

>Tokyo Dome Group Business Report 2010:

Top Message: To Our Shareholders and Stakeholders

Toward Sustainable Growth for the Tokyo Dome Group



By providing our customers with new value,
the Tokyo Dome Group aims to secure brand
differentiation and build its competitive advantage.

Results and Dividend Policy for the Fiscal Year Ended January 31, 2010

The fiscal year under review, ended January 31, 2010, was the second year of our three-year medium-term business plan, "Scale-up." During the year, we implemented an extensive range of measures focused on

achieving three management goals: a continuation of stable dividends, improving the Company's credit rating and raising our market capitalization. In March 2009, we launched the TD Point Program with the aim of bolstering customer use of all Tokyo Dome Group facilities. Since then, membership of the program has steadily expanded. In the same month,

we opened SPA EAS in Yokohama, which capitalizes on the expertise accumulated from the operation of Spa LaQua. In April 2009, we reopened the Geopolis indoor amusement park following its renovation, and the new Theater G-Rosso—part of Geopolis—achieved visitor numbers and utilization rates that surpassed our forecasts. Moreover, MEETS PORT, the new entertainment complex opened in March 2008, recorded a sales increase based on its first full fiscal year of operation.

However, the Group's operating results for the fiscal year under review were significantly affected by several negative factors. These included a cooling in both personal consumption and corporate demand owing to the economic downturn and the outbreak of a new strain of H1N1 influenza, and a fall in overseas visitor numbers owing to the strengthening of the yen. As a result, on a consolidated basis, sales and other operating revenues for the fiscal year under review amounted to ¥81,924 million, a decrease of 6.4 percent compared with the previous fiscal year. Operating income totaled ¥8,398 million, down 32.6 percent, and ordinary income amounted to ¥8,295 million, a decline of 21.2 percent. The net loss amounted to ¥1,004 million, principally reflecting such factors as an extraordinary loss of attributable to valuation losses on marketable securities, and the reversal of a portion of deferred tax assets.

With regard to dividend policy, the Company's basic policy calls for maintaining stable dividends. Although the fiscal year under review saw the posting of a net loss, in line with the aforementioned policy dividends applicable to the fiscal year under review were set at ¥5.00 per share. For the fiscal year ending January 31, 2011, we aim to pay dividends of ¥5.00 or more per share.

Outlook and Strategies for the Fiscal Year Ending January 31, 2011

During the fiscal year ending January 31, 2011, Tokyo Dome is scheduled to be used for concerts on more days than the previous fiscal year; moreover, Splash Garden—which opened in March 2010 within Tokyo Dome City Attractions—will contribute to operating results, and we anticipate a recovery in guest room occupancy rates at the Tokyo Dome Hotel. As a result, on a consolidated basis, we forecast sales and other operating revenues of ¥83,500 million, operating income of ¥9,400 million, ordinary income of ¥5,800 million, and net income of ¥3,000 million.

Looking ahead, for the Tokyo Dome Group to achieve sustainable growth, I believe it is crucial for us to respond appropriately to rapid changes in consumer sentiment. To facilitate this, we must offer new value to customers based on a precise understanding of prevailing consumer trends, secure brand differentiation and build the Group's competitive advantage. At the same time, in the final year of "Scale-up," the medium-term business plan, we intend to steadily implement action plans aimed at realizing our three management goals, thereby overcoming the current difficult conditions.

I look forward to the continued support and understanding of our shareholders and all our stakeholders as we strive to meet these challenges.

May 2010



Shinji Kushiro
Representative Director, President and COO

List of Senior Officers (As of April 28, 2010)

Representative Director,
Chairman and CEO

Yewkow Hayashi

Representative Director,
President and COO

Shinji Kushiro

Representative Director
and Vice President

Masaaki Asai

Senior Managing Directors

Shinji Abe

Hidekazu Kitada

Managing Director

Kenji Honda

Directors (External)

Tomofumi Akiyama

Nobuhiro Mori

Yoshihisa Inoue

Full-Time
Corporate Auditors

Mikio Awata

Masami Iwaida

Corporate Auditors

Junichi Tsutsumi

Yukio Nozaki

Yukiharu Kodama

Managing
Executive Officers

Ryusuke Nomura

Tsutomu Nagaoka

Executive Officers

Shunichi Tsurudome

Yoshikazu Doi

Masaaki Tanaka

Yoshiyuki Taniguchi

Yukio Yamada

Yutaka Yamada

Akira Nishikatsu