by purifying wastewater and promoting the use of reclaimed water on a voluntary basis since opening its first Theme Park to the public.
By introducing the latest cutting-edge systems, we take environmentally friendly measures at all stages of the life cycles of attractions and facilities, from design to introduction, repair and replacement.

The OLC Group’s Environmental Policy (Revised May 2022)

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

Management Structures

The OLC Group’s Structures to Drainage Management System

Our Group has established an Environmental Action Committee chaired by the Supervisor of the Corporate Strategy Planning Division (Executive Director and Executive Vice President Officer). The committee is responsible for planning and setting targets for the Company’s environmental activities including climate change. Due to wide-ranging laws governing water supply and drainage*, our Group Water Supply and Drainage Guidelines were established and our Group is developing a system to facilitate the appropriate management of water supply and drainage operations accordingly. Through the Environmental Action Committee, targets and plans regarding environment actions are reported to the Board of Directors annually. Recognizing environmental issues including developing a recycling-oriented society as an important managerial challenge to be addressed, our Board of Directors resolved to set “Measures to address climate change and natural disasters” and “Recycling-oriented society” as our ESG materiality, and monitor the progress made in our related plans.

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

› The OLC Group Environmental Management Structure

Actions and Performances

Water Purification and Recycling

Tokyo Disney Resort

The water used by our Group is collected, purified and recycled at a water treatment plant owned by our Group, in order to reduce water use.
Today, around 30 percent of the water we use (601 thousand m^3) is recycled at our Group's water treatment plant and reused for toilet flushing at Tokyo Disneyland and Tokyo DisneySea.

› Water consumption by intake source and discharge destination
› COD Emissions

Recycling of Water in Water Areas

Tokyo Disney Resort

We have placed filtration devices in areas and attractions containing water at our Theme Parks. These devices enable us to maintain water quality by conducting thorough checks and effectively circulating all water. For example, the water contained in the vast water areas within Tokyo DisneySea is processed through a large-scale cycle filtration/purification system. Thanks to this system, we can efficiently maintain a consistent level of water by replenishing stocks on sunny days to make up for water lost to evaporation and we can also adjustments to deal with overflows on rainy days.
Clean water used for fountains pours into the bodies of water located throughout Tokyo DisneySea, allowing us to use water effectively without wasting any of it.

Environment Related Data

Tokyo Disney Resort

Data on environmental performances of FY2021.
› Environmental Data

Environment

Chemical Substances

Policies and Regulations Management Structures Actions and Performances

Policies and Regulations

Adhering to the Spirit of the PRTR System

Under the Pollutant Release and Transfer Register (PRTR) system based on Japan's Act on Confirmation, etc. of Release Amounts of Specific Chemical Substances in the Environment and Promotion of Improvements to the Management Thereof, designated business operators are required to track the emission and transfer* of PRTR substances and to submit detailed reports to the government. Although the reporting requirements of the PRTR system do not apply to our Group, we voluntarily investigate emissions and transfers of PRTR substances by our Group each year in line with the PRTR system in order to reduce our release of these chemical substances. For FY 2021, we aim to reduce the use of these chemical substances compared to FY 2020, in order to reduce emissions.
Most of the PRTR substances used by our Group are contained in paints and cleaning products used at our Theme Parks.
The use of PRTR substances, including the paints used to recreate buildings from the early 20th century and in various other Theme Parks productions, as well as those used in routine maintenance work, is closely supervised in accordance with safety data sheets. The sheets provide information on chemical components, properties and handling guidelines, and we strive to control their release and transfer within appropriate levels.
Our Group will continue to reduce the use of these chemicals by replacing them with alternative substances and redesigning facilities into those that do not require any paint to be applied, and reduce the emissions and transfer of the chemical substances.

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

OLC Group's Environmental Policy (Revised May 2022)

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

Management Structures

Environmental Action Committee and Subcommittee on Chemical Management

Our Group has established an Environmental Action Committee chaired by the Supervisor of the Corporate Strategy Planning Division (Executive Director and Executive Vice President Officer). The committee is responsible for planning and setting targets for the Company's environmental activities including climate change.
Through the Environmental Action Committee, targets and plans regarding environment actions are reported to the Board of Directors annually. Recognizing environmental issues including developing a recycling-oriented society as an important managerial challenge to be addressed, our Board of Directors resolved to set "Measures to address climate change and natural disasters" and "Recycling-oriented society" as our ESG materiality, and monitor the progress made in our related plans.
Positioned under the Environmental Action Committee, the Subcommittee on Chemical Management conducts fact-finding surveys, devises strategies for addressing environmental issues, and implements initiatives to reduce environmental impact.

The OLC Group's Structures to Chemical Substance Management System

We have established "The OLC Group Chemical Substance Management Guideline" that contains the general handling precautions for chemical substances, storage and disposal methods and confirmation items for related employees.

› The OLC Group Environmental Management Structure

Actions and Performances

Efforts to Reduce Chemical Emissions

Tokyo Disney Resort

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

Furthermore, when redesigning structures and pavement materials at our Theme Parks to facilitate maintenance, we also strive to reduce the use of paint and construction materials containing chemical substances in consideration of the environment.
For example, in the waiting area for the Haunted Mansion, we applied no paint to the curbstone and changed the pavement materials to those containing no chemical substances.

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

Results of the OLC Group's Survey on PRTR Substance

› Yearly Changes in Release/Transfer Volume
› Breakdown of Release/Transfer Volume
› Breakdown by Application

Environment Related Data

Tokyo Disney Resort

Data on environmental performances of FY2021.

› Environmental Data

Environment

Biodiversity

Policies and Regulations Management Structures Actions and Performances

Policies and Regulations

Our lives and business activities are sustained by biodiversity, which consists of the variation of living species and their relationships to each other.
The OLC Group upholds consideration for biodiversity in Our Environmental Policy. In our efforts to seek harmony with the environment through our business activities, we procure paper with due consideration for biodiversity and work to create an environment where diverse types of vegetation can grow.

The OLC Group's Environmental Policy (Revised May 2022)

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

Paper Procurement in Consideration of Biodiversity

Paper Procurement in Consideration of Biodiversity
In June 2015, as part of our efforts aimed at limiting damage to ecosystems in the course of procurement, we set new guidelines on the procurement of paper, and notified its content to our major suppliers. These require that illegal or excessive deforestation is avoided and recommend using paper made 100% of recycled paper in the office. We also conduct annual investigations of major suppliers to check how well the Guidelines are being disseminated.
› Guidelines on Paper Procurement (abbreviated)

Management Structures

The OLC Group's Structures to Conserve Biodiversity

Our Group has established an Environmental Action Committee chaired by the Supervisor of the Corporate Strategy Planning Division (Executive Director and Executive Vice President Officer). The committee is responsible for planning and setting targets for the Company's environmental activities including climate change.

› The OLC Group Environmental Management Structure

Actions and Performances

Greenery at our Theme Parks

Tokyo Disney Resort

We set aside more than around 18 hectares of land, or one-sixth of our total theme park area, for greenery. Around 1,340,000 plants comprising 2,000 species are grown, which is comparable to a botanical garden.
In our Tokyo Disney Resort blog on our Tokyo Disney Resort official website (in Japanese only), we provide an overview of our plants as well as gardening advice under the theme of "flower and greenery walks," so that our guests can enjoy learning about diverse forms of vegetation.

Social Data

Employees Our Suppliers Community Programs

Major Data on Employees

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

Number of employees (on a consolidated basis)

FY 2018	FY 2019	FY 2020	FY 2021
6,007	8,034	8,782	9,094

* Data from Securities Report

Number of employees (on a consolidated basis)

ployment category		FY 2019	FY 2020	FY 2021
Corporate employees	Corporate employees	3,366	3,354	3,248
	Male	1,851	1,793	1,733
	Female	1,515	1,561	1,515
	Career-track employees	1,521	1,454	1,387
	Theme Park operation staff	-	-	-
	Theme Park management staff	1,072	1,143	1,111
	Specialists	773	757	750
Theme Park Operation employees	Theme Park Operation employees	1,479	2,018	2,161
	Male	484	727	753
	Female	995	1,291	1,408
Contract workers	Contract workers	394	360	310
	Male	310	280	229
	Female	84	80	81
Show performers	Show performers	1,154	672	664
	Male	262	111	112
	Female	892	561	552
Cast Members	Cast Members	19,267	15,315	12,993
	Male	4,306	3,227	2,598
	Female	14,961	12,088	10,395
Total		25,660	21,719	19,376

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

Number of employees by region of nationality (employees at Oriental Land Co., Ltd.)

	FY 2020	FY 2021
Japan	21,601	19,336
Asia	50	46
North America	2	2
Latin America and the Caribbean	4	4
Europe	5	4
Middle East	1	1

Managers/executive directors/corporate officers by region of nationality (corporate employees at Oriental Land Co., Ltd.)

	FY 2020	FY 2021
Japan	99%	99%
Other	1%	1%

Members of the labor union (Oriental Land Co., Ltd.)

	FY 2018	FY 2019	FY 2020	FY 2021
Total	23,914	24,440	21,235	18,708
Participation rate	99.9%	99.9%	99.9%	99.9%

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

FY 2018	FY 2019	FY 2020	FY 2021
41.3	39.9	39.2	39.9

* FY 2021 average age: Males: 41.9; females: 38.3

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

	FY 2019	FY 2020	FY 2021
All employees	10.8	9.8	10.1
Male employees	13.8	12.4	12.8
Female employees	7.8	7.6	7.8

Employee turnover (corporate employees at Oriental Land Co., Ltd.)

		FY 2020	FY 2021
Turnover rate(including retirement)	Total	4.24%	3.81%
	Male	2.79%	2.00%
	Female	1.45%	1.81%
Turnover rate(personal circumstances)	Total	2.66%	2.59%
	Male	1.66%	1.02%
	Female	1.00%	1.57%

Average annual salary of nonmanagerial positions (corporate employees at Oriental Land Co., Ltd.)

	FY 2020	FY 2021
Total	4,438,970yen（3,527,397yen）	4,540,059yen（3,397,468yen）
Male	4,947,029yen（3,904,422yen）	4,979,521yen（3,722,204yen）
Female	3,987,655yen（3,192,482yen）	4,154,464yen（3,112,537yen）

*Figures in brackets are amounts excluding bonuses.
*Extra wages are excluded.

Average annual salary of management positions (corporate employees at Oriental Land Co., Ltd.)

	FY 2020	FY 2021
Total	8,872,066yen（6,605,944yen）	9,671,481yen（6,637,388yen）
Male	8,980,047yen（6,686,564yen）	9,782,780yen（6,715,420yen）
Female	8,301,706yen（6,180,103yen）	9,080,740yen（6,223,214yen）

*Figures in brackets are amounts excluding bonuses.
*Extra wages excluded.
*There are no gender differences in renumeration, either for management or non-management personnel. Differences in salary are partially due to years of experience.

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

FY2018	FY2019	FY2020	FY 2021
17hours 54minutes	13hours 12minutes	5hours 18minutes	8hours 16minutes

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

		Hired in April 2019	Hired in April 2020	Hired in April 2021	Hired in April 2022
University graduates (Total)		105	110	63	23
	Male	36	40	25	10
	Female	69	70	38	13
Junior college / vocational school graduates		3	2	3	3
Total		108	112	66	26

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

	Hired in April 2016 (Corporate employees remaining as of April 2019)	Hired in April 2017 (Corporate employees remaining as of April 2020)	Hired in April 2018 (Corporate employees remaining as of April 2021)	Hired in April 2019 (Corporate employees remaining as of April 2022)
Male	34 (34)	24 (20)	31 (29)	37 (33)
Female	46 (44)	42 (40)	61 (56)	71 (62)
Retention rate after three years	97.5%	90.9%	92.4%	88.0%

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

	FY 2019	FY 2020	FY 2021
Total	1,620	627	193
Male	545	289	48
Female	1,075	338	145

Percentage of mid-career recruitment employees(Oriental Land Co., Ltd.)

	FY 2018	FY 2019	FY 2020	FY2021
Total	51%	94%	85%	75%

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

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

FY 2018	FY 2019	FY 2020	FY 2021
71	75	63	43

* All employees are hired upon request

Management positions filled by internal candidates (corporate employees at Oriental Land Co., Ltd.)

FY 2018	FY 2019	FY 2020	FY 2021
100%	100%	100%	100%

Training hours（for corporate employees / per person ）

	FY2020	FY 2021
Training hours	6 Hours	5 hours
Amount spent on training	8,000 JPY	3,000 JPY

* Calculated only for employee training by the Human Resources Department

Percentage of entitled paid holidays taken

Corporate employees at Oriental Land Co., Ltd.

FY 2018	FY 2019	FY 2020	FY 2021
85.4%	90.9%	83.8%	111.9%

Contract workers, show performers, Cast Members, and others. at Oriental Land Co., Ltd.

FY 2018	FY 2019	FY 2020	FY 2021
94.5%	93.8%	70.4%	103.1%

Create a Workplace for Diverse Employees

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

Corporate employees at Oriental Land Co., Ltd.

	FY 2018	FY 2019	FY 2020	FY 2021
Total	133	128	159	221
Male	15	20	28	52
Female	118	108	131	169
Rate of return	99.2%	100.0%	100.0%	100.0%

Contract workers, show performers, Cast Members, and other at Oriental Land Co., Ltd.

	FY 2018	FY 2019	FY 2020	FY 2021
Total	243	346	220	400
Male	2	11	3	10
Female	241	335	217	390
Rate of return	97.5%	95.4%	99.6%	94.3%

* Rate of Return = (Number of individuals who took a leave of absence to provide childcare during the term − Number of individuals who subsequently resigned) / Number of individuals who took a leave of absence to provide childcare during the term

Number of individuals who took family care leave

Corporate employees at Oriental Land Co., Ltd.

FY 2018	FY 2019	FY 2020	FY 2021
6	3	4	10

Contract workers, show performers, Cast Members, and other at Oriental Land Co., Ltd.

FY 2018	FY 2019	FY 2020	FY 2021
13	12	13	16

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

	FY2019	FY2020	FY 2021
Male	13.8 years	12.4 years	12.8 years
Female	7.8 years	7.6 years	7.8 years
Difference	6.0 years	4.8 years	5.0 years

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

		FY2019	FY2020	FY2021
Employees	Male	2,335	2,520	2,486
	Female	2,510	2,852	2,923
	Female Ratio	51.8%	53.1%	54.0%
	Male STEM worker	468	436	399
	Female STEM worker	70	68	68
	Female STEM worker ratio	13.0%	13.5%	14.6%
Other workers	Male	4,843	3,632	2,939
	Female	15,937	12,730	11,028
	Female Ratio	76.7%	77.8%	79.0%

* STEM: Science, technology, engineering, and mathematics
STEM worker: Employee specialized in STEM area.

Percentage of female employees (on a consolidated basis)

	FY2020	FY2021
Male	8,983	8,185
Female	19,356	17,798
Female Ratio	68.3%	68.5%

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

	FY 2019 (As of end of March, 2020)	FY 2020 (As of end of March, 2021)	FY 2021 (As of end of March 2022)
Female managers	32 out of 203 (15.8%)	35 out of 199 (17.6%)	34 out of 194 (17.5%)
Female managers of non-management department	23 out of 138 (16.7%)	23 out of 144 (16.0%)	24 out of 137 (17.5%)
Female executive directors	2 out of 10 (20.0%)	2 out of 10 (20.0%)	2 out of 10 (20.0%)
Female corporate Officers	3 out of 21 (14.2%)	3 out of 21 (14.2%)	3 out of 20 (15.0%)

Gender pay gap of basic salary and remuneration of management positions (Oriental Land Co., Ltd.)

	FY 2021 (Male : Female)
Basic salary	108 : 100
Total remuneration	108 : 100

* Treatment are compatible for all employees regardless of pay or gender, including non management positions. The gap is partially caused by years of experience.

Percentage of employees with disabilities (Group applied)

As of June 2019	As of June 2020	As of June 2021	As of June 2022
2.30%	2.47%	2.71%	2.73%

*The percentage of employees with disabilities in our Group is 2.66% as of June 2022.

Data on Corporate Culture and Employee Satisfaction

Number of ideas proposed at “I Have an Idea”

FY 2020	2,075
FY 2021	Program not held

Number of cards exchanged during Spirit of Tokyo Disney Resort program

FY 2020	Program not held
FY 2021	421,240

Number of Spirit Award recipients

FY 2020	Program not held
FY 2021	387

Number of cards given to Cast Members by their superiors in their Five-Star Program

FY 2020	6,947
FY 2021	3,747

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

FY 2020	Program not held
FY 2021	Program not held

Number of Thanks Day event hosts/hostesses (directors, officers, managers and corporate employees)

FY 2020	Program not held
FY 2021	Program not held

Supply Chain Management

Suppliers attended to sessions of quality control as well as to learn how the ILS program

FY 2019	FY 2020	FY2021
Approx.150	Approx.145	185

Community Action Programs

Expenditures Made for Community Programs（FY2021）

(Hundreds of yen)

Total	47
Cash contributions	12
In-kind giving: product or services donations, projects/partnerships or similar	6
Time: employee participation during paid working hours	27
Management overheads	2

Disney Dreamers Experience

Tokyo Disney Resort

	FY2018	FY2019	FY2020	FY2021
Number of participants	117	120	Program not held	Program not held

OLC Group Children's Smile Fund

(yen)

The OLC Group Children's Smile Fund Designated charities		Areas of support	FY 2021 donation amount
unicef	The Japan Committee for UNICEF	Support for water and hygiene	861,840
Save the Children	Save the Children Japan	Support for education	703,610
World Food Programme	Japan Association for the World Food Programme	Support for school lunch programs	664,038
JCV	Japan Committee Vaccines for the World's Children	Support for vaccinations	661,559
	Medecins Sans Frontieres	Support for Medical Care (Nutritional Improvement)	607,207

*UNHCR to be added from FY 2022

Social Activities of Tokyo Disney Resort Ambassador

Tokyo Disney Resort

	FY2018	FY2019	FY2020	FY2021
Number of facilities visited	59	45	Program not held	Program not held

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

Tokyo Disney Resort

	FY2018	FY2019	FY2020	FY2021
Number of wishes supported	88	75	Program not held	10

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

	FY2018	FY2019	FY2020	FY2021
Number of participants	Approx.300	Approx.390	Program not held	Program not held

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

	FY2018	FY2019	FY2020	FY2021
Number of participants	84	86	Program not held	Program not held

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

Tokyo Disney Resort

	FY2018	FY2019	FY2020	FY2021
Number of participants	1,631	1,677	1,702	1,718

Related information

› Environmental Data

› Governance Data

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

Policies and Regulations

Code of Conduct - The Five Keys

Tokyo Disney Resort

We act with safety as our top priority.

Safety comes first in all actions we take to create happiness for Guests visiting our Theme Parks.

In order to achieve the goal of Tokyo Disney Resort Cast Members, “We Create Happiness,” all TDR Cast Members make decisions and act based on the Five Keys, the code of conduct shared among all Disney Theme Parks.



The Five Keys—Safety, Courtesy, Inclusion, Show and Efficiency—serve as the basis on which all Cast Members make decisions to provide the greatest hospitality to Guests.
The Five Keys are also the most valued standard for Oriental Land Co., Ltd. in operating Tokyo Disneyland and Tokyo DisneySea under license from Disney Enterprises, Inc.

[Safety]
In order to create a safe and relaxing place, the safety of Guests and Cast comes before anything else.

[Courtesy]
Based on the belief that Guests should be treated like VIPs, we also aspire to offer friendly, genuine hospitality; not just being polite, but providing service from the standpoint of the Guests.

[Inclusion]
Welcoming and respecting different viewpoints and people. Placed at the heart of all the Keys, it is deeply connected to any of the other Four Keys.

[Show]
Cast Members are part of the show and should treat every day as opening day, approaching every task as part of a themed show, even when they are inspecting or cleaning the facilities.

[Efficiency]
Focusing on safety, courtesy and the show will, along with teamwork, help us achieve greater efficiency.

Actions and Performances

Safety

Tokyo Disney Resort

Cast Members place Safety as top priority.
For example, one of the jobs of Custodial Cast Members is to mop up spilled drinks. They do this standing up rather than squatting, using their feet to mop up spilled liquids. This is to prevent accidents, since Guests caught up in the magic of the environment may not see the Cast Member if he/she were crouching down. Mopping up with feet may seem unmannerly, but this is intentional as they put Safety before Courtesy or Show.

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



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

Related information

› Attraction Safety
› Show and Parade Safety
› Product Safety
› Food Safety
› Park Safety

Social

Attraction Safety (Tokyo Disney Resort)

Policies and Regulations Management Structures Actions and Performances

Policies and Regulations

Our Policy on Attraction Safety

Tokyo Disney Resort

A large number of Guests enjoy the attractions at Tokyo Disneyland and Tokyo DisneySea every day. In order to offer our Guests a consistently safe and enjoyable experience, the OLC Group has developed the Policy on Attraction Safety.

Policy on Attraction Safety

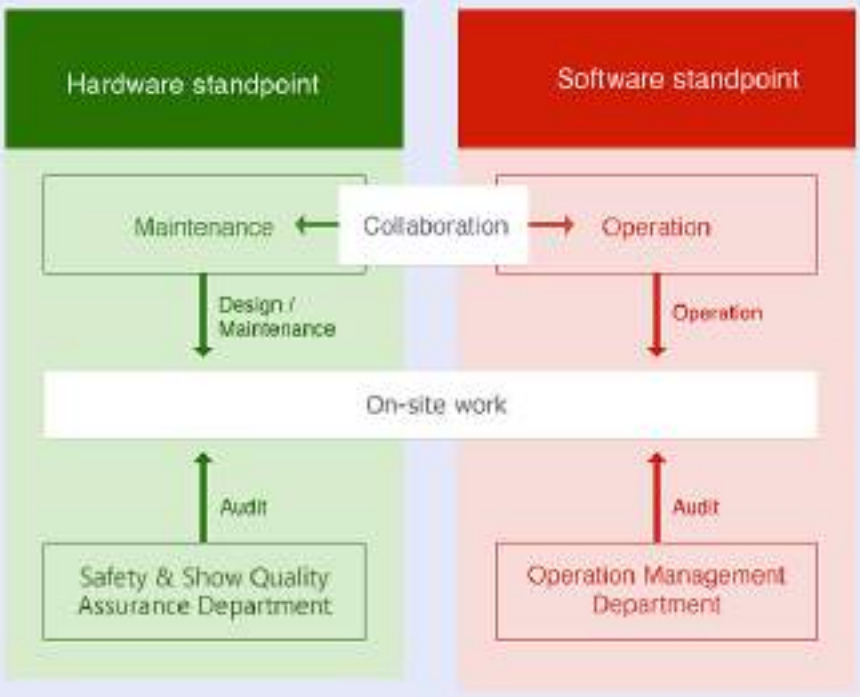
To allow us to create happiness and contentment by offering “wonderful dreams, moving experiences, delight and contentment” the OLC Group is dedicated to maintaining and enhancing the safety of our attractions and to achieving the highest standards of safety and quality.

1. Our Group shall comply with all statutory safety regulations and internal safety standards.
2. Our Group shall work to improve the safety of the facilities and procedures for the operation of attractions.
3. Our Group shall maintain operational safety at all times to continue to provide the ultimate show experience.
4. Our Group shall train all employees to actively incorporate our safety procedures into their work.

The Role of Audits and Communication in Safety Management

Tokyo Disney Resort

It is fundamental that both the maintenance and operations departments work and communicate closely together to fulfill their roles with integrity for the safety of our attractions and facilities.
In addition, by maintaining close contact with Cast Members, maintenance and operations managers are able to identify small changes and emerging safety risks, while facility managers also ensure on-site safety.
Internal checks are carried out on an ongoing basis by the Safety & Show Quality Assurance Department, which verifies whether facilities maintenance for attractions is being carried out according to the standards, and the Operation Management Department, which confirms that the staff is carrying out operations reliably and in accordance with the manuals.



Attraction Safety Program

Tokyo Disney Resort

Our Group is committed to the safety of our rides and attractions in terms of both attraction design and maintenance, as well as Guest enjoyment and operational safety.

Safety Management of Theme Parks Facilities/Rides/Ride Equipment–Design

All of our attractions are designed by placing the utmost importance on safety. In particular, all roller coaster attractions are equipped with a broad range of safety features, such as ride restraints, and require strict adherence to rules, such as enforced height restrictions.

We have also installed a range of equipment that is designed to prevent Guests from climbing or jumping over park fences such as the fixed guard nets on rails and along the waterfront in some watercraft attractions, and automated station gates in the loading areas of all roller coaster attractions. Moreover, the Soaring: Fantastic Flight is equipped with a center strap to keep children securely in their seats, thereby ensuring that all Guests can enjoy the ride safely.



Keeping children securely in their seats(Photographed in FY2019)

Examples of safety enhancements made in FY 2021

Haunted Mansion
In an effort to continuously make attractions safer, we removed the fences and replaced the carpet to improve visibility.



Before　　After

› Examples of Improvements that Have Been Made to Date

Safety Management of Theme Parks' Rides System – Maintenance

All Tokyo Disney Resort facilities are checked by a team of approximately 1,000 maintenance technicians* who work in shifts to verify and maintain safe conditions. In addition to statutory inspections, we perform daily and routine inspections and maintenance in accordance with our own strict maintenance standards. Furthermore, we annually conduct overhaul maintenance of approximately 600 attraction vehicles at our own factory. After the vehicle is disassembled, various inspections such as non-destructive inspection and parts replacement take place. Once the vehicle is assembled again, it is brought into the attraction and after passing the final cycling test, the inspection and maintenance work is complete. We constantly review these maintenance standards and audit the status of inspections and maintenance work to keep our facilities safe. In addition, some attractions are individually closed at regular intervals to allow our maintenance team to perform thorough non-destructive inspections and maintenance work that cannot be performed during daily inspections.

In the event of an earthquake exceeding a certain magnitude, the Theme Parks' attractions are stopped at locations that enable Guests to safely disembark. Guests are then evacuated to safety through evacuation routes. We commence inspections by following the appropriate standards and checklists corresponding to the magnitude of the earthquake and confirm the safety of the rides and attractions.

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

Operational Safety

Cast Members in charge of operations at all attractions ensure the safety of all rides and attractions.
For example, at Soaring: Fantastic Flight, after the Guests have buckled up their seatbelts, Cast Members make sure that they are locked by checking the lamp light above each seat. In addition, Cast Members ask the Guests to pull the yellow tab attached to their seatbelt so that the Guests themselves can check that the seatbelt is locked, along with the Cast Members.



Seatbelt lamp (Photographed in FY2019)

Safety Training

Tokyo Disney Resort

We offer a variety of education/training programs to make sure that our attractions are safe and of high quality.
When we temporarily close an attraction to perform inspections and maintenance work, we ask our Cast Members and contractors to attend a training program to learn more about the magic behind the attraction. By enabling them to perform their maintenance work based on the story, we can provide Guests with safety and a quality experience. We also offer a training program for Cast Members and contractors who operate and maintain attraction facilities equipped with the ride motion protection system, which keeps the ride vehicles from moving while inspection or maintenance work is being conducted along the tracks or elsewhere.
New Cast Members are required to learn the standard operating procedures and undertake repeated on-the-job training so that they are able to respond to any situation. They must then go through an assessment period before being authorized to operate attractions independently.
In addition, Cast Members also regularly participate in emergency evacuation drills in which the attractions are shut down, which are held in the early hours before opening or after the Theme Parks have closed.

Examples of Improvements that Have Been Made to Date

Actions and Performances

Examples of Improvements Made to Date

Tokyo Disney Resort

At the Theme Parks, we continue to look for safety enhancements for the attractions to operate safely. The following are safety measures taken in the past.

Measures Taken to Enhance Safety at Haunted Mansion

In order to help Guests get on and off the vihicle more safely at the Haunted Mansion, in addition to the existing footlight, a gray line at the edge of the vehicle footrest was added to improve its visibility in FY 2020.



A line was painted at the edge of the footrest.

Measure Taken to Enhance Safety on Mark Twain Riverboat

We enhanced onboard safety of the Mark Twain Riverboat in FY 2019 by increasing the height of the rails around the perimeter and on the stairs of the boat. As the weight and balance of the boat changed when higher rails were adopted, we gave careful consideration to their materials and design, while taking into account the performance of the boat.



Increased the height of the rails on Mark Twain Riverboat

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

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



The material of the seat cushion was changed.

Higher backrest measures taken to enhance safety on The Whirlpool

In FY 2018, the height of The Whirlpool backrest was increased to prevent Guests from stretching their arms outside of the ride. We took special consideration in selecting the materials and developing a design that would not block the views of children by the heightened backrest.

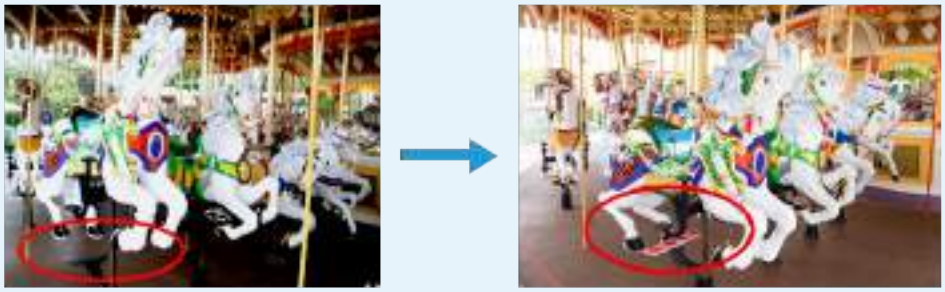




Improved backrest design

Measures Taken to Improve Safety on Castle Carrousel

In FY 2017, we extended the length and width of the stirrups and adopted more visible paint colors to enable Guests to more easily get on and off the carrousel horses. In FY 2019, the height of the floor surrounding the turntable was raised to align with the floor of the attraction so as to prevent Guests from tripping when getting on and off the attraction.



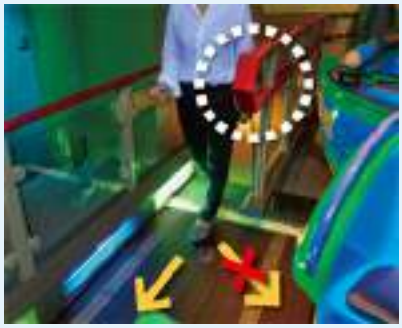
The length and width of the stirrups were extended and more visible paint colors were adopted.



The floor surrounding the turntable was raised to eliminate height difference.

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

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



Measure Taken to Improve Safety on the Western River Railroad

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



Social

Show and Parade Safety (Tokyo Disney Resort)

Policies and Regulations Management Structures Actions and Performances

Policies and Regulations

Our Policy on Show Safety

Tokyo Disney Resort's

In order to offer our Guests a safe and enjoyable show experience, the OLC Group has developed a Policy on Show and Parade Safety.

Policy on Entertainment Show Safety

To allow us to continue to create happiness and contentment by offering wonderful dreams and moving experiences, the OLC Group is dedicated to maintaining and enhancing the safety of our entertainment shows, and to achieving the highest standards of safety and quality.

1. The OLC Group shall comply with all statutory safety regulations as well as the rules, regulations, standards and manuals indicated in our own safety guidelines.
2. Safety shall be our highest priority in the development, design, construction, inspection, maintenance and operation of all entertainment shows.
3. The OLC Group shall submit and enforce the safety standards set forth in our safety guidelines with respect to all business clients and partners, and shall strive to enhance the safety of show production and operation.
4. The OLC Group shall provide education and training on safety to all its employees to further its goals in show safety

Management Structures

Safety Management System

Tokyo Disney Resort's

Safety Guidelines for Equipment

Our Safety Guidelines set out the safety criteria governing the design, construction, inspection and maintenance work undertaken on the equipment used in parades and shows, and are rigorously enforced. The purpose of these guidelines is so that all our Guests can watch and enjoy our parades and shows in safety and comfort.
The Safety Guidelines are composed of the following two guidelines:

Management System for Safety in Manufacture and Inspection

All floats, stages and sets are manufactured in accordance with the Guidelines for Manufacturing and Construction of Show Equipment. In addition to checking the safety of items produced, on the basis of strength calculations, safety is confirmed against a wide range of safety criteria that are designed to identify any risks, including those associated with nighttime float operation and that all structures are safe for both the Guests and the performers.
We have introduced a system for inspection and maintenance, under which maintenance plans (daily, monthly and annual inspections) are tailored to specific program components created internally and in line with our Maintenance Guidelines. The work of the inspections is outsourced to maintenance specialists that have been selected for their competence in this area.
We hire and assign engineers to oversee the manufacture and inspection of structures to ensure that safety is appropriately judged and maintained. We are also working to further enhance our safety monitoring by introducing a system where safety checks are conducted by contractors with extensive experience and expertise in design and structural calculations.

Management System for Operational Safety

We have developed a system where Cast Members are stationed evenly along the approximately 800-meter parade route in numbers that are appropriate for the Guest attendance numbers as a precaution against unexpected occurrences such as children running into the path of an oncoming parade and to guide Guests to evacuation routes in the event of an emergency. To avoid any challenges that might arise as the result of large concentrations of Guests in a single area, we have also introduced a lottery system for certain shows.

Actions and Performances

Tokyo Disney Resort's

For the Tokyo Disneyland Electrical Parade Dreamlights, we have installed a float safety system that monitors the road ahead of each float during the nighttime event.

Show and Parade Safety Training

Cast Members thoroughly observe the Code of Conduct - The Five Keys-, and receive regular training, so that they remain alert to potential risks while at work and are ready to take prompt and appropriate action in the event of an emergency.

First-year employees assigned to entertainment undergo a safety program, where they are offered a chance to experience various situations in order to enhance their safety awareness and sensitivity to potential hazards. Furthermore, through various case studies we aim to empower employees to practice safe behavior and maintain and enhance workplace safety. Additionally, occupational health and safety training programs are also offered for all employees involved in shows to learn the keys to taking care of their physical health and prevent work-related incidents.

Social

Product Safety (Tokyo Disney Resort)

Policies and Regulations Management Structures Actions and Performances

Policies and Regulations

Our Merchandise Safety Policy

OLC has developed a Policy on Product Safety and Quality to facilitate the development of products, so they are safe and of high quality. Every effort is made to verify compliance with safety standards, and we also work with our suppliers and manufacturers to ensure that they meet our safety requirements.

Policy on Product Safety and Quality

— Making Sure Our Guests Take Home Happy Memories —

To allow us to create happiness and contentment by offering “wonderful dreams, moving experiences, delight and contentment”, the OLC Group is dedicated to the safety and quality of all our merchandise and to offering our Guests the highest-quality exclusive products.

Merchandise Safety and Quality Actions

1. Our Group shall comply with all statutory safety regulations as well as the rules, regulations, standards and manuals indicated in our own safety guidelines.
2. The safety and quality of our merchandise shall be our top priority throughout every stage of the process, from planning and development to production, distribution and sales.
3. Compliance with our Group's Merchandise Department Quality Control Standards shall be monitored and enforced both internally and among manufacturers and suppliers.
4. Every effort shall be made to enhance the tests and inspections performed by third-party testing laboratories to maintain and enhance our quality controls.
5. Feedback from Guests shall be taken in good faith, and we shall take immediate action to check and deal with any substandard merchandise.

Management Structures

Safety Management Structure

Tokyo Disney Resort

Collaboration with Suppliers

At OLC we implement rigorous quality control in the production process of our merchandise, while giving consideration to the labor conditions and work environment of our suppliers and manufacturing facilities to build cooperative relationships throughout the entire supply chain.
With regard to merchandise sold at our Theme Parks, we annually update the documents and manuals required for each development and production processes, including quality inspection standards, production safety manuals, price tag management methods, and details of pre-shipment and pre-delivery inspections, and send them to our suppliers.
Furthermore, we offer periodic briefing sessions to help our suppliers better understand the processes and adhere to our Policy on Product Safety and Quality.

Related Information

› Supply Chain Management

Quality Inspection

In order to verify the safety and quality of merchandise on sale at our Theme Parks, all our original merchandise is tested by independent inspection agencies. The tests are performed in compliance with our proprietary quality inspection standards, which incorporate the legal and regulatory safety requirements of Japan, Europe and America.

Contact for Inquiries

Tokyo Disney Resort

All merchandise-related inquiries, comments and requests are handled by the Tokyo Disney Resort Guest Merchandise Service Department and our system enables us to respond immediately.

We also ensure that our Guests' input is reflected in our product development and improvements.

› Inquiry form

Product Quality Control Process



Measures to Ensure Safety in Product Development

Tokyo Disney Resort

In developing products, we implement measures to ensure Guests' safety by assuming all kinds of potential risk. For example, we have a set of safety standards in place for children's products to make sure that they can withstand forces such as impacts and biting. In addition, we put all merchandise through dropping, tensile and compression tests as well as chemical examinations to confirm their safety.

Product category	Examples of Company's measures to ensure safety
General merchandise	• We apply the regulation concerning the use of six phthalate esters (plasticizers) in toys to all merchandise made of plastic. • We test products for flammability against our own safety standards, which require the flame spread rate to be 2.5 mm/second or slower (e.g., plush toys).
Clothing for infants	• While the law requires formaldehyde levels to be 0.05 abs or lower, we set a stricter proprietary standard of 0.03 abs or lower.
Food labeling	• We provide information on eight types of nutritional components on food labels, including saturated fatty acids, trans fatty acids and cholesterol.

Product Safety Training

Cast Members working at stores that carry confectionery and other foods undertake a general hygiene management program, where they learn about food hygiene management and food labeling relevant to store operations ranging from product delivery to sales.

Related Information

› Supply Chain Management
› The OLC Group Vendors Code of Conduct

Social

Food Safety (Tokyo Disney Resort)

Policies and Regulations Management Structures Actions and Performances

Policies and Regulations

Our Philosophy and Policy on Food Safety

The OLC group takes food safety very seriously. Our Group's Food Safety Philosophy proclaims safety to be our most important responsibility, and we have developed the Food Safety Action that is designed to ensure the safety and security of all food products provided and sold by our Group. Every effort is made to control safety throughout the supply chain and we work with our suppliers to ensure that they comply with all our food safety initiatives.

The OLC Group Philosophy / Policy on Food Safety

Food Safety Philosophy
— Safety First —

To allow us to create happiness and contentment by offering wonderful dreams, moving experiences, the OLC Group is dedicated to ensuring the safety and security of all food products.

Food Safety Action

1. Every effort shall be made to maintain the safety and security of all food products provided and sold by our Group.
2. We shall comply with all statutory safety regulations as well as the rules, regulations, standards and manuals indicated in our own safety guidelines.
3. Our approach to food safety management shall incorporate the HACCP* process, and we shall use the PDCA (Plan-Do-Check-Action) cycle to coordinate the audits, inspections and educational activities.
4. We shall work to establish smooth communication within our Group and with suppliers, customers (Guests) and government agencies, etc., as well as share information on problems and initiatives involving food safety within the food chain.
5. All Cast Members that handle foods or drinks shall receive education and training to ensure that they understand and can implement our food safety policies.

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

Management Structures

Safety Management Structure

Tokyo Disney Resort

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

All of our food products are inspected for voluntary standards that have been developed on the basis of Japan's Food Sanitation Act and other applicable laws and regulations. We monitor hygiene levels in our facilities and the health of our employees on a regular basis.
We also request our food suppliers comply with our voluntary standards. Furthermore, we conduct regular evaluations of restaurant facilities, original food products carried at these facilities, as well as the food processing plants we contract to produce the ingredients we use.

Company farms

We run our own farms in Hokuto in Yamanashi Prefecture, and Teshikaga in Hokkaido to produce and supply year-round tomatoes, bell peppers and strawberries.
We will keep working to ensure a steady supply of fruits and vegetables by producing them in-house and further enhancing our quality control systems.

› Strawberry cultivation using heat generated from geothermal energy and hot springs

Actions and Performances

Considerations for Guests with Food Allergies

Tokyo Disney Resort

In order to allow Guests with food allergies to enjoy the experience of dining with us, we have restaurants that offer special dietary menus including meals that do not contain wheat, buckwheat, eggs, milk or peanuts. Some restaurants also serve allergy-friendly dishes that are free of 28 specific allergy-related ingredients. Tablets are available at major restaurants for Guests to check the list of 28 specific ingredients and other ingredient information.
Also, to allow Guests to check the use of the specific ingredients in dishes on the menus before coming to the Theme Parks, we offer an "Allergen information search" page (in Japanese only) on the official Tokyo Disney Resort website.

Country of origin of food ingredients

Tokyo Disney Resort

With regard to ingredients of dishes served at Tokyo Disneyland and Tokyo DisneySea restaurants, the countries of origin (in Japanese only) are disclosed in accordance with the country-of-origin labeling guidelines for the foodservice industry compiled by the Ministry of Agriculture, Forestry and Fisheries. This is an example of our efforts to ensure that Guests can enjoy dining with peace of mind.

Safety Training for Employees

Tokyo Disney Resort

To assure the safety and security of all food items offered at restaurant facilities throughout Tokyo Disneyland and Tokyo DisneySea, we hold classes on food safety.
Cast Members engaged in food service undergo basic or advanced courses on food hygiene to learn how to handle foods. A total of over 400 Cast Members annually complete food safety education programs, which are held about 80 times a year.
Additionally, our Cast Members rigorously comply with handwashing, which is a basic requirement for providing Guests with safe and reliable foods.

Related Information

› Supply Chain Management
› The OLC Group Vendors Code of Conduct

Park Safety (Tokyo Disney Resort)

Safety is our top priority throughout all Park operations and in addition to the initiatives detailed in the preceding pages, we take an extensive range of safety measures in security, first-aid and disaster response with the aim of providing our Guests with safe and enjoyable experiences.
We have a security system in place outside our Theme Parks, including patrols in the vicinity of our hotels and JR Maihama Station.
We also issue manuals that instruct employees on how to take prompt actions in the event of an earthquake or other emergency. Employees are also provided with rigorous training including emergency drills at each facility.

Actions and Performances

Security / First Aid / Emergency Response

Tokyo Disney Resort

Activity	Initiative examples
Security	• Patrols conducted across entire Theme Parks • Security checks performed at entrances using security devices • Security system established in collaboration with the police and administrative authorities • Information gathered and training offered on crime prevention and security
First Aid	• First-aid stations installed • First-aid care provided by nurse Cast Members to the sick and injured • First-aid Cast Members sent out to help the sick and injured (in emergencies) • Approximately 140 automated external defibrillators (AEDs) installed • First-aid training including AED operation offered to Cast Members across all departments
Emergency Response	• Emergency response operations team staffed with certified experts at the ready • 24-hour monitoring performed by Central Monitoring Center • Day-to-day fire prevention operations performed including inspection and maintenance of firefighting equipment • Information gathered from administrative authorities and outside experts • Guidance and supervision provided to employees in relation to fire prevention activities • Emergency drills held at all 115 facilities before or after opening hours



Security devices used at entrances

Tackling Fire Risks

In the event of a fire, the Central Monitoring Center will request immediate dispatch of firefighting units via its direct hotline to fire departments while our firefighting team will take initial measures to put out any fires. Tokyo Disney Resort is equipped with a fire truck so we may engage in first response firefighting activity when necessary. To be prepared to provide evacuation guidance and extinguish fires to maintain Guests' safety, we regularly train our firefighting team and implement joint fire drills under the leadership of the local fire department/station of Urayasu City.

Tackling Earthquake and Tsunami Risks

To be prepared for an earthquake occurring in the capital area, a Nankai Trough earthquake, or other large-scale earthquakes that are expected to occur in the future, we have in place the Basic Plan of Earthquake Countermeasures, which describes our plans for supplies and materials as well as first-aid care. Based on the Basic Plan, we have also prepared a response manual indicating the action to be taken by each department. In the event of a large-scale earthquake, the Tokyo Disney Resort Earthquake Countermeasures Headquarters will be set up, with the President of Oriental Land Co., Ltd. as its director, to deal with the situation.
For stranded Guests and employees, we have four days of emergency food supplies in stock, water, aluminum blankets, maps, and liquid baby formula.
With respect to a tsunami, we consider it to be safer to remain at the Theme Parks as both Tokyo Disneyland and Tokyo DisneySea are located roughly five meters above sea level. In the event of a tsunami, our procedure is to contact the Urayasu City authorities to check whether evacuation has been ordered, and take actions accordingly.



Supplies in stock

Related information

› Guest Services and Facilities

Social

Respect for Diverse Guests

Policies and Management Structures Actions and Performances

Serving Diverse Guests

Policies and Management Structures

Tokyo Disney Resort aims to provide full and equal access for everyone at the Theme Parks and to create an environment in which every Guest is able to fully enjoy their visit.
A diverse range of Guests visit the Theme Parks, including speakers of different languages, people with permanent or temporary disabilities, the elderly, expectant mothers, and people with special dietary needs. The OLC Group makes every effort to offer these Guests a comfortable and pleasant experience by providing the necessary facilities, support tools and support services performed by Cast Members.

Actions and Performances

Major Services Catering to Diverse Guests

Tokyo Disney Resort

Catering to the needs of non-Japanese speaking Guests	To offer a comfortable experience to Guests with diverse language and cultural needs, we are taking a variety of measures including providing our website in multiple languages and introducing service tools such as a translation app.
For Guests Using a Wheelchair	We ensure that wheelchair users can safely access attractions without feeling rushed or drawing unnecessary attention. Facilities available to wheelchair users **[Tokyo Disneyland / Tokyo DisneySea]** • Theaters and the transportation-type attractions* that can carry a large number of Guests from one point to another **[Tokyo Disneyland]** • Mickey's PhilharMagic • Country Bear Theater • The Enchanted Tiki Room: Stitch Presents "Aloha E Komo Mai!" • Western River Railroad • Mark Twain Riverboat • Tom Sawyer Island Rafts • Buzz Lightyear's Astro Blasters **[Tokyo DisneySea]** • The Magic Lamp Theater • Mermaid Lagoon Theater • DisneySea Transit Steamer Line • DisneySea Electric Railway • Toy Story Mania! • Jasmine's Flying Carpets • Sindbad's Storybook Voyage • Caravan Carousel

	Facilities equipped with an exclusive boarding area, allowing wheelchair users to take the time they need to get on and off the ride safely. **[Tokyo Disneyland]** • Pooh's Hunny Hunt • Monsters, Inc. Ride & Go Seek! • Enchanted Tale of Beauty and the Beast **[Tokyo DisneySea]** • Toy Story Mania! *Western River Railroad, Mark Twain Riverboat, Tom Sawyer Island Rafts, DisneySea Transit Steamer Line and DisneySea Electric Railway
For Guests with Visual or Hearing Disabilities	For Guests with a visual disability, we offer tactile maps that they can touch to find out the locations of facilities at Tokyo Disneyland and Tokyo DisneySea, and scale models that allow them to feel the shape of attractions and characters. For Guests with a hearing disability, Cast Members serve as sign-language interpreters, offering interpretation services at some attractions*. (*Stitch Encounter, Turtle Talk) Furthermore, the Disney Handy Guide, which began to be offered in April 2017 at Tokyo Disneyland and Tokyo DisneySea, provides Guests with visual or hearing disabilities with park information in the form of audio and text/captions (currently in Japanese only). When used in audio mode, the terminal provides users with automatically obtained information on their present location and a range of information on nearby park facilities, all via voice. In addition, in December 2018, we started offering a second audio program (SAP) service at some attractions* to provide vocal explanations of the scenes encountered as the rides proceed. (*Haunted Mansion, "it's a small world") When used in caption mode, it displays captions for narrations, scripted dialogue and songs at attractions other than rides and entertainment facilities. In addition to such support tools, we are also strengthening support provided by Cast Members to help Guests enjoy a pleasant time at the Theme Parks. Encouraging Cast Members to qualify as service care aides is one example.
For Guests with Special Restrictions due to Other Disabilities, Pregnancy, etc.	We provide information on our facilities and services through the Tokyo Disney Resort official website and the Tokyo Disney Resort Information Booklet to efficiently help Guests with a disability, expectant mothers, the elderly, those with a temporary decline in physical function, and others with special restrictions to enjoy our Parks.
For Guests with Special Dietary Needs	At Tokyo Disney Resort, we offer food choices for vegetarian Guests, as well as those with allergies or other dietary needs.



Attractions that allow Guests to board without leaving their wheelchairs



Scale models help Guests with a visual disability to discern the shapes of attractions.

Barrier-free Facilities at Hotels

Tokyo Disney Resort

Initiative	Features
Accessible rooms	• Handrails • Sliding door at restroom • Lower beds **【Hotels equipped with accessible rooms】** • Disney Ambassador Hotel (6 rooms) • Tokyo DisneySea Hotel MiraCosta (2 rooms) • Tokyo Disneyland Hotel (5 rooms) • Tokyo Disney Resort Toy Story Hotel (6 rooms) • Tokyo Disney Celebration Hotel (4 rooms)
Universal room	• Handrails • Sliding door at restroom • Electric adjustable beds **【Hotel equipped with a universal room】** Disney Ambassador Hotel (1 room)
Chat service	A chat service is provided on terminals rented out for hotel guests with a hearing disability. Note: The service is yet to be introduced at Tokyo Disney Celebration Hotel.
Items Available upon Request	• Bath boards • Shower benches • Anti-slip mats



Accessible room at Tokyo Disneyland Hotel

Related information

› Barrier Free in Tokyo Disney Resort

Human Rights

Policies and Regulations

Respect for Human Rights

Human rights policy in line with the UN Guiding Principles on Business and Human Rights

The OLC Group is promoting effective initiatives to respect human rights in line with the Guiding Principles on Business and Human Rights endorsed by the UN Human Rights Council in 2011 (hereinafter, the “Guiding Principles”).

Measures for human rights due diligence are under discussion based on existing initiatives.

Formulation Process of the Human Rights Policy Statement

The Human Rights Policy was discussed and formulated by the following process.



Dialogue with Experts



We held a dialogue meeting with experts to discuss the revised Human Rights Policy Statement draft and human rights due diligence.
Expert: Akiko Sato, Deputy Secretary General / Attorney at Law, Certified Non-profit Organization Human Rights Now
Facilitator: Takeshi Nozawa, CEO, EcoNetworks Co.

Main opinions:

- As the OLC Group's business exerts a significant impact on society, its approach to respecting human rights is also expected to be highly influential.
- The role of the Human Rights Policy Statement is to enable management to demonstrate its commitment to ensuring a human rights perspective as a fundamental foundation of the business.
- As employees are liable to be victims of human rights violations, corporations should absolutely give priority to respecting the human rights of their employees.
- Human rights due diligence must be implemented to identify the human rights risks that rights-holders are exposed to. Not being able to find any risks is in itself a risk.
- No matter how much human rights due diligence is pursued, human rights risks will always remain. The role of human rights due diligence is to identify risks at an early stage and to prevent serious consequences.
- On implementing human rights due diligence, it is desirable to also consider whether existing initiatives can be expanded.

Actions and Performances

Other Efforts to Respect Human Rights

Our Business Guidelines, which set forth standards and guidelines for everyday business operations, include provisions on human rights to dissuade employees from discriminating against or harassing others—during the course of any aspect of business activities or personal life—based on race, nationality, sex, age, religion or mental or physical disability, and from encouraging or tolerating such acts. In addition, it prohibits forced labor and child labor.
Furthermore, when communicating information within and without our Group, employees are encouraged to adopt the standpoint of the recipients of the information in order to closely examine its contents and to give due consideration to avoid the infringement of the recipients' human rights.
The Business Guidelines also advocate the importance of respecting diversity and individuality in the workplace and among coworkers when engaging in business operations in order to create a comfortable workplace environment for all employees. It also prohibits discriminatory treatments and acts of harassment in the workplace.
Content of the Business Guidelines is handed out to all employees based on their employment category and roles through mediums such as booklets and intranet.

› Business Guidelines

Supply Chain Management

Policies and Regulations Management Structures

Policies and Regulations

The OLC Group upholds the “OLC Group Procurement Policy” in order to ensure compliance with laws and regulations and to fulfill our sustainable procurement objectives and social responsibility across a wide range of issues including product safety, worker safety, respect for human rights and environmental conservation. This policy was approved by the Board of Directors.
Based on the policy, we employ a fair supplier selection process that gives due consideration to quality, price, technology, delivery lead times and management policy. Once suppliers have been selected, every effort is made to promote fair and proper dealings and to build effective, healthy partnerships by giving our suppliers access to the whistleblower system.
Furthermore, with reference to international standards, we established and operate the “OLC Group Vendors Code of Conduct” as a code of conduct for our suppliers.

OLC Group Procurement Policy (Established May 2022)

The OLC Group has consistently delivered “Happiness” to the community under our corporate mission of “creating happiness and contentment by offering wonderful dreams and moving experiences created with original, imaginative ideas.”
In order to provide “Happiness” on an ongoing basis, we abide by our Procurement Policy in an effort to conduct sustainable procurement that can be passed on to future generations in collaboration with stakeholders by being mindful of quality, price, delivery lead times and the impact that our Group has on society.

Fair transactions
We do not restrict competition in ways that hinder fair, transparent and free transactions. We select suppliers after comprehensive consideration of their management conditions, the quality, price and delivery lead times of their products and services, and their sustainability efforts, as well as other factors.

Compliance with social norms and ethical standards
In accordance with the OLC Group Compliance Code, we comply with all applicable laws and regulations as well as other social norms while maintaining the highest ethical standards.

Worker safety and respect for human rights
We comply with and practice the OLC Group Human Rights Policy Statement, and implement measures to respect human rights in partnership with our suppliers.

Environmental preservation
We comply with and practice the OLC Group Environmental Policy, and implement environmental measures in partnership with our suppliers.

Building effective and healthy partnerships with suppliers
We build relationships of trust with our suppliers and seek to grow together through mutual cooperation.

ESG Materiality and Target for 2030

Our Group positioned supply chain management as our ESG materiality, and set the following targets. We will consider what kind of system we should adopt to achieve sustainable procurement.
› ESG Materiality

Key Goal Indicator (KGI)	Quantitative target	Target FY
Ensure that all primary suppliers are informed of and consent to our Procurement Policy and the OLC Group Vendors Code of Conduct	100%	2030
Ensure sustainable raw material procurement for all internally designated items	100%	

Sustainable Procurement of Raw Materials

In procuring various raw materials used in our Group's business activities, we give due consideration to their social impact, including on human rights and occupational safety, as well as their environmental impact across the supply chain. Regarding some raw materials, we have set particular targets or direction of initiatve. The objected raw materials and their initiatives will be reviewed according to their necessity considering environmental, social, and economic situations. We collaborate with our suppliers and contractors to engage in responsible and sustainable raw material procurement throughout the supply chain.

Raw material	Target / direction of initiatives
Paper	We have in place the Guidelines on Paper Procurement, and make applicable suppliers aware of its contents. We also conduct annual investigations of major suppliers to check how well the Guidelines are being disseminated. >Guidelines on Paper Procurement
Palm oil	Switch popcorn oil to sustainable palm oil by FY 2024.
Conflict minerals	Consider procurement policy for conflict minerals by FY 2024.
Timber	Consider procurement policy for sustainable timber by FY 2024.
Textiles	Conduct research and development of materials with low environmental impact, and expand the scope of products that adopt them in phases.
Seafood	Consider switching to sustainable seafood.

Management Structures

Voluntary Investigation List (Self-check Sheet)

Moreover, in October 2014 we introduced a "Voluntary Investigation List" – a self-check sheet that enables our suppliers to verify their own compliance with the OLC Group Vendors Code of Conduct and are working to make improvements based on the results, cooperating with suppliers if necessary.
When starting certain new transactions, we require, as an internal condition for approval, that suppliers prove their compliance with the Code of Conduct, that includes categories such as compliance to laws and regulations, product safety, safety of workers and respect for human rights, and environment, by acquiring the Voluntary Investigation List as a risk assessment.
To assist suppliers in completing their Voluntary Investigation List, we ask them to read through the Vendors Code of Conduct Guide, which aims to help suppliers and their subcontractors understand the purpose behind each requirement set forth in the Code of Conduct and the concrete measures that should be taken to fulfill the requirements.
Furthermore, in order to keep monitoring suppliers' compliance to each category of the Code of Conduct, we also ask existing suppliers to complete Voluntary Investigation List as a risk assessment every two years, and set the compliance to it as a condition for the continuous transactions.
The OLC Group will continue to adhere to the highest ethical standards in compliance with the law, social norms and behavior set forth in the "The OLC Group Vendors Code of Conduct" and will continue to promote sustainable procurement, while collaborating with our suppliers based on the Voluntary Investigation List to fulfill our social responsibility throughout the entire supply chain.

Supply-Chain Management for Disney-Brand Products

Tokyo Disney Resort

The factories commissioned to manufacture products sold at the Theme Parks and Disney-brand products are required to comply with Disney's International Labor Standards program (ILS program), that sets standards to prevent child labor, forced labor, discrimination, discrimination, and ensuring health and safety of the workers.
For Disney's supply-chain management, please refer to the Responsible Supply Chain.

Collaboration with Suppliers that Manufacture Disney-Brand Products

Tokyo Disney Resort

At Oriental Land Co., Ltd., we make efforts to strengthen collaboration with our suppliers through a variety of measures with the aim of complying with laws and regulations, ensuring product safety, and fulfilling a wide range of social responsibilities throughout the supply chain, including protecting workers' safety, respecting human rights, and protecting the environment.

We request our suppliers to cooperate with on-site audits and pre-shipping inspections by employees and our designated third-party auditors in accordance with the type and category of the products they produce.
Our Disney-branded products are manufactured complying with Disney's International Labor Standards program (ILS program) that sets standards to prevent child labor, forced labor, discrimination, and ensure health and safety of the workers, and have been manufactured in factories assessed as fulfilling the ILS requirements through regular audits. When initiating manufacturing, an OLC audit is implemented to assess the skills and productivity of the manufacturer in order to ensure both safety and quality.
When non-compliance has been pointed out by an ILS program auditor or our Group's auditor, we propose ideas for improvement and to provide other support.

In June 2022, we distributed a briefing video online to convey our quality control policy, the details of the OLC audit, the importance of tests and inspections, and how to address the drastic changes occurring lately in the environment and further strengthen quality control. The briefing video was also aimed at helping our suppliers understand Disney's ILS program—which sets standards to prevent child labor, forced labor, and discrimination, and to ensure the health and safety of workers—and informing them about what precautions to take. A total of 185 suppliers viewed the briefing video. Under the ILS program, we support suppliers by showing examples of improvement ideas for cases of noncompliance involving inappropriate record keeping, nondisclosure of employment status information during audits, use of unauthorized factories, and emergency measures such as safety drills and fire protection measures.

The OLC Group Vendors Code of Conduct

The OLC Group Vendors Code of Conduct

This OLC Group Vendors Code of Conduct (the “Code of Conduct”) is aimed at Our Group fulfilling its social responsibility, together with its vendors (“Vendors”), not only in terms of quality assurance but also in the manufacturing process of goods and services which form the transactions between our Group and its Vendors.
Our Group requires all Vendors to conduct their business ethically, to conduct their business in compliance with laws and regulations, social standards and the Code of Conduct and to ensure their subcontractors comply with laws and regulations, social standards and the Code of Conduct.
Our Group is committed to complying with the same principles described in the Code of Conduct.
In addition, The OLC Group will regularly monitor Vendor compliance with the Code of Conduct. Vendor cooperation with this monitoring process will be appreciated. If any failure of compliance is found as a result, our Group will work with the Vendor towards improving their compliance.

1. Compliance with the Law

1-1 Compliance with the Law
Vendors, in conducting any business, will do so ethically, and in compliance with applicable laws and regulations and social standards.

2. Safety of Merchandise

2-1 Ensuring Safety of Merchandise
To ensure the safety of the merchandise, vendors will comply with applicable laws and regulations, as well as relevant standards.

2-2 Information Disclosure regarding Safety of Merchandise
Vendors will, in a timely manner, provide and disclose appropriate information in relation to the safety of merchandise.

2-3 Prohibited Substance
Vendors will not use any chemical substances and raw materials which are prohibited by laws, regulations or standards set forth by our Group.

3. Worker Safety and Respect for Human Rights

3-1 Workers' Health and Safety
Vendors will provide a working environment respectful of workers' health and safety.

3-2 Working Hours
Vendors will appropriately manage their workers' hours so as to not exceed those allowed by applicable laws and regulations.

3-3 Wage/Compensation
Vendors will, at a minimum, pay workers the minimum wage provided by applicable laws and regulations, and will not conduct any unjust wage reduction. Also, Vendors will pay overtime allowance for workers' overtime work.

3-4 Non-discrimination
Vendors will not engage in any conduct, when hiring or throughout the course of the workers' employment, which unjustly discriminates against workers on the basis of race, nationality, gender, age, creed, and mental and physical disability, etc.

3-5 Child Labor
Vendors will comply with the applicable laws and regulations in their respective countries and regions regulating young workers, and will not cause young workers to work at night or in dangerous environments.

3-6 Harassment
Vendors will prohibit cruel and inhumane treatment, such as sexual harassment/abuse, corporal punishment, psychological/physical coercion and ill-treatment by abusive language, etc.

3-7 Forced Labor
Vendors will hire any worker at his/her free will and will not force him/her to work. Vendors will also uphold the worker's right to leave his/her job upon giving reasonable notice.

3-8 Right to Organize
Vendors will respect the workers' right to organize and have collective bargaining and will endeavor to establish favorable labor-management relations.

4. Fair Business Practices

4-1 Anti-Competition
Vendors will not engage in any action to hamper free, fair, and transparent transactions.

4-2 Abuse of Dominant Bargaining Position
Vendors will not abuse their dominant bargaining position by engaging in action which might/ is detrimental to their business partners.

4-3 Grant/Receipt of Inappropriate Profit
Vendors will not grant/receive any inappropriate profit.

4-4 Intellectual Property Rights
Vendors will respect intellectual property rights and will not infringe any third party's intellectual property right(s).

5. Information Management

5-1 Information Security
Vendors will establish a proper information management system so that any unauthorized acquisition, use, disclosure, or divulgence of personal and confidential information does not occur.

6. Anti-Social Forces

6-1 Attitude towards Anti-Social Forces
Vendors will have no relations with anti-social forces, will assume a resolute attitude towards such groups, and will not give in to their demands.

7. Environment

7-1 Environmental protection
To prevent global warming and environmental pollution and to take biodiversity into consideration, etc., efforts shall be made not only to comply with laws and regulations and other standards but also to reduce all environmental loads.

Social

Guidelines on Paper Procurement (abbreviated)

Ⅰ. Purpose

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

Ⅱ. Target

All paper products used in the course of business

Ⅲ. Procurement policy

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

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

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

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

Method of enforcement

- Check if the raw material used meets our standard on separately defined products that are used in large quantities, when initiating a new contract, contracting with a new supplier, and specification of the paper product has changed.
- Explain the main points of the guidelines to and request compliance from suppliers half or more of whose products or containers/packaging are made of paper.
- Conduct unscheduled inspections of products and lines of products that are deemed important.

Social

Human Resources Management

Policies and Regulations Actions and Performances

Policies and Regulations

Our Basic Approach to Human Resources

For the OLC Group, our human resources are the cornerstone of our value creation and one as indispensable as our ongoing investments in facilities that captivate Guests. Guest services provided by highly engaged employees who take pride in our business are the main source of our strength, particularly in our Tokyo Disney Resort business.
As an employer of around 20,000 people at Tokyo Disney Resort for 35 years, we also have a major responsibility to society.
In recognition of the above, we uphold “Employee happiness” as an area of ESG materiality to achieve Our Goal for 2030.
In an effort to ensure that all Group employees feel satisfied with their work and continue to choose us as their employer, we are implementing measures to enhance their “Job Satisfaction”- a sense of joy and accomplishment, , and for their “Comfortable and Supportive environment” - workplace and internal system.
In OLC Group’s Human Resources and Organization for 2030, the goal we uphold for our employees is to “take a step forward” and the goal for the Company and managers is to “give a little push.” By creating a relationship between employees and the Company in which they mutually need and elevate each other, we will strive to further enhance our employees’ sense of fulfillment.
Through these initiatives, we are ultimately aiming to create Guest happiness, which is expected to enhance the Group’s value in a virtuous cycle.



Human Resources Initiatives under 2024 Medium-Term Plan

In consideration of the impacts of a shrinking labor force due to progressive population aging and the diversification of values around work, we uphold the goal of maximizing our employees' sense of fulfillment at work and transforming our human resources system into one that is sustainable. To achieve this goal, it is imperative to enhance Guest services by employing unconventional ideas, improve our operations, develop personnel and organizations capable of implementing operational reform, and transform our system so that we can keep providing high added value with a workforce of limited size.
To this end, we will make improvements to our organizational management and review the way our Cast Members work to maintain alignment with our new Park environment. In addition, to offer a supportive working environment, we will promote healthier bodies and minds, make our facilities more comfortable, and enhance the digital environment.

[Outline of initiatives]

	Outline
Organizational management	・Visualize sense of fulfillment at work ・Consider evaluation-based human resources system to foster the type of personnel we need ・Develop systems and a corporate culture conducive to autonomous career development, self-driven personal growth and self-management ・Help a diverse array of talented individuals demonstrate their potential
Review the way Cast Members work	・Encourage Cast Members to fulfill roles assigned to each employment category ・Help enhance a sense of fulfillment at work ・Promote recruitment and job retention
Healthier bodies and minds	Establish a health-conscious environment to help employees take spontaneous actions to maintain healthy bodies and minds so that they can live and work in good health over long periods of time.
Comfortable facilities and efficient digital environment	Develop a comfortable working environment

Actions and Performances

Employment Categories and Roles of Employees

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

Employment categories and roles of employees

Employment category		Role
Corporate employees	Career-track employees	Employees who work across a wide range of business areas, including actual Theme Park business, Theme Park support, and general administration.
	Theme Park management staff	Operation and stage professionals who work at Theme Parks
	Specialists	Specialists working in specific fields such as technology and food preparation
Theme Park Operation Employees		Employees who specialize in operational tasks at our Theme Parks, the role of directly serving Guests at the forefront
Contract workers		Workers in charge of specialized work in specific departments
Show performers		Entertainers who are selected based on auditions to perform in the Theme Parks' shows and parades
Cast Members		Employees who play a central role in offering hospitality, which directly affects Guests' happiness. Their tasks include providing information at the attractions, cleaning the Park, preparing food, serving customers at restaurant facilities, store sales, inventory management, etc.

Labor-Management Relations

At OLC, we follow international standards to respect basic labor rights including the collective bargaining rights.
The management and the labor union, Oriental Land Friendship Society (OFS), build mutual understanding and trust through negotiations in order to collaborate and implement initiatives aimed at creating a better workplace environment.
As of March 2022, there were 18,708 union members, accounting for 99.9% of all employees, including contract workers, Cast Members, and show performers, who joined in FY 2017, and Theme Park Operation Employees, who joined in FY 2019.
In FY 2018, labor unions were also formed at each our Group company, along with the Federation of Oriental Land Group Friendship Society (OGFS), a federation comprising the labor unions of our Group.
Under its labor agreement concluded with the labor union, our Group employs the union shop system applicable to all categories of employees.

Employee Recruitment and Payment Compliance

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

Training and Education

Policies and Regulations Management Structures Actions and Performances

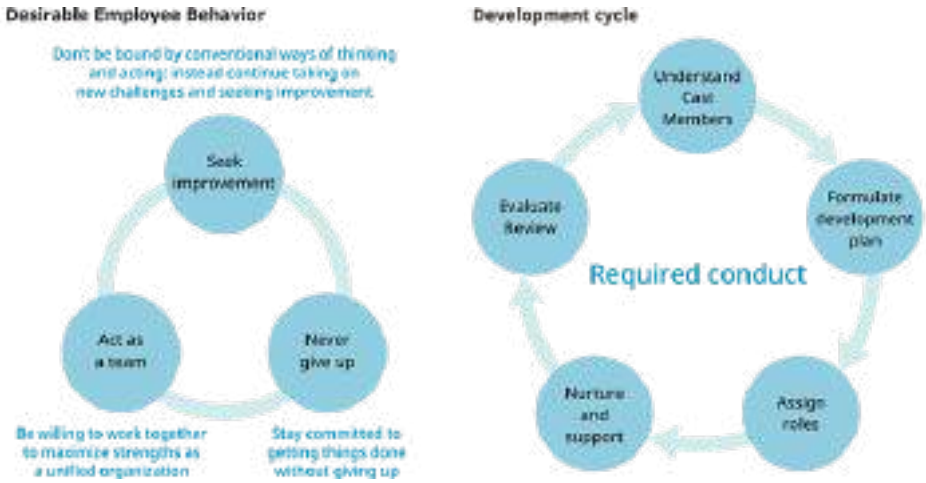
Policies and Regulations

Basic Approach to Human Resources Development

The OLC Group implements a variety of human resources development programs to create an employee-employer relationship in which both sides need and elevate each other.
To help employees take charge of their own career development and grow in aspirational ways, we provide them with opportunities to develop their career and competencies. In addition, we also provide managerial employees with expanded training programs, thereby promoting the growth of both our people and our organizations.
We also support our employees in building their careers through various initiatives, including an internal system to help part-time Cast Members become corporate employees across different employment categories and providing them with opportunities to think about their careers.
Through the autonomous growth of each and every employee, we aim to increase the value of our business and, furthermore, contribute to Japan's service and tourism industries. In addition, by strengthening our human resources, we aim to execute our long-term business strategy.

Corporate Employees

To encourage all employees to seek autonomous personal growth and motivate them to take on new challenges, we clarify the behavior we want to see.
Specifically, this includes a demonstrated willingness to take on new challenges and seek improvement, a strength that is actively fostered among all our personnel; a commitment to getting things done without giving up; and the ability to act as part of a team while fulfilling individual responsibilities.
Furthermore, an employee development cycle has been defined. The cycle is comprised of understanding Cast Members, formulating a development plan, assigning roles, nurturing and supporting them, and evaluating as well as reviewing their work. In particular, we support employees' autonomous growth by providing role-specific development programs that help them plan their own career and acquire the skills they need.



Theme Park Operation Employees / Cast Members

We are fostering a corporate culture that encourages our Cast Members to work with vigor. Specifically, we help them gain a strong sense of self-efficacy, namely, the sense of being useful to our Guests by creating "Happiness" for them, and a sense of personal growth. In our belief that this initiative will lead to further development of our Cast Members, we are working to expand education/training programs and offer a support system that helps them perform at their best in our efforts to improve the workplace environment.

Management Structures

Training and Development

At Oriental Land Co., Ltd., we have in place training systems tailored to each job function. Our aim is to fulfill our corporate mission by encouraging all employees to use their own initiative in fulfilling their roles.
Regardless of their role or career path, all new employees undertake training programs to learn about the Disney philosophy and Disney theme parks.
In addition, training programs specific to ranks and grades as well as the Job Challenge System that encourages employees to venture into new fields are offered to help employees build their careers.

Actions and Performances

Training Programs for Corporate Employees

We provide our corporate employees with job opportunities and training programs to enable them to become competent individuals, whether acting within or outside the company.
To achieve sustainable growth as a corporation, the autonomous growth of each and every employee is indispensable. To this end, our employees are expected to take charge of their own career development and continue learning with aspiration.
We organize appealing training programs for our employees, and offer opportunities for them to gain new insights and perspectives beyond their jobs and develop their competencies and career.

Outline of Employee Training Programs and Development Systems

Our training programs are composed of training for junior staff aimed at developing the basic knowledge and skills needed to serve as a fully contributing member of society, and training tailored to the roles and career of each employee. In addition, there are also systems in place to support individuals' career building and personal development. We make sure that employees aspiring to achieve growth can avail themselves of training opportunities at any time.

Training for junior staff (First and third year of employment)		Training for all employees
• Training for new corporate employees • Follow-up training • Business framework training		• Role/rank-specific training • Self-development courses (optional) and others

Training for junior staff (First and third year of employment)

Training program	Details
Training for new corporate employees	Enables new corporate employees to understand the roles of Co., Ltd.'s corporate employees by learning about our business and engaging in on-the-job training at Theme Parks, and to acquire the basic knowledge required for such roles. Extensive knowledge can be acquired including Disney philosophy and business skills.
Follow-up training	Accelerates the development of employees in their first to third year and provides them with task inventory opportunities.

Training for All Corporate Employees

Training Program	Details
Role/rank-specific training	Enables trainees to acquire structured knowledge and skills required for their roles and rank.
Self-development courses (optional)	Support employees who are motivated to learn. By taking the courses that provide them with the skills and knowledge they need, individuals can learn and grow by making the best use of their spare time.

Employee Development Systems

System	Details
Self-assessment System	Under the system, each employee develops their own career plan based on their values, capacities they wish to develop, and goals they wish to fulfill. They also meet with their superior to report the plan. The plan is also shared with Human Resources staff.
Job Challenge System	The system creates opportunities for employees to transfer to a field they regard as "an area where they can contribute by making use of their capacity and skills," on the condition that they are achieving positive outcomes in their current field of business. The aim of the system is to support employees in their effort to take on new tasks as part of their career building.
In-house Recruitment System	The system allows employees to apply for job openings announced within the company. Most of the applicable jobs involve highly professional/specialized tasks or are jobs in new business fields. Employees with suitable capacities and skills are eligible to apply.
Approval for second job	Employees are permitted to have second jobs. By allowing them to opt for growth opportunities beyond the Group, we aim to help them develop their career and competencies on an ongoing basis.

Training Programs for Theme Park Operation Employees and Cast Members

Cast Members' growth underpins the development of our Theme Parks. In pursuit of "We Create Happiness," the goal upheld by Cast Members, we provide all Cast Members with induction courses for learning about the Disney philosophy and the Cast Members' code of conduct. After they are assigned to their respective divisions, department-specific training programs including on-the-job training are implemented.
In addition, we run a five-step career development program tailored to the jobs and abilities of trainees, a system of appointing trainers responsible for providing guidance to newer employees, and Disney training programs.
Furthermore, we strive to improve the workplace environment by refining the activities we implement to encourage Cast Members to acknowledge and praise one another, as well as receiving feedback. By doing so, we aim to offer them opportunities to be recognized in their daily operations and to receive effective feedback.

Supporting Career Building

We established OLC Career College in October 2018. Through a variety of seminars, workshops and career consultation services provided at this college, we are offering additional or enhanced support to Cast Members in their career development. Comments made by college attendees include: "I am now more open to other people's opinions," "The program made me feel motivated to grow with my peers," and "What I've learned through my experience as a Cast Member has become a source of strength for me."

*Enrollment expanded to include corporate employees from April 2021.

Major Training Programs

Training program	Content
Education/training programs	■ Induction courses for new employees ■ Programs for acquiring the knowledge and skills required for each role and qualification
Department-specific training programs	Training specific to job types; on-the-job training
Career support programs (on an application basis)	OLC Career College ■ Career design training program ■ Career consultation service ■ Progress Report on Generic Skills ■ Problem-solving training program ■ Business skills training program

Corporate Culture and Employee Satisfaction

Actions and Performances

Corporate Culture that Inspires Creation of New Emotional Experiences

The OLC Group has continued to offer wonderful dreams, moving experiences, delight and contentment, and we have nurtured a corporate culture that inspires and empowers our employees to continue to create new emotional experiences.
A corporate culture where people find happiness in making others happy and where people praise each other regardless of age, gender or title has been fostered and passed on. This is the culmination of our employees' ongoing and unified efforts to provide quality service to our Guests over the past four decades.
As a company-wide activity, we also implement unique initiatives designed to boost the motivation and enthusiasm of our employees.
In addition, initiatives are also undertaken at respective organizations, including uniquely planned employee exchange events and contests aimed at enhancing practical skills.

Corporate awards

On the anniversary of the foundation of OLC, we present awards for outstanding initiatives selected among those nominated by organizations and committees across the company. Moreover, the Award of Excellence is presented for initiatives that achieved particularly notable results.

Corporate awards

Award	Description
Guest Experience Award	Presented in recognition of an outstanding contribution/achievement in enhancing the quality of Guests' experience value
Safety Award	Presented in recognition of an outstanding contribution/achievement in enhancing safety and/or reducing risks
Cost Performance Award	Presented in recognition of efficient use of management resources including people, goods and money
Special Award	Presented in recognition of other special contribution/achievement acknowledged by the Company

"Dream Up Ideas!"

Aiming to foster a corporate culture that inspires original and imaginative ideas, as described in our corporate philosophy, for 15 years we have been organizing the "I Have an Idea" program, which encourages all employees, regardless of their affiliation or role, to propose ideas for merchandise, food items, Guest services, or ways to improve productivity. In FY 2021, we selected a grand-prize recipient from among the previous year's contestants and conducted an award ceremony. In FY 2022, the contest will be expanded into a proposal system named "Dream Up Ideas!"

Number of ideas proposed

FY 2021	Program not held

Ideas awarded in the past

- Closable popcorn box

“Spirit of Tokyo Disney Resort” Program

Tokyo Disney Resort

This program gives Cast Members the opportunity to acknowledge the excellent performance of their colleagues. It involves Cast Members filling out special cards and exchanging them with one another. The program started in 1984 as the Courtesy Campaign and has become an annual event ever since. Cast Members who receive the greatest amount of praise and are deemed most exemplary are presented with the Spirit Award at a special ceremony. Cheered on by their fellow Cast Members, the winners receive a Spirit Award Pin engraved with the image of Walt Disney and Mickey Mouse.
The program promotes individual growth and bonding as Cast as well as allows superiors to recognize daily behavior with each other.
Although the message exchange event was held on a smaller scale to prevent the spread of infection in FY 2020, we held the event on a company-wide basis again in FY 2021. To prevent the spread of infection, we invited employees to vote for the award winners on a portal website and held award ceremonies at each division.



Cards to fill out to recognize their peers and the Spirit Award Pin presented to the recipients of the Spirit Award

Number of cards exchanged

FY 2019	475,497
FY 2020	Program not held
FY 2021	421,240

Number of Spirit Award recipients

FY 2019	522
FY 2020	Program not held
FY 2021	387

“Five-Star-Program”

Tokyo Disney Resort

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



The Five-Star Card acknowledges Cast Members for outstanding service

Number of cards handed to Cast Members

FY 2020	6,947
FY 2021	3,747

“Thanks Day”

Tokyo Disney Resort

Thanks Day is an annual event held after the Parks are closed to the public for the day to show our appreciation to Cast Members, who sustain Tokyo Disney Resort.
Preventing the spread of infectious disease, the event was not held in FY 2021.

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

FY 2019	17,000
FY 2020	Program not held
FY 2021	Program not held

Number of Thanks Day event hosts/hostesses (directors, officers, managers and corporate employees)

FY 2019	1,400
FY 2020	Program not held
FY 2021	Program not held

Social

Occupational Health and Safety

Policies and Regulations Management Structures Actions and Performances

Policies and Regulations

Basic Approach to Occupational Health and Safety

In order to achieve Our Goal for 2030, Oriental Land Co., Ltd. upholds “Employee happiness” as our ESG materiality. We place importance on securing the physical and mental health and safety of our employees as part of our efforts to create a fulfilling workplace environment.

Policy on Employees’ Health

At our Company, employee health is considered to be a part of our human resources assets. Based on this belief, we support each employee’s efforts to promote their own health and create a work environment conducive to such efforts in our hope to further strengthen our systematic foundation for allowing employees to work with peace of mind.

(1) Declaration of Health Promotion

We declare that we will promote each individual’s mental and physical health so that we ourselves can feel wonderful dreams, moving experiences, delight and contentment as well as offering them to our Guests.

*By “we,” we mean Oriental Land Co., Ltd., its employees and workplaces. Each component fulfills its respective roles.

(2) Our Roles



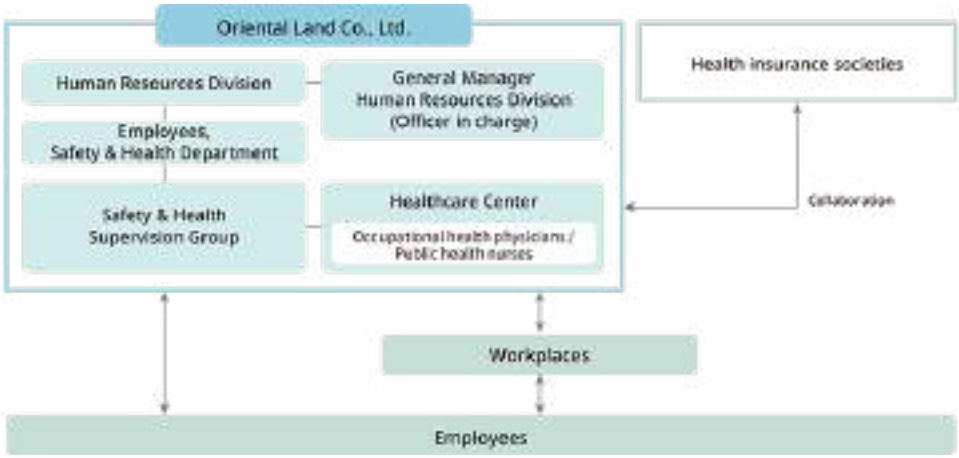
Management Structures

Structure for Promoting Health and Safety

At our Company, the Occupational Health and Safety Committee is set up as an organization for managing employees' safety. The Committee is chaired by the general manager of the Human Resources Division, who manages all issues concerning health and safety. Furthermore, under the Committee, Occupational Health and Safety Subcommittees and expert committees, which are chaired by officers in charge of respective divisions, engage in job-specific health and safety activities.
The Occupational Health and Safety Committee refers important matters to the Executive Committee for discussion.



Structure for Promoting Healthier Bodies and Minds



Actions and Performances

Labor Safety

We are determined to comply with labor-related laws including the Industrial Safety and Health Act and our internal regulations pertaining to health and safety, and make efforts to eliminate work-related incidents by implementing health and safety activities and safety education programs.
In particular, we give top priority to preventing serious work-related accidents by identifying risks at each workplace, monitoring how measures are taken, and making improvements as needed.

Major health and safety activities

Initiative	Details
Message concerning health and safety delivered by President	• Raise awareness of safety issues
Health and safety activities	• Rigorously enforce the Plan-Do-Check-Act (PDCA) cycle through line management • Conduct workplace inspection to prevent serious accidents (Occupational-health physicians and sanitation managers) • Assess risks and take measures by utilizing risk assessment methodologies • Execute job-specific risk prediction training • Make use of maps that visualize the risk of occupational accidents at each workplace • Formulate measures to prevent recurrence of work-related incidents in consideration of investigation results and identified causes • Efforts that have yielded positive results and lessons learned from work-related incidents are shared across the company to be applied in other organizations • Show safety education videos using TV monitors placed at the employee cafeteria and other facilities
Safety education	• Safety education for new employees upon joining the company • On-the-job training at each respective organization • Job-specific safety education programs at each respective organization

Suppliers' Labor Safety

Our company considers it important for suppliers to give consideration to occupational health and safety. We have therefore set forth the OLC Group Vendors Code of Conduct, and make a point of asking our suppliers to offer an environment where the health and safety of their workers are valued.

Cast Safety

Approach to Cast Safety

Tokyo Disney Resort

To provide our Guests with happiness, we must focus on the safety of our Cast Members. At the Tokyo Disney Resort, we place great importance on the safety of our Cast Members in addition to Guest safety.

Cast Safety

To secure safety for Cast Members, we execute a wide range of health and safety activities and safety education programs including regular workplace visits by occupational health physicians and sanitation managers and rigorous enforcement of the Plan-Do-Check-Act (PDCA) cycle through line management.
Efforts that have yielded positive results and lessons learned from work-related incidents are shared across the company to be applied in other organizations. Other measures are also taken to identify and address risks related to equipment or operational procedures that may lead to worker injury.

	Major examples
Structural initiatives	• Automatic personal lifebuoy that activates upon detecting water Cast Members working on DisneySea Transit Steamer Line and others who work in the proximity of water wear the lifebuoy to secure their safety. • Additional installation of water ladders We have installed additional water ladders for Cast Members working in water areas in case they fall overboard.
Non-structural initiatives	• Ensure that fluids and salts are replenished • Educate employees and raise their awareness of the risk of heatstroke



Automatic personal lifebuoy to be activated when detecting water



Water ladder is available in case of falling overboard

Initiatives for Promoting Healthier Bodies and Minds

At our Group, we create a work environment that encourages employees to make efforts to maintain and promote healthier bodies and minds so that they can live and work in good health over long periods of time. At our Healthcare Center, occupational-health physicians and public health nurses are on duty at all times to provide health consultation services. For regular employees, the Center also conducts physical and mental health check-ups to monitor employees' health and take actions.

Major Initiatives

Initiative	Details
Monitoring employees' health	• Periodical physical exams for all regular employees
Ensuring early detection and preventing aggravation	• Health exams and follow-up care • One-on-one guidance by occupational-health physicians • Health guidance by public health nurses
Raising health awareness	• Providing health-related information • Measures against smoking
Promoting mental health	• Stress tests (Test taker rate: 72%) • Self-care seminars • Providing managers with feedback on organizational assessment and guidance on improving the workplace environment for mental health management of subordinates • Health consultation by medical staff • In-house mental health consultation service • Arrangement of counseling by outside counselors

Social

Diverse Employees

Policies and Regulations Actions and Performances

Policies and Regulations

Basic Approach to Create a Workplace for Diverse Employees

The OLC Group focuses on creating a workplace where each and every individual can demonstrate their maximum potential.
When employees with a variety of strengths, traits and values respect and raise each other, they can all work with a sense of fulfillment. We will also aim to engender passion for work and a sense of security and trust toward the company and colleagues.
To help employees lead fulfilling private lives while unleashing their potential at work, we are making efforts to create systems and corporate culture conducive to work-life balance.

Actions and Performances

Initiatives for Work-Life Balance

At OLC, as part of our initiatives to help employees maintain their work-life balance, we have systems that allow a leave of absence to provide childcare, a vacation to care for sick children, a leave of absence or vacation to provide family care, paid leave in half-day increments, and sick leave (also available for family care).
Corporate employees use the flexible working hours system and the remote working system in a way suitable for each job, and avail themselves of paid leave in hourly increments.
For Theme Park Operation Employees who sustain our Theme Park operations, certain systems for corporate employees are offered to them. For Cast Members who also sustain our Theme Park operations, short work shifts are made available to help stay-at-home parents and students balance work and family responsibilities or studies. For Cast Members looking to take on longer shifts, we have in place a smartphone-based system, through which they can apply to fill available shift slots to achieve a more flexible workstyle.
At our company, we strive to prevent overwork and reduce overtime working hours by helping managers gain awareness of labor time management, regularly reviewing the number of staffs required for each position, installing tools for enhancing efficiency, and monitoring the status of overtime working hours.
In FY 2021, the average monthly overtime hours of corporate employees and Theme Park Operation Employees at OLC amounted to 8 hours and 16 minutes.

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

Corporate employees at Oriental Land Co., Ltd.

	FY 2018	FY 2019	FY 2020	FY 2021
Total	133	128	159	221
Female	118	108	131	169
Male	15	20	28	52
Rate of return	99.2%	100.0%	100.0%	100.0%

Other workers at Oriental Land Co., Ltd.

	FY 2018	FY 2019	FY 2020	FY 2021
Total	243	346	220	400
Female	241	335	217	390
Male	2	11	3	10
Rate of return	97.5%	95.4%	99.6%	94.3%

* Other workers: Contract workers, show performers, Cast Members, etc.
* Rate of Return = (Number of individuals who took a leave of absence to provide childcare during the term – Number of individuals who subsequently resigned) / Number of individuals who took a leave of absence to provide childcare during the term

Number of individuals who took family care leave

Corporate employees at Oriental Land Co., Ltd.

FY 2018	FY 2019	FY 2020	FY 2021
6	3	4	10

Other workers at Oriental Land Co., Ltd.

FY 2018	FY 2019	FY 2020	FY 2021
13	12	13	16

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

Furthermore, as benefits for corporate employees and contract workers, our Company has in place an optional asset-building support system. This system offers our corporate employees and contract workers an opportunity to build assets in preparation for a secure post-retirement life after 60 years old by enrolling in a bonus-based defined contribution pension plan.
Having these programs in place alone is not enough if employees are to achieve a healthy work-life balance. We must also nurture a culture that encourages employees to use them. At our Company, we employ various methods so that employees are aware of the childcare and family care support programs that are available to them. We will continue to work toward creating a culture that enables each and every employee to enjoy a better work-life balance.
› Action plan for balancing work and childcare

Initiatives to Support Employees with childcare

At our company, we adopt a wide range of systems designed to help employees keep working while fulfilling childcare responsibilities, and have in place a consultation service where they can seek for advice.
For expecting and new mothers and their spouses, we offer maternity leave and spousal maternity leave.
We also have introduced various programs for employees returning to work after taking childcare leave: childcare hours, reduced working hours for childcare, exemptions from working extra hours, late-night and holiday shifts, as well as time off to care for sick children. In addition, we offer a comfortable lactation room for breastfeeding female employees.
In support of employees returning to work, we have introduced in FY 2022 a mid-career return program in which shift employees can set shorter working hours. For employees with a working spouse, childcare subsidies are available for hiring baby sitters.
Furthermore, we opened Kids' Village Arbre, a company-financed childcare facility within our premises to support employees and Theme Park Operation Employees returning to work, thereby helping them plan their careers from a medium- and long-term perspective and achieve growth by making maximum use of their time.

Examples of Initiatives

Initiative	Outline
Briefing on childcare leave	Employees scheduled to take childcare leave are provided with information on how to prepare for and what to do during leave and support programs available upon returning to work.
Return-to-work seminar (held regularly)	For employees on childcare leave, held once a year;in around Feburary to March. Provides participants with information on the range of support offered by the company after their return to work, as well as an opportunity to think about their own career-building to help them feel confident about returning to work.
Awareness program for officers/managers (held irregularly)	Provides an opportunity to think what needs to be valued in managing an organization comprised of diverse members. • Seminar for enhancing employees' job satisfaction • Seminar for employees engaged in childcare/long-term family care

Promoting Active Participation of Women in the Workforce

At our Company, we have been working to create an environment where our employees can focus on their work without worry. Accordingly, our corporate culture makes it possible for numerous female employees to work on an equal footing with men. At present, the difference in the number of years of continuous service between male and female corporate employees is 5. Women account for 54.0% of corporate employees, and 79.0% of Cast Members and other workers (as of the end of March 2022).
We will continue working to make our workplaces better suited for female employees to fulfill their potential, ensuring that women can make use of their skills on an equal footing with their male colleagues.
We are upholding a target to increase the percentage of female managers to over 25% in FY 2025. To this end, we are expanding our education/training programs and organizing programs to support employees engaged in childcare/family care to prevent them from interrupting their careers.

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

	As of March 31, 2020	As of March 31, 2021	As of March 31, 2022
Female	7.8 years	7.6 years	7.8 years
Men	13.8 years	12.4 years	12.8 years
Difference	6.0 years	4.8 years	5.0 years

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

		As of March 31,2020	As of March 31, 2021	As of March 31, 2022
Corporate employees	Female	2,510	2,852	2,923
	Male	2,335	2,520	2,486
	Female Ratio	51.8%	53.1%	54.0%
Other workers	Female	15,937	12,730	11,028
	Male	4,843	3,632	2,939
	Female Ratio	76.7%	77.8%	79.0%

Percentage of female employees (on a consolidated basis)

	As of March 31, 2021	As of March 31, 2022
Female	19,356	
Male	8,983	
Female Ratio	68.3%	

＊Data of Oriental Land Co., Ltd. as of March 31, 2022, other data as of April 1,2022.

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

	FY 2019 (As of March 31, 2020)	FY 2020 (As of March 31, 2021)	FY 2021 (As of March 31, 2022)
Female managers	32 out of 203 (15.8%)	35 out of 199 (17.6%)	34 out of 194 (17.5%)
Female executive directors	2 out of 10 (20.0%)	2 out of 10 (20.0%)	2 out of 10 (20.0%)
Female corporate Officers	3 out of 21 (14.2%)	3 out of 21 (14.2%)	3 out of 20 (15.0%)

› Action Plan based on the Act on the Promotion of Female Participation and Career Advancement in the Workplace

› Women in our workforce (Information disclosure)

Employment of People with Disabilities

At OLC, we actively employ individuals with disabilities, primarily at our special subsidiary Maihama Corporation Co., Ltd. Employees with disabilities represent 2.73% of our workforce (as of June 1, 2022), which is greater than the legally prescribed rate of 2.3%.
At Maihama Corporation, employees are engaged in various jobs that accord with their attributes. We are also actively expanding the range of jobs for our disabled employees within the OLC Group. Furthermore, we respect the rights of persons with disabilities to enjoy their lives while finding support to become more independent. We have developed facilities and support programs that accommodate the needs of employees with disabilities in order to create a positive, productive and successful work environment for everyone.

*2015: Received the Prize Awarded for Effort from the President of Japan Organization for Employment of the Elderly, Persons with Disabilities and Job Seekers

Percentage of employees with disabilities (Group applied)

As of June 2019	As of June 2020	As of June 2021	As of June 2022
2.30%	2.47%	2.71%	2.73%

*Percentage of employees with disabilities of our is 2.66% as of June 2022

Jobs at Maihama Corporation

Area	Primary duties
Mail services	Affixing of commemorative stamps on outgoing mail deposited at the Theme Parks; collection and sorting of our Group companies' internal and external mail; sending external mail
Linen service	Folding of linens used at Theme Parks restaurants
Price tags on Products	Preparation and affixing of price tags on products sold at the Theme Parks
Laundry	Cleaning and ironing of costumes, etc., used at the Theme Parks
Lost and Found Center	Handling of lost and found items at the Theme Parks
3D glasses cleaning	Cleaning of 3D glasses used at the Theme Parks
Central Kitchen support	Dishwashing duties, etc., at the Central Kitchen
Floriculture	Cultivation of flowers for Theme Parks
Barber	Barber service (for employees)
Massage	Massage service (for employees)
Office Data Support Service	Creating name cards, Entering Data, Importing Data




Caring for flower seedlings

Social

Action plan for balancing work and childcare

We have formulated the following action plan with the aim of improving the employment environment to help employees fully demonstrate their full potential and continue working with peace of mind and to advance concrete initiatives that allow them to balance work and childcare.

Applicable period

October 1, 2020 to September 30, 2023 (3 years)

Goals

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

<Measures>

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

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

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

<Measures>

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

Action Plan based on the Act on the Promotion of Female Participation and Career Advancement in the Workplace

We formulated the following action plan with the aim of improving the employment environment for female workers in management positions.

1.Applicable period

April 1, 2021 to March 31, 2026

2.Issues for Oriental Land Co., Ltd.

No significant issues are observed in the proportion of new female workers to the total number of newly employed workers, Paid holidays taken and overtime work hours, but the proportion of female in management positions to the total number of managemant position is low and continuous support to enable both female and male employees to choose their careers is needed.

3.Goals and Initiatives

Goal 1. To increase the proportion of female workers in management positons (junior and middle managements) to more than 25%.

<Initiatives>
Support for Career Development

2021-	Expansion of career development assistance program
2022-	Expansion of opportunities for female candidates of managers such as study sessions
2022-	Consideration for ideal role model for management positions

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

2021-	Introduction of a work-from-home program
2021-	Implementation of Overtime work reducement
2022-	Consideration for broader choices of workstyle

Goal 2. The difference in the average number of 10years of service between male and female newly employed workers

<Initiatives>

2021-	Introduction of a consultation desk to support balanced work and childcare for all employees
2021-	Expansion of existing childcare support measures
2022-	Expansion of support for balanced work with childcare for shift work employees
2022-	Clarification of issues to address for diverse careers

Social

Women in our workforce (Information disclosure)

1.Recruitment

Percentage of female workers among all workers employed (as of March 31, 2021)	Corporate employees: 53.1% Other employees*: 77.8%
Percentage of female workers among all workers employed (as of March 31, 2022)	Corporate employees: 54.0% Other employees*: 79.0%

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

2.Continuous service / work-style reform

Difference in years of continuous service between men and women （Corporate employees; as of March 31, 2022）	Women: 12.8 years Men: 7.8 years Difference: 5.0 years
Percentage of entitled paid holiday actually taken （Corporate employees; FY 2021）	111.9%

3.Assessment / promotion

Percentage of female workers among supervisor-level workers (Corporate employees; as of March 31, 2022)	33.0% 242 out of 734
Percentage of female workers in management positions (Corporate employees; as of March 31, 2022)	17.5% 34 out of 194
Percentage of female top / senior managements (as of March 31, 2022)	2 out of 10 executive directors (20.0%) 3 out of 20 corporate officers (15.0%)

Social

Basic Policy on Community Action Programs

Policies and Regulations Management Structures Actions and Performances

Policies and Regulations

Our Policy on Community Action Programs

The OLC Group conducts various community action programs as part of our ongoing efforts to be a good corporate citizen. As a corporation with a mission to offer wonderful dreams, moving experiences, delight and contentment, we expend considerable energy in activities that focus on "Happiness," placing emphasis on programs that nurture and support families and children who are an integral part of our business. Particularly, we focus on community action programs for children, thereby aiming to contribute to creating healthy and happy families, regions and communities. The OLC Group designated "Happiness of children" as our ESG materiality for the period leading up to 2030. We will, therefore, continue engaging in community action programs that nurture and support children.

› ESG Materiality

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

The OLC Group seeks to engage in community action programs that focus on the positive development of children, our hope for the future, as a means of creating healthy and happy families, regions and communities.

○**Programs fostering the positive development of children**
Our Group will support programs that "nurture the heart" in children to develop intellectual curiosity and consideration for others.

○**Programs that support children**
Our Group will support programs that provide assistance to children who have been placed at a disadvantage for various reasons.

Management Structures

Promotion structure of community action programs

Social Activity Promotion Department to implement community programs. The director in charge of the department coordinates and advances overall community programs including those conducted by our Group companies.

Actions and Performances

Expenditures Made for Community Programs

The chart below shows expenditures made for community programs by Oriental Land Co., Ltd. in FY2021.

(Hundreds of yen)

Total	47
Cash contributions	12
In-kind giving: product or services donations, projects/partnerships or similar	6
Time: employee participation during paid working hours	27
Management overheads	2

Areas of Community Action Programs and Examples of Activities

Area of social contribution	Examples of activities
Programs to Promote the Positive Development of Children	**Tokyo Disney Resort** Disney Dreamers Experience
Programs to Support Children	OLC Group Children's Smile Fund **Tokyo Disney Resort** Social Activities of Tokyo Disney Resort Ambassador Helping Make Wishes of Children Come True (in Cooperation with Make-A-Wish Japan)
Initiatives for Local Communities	In-school Dance Class in Urayasu-City Junior High Schools The OLC Group's Work Experience Program, We Make Happiness Supporting Community Events Supporting Local Community amid Pandemic **Tokyo Disney Resort** Cooperation in Urayasu City's Coming-of-Age Day Ceremony
Support for Those Affected by Large-scale Disasters	Support for Those Affected by Large-scale Disasters Special Set Meals including Donations at Employee Dining Halls (Support for Those Affected by the Kumamoto Earthquakes and Great East Japan Earthquake)

Social

Community Action Programs

Actions and Performances

- Programs to Promote the Positive Development of Children
- Programs to Support Children
- Initiatives for Local Communities
- Support for Those Affected by Large-scale Disasters

*In order to prevent the spread of the infectious disease, some activities in FY2020, FY2021 were not held.

Programs to Promote the Positive Development of Children

Disney Dreamers Experience

Tokyo Disney Resort

Year Started	2015
Target	Fifth- and sixth-graders at elementary schools nationwide
Details	Participants interact and share experiences with inspirational Cast Members, who are themselves pursuing their dreams at Tokyo Disney Resort, and think about their own aspirations.
Number of participants	FY 2017: 123; FY 2018: 117; FY 2019: 120; FY 2020: Program not held FY 2021: Program not held
Feedback from children (FY 2019)	“It was great to have an opportunity to think deeply about my dream.” “The program has enabled me to keep my focus on my goal.”
Feedback from parents (FY 2019)	“I believe the experience gained in the program will help my son make the right decision when he needs to.” “This was a great experience for my daughter. I will continue having talks with her about her dreams.”




FY2019 Disney Dreamers Experience

Programs to Support Children

OLC Group Children's Smile Fund

Established	2010
Target	Children facing hardships
Details	• The Company and employees join together to support children in need throughout the world • We collect charitable contributions made by our employees on a voluntary basis as a fraction of their monthly paychecks or bonuses (99 yen or less) and an optional number of 100-yen units. • The employees select a group to receive their donations from five designated charities. • The collected funds are donated to the selected charities twice a year, at which time OLC will donate a matching gift to each of the chosen recipients.

(yen)

The OLC Group Children's Smile Fund Designated charities		Areas of support	FY 2021 donation amount
unicef	The Japan Committee for UNICEF	Support for water and hygiene	861,840
Save the Children	Save the Children Japan	Support for education	703,610
World Food Programme	Japan Association for the World Food Programme	Support for school lunch programs	664,038
JCV	Japan Committee Vaccines for the World's Children	Support for vaccinations	661,559
	Medecins Sans Frontieres	Support for Medical Care (Nutritional Improvement)	607,207

*UNHCR to be added from FY 2022

Social Activities of Tokyo Disney Resort Ambassador

Tokyo Disney Resort

Year Started	1982 (Before Tokyo Disneyland opened)
Target	Children who have difficulty visiting Tokyo Disney Resort
Details	Our Tokyo Disney Resort Ambassador, accompanied by various Disney characters, visits facilities throughout the country, including pediatric wards, facilities for people with disabilities, special needs schools and nursing homes, to deliver the "Disney Dream" > Tokyo Disney Resort Ambassador
Number of facilities visited	FY 2017: 41; FY 2018: 59; FY 2019: 45; FY 2020: Program not held FY 2021: Program not held



FY2019 Social Activities of Tokyo Disney Resort Ambassador

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

Tokyo Disney Resort

Year Started	2012
Target	Children with intractable diseaseses
Details	In collaboration with Make-A-Wish Japan, we help children realize their dreams of visiting our Theme Park and staying at a Disney Hotel by providing tickets and hotel accommodations.
Number of wishes supported	FY 2017: 78; FY 2018: 88; FY 2019: 75; FY 2020: Program not held FY 2021: 10



Letters from the children

Initiatives for Local Communities

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

Year Started	FY 2007
Target	First- and second-year junior high school students in Urayasu City
Details	• Started hosting classes at junior high schools in Urayasu City in FY 2007 • In response to dance education becoming mandatory in FY 2012, the classes were upgraded to in-school dance classes in FY 2013. • Supports the education of children in local communities by providing dance classes taught by a choreographer and dancers.
Number of participants	FY 2017: Approx. 260; FY 2018: Approx. 300; FY 2019: Approx. 390; FY 2020: Program not held FY 2021: Program not held
Feedback from students (FY 2019)	“It was fun to create new dances and dance together with friends” “Through dancing, I realized how important it is to work as a team.”
Feedback from teachers (FY 2019)	“Dancing seems to have taught the students the value of communication and helped them tackle difficulties.”




FY2019 In-school classes

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

Year Started	FY 2005
Target	Junior high school students in Urayasu City
Details	The Program is hosted to support the career education initiatives implemented by the Ministry of Education, Culture, Sports, Science and Technology. A total of 16 types of jobs had been experienced including: Answering phone calls; preparing for fires and earthquakes; making beds at hotels; working at the Ikspiari information center; and working at the cinema.
Number of participants	FY 2017: 88; FY 2018: 84; FY 2019: 86; FY 2020: Program not held FY 2021: Program not held
Feedback from students (FY 2019)	"I learned that I can work safely and efficiently by taking the next action into account." "Smiles and communication makes it easier to work."
Feedback from trainers at workplaces (FY 2019)	"We were hoping to convey to the students how happiness can be created, but conversely, the students delivered happiness to us. We were glad that they understood the importance of putting themselves in others' shoes, a policy we were given the chance to reaffirm."





FY2019 Work experience program

Supporting Community Events

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

Community events we support	Play Time for Families: Smiles and Dreams Urayasu City Sports Fair Urayasu Citizens' Festival Tokyo Bay Urayasu City Marathon

*In order to prevent the spread of infectious disease, we refrained from hosting or cooperating with some events in FY2020, FY 2021.



Play Time for Families: Smiles and Dreams 2019

Supporting Local Community amid Pandemic

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

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

Tokyo Disney Resort

OLC has provided a Tokyo Disney Resort facility as the venue for Urayasu City's Coming-of-Age ceremony since 2002.
On January 10, 2022, the Urayasu City Coming-of-Age Day ceremony was held at Tokyo DisneySea's Broadway Music Theatre, where the arrival into adulthood of 1,718 young people was officially recognized. This year's theme was "Debt of Gratitude—2000 new adults envision their future." On behalf of the new adults, a youth representative gave a speech, saying: "While we endeavor to fulfill our dreams, we will always be grateful to our family, friends, and all others for the support we have received. We hope to achieve personal growth so that we can someday pay back what we owe to society."





FY 2021 Coming-of-Age Day ceremony

Support for Those Affected by Large-scale Disasters

Support initiative	Support provided
Support for Those Affected by Torrential Rain in July 2018	In July 2018, we made a monetary donation of 10 million yen plus additional donations from employees to the Japanese Red Cross Society.
Support for Those Affected by Hokkaido Eastern Iburi Earthquake	In September 2018, we made a monetary donation of 5 million yen plus additional donations from employees to the Japanese Red Cross Society.
Support for Those Affected by Typhoon No. 15 in 2019	In September 2019, we made a monetary donation of 30 million yen plus additional donations from employees to Chiba Prefecture.
Support for Those Affected by Typhoon No. 19 in 2019	In October 2019, we made a monetary donation of 10 million yen plus additional donations from employees to the Japanese Red Cross Society.

Special Set Meals including Donations at Employee Dining Halls (Support for Those Affected by the Kumamoto Earthquakes and Great East Japan Earthquake)

To support people affected by large-scale disasters, our Group has made monetary donations, visited elementary schools, donated stationery (Kumamoto Earthquakes and Great East Japan Earthquake), participated in restoration events (Kumamoto Earthquakes), performed joint concerts with junior/senior high school students, and donated school supplies (Great East Japan Earthquake).

On two days of each month from November 2011 to March 2021, we offered a special set meal called “We Are One” at the seven dining halls for employees located on our premises.
The price of the special set meal included a 30-yen donation, which, along with a matching donation by OLC went toward presenting necessary supplies to elementary schools affected by earthquake disasters. We supported a total of 204 schools in Iwate, Miyagi, Fukushima and Kumamoto Prefectures during the period.
When donating gifts, we recruited volunteer employees in order to engage more employees in our support activities and to present them in person.
Feedback from our employees in FY 2019 included: “I am originally from Iwate Prefecture, but I haven’t been able to engage in volunteer activities in my home prefecture since I started working. This visit has given me the opportunity to see the smiles of children, teachers, and local shop owners, which was uplifting,” and “I received heartwarming words of appreciation and smiles. I felt honored to have been able to deliver gifts to children, the hope of restoration.”
The children said with smiles on their faces, “Thank you for remembering us. We will take on challenges without giving up, whatever difficulties we may face in the future.” A teacher commented, “Thank you for having bought the gifts at local shops. The children and school staff as well as the local community are all delighted.” (FY 2019)




Employees visited the schools (FY2019)

Governance Data

Corporate Governance

Corporate Governance Structure

Corporate governance system	Company with Board of Corporate Auditors	
Management system	Corporate Officer System	
Directors	Number of directors	11*1
	Term of directors defined in Articles of Incorporation	1 year
	Chairman of Board of Directors	Chairman*2
	Voluntary committees Nomination/Remuneration Committee	Yes
Auditors	Board of Corporate Auditors established	Yes
	Number of corporate auditors	4*3
External directors and external corporate auditors	Number of external directors (independent officers)	4 (4)
	Number of external corporate auditors (independent officers)	3 (3)

*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.

Major Activities of the External Directors and External Corporate Auditors (FY2021)

		Board of Directors meetings	Board of Corporate Auditors meetings
Directors (External) *1	Tsutomu Hanada	12／12	—
	Yuzaburo Mogi	12／12	—
Corporate Auditors (External)	Kousei Yonekawa (Standing)	12／12	14／14
	Tatsuo Kainaka	12／12	14／14
	Norio Saigusa	11／12*2	13／14*2

*1 In addition to the above two external directors, Kunio Tajiri and Misao Kikuchi were also appointed as external directors on June 29, 2022.
*2 In case of the absense, reports on the content of discussions are provided as required, and the Company asks for their opinions/advice on the Company’s management.

Total Amount of Remuneration Etc., Total Amount of Remuneration, Etc., by Type, and Number of Recipients for Each Office Category (FY2021)

Officer Category	Total amount of remuneration (Millions of yen)	Total amount of remuneration by type (Millions of yen)				Number of recipients
		Cash remuneration			Share-based remuneration	
		Fixed remuneration	Performance-linked remuneration	Retirement bonus		
Directors (Of which, external directors)	413 (24)	391 (24)	—	—	21 (–)	11 (2)
Corporate auditors (Of which, external corporate auditors)	79 (47)	79 (47)	—	—	—	4 (3)
Total (Of which, external officers)	492 (71)	470 (71)	—	—	21 (–)	15 (5)

Notes: 1. The above includes one director who retired at the end of the 61st Annual General Meeting of Shareholders, held on June 29, 2021.

Notes: 2. Employee wages are not paid to directors serving concurrently as employees.

Notes: 3. The Company has abolished executive bonuses. The amounts paid to directors do not include executive bonuses.

Notes: 4. The Company allocates restricted shares as share-based compensation with the purpose of providing directors with an incentive to sustainably increase the Company's corporate value and to promote further shared value between directors and shareholders. In principle, the restricted shares may not be transferred or pledged, or disposed of in any other way for a period of three years from the date of allocation.

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

	FY 2019 (As of March 31, 2020)	FY 2020 (As of March 31, 2021)	FY 2021 (As of March 31, 2022)
Female managers	32 out of 203 (15.8%)	35 out of 199 (17.6%)	34 out of 194 (17.5%)
Female executive directors	2 out of 10 (20.0%)	2 out of 10 (20.0%)	2 out of 10 (20.0%)
Female corporate Officers	3 out of 21 (14.2%)	3 out of 21 (14.2%)	3 out of 20 (15.0%)

Information Disclosure

Stakeholders	Main methods of dialogue		FY2020 results
All Stakeholders	Disclosure of IR materials	We disclose quarterly financial results, annual securities report, quarterly securities report, financial results meeting materials, annual reports/ integrated reports, Fact Books and other materials on the official OLC website.	Updated when necessary
Updated when necessary	Holding of financial results meeting	We hold financial results teleconferences and other meetings, to provide an explanatory overview of our financial results and the progress of our medium-term plan.	4 times (quarterly)
	Individual interviews	We conduct individual interviews to provide follow-up for the financial results meeting, as well as matters regarding ESG.	A total of 430 people
	Participation in IR conferences	We participate in IR conferences hosted by securities companies in and outside of Japan.	10 conferences, a total of 100 attendees
Financial institutions	Debt IR activities	We hold briefings on our financial position and strategies for financial institutions in connection with our financing.	When necessary
Employees	Distribution of reports on financial announcements	We inform employees about the financial results and the progress of the strategy and provide an opportunity to get feedback on the views and reactions received from shareholders and investors.	4 times (quarterly)

Stakeholder Engagement

Communication with Customers Total number of comments and feedback

FY2018	FY2019	FY2020	FY2021
16,210	15,112	8,128	14,282

Breakdown of feedback by content

	FY2018	FY2019	FY2020	FY2021
Opinions/suggestions	69.8%	74.7%	69.6%	75.3%
Compliments (praise)	30.2%	25.3%	30.4%	24.7%

Breakdown of feedback by route

	FY2018	FY2019	FY2020	FY2021
Telephone	46.5%	35.5%	17.1%	16.3%
Web form	—	24.4%	48.5%	59.3%
Letter	33.5%	21.2%	14.9%	9.7%
Questionnaire	10.0%	12.0%	14.7%	9.6%
Others (e.g., Information Center)	10.0%	6.9%	4.8%	5.1%

Corporate Governance

Policies and Regulations Management Structures Actions and Performances

Policies and Regulations

Basic Approach to Corporate Governance

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

Management Structures

Corporate Governance Structure

Clarifying Oversight Responsibility and Operating Responsibility

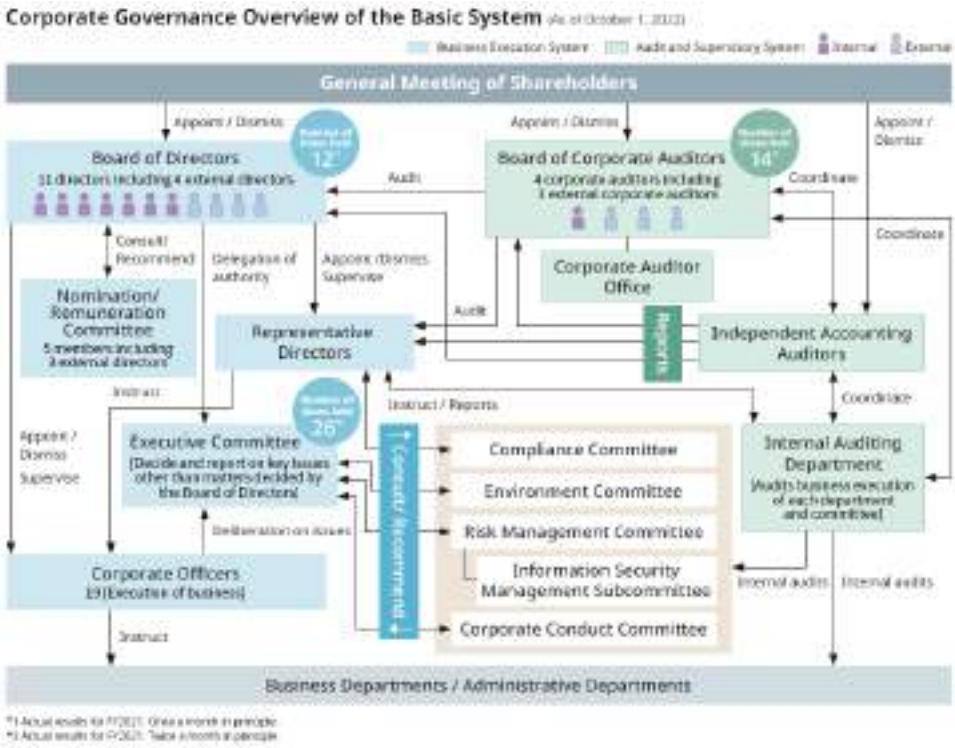
Oriental Land Co., Ltd., the company at the heart of the OLC Group, adopts a corporate-officer system that enables the Board of Directors to focus on supervision, thereby bolstering the management's supervisory function and delegating business execution to corporate officers, which leads to expeditious and appropriate decisions.
The Board of Directors is composed of 11 members (of whom, four are from outside the company). The Board of Directors holds regular meetings convened in principle monthly, which all auditors, regular or non-regular attend.
There is also a system in place to make crucial managerial decisions. Assessments pertaining to the management of the entire company are made at the Executive Committee.

Strengthening Independence and Objectivity of Board of Directors

A non-statutory Nomination and Remuneration Committee has been established as an advisory body to the Board of Directors. More than half of its members are independent external directors. The goal is to enhance the independence and objectivity of the Board of Directors in terms of its functions related to director nomination, and remuneration. The committee deliberates on the validity of director nominations and remuneration, and then reports to the Board. Decisions on individual remuneration amounts for directors are entrusted to the committee by the Board of Directors.

Ensuring Auditing Effectiveness

Our company operates with a Board of Corporate Auditors system. Our company has also introduced a Corporate Officer System to strengthen the management supervisory functions and to accelerate decision making.
In addition, from the viewpoint of incorporating opinions from outside the Company to ensure transparency and fairness in corporate management, Our company has a Board of Directors with 11 members, including four external directors. Our company also has a Board of Corporate Auditors with four corporate auditors, including three external corporate auditors, which incorporates opinions from an objective and independent stance to raise the efficiency of corporate auditors.
Furthermore, as part of the process to enhance the internal control system, starting with a thorough compliance system, Our company has established various committees.



As of October, 2022

● **Corporate Governance Structure** (As of October 2022)

Corporate governance system	Company with Board of Corporate Auditors	
Management system	Corporate Officer System	
Directors	Number of directors	11*1
	Term of directors defined in Articles of Incorporation	1 year
	Chairman of Board of Directors	Chairman*2
	Voluntary committees Nomination/Remuneration Committee	Yes
Auditors	Board of Corporate Auditors established	Yes
	Number of corporate auditors	4*3
External directors and external corporate auditors	Number of external directors (independent officers)	4 (4)
	Number of external corporate auditors	3 (3)
	(independent officers)	

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

*2 Except when the chairman serves concurrently as president.

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

[Corporate auditors]

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

[Internal Auditing Department and Financial Auditors]

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

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

Actions and Performances

Promoting Internal Control over Financial Reporting

In order to provide reliable financial reporting, we have established a Committee for the Promotion of Internal Controls to satisfy the Internal Control over Financial Reporting requirement stipulated in the Financial Instruments and Exchange Law, and are consolidating our system of internal controls for the entire our Group.
Our internal controls pertaining to the consolidated financial reports were deemed to be effective as of March 31, 2022, which was duly audited by an independent auditor and reported to the authority.

Related information
Corporate Governance Report (456KB)

Compliance

Policies and Regulations Management Structures Actions and Performances

Policies and Regulations

Thorough Enforcement of the Compliance System

The OLC Group Compliance Code

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

The OLC Group Compliance Code (Established April 2006)

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

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

Business Guidelines

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



Outline of Business Guidelines

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

Management Structures

Compliance Committee

Our Group has established a Compliance Committee chaired by an individual appointed by the President to ensure the legality of all our Group dealings and embed the spirit of compliance in every business function.
Any time our Group becomes aware of a serious incident involving improper executive or employee conduct or a violation of laws, regulations or company policy, this committee will conduct the necessary investigations and report to the chairman of the committee, the President and an auditor.
In addition, all cases where consultation is sought are periodically reported to the Compliance Committee, the President, the Executive Committee and the Board of Directors.
In FY 2021 no serious law violation occurred.

Whistleblower/Consulter System

We have established a contact point for employees wishing to report any instances of improper conduct including any types of harassment and improper information management within or without our Group.
We also offer such contact points for each employment category and our Group company to make it easier for employees to seek counseling for any potential issues.
Furthermore, we also provide a dedicated contact point for suppliers as a means of identifying, at an early stage, any violation or suspected violation of compliance by an executive or employee of our Group with regard to their relationship with a supplier.
In order to ensure the effectiveness of this whistleblower/consulter system, internal regulations clearly specify their anonymity, and that whistleblowers and consulters shall not receive unfair treatments.

Actions and Performances

Compliance Seminars

Our Group provides training on compliance-related issues at least once a year so that all of our employees understand and are aware of their legal and ethical obligations. Specifically, we offer seminars presented by guest lecturers, e-learning, group discussions and other programs for employees of all categories as part of ongoing efforts to provide compliance education appropriate for their respective roles.
Moreover, for managerial staff, we offer education and awareness programs on an ongoing basis with a particular focus on enhancing their alertness, encouraging dialogues and promoting a sense of ownership and willingness to spontaneously take action.

Questionnaire Survey on Compliance

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

Risk Management and Information Security

Policies, Regulations and Management Structures

Risk Management Systems

The OLC Group works to prevent and respond to a wide range of business risks in accordance with the OLC Group Risk Management Guidelines.
We have installed a Risk Management Committee to promote effective risk management as standard practice. We have periodically identified and assessed our risks, categorizing them into strategic risks*1 and operational risks*2, the former overseen and managed by the Corporate Strategy Planning Department and the latter by the Risk Management Committee.

*1 Strategic risks: Risks that exert a material impact on the sustainability of business
*2 Operational risks: Risks that exert a material impact on the execution of business

The Corporation Strategy Planning Department and the Risk Management Committee respectively report their risk management status to the Executive Committee and the Board of Directors to confirm the effectiveness of our risk management.

The Emergency Control Center (ECC) is set up to determine how to address an emergency situation as it arises. All OLC Group companies are mandated to swiftly report any identified situations that need to be controlled urgently.
To address the COVID-19 pandemic, we established the Tokyo Disney Resort Infectious Disease Response Coordination Division, with the President of Oriental Land Co., Ltd. as its director. The division makes decisions on important matters concerning the operation of Tokyo Disney Resort, such as limiting attendance at both Theme Parks and reviewing their operating hours.

Specific Risks Handled by the ECC

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

Business Continuity Plan (BCP) Initiatives

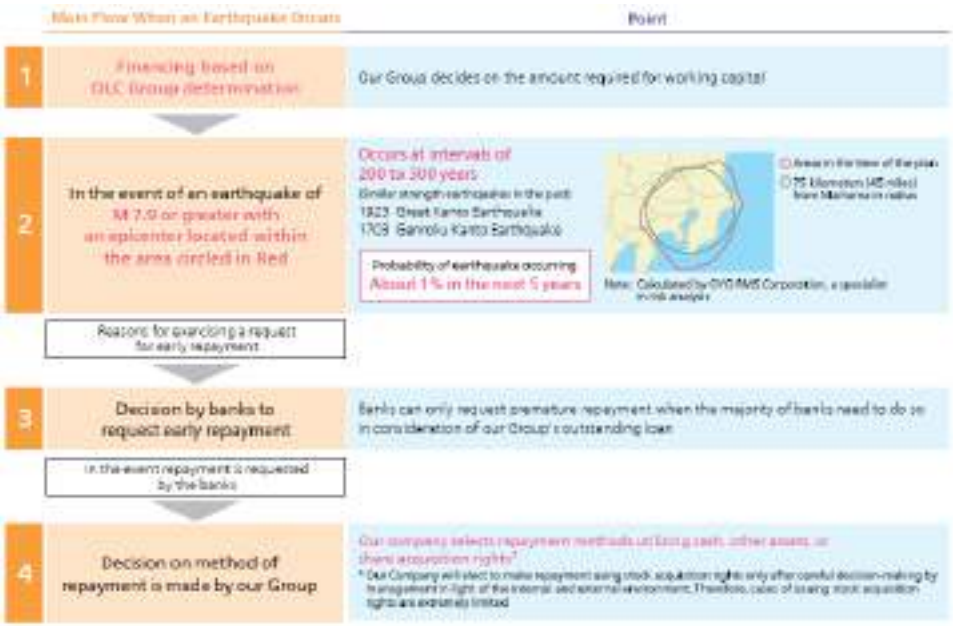
Our Group has set up the Emergency Control Center (ECC) as the organization that supervises response in an emergency such as an earthquake, fire or typhoon to minimize damage to people, and property, enabling the swift resumption of operations. Since the Great East Japan Earthquake in March 2011, we have worked to ensure that operations would be able to continue if a large-scale disaster strikes and are currently considering further initiatives related to our Business Continuity Plan (BCP).
In February 2019, we shifted to a method of financing that sets a loan drawdown of between ¥5 billion and ¥150 billion, with the amount to be determined by our Group if an earthquake materializes.

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

Period	The drawdown period is set at five years from March 13, 2019 The maturity date may be extended to March 2079* * Early repayment in cash may be made on or after March 13, 2024, as determined by our Group
Financing amount	Up to ¥150 billion Procure funds for working capital as determined by our Group when earthquake risk materializes
Commitment fee	0.20% of the ¥150 billion loan facility

Ability to hedge risks with sufficient funding at a low cost

Earthquake Risk Countermeasure Financing Type Term Loan with a Commitment Period



Information Security Management Systems

Our Group Basic Policy on Information Security lays out the basic policy and procedure for information management. Specific guidelines for action are set forth in the OLC Group Information Security Policy, and we are developing an information security management system that conforms to this policy. Information management is controlled by the Information Security Management Committee, a sub-committee under the Risk Management Committee. Chaired by the officer in charge of the General Affairs Department, the sub-committee works to raise the level of information security management within our group by monitoring compliance with the OLC Group Information Security Policy and developing plans for employee training and awareness programs. In January 2013, we established the OLC Group Guidelines on Social Media, which set forth rules on management and communication of information through social media. These guidelines serve to enhance our Group's information security including in the social media channels.

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

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

Our Group ensures that customers' and Guests' personal information is protected. The handling of personal information is periodically checked by the departments in charge, as well as audited by other departments.

› Privacy Policy for Oriental Land Co., Ltd.

› Privacy Policy for the Tokyo Disney Resort business

Governance

Information Disclosure

Policies, Regulations and Management Structures Actions and Performances

Policies, Regulations and Management Structures

Our Basic Position on Information Disclosure

The OLC Group actively disseminates information to all its stakeholders. We observe laws and regulations pertaining to information disclosure, including the Financial Instruments and Exchange Act, etc., as well as the Tokyo Stock Exchange's rules on the timely disclosure of information. In addition, we disclose information deemed essential to understanding and assessing the business activities of our Group in a fair, timely and appropriate manner through various means such as news releases, website updates and briefing meetings.
Our goal in disclosing corporate information is to enhance management transparency, to build bonds of mutual understanding and trust with our stakeholders and in doing so create dialogue in management a stance that is central to our business philosophy. The opinions and assessments put forward by our stakeholders are reported to the management team on a regular basis so that they may be reflected in decisions made by our Group.

Disclosure of Negative Information

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

Actions and Performances

OLC's IR Activities

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

Top management, supervising officers, corporate officers, and directors are supported by a specialized IR staff consisting of 8 members (As of October 1, 2022). This staff continuously strives to improve the transparency and speed of information disclosure, and also works to disclose materials, including those for quarterly financial results meetings, in an easy-to-understand manner.
OLC values opportunities for management to communicate directly with shareholders. The Company holds discussion forums with its shareholders and other investors, and participates in conferences throughout Japan and overseas that are organized by securities companies.
Opinions, suggestions, and evaluations concerning our financial results and ESG initiatives received from our shareholders are not only reported to management, but also sorted for regular feedback to our employees so that we can work to improve our management and business activities.

Stakeholders	Main methods of dialogue		FY2020 results
All Stakeholders	Disclosure of IR materials	We disclose quarterly financial results, annual securities report, quarterly securities report, financial results meeting materials, annual reports/ integrated reports, Fact Books and other materials on the official OLC website.	Updated when necessary
Updated when necessary	Holding of financial results meeting	We hold financial results teleconferences and other meetings, to provide an explanatory overview of our financial results and the progress of our medium-term plan.	4 times (quarterly)
	Individual interviews	We conduct individual interviews to provide follow-up for the financial results meeting, as well as matters regarding ESG.	A total of 430 people
	Participation in IR conferences	We participate in IR conferences hosted by securities companies in and outside of Japan.	10 conferences, a total of 100 attendees
Financial institutions	Debt IR activities	We hold briefings on our financial position and strategies for financial institutions in connection with our financing.	When necessary
Employees	Distribution of reports on financial announcements	We inform employees about the financial results and the progress of the strategy and provide an opportunity to get feedback on the views and reactions received from shareholders and investors.	4 times (quarterly)

Governance

Stakeholder Engagement

Our Approach to Stakeholder Engagement

At the OLC Group, we believe in the importance of direct dialogue with our customers, employees, children, shareholders and investors, corporate sponsors, vendor and suppliers, licensors and partners, NPO・NGO・experts, local communities and local governments, etc. and put this belief into practice in the course of our daily work. We ensure appropriate and open information disclosure to stakeholders and place value on interactive communication with them to evolve our business activities and engage in activities that contribute to achieving a sustainable society.

› Stakeholder Engagement [KGIs for 2030]

Purpose of Stakeholder Engagement*

We aim to obtain opinions from stakeholders through interactive communication, and report the summarized feedback to the top management team so that it can be reflected in our management.

* Stakeholder engagement: The process of being actively involved with one or more stakeholders through dialogue or other means, with the aim of achieving a mutually acceptable outcome, in the course of a corporation's integration of its social responsibility into day-to-day practice. (Source: Charter of Corporate Behavior & Implementation Guidance by KEIDANREN

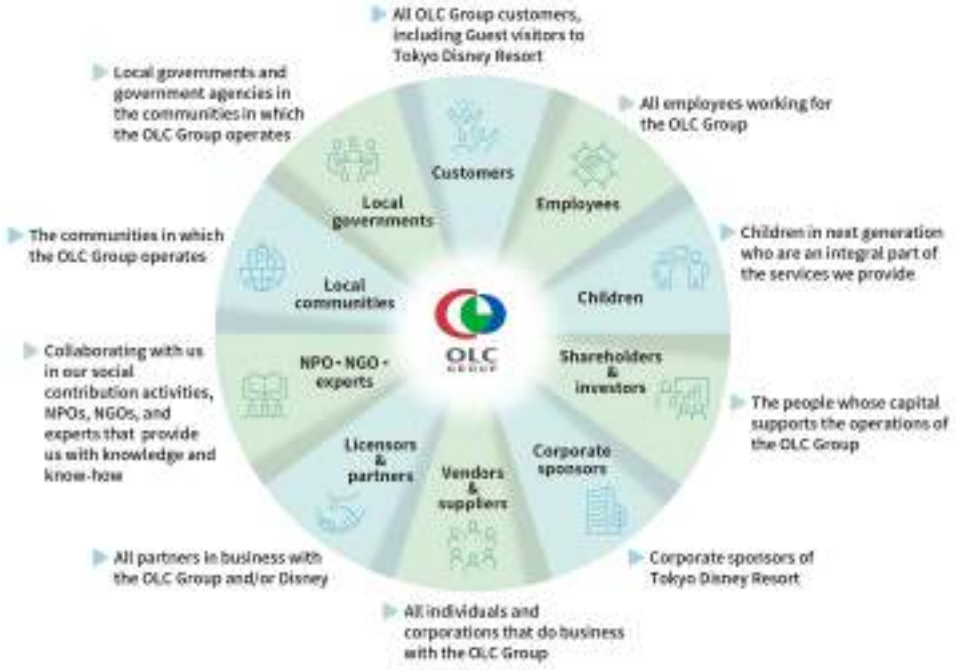
Progress of Discussion at Subcommittee on Stakeholder Engagement

Established in July 2021 as an advisory body to the Executive Committee, the Corporate Conduct Committee discusses diversity and inclusion, supply chain management, and stakeholder engagement across our Group, under the responsibility of the Director of the Corporate Strategy Planning Division (Executive Director and Executive Vice President Officer), who serves as the Chairperson.

Reporting to the Corporate Conduct Committee, the Subcommittee on Stakeholder Engagement meets regularly. At these meetings, as a way of clarifying our external stakeholder engagement, we identify and categorize important stakeholders—based on the degree of their impact and/or dependence on the Company—whose opinions should be incorporated into our management. The subcommittee also discusses the potential reputational risks resulting from insufficient stakeholder engagement as well as how any lack of engagement may affect management decisions, and examines measures to further strengthen engagement.

Divisions and business sites that are closely aligned with the respective types of stakeholders head up interactive communications with them, serving as contact points to enhance engagement.

The outcomes of engagement are shared with related divisions as well as the Sustainability Promotion Committee, Corporate Conduct Committee, Subcommittee on Stakeholder Engagement, and other committees as necessary to discuss improvement measures. In addition, we try to disclose as much information as possible on our website and in the form of sustainability reports and other materials in order to implement a Plan-Do-Check-Act (PDCA) cycle.



Examples of Communication with Major Stakeholders

[Communication with Customers]

Feedback from our customers is valuable to us. We share their comments throughout the OLC Group for analysis so that we can develop and improve our products and services with the aim of offering greater satisfaction to customers.

(Guest services at Tokyo Disney Resort)

- We offer a variety of contact points and services (via telephone, chat, email, postal mail, and websites) to widely invite feedback from diverse Guests including those from overseas and people with a hearing impairment.
- Feedback from　Guest is diverse, ranging from comments on Cast Members' customer service to Park rules and procedures, facilities and the overall environment, and products sold or offered. Their views are consolidated by the CS Enhancement Department, the organization in charge, and shared internally through our intranet, daily meetings, posters, handouts, and other means.
- Feedback related to multiple divisions is discussed at meetings of the CS Enhancement Committee, where relevant divisions convene to find ways to make improvements and incorporate the content of comments into our business activities.

-Examples of engagement

- Tokyo Disney Resort Information Center and Guest Merchandise Service Department (as necessary)
- Guest Services Center (as necessary)
- Guests' comments (directly submitted at facilities) (as necessary)
  and others

-Main division in charge and contact for inquiries

Tokyo Disney Resort Information Center

[Communication with shareholders and investors]

We hold meetings to exchange views with shareholders and investors, participate in conferences hosted in Japan and abroad by securities firms, and hold information sessions for retail investors and salespeople at securities firms.
We disclose information deemed essential to understanding and assessing the business activities of our Group in a fair, timely, and appropriate manner through various means such as news releases, website updates, and briefing meetings. By implementing such highly transparent information

disclosure, we aim to foster a relationship of trust and understanding with our stakeholders and practice dialogue-oriented management, which is central to our business philosophy. Moreover, the views and assessments received from stakeholders are regularly reported to the top management team for incorporation into our management.

-Examples of engagement

- Financial Announcements (Quarterly)
- Annual General Meeting of Shareholders
- Events, conferences, roadshows, small meetings, etc. for briefing investors on corporate strategies; interviews by investors (as necessary)
- Publication of briefing tools for investors, including financial presentation materials and integrated reports (annual)

› Information Disclosure

› Investor Relations

-Main divisions in charge and contacts for inquiries

General Affairs Department; IR Group, Finance/Accounting Department

[Communication with employees]

We implement job satisfaction initiatives to enhance employee engagement and help employees work with enthusiasm.

› ESG Materiality _ Employee happiness

› Corporate Culture and Employee Satisfaction

-Main divisions in charge and contacts for inquiries

Human Resources Division

[Communication with Children]

In our business and community action programs for children, we are striving to strengthen our bonds with children and thereby evolve the activities we offer.

› ESG Materiality _ Happiness of children

› Community Action Programs

-Main divisions in charge and contacts for inquiries

Divisions in charge of respective fields

[Communication with NPOs, NGOs, and Experts]

As a corporate citizen, we collaborate with NPOs and NGOs to foster and support children in an effort to contribute to achieving a sustainable society.

-Examples of engagement

- Implemented a dialogue on eight areas of materiality with two ESG experts (FY 2020)

› Dialogue on human rights policy (FY 2021)

-Main divisions in charge and contacts for inquiries

Sustainability Promotion Department, Social Activity Promotion Department

[Communication with Local Communities]

As a corporate citizen, we endeavor to create “Happiness” for local communities and help make them more vibrant.

-Examples of engagement

Cooperation with events in Urayasu City

- Urayasu City Coming-of-Age Day Ceremony (Once a year)
- Work experience program for junior high schools in Urayasu City (Twice a year)

-Main division in charge and contact for inquiries

Social Activity Promotion Department

[Communication with Local Governments]

We participate in administrative organizations related to our business and exchange views with them to contribute to town planning.

-Examples of engagement

- Participation in committees and councils

-Main divisions in charge and contacts for inquiries

General Affairs Department, Social Activity Promotion Department

SRI and Awards from External Organizations

Sustainability activities of the OLC Group have been recognized and awarded by external organizations as follows.

Socially Responsible Investment (SRI)

Dow Jones Sustainability Indices（DJSI）Asia Pacific Index

Since 2020, Oriental Land Co., Ltd. has been selected as a constituent of the Dow Jones Sustainability Indices（DJSI）Asia Pacific Index.
The index was developed under a strategic partnership between S&P Dow Jones Indices in the United States and RobecoSAM (Sustainable Asset Management) in Switzerland.
The index is based on the assessment of companies` sustainability from ESG perspective. It constitutes of companies with high performance with their assessment in Asia Pacific area.

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

› See details

FTSE4Good Index Series

Since 2015, Oriental Land Co., Ltd. has been selected as a constituent of the FTSE4Good Index Series.
Developed by FTSE Russell, an independent company wholly owned by the London Stock Exchange Group, the FTSE4Good Indexes are stock indexes composed of companies that meet world-class criteria of environmental, social and governance (ESG) practices.

FTSE4Good

› See details

FTSE Blossom Japan Index

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

FTSE Blossom Japan

› See details

FTSE Blossom Japan Sector Relative Index

Since 2022, Oriental Land Co., Ltd. has been selected as a constituent of the FTSE Blossom Japan Sector Relative Index, that is set up as a sector-neutral index that tracks the relative performance of Japanese companies exhibiting outstanding environmental, social, and governance (ESG) performance across each sector. In addition, the index only includes companies recognized for their improvement initiatives as assessed by their TPI (Transition Pathway Initiative) management quality score. This score weighting applies to companies with particularly high greenhouse gas emissions to further promote the transition to a low-carbon economy.



› See details

MSCI Japan ESG Select Leaders Index

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



› See details

MSCI Japan Empowering Women Index

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



› See details

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

S & P/JPX Carbon Efficient Index

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



Award and Evaluation

2022 Award for Excellence in Corporate Disclosure

Oriental Land Company, Ltd. has been evaluated for the IR attitude of the management team, and has been chosen as the number one best company for the fourth consecutive year from among the 24 companies selected for “2022 Award for Excellence in Corporate Disclosure Selected by Securities Analysts (Advertising, Media and Entertainment Division)” sponsored by The Securities Analysts Association of Japan.



Awards Received in the Past

2021 Award for Excellence in Corporate Disclosure

Oriental Land Company, Ltd. has been evaluated for the IR attitude of the management team, and has been chosen as the number one best company for the third consecutive year from among the 21 companies selected for “2021 Award for Excellence in Corporate Disclosure Selected by Securities Analysts (Advertising, Media and Entertainment Division)” sponsored by The Securities Analysts Association of Japan.



2020 Award for Excellence in Corporate Disclosure

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



2019 Award for Excellence in Corporate Disclosure

Oriental Land Company, Ltd. has been evaluated for the IR attitude of the management team, and has been selected for the number one best company among the 17 companies selected for “2019 Award for Excellence in Corporate Disclosure Selected by Securities Analysts (Advertising, Media and Entertainment Division)” sponsored by The Securities Analysts Association of Japan.



Environment Minister’s Award for Global Warming Prevention Activities

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



Award for Enterprises Promoting Part-time Workers

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



Editorial Policy

Policies on Compiling the Sustainability Report

The OLC Group's policies on Sustainability reporting is as follows.



OLC Group Sustainability Information (web & PDF)
Our Group's sustainability activities are exhaustively reported under the framework of Policies and Regulations, Management Structures, and Actions and Performances.
Tokyo Disneyland and Tokyo DisneySea operate prioritizing the health and safety of Guests and Cast Members in accordance with instructions provided by government authorities, in addition to taking measures based on the sector-wide guidelines for amusement and theme parks, which were prepared in view of the Basic Policies for Novel Coronavirus Disease Control by the Government of Japan.
Due to the spread of the infectious disease, sustainability program information is subject to partial change.
For information on suspension of facility operations, please refer to the official Tokyo Disney Resort website .

Integrated Report



Sustainability information is covered under the framework of ESG.
See here for Integrated Report (8,665KB)

Scope of the OLC Group Sustainability Report 2022

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

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

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

This report draws together the sustainability initiatives of our Group.
Information on CSR at The Walt Disney Company is available at the following location:
› The Walt Disney Company Corporate Citizenship

Time Frame for the OLC Group Sustainability Report 2022

The initiatives presented in this report are mainly applicable to our Group's FY 2021 (April 1, 2021 - March 31, 2022), although information is also provided on ongoing and special sustainability programs outside the fiscal year.

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Issuer

Oriental Land CO.,Ltd.
Sustainability Promotion Department
Corporate Strategy Planning Division

Disney scenes
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Overview of the OLC Group

The OLC Group Business

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

The OLC Group Business Segments

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

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

* As of October 1, 2022

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

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