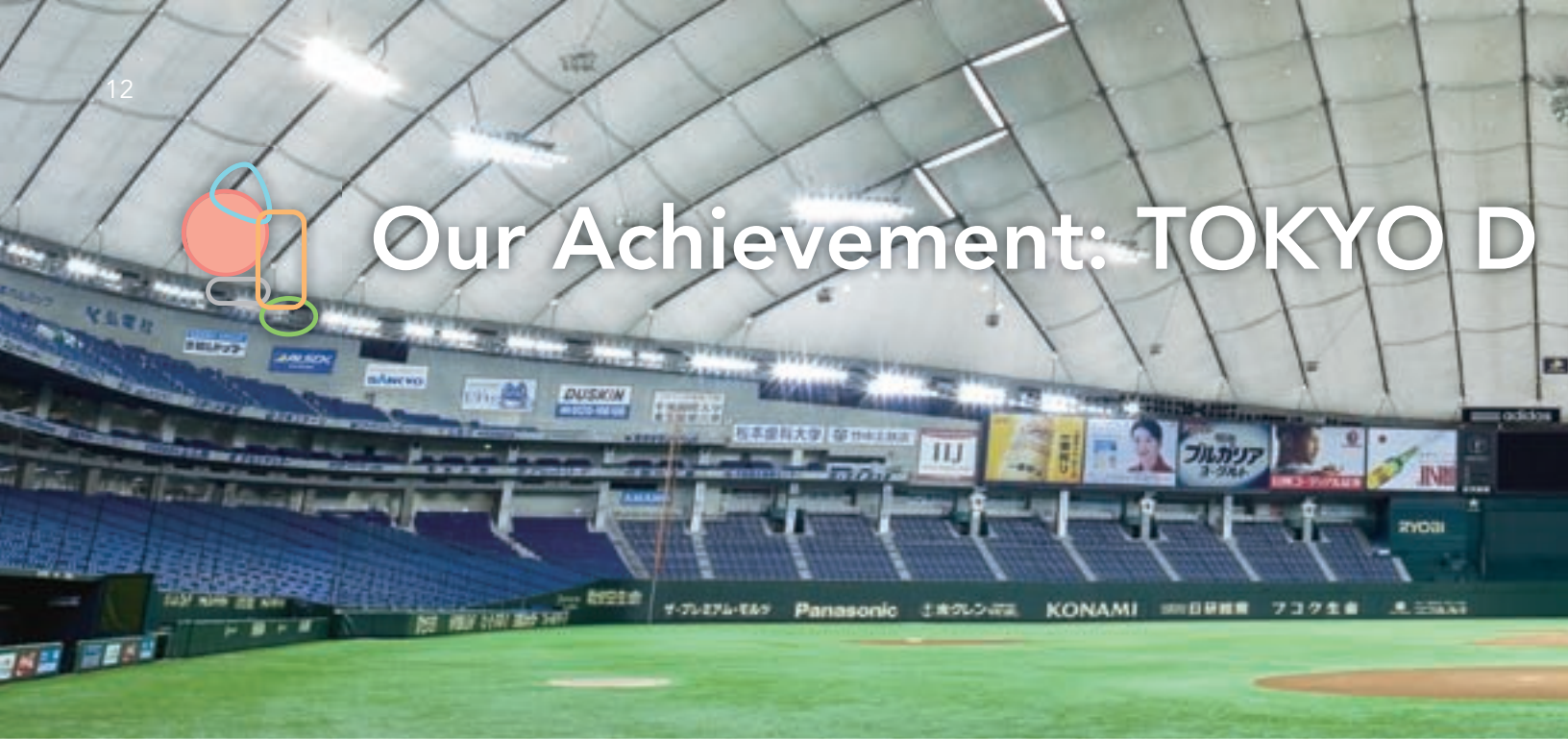




# Our Achievement: TOKYO D



Opened in March 1988 as Japan's first air-supported dome, Tokyo Dome this year celebrates 20 years of continuous innovation and evolution in its role as Japan's leading multipurpose, all-weather stadium.

Since its inception, Tokyo Dome has always been much more than simply a baseball stadium covered by a giant roof. It has carved out a much wider role as a multipurpose event space, hosting an array of sports contests, concerts, conventions and other large-scale events. In addition to recognition received for contributing positively to Japan's social development, Tokyo Dome has become a familiar part of Tokyo's image as a major international city.

## 1. Korakuen's Renaissance

Tokyo Dome's forerunner, Korakuen Stadium, was completed in 1937. It served as Tokyo's baseball mecca for 50 years, becoming a venue much loved by millions of fans and players alike. In a country where baseball is the de facto second national sport (sumo wrestling being the country's traditional national sport), Korakuen Stadium played a key role in instilling baseball deep within the national psyche.

The spring of 1988, which would become the last spring of Japan's Showa Period spanning more than 60 years, saw the completion of several major construction projects that drew national and international attention. These included the Seikan Tunnel—the world's longest tunnel—and the Seto-Ohashi Bridge, the world's longest two-tiered bridge system. In March 1988, the spotlight turned to another exciting achievement—the opening of Tokyo Dome, Japan's first large-scale dome stadium and a place destined to capture the hearts and imaginations of millions of people.

Tokyo Dome's opening marked the rebirth of Korakuen Stadium, a place where Tokyoites had headed for half a century to watch baseball, relax, mingle and enjoy the area's many other attractions, including the world-renowned Koishikawa Korakuen Garden. It launched a new chapter in the rich history of one of central Tokyo's most important sports and recreation areas. In the 20 years since then, Tokyo Dome has built up a solid record of achievements, and continues to provide thrills and excitement for many millions of visitors each year.

## 2. The Management Philosophy Driving Tokyo Dome's Success

Tokyo Dome was designed to fulfill the role of a multipurpose space. Its design incorporated many innovative features that allowed its arena to be adapted to a myriad of purposes. This enabled it to be used for not only baseball but also a full range of large-scale field sports, including soccer, American football and cycling, as well as all kinds of concerts, conventions, exhibitions and cultural events. Thanks to the opening of Tokyo Dome, such events could now be held without being affected by the seasons or uncertainties of the weather. For this reason, Tokyo Dome's sales and other operating revenues significantly exceeded initial forecasts, and had to be revised upward several times during its first year of operation in the fiscal year ended January 31, 1989.

Owing to its characteristics as an air-membrane-structure dome, the operation and maintenance expenses required for Tokyo Dome proved to be considerable. Of course, with such a

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large-scale facility as this, it was essential that operations continued on a 365-day basis. An aggressive management stance was also vital to realize the full potential of such a valuable asset. Many new events were created to take advantage of Tokyo Dome's unlimited possibilities as a multipurpose space, as the Company worked to grow its sales base.

Tokyo Dome's previous president, Makoto Hosaka, pursued a management philosophy based on "continually introducing management innovations and maintaining an aggressive management stance." He named 1988 as the "launch-pad year for Korakuen innovation." In that year, the Tokyo Dome Group moved from its previous position as a pioneer in Japan's leisure industry into an industry-leading role. At the same time, Tokyo Dome emerged as a world-class stage on which countless dreams would be realized and millions of fans inspired. The year 1988 marked an auspicious beginning to this ongoing journey.

### 3. Unique Characteristics

Tokyo Dome can operate 24 hours a day, and at the time of its opening an operational planning method was developed to enable a theoretical maximum of 365 days use per year. Excluding the 125 days per year of regular-season professional baseball games held at Tokyo Dome, the remaining 240 days are divided evenly between sports, entertainment and conventions. By expanding the event schedule and utilizing times of day for which

effective use had previously been difficult, the Company aims for further revenue growth. This means that non-baseball events are likely to equal or exceed the ratio of baseball games. This also provides momentum for the creation of new, future events.

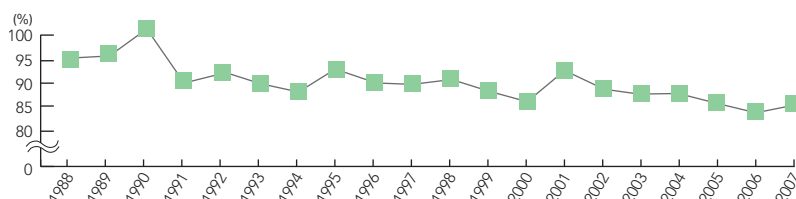
### 4. Leading-Edge Technology

Tokyo Dome's enclosed volume is massive—some 1.24 million cubic meters—but not a single column is needed to support the membrane roof. Instead, air is continually blown into the dome by a pressure fan, keeping the air pressure inside the dome 0.3 percent higher than that outside, thus holding up its covering membrane.

The hyperelliptic roof has an area of 28,590 square meters, with a diagonal span of 201 meters. The cable-reinforced, Teflon-coated fiberglass fabric membrane weighs 406 metric tons. At just 12.7 kilograms per square meter, the roof material is exceptionally light.

Tokyo Dome's facilities include a system for removal and storage of audience seating, a system for rolling up the artificial turf, and a pitcher's mound that can be raised or lowered, so that the arena may be utilized for a broad range of events apart from baseball. Other state-of-the-art features include a large, high-definition video screen measuring 7 meters by 34 meters, an automatic fire-detection and water-cannon system for fire extinguishing, and a snow-melting system that blows warm air at the roof.

#### ◆ Annual Tokyo Dome Capacity Utilization Ratio (1988–2007)



The utilization ratio is the total number of days during the year Tokyo Dome is used for sporting or other events, divided by 365. It includes days used for setup or takedown.

# Looking Back on 20 Years of Achievement and Innovation at Tokyo Dome

In its first 20 years, Tokyo Dome has carved out a history of innovation that has brought excitement and joy to millions of people. Tokyo Dome is the venue for a myriad of sports events in addition to its regular season of baseball games. Each year, it also hosts concerts by a stunning array of top domestic and international artists as well as a wide range of other large-scale events.

**1988** Opening of Tokyo Dome.

**1989** Hosts NFL Toshiba American Bowl '89, the first official National Football League (NFL) game played in Japan.



**1990** Venue for the Rolling Stones' first live concert in Japan.

**1993** Hosts the first Tableware Festival.

**1997** The Oh-Nagashima Gate (ON Gate) is built in front of Tokyo Dome's main entrance.

**1998** Tokyo Dome records its 100 millionth visitor.

**1999** Pro Baseball Dream Market is held to commemorate Tokyo Dome's 10th anniversary.

**2000** The first time the opening game of the Major League Baseball (MLB) regular season is held outside North America.

- 2002** Hosts the Tokyo International Quilt Festival for the first time.  
Installation of the FieldTurf high-tech artificial turf system.
- 2005** Installation of the “Excite Seats” jutting into the infield foul territory.
- 2006** Hosts the World Baseball Classic (WBC) Asia Round.
- 2007** Installation of an improved version of FieldTurf.
- 2008** Refurbishment of the former Junior Suite and reopening as the Premium Lounge.



### Introducing the Premium Lounge: The Ultimate in Luxury Space

The Tokyo Dome balcony seating area, which previously served as the Junior Suite, was recently refurbished. On April 1, 2008, this area was reopened as the Premium Lounge. The Tokyo Dome Hotel provides waiting staff and a buffet service so that guests may enjoy the atmosphere and cuisine of hotel fine dining while getting a close-up view of the baseball action.



### Facilities

Name: Premium Lounge (This name only applies for regular season games of the Tokyo Yomiuri Giants; at other times, this area is called the Balcony Seats)

Place: 3F, Tokyo Dome

No. of seats: 764 seats each along the first base line and third base line

Main features:

Seating renewal: New seats have been installed that provide more space and comfort than the original seats. Visitors can relax while enjoying even the longest games.

Buffet service: A first-class menu prepared by the Tokyo Dome Hotel.