April 28, 2025

FOR IMMEDIATE RELEASE

Oriental Land Co., Ltd

Oriental Land Group's 2035 Long-term Management Strategy

URAYASU,CHIBA—The Oriental Land Group (hereinafter referred to as the "OLC Group") is pleased to announce that it has established **"Bringing more 'Happiness' to you and the community"** as Our Goal for 2035, and that it has formulated a long-term management strategy for achieving this vision that was approved by a resolution of the Board of Directors at its April 28, 2025 meeting.

I. Background and purpose to formulation of the OLC Group Long-term Management Strategy

With the aim of achieving Our Goal for 2030—**"Bringing more 'Happiness' to you and the community"**—the OLC Group has committed itself to continually creating happiness as a value provided by the Group to help develop sustainable communities and attain long-term sustainable growth.

In stepping up our efforts for the future, we have redefined our existing vision and formulated a new vision of what we strive to do by 2035:

- Provide enjoyment that drives people into tomorrow through spaces and times where diverse people can share joy, laughter, and inspiration
- Cherish the world that nurtures and sustains us, and contribute to a sustainable society.
- Continue to be a corporation in which employees can truly take pride.

Based on these ideals, we will endeavor to respect the communities and natural environments that surround us, provide spaces and times for all people to share joy and inspiration, and create enjoyment that will give as many people as possible the drive into tomorrow. By enhancing the OLC Group's value, we will work to earn the trust of society at large and continue being a company of which our employees can be truly proud.

To realize this vision, we will pursue growth strategies from now through 2035 for each of our businesses and for the activities unique to the OLC Group. In addition to focusing on the growth of our existing businesses, particularly our mainstay Theme Park Segment, developing our new cruise business will make the allocation of resources among businesses all the more important. At the same time, we will need to be even more responsive to challenges such as the shrinking domestic market attributable to Japan's declining birthrate and aging population as well as rising labor, construction and other costs. To attain steady growth while addressing possible changes in the internal and external environment, we will set management targets from a long-term perspective, efficiently allocate management resources, and endeavor to grow and develop our businesses to ensure sustainable development for the OLC Group in future. Consequently, we are looking to secure operating cash flow on the 300-billion-yen level as of FY2029 and sales of one trillion yen or more as of FY2035.

II. Overview of OLC Group's Long-term Management Strategy

1. Business growth strategies

We will further enhance the appeal of our Theme Parks by considering area redesign and other large-scale development, introducing new facilities, enhancing content and developing our Hotel Business Segment, and we will work to create added value not bound by conventional frameworks. In addition, we will provide new experience value in our cruise business by realizing our unique family entertainment cruise service.

1) Theme Park Segment business strategy

We will continue introducing content at all levels through the development of new entertainment and the remodeling of existing attractions, thus providing attractive Theme Parks by fostering a sense of change. We will also continue considering large-scale development such as area redesign at Tokyo Disneyland® and Tokyo DisneySea® to create new experience value.





Conceptual images of area redesign in Theme Parks　All photos are concept images ©Disney

We will also expand fan bases through in-depth communications focused on target audiences and measures designed to increase people's desire to visit the Parks, all the while actively attracting guests from overseas to build a solid customer base that will increase attendance.
By further improving the appeal of existing services and developing new and unprecedented approaches and services, we will create happiness that exceeds the public's imagination.

2) Hotel Business Segment business strategy

Given that demand for hotels in the Maihama and Shin-Urayasu areas remains high and that our Theme Park Segment intends to become even more aggressive in attracting guests from overseas, consideration will also be given to developing a new Disney hotel.

3) Cruise business strategy

We will put our cruise business on track to go into service in FY2028, thereby adding to our business portfolio and lining the OLC Group up for further growth with a view to launching a second cruise ship.

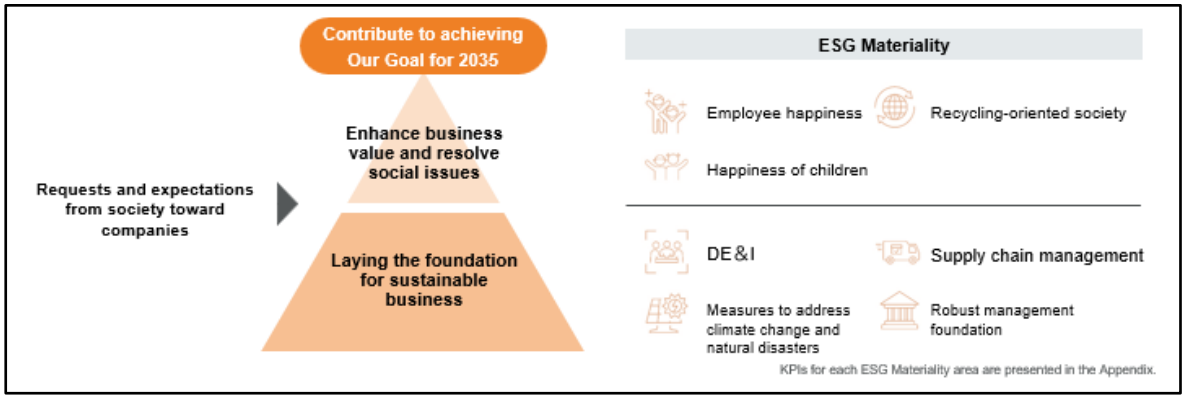
2. Activities unique to the OLC Group

To complement its existing businesses, the OLC Group has been pursuing ESG materiality initiatives as activities unique to the OLC Group and expanding the activities of the corporate venture capital firm Oriental Land Innovations.

1) Implementing ESG materiality initiatives

The OLC Group will update the ESG Materiality areas it has selected and undertake initiatives based on the positioning and objectives of each Materiality area. These initiatives will help the OLC Group grow by creating social value.

Adding to “Employee happiness” and “Happiness of children” – both positioned as areas of Materiality distinctive to the OLC Group – we will focus on "recycling-oriented society" initiatives to help create sustainable societies by aiming for efficient resource recycling. For example, we hope to contribute to the society and the natural environment surrounding us through "recycling-oriented resort" initiatives to reduce waste, water use and CO_2 emissions via our business activities as much as possible, and through activities designed to instill the concept of resource recycling more widely among the general public via engagement and collaboration with stakeholders.



ESG Materiality

2) Creating new businesses by continuing and expanding corporate venture capital activities

Oriental Land Innovations, which invests in venture and other companies primarily to create new businesses for the OLC Group, will increase its ceiling on investments from the initial three billion yen to 13 billion yen to further accelerate activities aimed at business creation.

The OLC Group will generate new value by supporting businesses through secondments to venture companies and other human resource exchange, starting in areas in which OLC Group's distinctive "real-world operations" can be utilized. In conjunction, we will strive to resolve issues facing our existing businesses such as environmental responsiveness and labor saving.

3. Human resources policy

We will focus on initiatives to develop and secure human resources, aiming to create organizations that continuously create new value. More specifically, we will put in place the foundations for human resource growth by strengthening the human resource capabilities that support our business operations and designing personnel systems for individual job categories, and pursue initiatives to enhance our organizational capabilities and make improvements to establish environments and systems that allow people to work with greater peace of mind than ever. These investments in human capital will also allow us to maximize job satisfaction by making work more comfortable and more rewarding.

4. Financial policy

While maintaining our existing policy of prioritizing the allocation of cash generated through business activities to growth investments, we will pursue an optimal capital structure to enhance corporate value by making disciplined use of financial leverage, strengthening shareholder returns, and flexibly acquiring treasury stock and making additional growth investments in light of cash allocation. These measures should enable us to achieve an ROE even higher than that seen under the 2024 Medium-term Plan.

End