



CSR Report 2023

UNIVERSAL STUDIOS JAPAN



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Message from the President and CEO



President and CEO J.L. Bonnier

USJ LLC is a member of NBCUniversal, a leading entertainment company in the United States of America. We are striving to become a leading global entertainment company, providing our guests with a world-class experience through operating our theme park, Universal Studios Japan.

Our business is a part of our local community. Based on our corporate statement of "Energizing people and society with super-entertaining creativity" which expresses the reason for the company's existence, we continue to work for our society under our CSR slogan, "NO LIMIT! Future for All".

We at USJ LLC are a team of unique and talented professionals in various areas. In our CSR initiatives, we are focusing on environmental issues, having respect for diversity, contributing to our local community, and leveraging our unique ideas and creativity.

This CSR report 2023 introduces a wide range of activities, including both new and ongoing initiatives in cooperation with our teams, corporate partners, and local governments. I hope this report will be a good guide to feel the passion of our team members who are making efforts to build a society where everyone can lead their daily lives with positive power. We will continue to strive for a limitless (NO LIMIT) future for all of us.

Corporate Statement

Energizing
people and
society with
super-entertaining
creativity

In 1915, Universal Studios began to provide unprecedented and exciting experiences to guests with the unconventional idea of opening up the backstage of filmmaking. In our 100-plus years of history since, we have always had at our core the spirit of entertaining people with innovative creativity that goes beyond the boundaries.

The first of its kind outside the United States, Universal Studios Japan opened in Osaka in 2001 and is full of exciting, world-class themed entertainment.

Based on our desire to respect diversity, understand people’s needs and energize all people by whisking them away from their everyday lives, we hope to produce diverse and stimulating entertainment, providing the power that drives people forward into tomorrow and helps society evolve toward the future. To achieve this, we will continue to challenge ourselves with our super-entertaining creativity that goes beyond the ordinary rules of entertainment.

CSR Slogan

**NO LIMIT!
Future for All**

Continue to work for our society
with no limit to the future for all.

Brand Slogan

NO LIMIT!

Create no limit entertainment,
excitement and thrills that defy
the imagination, leave a lasting
impression, and help guests
unleash their energy within.

Team Member Slogan

**NO LIMIT!
Spirit**

Embody a team spirit that
focuses on creating and delivering
no limit experiences to our guests.

**Three Targets and
Slogans in Corporate
Branding**

Our corporate slogans are the
core of all of our social contribu-
tion activities, memorable guest
interactions and team member
spirit.

NO LIMIT! Future for All

Continue to work for our society with no limit to the future for all.

Our Approach to CSR Activities

Diversity, Equity & Inclusion

There is no limit to the future for all of us.
We respect diversity and create a better future together.

Environment

There is no limit to the future for the global environment.
We work on it with innovative creativity.

Community Relations

There is no limit to the future for the local community.
We expand activities to make our local community super energetic.

CSR Promotion Framework

We established the CSR Committee in 2022 to promote CSR activities comprehensively and permanently. Chaired by the CMO(Chief Marketing Officer), the Committee is promoting activities in cooperation with all the parties concerned based on the overall CSR activity strategy, as well as the strategies and action plans in the three areas of "DEI (Diversity, Equity, and Inclusion)," "Environment," and "Community Relations." In addition, the Committee holds periodic discussions with management to facilitate activities company wide.



DEI Diversity, Equity & Inclusion

There is no limit to anyone's future. With respect for diversity, we are working together to create a better future.



At our company, we respect one another and are committed to creating a workplace where the unique perspectives and individuality of each employee can be expressed without limits in relation to human rights, ethnicity, gender, gender identity, sexual orientation, gender expression, religion, age, marital status, nationality, ancestry, pregnancy or childbirth, medical condition, physical or mental disability, or any other characteristic or condition protected by law.

Making company culture flexible for gender equality

Building a career independently and in your own way, with no limits due to gender or life events

In Japan, increasing value is placed on women's participation in society and men's participation in child rearing. We value their participation, too. Managers receive unconscious-bias training to ensure psychological safety and success for those with diverse perspectives and experiences. Furthermore, in the cross-company NO BORDERS Project, a Paternity Leave Seminar was held, spotlighting the experiences of men who have taken such leave. For International Women's Day and International Women's History Month, we covered a wall with photos of our female employees and held the Universal Women's Festa. This career event used video messages from female leaders at our parent company, Universal Parks & Resorts, and discussions with senior employees to encourage employees to challenge themselves and not set limits on their careers. We are carrying out these initiatives through our own unique approach.



We planned the Universal Women's Festa as an event that would open up the future of individuals and communicate throughout our company the message that there are places where diversity can be fully utilized at USJ, a member of the global UPR Group. After the event, we received many encouraging comments about the positivity felt by attendees. The event gave us confidence that we can become a company that can truly showcase the strengths of each individual without bias, gender-related or otherwise.

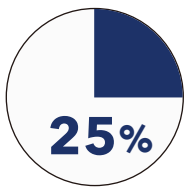
Manager, Revenue Operations Department

Understanding the physical changes that women experience at each stage of life to build a support system

There is a global movement toward women's advancement in society, but women's physical changes and other circumstances that arise at each stage of life are often different from those experienced by men. We need to take this into account when aiming for equality. At our company, we have established a system that takes into consideration the health issues specific to women, including menstrual leave, subsidies for additional gynecological examinations, maternity leave, and fertility treatment leave. We continue to expand and improve these measures based on feedback from our employees. In response to comments from employees with infants, we have also been working to improve nursing rooms, among other measures. We also provide health seminars for all employees to promote understanding of women's health issues, rather than treating them as taboo subjects. We believe that understanding the importance of proper communication will help us to grow our capabilities as an organization.

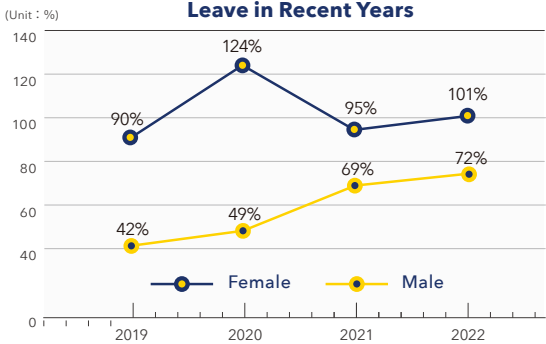
Percentage of female employees in all managerial positions (assistant managers and above)

The percentage of female managers is 25% (as of December 31, 2022). To achieve gender equality, we are working toward the government's target of 30% by 2030.



The Universal Women's Festa also featured Reika Ayanokoji, who is very popular at the Park.

Employees' Rate of Taking Childcare Leave in Recent Years



The percentage of male employees taking paternity leave has reached 72%, far exceeding the government's target of 30% by 2025. Our initiative has been well-received by employees, who have commented that their parental leave experience has helped them provide better Guest service.

Note:
 •Fiscal year January 1 - December 31
 •Rate calculation formula: Number of employees eligible for taking childcare leave who took childcare leave in the number of employees who gave birth or whose spouse gave birth in the fiscal year (There are some years in which the rate exceeded 100% because the year of taking childcare leave was different from the year of birth.)



Our company is Kurumin-certified for our support for childcare.

Striving for an LGBTQ+ -friendly society

Respect for lifestyles and in-house outreach

We live in an age where gender is no longer defined in binary terms, and lifestyles now come in a diverse range. We are a company that emphasizes Guest service and communication while operating Universal Studios Japan, which offers world-class experiences. In order to bring smiles to the faces of a diverse range of Guests, we believe it is crucial that we ourselves are diverse and respect one another within our organization. We are promoting initiatives aimed at creating a truly diverse organization where employees can work in their own way.

Examples of Key Initiatives

- Elimination of gender-based personal appearance standards, such as hair color and makeup requirements
- Use of each person's preferred gender identity, name, and pronouns within the company
- Systems for congratulatory/condolence payment and leave-of-absence for those in common-law marriages and those who have taken same-sex partnership oaths recognized by the local government
- Installation of gender-free changing areas, bathrooms, and sanitary bins
- Establishment of an internal consultation service on LGBTQ+ issues and an external consultation service staffed by specialized counselors
- Use of in-house social media to disseminate internal and external initiatives and correct knowledge within the company
- Holding Ally seminars as well as developing and using materials for allies
- Supporting employees' Ally statements with rainbow flags during Pride Month



The "ALLY" sticker indicates our willingness to understand and stand by LGBTQ



Wardrobe with unisex design

Our efforts have received recognition from outside the company

We have received the highest rating of 3 stars in the Osaka City LGBT Leading Company certification system. Furthermore, in 2022, we won a prize in the 3rd Osaka City Award for Respect for Sexual Diversity and received the highest rating of Gold in the Pride Index for two consecutive years. We are also expanding the scope of our initiatives by providing lecturers for seminars held outside our company.



We are thinking about how we can make our company a safe place to work not only for LGBTQ+ employees, but also for everyone else. Solving one person's problem may pave the path for others who have similar thoughts and concerns. It may also lead to consultations about other problems. We will continue to create an environment that facilitates communication.

**Assistant Manager,
Human Resources Department**

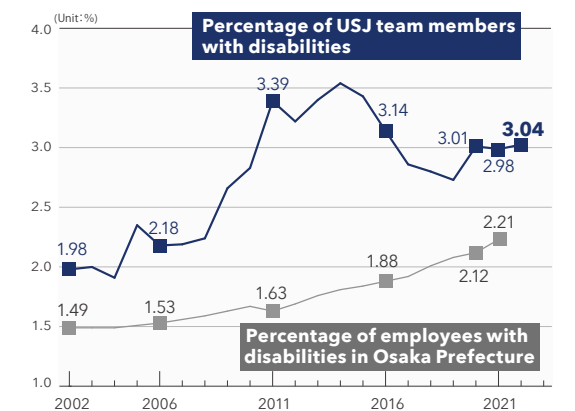
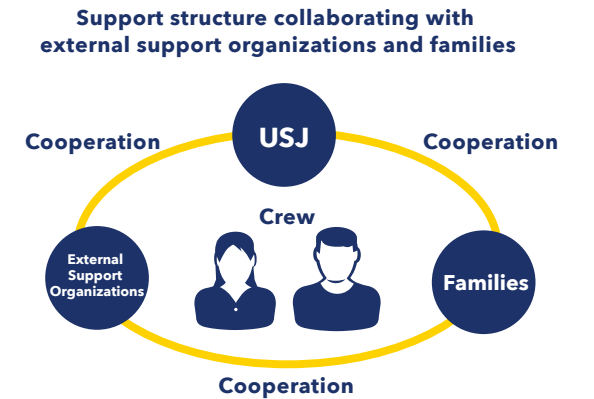


Making a workplace with active roles for all - with or without disabilities

Providing opportunities for every individual to play an active role in contributing to the operation of the Park



Since the grand opening of the Park in 2001, we have made active efforts to employ people with disabilities. As of June 1, 2022, the percentage of employees with disabilities is 3.04%. This figure far exceeds the legally mandated rate and the actual rate in Osaka Prefecture. By assigning each person to a position that suits them, we believe we have been able to foster compassion and teamwork in an environment where employees with and without disabilities can work together to carry out a wide range of work, from desk work to sales, food service, and cleaning. We have also established a support team for people with disabilities in the Human Resources Department to create a support system that coordinates with external support organizations and the families of employees, and to conduct company training programs to promote awareness among employees.



International recruitment for organizational strength

Establishing a support system to enable personnel of various nationalities to demonstrate their strengths



As of December 31, 2022, 32 different nationalities are represented in various departments and positions at our company. In addition to providing support for work-related communication by translators and interpreters who are well-acquainted with our company, our new-employee induction team also conducts Cross-Cultural Training as part of the Onboarding Training to help employees recognize and accept differences in cultures and lifestyles. We are striving to create a workplace without borders based on nationality. Furthermore, since 2019, we have been actively accepting technical trainees from Vietnam in our technical service department, and through active communication among trainees, trainers, and senior employees, our staff are able to learn and grow together.



The senior crew members guide us wholeheartedly through difficult tasks to help us develop our work-related skills more and more. I am fortunate to be able to work with fellow trainees and senior employees in this wonderful environment.

**Vietnamese Technical Intern,
Technical Service Department**



I have learned how difficult it can be to communicate with technical intern trainees. The experience I have gained is useful when giving work instructions to other employees, too. Our trainees are all very hardworking and have really made a difference in maintaining quality in the areas where they work, which has been very helpful to all the crew members on the team.

**Staff (Technical Intern Trainer),
Technical Service Department**

Environment

The future of the environment of our planet has no limits.
We approach our work with innovative creativity.

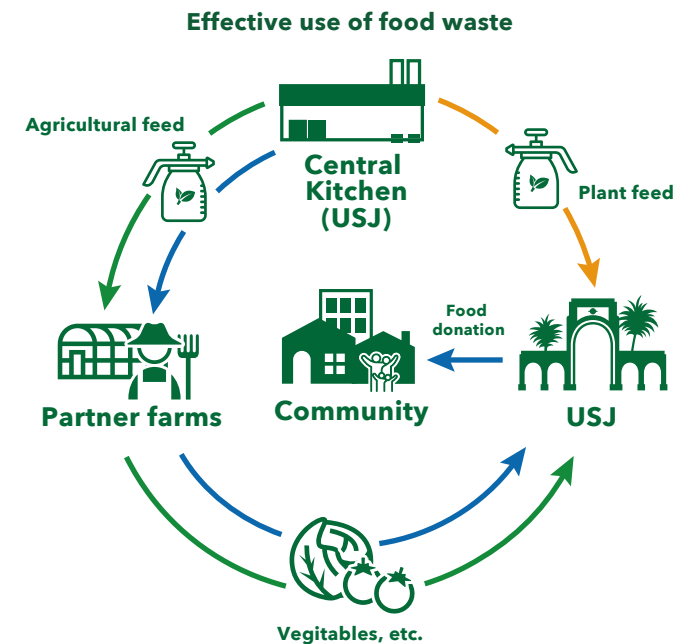


We believe that a sustainable global environment is an important goal that will allow all our guests the peace of mind to fully enjoy themselves and feel refreshed. As a member of the Comcast NBCUniversal Group, we will continue to promote the development of a Park that addresses environmental issues while contributing to society.

Challenge for creating a more sustainable park

Promoting resource recycling through recycling food waste and reducing plastic waste

To promote resource recycling in the Park, we are working to reduce and effectively utilize food waste, reduce plastic waste, and conserve water resources. To address the issue of food waste, we have started to install food waste disposal units with the aim of establishing a recycling system in which food waste generated when cooking is converted into fertilizer (liquid fertilizer) and used to nurture plants in the Park and to grow food to be served in our restaurants. To reduce plastic waste, we have been replacing the cutlery and food containers used in the Park's restaurants with those made from resources that are recyclable or made from recycled resources. Furthermore, we have been working with corporate marketing partners with the goal of transitioning to bottle-free beverage services in the future.



Carbon neutral
by 2050
↓
2035 0% CO₂



Reducing greenhouse gas emissions through teamwork

To achieve carbon neutrality by 2050, a goal established by over 120 countries and regions including Japan and the United States, Comcast NBCUniversal has declared our commitment to achieving carbon neutrality in our businesses by 2035. As we implement energy-saving technologies and renewable energy, USJ is also focusing on the research and analysis of new technologies and is actively working with the support and cooperation of companies with excellent technologies and ideas. We also strive to effectively reduce emissions by utilizing data visualized by smart meters and other means, as well as using the knowledge amassed by the crew who work in the Park.



Environmental Activities

Inside and Outside the Park

As we push the limits of the possibilities of the theme park business and act with creativity and a broad perspective, we have also been testing and introducing the latest technologies and ideas in various locations inside and outside the Park.

Environmentally friendly Minions merchandise

We have developed environmentally friendly merchandise such as pastel accessories made from recycled PET plastic, T-shirts cut from patterns that reduce fabric waste, and light but strong cups made from bamboo fiber.



Environmentally friendly containers

Our salad cups are made from recycled PET plastic. Since the differences compared to conventional plastic was visually unnoticeable, we were able to replace the containers without any quality concerns.



Hybrid streetlights powered by solar and wind

These streetlights can be charged with solar power during the day and by wind power after sunset and are also designed for use in times of disaster. We are considering spots to install them as we collect data on how much recharging can occur throughout the year.



Installation of water servers in employee cafeterias

At our employee cafeterias, we are currently testing the operation of water servers (Bonaqua Water Bar) developed by our corporate marketing partner Coca-Cola Japan. Employees can bring their own drink bottles, which can be washed and reused, to fill with regular or sparkling water to help reduce plastic waste.



CREW's VOICE



This is a part of our environmental initiatives in collaboration with Coca-Cola, the Ministry of Environment, Osaka Prefecture and Osaka City, following our 2020 initiative as we distributed the eco-bags made of PET bottles to the elemental school students in Osaka City. We will continue to contribute to the society through entertaining initiatives that leverage each strength.

**Assistant Manager,
Corporate Marketing Partnership Department**

Energy-efficient prevention of heat stroke –food cart roofs made of special material

For the roofs of our food carts, we adopted a special film that uses the power of radiative cooling to lower the surrounding temperature. It is an effective means of preventing heat stroke among employees working in the carts without detracting from the Park's scenery.



Trial elimination of printed studio guides

Approximately 8,300,000 copies of the paper studio guides, which provide information about the Park, were printed each season. Due to our concern for environmental issues, we have already begun a trial elimination of these guides with the goal of transitioning completely to app-based guides. We are currently studying the results.



Mannequins made of recyclable paper material

Mannequin torsos to display apparel are indispensable in stores, but they are usually made of FRP, a plastic that is difficult to dispose of. Plans are underway to replace these mannequin torsos with recyclable ones made of layered Japanese "washi" paper.



Water-saving faucets to reduce water waste

Special water-saving faucets developed by a company based in Osaka have been installed in the restaurant kitchens related to the park. As a result, we succeeded in saving 20,000 tons of water in 2022. Since we started this initiative in 2021, we have achieved saving 24,000 tons of water, which is equivalent to almost 80 years of average household use (assumed a family of four, 300 tons per year).

Annual water savings of 20,000t



CREW's VOICE



We like this water-saving faucet with foot pedal because we can contribute to saving a significant amount of water without slowing down the speed of serving food to our guests. We will continue to take up environmental issues through proactively voicing our opinions.

Supervisor, Revenue Operations Department

Solar-charged carts for transportation behind the scenes at the Park

Carts used extensively for employee transportation are being converted to solar-charged carts that receive power from stationary solar-charging panels. We are considering applying this technology in the future to attractions with equipment that currently uses fossil fuels.



Community Relations

There is no limit to the future for the local community. We expand activities to make our local community super energetic.



We are committed to contributing to the local community in order to drive growth in our local community of Osaka. Working closely with the Osaka Prefectural Government, Osaka City Government, and other local governments, we strive to understand the issues facing the community and engage in a variety of activities to energize society and the local community.

Actions to Make Children and Youth Energetic and Smile



Osaka Prefecture Scholarship Foundation and USJ Scholarship Program

This program provides scholarships to high school students who need financial support for higher education. Every year, alumni and alumnae are invited to a recognition ceremony held at the Park, where the company president encourages the scholarship recipients in person. Since its establishment in 2011, the program has granted a total of 153 USJ scholarships as of 2022. We support an environment in which young people with a bright future can actively envision their future.



Osaka City Coming of Age Ceremony held after two years

Having been postponed due to the spread of COVID-19 over the past two years, we finally held this event out of a strong desire to make the once-in-a-lifetime coming-of-age ceremony a positive memory. Smiles could be seen on the faces of new adults all throughout the Park after they were treated to a super-energetic ceremony at WaterWorld and were allowed to enjoy the Park to themselves for free after regular Park operating hours.



Providing original food to children's cafeterias

With the universal desire to bring joy to local children, we regularly provide popular food from the Park to local children's cafeterias. The sight of children smiling with food in their hands gives us a boost and makes us feel energized. We will continue our efforts to bring smiles to the faces of children.

Support children with intractable diseases to realize their dreams.

Since the Park opened, we have continued to collaborate with Make-A-Wish Japan, a charitable foundation that helps children with intractable diseases fulfill their dreams. We have invited more than 130 children to the Park. We all work as a team to make sure children can enjoy the Park safely on the day of their visit with the biggest, brightest smiles on their faces.



Charity Activities with Like-Minded Companies



Charity dinner show

With the help of our major business partners, we have held a charity dinner show annually since 2007 to bring excitement and emotion to social contribution activities. At the 2022 event, the first held in person in three years, we combined sponsorship funds, silent auction proceeds, and company donations to raise a total of 18 million yen, giving 15 million yen to the Osaka Prefecture Scholarship Foundation and 3 million yen to a welfare facility in the form of a vehicle donated.

Foundation, Cleanup and Other Voluntary Activities by Employees



Universal Studios Foundation

Universal Studios Japan Foundation was launched in 2022 as a step toward creating a future without limits. We established a system to automatically contribute a desired donation amount from monthly salaries to activities that support children's futures and our local community of Osaka, as well as for disaster and humanitarian assistance. More employees are actively participating in the program, with some commenting that it allows them to put their thoughts into action.



Charity bazaar

The charity bazaar, in which employees volunteer to bring in items and donate the proceeds from the sales to the Konohana Ward Social Welfare Council of Osaka City, is an activity that has continued for over 15 years while being passed down through the Park Operations Division. While enjoying communication among employees at the bazaar, we have donated over 1.5 million yen to date and have received many letters of appreciation.



Voluntary cleanup activity

In response to a call for volunteers within our company, employees who want to contribute as a member of the local community or contribute to the creation of a beautiful city use their time before work to clean up the area around the Park. In the past, several partner hotels in the periphery joined us to conduct this event, and we plan to continue this activity in the future as a type of social contribution that we can engage in locally.

Contributing to Konohana Ward through Training and Patrol



Contributing to improving hospitality at the ward office.

Young employees who are the future of Konohana Ward Office were provided training to improve their hospitality skills. The instructors were employees from our company who are responsible for training our crew members. At Universal Studios Japan, we are proud to be recognized for our hospitality and to be able to contribute to the local community in our own unique way.



USJ Blue Color Crime Prevention Patrol

With permission from the Osaka Prefectural Police Headquarters, we have been conducting patrols in company vehicles to ensure the safety of children in Konohana Ward, where Universal Studios Japan is located. Our security team has been conducting these patrols since 2008 in order to contribute to the creation of a town where children can live safely with smiles on their faces.

Contributing to the Development of Osaka through the Comprehensive Collaborative Agreement

Provided lectures at Osaka Metropolitan University

As part of the Comprehensive Collaborative Agreement in the field of education and in the tourism and regional revitalization field, we offer a full-year USJ-style tourism marketing course at Osaka Metropolitan University to further revitalize Osaka Prefecture and improve services for its residents. We hope to pass on practical knowledge from our business and train the future leaders of the tourism industry.



Seeing the students' eyes light up as they earnestly tackled the themes despite the very large class size made us realize that our lectures were worthwhile. We achieved a student satisfaction rate of 99%*, and for some lectures the rate was as high as 100%, as a result of our efforts. We would like to continue our efforts over the medium to long term to ensure a bright future.

* Based on results of surveys of students after lectures.

**Manager,
Integrated Marketing Department**



Held the "Come to Osaka! Campaign" and "1,000 Days to the Expo" commemorative event

To commemorate the kick-off event for the "Come to Osaka! Campaign" and "1,000 days before the 2025 Osaka-Kansai Expo," we welcomed the governor of Osaka Prefecture, the mayor of Osaka City, and celebrities to the Park for a major event in cooperation with the Osaka Prefectural Government.



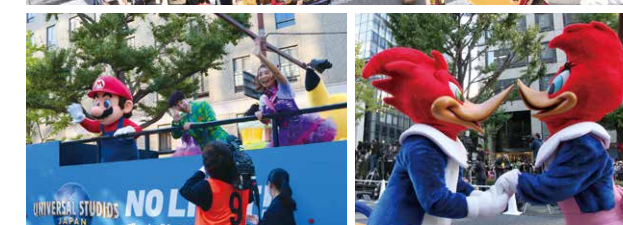
Participated for the first time in Midosuji Runway 2022

In an effort to spread the appeal of Osaka to the rest of Japan and the world, we took USJ outside of the Park and participated for the first time in Midosuji Runway 2022, a one-day special event held on Midosuji, Osaka's main street. We held a NO LIMIT! parade in front of a crowd of 400,000 people, making the crowd super-energized!



We want to provide excitement and energy through music and dance, giving people a chance to see world-class performances and receive inspiration for the future. We hope to do this day by day as we continue to contribute to society, government, special needs schools, and the local community in general through entertainment.

**Assistant Manager,
Entertainment Development Department**



Awards and Recognition

- July 2018

Dark-Blue Ribbon Medal

Donation of scholarship funds to Osaka Prefecture Ikueikai
- November 2019

Received the letter of commendation for the company supporting special needs education from the Osaka Prefecture Education Committee

Contribution to promoting employment of people with disabilities, including offering work experience for students with disabilities
- December 2019

Kobe Kiwanis Society Public Interest Award

Contribution to child welfare administration
- May 2020

Dark-Blue Ribbon Medal

Donation of scholarship funds to Osaka Prefecture Ikueikai
- December 2020

Excellent Supporter Special Award in the “Let’s Reduce Plastic Bags” Challenge Campaign Organized by the Ministry of the Environment

Activities for raising environmental awareness through entertainment
- October 2021

Osaka City LGBT Leading Company Certification

Certified as a three-star (highest-rated) company
- Dark-Blue Ribbon Medal**

Donation of scholarship funds to Osaka Prefecture Ikueikai
- November 2021

Rated Highest, as Gold, in PRIDE Index 2021
- August 2022

The Third “Osaka City Sexual Diversity Respect Award”
- October 2022

Rated Highest, as Gold, in PRIDE Index 2022

Corporate Information

USJ LLC
Location 2-1-33 Sakurajima, Konohana-ku, Osaka 554-0031
Founded on December 27, 1994
Capital 5 billion yen
Business Description Operation, planning and related businesses of the theme park “Universal Studios Japan”
Number of Employees 11,573(as of December 31, 2022)
Group Companies
USJ LLC is a member of NBCUniversal Group. NBCUniversal which belongs to COMCAST Group, the world's leading media conglomerate is one of America's greatest entertainment companies, owning attractive entertainment contents including NBC and other television networks as well as Universal Pictures, a film production company. One of the contents to utilize is Universal Parks & Resorts, which operates theme parks in four countries as of December 2022.

Letters of Appreciation

- Osaka Prefecture**

 - USJ Scholarship by Osaka Prefecture Ikueikai
 - Invitation to the USJ Wonder Kids Program
 - Kids Free Campaign
 - Donation to “Children’s Bright Future Fund”
 - Invited children from nursing homes in Osaka prefecture to the park
- Osaka City**

 - Donation of vehicles to welfare facilities
 - Invitation to the USJ Wonder Kids Program
 - Donation of merchandise
- Konohana ward**

 - Donation of proceeds from the charity bazaar to “Fureai Bank”
- Sakai City**

 - Donation of vehicles to welfare facilities
 - Invitation to the USJ Wonder Kids Program
 - Donation of merchandise
- Osaka Prefecture Ikueikai**

 - Letter of appreciation for the USJ Scholarship by Osaka Prefecture Ikueikai
- Tokyo Council of Social Welfare**

 - Donation of merchandise



Request for Readers' Survey
Thank you for reading our CSR Report 2023.
We appreciate your comments and opinions, as they will help us in our future CSR activities and report preparation.



<https://s.usj.co.jp/information/qr/info2121.html>

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Issued on March 20, 2023

Some imagery does not represent current operational and safety guidelines.
Review our official website for important safety guidelines before visiting Universal Studios Japan.

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NO LIMIT!
Future for All

