

Tokyo Dome Group Report

2013



TOKYO DOME CORPORATION

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- The future plans and earnings forecasts presented in this report are projections based on information available to the Company at the time of publication. These projections include risks and uncertainties subject to economic trends, the business environment and consumer behavior.
- This report was prepared, in principle, on the basis of information as of the end of the fiscal year ended January 31, 2013.
- Amount figures have been rounded down, while percentages have been rounded off.

Management Principle:

“Enriching society by thrilling and entertaining the public”

The Aims of the Tokyo Dome Group:

TOKYO DOME CORPORATION's management principle is “Enriching society by thrilling and entertaining the public.”

In accordance with this principle, we consider it our mission to expand the frontier of urban leisure entertainment to thrill and delight as many people as possible, and over the years have continually taken the lead in providing a wide range of leisure facilities and services. Moving ever onward, TOKYO DOME CORPORATION will continue to break new ground as a leading company in the field of leisure services.

Unique Characteristics of the Tokyo Dome City Business:

Tokyo Dome City—an urban-type integrated leisure complex that forms the core of the Tokyo Dome Group—has two unique characteristics.

1. It is uniquely located near the heart of metropolitan Tokyo

Since the time of its forerunner, Korakuen stadium, Tokyo Dome City has enjoyed exceptionally good access thanks to its location near Suidobashi Station in the heart of Tokyo. The area is served by two JR railway lines (the Sobu and Chuo lines) as well as four subway lines (the Mita, Oedo, Marunouchi and Namboku lines).

2. It enjoys business synergies across several operations

By concentrating a diverse array of facilities within Tokyo Dome City, including TOKYO DOME, LaQua, Tokyo Dome City Attractions, the TOKYO DOME HOTEL and MEETS PORT, the Group is able to generate significant synergies among its businesses. These synergies result from the enhanced attractiveness of Tokyo Dome City as a leisure destination where visitors can use several facilities on a single visit.

Rather than being simply a collection of leisure facilities, Tokyo Dome City is much more—a continually growing and evolving “city” in its own right. We strive to bring our customers new facilities that will further enhance the entertainment value of Tokyo Dome City, so that we can continue to share their thrills and excitement.

Message from the President

Providing New Places for Customers to Enjoy a Sense of Togetherness

The Tokyo Dome Group is striving to ensure that its facilities meet a diverse range of society's needs, including those of an increasing number of people seeking a sense of togetherness and bonding from leisure activities and the needs of an aging baby boomer generation.

Since the 2011 Great East Japan Earthquake and the nuclear accident that followed, experts have highlighted the possibility of more large earthquakes, leaving many people in a constant state of anxiety over the potential for new disasters. Against this backdrop, an increasing number of people are seeking a sense of togetherness, human bonding and peace of mind from leisure activities.

Considering the current state of Japanese society, the Tokyo Dome Group's management principle of "Enriching society by thrilling and entertaining the public" has taken on even greater significance. To provide such a sense of togetherness to as many people as possible, we must work to further raise the appeal of our operations centering on Tokyo Dome City.

Also from around 2011, Japan's post-war baby boomer generation (born 1947–49) began surpassing 65 years of age, thus greatly expanding Japan's elderly population. A high proportion of people in this age group have children and grandchildren. The Tokyo Dome Group is naturally committed to providing facilities that can be enjoyed by elderly customers, but I believe that it is essential that we further enhance our lineup of facilities and services that will appeal to all family members.

At present, in line with our current medium-term business plan, "Activate," we are planning two new amusement spots within Tokyo Dome City. Full-fledged development of these projects is due to commence during the fiscal year ending January 31, 2014. Specifically, the new facilities are an indoor sports complex that will have a high level of affinity with our existing facilities and a space-themed entertainment museum—a new field for Tokyo Dome City. Both of these facilities are designed to be enjoyed as places that stimulate communication among families and other customers, to an extent even greater than our existing facilities.

The entire Tokyo Dome Group is striving to ensure that its facilities constantly provide people with opportunities to feel a sense of togetherness with their friends and loved ones, and provide all customers with thrills and entertainment. The Tokyo Dome Group looks forward to meeting the high expectations of all its stakeholders as it continues to evolve.

May 2013



Shinji Kushiro
Representative Director, President and COO



Through the development of new businesses, we will add new content to the experiences offered by Tokyo Dome City and aim to win over a broad cross-section of customers.



Shinji Kushiro, Representative Director, President and COO

We will focus on anniversary events at TOKYO DOME, LaQua and MEETS PORT, and the development of new businesses at the Yellow Building.

Q1. Please summarize the Group's operating results and dividend policy for the fiscal year ended January 31, 2013.

Operating performance recovered from the impacts of the Spinning Coaster "Mai-Hime" accident and the Great East Japan Earthquake, resulting in a significant improvement in earnings. The league victory by the Yomiuri Giants professional baseball team meant that TOKYO DOME held a total of nine post-season games in the Climax Series and Nippon Series. Concert and convention events also increased steadily. With the exception of the Thunder Dolphin roller coaster attraction, Tokyo Dome City Attractions resumed operations over the full

term after a four-month suspension of operations in the previous fiscal year, and the Viking zone reopened after refurbishments, contributing to an increase in sales.

Under these conditions, on a consolidated basis, sales and other operating revenues for the fiscal year under review amounted to ¥80,763 million, an increase of 10.3 percent compared with the previous fiscal year. Operating income totaled ¥9,646 million, an increase of 83.8 percent. Ordinary income rose 217.2 percent, to ¥7,410 million. Net income amounted to ¥3,914 million, up 979.5 percent compared with the previous fiscal year. This result was affected by such factors as provisions to reserves relating to expenses for seismic strengthening work at the Yellow Building and Blue

Building as well as fixed asset disposal and dismantlement costs accompanying new business operations at the Yellow Building. The Company paid a cash dividend for the first time in three fiscal years, amounting to ¥5.00 per share.

Q2. You completed the second year of the “Activate” medium-term business plan. What progress has been made?

We implemented a variety of measures and made steady progress under the plan. As part of efforts related to one of our key management tasks, investment in the development of Tokyo Dome City, the former Tower Land zone was reopened on March 16, 2012, as the new Viking zone. Among the five attractions included, Super Viking SORABUNE and Furi Furi Grand Prix have already been enjoyed by a large number of visitors and are proving to be very popular attractions. Similarly, in relation to another key management issue of opening up new markets, we focused on strengthening sales for meetings, incentives, conventions and exhibitions (MICE), resulting in the winning of a large-scale event thanks to marketing programs targeting travel agencies.

Q3. What is your performance outlook for the fiscal year ending January 31, 2014?

Although we anticipate a number of positive factors influencing sales and other operating revenues, including the refurbishment of several floors of TOKYO DOME HOTEL and the opening of four new stores in the shop in chain, since we are not including uncertain factors such as holding the Climax Series and Nippon Series professional baseball games, we forecast a decline in sales and other operating revenues, and commensurate decreases in operating income and ordinary income. However, net income is forecast to increase since the extraordinary loss items recognized in the fiscal year ended January 31, 2013, through reserve provisions for major facility upgrades and works planning are not expected to be present.

Consequently, on a consolidated basis, we forecast sales and other operating revenues amounting to ¥80,500 million, operating income totaling ¥9,000 million, ordinary income of ¥6,300 million and net income amounting to ¥4,500 million. We plan to implement a year-end cash dividend of ¥5.00 per share, unchanged from the fiscal year ended January 31, 2013.



Q4. Two years have elapsed since the Spinning Coaster “Mai-Hime” accident. How have you instilled a Group-wide safety culture?

In addition to establishing the “Safety Principle” and “Basic Safety Policy” and formulating the “Comprehensive Attraction Safety Standards,” we set up the Safety Promotion Office, which reports directly to me. These and other measures have been aimed at instilling a safety culture within all Group activities.

We must absolutely not allow the time that has passed since the accident to lessen our awareness of the potential for accidents. Through programs that utilize the Safety Training Office, which has a display containing part of a car from the accident, and other measures, we are working to maintain and reinforce a comprehensive safety training regime for all officers and employees of the Group.

Q5. The fiscal year ending January 31, 2014, is the third year of the “Activate” medium-term business plan. What are your main measures under the plan?

As part of measures to address the management task set under “Activate” of investing in the development of Tokyo Dome City, we are focusing on two new businesses. On the two floors of the Yellow Building returned to our use following the completion of the lease agreement with the Japan Racing Association covering off-track betting venues, we plan to open an indoor sports complex in October 2013 and a

space-themed entertainment museum in July 2014.

The sports complex will feature baseball, golf and bouldering-themed entertainment, including simulation machines and a multipurpose field. We expect to generate synergies with the TOKYO DOME Bowling Center and the TOKYO DOME ROLLER SKATE ARENA, which are also located within the Yellow Building.

The entertainment museum is designed to provide experiences based on the vastness of space and the fascinating field of cutting-edge space research. The space theme is new to Tokyo Dome City, and we are aiming to attract a broad range of customers, including students and families.

The Thunder Dolphin attraction, whose operations are currently suspended, is planned for reopening in summer 2013, following the completion of safety-related work.

Q6. The fiscal year ending January 31, 2014, will see three important anniversaries—the 25th anniversary of TOKYO DOME, the 10th anniversary of LaQua and the 5th anniversary of MEETS PORT. What significance do you see for the Group?

As a pioneer in the leisure services industry, the Tokyo Dome Group constantly strives to anticipate customer needs and to offer a diverse array of facilities and services. We are able to commemorate these three anniversaries thanks to ongoing business development efforts since the Company's establishment that have met the expectations of our customers. These anniversaries also underline the many years that each of our facilities have been enjoyed by customers and serve as an opportunity to encourage all Group employees. To mark these anniversaries, each facility will hold a program of special commemorative events during the fiscal year to show our appreciation to customers.

List of Senior Officers of TOKYO DOME CORPORATION (As of April 26, 2013)

Representative Director,
President and COO

Shinji Kushiro

Senior Managing Director

Hidekazu Kitada

Managing Directors

Kenji Honda

Ryusuke Nomura

Tsutomu Nagaoka

Director and Advisor

Yewkow Hayashi

External Directors

Tomofumi Akiyama

Nobuhiro Mori

Yoshihisa Inoue

Full-Time

Corporate Auditors

Masami Iwaida

Masaaki Tanaka

External
Corporate Auditors

Junichi Tsutsumi

Yukio Nozaki

Yukiharu Kodama

Managing
Executive Officers

Yoshiyuki Taniguchi

Yukio Yamada

Yutaka Yamada

Akira Nishikatsu

Executive Officers

Yoshitaka Odagiri

Minoru Hagiwara

Norio Onozawa

Yuhei Nagata

Kaoru Shibata

Hirotsugu Imaoka

Q7. What measures are needed to ensure the ongoing increase in the Tokyo Dome Group's corporate value?

To further raise corporate value, we will naturally continue to provide our customers with new facilities and services. However, at the same time, enhancing shareholder return and reinforcing the soundness of our financial base are also important for the Group.

With regard to enhancement of shareholder return, as stated in the "Activate" medium-term business plan, we are targeting stable dividends based on a 30 percent payout ratio, and are also aiming to implement share buybacks. For the reinforcement of our financial base, although we have achieved steady progress in reducing interest-bearing debt, as of January 31, 2013, the debt-equity ratio stood at a relatively high 2.9 times. Hence, as our immediate goal we will work toward bringing this indicator below the level of 2.0 times.

As mentioned above, the fiscal year ending January 31, 2014, is a milestone year for the Group as we celebrate anniversaries at TOKYO DOME, LaQua and MEETS PORT; "Activate" enters its third year; and we commence development of new businesses. To provide customers with new thrills and a sense of togetherness and to achieve enhanced corporate value for the Group, we will continue to innovate on many fronts. In these endeavors, we look forward to the ongoing support and cooperation of our stakeholders.

May 2013

Shinji Kushiro

Shinji Kushiro

Representative Director, President and COO



Safety Measures

On April 21, 2011, the Tokyo Dome Group established the “Safety Principle” and “Basic Safety Policy” to ensure that the Group maintains a strong awareness of safety as the foundation of its existence.



“Safety Awareness Week” 2012: Chief Safety Management Officer conducts a safety inspection tour

1. “Safety Principle” and “Basic Safety Policy”

Safety Principle

“The Tokyo Dome Group thinks and acts based on safety as its highest priority as it strives to provide entertainment to its customers.”

Basic Safety Policy

- We will continue striving to provide safe and enjoyable facilities and services.
- We will set ourselves standards for safety and adhere to those standards.
- We will take a proactive approach to implementing safety training and education programs.

Based on the “Safety Principle” and “Basic Safety Policy,” with a renewed sense of purpose everyday, we will undertake continuous efforts to build a strong “safety culture.”

2. “Safety Awareness Day” and “Safety Awareness Week”

The Tokyo Dome Group has designated January 30 of each year as “Safety Awareness Day,” on which all Group staff reaffirm their strong safety consciousness at each business site and facility based on the “Safety Principle” and “Basic Safety Policy.” The Group also holds a ceremony in front of the “Monument to Our Pledge for Safety” on this day.

The Group has also designated the week from January 30 to February 5 as “Safety Awareness Week,” during which it conducts comprehensive safety inspections at all business sites and facilities, and the Group’s Chief Safety Management Officer (Representative Director, President and COO of TOKYO DOME CORPORATION) carries out a safety inspection tour of Group facilities.

3. Safety Measures at Tokyo Dome City Attractions

On June 1, 2011, for the resumption of operations at Tokyo Dome City Attractions, we established and implemented the following safety measures. Further, on January 30, 2012, we established the Safety Training Office, used to conduct safety training programs for full- and part-time employees, in order to foster a safety-oriented culture and raise safety awareness.

- (1) Establishment of dependable safety standards for each attraction
- (2) Preparation of the Amusement Facilities Operation Management Code and Operation Manual in accordance with safety standards
- (3) Maintenance of facilities in accordance with safety standards
- (4) Establishment of internal Group training system and thorough compliance with the Operation Manual
- (5) Establishment of an appropriate monitoring system in relation to the overall performance situation for safety countermeasures
- (6) Pursuit of organizational structures and personnel deployment appropriate to ensuring that safety is given top priority

6. Group-wide Safety Measures

On June 1, 2011, the Tokyo Dome Group established the Safety Promotion Office, which reports directly to the Representative Director, President and COO of TOKYO DOME CORPORATION, as the department responsible for promoting the establishment of a comprehensive safety management system in relation to customers and staff. Furthermore, the President and COO was appointed as Chief Safety Management Officer, and became responsible for making management decisions with a strong focus on safety.

The Safety Promotion Office is responsible for such tasks as formulation of the annual comprehensive safety plan; preparation of plans related to comprehensive safety activities; promotion of comprehensive safety activities; safety audits; and preparation of the annual comprehensive safety report. The office will also implement a plan-do-check-action (PDCA) cycle, and manage and maintain this cycle with the aim of realizing an upward spiral of improvement for the Group’s safety systems.

Business Overview

The Tokyo Dome Group comprises seven business segments: Tokyo Dome City, Retail, Real Estate, Atami, Sapporo, Bicycle Racetrack and Other.

TOKYO DOME

25th anniversary events provide a synergistic benefit for Tokyo Dome City overall



Akira Nishikatsu, Managing Executive Officer

TOKYO DOME is located in the center of Tokyo Dome City, and is the core business of the Tokyo Dome Group. In addition to professional baseball games, the facility can be adapted for a variety of other uses, such as concerts and conventions. It is this entertainment value that is the strength of TOKYO DOME. Visitors to TOKYO DOME number more than eight million people annually. Since this drawing power has a considerable effect on the entire Tokyo Dome City business, an important issue for us is effective scheduling to increase the number of days on which TOKYO DOME is in operation.

During the fiscal year ended January 31, 2013, through close cooperation with the section in charge of attracting events, the number of operating days reached 313 for the year, the first time in four years that we exceeded 300 days. In addition to TOKYO DOME itself, this made a significant contribution to the earnings of the Tokyo Dome Group overall, including restaurants and souvenir sales, and TOKYO DOME HOTEL.

For the fiscal year ending January 31, 2014, we will effectively schedule events to maintain an operating rate of more than 300 days annually, while for the 25th anniversary of TOKYO DOME we will conduct celebratory events and campaigns that will provide a synergistic benefit for Tokyo Dome City overall. In terms of facilities, we will consider measures to ensure the safety of customers, as well as further enhancements for a comfortable operating environment. During the off-season for baseball—when most concerts are held—we will remove the backstop netting for a certain period of time to improve the viewing environment for concerts, and plan to update equipment with advanced functionality for the digital age.

At the same time, with respect to TOKYO DOME CORPORATION's 77-year history—and TOKYO DOME's 25 years—we will move forward with efforts to rebrand TOKYO DOME in a manner that fuses the past with the future.

Tokyo Dome City Attractions

“For the smiles of customers” is a never-ending theme



Minoru Hagiwara, Executive Officer

Tokyo Dome City Attractions is located within the Tokyo Dome City entertainment complex. Its main advantage is that customers can enjoy attractions individually, or in combination with other facilities, and because there is no admission charge, people can come and go freely.

During the fiscal year ended January 31, 2013, the renovated Viking zone opened on March 16, 2012, proved popular, with the Super Viking SORABUNE ride coming second in annual ridership at Tokyo Dome City Attractions, and the Furi Furi Grand Prix attraction placing seventh.

The goal of Tokyo Dome City Attractions is “for the smiles of customers,” and our basic principle is to do all we can to bring a smile to customers' faces. The guidelines we have adopted based on this principle include “ensuring the safety of customers and employees,” and “conduct yourself considering the customer's desires,” but the most important of these is safe and reliable operations. To enhance our safety structure, during the fiscal year ended January 31, 2013, we held safety training sessions for employees six times, and training sessions for ride operators 17 times.

In response to numerous customer requests, we plan to reopen the Thunder Dolphin roller coaster attraction sometime in summer 2013. We are implementing extensive safety measures, including upgrading the cars and installing protective nets to guard against falling objects, which will require a bit more time.

We believe that to gain the loyalty of visitors it is important to earn their trust by maintaining safe operations, and providing a place to create good memories. We recognize that gaining trust and keeping customers smiling is a never-ending theme for us.

The main components of the Tokyo Dome City segment are TOKYO DOME, Tokyo Dome City Attractions, LaQua and TOKYO DOME HOTEL. In this section, the directors in charge of each of these businesses discuss their advantages, the principal measures implemented during the fiscal year ended January 31, 2013, and initiatives for the fiscal year ending January 31, 2014.

LaQua

Extensive tenant renovations already receiving a favorable response



Hirotsugu Imaoka, Executive Officer

LaQua is a highly original facility with a well-balanced fusion of three elements—shops and restaurants, attractions, and a spa—with a somewhat different purpose and customer target. Tokyo Dome City used to have an image as aimed primarily at men, but LaQua, centered on the natural hot spring Spa LaQua, is a facility that women can enjoy as well.

During the fiscal year ended January 31, 2013, our primary aim was to restore earnings at the shops, restaurants and Spa LaQua to the levels prior to the Great East Japan Earthquake. As a result of enhanced sales promotions, and expanded training in customer service for staff, we have nearly managed to bring performance back to the level in the fiscal year ended January 31, 2011.

For the fiscal year ending January 31, 2014, which marks the 10th anniversary of LaQua, we held the 10th Anniversary LaQua Festival from April 26 to May 6, 2013. Between February and July, including during the festival period, renovations are being conducted for 58 of the shops in LaQua, which is nearly 80 percent of the total, and so far the positive response from customers is exceeding our expectations. We introduced trendy and unassuming shops where busy women can enjoy laid-back shopping. At the same time, we are extending leases to leading tenants able to sufficiently meet the needs of families and local customers. Moreover, we are fully remodeling the relaxation area of the spa in order to provide customers with higher quality healing space.

Going forward, we feel that to enhance earnings it will be necessary to make regular investments that look 5–10 years ahead.

TOKYO DOME HOTEL

Researching and developing products to gain new customers



Akihiro Yamazumi, President of TOKYO DOME HOTEL CORPORATION

TOKYO DOME HOTEL offers a lineup of offerings not available at other hotels, such as accommodation packages and other products linked to various facilities and events at Tokyo Dome City. Its adaptability to a wide range of purposes, including leisure, sightseeing and business, is an additional strength. Our vision is to be the top-ranked hotel in terms of enjoyment, with all staff members providing services that keep guests smiling from the moment they arrive until they leave.

During the fiscal year ended January 31, 2013, the hotel's occupancy rate, which had fallen to 69.1 percent in the wake of the Great East Japan Earthquake and nuclear accident, recovered to 82.1 percent as a result of popular accommodation plans, enhanced Internet marketing and efforts to attract Southeast Asian visitors to Japan.

For the fiscal year ending January 31, 2014, we will strengthen our sales efforts to travel agencies both in Japan and overseas, seek to maintain stable occupancy and raise the unit price for guest rooms, and conduct research and development on products aimed at gaining new customers. We will also renovate our executive lounge and wedding facilities in an effort to enhance customer satisfaction.

Japan's population is projected to fall to 116 million in 2030, a decline of around 10 percent from 2010 levels. With the anticipated declines in consumer spending, how to gain new customers and how to develop products for them are the issues we will face going forward. We plan to take advantage of the facilities available at Tokyo Dome City and the tourist attractions around Bunkyo Ward (Tokyo) as we take on the challenge of creating new customers.

Developing new businesses that add value to the Tokyo Dome Group

The Tokyo Dome Group has begun developing an indoor sports complex and a space-themed entertainment museum in the Yellow Building. In this section, three of the managers overseeing the project discuss the outlines, goals and expectations for these new businesses.



Masaharu Kinoshita

General Manager, Research & Development Department

Q1. Please explain the background and unique features of the two new amusement spots.

We are redeveloping the Yellow Building with the aim of further expanding the number of attractions at Tokyo Dome City, and enhancing its entertainment value. This project is in line with “development investment in Tokyo Dome City,” one of the measures in the “Activate” medium-term business plan we are currently implementing. The indoor sports complex will be combined with a training school offering formal instruction to help customers achieve their dream of becoming proficient at sports. The space-themed entertainment museum is a new field for Tokyo Dome City, and will incorporate attractions to appeal to a wide range of customers, including the baby boomer generation.

Q2. What is the thinking behind combining the three sports of baseball, golf and bouldering—a type of free climbing—on the same floor of the sports complex?

Before the construction of TOKYO DOME, when the facility comprised Korakuen stadium and the Korakuen Amusement

Park, the attractions offered included billiards, table tennis, an ice skating rink and a movie theater. Japan at that time was in the midst of its high-growth period, and people were hungry for leisure activities. Many people visited Suidobashi with the expectation that they would have an opportunity to encounter something new. To revive that sense of expectation and excitement, we added three new attractions on the same floor, allowing customers to freely choose between them.

Q3. Why did you select “space” as a theme to complement sports?

Space is a theme that sparks interest in a wide range of people, regardless of age or gender. In general, the subject of “space” is far removed from our everyday lives, and only rarely do we consider our relationship with it. We feel that the elusiveness inherent in the limitless expanse of space provides numerous aspects to offer customers dreams and excitement, and that is the aspect that we want to highlight.

Q4. What is your focus for future new business initiatives?

New business initiatives take two forms, entering completely new fields in which we have no prior experience, and pursuing areas in which we can utilize as much as possible the expertise gained from existing attractions. We plan to focus on both.

For example, the Bunkyo Ward area of Tokyo where Tokyo Dome City is located has a large number of older residents, so we are developing business models aimed at active seniors. Our idea is to design these first for Bunkyo Ward, and later expand them to Group companies nationwide.

Rather than simply incorporating new, novel attractions, we focus on creating facilities that continually stir the spirits of our customers, with the aim of drawing new customers and raising the number of repeat customers.

Indoor Sports Complex

Accompanying training school will meet customers' spirit of challenge for sports



Masanori Matsuda

Team Leader, Yellow Building Planning Team, Research & Development Department

Sports have long been an integral part of the attractions offered by the Tokyo Dome Group. For this new complex we decided to adopt three sports, the consistently popular sports of baseball and golf, along with bouldering.

The baseball area will include batting cages that give a sense of hitting in an actual stadium, along with a multipurpose field with artificial turf similar to natural grass. The golf area will have simulators to experience both practice areas and playing an actual round. We will also install a bouldering wall more than 40 meters long. Bouldering has grown in popularity recently, and our hope is that including such facilities in this renovation will increase the number of people enjoying the sport.

The key difference between this complex and the previous sports facilities for individual participation is an accompanying training school, where customers can receive personal instruction tailored to their own style. We will bring in instructors for all three sports to offer ability-appropriate and friendly lessons, from the beginner to advanced level, fitting the customer's experience, age and gender. The facility is intended to meet the spirit of challenge in each and every customer, such as those who are just starting out and do not know what to do, or those who simply want to improve their skills, and will allow everyone to become a sportsperson.

These three areas will share a single space, allowing customers to easily try other sports. Our plan is to create a space where people who enjoy sports naturally gather, and where customers can interact and develop new contacts.

Scheduled opening	Early October 2013
Location	Yellow Building, 3F, 1-3-61 Koraku, Bunkyo-ku, Tokyo
Total floor area	Approx. 2,600 m ²
Business concept	Introduce contents with elements similar to existing facilities (TOKYO DOME Bowling Center, TOKYO DOME ROLLER SKATE ARENA) to create a "sports complex building" where men and women of all ages gather to engage in sport.
Overview of facility contents	More than simply enjoying sports, the facility will satisfy all manner of desires related to sport, from motivation to begin a sport, to training and full-fledged coaching to reach a higher skill level. <ul style="list-style-type: none"> • Baseball area (batting cages, pitching game and multipurpose field) • Bouldering area (climbing wall) • Golf area (simulation machines) • Common area (pro shop, lounge, multipurpose classrooms, etc.)

Space-Themed Entertainment Museum

Exciting museum will offer a new expression of the broad possibilities of "space"



Satoki Mizuno

Section Manager, New Business Planning Division, Research & Development Department

Museums are a new business category for Tokyo Dome City. We decided on the museum concept because it appeals to a broad range of customers, and combines elements of entertainment.

Today's modern lifestyle is more deeply connected with space than we realize, such as the weather forecasts that rely on weather satellite technology. In determining the theme for the museum, we focused on the broad possibilities inherent in "space." One of the core features will be a theater where customers can get a sense of the universe. More than simply showing beautiful images of the cosmos, we plan to present new discoveries that will thrill audiences and leave them wanting to experience the show again. We also plan to incorporate a "space research area" for real space science, in order to facilitate two-way communication with visitors.

The new target customers for the museum are "active seniors" aged 55–75, as well as children. Our aim is to create a facility where seniors can enjoy themselves, even during evening hours, as part of their visits to museums around Tokyo, while for children we want to make space exciting, and inspire them to perhaps work in the space industry one day.

We hope that this facility adds new value to Tokyo Dome City, allows customers to feel a closer connection to space and leaves them with a sense of excitement.

Scheduled opening	Early July 2014
Location	Yellow Building, 6F, 1-3-61 Koraku, Bunkyo-ku, Tokyo
Total floor area	Approx. 2,600 m ²
Business concept	The facility will offer a captivating space that combines the type of space-themed "museum" that has become popular in recent years, with the sort of entertainment value that the Tokyo Dome Group can offer. Our aim is to stimulate demand from groups of customers with a broad age range and educational institutions, and to add a cultural and educational aspect that has been lacking at Tokyo Dome City. Tie-ups with specialized institutions and other efforts will be made to create a genuine learning center with consistently fresh information, and that can be enjoyed even by adults on their own.
Overview of facility contents	The facility will be an "entertainment museum" where visitors can enjoy excitement through experiences and participation. <ul style="list-style-type: none"> • Uniquely shaped theater to express the beauty and magnificence of space • Science labs that give a sense of leading-edge space research • Participation-style games, events, exhibitions, shops, etc.

Business Overview / Tokyo Dome City Segment

Tokyo Dome City is the core business of the Tokyo Dome Group, comprising TOKYO DOME, LaQua, Tokyo Dome City Attractions, MEETS PORT, the Yellow Building and TOKYO DOME HOTEL. The fiscal year ending January 31, 2014, is a milestone year, marking the 25th anniversary of TOKYO DOME, the 10th anniversary of LaQua and the 5th anniversary of MEETS PORT.

Main Business Facilities of Tokyo Dome City—Sales and Share of Segment Sales (Fiscal year ended January 31, 2013)

	Sales (Millions of yen)	Share of segment sales (%)
TOKYO DOME	13,326	22.4
Restaurants and Souvenir Sales	14,615	24.6
LaQua	5,617	9.4
Tokyo Dome City Attractions	2,169	3.6
Yellow Building (WINS, offt)	5,280	8.9
MEETS PORT	1,447	2.4
KORAKUEN HALL	515	0.9
PRISM HALL	475	0.8
TOKYO DOME HOTEL	12,491	21.0
SAUNA TOKYO DOME	279	0.5
TOKYO DOME Bowling Center	345	0.6

Note: Share of segment sales is calculated with total segment sales equal to 100.

Site Area of Each Facilities within Tokyo Dome City

Tokyo Dome City	133,556.33 m ²
TOKYO DOME (site area)	55,734.41 m ²
Tokyo Dome City Attractions (including the Viking, Parachute and Geopolis zones)	12,991.91 m ²
LaQua (site area)	15,855.87 m ²
MEETS PORT	4,814.26 m ²
TOKYO DOME HOTEL (tower and grounds)	12,621.77 m ²
Yellow Building	11,735.19 m ² (Main building: 8,485.82 m ²) (Annex building: 3,249.37 m ²)
Blue Building	1,749.11 m ²

Tokyo Dome City Visitor Numbers

(Thousands of people)

	Fiscal year ended January 31, 2012	Fiscal year ended January 31, 2013	Change	%
TOKYO DOME, Yellow Building, Blue Building area	14,198	16,331	2,132	115.0
LaQua, Attractions area	12,845	14,932	2,086	116.2
TOKYO DOME HOTEL, MEETS PORT area	4,631	5,130	499	110.8
Total	31,675	36,394	4,718	114.9

Tokyo Dome City Visitor Numbers for Individual Facilities

(Thousands of people)

Facility name	Fiscal year ended January 31, 2012	Fiscal year ended January 31, 2013	Change	%
TOKYO DOME	6,237	8,202	1,965	131.5
Spa LaQua	624	658	34	105.4
TOKYO DOME HOTEL*1	1,588	1,812	223	114.1
Tokyo Dome City Attractions*2	1,798	4,039	2,240	224.6
THEATRE G-ROSSO	240	249	8	103.5
ASOBono!*3	171	358	—	—
TOKYO DOME Bowling Center	217	221	3	101.6
TOKYO DOME ROLLER SKATE ARENA*4	14	70	—	—
KORAKUEN HALL	352	373	21	106.1
PRISM HALL	623	500	(122)	80.4
TOKYO DOME CITY HALL	431	494	63	114.6
SAUNA TOKYO DOME	36	39	2	107.3
THE BASEBALL HALL OF FAME AND MUSEUM	65	81	16	125.1

Notes:

1. Visitor numbers for the TOKYO DOME HOTEL are the total for hotel guests, restaurant customers and party patrons. (The figure excludes facilities outside the TOKYO DOME HOTEL, and those only available to hotel guests.)
2. Visitor numbers for Tokyo Dome City Attractions are for the total number of riders on amusement rides. The Viking zone opened on March 16, 2012.
3. Opened on August 19, 2011.
4. Opened on December 22, 2011.



TOKYO DOME

TOKYO DOME is a multipurpose facility able to hold a range of large-scale events, from field sports such as baseball, American football and soccer, to concerts, conventions and exhibitions. A variety of events and campaigns will be held during the fiscal year ending January 31, 2014, to mark the 25th anniversary of the facility.



Basic Data on TOKYO DOME

Opened	March 17, 1988
Construction cost	¥35.0 billion

Overview of TOKYO DOME

Area	Building area: 46,755 m ² Field area: 13,000 m ² (100 m to the poles, 122 m to center of outfield)
Cubic capacity	Approximately 1.24 million m ³

Sales of TOKYO DOME

(Millions of yen)

	Fiscal year ended January 31, 2011	Fiscal year ended January 31, 2012	Fiscal year ended January 31, 2013
Sales	12,341	11,842	13,326

Breakdown of Days of Operation by Event Category

(Days)

	Fiscal year ended January 31, 2011	Fiscal year ended January 31, 2012	Fiscal year ended January 31, 2013
Professional baseball (of which, Tokyo Yomiuri Giants regular season games)	87 (64)	78 (63)	101 (64)
Other baseball	31	13	28
Concerts	91 (40)	90 (43)	109 (50)
Other events	63 (46)	85 (58)	75 (54)
Total	272	266	313

Note: Figures in parenthesis are the number of days of concert performances and other event days.

Restaurants and Souvenir Sales

Restaurants and souvenir sales comprise the directly operated restaurants and retail businesses located throughout the various facilities of Tokyo Dome City, including TOKYO DOME, the Yellow Building, Tokyo Dome City Attractions and the Blue Building. The business provides food, drinks and souvenirs mainly for professional baseball games at TOKYO DOME, as well as for concerts, conventions and exhibitions held at various facilities.

Sales by Principal Area in Tokyo Dome City

(Millions of yen)

	Fiscal year ended January 31, 2011	Fiscal year ended January 31, 2012	Fiscal year ended January 31, 2013
Sales	13,049	11,829	14,615
(Breakdown)			
TOKYO DOME area	10,603	10,172	12,777
Yellow Building area	944	675	681
Attractions area	1,056	602	741
Blue Building area	288	257	283
Other areas	156	121	131

LaQua

LaQua is an entertainment-style integrated facility comprising the natural hot spring Spa LaQua, as well as shops, restaurants and other attractions. It is designed around the concept of “enjoying refreshment in the heart of the city.” During 2013—the 10th anniversary of the facility—from February to July we renovated Spa LaQua, as well as the shops and restaurants, to create a better and more pleasant facility to welcome customers.



Basic Data on LaQua

Opened	May 1, 2003
--------	-------------

Overview of LaQua Facilities

Area	Site: 15,855.87 m ²
Floors	Two floors below ground, nine above ground

Sales at LaQua and Number of Spa Visitors

	Fiscal year ended January 31, 2011	Fiscal year ended January 31, 2012	Fiscal year ended January 31, 2013
Sales (Millions of yen)	6,075	5,382	5,617
Number of spa visitors (Thousands of people)	650	624	658

Number of Visitors to LaQua

(Thousands of people)

	Fiscal year ended January 31, 2011	Fiscal year ended January 31, 2012	Fiscal year ended January 31, 2013
Number of visitors	13,275	11,721	13,177

Tenant Sales

(Millions of yen)

	Fiscal year ended January 31, 2011	Fiscal year ended January 31, 2012	Fiscal year ended January 31, 2013
Tenant sales	12,046	11,232	11,959

Tokyo Dome City Attractions

Tokyo Dome City Attractions is a general entertainment facility that succeeded the Korakuen Amusement Park. The area is continually being renewed to offer customers a broad range of new, urban-oriented leisure activities, including the Geopolis zone opened in April 2009, the Splash Garden zone in March 2010, the Parachute zone in August 2011 and the Viking zone in March 2012.

Basic Data on Tokyo Dome City Attractions

Opened	July 9, 1955 * Originally opened as Korakuen Amusement Park. The name was changed on April 17, 2003.
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Sales of Tokyo Dome City Attractions and Number of Amusement Ride Users

	Fiscal year ended January 31, 2011	Fiscal year ended January 31, 2012	Fiscal year ended January 31, 2013
Sales (Millions of yen)	2,967	1,353	2,169
Number of amusement ride users (Thousands of people)	5,799	1,798	4,039

Business Overview / Tokyo Dome City Segment



List of Attractions

(As of May 2013)

Area	Attraction
LaQua Zone	Big O / Thunder Dolphin (scheduled to reopen in summer 2013) / Wonder Drop / The Dive / Venus Lagoon / Water Symphony (free of charge)
Viking Zone	Super Viking SORABUNE / Furi Furi Grand Prix / Kids Hacker / WanPaku Bus / Carousel
Geopolis Zone	MagiQuest / Tokyo Panic Cruise / Lupin III: Labyrinth Trap / 3D TRICK PHOTO STUDIO TORIPARA*
Parachute Zone	Sky Flower / Bloom Express / Water Cannon / Flash Rush / Chapu-chapu Creek (free of charge) / The Haunted House
Splash Garden Zone	Pixie Cup / Power Tower / Corocco / Magical Mist (free of charge)
THEATRE G-ROSSO	Hero Action Show (and other shows)

Note: The facility was renovated and the name changed from 3D TRICK ART PARADISE TORIPARA on March 16, 2013.



Yellow Building

The Yellow Building houses two off-track betting venues for horse racing, WINS KORAKUEN (Japan Racing Association) and offt KORAKUEN (four race tracks in the South Kanto area), as well as the TOKYO DOME Bowling Center and the TOKYO DOME ROLLER SKATE ARENA. We plan to add two new amusement spots from the fiscal year ending January 31, 2014, with the aim of further enhancing the entertainment value of Tokyo Dome City.

Overview of the Yellow Building

Area	Site area: Approx. 11,735 m ²
Floors	Eight floors

Yellow Building Sales

(Millions of yen)

	Fiscal year ended January 31, 2011	Fiscal year ended January 31, 2012	Fiscal year ended January 31, 2013
Sales	5,501	5,398	5,280

Number of Race Days at WINS KORAKUEN and offt KORAKUEN

(Days)

	Fiscal year ended January 31, 2011	Fiscal year ended January 31, 2012	Fiscal year ended January 31, 2013
WINS KORAKUEN	106	95	107
offt KORAKUEN	269	244	269

MEETS PORT

MEETS PORT was opened on March 19, 2008, developed around the basic concept of “A refreshing space wrapped in greenery and rhythm—for Swing People.” It combines three different elements—a concert hall, dining facilities and a garden space—and serves as the eastern gateway to Tokyo Dome City. The fiscal year ending January 31, 2014, marks the 5th anniversary of the building’s opening.

Basic Data on MEETS PORT

Opened	March 19, 2008
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Overview of MEETS PORT

Area	Site area: Approx. 4,814 m ²
Floors	Four floors below ground, nine above ground

MEETS PORT Sales

	(Millions of yen)		
	Fiscal year ended January 31, 2011	Fiscal year ended January 31, 2012	Fiscal year ended January 31, 2013
Sales	1,039	1,241	1,447

Number of Visitors to MEETS PORT

	(Thousands of people)		
	Fiscal year ended January 31, 2011	Fiscal year ended January 31, 2012	Fiscal year ended January 31, 2013
Number of visitors	3,426	3,042	3,318

TOKYO DOME CITY HALL / KORAKUEN HALL / PRISM HALL

TOKYO DOME CITY HALL has a seating capacity of approximately 3,000 people. KORAKUEN HALL has been the site of many celebrated fighting matches since its opening in 1962. PRISM HALL holds numerous exhibitions, sales conferences and seminars. All three of these multipurpose halls can be adapted for a wide range of uses to fit the content and scale of an event.



Overview of Facilities

	TOKYO DOME CITY HALL	KORAKUEN HALL	PRISM HALL
Opened	March 19, 2008	April 16, 1962	December 17, 1990
Area	12,300 m ² (including audience seating)	Event Hall: 575 m ² Exhibition Hall: 198 m ²	2,809 m ²
Seating capacity	Maximum of approx. 3,000 people	Maximum of 2,005 people	Maximum of approx. 2,000 people

Utilization Rates for Each Hall

	TOKYO DOME CITY HALL	KORAKUEN HALL	PRISM HALL
Fiscal year ended January 31, 2011	95.3%	94.2%	50.7%
Fiscal year ended January 31, 2012	89.6%	96.2%	55.6%
Fiscal year ended January 31, 2013	96.7%	101.4%	63.1%

Sales for Each Hall

	(Millions of yen)		
	TOKYO DOME CITY HALL*	KORAKUEN HALL	PRISM HALL
Fiscal year ended January 31, 2011	742	498	419
Fiscal year ended January 31, 2012	570	484	418
Fiscal year ended January 31, 2013	679	515	475

Note: Net sales for TOKYO DOME CITY HALL include sales for MEETS PORT.

TOKYO DOME HOTEL

TOKYO DOME HOTEL's prime location within the Tokyo Dome City entertainment area is one of its major advantages. In the fiscal year ended January 31, 2013, the hotel offered several popular accommodation plans linked to various events held at the facilities within Tokyo Dome City. For the fiscal year ending January 31, 2014, the hotel is seeking to acquire new customers with new, highly original plans and offerings.



Basic Data on the TOKYO DOME HOTEL

Opened	June 1, 2000
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Overview of the TOKYO DOME HOTEL

Area	Site area: 12,621.77 m ²
Floors	43 above ground, three below ground
Height	155 m
Guest rooms	1,006 rooms

Sales from the TOKYO DOME HOTEL

(Millions of yen)

	Fiscal year ended January 31, 2011	Fiscal year ended January 31, 2012	Fiscal year ended January 31, 2013
Sales	12,989	10,717	12,491

Guest Room Occupancy Rate, Number of Guests, Number of Overseas Guests, Number of Weddings and Number of Banquets for TOKYO DOME HOTEL

	Fiscal year ended January 31, 2011	Fiscal year ended January 31, 2012	Fiscal year ended January 31, 2013
Guest room occupancy rate (%)	84.1	69.1	82.1
Total guests (Thousands of people)	486	388	468
Of which:			
Japanese guests	349	307	357
Overseas guests	137	80	111
Number of weddings	411	264	290
Number of banquets	2,199	1,959	2,194

Other Tokyo Dome City Facilities

ASOBono! / GO-FUN / SAUNA TOKYO DOME

This section introduces three of the Other Tokyo Dome City Facilities—ASOBono! and GO-FUN, both of which have been in operation for a full fiscal year since opening on August 19, 2011, along with SAUNA TOKYO DOME.

Overview of ASOBono! Facility

Area	Site area: Approx. 1,720 m ²
Capacity	500 people

Overview of GO-FUN Facility

Number of shops	Six restaurants
Seating capacity	Approx. 300 seats

Sales from ASOBono!, GO-FUN and SAUNA TOKYO DOME

(Millions of yen)

	Fiscal year ended January 31, 2011	Fiscal year ended January 31, 2012	Fiscal year ended January 31, 2013
ASOBono!	—	169	359
GO-FUN*	—	253	501
SAUNA TOKYO DOME	283	275	279

Note: Net sales for GO-FUN include sales for MEETS PORT.

Business Overview / Tokyo Dome City Segment

TOKYO DOME Bowling Center / TOKYO DOME ROLLER SKATE ARENA

This section introduces the TOKYO DOME Bowling Center and the TOKYO DOME ROLLER SKATE ARENA, both located in the Yellow Building.

Sales from TOKYO DOME Bowling Center and TOKYO DOME ROLLER SKATE ARENA			
	(Millions of yen)		
	Fiscal year ended January 31, 2011	Fiscal year ended January 31, 2012	Fiscal year ended January 31, 2013
TOKYO DOME Bowling Center	355	335	345
TOKYO DOME ROLLER×SKATE ARENA	—	21	92

Business Overview / Retail Segment

shop in

The Retail segment comprises the shop in chain of retail stores selling select cosmetic and beauty products under the concept of “Stylish Beauty.” There were 44 locations nationwide, including the chain of small shop in Cosmeitica shops launched in 2010.

Sales, Average Spending per Customer, Monthly Sales per Tsubo and Number of Stores

	Fiscal year ended January 31, 2011	Fiscal year ended January 31, 2012	Fiscal year ended January 31, 2013
Sales (Millions of yen)	8,114	7,501	7,586
Average spending per customer (Yen)	2,497	2,461	2,438
Monthly sales per tsubo* (Thousands of yen)	394	368	347
Number of stores	40	41	44

Note: One tsubo is equal to 3.3 m².

Business Overview / Real Estate Segment

Ad Hoc Shinjuku, Petit Mall Futatsugi, etc.

The Real Estate segment mainly comprises the real estate leasing business conducted by consolidated subsidiary Matsudo Kousan Co., Ltd. Properties held include the Ad Hoc Shinjuku commercial center (Shinjuku-ku, Tokyo), the Petit Mall Futatsugi shopping mall (Matsudo, Chiba Prefecture), as well as the office buildings Yoyogi East Building (Shibuya-ku, Tokyo), Ichigaya Building (Shinjuku-ku, Tokyo) and Kakinokizaka BMW Building (Meguro-ku, Tokyo).

Real Estate Sales			
	(Millions of yen)		
	Fiscal year ended January 31, 2011	Fiscal year ended January 31, 2012	Fiscal year ended January 31, 2013
Sales	1,409	1,557	1,552

Sales for Matsudo Kousan's Real Estate Business			
	(Millions of yen)		
	Fiscal year ended January 31, 2011	Fiscal year ended January 31, 2012	Fiscal year ended January 31, 2013
Sales	1,140	1,294	1,294



Business Overview / Atami Segment

Atami Korakuen Hotel

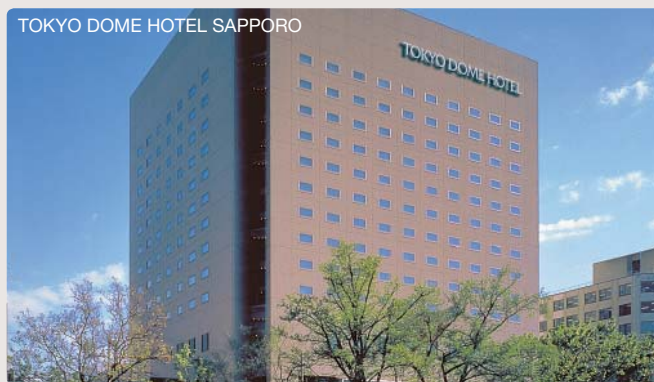
The Atami Korakuen Hotel, facing out over Atami Bay, opened in August 1965. This attractive, large-scale resort complex offers a full range of facilities, including natural hot springs, an esthetic salon and the APIO amusement park with entertainment options for the entire family. It also incorporates facilities for meetings of any size, including international and academic conferences, conventions, events and lectures.

Overview of the Atami Korakuen Hotel

Tower Building	Floors: 18	Guest rooms: 93
Misaki Building	Floors: 11	Guest rooms: 142

Sales, Guest Room Occupancy Rate and Number of Guests for Atami Korakuen Hotel

	Fiscal year ended January 31, 2011	Fiscal year ended January 31, 2012	Fiscal year ended January 31, 2013
Sales (Millions of yen)	4,561	3,662	4,286
Guest room occupancy rate (%)	72.2	60.5	71.3
Total guests (Thousands of people)	197	161	192



Business Overview / Sapporo Segment

TOKYO DOME HOTEL SAPPORO

The TOKYO DOME HOTEL SAPPORO, located in central Sapporo, overlooks Odori Park, a place of recreation for the city's residents. The hotel opened in June 1988 as the Sapporo Korakuen Hotel. The name was changed on April 1, 2011, to strengthen ties with the TOKYO DOME HOTEL as a group hotel.

Overview of the TOKYO DOME HOTEL SAPPORO

Floors	14 above ground, three below ground
Guest rooms	285

Sales, Guest Room Occupancy Rate, Number of Guests, Number of Weddings and Number of Banquets for TOKYO DOME HOTEL SAPPORO

	Fiscal year ended January 31, 2011	Fiscal year ended January 31, 2012	Fiscal year ended January 31, 2013
Sales (Millions of yen)	2,546	2,584	2,698
Guest room occupancy rate (%)	62.8	65.3	72.9
Total guests (Thousands of people)	114	120	134
Number of weddings	160	196	192
Number of banquets	2,606	2,713	2,639

Business Overview / Bicycle Racetrack Segment

Matsudo Bicycle Racetrack

The Bicycle Racetrack segment mainly comprises the leasing and management of Matsudo Bicycle Racetrack, and offsite betting operations, conducted by consolidated subsidiary Matsudo Kousan Co., Ltd.



Overview of Matsudo Bicycle Racetrack

Area	Site area: 48,791.03 m ²
Track length	333.33 m
Total capacity	32,297 people

Breakdown of Revenues from Bicycle Racetrack Operations

	Fiscal year ended January 31, 2011	Fiscal year ended January 31, 2012	Fiscal year ended January 31, 2013
(Millions of yen)			
Revenues from bicycle racetrack operations	2,465	2,462	2,058
Leases	906	763	580
(Breakdown) Contracted management operations	1,285	1,395	1,084
Other revenues	273	303	392

Betting Revenues for Matsudo Bicycle Racetrack

	Fiscal year ended January 31, 2011	Fiscal year ended January 31, 2012	Fiscal year ended January 31, 2013
(Millions of yen)			
Betting revenues	42,504	38,095	24,114

Note: Betting revenues are a performance indicator attributable to the race organizer.

Business Overview / Other Segment

Other Business Operations

This segment comprises contracted operation of sports facilities; agency services for life, non-life and medical insurance; the design, construction and operation of multistory parking garages; marketable securities holdings and management; and other operations.

Sales for the Other Segment

	Fiscal year ended January 31, 2011	Fiscal year ended January 31, 2012	Fiscal year ended January 31, 2013
(Millions of yen)			
Sales	5,463	4,403	4,008

Revenues from SPA EAS

	Fiscal year ended January 31, 2011	Fiscal year ended January 31, 2012	Fiscal year ended January 31, 2013
(Millions of yen)			
Sales	793	700	136

Note: The fiscal year ended January 31, 2013, includes only the two months of February and March 2012.

Financial Section

The financial data on the following pages was prepared with the addition of financial closing information for the fiscal year ended January 2013 (February 1, 2012–January 31, 2013).

The Company hopes that this report will contribute to a fuller understanding of TOKYO DOME CORPORATION.

Financial Section / Consolidated Financial Highlights

TOKYO DOME CORPORATION / Consolidated Subsidiaries and Affiliated Companies
Years ended January 31

	Millions of yen					Thousands of U.S. dollars ¹
	2009	2010	2011	2012	2013	2013
Sales and other operating revenues	¥ 87,489	¥ 81,924	¥ 81,404	¥ 73,208	¥ 80,763	\$ 886,147
Operating income	12,455	8,398	8,663	5,248	9,646	105,837
Net income (loss)	6,676	(1,004)	(873)	362	3,914	42,950
Total assets	314,833	307,992	302,864	297,848	300,690	3,299,220
Total net assets	49,186	51,501	49,042	52,427	61,455	674,294

	Yen					U.S. dollars ¹
	2009	2010	2011	2012	2013	2013
Per share amounts:						
Net income (loss) ^{*2}	¥ 35.11	¥ (5.27)	¥ (4.58)	¥ 1.90	¥ 20.53	\$ 0.23
Cash dividends	5	5	—	—	5	0.05

Notes: 1. The U.S. dollar amounts are translated from Japanese yen at the rate of ¥91.14=US\$1, the prevailing exchange rate at January 31, 2013.
2. Net income (loss) per share is based on the weighted average number of shares of common stock outstanding during each year.

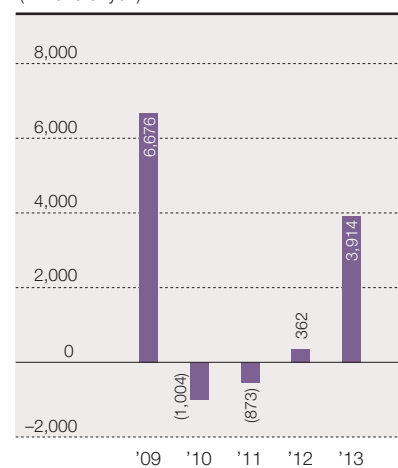
Sales and Other Operating Revenues
(Millions of yen)



Operating Income
(Millions of yen)



Net Income (Loss)
(Millions of yen)



Financial Section / Financial Condition and Management's Discussion and Analysis

TOKYO DOME CORPORATION / Consolidated Subsidiaries and Affiliated Companies
Years ended January 31

Financial Position for the Fiscal Year Ended January 31, 2013

Results for the Fiscal Year Ended January 31, 2013 (Consolidated) (February 1, 2012–January 31, 2013)

(Millions of yen)

	Fiscal Year Ended January 31, 2012	Fiscal Year Ended January 31, 2013	Increase (decrease)
Total assets	¥ 297,848	¥ 300,690	¥ 2,842
Total liabilities	245,421	239,235	(6,185)
Total net assets	52,427	61,455	9,027
Cash flow from operating activities	8,497	18,165	9,668
Cash flow from investing activities	(8,466)	(4,881)	3,584
Cash flow from financing activities	(3,373)	(11,446)	(8,073)
Cash and cash equivalents at end of period	10,014	11,852	1,837

Assets, Liabilities and Net Assets at January 31, 2013

Total assets at the end of the subject fiscal year (January 31, 2013) increased ¥2,842 million (1.0 percent) from the end of the previous fiscal year (January 31, 2012), to ¥300,690 million.

Total liabilities decreased ¥6,185 million (2.5 percent) from the end of the previous fiscal year, to ¥239,235 million. The reduction of interest-bearing debt, one of the goals of the "Activate" five-year medium-term business plan, proceeded steadily. Total interest-bearing debt amounted to ¥181,230 million (down ¥8,936 million from the previous fiscal year). The interest coverage ratio was 4.3 times (compared to 2.2 times in the previous fiscal year), due mainly to a decline in interest expense, and a significant rise in operating income.

Total net assets increased ¥9,027 million from the end of the previous fiscal year, to ¥61,455 million, with the equity ratio improving 2.8 percentage points, from 17.6 percent at the previous year-end to 20.4 percent at the end of the subject fiscal year. The debt–equity ratio declined from 3.6 times at the end of the previous fiscal year to 2.9 times at the end of the subject fiscal year.

Cash Flows

Cash and cash equivalents ("cash") on a consolidated basis at the end of the subject fiscal year increased ¥1,837 million (18.3 percent) from the end of the previous fiscal year, to ¥11,852 million, as a result of the following.

Cash Flow from Operating Activities

Net cash provided by operating activities amounted to ¥18,165 million, an increase of ¥9,668 million (113.8 percent) from the previous fiscal year. This was due mainly to the steady recovery in business operations throughout the year, and an increase in the number of games at TOKYO DOME as a result of the Yomiuri Giants winning the Central League pennant.

Cash Flow from Investing Activities

Net cash used in investing activities amounted to ¥4,881 million, a decrease of ¥3,584 million from the previous fiscal year. This was due mainly to careful selection of targets for capital investment.

Cash Flow from Financing Activities

Net cash used in financing activities amounted to ¥11,446 million, an increase of ¥8,073 million from the previous fiscal year. This was due mainly to a recovery in cash flow from operating activities, and steady reductions in interest-bearing debt.

Outlook for the Fiscal Year Ending January 31, 2014

Forecast Performance for the Fiscal Year Ending January 31, 2014 (Consolidated) (As of March 14, 2013)

	Sales and other operating revenues (Millions of yen)	Operating income (Millions of yen)	Net income (Millions of yen)	Net income per share (Yen)
Fiscal year ending January 31, 2014	¥ 80,500	¥ 9,000	¥ 4,500	¥ 23.59
Fiscal year ended January 31, 2013	80,763	9,646	3,914	20.53
Increase (decrease) (%)	(0.3)	(6.7)	15.0	14.9

TOKYO DOME CORPORATION is forecasting a decline in sales and other operating revenues in the fiscal year ending January 31, 2014. Although there are positive factors for sales, including the renovation of certain floors of TOKYO DOME HOTEL, and a full-year contribution from a rental building acquired during the fiscal year ended January 31, 2013, we are not including uncertain factors such as holding the Climax Series or Nippon Series professional baseball games, and there will be fewer race days at Matsudo Bicycle Racetrack. In terms of earnings, although we recorded an extraordinary loss during the fiscal year ended January 31, 2013, for provisions for losses related to major renovations of facilities and other work planned to be conducted in the next fiscal year and beyond, for the fiscal year ending January 31, 2014, since at present we have no plan for major renovations afterward, despite expected declines in operating income and ordinary income, we anticipate an increase in net income.

As a result, TOKYO DOME CORPORATION is forecasting sales and other operating revenues of ¥80,500 million (down 0.3 percent from the previous fiscal year), with operating income of ¥9,000 million (down 6.7 percent), ordinary income of ¥6,300 million (down 15.0 percent) and net income of ¥4,500 million (up 15.0 percent).

Note Regarding Results Forecasts of Performance

The statements in this report concerning forecasts for the fiscal year ending January 31, 2014, are based on determinations made from data available to the Company and its Group companies at the time of disclosure, and include certain risks and uncertainties. Accordingly, actual performance may differ significantly from forecasts due to a variety of factors. Major factors that may affect actual performance include, but are not limited to, the business environment for the Company and its Group companies, market trends and foreign exchange rate fluctuations.

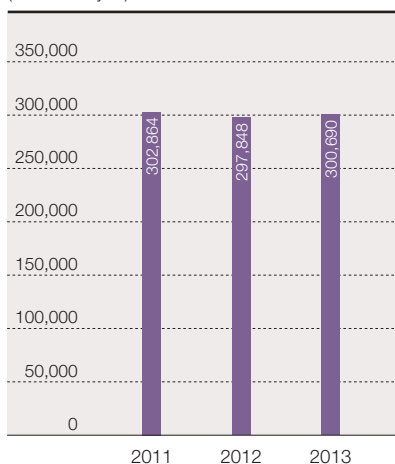
Financial Section / Consolidated Five-Year Financial Summary

TOKYO DOME CORPORATION / Consolidated Subsidiaries and Affiliated Companies
Years ended January 31

	Millions of yen (except where noted)					Thousands of U.S. dollars (except where noted)* ¹
	2009	2010	2011	2012	2013	2013
Balance sheet data:						
Total assets	¥ 314,833	¥ 307,992	¥ 302,864	¥ 297,848	¥ 300,690	\$ 3,299,220
Total current assets	21,660	20,002	21,937	18,752	19,247	211,183
Total noncurrent assets	292,304	287,054	279,646	277,553	279,637	3,068,216
Deferred assets	868	935	1,280	1,543	1,806	19,820
Total current liabilities	83,256	86,536	76,242	80,558	75,944	833,274
Total long-term liabilities	182,389	169,953	177,579	164,862	163,291	1,791,651
Total net assets	49,186	51,501	49,042	52,427	61,455	674,294
Income statement data:						
Sales and other operating revenues	¥ 87,489	¥ 81,924	¥ 81,404	¥ 73,208	¥ 80,763	\$ 886,147
Cost of sales and operating expenses	68,558	67,094	66,425	62,016	65,306	716,554
General and administrative expenses	6,475	6,432	6,315	5,943	5,810	63,754
Operating income	12,455	8,398	8,663	5,248	9,646	105,837
Income taxes	119	2,990	3,521	549	1,574	17,271
Net income (loss)	6,676	(1,004)	(873)	362	3,914	42,950
Per share amounts (in yen and U.S. dollars):						
Net income (loss)* ²	¥ 35.11	¥ (5.27)	¥ (4.58)	¥ 1.90	¥ 20.53	\$ 0.23
Cash dividends	5	5	—	—	5	0.05
Net assets	257.96	270.20	257.41	275.10	322.19	3.54
Liquidity:						
Working capital	¥ (61,596)	¥ (66,534)	¥ (54,305)	¥ (61,806)	¥ (56,697)	\$ (622,090)
Equity ratio (percent)	15.6%	16.7%	16.2%	17.6%	20.4%	
Current ratio (percent)	26.0%	23.1%	28.8%	23.3%	25.3%	
Other:						
Capital expenditures	¥ 11,093	¥ 8,312	¥ 9,423	¥ 8,804	¥ 5,309	\$ 58,257
Capital expenditures as a % of net sales (percent)	12.7%	10.1%	11.6%	12.0%	6.6%	

Notes: 1. The U.S. dollar amounts are translated from Japanese yen at the rate of ¥91.14=US\$1, the prevailing exchange rate at January 31, 2013.
2. Net income (loss) per share is based on the weighted average number of shares of common stock outstanding during each year.

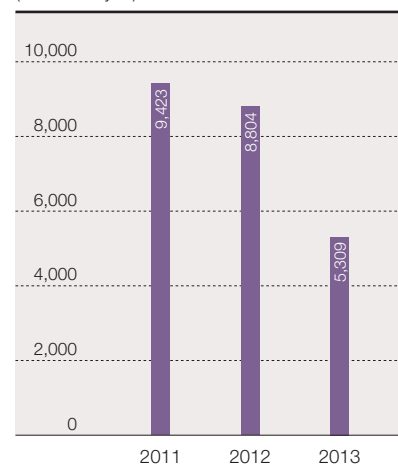
Total Assets
(Millions of yen)



Total Liabilities and Total Net Assets
(Millions of yen)



Capital Expenditures
(Millions of yen)



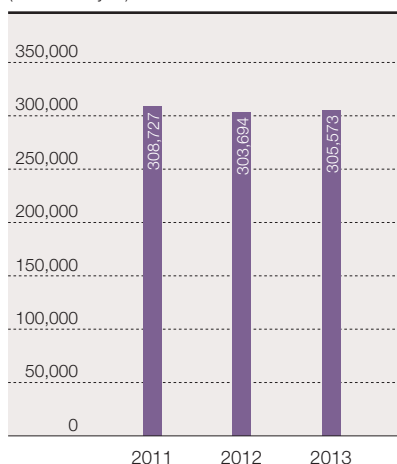
Financial Section / Non-Consolidated Five-Year Financial Summary

TOKYO DOME CORPORATION
Years ended January 31

	Millions of yen (except where noted)					Thousands of U.S. dollars (except where noted)* ¹
	2009	2010	2011	2012	2013	2013
Balance sheet data:						
Total assets	¥ 319,184	¥ 315,021	¥ 308,727	¥ 303,694	¥ 305,573	\$ 3,352,796
Total current assets	12,369	12,482	12,260	11,375	12,573	137,957
Total noncurrent assets	305,945	301,604	295,186	290,775	291,193	3,195,018
Deferred assets	868	935	1,280	1,543	1,806	19,820
Total current liabilities	79,729	84,083	73,604	78,187	73,605	807,608
Total long-term liabilities	185,631	177,408	184,130	171,778	170,144	1,866,845
Total net assets	53,823	53,530	50,992	53,728	61,824	678,342
Income statement data:						
Sales and other operating revenues	¥ 59,893	¥ 56,985	¥ 55,970	¥ 51,222	¥ 57,055	\$ 626,021
Cost of sales and operating expenses	44,442	43,715	43,040	40,947	43,570	478,058
General and administrative expenses	4,581	4,620	4,465	4,237	4,236	46,478
Operating income	10,869	8,649	8,464	6,037	9,249	101,484
Income taxes	(535)	2,686	3,525	198	1,236	13,562
Net income (loss)	4,099	(4,348)	(1,058)	(163)	3,254	35,704
Per share amounts (in yen and U.S. dollars):						
Net income (loss)* ²	¥ 21.45	¥ (22.77)	¥ (5.55)	¥ (0.86)	¥ 17.05	\$ 0.19
Cash dividends	5	5	—	—	5	0.05
Net assets	281.79	280.36	267.18	281.57	324.02	3.56
Liquidity:						
Working capital	¥ (67,359)	¥ (71,601)	¥ (61,344)	¥ (66,811)	¥ (61,032)	\$ (669,651)
Equity ratio (percent)	16.9%	17.0%	16.5%	17.7%	20.2%	
Current ratio (percent)	15.5%	14.8%	16.7%	14.5%	17.1%	

Notes: 1. The U.S. dollar amounts are translated from Japanese yen at the rate of ¥91.14=US\$1, the prevailing exchange rate at January 31, 2013.
2. Net income (loss) per share is based on the weighted average number of shares of common stock outstanding during each year.

Total Assets
(Millions of yen)



Total Liabilities and Total Net Assets
(Millions of yen)



Operating Income
(Millions of yen)



Corporate Data

(As of January 31, 2013)

Company Name

TOKYO DOME CORPORATION

Head Office

1-3-61, Koraku, Bunkyo-ku, Tokyo 112-8575, Japan

Tel

+81-3-3811-2111

URL

<http://www.tokyo-dome.jp>

Established

December 25, 1936

Corporate Representative

Representative Director, President and COO Shinji Kushiro

Common Stock

¥2,038 million

Number of Employees

827

Number of Shares Outstanding

191,714,840

Main Subsidiaries

TOKYO DOME HOTEL CORPORATION
Sapporo Korakuen Hotel Co., Ltd.
Matsudo Kousan Co., Ltd.

Tokyo Dome Resort Operations Corp.
Tokyo Dome Facilities Co., Ltd.
Tokyo Dome Sports Co., Ltd.

Securities Traded

Tokyo Stock Exchange (First Section)

Shareholder Agent and Registrar

Sumitomo Mitsui Trust Bank, Limited
1-4-1, Marunouchi, Chiyoda-ku,
Tokyo 100-8233, Japan

Annual Meeting of Shareholders

The annual meeting of shareholders is normally held in April in Tokyo, Japan.

Group Segment Business Structure Overview

(As of January 31, 2013)

- Three affiliated companies for which the equity method is applied (indicated by asterisks)

Consolidated subsidiaries and affiliated companies for which the equity method is applied	Tokyo Dome City Segment	TOKYO DOME HOTEL	TOKYO DOME HOTEL CORPORATION
		Spa and fitness	Tokyo Dome Sports Co., Ltd.
		Other	Tokyo Dome Facilities Co., Ltd.
			Korakuen Jigyō Co., Ltd.
	Retail Segment	—	
	Real Estate Segment	Leasing and other real estate management	Matsudo Kousan Co., Ltd.
			Korakuen Real Estate Co., Ltd.
			Korakuen Food Service Co., Ltd.
			Mito Korakuen Co., Ltd.
	Atami Segment	Atami Korakuen Hotel	Tokyo Dome Resort Operations Corp.
Sapporo Segment	TOKYO DOME HOTEL SAPPORO	Sapporo Korakuen Hotel Co., Ltd.	
Bicycle Racetrack Segment	Matsudo Bicycle Racetrack, etc.	Matsudo Kousan Co., Ltd.	
		Kagetsuen Kankō Co., Ltd.*	
Other Segment	Sports club management outsourcing, etc.	Tokyo Dome Sports Co., Ltd.	
	Parking garage design, construction and operation	Tohwa Kouken Co., Ltd.	
	Marketable securities holdings and management	Olympia Kogyō Co., Ltd.	
	Insurance agency, etc.	Susumu Shoji Co., Ltd.	
	Other	Korakuen Locomotive Co., Ltd.	
	Video software production and cable television broadcasting	Tokyo Cable Network Co., Ltd.*	
	Golf courses	TERREY HILLS GOLF AND COUNTRY CLUB HOLDINGS LTD.*	

Stock Information

(As of January 31, 2013)

Total Number of Shares Authorized to Be Issued

396,000,000

Total Number of Shares Outstanding

191,714,840

Number of Shareholders

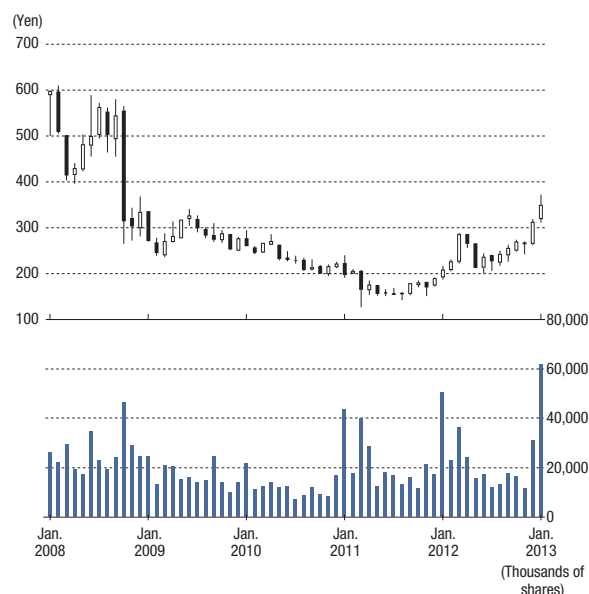
18,230 (excludes treasury stock)

Major Shareholders (10 Largest)

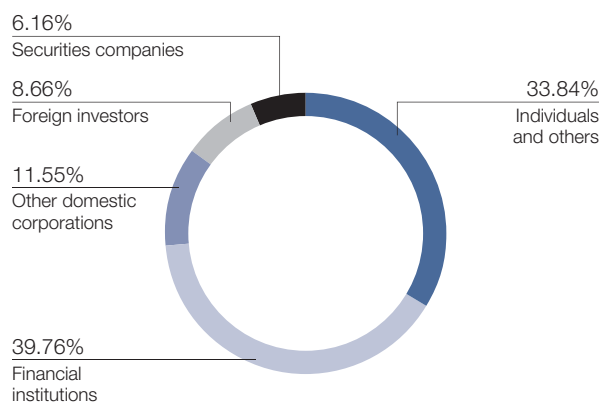
Name	Equity participation	
	Number of shares held (Thousand shares)	Voting stake (%)*
Japan Trustee Services Bank, Ltd. (Trust Account)	17,334	9.08
The Master Trust Bank of Japan, Ltd. (Trust Account)	8,565	4.48
Fukoku Mutual Life Insurance Company	8,553	4.48
Mizuho Corporate Bank, Ltd.	6,753	3.53
Takenaka Corporation	6,686	3.50
Nipponkoa Insurance Co., Ltd.	3,720	1.94
Mizuho Bank, Ltd.	3,610	1.89
Nippon Life Insurance Company	3,261	1.70
Asahi Mutual Life Insurance Company	3,111	1.63
Nomura Securities Co., Ltd.	2,948	1.54

Notes: Figures for percentage of shares held are calculated excluding treasury stock (909,209 shares), and are shown rounded down to two decimal places.

Stock Price Range and Stock Trading Volume



Percentage of Shares Held (%)



Note: Figures for percentage of shares held are calculated excluding treasury stock, and are shown rounded down to two decimal places.

Acquisition, Disposal and Holding of Treasury Stock

1. Stock acquired	
Common stock	17,665 shares
Total acquisition cost	¥4 million
2. Stock disposed and canceled	Not applicable
3. Shares listed as expired	Not applicable
4. Stock held at the fiscal year-end	909,209 shares

Corporate History

1936/12/25	Established with capital of ¥2 million to construct a baseball stadium for the exclusive use of a professional team.
1937/9	Completed the baseball stadium.
1942/9	Established a consolidated subsidiary, Korakuen Real Estate Co., Ltd.
1949/5	Listed on the Tokyo Stock Exchange.
1949/7	Listed on the Osaka Securities Exchange.
1949/10	Completed a bicycle racetrack.
1955/7	Started operating Korakuen Amusement Park.
1959/12	Started operating the Ishiuchi Korakuen Ski Resort.
1962/1-4	Started operating a bowling assembly hall with saunas, halls, restaurants, etc. (presently the Blue Building).
1962/2	Established a consolidated subsidiary, Korakuen Food Service Co., Ltd.
1965/8	Started operating the Atami Korakuen Hotel.
1971/9	Established a consolidated subsidiary, Korakuen Locomotive Co., Ltd.
1972/5	Established a consolidated subsidiary, Hokkaido Korakuen Co., Ltd.
1973/3	Discontinued the municipal bicycle race.
1973/4	Started operating the Yellow Building with an off-track betting venue, a roller skating arena, bowling alleys and others.
1973/9	Started operating the Sapporo Korakuen Country Club.
1977/11	Started operating an annex to the Yellow Building with an off-track betting venue.
1980/2	Established a consolidated subsidiary, Korakuen Finance Co., Ltd.
1984/7	Established a consolidated subsidiary, Atami Korakuen Co., Ltd.
1985/10	Established a consolidated subsidiary, Osaka Korakuen Hotel Co., Ltd.
1986/10	Started operating the Osaka Korakuen Hotel.
1987/2	Established a consolidated subsidiary, Sapporo Korakuen Hotel Co., Ltd.
1987/3	Purchased a consolidated subsidiary, Nishinohon Korakuen Co., Ltd.
1988/3	Started operating the TOKYO DOME.
1988/6	Started operating the Sapporo Korakuen Hotel.
1989/5	Started operating the Batoh Korakuen Golf Course and Hotel.
1990/9	Changed our company name from Korakuen Co., Ltd., to TOKYO DOME CORPORATION.
1990/12	Started operating BIG EGG Plaza I and PRISM HALL.
1992/7	Started operating BIG EGG Plaza II and Geopolis (an indoor amusement park).
1995/4	Purchased a consolidated subsidiary, Mito Korakuen Co., Ltd.
1996/5	Started operating the Mito Korakuen Country Club.
1997/2	Established a consolidated subsidiary, Hokkaido Korakuen Kanko Kaihatsu Co., Ltd.
1999/2	Established a consolidated subsidiary, TOKYO DOME HOTEL CORPORATION.
2000/3	Established a consolidated subsidiary, Tokyo Dome Resort Operations Corp.
2000/6	Started operating the TOKYO DOME HOTEL. Started operating Ichihara Korakuen Golf & Sports Center.
2001/2	Closed the Osaka Korakuen Hotel.
2002/1	Completed liquidation of a consolidated subsidiary, Osaka Korakuen Hotel Co., Ltd.
2002/7	Completed liquidation of a consolidated subsidiary, Atami Korakuen Co., Ltd.
2003/5	Started operating LaQua.
2004/12	Matsudo Kousan Co., Ltd., became a wholly owned subsidiary.
2006/10	Completed liquidation of equity-method affiliate RISOU Golf Service Co., Ltd.
2006/11	Transfer of all shares in consolidated subsidiary Korakuen Finance Co., Ltd. Completed liquidation of consolidated subsidiary SAN-ESU Factoring Co., Ltd.
2007/5	Business transfer of the Sapporo Korakuen Country Club; the Batoh Korakuen Golf Course and Hotel; the Mito Korakuen Country Club; the Ichihara Korakuen Golf & Sports Center; and the Kijima Korakuen Amusement Park, Hotel and Country Club.
2007/8	Business transfer of the Maiko Korakuen Ski Resort and Hotel.
2008/3	Started operating MEETS PORT.
2009/4	Reopened indoor amusement park Geopolis.
2011/4	Sapporo Korakuen Hotel renamed TOKYO DOME HOTEL SAPPORO.



TOKYO DOME CORPORATION

1-3-61, Koraku, Bunkyo-ku,
Tokyo 112-8575, Japan

Tel: +81-3-3811-2111

URL: <http://www.tokyo-dome.jp>