

LOVE HAS NO LIMIT

*For a future filled
with children's smiles*

CEO Message

As a core member of Universal Destinations & Experiences, a global theme park and resort operator, Universal Studios Japan is committed to providing guests with world-class experiences.

Through our CSR activities, under the new 2024 slogan, "LOVE HAS NO LIMIT," we are striving to create a future filled with children's smiles with limitless love and creativity.

Last year, we started activities that allow guests to experience and participate in our CSR activities in the park, such as the sale of merchandise with a portion of the proceeds donated to charity, and the use of biodiesel fuel oil for the boat-type attraction "JAWS," in addition to the outreach programs that we have participated in for many years with our local community. With the funds raised through the "Charity Dinner Show" which was held for the 16th time last year, we provide the "Osaka Prefectural Scholarship Society USJ Scholarship" and support children in foster care

so that they can enjoy various life experiences.

We will continue to work with a wide range of people, including our crew members, as well as partner companies and organizations, local communities, and government agencies that share our vision, in line with our corporate statement, "Energizing people and society with the power of super-entertaining creativity."

As a member of Comcast NBCUniversal, we will continue to promote our activities in global cooperation with other group companies. We hope you will continue to look forward to our "NO LIMIT!" efforts!



President and CEO

J.L. Bonnier

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 pushes the boundaries of themed entertainment.

The first Universal Destinations & Experiences theme park outside the United States, Universal Studios Japan opened in Osaka in 2001 to offer park visitors countless imagination-defying experiences that are “Super Emotional” and “Super Exciting.”

Based on our desire to respect and understand people's needs, and help guests feel “Super Energized” by whisking them away from their everyday lives, we hope to produce a variety of experiences 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.

Brand Slogan

NO LIMIT!

Create no-limit imagination-defying entertainment that is “Super Exciting” and “Super Emotional”,
leaves a lasting impression,
and leaves guests “Super Energized.”

CSR Slogan

LOVE HAS NO LIMIT

With Limitless love,
we aim for a future filled
with children's smiles.

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and CEO
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LOVE HAS NO LIMIT



The slogan is: "LOVE HAS NO LIMIT."

Along with the belief that we can overcome anything.

We bring all people and society
our Super Entertaining creativity.

LOVE HAS NO LIMIT

For a future filled with children's smiles

There are people for whom coming to this place gives them hope.

There are people who are able to smile by coming to this place.

Universal Studios Japan's mission is to make as many people

Super Energized as possible with the power of entertainment.

And the place to make that happen isn't only limited to inside the park.

The slogan is: "LOVE HAS NO LIMIT."

Along with the belief that we can overcome anything.

We bring all people and societies our Super Entertaining creativity.

Creating a society where people respect each other

and can live authentically.

Creating an energized community for the children of Osaka

because Osaka has supported us.

And creating a sustainable environment to be able to continue to

bring smiles to people's faces.

We meet all of this with limitless love.

We strive for a future where children's smiles abound.



Our commitment with each of our CSR activities

Inclusion

We strive for a society where people can live authentically.

Environment

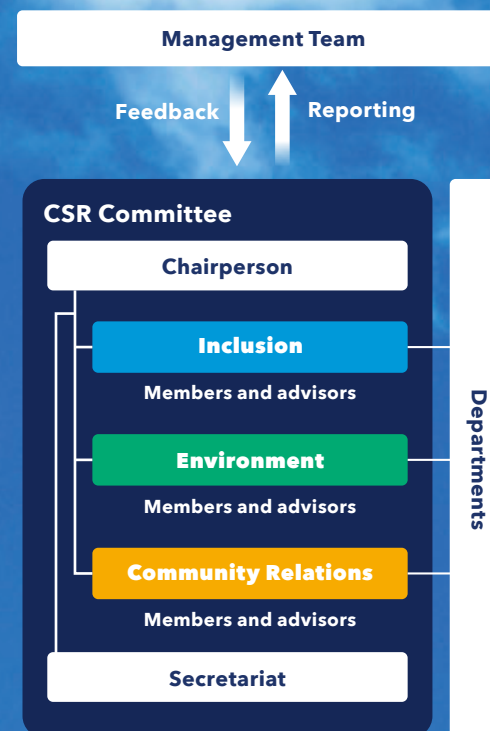
We contribute to the sustainable park environment.

Community Relations

We support the revitalization of the local community to create a bright future for the children.

CSR Promotion Organization

Chaired by the CMO (Chief Marketing Officer), the CSR 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 "Inclusion," "Environment," and "Community Relations." In addition, the Committee holds periodic discussions with management to facilitate activities company wide.



USJ's core values in its CSR activities

Expanding our circle of activities by joining hands with many people and "Creating a Future Filled With Children's Smiles."

USJ LLC is engaged in a variety of social contribution activities as we work toward creating a future filled with children's smiles. Our CSR activities are characterized by collaboration with guests and stakeholders, an entertainment-driven approach, and the variety of initiatives that can be undertaken only by a company that operates a theme park. We have been collaborating with local communities and companies, but in fiscal 2024, we also began new volunteer activities with our guests. USJ will continue to provide inspiration not only within the park, but also throughout society, with our limitless love and super-entertaining creativity.



Global collaboration with group companies

As part of Universal Destinations & Experiences, we collaborate with group companies around the world. This includes a "Global Volunteer Program," a joint volunteer activity at four Universal Destinations & Experiences locations around the world during the same time of year.

Highlighted CSR Actions!

Universal Studios Japan is engaged in various CSR activities for a future filled with children's smiles. In 2024, we adopted the new CSR slogan, "LOVE HAS NO LIMIT," and further expanded the scope of our activities with the united efforts of all employees. We would like to introduce a project that is especially unique to Universal Studios Japan and involves guests and other Universal Studios Japan fans.





New CSR initiative with our guests!

"LOVE HAS NO LIMIT"

**Merchandise with the portion
of proceeds donated to charity**

As part of the LOVE HAS NO LIMIT project to promote "Creating a Future Filled with Children's Smiles," we began selling LOVE HAS NO LIMIT charity T-shirts in August 2024, with a portion of the proceeds donated to charity. Through this project, guests and Universal Studios Japan fans can participate in the park's goal of "creating a future filled with smiling children." With the support of many guests and fans, the total number of charity merchandise items sold is approximately 3,500 (as of November 30, 2024).



**Approximately 20% of charity sales
—about 4 million yen—was donated
to Osaka Prefecture's
"Children's Shining Future Fund."**

In addition, approximately 20% of the proceeds from the sales of charity merchandise through November 30, 2024, plus donations from the social media charity campaign held on September 5th and from the limited time "Jaws Photo" sales totaling 4 million yen, were donated to Osaka Prefecture's "Children's Shining Future Fund." The "Children's Shining Future Fund" was established to give an equal chance to stand on the same starting line and move toward a bright future. The fund provides educational supplies and subsidies for the purchase of educational toys and other items for children in need.



▲ A Ceremony with Osaka Prefecture



Inclusion

We respect one another,
and are pursuing various initiatives aimed
at building a society in which everyone can shine.



> INTERVIEW

Turning differences into strengths to make every guest smile

USJ LLC is a company where team members of various nationalities, ages, and backgrounds work together as one team. It is a place where team members accept each other's differences and work as their professional, authentic selves, allowing each individual to maximize their abilities and do their best work. We place great importance on creating such a work environment for all team members. In 2024, we continued to actively implement career events through the company-wide Inclusion project, "NO BORDERS." We also continued to actively engage in many activities, which included holding the commemorative month of gratitude "Thanks Love Month," celebrating our first "Disability Inclusion Month," and participating in the "Kansai Rainbow Festa." We also promote activities to communicate not only within the company but to society as a whole. For example, we hold classes on careers and other topics at elementary schools in Kono-hana Ward, Osaka. These are a few of our initiatives to enhance understanding of inclusion and psychological safety. As the operator of Universal Studios Japan, which offers world-class experiences, it is our mission to provide global and inclusive guest services and communications. USJ will continue to work to create an inclusive organization where everyone can work as they are and a society where everyone can be their professional, authentic selves.



THANKS LOVE MONTH 2024: A special commemorative month overflowing with gratitude and love

THANKS LOVE MONTH 2024 was a special commemorative period from May 9 to June 16, 2024, to express gratitude and love to loved ones who come to mind with the words "Thank you." Our goal is to establish this as a new appreciation month to express gratitude and praise the loved ones around you. The first Thanks Love Flower Shop event was held to expand this circle of support to society as a whole. We looked for people from all over Japan who wanted to convey their gratitude to their loved ones. We then selected winners and provided them with an opportunity to express their gratitude in a unique USJ way by paying a surprise visit to their hometowns.

Visit our Corporate Website
for more details



HR Organization
Development Director
Miho Takiguchi





Expanding plant-based menu choices

To create a park restaurant experience where everyone can choose and enjoy their meals with peace of mind, the Lost World Restaurant, which reopened on July 5, 2024, now offers the largest lineup of plant-based menu items in the park. We promote food variety so that guests coming from all over the world and guests with special dietary needs can enjoy meals at the park with peace of mind.



> What is a plant-based menu?

A plant-based menu is comprised of items made entirely from plant-based ingredients and does not contain any animal products (meat, seafood, eggs, dairy, or honey), including in secondary ingredients such as food additives.

Accessibility initiatives for the enjoyment of all guests

Universal Studios Japan offers wheelchair access to certain attractions for the enjoyment of guests with physical disabilities. Other accessibility services include subtitle glasses and support stickers for the hearing impaired, and tactile maps to guide guests to the locations and sense the features of the park's facilities. In addition, all restaurants and shops in the park are open to guests accompanied by assistance dogs.



Company-wide "NO BORDERS" project

This project was launched in 2020 to aid us in becoming an organization where team members are inclusive and respect each other, so that our guests can be super-energized through super-exciting and super emotional experiences. Our goal is to create a workplace where each and every team member can work with enthusiasm, and we aim for further growth to foster a corporate culture that is unique to us.



Promoting understanding of psychological safety Promoting a workplace where each and every team member can demonstrate their strengths

As part of our efforts to create an inclusive workplace where each team member can maximize their individuality, we promote understanding of psychological safety. We hold workshops and seminars on how to foster psychological safety, such as what kind of communication is required to maintain it, with the aim of helping individuals put into practice in their daily work.

Networking Salon: A place where team members can discuss balancing career and life events

We have an internal community activity called Network Salon, where employees can connect with other like-minded colleagues and share ideas in a casual manner. This is a place where people balancing their careers with life events such as childcare and nursing care can get together, discuss their concerns, and exchange opinions and ideas.



Universal Women's Festa 2024 Third annual International Women's Day event held

Universal Women's Festa 2024 was held in conjunction with International Women's Day on March 8. This event was first held in 2022 team members shared their thoughts with each other and expressed empathy through lectures given by outside speakers and group sessions. During the period, posters of women who are active in the company were displayed on the team member buses running on our premises and in office corridors to build momentum.



September is Disability Inclusion Month Events to increase knowledge about disabilities

In 2024, September was designated Disability Inclusion Month. Our Human Resources Department's Disability Support Team led several informative events to share knowledge and promote accessibility in the workplace. We have worked to ensure that our workplace is accessible and welcoming to all, supporting employees of all abilities in a variety of roles throughout the company.



Raising awareness for the LGBTQ+ community Pride Month is held every June

USJ celebrates Pride Month in June, a time to deepen knowledge about LGBTQ+ issues. We hold events such as workshops and seminars with outside lecturers, and disseminate information with the aim of creating a workplace where everyone can be their professional, authentic selves. Additionally, various areas of the company, including entrances and corridors, were decorated in rainbow colors to show support for the LGBTQ+ community.



Environment

We believe that the realization of a sustainable global environment where all children can truly smile with peace of mind is an important issue. As a member of the Comcast NBCUniversal Group, we strive for the development of a park that takes action towards a greener future while contributing to society.



> INTERVIEW

Striving to provide energizing experience to people and society through environmental activities

USJ LLC has established the Sustainability Task Force, a cross-company organization that draws on shared knowledge and expertise to plan environmental activities and promote company-wide projects. This team's activities are also coordinated with the CSR Committee and other upper-level organizations. Our environmental activities are based on two pillars: circular economy and carbon neutrality. In 2024, we began a new initiative of reusing waste cooking oil from our restaurants as biodiesel fuel for one of our attractions. We have also been working on replacing plastic cutlery and other items in our restaurants. This year, we replaced foam containers with plant-based material containers and plastic cups with recycled PET containers. In addition, we added garbage bins for recyclable trash in the park for better waste separation and effective use of resources. We will continue to develop unique Universal Studios Japan initiatives that will make our guests smile and feel super-energized.

A USJ first! A popular attraction begins operating on fuel made from recycled cooking oil

From November 22, 2024, the park began using blended biodiesel fuel (B5 diesel oil) to power the boats for the park's popular ride attraction, JAWS. The fuel was refined from waste cooking oil that had been used to fry potatoes and other items at the park's restaurants. Our goal is to achieve a circular economy where society reduces its impact on the environment through the effective use of limited resources. In addition, we hope that the use of biodiesel fuel in the operation of JAWS, a ride attraction loved by a wide range of guests since its opening, will raise guests' awareness of environmental issues.

Visit our Corporate Website
for more details



EHS Office Manager
Atsuhiko Ueda

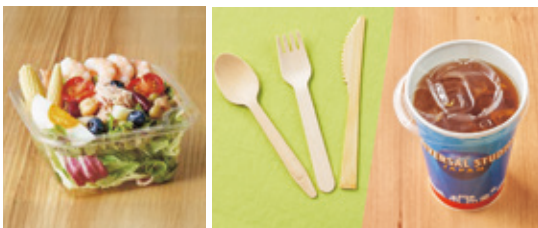




First ever use of environmentally friendly plant-derived bagasse containers in the park

As a new initiative by our Food and Beverage Department to reduce the use of plastic in the park, bagasse containers made from sugar-cane pulp and other materials have been gradually introduced to each park restaurant since July 2024. To accelerate our sustainability efforts, we will continue to focus on reducing plastic by introducing more environmentally friendly materials. We aim to use more than 50% sustainable materials* (by weight) for containers, cutlery, and other items served to guests at our restaurants.

*Sustainable materials refer to renewable resources such as wood and paper, recycled plastics, or bioplastics.



In fiscal 2022, we introduced salad cups made of recycled PET. These cups look and function the same as the ones previously used, but the materials have been changed to sustainable specifications, while offering the same quality to guests as in the past. In fiscal 2023, some restaurants changed cutlery for guests from plastic to wood, and began offering straw-less lids made from recycled plastic.



Recycling activities with guests and the addition of PET bottle collection bins

We have significantly increased the number of bins for PET bottle collection in the park for more efficient resource collection. Currently, a total of 57 plastic bottle collection bins have been installed throughout the park, and we encourage all guests to participate in recycling activities to make effective use of limited resources.



Introduction of a garbage processing machine in the central kitchen to effectively utilize food waste

To reduce the amount of food waste generated during preparation of park food, a garbage processor was installed that reduces the amount of garbage by crushing and dehydrating waste. Furthermore, to promote not only waste reduction but also effective utilization of resources, food waste was converted into liquid fertilizer for plants in the employees' area.



Installation of high-efficiency air conditioning control equipment in the attraction buildings

During the renovation of Jurassic park The Ride, which began in 2023, we installed equipment for highly efficient air conditioning control in the attraction building. Along with replacing the existing air conditioning system with an energy-saving type, the introduction of ventilation equipment and heat exchange between exhaust and intake air according to the CO2 concentration in the building have made it possible to control air conditioning with significantly lower power consumption than in the past.



Large-scale LED lighting throughout the park to promote energy conservation

In 2021, USJ accelerated the installation of LED lighting inside and outside the park, and in 2023, implemented large-scale LED lighting in several locations, including the cafeteria used by employees. This system saves 550 tons in CO2 emissions annually, and we are achieving even more effective energy savings by combining the system with motion sensors and other devices.

Adding new value to waste generated at the park and reusing it



<< Key chain



To preserve the park's atmosphere, decorative banners are used to conceal scaffolding during construction. After use, the banners used to be discarded, but we have developed upcycled* bags to make effective use of them. The bags will be distributed to some employees, with the aim of expanding this initiative into a variety of other items in the future. Also, in January 2024, keychains were created from old wardrobes. The keychains were sold in-house, with the proceeds donated to the Noto Peninsula Earthquake Relief Fund.

*Upcycling refers to reusing products that were originally intended to be discarded by giving them a new function with added value.



Up-cycled bag >>

A vibrant stage event titled "UNIVERSAL WONDER Night" featuring several Muppet characters (including Bert, Elmo, and Cookie Monster) and four male hosts in suits. They are all posing on a stage with a colorful, abstract background. The text "Community Relations" is overlaid in large white letters on the right side of the image.

Community Relations

We are fully committed to supporting the development of our hometown of Osaka and contributing to the local community for a bright future for our children. 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.



The 16th UNIVERSAL WONDER NIGHT held with sponsors



▲ Vehicle donated in 2024

We hold an annual charity dinner show to support local people and contribute to community development. This event has been held together with our business partners every year since 2008, and in 2024 we celebrated its 16th anniversary. With the combined support of 37 sponsoring companies and USJ's matching gift, the Charity Dinner Show raised 18 million yen, which provided scholarships and a vehicle for a welfare facility in Osaka.

> INTERVIEW

Creating a society where children can believe in a bright future through our community contribution activities

As one of our social contribution activities, USJ LLC supports the healthy development of children in Osaka. The growth of our business would not be possible without the development of our hometown of Osaka. In 2024, as part of activities to support children living in children's homes, we held a workshop on financial education in collaboration with our corporate marketing partner, Sumitomo Mitsui Card. We shared knowledge about money and the meaning of work with 123 elementary school students living at an institution away from their parents. We plan to continue providing comprehensive support to help children, however young, on their path to independence. Children should not be negatively affected by their economic environment, educational disparities, or various other barriers that limit their willingness to take on challenges and possibilities. They should believe without hesitation that their future is bright and the sky is the limit. USJ LLC will continue to contribute to the local community with its super-entertaining creativity to achieve a super-energized community filled with smiling children.

Visit our Corporate Website for more details



External Affairs Department
Tomoyuki Okuno





The first Community Kids Program by USJ and Lawson

On October 12, 2024, in cooperation with corporate marketing partner Lawson, we held the first Community Kids Program Osaka: Konohana Cleanup Tour 2024. This was a beautification activity in cooperation with Konohana Ward, Osaka, where the park is located, to keep the Shorenjigawa park, a place of recreation and relaxation for local residents, beautiful. About 200 people volunteered to participate in this activity, including children, who are the future leaders of the community, and their parents, while enjoying learning about the environment and contributing to their community. This joint effort by the park, the community, and businesses turned out to be a highly successful volunteer event filled with smiles and energy from the children.



Implementing unique USJ programs to support students' learning and foster career perspectives

The comprehensive partnership we have with Osaka Prefecture led to the development of the "USJ-style Tourism Marketing Studies" project, jointly developed with Osaka Public University, and the "High School Career Program," a career training program for high school students to experience a wide variety of occupations at the park. We aim to nurture human resources from Osaka to play an active role in Japan and the world by providing support to the young people who will be the leaders of the future.



Osaka Prefecture Ikueikai USJ Scholarship to support high school students striving to achieve their dreams

Osaka Prefecture Ikueikai USJ Scholarship is a program established by USJ in cooperation with the Osaka Prefectural Scholarship Foundation. The program aids high school students who have difficulty pursuing higher education for financial reasons, and provides 1 million yen to each certified student to support them in realizing their dreams. Since its inception in 2011, the program, with its 14th term in 2024, has supported the dreams of a cumulative total of 180 high school students.



Supporting children battling serious illnesses to realize their dreams

Since the park opened, we have continued to collaborate with Make-A-Wish Japan, a public interest incorporated foundation that helps children with intractable diseases realize their dreams, and have invited more than 150 children to the park. Our park crew all work as a team to make sure children can enjoy the park safely on the day of their visit, and create special memories that can only be made at the park, with the biggest, brightest smiles on the children's faces.



Providing park food to a local Kodomo Shokudo in Konohana Ward, Osaka

In 2020, when COVID-19 began to spread globally, we started providing support to Kodomo Shokudo, a program that provides free or low-cost meals to children, out of a desire to bring smiles to the faces of children in our local communities during difficult times. In addition to food, in 2024, we provided park stationery merchandise such as clear file folders and pens. In cooperation with the Council of Social Welfare, we continue to support Kodomo Shokudo programs in Konohana Ward.



Surprise visit by park friends to celebrate Coming of Age Day in Konohana Ward, Osaka

On January 8, 2024, a special performance was held at the Konohana Ward Coming of Age Commemorative Gathering at the Konohana Kumin Hall. The audience was thrilled by the stage performance of park friends dressed up in kimono, entertainers, and Reika Ayanokoji. The attendees also received original stainless steel mugs as a commemorative gift, making it an even more USJ-style, super-energized day for them.



Signed a "Collaboration Agreement on Community Contribution" with Konohana Ward to further promote community engagement and revitalization

Various social contribution activities in collaboration with the local community were recognized by Konohana Ward, leading to our "Collaboration Agreement on Community Contribution" as official partners in community contribution activities. This agreement strengthens our partnership, and we expect to make many long-term and regular contributions to the community.

USJ and Sumitomo Mitsui Card hold financial education workshop for elementary school students

On October 14, 2024, in collaboration with corporate marketing partner Sumitomo Mitsui Card, we held a financial education workshop for elementary school students to help them acquire financial literacy. Event participants included 123 children from the fourth to sixth grade of elementary school in Osaka Prefecture who live in children's homes away from family. Along with teaching about money in a fun and entertaining way, a crew member (team member) work experience program was held for the first time to show the importance of work. Through the experience of working with professionals in various roles unique to the park, the children had an exciting and inspiring opportunity to learn about the importance and satisfaction of work.



> Awards and Recognition

June 2017

Kurumin Certification (government certification program for companies that are supportive of child-rearing)

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

August 2022

The Third "Osaka City Sexual Diversity Respect Award"

January 2024

Sports Yell Company 2024 Certification for the second consecutive year

March 2024

Excellent Corporation for Health Management 2024 (Large CorporationCategory) Certification for the second consecutive year

April 2024

Osaka Prefecture Disabled Persons Support Company Certification updated

October 2024

Osaka City LGBT Leading Company Certification as the three-star company, the highest evaluation

November 2024

The highest award, "Gold" in the "Pride Index 2024" for the fourth consecutive year

December 2024

The highest certification rank of "Best Workplace" regards to inclusiveness certified by Osaka Prefecture for the second consecutive year

> Letters of Appreciation

Osaka Prefecture

- Osaka Prefecture Ikueikai USJ Scholarship
- 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" for 10 consecutive years

Sakai City

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

Osaka Prefecture Ikueikai

- Osaka Prefecture Ikueikai USJ Scholarship

Tokyo Council of Social Welfare

- Donation of merchandise

Education Bureau, Osaka Prefecture

- Work experience internship program for middle school students from prefectural special needs schools and their parents/guardians

Corporate Information

USJ LLC

Location	2-1-33 Sakurajima, Konohana-ku, Osaka 554-0031
Foundation	December 27, 1994
Capital	5 billion yen
Business Description	Operation, planning and related businesses of the theme park "Universal Studios Japan"
Numbers of Employees	15,533 (as of December 31, 2024)

Group Companies

USJ LLC is a member of Universal Destinations & Experiences, a unit of Comcast NBCUniversal, which offers guests around the globe the world's most innovative, thrilling and popular entertainment experiences. Universal Destinations & Experiences' portfolio of world-class theme parks features the industry's most thrilling and technologically advanced film and television-based attractions, exceptional hotel and resort properties, and unique merchandise, games, culinary, virtual, and live entertainment experiences. All are designed to create immersive, memorable and emotionally fulfilling moments for people of all ages looking to take their accommodations and entertainment to new heights.



LOVE HAS NO LIMIT

Request for Readers' Survey

Thank you for reading our CSR Report 2025.

We appreciate your comments and opinions, as they will help us in our future CSR activities and report preparation.

URL

<https://www.usj.co.jp/information/qr/info2274.html>



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