



New Focus, New Challenges, New Vision

Our Management Philosophy and Unique Characteristics of the Tokyo Dome City Business



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 constantly 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.

Information Regarding the Spinning Coaster “Mai-Hime” Accident

We have overhauled attraction-related safety procedures, and newly formulated the Group’s “Safety Principle”, “Basic Safety Policy” and “Comprehensive Attraction Safety Standards”.

Overview of the Accident

Date and time:

January 30, 2011, 12:40 p.m.

Place:

Tokyo Dome City Attractions

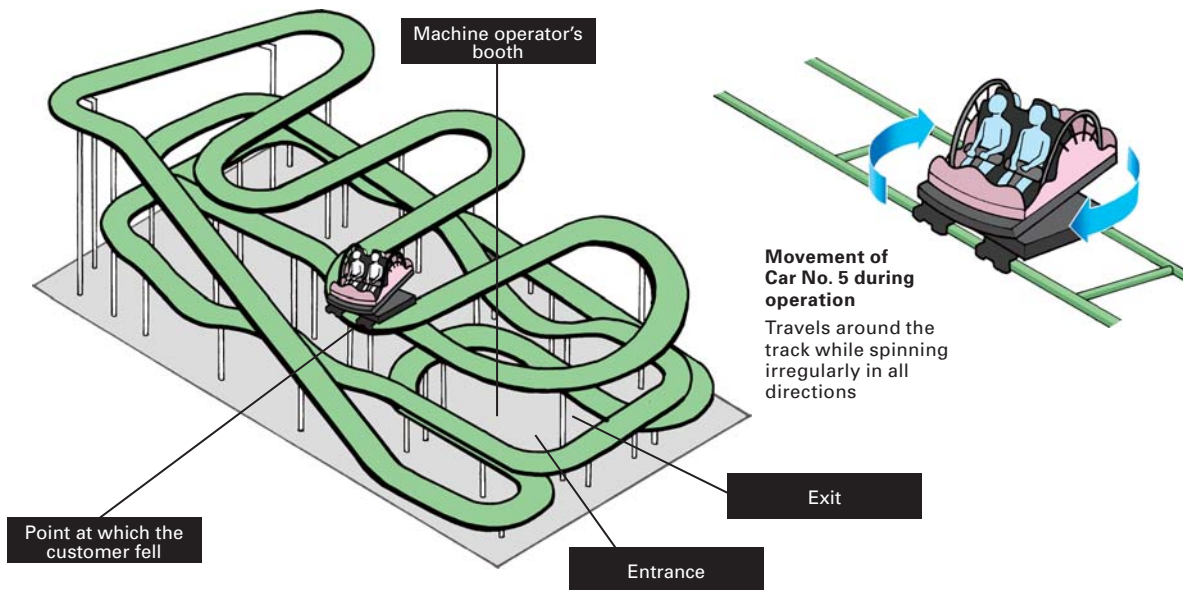
Car No. 5 of the Spinning Coaster “Mai-Hime”, an amusement ride within the Tower Land zone

Explanation of the situation:

A total of four customers, two male and two female, boarded Car No. 5. During the operation of the ride, one male customer fell from the car. The customer lost consciousness and was taken to a hospital by ambulance but was later confirmed dead.



Machine operator's booth
Customers board the cars after passing



Cause of the Accident

After the accident, when Car No. 5 returned to the exit point, the safety bar on the seat used by the customer who fell from the car was found to be up and the lock in an unfastened position. Once the safety bar is locked, it does not get released until the car returns to the exit point. Moreover, no defect was found in the safety bar itself. Consequently, the Mai-Hime Accident Investigation Committee has deduced that the reason the safety bar lock was found in an unfastened position was because the lock had not been fastened initially.

The operator of the Spinning Coaster “Mai-Hime” must confirm that customers are properly secured in their seat by the safety bar. However, from the outset, the operation manual did not

contain such instructions as “customers must not be allowed to board if the safety bar cannot be locked”, or a specific method for checking the safety bar. Since operator-training instructions had only been carried out orally, checks had changed from manual confirmation of each bar to visual confirmation only. On the day of the accident, since checks of the safety bar had only been carried out visually, the operator did not notice that the safety bar was not locked and that the customer was not secured in his seat. Consequently, the customer fell because he was unable to withstand the centrifugal force created by the spinning of Car No. 5 as it traveled around the track. Hence, we recognized that operation of the machine based on inadequate operator training was the direct cause of the accident.

Post-Accident Measures

In light of this accident, all directors and employees of the Group realize that unless there is a strong awareness of safety as the foundation of the Group's existence, there is the danger that safety consciousness will wear down over time, leading to further accidents. For this reason, the Management Committee established the Group's "Safety Principle" and "Basic Safety Policy" at a meeting held on April 21, 2011.

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

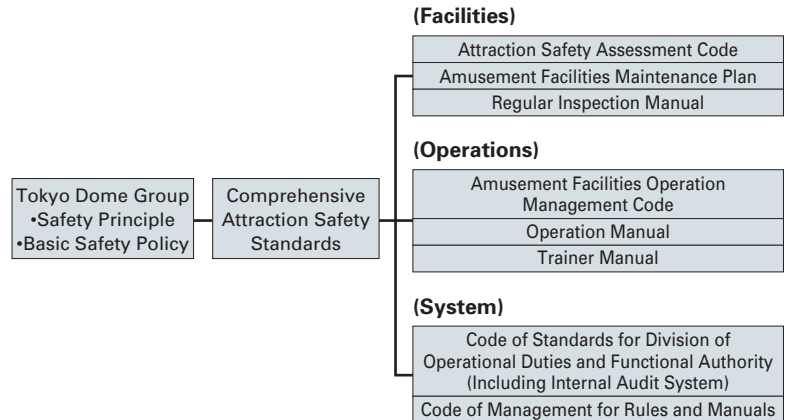
- We will continue striving to provide safe and enjoyable facilities and services.
- We will set ourselves standards for safety and adhere to those standards.
- We will take a proactive approach to implementing safety training and education programs.

Underpinned by the Safety Principle and Basic Safety Policy, to make our safety systems more robust from an objective, third-party perspective, based on advice received from Tokio Marine & Nichido Risk Consulting Co., Ltd., at a meeting held on May 19, 2011, we established the "Comprehensive Attraction Safety Standards".

Comprehensive Attraction Safety Standards

1. Risks relating to attraction machines, facilities and equipment must be exhaustively identified, and appropriate countermeasures must be implemented.
2. To maintain the safety of attraction machines, facilities and equipment, we must implement adequate checks, inspections and repairs.
3. To ensure that customers can use our attractions safely, we must reliably provide assistance, confirmation, guidance information and notices.
4. We must establish means by which customers can safely evacuate in the case of an emergency.
5. Whenever employees sense a dangerous situation arising within our facilities, they must take action without hesitation based on the principle of safety first.
6. Through ongoing education and training, we must work to enhance employees' safety-related awareness, knowledge and skills, and firmly establish a safety culture within the Group.
7. We must constantly monitor whether items (1) through (6) above are being appropriately implemented, and strive ceaselessly to maintain and improve safety.

Further, for the ongoing maintenance of safety, we are strongly aware of the importance of rules and manuals and the systematic and exhaustive maintenance and management of such rules and manuals. The Amusement Division took the lead in systematizing rules and manuals as shown in the chart below.



Future Measures

In the future, to ensure accident awareness does not decrease over time, the Group will implement the following measures.

1. Designation of "Safety Awareness Day" and "Safety Awareness Week"

All directors and employees of the Group will recall the accident each year on January 30, which we have designated as "Safety Awareness Day". As well as reaffirming the Safety Principle and Basic Safety Policy, we will conduct comprehensive safety inspections on facilities, including management, during the week beginning January 30, which we have designated as "Safety Awareness Week".

2. Removal of the Spinning Coaster "Mai-Hime" and storage and display of part of the machine

We removed the Spinning Coaster "Mai-Hime" in consideration for the feelings of the bereaved family and employees tasked with inspection and operation duties. However, to constantly increase the level of safety awareness, part of the "Mai-Hime" will be stored and displayed, and will be viewed by full- and part-time employees during safety education programs.

3. "Monument to Prayers for Safety"

We will erect a "Monument to Prayers for Safety" within Tokyo Dome City Attractions, and renew daily our consciousness of the importance of safety.

On the Company's Web site (<http://www.tokyo-dome.jp>), we have established a section dedicated to providing information on measures carried out for the enhancement of safety, and will report on the situation and progress relating to these measures on an ongoing basis.

Report on Spinning Coaster “Mai-Hime” Accident and Measures Implemented to Prevent Recurrence

We have established the Mai-Hime Accident Investigation Committee to ascertain the causes of the accident, and are devoting our full energies on the comprehensive and fundamental rebuilding of our safety systems.

On January 30, 2011, at Tokyo Dome City Attractions, a serious accident occurred on the Spinning Coaster “Mai-Hime”, which resulted in the tragic loss of a customer’s precious life. We pray that he rests in peace. We offer our deepest apologies and condolences to the family of the deceased, and apologize sincerely to all parties concerned for the trouble and anxiety caused by the accident as well as the loss of confidence in the Company it has brought.

The Company has established the Mai-Hime Accident Investigation Committee to undertake a thorough investigation and ascertain the causes of the accident. I am personally chairing the Committee, which is also tasked with formulating measures to ensure that there is no recurrence of such a tragedy. We are focusing all our energies on measures to guarantee safety and peace of mind and restore confidence in the Company’s operations. In working towards the comprehensive and fundamental rebuilding of our safety systems, we are addressing the following specific issues through a review process that utilizes the objective viewpoint of third parties.

1. Setting of safety standards to which each attraction must conform
2. Formulation of an operational manual based on safety standards
3. Maintenance of facilities based on safety standards
4. Establishment of an internal training system and enforcement of strict compliance with the operational manual
5. Establishment of an appropriate monitoring system covering the overall implementation of safety practices and systems
6. Pursuit of an appropriate organizational structure and assignment of personnel that places safety as the highest priority

This accident has once again made us strongly aware of the responsibilities we have to protect the lives of our customers during the course of our business operations at each of our facilities, including Tokyo Dome City Attractions. For this reason, with the objective of exerting all-out efforts at ensuring our customers’ safety and peace of mind, the Executive Committee has formulated the Company’s “Safety Principle” and “Basic Safety Policy” (for details, please refer to the opposite page in the section titled “Information Regarding the Spinning Coaster “Mai-Hime” Accident”). This principle and policy covers not only the safety measures in place at all of our attractions but the entire Tokyo Dome Group’s safety systems.

In addition, through training programs for all officers and employees of the Group, we are striving to build a robust “safety culture” to ensure that our strong commitment to safety does not weaken over time. Based on this culture, we are working to create attractions that our customers may enjoy with peace of mind.

June 2011



Shinji Kushiro
Representative Director, President and COO
Chairman, TOKYO DOME CORPORATION
Mai-Hime Accident Investigation Committee

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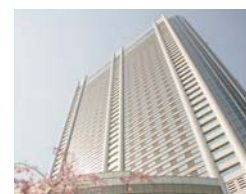
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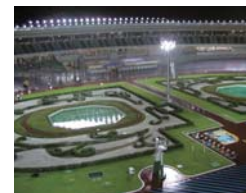
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Tokyo Dome Group Rises to Meet New Challenges

Amid a harsh operating environment buffeted by the impact of the Great East Japan Earthquake and other factors, the entire Tokyo Dome Group is committed to achieving the goals set out in the new medium-term business plan.

Operating Results for the Fiscal Year Ended January 31, 2011, and Dividend Policy

In the fiscal year under review, ended January 31, 2011, sales and other operating revenues were bolstered by several factors, including an increase in the number of concerts held at Tokyo Dome; the first full-year contribution from the refurbished Geopolis indoor amusement park and the newly opened Splash Garden at Tokyo Dome City Attractions; the holding of the 63rd Japan Keirin Championship at Matsudo Keirin Racetrack; and the full-year operation of SPA EAS, an urban hot-spring facility located near the west exit of Yokohama Station. However, Tokyo Dome hosted fewer baseball games than the previous season owing to the absence of such series as the Tokyo Round of the World Baseball Classic (WBC), and Japanese professional baseball's postseason Climax Series and Japan Series, which collectively accounted for 16 games in the previous fiscal year.

Owing to these and other factors, the Company faced difficult conditions. As a result, on a consolidated basis, sales and other operating revenues for the fiscal year under review amounted to ¥81,404 million, a decrease of 0.6 percent compared with the previous fiscal year. However, through the implementation of stringent cost controls, operating income totaled ¥8,663 million, an increase of 3.2 percent. Ordinary income amounted to ¥4,835 million, a decline of 41.7 percent. This decrease was mainly attributable to the absence of amortization of negative goodwill—recognized when Matsudo Kousan Co., Ltd., became a wholly owned subsidiary—which concluded in

the fiscal year ended January 31, 2010. Net loss amounted to ¥873 million, principally reflecting such factors as the recognition of extraordinary losses relating to fixed asset disposal expenses accompanying the commencement of the Parachute Land zone redevelopment project, which is scheduled for reopening in summer 2011, and impairment of fixed assets at an affiliate company; and the reversal of a portion of deferred tax assets accompanying the revision of future profit projections.

Although the Company's basic dividend policy calls for maintaining stable dividends, owing to consecutive net losses in the fiscal years ended January 31, 2010 and 2011, the Company has decided to forgo cash dividends applicable to the fiscal year under review.

Formulation of New Medium-Term Business Plan

The Tokyo Dome Group withdrew from the financing business in the fiscal year ended January 31, 2007 and the golf resort business in the fiscal year ended January 31, 2008, and subsequently worked to realize its growth strategy through the implementation of its previous medium-term business plan, "Scale Up". In addition to commencing operations at MEETS PORT, Geopolis and Splash Garden within Tokyo Dome City, the Group has carried out a range of new initiatives, including the launch of the TD Point Program and contracted operations at SPA EAS. However, owing to the impact of the global financial crisis and other factors, we have been unable to attain the growth trajectory initially envisaged. On the contrary, the operating environment has become progressively more severe year by year.

Under these difficult circumstances, the Company formulated its new medium-term business plan, backed by its resolve expressed in the following way: “In December 2011, the Company will celebrate 75 years since its founding. This is an opportunity for us to make a new start as we head towards the Company’s 80th anniversary. We will exercise our wisdom and rise to meet new challenges”. The new plan covers a five-year period, and focuses on the following management targets and challenges.

Management targets

1. Operating income of ¥10,000 million in five years time
2. Consolidated interest-bearing debt of ¥170,000 million in five years time
3. Payment of dividends based on a target payout ratio of 30%, and execution of stock buybacks along with retirement of treasury stock

Management challenges

1. Break out of the trend of earnings decline
2. Research and development of new growth strategies
3. Implementation of measures to strengthen the Group’s underlying business structure

Outlook for the Fiscal Year Ending January 31, 2012, and Impacts from the Great East Japan Earthquake

During the fiscal year ending January 31, 2012, although Tokyo Dome is scheduled to increase the number of concerts it hosts compared with the previous fiscal year, Matsudo Keirin Racetrack will not host the Japan Keirin Championship. Furthermore, we anticipate a decrease in sales and other operating revenues owing to an extended suspension of operations at Tokyo Dome City Attractions following the accident on January 30, 2011, on the Spinning Coaster “Mai-Hime”; a decline in operating income;

and a recovery in net income owing to such factors as a decrease in equity in loss of affiliates. Specifically, on a consolidated basis, we forecast sales and other operating revenues amounting to ¥80,400 million, operating income totaling ¥8,500 million, ordinary income of ¥5,700 million and net income amounting to ¥4,100 million.

However, shortly after we launched our new medium-term business plan, named “Activate”, Japan was struck by the Great East Japan Earthquake on March 11, 2011. The full ramifications and outlook for the Japanese economy are still unclear, and the enormous damage sustained from the earthquake and tsunami as well as electricity supply shortages resulting from the accident at the Fukushima Daiichi Nuclear Power Plant are causing widespread disruption to manufacturing operations and leading to a slump in consumer confidence. In addition to delivering a serious blow to the overall Japanese economy, the earthquake and its aftermath is expected to have a significant negative impact on the Group’s operating performance.

Although the first fiscal year of the plan’s implementation will be affected by an abrupt change in the external environment, during the five-year span that the “Activate” plan covers we are committed to meeting the key management challenges set out in the plan and achieving the stated targets by mobilizing the full potential of the Tokyo Dome Group.

As we endeavor to meet these challenges, we again look forward to the ongoing support and understanding of our shareholders and all our stakeholders.

June 2011



Shinji Kushiro
Representative Director, President and COO

Directors, Corporate Auditors and Executive Officers (As of April 27, 2011)

Representative Director,
Chairman and CEO
Yewkow Hayashi

Representative Director,
President and COO
Shinji Kushiro

Representative Director and
Vice President
Masaaki Asai

Senior Managing Director
Hidekazu Kitada

Managing Directors
Kenji Honda
Ryusuke Nomura

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
Tsutomu Nagaoka
Yoshiyuki Taniguchi

Executive Officers
Masaaki Tanaka
Yukio Yamada
Yutaka Yamada
Akira Nishikatsu
Yoshitaka Odagiri
Minoru Hagiwara
Norio Onozawa

Transforming the Future of the Tokyo Dome Group through the New Medium-Term Business Plan “Activate”

The Tokyo Dome Group has formulated a new five-year medium-term business plan, named “Activate”, which sets out the Group’s strategies for success in a difficult operating environment and paves the way for it to take on new challenges that will transform the Group’s future. The Group strives to achieve its management targets and forge solutions to management challenges by harnessing its collective potential.

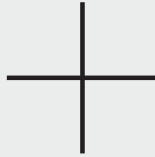
In December 2012, TOKYO DOME CORPORATION celebrates the 75th anniversary of its founding. In the lead-up to this milestone, the Company has formulated a new medium-term business plan, named “Activate”, which will run over a five-year period from the fiscal year ending January 31, 2012, to the fiscal year ending January 31, 2016. The plan expresses the Group’s resolve in the following way: “This is an opportunity for us to make a new start as we head towards the Company’s 80th anniversary. We will exercise our wisdom and rise to meet new challenges. We are acting now to transform our future”. The plan’s subtitle is, “Facing new challenges”. The following is an outline of the main points of “Activate”.



1

The direction charted by “Activate”

As has been the case to date, under the “Activate” plan, the Tokyo Dome Group will aspire to “developing Group businesses that leverage strengths in the urban leisure sphere.” This, of course, includes the growth direction taken in each of the leisure, real estate leasing and retail businesses, however, by further leveraging the synergies among its businesses, the Group will aim to realize and extend its unique competitive strengths.



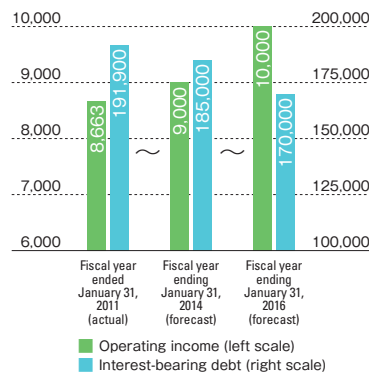
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Management targets

Under the “Activate” plan, we have set the following three management targets.

1. Operating income of ¥10,000 million in five years time (Operating income of ¥9,000 million in three years time)
2. Consolidated interest-bearing debt of ¥170,000 million in five years time (Consolidated interest-bearing debt of ¥185,000 million in three years time)
3. Payment of dividends based on a target payout ratio of 30%, and execution of stock buybacks along with retirement of treasury stock

Operating Income / Interest-Bearing Debt
(Consolidated basis) (Millions of yen)



3

Management challenges

Under the “Activate” plan, we recognize “Break out of the trend of earnings decline” as the Group’s most crucial management challenge. The two additional challenges we have set ourselves in the plan are “research and development of new growth strategies” as a means of achieving enhanced future earnings, and “implementation of measures to strengthen the Group’s underlying business structure” to enable our accomplishment of the first two challenges. The entire Group will act in unison to resolve these three management challenges.

Management challenges

Plan



Break out of the trend of earnings decline

In the fiscal year ended January 31, 2007, the Group withdrew from the financing business, and then in the fiscal year ended January 31, 2008, it pulled out of the golf resort business. At the same time, we worked to focus our management resources on the highly profitable Tokyo Dome City (TDC). However, TDC earnings have fallen into a declining trend owing to a range of factors, including weak corporate earnings and personal consumption attributable to persistent deflationary pressures and adverse demographic trends, such as a falling birth rate and aging population; and changes in consumer needs accompanying the diversification of leisure activities and the rapid advance of information technology (IT). To break out of this trend of earnings decline at TDC—which forms the core of the Group’s operations—we will implement such measures as:

1. **Opening up new markets:** The meetings, incentives, conferences and exhibitions (MICE) market; emerging economies; and multipurpose utilization of Tokyo Dome
2. **Development investment in TDC:** Redevelopment of the Parachute Land and Tower Land zones; renovation of the Yellow Building and Blue Building following the completion of seismic strengthening work
3. **Group-wide measures aimed at reversing the earnings declining trend:** Marketing activities for the TD Point Program; rebranding of Sapporo Korakuen Hotel (in April 1, 2011, the hotel’s name was changed to “TOKYO DOME HOTEL SAPPORO”); stringent cost control focusing on cost effectiveness.

Plan



Research and development of new growth strategies

To create new business opportunities outside of TDC, we are pursuing research and development vis-à-vis the following potential growth strategies.

1. **Examining entry into new markets through strategic alliances and mergers and acquisitions (M&As)**
2. **Researching the casino business**
3. **Market research related to new business models:** Use of local-area Worldwide Interoperability for Microwave Access (WiMAX) provided by Tokyo Cable Network Co., Ltd.; launch of a digital signage business; and nationwide sales of popular goods and food items through Internet-based direct marketing.

Plan



Implementation of measures to strengthen the Group’s underlying business structure

The period covered by the Group’s “Activate” plan coincides with the Tokyo Metropolitan Government’s Global Warming Prevention Measures, Phase I Period, which commenced in April 2010 pursuant to an environmental ordinance. Furthermore, by March 2016, the Group is required to comply with the Revised Act for Promotion of Renovation for Earthquake-Resistant Structures of Buildings. The Group must also prepare for the compulsory introduction in Japan of International Financial Reporting Standards (IFRS), which may occur as early as the fiscal year ending January 31, 2017. As in previous medium-term business plans, one of the Group’s central challenges is the implementation of measures to improve its financial structure. At the same time, we must build a sound business structure capable of swiftly and flexibly responding to changes in the operating environment. To help achieve these goals, we are undertaking the following measures.

1. **CO₂ emission reduction measures; seismic retrofitting of buildings; and compliance measures relating to IFRS and other laws**
2. **Reduction of interest-bearing debt**
3. **Overhaul of the Group’s organizational structure.**

Parachute Land Zone Renovation & Reopening

The Parachute Land zone in Tokyo Dome City is being renovated to reverse the decline in earnings, which is one of the management issues under our new five-year medium-term business plan “Activate”.

Overview of the Renovation

The development concept for the renewed Parachute Land zone, which will be opened to the public on August 19, 2011, is “Urban Family Life – Attractions in the Center of the City for Enjoyment”. The new Parachute Land zone features a renewed attractions area with four new main attractions, the indoor children’s play facility “ASOBono!” and the casual dining food court “GO-FUN”. The new Parachute Land zone is a place for the whole family to enjoy.

New Attractions and Facilities

The new Parachute Land zone features exciting new attractions, as well as greenery and rest areas, with an environmental design together with the adjacent facilities MEETS PORT and Splash Garden, which opened in March 2010.

•An artist’s rendering of the refurbished Parachute Land zone and completed attractions



Sky Flower

We have updated Sky Flower, which has been enjoyed by a great number of guests since it first opened in 1979. Sky Flower is still a parachute-type ride which moves up and down, but the tower has been repainted and new lighting installed, giving an enhanced presence and marking Sky Flower’s new history as the symbol of Tokyo Dome City.



Water Gimmick (Provisional name)

Based on the theme of irrigation channels and bamboo leaf boats, guests float items down the water in this free attraction. The water speed can be adjusted and the water flow viewed through an acrylic dome.



Water Cannon (Provisional name)

In this shooting attraction, guests use water cannons to hit as many targets as they can in a limited time and vie for high scores.



Flash Rush (Provisional name)

A large number of buttons in the play area light up in random order. Players press the buttons one after another to get as many points as they can before their time runs out.



Bloom Express

This is an exhilarating ride up and down along a wavy rail. The attraction has been decorated with many light-emitting diodes (LEDs), adding bright color to the Parachute Land zone.

New Children's Play Facility and Food Court

The first floor of Parachute Land zone now offers one of Tokyo's largest children's play facilities "ASOBono!" and the new casual dining food court "GO-FUN".



"ASOBono!"

ASOBono! is a new play facility mostly for preschool children (6 and under) and their families. It is divided into the following five areas, each designed with careful consideration of color, shape and texture, and equipped with many tricks to best draw out children's imagination and curiosity.

The indoor play areas are safe and clean, with air conditioning systems, ball washing machines and surveillance cameras. Our staff, who have sports instructor credentials, are always on-hand to help children become physically stronger through play.

Physical Play Area

Here, children can enjoy one of Tokyo's largest ball pools as well as trampolines, climbing walls, slides and other ways to play using their whole bodies. The 10-meter long ship floating in the ball pool is designed to surprise with over 10 different ways to play, starting with catch ball and stepping stones.

Make Believe Play Area

A colorful European-style townscape is the setting for this imaginary world where children are the stars in playing house. Children and parents can have fun playing together in this full-scale land of make believe.

Trains & Blocks Play Area

Children can go all out playing with trains in this spacious 100m² train yard. The young engineers can also enjoy the adjacent blocks play area.

Game Play Area

This area offers an array of games that children can play together with their parents. It also features a doll house corner with cute animals, play with magnets using walls and a gear play corner.

Baby Area

The baby (0-24 month) area for children two and under has a full line of toys for hands and feet, providing safe play for babies filled with wonder and curiosity.

"GO-FUN" Food Court

The unique name of this food court is both a pun on the Japanese word "gohan", which means "meal", and a combination of the English words "go" and "fun". The design concept is a "park marché" — a market set in a European park. Careful efforts have produced a welcoming open seating environment with a comfortable breeze and sunshine filtering through the branches of trees.

Targets

GO-FUN appeals to a broad range of individuals visiting Tokyo Dome City and nearby residents including families, youth, couples, businesspeople and event customers.

Atmosphere

The store facades express the individuality of each restaurant, with the hustle and bustle of a European market street. There are six restaurants with shared seating for about 300 customers. GO-FUN offers a variety of seating for different types of customers, for the comfort of families, groups, couples and guests dining alone, amid the lively feel of a market.

Leisure Segment



Tokyo Dome City, located in the Suidobashi area of central Tokyo

The Leisure segment comprises the mainstay Tokyo Dome City operations, together with hotel operations and other leisure operations.

Tokyo Dome City Operations

Tokyo Dome City is the core business of the Tokyo Dome Group. Its operations comprise the various business facilities within Tokyo Dome City, including Tokyo Dome, LaQua, Tokyo Dome City Attractions and MEETS PORT.

Tokyo Dome City achieved a year-on-year increase in revenue during the fiscal year ended January 31, 2011, mainly as a result of higher restaurant and souvenir sales stemming from an increase in the number of days for concert events, along with greater revenue at LaQua due to an increase in the number of tenants. Business operations still struggled overall, however, due to such factors as a decrease in the number of days for professional baseball games, and the suspension of certain operations at Tokyo Dome City Attractions to replace equipment.

In the fiscal year ending January 31, 2012, the full suspension of operations at Tokyo Dome City Attractions following the accident on the Spinning Coaster “Mai-Hime”, along with the economic downturn and power shortages following the Great East Japan Earthquake, are expected to have a significant impact on earnings.



Parachute Land zone, which will reopen in August 2011 after refurbishment

Main Business Facilities of Tokyo Dome City—Sales and Share of Leisure Segment Sales (Fiscal year ended January 31, 2011)

	Sales (Millions of yen)	Share of leisure segment sales (%)
Tokyo Dome	12,341	17.7
Restaurants and Souvenir Sales	13,049	18.8
LaQua	6,075	8.7
Tokyo Dome City Attractions	2,967	4.2
Yellow Building (WINS, offit)	5,501	7.9
MEETS PORT	1,039	1.4
Korakuen Hall	498	0.7
Prism Hall	419	0.6
Tokyo Dome Hotel	12,989	18.7
Sauna Tokyo Dome	283	0.4
Tokyo Dome Bowling Center	355	0.5

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

Tokyo Dome City Visitor Numbers (Thousands of people)

	Fiscal year ended January 31, 2010	Fiscal year ended January 31, 2011	Change	%
Tokyo Dome, Yellow Building, Blue Building area	16,778	15,519	-1,258	-7.5
LaQua, Attractions area	14,903	14,261	-641	-4.3
Tokyo Dome Hotel, MEETS PORT area	4,965	5,245	279	5.6
Total	36,647	35,026	-1,620	-4.4

Site Area of Each Facility within Tokyo Dome City

Tokyo Dome City	130,112m ²
Tokyo Dome City Attractions (including the Tower Land, Parachute Land and Geopolis zones)	12,991.91m ²
LaQua (area)	15,855.87m ²
Tokyo Dome Hotel (tower and grounds)	12,621.77m ²
Yellow Building	11,735.19m ² (Main building: 8,485.82m ² Annex building: 3,249.37m ²)
Blue Building	1,749.11m ²

Tokyo Dome City Visitor Numbers for Individual Facilities (Thousands of people)

Facility name	Fiscal year ended January 31, 2010	Fiscal year ended January 31, 2011	Change	%
Tokyo Dome	7,677	7,070	-606	-7.9
Spa LaQua	641	649	8	1.3
Tokyo Dome Hotel ¹	1,766	1,816	49	2.8
Tokyo Dome City Attractions ²	5,392	5,799	406	7.5
Theater G-Rosso / Sky Theater	365	252	-113	-31.0
Toys' Kingdom	248	269	21	8.7
Tokyo Dome Bowling Center	234	228	-6	-2.7
Virtual Sports Plaza Batting Champion	224	200	-23	-10.5
Korakuen Hall	378	358	-20	-5.4
Prism Hall	455	407	-47	-10.4
JCB Hall ³	466	494	27	5.9
Sauna Tokyo Dome	41	39	-1	-4.3
Baseball Hall of Fame and Museum	155	104	-50	-32.7

Notes:

- The 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.)
- The visitor numbers for Tokyo Dome City Attractions are for the total number of riders on amusement rides.
- Facility name was changed to TOKYO DOME CITY HALL on March 31, 2011.

TOKYO DOME | Leisure Segment / Tokyo Dome City Operations


Tokyo Dome was opened in March 1988 as Japan's first all-weather, multipurpose arena stadium. Its chief feature is its multifunctional capability, able to host a broad range of large-scale events, including sporting events such as baseball games, American football games and soccer tournaments, as well as concerts, conventions and exhibitions.

Basic Data on Tokyo Dome

Opened	March 17, 1988
Construction cost	¥35.0 billion

Overview of Tokyo Dome

Area	Site: 112,456m ²
	Structure: 46,755m ² (standard used for width comparison with "number of times Tokyo Dome")
	Field: 13,000m ² (100m to the poles, 122m to center of outfield)
Volume	Approximately 1.24 million m ³ (standard used for size comparison with "number of times Tokyo Dome")

Note: Figures in parenthesis are for Korakuen Stadium.

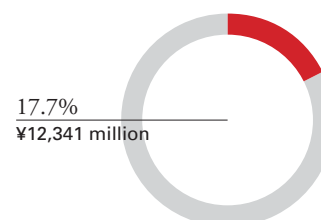
Sales of Tokyo Dome

	(Millions of yen)		
	Fiscal year ended January 31, 2009	Fiscal year ended January 31, 2010	Fiscal year ended January 31, 2011
Sales	14,348	13,219	12,341

Breakdown of Days of Operation by Event Category

	(Days)		
	Fiscal year ended January 31, 2009	Fiscal year ended January 31, 2010	Fiscal year ended January 31, 2011
Professional baseball (of which, Tokyo Yomiuri Giants regular season games)	105 (63)	102 (63)	87 (64)
Other baseball	31	33	32
Concerts	84 (43)	82 (36)	91 (40)
Other events	88 (55)	66 (48)	62 (45)
Total	308	283	272

Note: Figures in parenthesis are the number of days of concert performances and events conducted.

Sales from Tokyo Dome, and Share of Leisure Segment Sales


Tokyo Dome generated sales of ¥12,341 million in the fiscal year ended January 31, 2011 (down 6.6 percent from the previous fiscal year), with capacity utilization at 74.5 percent (down 3.0 percentage points). The main factor for the revenue decline was the absence of professional baseball events compared with the previous fiscal year, including the Tokyo Round of the WBC, as well as Japanese professional baseball's post-season Climax Series and Japan Series. Media-related revenue also suffered as a result of corporate curbs on advertising spending.

Looking at events by genre, there were four additional days of concert events, but 15 fewer days of professional baseball as noted in the previous paragraph, and two fewer days of sports events. As a result of the steady drawing power of the Yomiuri Giants baseball team, average attendance for Giants games was approximately 43,800, up from 43,500 in the previous fiscal year.

In the fiscal year ending January 31, 2012, the power shortages and other effects of the Great East Japan Earthquake resulted in the cancellation or postponing of certain events, including the cancellation of three professional baseball preseason exhibition games, and 12 days of inter-city baseball games. However, there are more days with scheduled events, such as concerts, than the previous fiscal year, so overall the total number of events is expected to remain close to the previous fiscal year's level.

RESTAURANTS AND SOUVENIR SALES | Leisure Segment / Tokyo Dome City Operations



Sales for the restaurants and souvenir sales business amounted to ¥13,049 million (up 0.1 percent year on year) in the fiscal year ended January 31, 2011. Despite the lack of professional baseball events hosted at Tokyo Dome in the previous year, including the Tokyo Round of the WBC, as well as Japanese professional baseball's postseason Climax Series and Japan Series, revenue rose as a result of four additional days for concerts and other musical events compared to the previous fiscal year.

By area, only the Tokyo Dome area, which accounts for approximately 80 percent of total sales in the restaurants and souvenir sales business, recorded an increase in sales, amounting to ¥10,603 million (up 2.0 percent year on year). The Yellow Building area posted sales of ¥944 million (down 11.7 percent) on a decline in the number of users, the Attractions area ¥1,056 million (down 4.0 percent) on slumping food and drink sales and the Blue Building area ¥288 million (down 2.7 percent). Sales in Other areas totaled ¥156 million (down 8.2 percent).

For the fiscal year ending January 31, 2012, despite the impact from the Great East Japan Earthquake, we expect the number of days for events, such as concerts, at Tokyo Dome to exceed that of the previous fiscal year.

The restaurants and souvenir sales business comprises 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. Earnings are greatly affected by the number of days when events are held that draw a large number of visitors at once, such as professional baseball games, concerts, conventions and exhibitions.

Sales by Area

	Fiscal year ended January 31, 2009	Fiscal year ended January 31, 2010	(Millions of yen) Fiscal year ended January 31, 2011
Sales	14,551	13,028	13,049
Tokyo Dome area	11,623	10,390	10,603
Yellow Building area	1,238	1,070	944
(Breakdown) Attractions area	1,185	1,100	1,056
Blue Building area	352	296	288
Other areas	152	170	156



MLB theme restaurant (Baseball Cafe)



Baseball Shop TO:DO



LaQua was opened in May 2003 as an “oasis for rest and rejuvenation in the heart of the city”. It is an entertainment-style integrated facility comprising the natural hot spring Spa LaQua, as well as shops, restaurants and other attractions in a single location. The cumulative number of visitors to Spa LaQua reached five million in November 2009, reflecting its widespread recognition as an urban-style hot spring facility favored by many customers.

Sales at LaQua amounted to ¥6,075 million (up 0.2 percent year on year) in the fiscal year ended January 31, 2011, with the number of visitors entering Spa LaQua rising to 649,000 (up 1.2 percent). Although the number of visitors to the facility declined with the slow-down in consumer spending, revenue rose as a result of an increase in the number of stores in the tenant division, and a rise in the number of visitors in the spa division. Sales by tenants located in Spa LaQua totaled ¥12,046 million (down 1.8 percent) for the subject period on visitor numbers of 13,275 thousand (down 4.0 percent).

LaQua celebrated its seventh anniversary in May 2010. To celebrate the occasion Tokyo Dome conducted various campaigns and events under the banner of “Happy Birthday LaQua – 7th Anniversary” at facilities and stores, which proved popular with many customers. We also opened two new fashion-related stores in an effort to further enhance the shop and restaurant areas.

For the fiscal year ending January 31, 2012, we opened a large-scale variety store and other new shops as part of an ongoing program to develop an attractive retail area in March 2011.

Basic Data on LaQua

Opened	May 1, 2003
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Overview of LaQua

Area	15,855.87m ²
Stories	Two below ground, nine above ground

Sales at LaQua and Number of Spa Visitors

	Fiscal year ended January 31, 2009	Fiscal year ended January 31, 2010	Fiscal year ended January 31, 2011
Sales (millions of yen)	6,720	6,062	6,075
Number of spa visitors (thousands of people)	705	641	649

Number of Visitors to LaQua

	Fiscal year ended January 31, 2009	Fiscal year ended January 31, 2010	Fiscal year ended January 31, 2011
Number of visitors	14,940	13,841	13,275

(Thousands of people)

Tenant Sales

	Fiscal year ended January 31, 2009	Fiscal year ended January 31, 2010	Fiscal year ended January 31, 2011
Sales	12,899	12,274	12,046

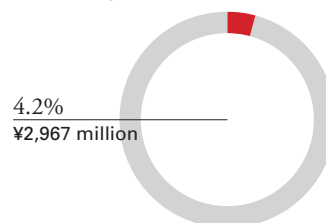
(Millions of yen)

TOKYO DOME CITY ATTRACTIONS Leisure Segment / Tokyo Dome City Operations



Tokyo Dome City Attractions is an all-around entertainment facility established on May 1, 2003, and is continuing the heritage of Korakuen Amusement Park. Operations at the facility were suspended following the accident on the Spinning Coaster “Mai-Hime”, which will have a significant impact on earnings in the fiscal year ending January 31, 2012.

**Tokyo Dome City Attractions:
Sales and Share of
Leisure Segment Sales**



Sales for the Tokyo Dome City Attractions business amounted to ¥2,967 million (down 1.8 percent year on year) in the fiscal year ended January 31, 2011, with the total number of amusement ride users at 5,799 thousand (up 7.5 percent). Revenue was boosted by a full year of operations for the indoor amusement park Geopolis, and an increase in income from amusement rides following the opening of the new Splash Garden. However, sales were down overall as a result of a change in the recording method for coin games, slow audience turnout for the Heroes show at the Theater G-Rosso and the temporary closing from October 31, 2010, of the Linear Gale ride in Parachute Land zone for renovations.

As stated in the preface to this business report, all operations at Tokyo Dome City Attractions were suspended following the accident on the Spinning Coaster “Mai-Hime” that occurred on January 30, 2011. We expect this to have an impact on earnings for the fiscal year ending January 31, 2012. Regarding the 10 attractions for which safety measures have been established, we recommenced business operations on June 1, 2011. Similarly, we plan to recommence operations at other attractions sequentially after safety measures have been established.

Basic Data on Tokyo Dome City Attractions

Opened	July 9, 1955 Note: Originally opened as Korakuen Amusement Park. The name was changed on April 17, 2003.
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List of Attractions

(As of June 2011)

Facility	Attraction
LaQua Zone	<ul style="list-style-type: none"> • Big O • Thunder Dolphin • Wonder Drop • Venus Lagoon • Water Symphony (free of charge) • The Dive
Tower Land Zone	<ul style="list-style-type: none"> • Tower Hacker • Kids' Hacker • WanPaku Bus • Carousel * Spinning Coaster “Mai-Hime” was dismantled in May 2011
Geopolis Zone	<ul style="list-style-type: none"> • MagiQuest • Tokyo Panic Cruise • Lupin III: Labyrinth Trap • Theater G-Rosso (Theater)
Parachute Land Zone	Renovated area to be reopened in summer 2011
Splash Garden Zone	<ul style="list-style-type: none"> • Pixie Cup • Power Tower • Korokko • Magical Mist (free of charge)

Opening of the Renovated Parachute Land Zone

In summer 2011, we will reopen Parachute Land zone following the completion of refurbishments. The Sky Flower, which has become a popular attraction among many customers since Parachute Land zone first opened in 1979, has been given a substantial makeover, and we will launch four new attractions and gimmicks.

On the ground level below Parachute Land zone, to provide entertainment for a very broad range of customers we will newly open the ASOBono! indoor facility specifically catering to families with infants and preschool children up to six years of age. We will also newly open the GO-FUN food court that can be enjoyed casually by all customers.



An artist's rendering of the completed renovated Parachute Land zone



An artist's rendering of the completed renovated ASOBono! zone



An artist's rendering of customer seating at GO-FUN



Sales of Tokyo Dome City Attractions and Number of Amusement Ride Users

	Fiscal year ended January 31, 2009	Fiscal year ended January 31, 2010	Fiscal year ended January 31, 2011
Sales (millions of yen)	2,470	3,024	2,967
Number of amusement ride users (thousands of people)	4,790	5,392	5,799

An artist's rendering of the completed attractions



Bloom Express



Water Cannon (Provisional name)



Flash Rush (Provisional name)

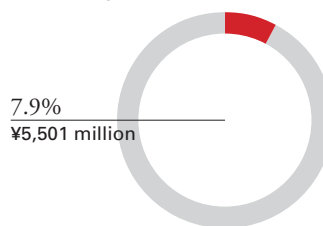


Water Gimmick (Provisional name)

YELLOW BUILDING | Leisure Segment / Tokyo Dome City Operations



**Yellow Building:
Sales and Share of
Leisure Segment Sales**



Basic Data on the Yellow Building

Facility opening dates	April 1973:	Japan Racing Association off-track betting venue, roller skate rink, bowling alley
	November 1977:	JRA off-track betting venue annex
	June 1987:	offt Korakuen

The Yellow Building houses two off-track betting venues for horse racing, WINS Korakuen (Japan Racing Association) and offt Korakuen (four public race tracks in the South Kanto area). It is also the site for the Tokyo Dome Bowling Center and the Virtual Sports Plaza Batting Champion, along with other tenant-run facilities including various restaurants, a bookstore, convenience store and post office.

Sales at the Yellow Building amounted to ¥5,501 million (down 2.3 percent year on year) in the fiscal year ended January 31, 2011. Although there were four additional race days for offt Korakuen during the period compared with the previous year, average attendance per day declined.

WINS Korakuen recorded a total of 4,441,121 users during the subject fiscal year (down 9.1 percent year on year), with a daily average of 41,897 users (down 9.1 percent). Users of offt Korakuen totaled 1,228,680 users (up 0.2 percent), with a daily average of 4,568 users (down 1.2 percent). There were a total of 269 race days at offt Korakuen, comprising 100 days for the Ohi Race Track, 66 days for the Kawasaki Race Track, 54 days for the Funabashi Race Track and 49 days for the Urawa Race Track.

Yellow Building Sales

	Fiscal year ended January 31, 2009	Fiscal year ended January 31, 2010	Fiscal year ended January 31, 2011
Sales	5,888	5,631	5,501

(Millions of yen)

Overview of the Yellow Building

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

Yellow Building Sales

	Fiscal year ended January 31, 2009	Fiscal year ended January 31, 2010	Fiscal year ended January 31, 2011
WINS Korakuen	109	106	106
offt Korakuen	274	265	269

(Millions of yen)

TOKYO DOME CITY HALL (Former JCB HALL) / KORAKUEN HALL / PRISM HALL

Leisure Segment / Tokyo Dome City Operations

TOKYO DOME CITY HALL (Former JCB HALL)



Korakuen Hall



Prism Hall

Tokyo Dome City has three multipurpose event halls, TOKYO DOME CITY HALL, Korakuen Hall and Prism Hall. These flexible halls can be used for a wide range of applications suited to the content and scale of the event.

TOKYO DOME CITY HALL posted an increase in revenue to ¥761 million (up 3.0% year on year) for the fiscal year ended January 31, 2011. However, revenue declined at the other two halls, with Korakuen Hall recording sales of ¥498 million (down 5.0 percent), and Prism Hall with ¥419 million (down 28.9 percent).

The main reason for the rise in sales at TOKYO DOME CITY HALL was an additional 62 event days compared with the previous year, for a total of 348 event days. The number of visitors also rose by 28,000, to a total of 494,000 people. The naming rights contract for this facility (previously called JCB Hall) with JCB Co., Ltd., expired on March 30, 2011. From the following day the facility was managed under the new name TOKYO DOME CITY HALL, which was considered easy to remember and would represent Tokyo Dome City.

Korakuen Hall, which has become known as the “mecca of combat sports” for being the site of numerous infamous bouts, hosted 303 competitive events during the subject period, down 14 from 317 in the previous fiscal year. There were six fewer boxing matches and 13 fewer professional wrestling matches, but five additional kick-boxing matches. Revenue from broadcast fees, television equipment and ticket fees was also down, in line with the decrease in the number of professional wrestling matches.

Prism Hall’s revenue was impacted by a falloff in corporate demand stemming from the economic slowdown. Additional factors included fewer trade shows and events, and a considerable decline in the number of days for employment seminars, from 56 in the previous fiscal year to 32 during the year under review.

Overview of Facilities

	TOKYO DOME CITY HALL	Prism Hall	Korakuen Hall
Opened	March 19, 2008	December 17, 1990	April 16, 1962
Area	12,300m ² (including audience seating)	2,809m ²	Event Hall: 575m ² Exhibition Hall: 198m ²
Seating capacity	Maximum 2,471 persons (with end stage seating)	Maximum 2,085 persons	Maximum 2,005 persons

Utilization Rates for Each Hall

	TOKYO DOME CITY HALL	Prism Hall	Korakuen Hall
Fiscal year ended January 31, 2009	78.4%	73.9%	353 events
Fiscal year ended January 31, 2010	81.1%	60.3%	317 events
Fiscal year ended January 31, 2011	95.3%	50.7%	303 events

Note: The figures for Korakuen Hall are the total number of events held.

MEETS PORT Sales

	(Millions of yen)		
	Fiscal year ended January 31, 2009	Fiscal year ended January 31, 2010	Fiscal year ended January 31, 2011
Sales	913	986	1,039

TOKYO DOME HOTEL | Leisure Segment / Hotel Operations

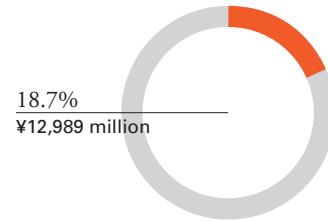


Tokyo Dome Hotel entrance



Tokyo Dome Hotel

**Tokyo Dome Hotel:
Sales and Share of
Leisure Segment Sales**



In the fiscal year ended January 31, 2011, sales for the Tokyo Dome Hotel business amounted to ¥12,989 million (down 0.2 percent year on year), with the guest room occupancy rate at 84.1 percent (up 4.9 percentage points). The total number of hotel guests was 486,000 (up 9.4 percent), with a total of 411 weddings (down 8.2 percent) and 2,199 banquets (up 4.8 percent).

Accompanying the 10th anniversary of the hotel's opening in June 2010, from May to July 2010 we ran a "10th Anniversary Campaign" and followed this up with a "Hokkaido Fair 2010" from September to December 2010. These were combined with a variety of guest plans and promotional events during the year. On the following page is a summary of the performance of each of Tokyo Dome Hotel's business categories—guest accommodations, banquets and restaurants.

Tokyo Dome Hotel's prime location within the Tokyo Dome City entertainment area is one of its defining features. As well as offering a superb place for relaxation, the hotel's proximity with other facilities within Tokyo Dome City provides guests with an array of opportunities for fun and leisure. In 2010, we ran a seven-month campaign celebrating the 10th anniversary of Tokyo Dome Hotel's opening, which included a variety of guest plans and events aimed at further bolstering the hotel's attractiveness to guests.

In the guest accommodation category, revenue increased compared with the previous fiscal year. Significant factors contributing to this result included the highest level of reservations ever achieved by the hotel for its “New Year Plan”, a premium product, and a large increase in inbound guest groups, particularly from such Asian markets as China, Hong Kong, Taiwan, South Korea and Malaysia. These factors led to an increase in the guest occupancy rate and bolstered the hotel’s occupancy rate ranking from 5th position in the previous fiscal year to 4th in the fiscal year under review among 15 major hotel companies in Tokyo.

In the banquet category (weddings and regular banquets), sales declined, reflecting decreases in the number of wedding and banquet guests. Although the number of banquets increased compared with the previous fiscal year, sales were greatly affected by weakness in the corporate sector, leading to lower average revenue per banquet guest.

In the restaurant category, the

effects of efficient cost control materialized and sales increased. The first full year of operations at Super Dining Rilassa, a buffet restaurant opened on July 17, 2009, and strong sales from private events at Barco within MEETS PORT were among factors that contributed to higher sales. At Rilassa, we held special restaurant events as part of both the “10th Anniversary Campaign” and “Hokkaido Fair 2010”, which were well received by customers.

In the fiscal year ending January 31, 2012, to restore operating performance we are implementing a range of sales promotion programs and launching product plans based on new concepts and methods. Specific programs include the development of “Tokyo Dome Hotel Specialty Cuisine”, the introduction of complimentary vouchers, which are issued based on customer usage frequency, and the establishment of Company-wide internal task forces to formulate product plans that will attract a high level of attention in the marketplace.

Sales of the Tokyo Dome Hotel

(Millions of yen)

	Fiscal year ended January 31, 2009	Fiscal year ended January 31, 2010	Fiscal year ended January 31, 2011
Sales	14,712	13,014	12,989

Basic Data on the Tokyo Dome Hotel

Opened	June 1, 2000
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Overview of the Tokyo Dome Hotel

Area	Building footprint area: 7,192.9m ² Site area: 15,865.4m ²
Floors	43 above ground, three below ground
Height	155m
Guest rooms	1,006 rooms

Tokyo Dome Hotel Guest Room Occupancy Rate, Number of Guests, Number of Overseas Guests, Number of Weddings and Number of Banquets

	Fiscal year ended January 31, 2009	Fiscal year ended January 31, 2010	Fiscal year ended January 31, 2011
Guest room occupancy rate (%)	84.6	79.2	84.1
Total guests (thousands of people)	479	444	486
Of which:			
Japanese guests	358	350	349
Overseas guests	121	94	137
Number of weddings	496	448	411
Number of banquets	2,202	2,097	2,199



The Artist's Café (43F)



Bar 2000 (Twenty Oh-Oh) (6F)

ATAMI KORAKUEN HOTEL / TOKYO DOME HOTEL SAPPORO (Former Sapporo Korakuen Hotel)

Leisure Segment / Hotel Operations



Facing out over Atami Bay, the Atami Korakuen Hotel opened in August 1965. The hotel complex includes such facilities as an esthetic salon and convention center, and is adjacent to the APIO amusement park, where visitors can enjoy a diverse array of attractions. Sapporo Korakuen Hotel opened in June 1988 next to Sapporo's famous Odori Park. On April 1, 2011, the hotel's name was changed to "TOKYO DOME HOTEL SAPPORO", and we are carrying out sales activities that leverage the Tokyo Dome Hotel brand.

In the fiscal year ended January 31, 2011, the Atami Korakuen Hotel recorded sales totaling ¥4,561 million (up 0.3 percent year on year). The hotel recorded a guest room occupancy rate for the period of 72.2 percent (down 1.1 percentage point), with a total of 197,000 guests (down 2.4 percent). The increase in sales was primarily attributable to the development of a range of guest plans, including lunch plans, and an increase in the number of day guests and wedding groups, reflecting efforts to attract new customers. In the fiscal year ending January 31, 2012, we are working to achieve an increase in the number of overnight guests through such measures as enhanced content on the hotel's Web site and by bolstering current promotional products featured on the Web site.

The Sapporo Korakuen Hotel posted sales amounting to ¥2,546 million in the fiscal year ended January 31, 2011 (down 10.2 percent year on year). The hotel had a guest room occupancy rate for the period of 62.8 percent (down 1.0 percentage point), with a total of 114,000 guests (unchanged year on year). The decline in sales was attributable to such factors as a fall in the guest room occupancy rate and number of overnight guests owing to a decrease in the number of school excursion groups and other visitors to Hokkaido, and weak growth in the number of wedding groups owing to price competition with other hotels.

On April 1, 2011, the name of Sapporo Korakuen Hotel was changed to "TOKYO DOME HOTEL SAPPORO". In addition to reinforcing the linkage among hotels in the Group, we will aim to make TOKYO DOME HOTEL SAPPORO the "No. 1-ranked hotel for enjoyment" by leveraging Tokyo Dome Hotel's high brand recognition in the leisure market. In the fiscal year ending January 31, 2012, we are striving to achieve broad awareness of the new name and promote the hotel through such marketing programs as restaurant fairs, customer gift promotions and customer surveys.

Overview of the Atami Korakuen Hotel

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

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

	Fiscal year ended January 31, 2009	Fiscal year ended January 31, 2010	Fiscal year ended January 31, 2011
Sales (millions of yen)	4,811	4,545	4,561
Guest room occupancy rate (%)	73.4	73.3	72.2
Total guests (thousands of people)	202	202	197

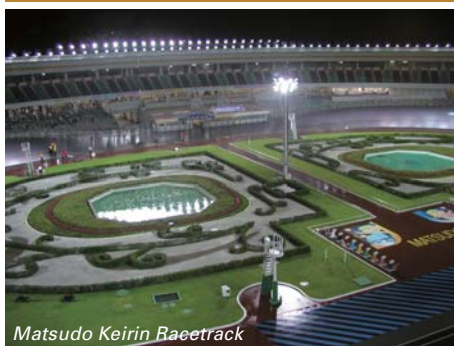
Overview of the TOKYO DOME HOTEL SAPPORO (Former Sapporo Korakuen Hotel)

Floors	14 above ground, three below ground
Guest rooms	285

TOKYO DOME HOTEL SAPPORO (Former Sapporo Korakuen Hotel) Sales, Guest Room Occupancy Rate, Number of Guests, Number of Weddings and Number of Banquets

	Fiscal year ended January 31, 2009	Fiscal year ended January 31, 2010	Fiscal year ended January 31, 2011
Sales (millions of yen)	2,967	2,837	2,546
Guest room occupancy rate (%)	66.3	63.8	62.8
Total guests (thousands of people)	120	114	114
Number of weddings	236	212	160
Number of banquets	2,629	2,550	2,606

MATSUDO KEIRIN RACETRACK / SPA EAS | Leisure Segment / Other Leisure Operations



Matsudo Keirin Racetrack

SPA EAS

Other leisure operations principally comprise Matsudo Keirin Racetrack, a bicycle racetrack operated by consolidated subsidiary Matsudo Kousan Co., Ltd., and SPA EAS, an urban hot-spring facility operated by consolidated subsidiary TOKYO DOME SPORTS CORPORATION.

In the fiscal year ended January 31, 2011, Matsudo Keirin Racetrack recorded sales of ¥2,465 million (up 26.9 percent year on year). In a harsh operating environment characterized by a nationwide decline in the base of keirin bicycle racing fans, the increase in sales was achieved mainly owing to the holding of such events as the 63rd Japan Keirin Championship in March 2010 and the Matsudo Keirin 60th Anniversary Commemorative Meet in January 2011. Betting revenues almost doubled compared with the previous fiscal year, amounting to ¥42,504 million (up 93.5 percent). In the fiscal year ending January 31, 2012, we are carrying out various improvements to facilities with the aim of providing even higher quality customer services, and implementing further cost reductions in response to the difficult operating environment.

SPA EAS, an urban hot-spring facility opened in Yokohama on March 12, 2009, made its first full-year contribution to operating results in the fiscal year under review, recording sales of ¥793 million (up 37.1 percent). We implemented a range of programs, including a 1st Anniversary Autumn Campaign and a Christmas Bingo Event, and initiated “Ladies’ Day” and “Men’s Day”, which bolstered the number of patrons and contributed significantly to increased sales. In the fiscal year ending January 31, 2012, we are reinforcing our marketing capabilities through increased intelligence on competitors and are utilizing the TD Point Program to deliver promotional information to customers as part of our efforts to further bolster patron numbers.

Owing to the impact of the Great East Japan Earthquake, business operations at SPA EAS were temporarily suspended on March 11, 2011, in order to carry out safety checks and undertake repair works. SPA EAS reopened on April 26, 2011, after the completion of these works.

Overview of Matsudo Keirin Racetrack

Site area	48,791.03m ²	Building area: 37,703.08m ²
Track length	333.33m	
Total capacity	32,297 persons	

Breakdown of Revenues from Matsudo Keirin Racetrack Operations

(Lease revenue, revenue from contracted management operations and other revenues) (Millions of yen)

	Fiscal year ended January 31, 2009	Fiscal year ended January 31, 2010	Fiscal year ended January 31, 2011
Revenues from bicycle racetrack operations	2,584	1,941	2,465
(Breakdown)			
Lease revenue	823	603	906
Revenue from contracted management operations	1,449	1,074	1,285
Other revenues	312	263	273

Matsudo Keirin Racetrack Betting Revenues

(Millions of yen)

	Fiscal year ended January 31, 2009	Fiscal year ended January 31, 2010	Fiscal year ended January 31, 2011
Betting revenues	33,236	21,964	42,504

Note: Betting revenues are a management indicator of the race organizer.

Overview of SPA EAS

Floor area	Approx. 6,600m ²
Floors	Floors 4 to 7 of Hamabowl EAS (an eight-story building)

SPA EAS Revenues

(Millions of yen)

	Fiscal year ended January 31, 2010	Fiscal year ended January 31, 2011
Revenues	578	793

SHOP-IN | Retail Segment



The Retail segment posted sales of ¥8,114 million in the fiscal year ended January 31, 2011 (up 3.1 percent year on year). Average spending per customer amounted to ¥2,497 (up 0.6 percent), with average monthly sales per tsubo (3.3 square meters) of store space at ¥394,000 (up 0.2 percent).

Although Shop-In closed stores in Hiroshima and Sapporo, four newly opened stores (at Shinjuku MyLord, Hiroshima ASSE, Ginza INZ and Temmabashi Keihan City Mall) as well as key stores that were refurbished during the previous fiscal year contributed substantially to results, leading to an overall increase in sales.

The TD Point Program, a card-based system that may be used at all facilities operated by the Tokyo Dome Group, has achieved widespread acceptance by customers. Hence, it is contributing to enhanced sales performance through a higher level of repeat business and by facilitating promotional campaigns targeting program members.

In the fiscal year ending January 31, 2012, we have opened a new store in Umeda EST and have a further two new store openings planned on March 1, 2011.

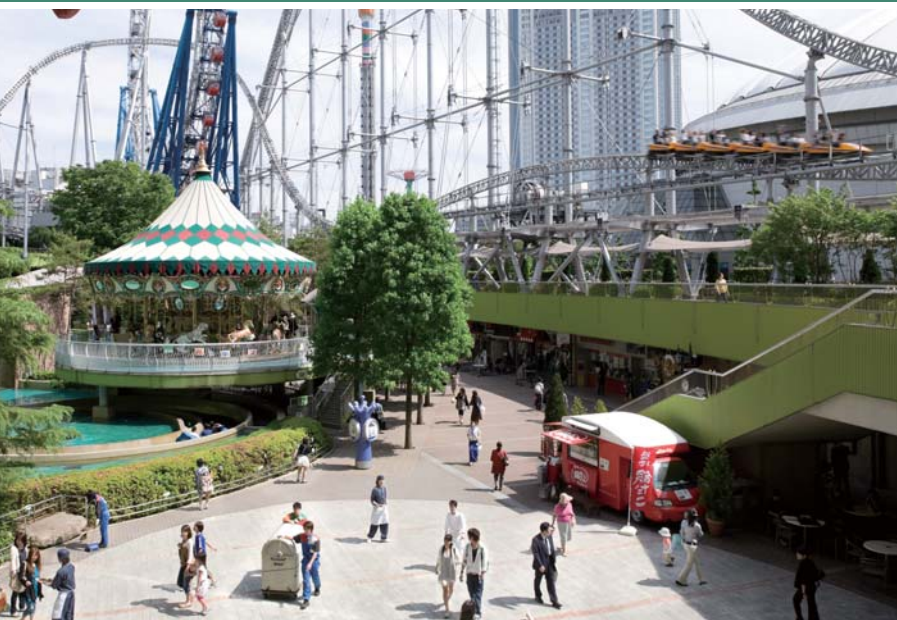
The Retail segment comprises the Shop-In chain of retail stores selling select cosmetic and beauty products under the concept of “Stylish Beauty”. Shop-In began business in 1971 as a retailer of kitchen products and other miscellaneous household items, and has grown its lineup to approximately 10,000 items. As of June 2011, the chain comprised 41 retail stores nationwide.

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

	Fiscal year ended January 31, 2009	Fiscal year ended January 31, 2010	Fiscal year ended January 31, 2011
Sales (millions of yen)	7,890	7,869	8,114
Average spending per customer (yen)	2,376	2,482	2,497
Monthly sales per tsubo (thousands of yen)	407	393	394
Number of stores	38	39	41



OTHER SEGMENT | Other Segment



Employees of TOKYO DOME FACILITIES CORPORATION clean Tokyo Dome City



This segment includes real estate leasing and sales; building maintenance; design construction and operation of multistory parking garages; agency services for life, non-life and medical insurance; securities custodian and administrative services; and cable television broadcasting.

The Other segment posted sales of ¥9,230 million in the fiscal year ended January 31, 2011 (down 9.1 percent year on year).

The building maintenance business of TOKYO DOME FACILITIES CORPORATION recorded a decline in sales owing to such factors as a decrease in cleaning revenues at MEETS PORT and reduced revenue from general building management operations at Tokyo Dome Hotel.

Although the real estate leasing business operated by Matsudo Kousan Co., Ltd., for such properties as Ad Hoc Shinjuku, continued to generate steady revenue, the company withdrew from the general leasing business with the objective of reducing its exposure to future risks.

Sales of Other Segment

(Millions of yen)

	Fiscal year ended January 31, 2009	Fiscal year ended January 31, 2010	Fiscal year ended January 31, 2011
Sales	10,847	10,153	9,230

About Tokyo Dome Group Business Report 2011

About Tokyo Dome Group Business Report 2011

The consolidated financial results used in these materials are excerpts from the 101th Annual Securities Report (February 1, 2010 to January 31, 2011) submitted to the Ministry of Finance based on Article 24 paragraph 1 of the Financial Instruments and Exchange Act. We hope that these materials will help the reader to better understand TOKYO DOME CORPORATION and its consolidated subsidiaries and affiliated companies.

Financial Section / Consolidated Financial Highlights

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

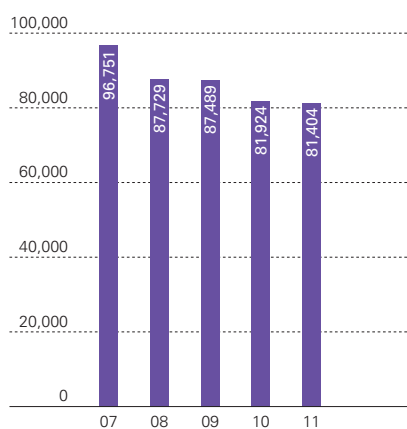
	Millions of yen					Thousands of U.S. dollars (Note 1)	
	2007	2008	2009	2010	2011	2011	
Sales and other operating revenues	¥ 96,751	¥ 87,729	¥ 87,489	¥ 81,924	¥ 81,404	\$ 991,402	
Operating income	13,645	13,247	12,455	8,398	8,663	105,505	
Net income (loss)	(86,659)	7,811	6,676	(1,004)	(873)	(10,632)	
Total assets	345,968	319,841	314,833	307,992	302,864	3,688,515	
Total net assets	43,245	47,072	49,186	51,501	49,042	597,272	

	Yen					U.S. dollars (Note 1)	
	2007	2008	2009	2010	2011	2011	
Per share amounts:							
Net income (loss) (Note 2)	¥(464.89)	¥ 41.57	¥ 35.11	¥ (5.27)	¥ (4.58)	\$ (0.06)	
Cash dividends	—	3.00	5.00	5.00	—	—	

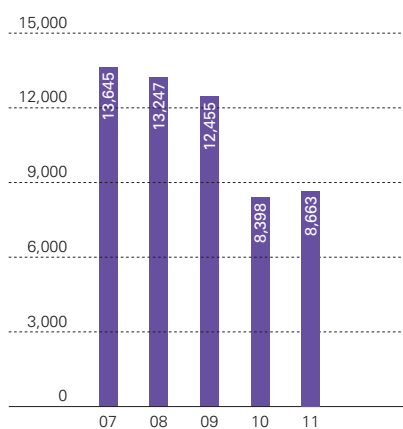
Notes: 1. The U.S. dollar amounts are translated from Japanese yen at the rate of ¥82.11=US\$1, the prevailing exchange rate at January 31, 2011.

2. Net income (loss) per share is based on the weighted average number of shares of common stock outstanding during each year.

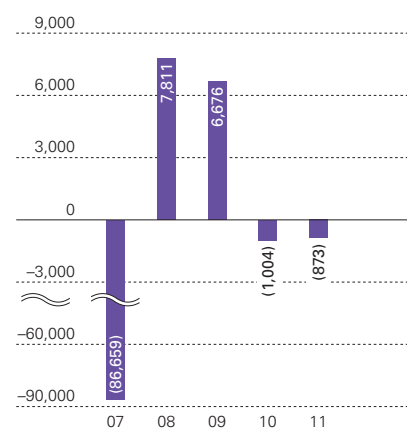
Sales and Other Operating Revenues
(Millions of yen)



Operating Income
(Millions of yen)



Net Income (Loss)
(Millions of yen)



Financial 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, 2011

Results for the Fiscal Year Ended January 31, 2011 (Consolidated) (February 1, 2010–January 31, 2011)

(Millions of yen)

	Fiscal year ended January 31, 2010	Fiscal year ended January 31, 2011	Increase (decrease)
Total assets	¥307,992	¥302,864	¥(5,128)
Total liabilities	256,490	253,821	(2,668)
Total net assets	51,501	49,042	(2,459)
Cash flows from operating activities	13,978	14,818	840
Cash flows from investing activities	(7,600)	(10,112)	(2,512)
Cash flows from financing activities	(7,640)	(4,519)	3,120
Cash and cash equivalents at end of period	13,170	13,356	186

Assets, Liabilities and Net Assets at January 31, 2011

Total assets at end of the subject fiscal year decreased ¥5,128 million (1.7 percent) from the end of the previous fiscal year, to ¥302,864 million. This was due mainly to a ¥3,292 million reversal of deferred tax assets following revisions to the earnings plan, which resulted in a ¥7,072 million decrease in total investments and other assets, to ¥30,888 million.

Total liabilities decreased ¥2,668 million (1.0 percent) from the end of the previous fiscal year, to ¥253,821 million. The reduction of interest-bearing debt remained a management target during this final year of the three-year medium-term business plan, "Scale-up". Short-term bank loans decreased ¥8,378 million and long-term debt declined ¥11,763 million. Although we issued corporate bonds, total interest-bearing debt decreased ¥2,904 million compared with the end of the previous fiscal year. The interest coverage ratio rose to 3.0 times (from 2.5 at the previous year-end) due to a decrease in interest expense and improvement in operating income.

Total net assets decreased ¥2,459 million from the end of the previous fiscal year, to ¥49,042 million, with the equity ratio falling 0.5 percentage point, from 16.7 percent at the previous year-end to 16.2 percent for the subject fiscal year. The main reason for the decline was a decrease in retained earnings, from ¥1,851 million in the previous fiscal year to ¥17 million in the subject fiscal year. The debt-to-equity ratio went from 3.4 times in the end of the previous fiscal year to 3.6 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 ¥186 million (1.4 percent) from the end of the previous year, to ¥13,356 million. This was due mainly to efforts to cut interest-bearing debt in order to strengthen the financial foundation, one of the goals of the three-year medium-term business plan "Scale-up".

Cash Flows from Operating Activities

Net cash provided by operating activities totaled ¥14,818 million, an increase of ¥840 million (6.0 percent) from the previous fiscal year. This mainly reflected an increase in the number of concert events held at Tokyo Dome.

Cash Flows from Investing Activities

Net cash used in investing activities totaled ¥10,112 million, an increase of ¥2,512 million from the previous fiscal year. This was due mainly to expenditures for the acquisition of both tangible and intangible fixed assets. Free cash flow remained positive during the subject fiscal year, amounting to ¥4,706 million.

Cash Flows from Financing Activities

Net cash used in financing activities amounted to ¥4,519 million, a decrease of ¥3,120 million, mainly as a result of a lesser decline in interest-bearing debt following the acquisition of both tangible and intangible fixed assets.

Forecast Performance for the Fiscal Year Ending January 31, 2012 (Consolidated) (As of March 16, 2011)

	Sales and other operating revenues (millions of yen)	Ordinary income (millions of yen)	Net income (loss) (millions of yen)	Net income (loss) per share (yen)
Fiscal year ending January 31, 2012	¥80,400	¥5,700	¥4,100	¥21.52
Fiscal year ended January 31, 2011	81,404	4,835	(873)	(4.58)
Increase (decrease)	(1.2)	17.9	—	—

TOKYO DOME CORPORATION is forecasting decreases in both sales and operating income for the fiscal year ending January 31, 2012. Although there is an increase in the number of concert events scheduled at Tokyo Dome, revenue is expected to decline as a result of the absence of a memorial bicycle race at Matsudo Keirin Racetrack during the period, along with the impact from the suspension of operations at Tokyo Dome City Attractions. However, we anticipate that net income will recover, since expenses related to Kagetsuen Kanko Co., Ltd.'s withdrawal from the bicycle racing business were mostly absorbed during the subject fiscal year, which will result in improvement in equity in earning of affiliates and a decrease in expenses for disposal of fixed assets.

As a result, TOKYO DOME CORPORATION is forecasting sales and other operating revenues of ¥80,400 million (down 1.2 percent from the previous fiscal year), with operating income of ¥8,500 million (down 1.9 percent), ordinary income of ¥5,700 million (up 17.9 percent) and net income of ¥4,100 million.

Note Regarding Results Forecasts of Performance

The statements in this report concerning forecasts for the fiscal year ending January 31, 2012, 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. Readers are advised that 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.

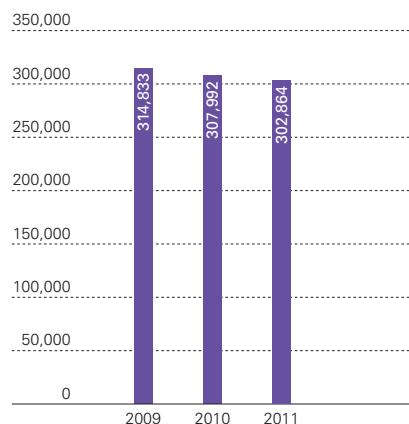
Consolidated Five-Year Financial Summary

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

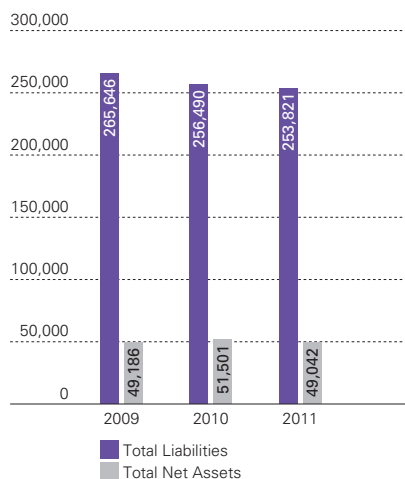
	Millions of yen (except where noted)					Thousands of U.S. dollars (except where noted) (Note 1)
	2007	2008	2009	2010	2011	2011
Balance sheet data:						
Total assets	¥ 345,968	¥ 319,841	¥ 314,833	¥ 307,992	¥ 302,864	\$ 3,688,515
Total current assets	28,637	23,419	21,660	20,002	21,937	267,166
Total noncurrent assets	316,431	295,726	292,304	287,054	279,646	3,405,748
Deferred assets	898	695	868	935	1,280	15,589
Total current liabilities	76,859	86,114	83,256	86,536	76,242	928,535
Total long-term liabilities	225,863	186,654	182,389	169,953	177,579	2,162,696
Total net assets	43,245	47,072	49,186	51,501	49,042	597,272
Income statement data:						
Sales and other operating revenues	¥ 96,751	¥ 87,729	¥ 87,489	¥ 81,924	¥ 81,404	\$ 991,402
Cost of sales and operating expenses	73,784	67,932	68,558	67,094	66,425	808,976
General and administrative expenses	9,322	6,549	6,475	6,432	6,315	76,909
Operating income	13,645	13,247	12,455	8,398	8,663	105,505
Income taxes	(8,686)	2,804	119	2,990	3,521	42,882
Net income (loss)	(86,659)	7,811	6,676	(1,004)	(873)	(10,632)
Per share amounts (in yen and U.S. dollars):						
Net income (loss) (Note 2)	¥ (464.89)	¥ 41.57	¥ 35.11	¥ (5.27)	¥ (4.58)	\$ (0.06)
Cash dividends	—	3.00	5.00	5.00	—	—
Net assets	231.86	248.24	257.96	270.20	257.41	3.13
Liquidity:						
Working capital	¥ (48,221)	¥ (62,695)	¥ (61,596)	¥ (66,534)	¥ (54,305)	\$ (661,369)
Equity ratio (percent)	12.5%	14.7%	15.6%	16.7%	16.2%	
Current ratio (percent)	37.3%	27.2%	26.0%	23.1%	28.8%	
Other:						
Capital expenditures	¥ 5,016	¥ 6,840	¥ 11,093	¥ 8,312	¥ 9,423	\$ 114,761
Capital expenditures as a % of net sales (percent)	5.2%	7.8%	12.7%	10.1%	11.6%	

Notes: 1. The U.S. dollar amounts are translated from Japanese yen at the rate of 82.11=US\$1, the prevailing exchange rate at January 31, 2011.
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)



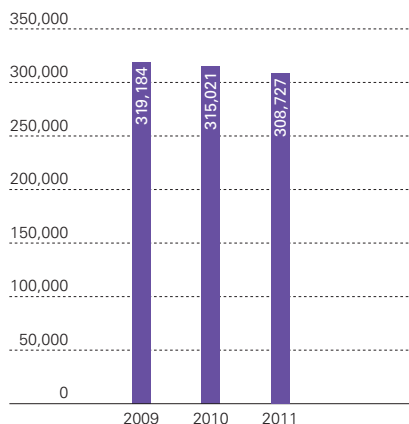
Non-Consolidated Five-Year Financial Summary

TOKYO DOME CORPORATION
Years ended January 31

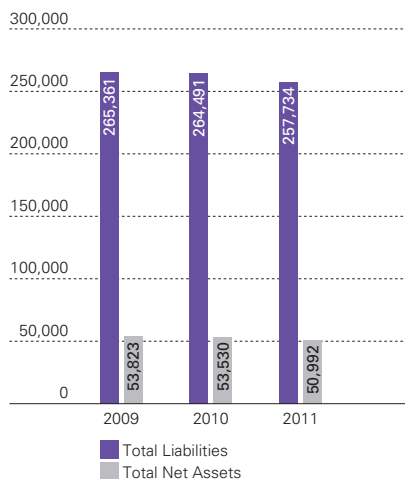
	Millions of yen (except where noted)					Thousands of U.S. dollars (except where noted) (Note 1)
	2007	2008	2009	2010	2011	2011
Balance sheet data:						
Total assets	¥ 342,831	¥ 320,883	¥ 319,184	¥ 315,021	¥ 308,727	\$ 3,759,920
Total current assets	17,745	11,973	12,369	12,482	12,260	149,312
Total noncurrent assets	324,187	308,213	305,945	301,604	295,186	3,595,007
Deferred assets	898	695	868	935	1,280	15,589
Total current liabilities	72,168	81,961	79,729	84,083	73,604	896,407
Total long-term liabilities	214,918	183,975	185,631	177,408	184,130	2,242,480
Total net assets	55,744	54,946	53,823	53,530	50,992	621,021
Income statement data:						
Sales and other operating revenues	¥ 60,657	¥ 58,519	¥ 59,893	¥ 56,985	¥ 55,970	\$ 681,647
Cost of sales and operating expenses	43,679	42,414	44,442	43,715	43,040	524,175
General and administrative expenses	4,874	4,617	4,581	4,620	4,465	54,378
Operating income	12,103	11,487	10,869	8,649	8,464	103,081
Income taxes	(11,980)	2,355	(535)	2,686	3,525	42,930
Net income (loss)	(71,951)	4,417	4,099	(4,348)	(1,058)	(12,885)
Per share amounts (in yen and U.S. dollars):						
Net income (loss) (Note 2)	¥ (376.12)	¥ 23.10	¥ 21.45	¥ (22.77)	¥ (5.55)	\$ (0.07)
Cash dividends	—	3.00	5.00	5.00	—	—
Net assets	291.46	287.40	281.79	280.36	267.18	3.25
Liquidity:						
Working capital	¥ (54,422)	¥ (69,987)	¥ (67,359)	¥ (71,601)	¥ (61,344)	\$ (747,095)
Equity ratio (percent)	16.3%	17.1%	16.9%	17.0%	16.5%	
Current ratio (percent)	24.6%	14.6%	15.5%	14.8%	16.7%	

Notes: 1. The U.S. dollar amounts are translated from Japanese yen at the rate of 82.11=US\$1, the prevailing exchange rate at January 31, 2011.
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)



CSR Measures

The Tokyo Dome Group is advancing measures to reduce CO₂ emissions and otherwise continuing to address environmental problems as part of efforts to strengthen our management constitution, which is one of the goals of our new five-year medium-term business plan “Activate”. We are also implementing support activities for victims of the Great East Japan Earthquake.

Activities of the Environmental Preservation Subcommittee

The Environmental Preservation Subcommittee, which is overseen by the Risk Management Committee (see p. 35), undertakes a wide range of activities through the Global Warming Response Working Group and the Garbage Disposal Working Group. The main activities implemented by these two working groups are introduced below.

1. Global Warming Response Working Group

(1) Meetings of the Global Warming Response Working Group

- Two meetings, in June and December 2010, were held during the fiscal year.

(2) Environmental education activities

- To increase awareness and understanding of environmental issues, the Company encouraged employees to take the Certification Test for Environmental Specialists (Eco Test) through our intranet system. In December 2010, we established a new Tokyo Dome Group Eco Unit registration system for certified employees.
- From April 1, 2011, we have begun posting the daily CO₂ emissions from Tokyo Dome City on our in-house intranet.

(3) Stronger management and improved operation of facilities and equipment to counter global warming

- Patrols were conducted in each area to identify potential energy conservation items. Improvement measures were examined and implemented wherever possible.

(4) Implementation of renovations and other measures to counter global warming

- When facilities were renovated or aging machinery replaced, equipment with high energy efficiency was introduced.

(5) Response to the revision of the Tokyo Metropolitan Government's environmental ordinances

- The Company implemented the following measures to comply with “Obligations to reduce total global-warming gas emissions and an emissions trading system” for large-scale business facilities by the Tokyo Metropolitan Government.
- Prepared a greenhouse gas emissions reduction plan for the first planning period, and reported to the Operating Officer Committee in July 2010.
- Prepared and submitted a written global warming countermeasures plan.

2. Garbage Disposal Working Group

(1) First meeting of the Garbage Disposal Working Group (May 2010)

- Held discussions and examinations on the handling (recycling) of PET bottles disposed at Tokyo Dome City.



MEETS PORT: A “green space for the city”



The district heating/cooling system in the Yellow Building



The underground NAS batteries at LaQua

(2) Study tour of waste processing facilities at other stadiums (August 2010)

Facilities visited: Kyocera Dome Osaka, Hanshin Koshien Stadium, Nagoya Dome
 Items inspected: Garbage separation and recycling conditions; number and location of garbage cans inside the stadium, and garbage collection methods; contents of garbage separation and recycling education activities

(3) Second meeting of the Garbage Disposal Working Group (December 2010)

- Held discussions regarding future measures for the handling of kitchen waste and recycling waste from the Tokyo Dome; presented a report from the August study tour of waste processing facilities at other stadiums.

(4) Education through internal PR

- Published internal communications on the arrangement of ink jet cartridge recovery boxes in July 2010 and regarding garbage sorting and recycling in November 2010.



The ice thermal storage system in the Toyko Dome Hotel and LaQua

Activities to Support Victims and Areas Affected by the Great East Japan Earthquake

The Tokyo Dome Group carried out the following activities to assist victims and areas affected by the Great East Japan Earthquake of March 11, 2011.

1. Invitations for earthquake disaster victims to stay at the Tokyo Dome Hotel

The approximately 400 earthquake disaster victims taking refuge at the Tokyo Budokan (Adachi Ward, Tokyo) and the Tokyo Big Sight (Koto Ward, Tokyo) were invited to spend a night at the Tokyo Dome Hotel, and 78 accepted our offer and stayed at the hotel.

Tokyo Budokan: 48 persons; April 8–9, 2011

Tokyo Big Sight: 30 persons; April 10–11, 2011

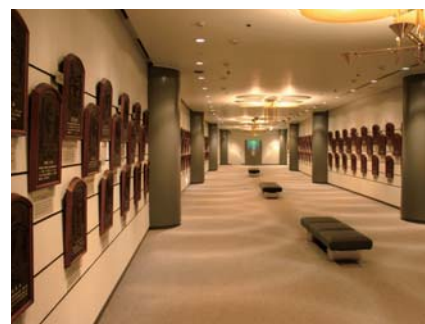
The earthquake victims were given free dinners and breakfasts at the hotel restaurant Rilassa, and also invited to use Spa LaQua in Tokyo Dome City and view the Baseball Hall of Fame and Museum as our guests.

2. Free Tokyo Dome event for earthquake charity

In a free event titled “Let’s Play on the Grass”, the Tokyo Dome ballpark was opened to children in junior high school and younger and their families to provide a safe place for children to play on April 9 and April 10, 2011. The event was used to collect relief funds for areas affected by the Great East Japan Earthquake, and all proceeds from special food concessions were also donated, raising a total of ¥645,285 for earthquake charity.

3. Acceptance of contributions via the TD Point Program

We began accepting donations for earthquake relief via the TD Point Program from April 6, 2011. For every 500 points donated by TD Point Program members, ¥550 yen is sent to the disaster areas via the Japanese Red Cross.



The Baseball Hall of Fame and Museum (cultural program)



Community clean-up activities



Fundraising activities for donations to support regions affected by the Great East Japan Earthquake

The Tokyo Dome Group believes that the transparency, soundness and effectiveness of the entire Group's business realized through corporate governance is indispensable to sustainable growth in corporate value, and considers governance to be a central management issue. We believe that timely and accurate disclosure of information, along with maintaining transparency in corporate activity, is particularly important to building positive relationships with shareholders and all stakeholders, including guests, trading partners, the local community and employees.

Corporate Governance Structures and Features

•Management Structure

TOKYO DOME CORPORATION has a nine-person Board of Directors, which decides management policy and business operations and supervises the conduct of business by directors and operating officers. Three of the nine directors are external directors with a high level of expertise in the supervision of management.

The Company has established a Management Committee composed of all full-time directors as the foundation of a system for the efficient execution of works by the directors. The Management Committee determines matters to be deliberated by the Board of Directors, and prepares the necessary reports on the conduct of business by the President based on resolutions of the Board of Directors.

The Company introduced an operating officers system in April 2002 to realize strategic and agile decision-making and conduct of operations. Operating officers are appointed by the Board of Directors. They are responsible for executing operations in designated fields delegated by the President, based on decisions by the Board of Directors. The Company has also established an Operating Officer Committee of all operating officers to convey the decisions of the Board of Directors and Management Committee, and to ensure the smooth exchange of information, reporting and coordination regarding the conduct of operations by the President. To ensure that decision-making and oversight are based on the actual conditions in the field, supervision and operations are not completely separated. Full-time directors are responsible for implementing operations as operating officers while also participating in the Board of Directors.

The Company has also adopted an

auditors system with a five-person Board of Auditors which receives reports, holds consultations and makes decisions regarding important matters concerning auditing. To strengthen the auditing function, three of the five auditors are external auditors. In accordance with auditing policies determined by the Board of Auditors and the responsibilities delegated to them, each auditor attends meetings of the Board of Directors and other important meetings, makes requests for reports on operations to directors and other managers, inspects records of decisions and other important documents, personally inspects major business offices and assesses the status of the Company's business operations and finances.

•Enhancing Internal Communications

Since November 2005, TOKYO DOME CORPORATION has held regular communications meetings (called the "Communication Lounge") to allow for exchange between management and employees. These meetings help to deepen mutual understanding of the work performed by both managers and employees, and foster a more open, highly transparent corporate culture.

Determination of Director Compensation

TOKYO DOME CORPORATION has established a policy for the determination of director compensation. At the 98th General Meeting of Shareholders held April 25, 2008, the maximum annual director compensation (not including the employee portion of compensation to directors who also work as employees) was set at ¥400 million for directors (¥30 million for external directors) and ¥80 million for auditors.

The total compensation paid to TOKYO DOME CORPORATION directors and auditors during the fiscal year ended January 31, 2011, was as follows.

•9 directors:	¥299 million
(Of which, to 3 external directors	¥12 million)
•5 auditors:	¥61 million
(Of which, to 3 external auditors	¥12 million)

Internal Control Systems

Our basic policy regarding the establishment of internal control systems was determined at a meeting of the Board of Directors held July 27, 2006. TOKYO DOME CORPORATION is implementing and upgrading the following internal control systems based on this policy.

•Compliance Structure

The Company has established a Compliance Committee, headed by the President, to build strong relationships with all stakeholders, and to pursue compliance from a Company-wide perspective. A Compliance Code of Conduct establishing ethical guidelines for directors and employees has also been formulated, with which everyone is expected to comply. TOKYO DOME CORPORATION has launched an internal reporting system, called the "Speak-Up System", which allows employees to report to or consult with the Compliance Committee should they feel that the actions of a director or employee are in violation of the Compliance Code of Conduct. Maintaining and improving this system helps to prevent the occurrence of situations that may harm the Company's corporate value, such as a loss of credibility arising from a compliance violation. Further, the Internal Auditing & Legal Division, the main body for internal auditing, ensures that the conduct of corporate governance business by employees complies with laws and regulations. It examines and evaluates the status of business conduct at all departments from the standpoint of legal compliance and rationality, and reports the

results, along with recommendations and proposals, to the President, corporate auditors and the manager of the department subject to the audit. The Internal Auditing & Legal Division also participates in regular hearings with the accounting auditor (twice a year under Company regulations), and makes other efforts to share information and improve mutual cooperation.

•Ensuring Efficient Conduct of Operations

A Management Committee composed of all regular members of the Board of Directors has been established as the fundamental structure to ensure the efficient conduct of operations by the Board of Directors. The Committee makes the necessary reports on the conduct of business by the President, based on the decisions on items that should be referred to the Board of Directors, and matters to be resolved by the Board of Directors. Further, an Operating Officer Committee composed of all operating officers has also been established that conveys the decisions of the Board of Directors and Management Committee, as well as ensures the smooth exchange of information, reporting and coordination regarding the conduct of operations by the President.

•Ensuring Proper Conduct of Operations At Group Companies, TOKYO DOME CORPORATION

TOKYO DOME CORPORATION has established Affiliated Company Management Guidelines to ensure the appropriateness of operations at all Group companies. These regulations provide for management of Group companies through an approval and reporting system to the respective companies. A range of business unit meetings tailored to the business content of each subsidiary are also held each fiscal quarter for the purpose of reporting earnings and exchanging information.

Furthermore, the Tokyo Dome Group Joint Directors' and Auditors' Meeting is convened for the purpose of reporting on matters of importance to the management of the entire Tokyo Dome Group and to facilitate the exchange of information.

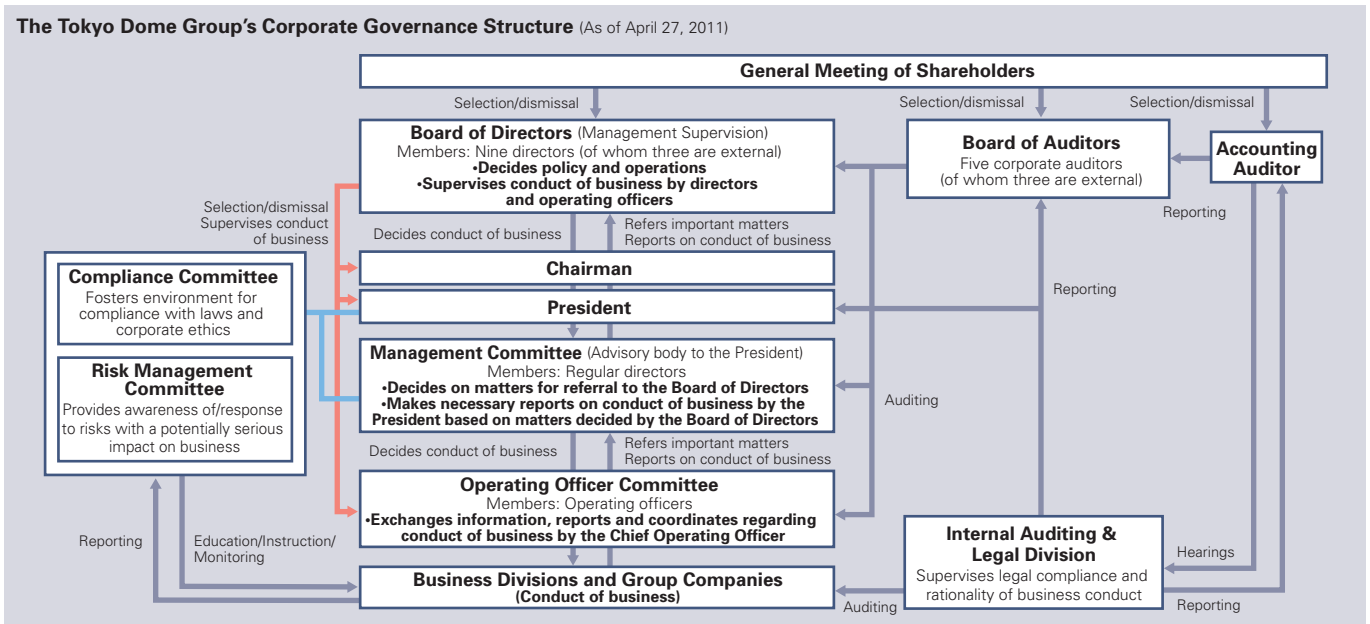
•Risk Management Measures

The Tokyo Dome Group has formulated Risk Management Regulations to systematically implement risk management. Based on these regulations, a Risk Management Committee has also been established to gain a comprehensive awareness of and provide for a response to the risks with a potentially significant impact on business. Several subcommittees have been established under the Risk Management Committee, including the Disaster Prevention Subcommittee to coordinate disaster prevention measures; the Safety Management Subcommittee to oversee

the safety of park guests; the Information Management Subcommittee to handle the timely disclosure and overall administration of information; the Environmental Preservation Subcommittee to coordinate strategies regarding the surrounding environment; and the Financial Reporting Subcommittee to ensure the reliability of and oversee financial reporting. Each of these subcommittees conducts risk management in the areas they cover. The Risk Management Committee gathers reports on the activities of the subcommittees, as well as the status of risk management at each division and Group company. It then reviews the overall status of risk management, and reports the findings to the Board of Directors or corporate auditors on a regular and/or extraordinary basis. The Committee also prepares individual guidelines and manuals aimed at ensuring the smooth and efficient conduct of risk management.

•Crisis Management Structure

In the event of an unforeseen occurrence such as a crisis, an emergency task force headed by the President will be immediately established to prevent escalation and minimize damage.



Corporate Data (As of April 30, 2011)

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

816

Number of Shares Outstanding

191,714,840

Main Subsidiaries/Affiliates

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

Tokyo Dome Resort Operations Corp.
TOKYO DOME FACILITIES CORPORATION
TOKYO DOME SPORTS CORPORATION

Securities Traded

Tokyo Stock Exchange (First Section)

Shareholder Agent and Registrar

The Chuo Mitsui Trust & Banking Company, Limited
33-1, Shiba 3-chome, Minato-ku,
Tokyo 105-8574, 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 April 30, 2011)

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

Consolidated subsidiaries and affiliated companies for which the equity method is applied	Leisure Segment	Spa and fitness	TOKYO DOME SPORTS CORPORATION	
		Golf courses	TERREY HILLS GOLF AND COUNTRY CLUB HOLDINGS LTD.*	
		Resort hotels	Tokyo Dome Resort Operations Corp. (Atami Korakuen Hotel)	
		City hotels	TOKYO DOME HOTEL CORPORATION Sapporo Korakuen Hotel Co., Ltd. (TOKYO DOME HOTEL SAPPORO)	
		Bicycle racetracks	Matsudo Kousan Co., Ltd. Kagetsuen Kanko Co., Ltd.*	
		Other	Korakuen Locomotive Co., Ltd. Korakuen Jigyuu Co., Ltd. TOKYO DOME SPORTS CORPORATION Mito Korakuen Co., Ltd.	
		Retail Segment	—	
		Other Segment	Korakuen Real Estate Co., Ltd. Matsudo Kousan Co., Ltd. Susumu Shoji Co., Ltd. TOKYO DOME FACILITIES CORPORATION Olympia Kogyo Co., Ltd. Tohwa Kouken Co., Ltd. Korakuen Food Service Co., Ltd. Tokyo Cable Network Co., Ltd.*	
	Unconsolidated subsidiaries			Atami Ropeway Co., Ltd. TOKYO DOME MERCHANDISING CORPORATION

Stock Information (As of January 31, 2011)

Total Number of Shares Authorized to Be Issued

396,000,000

Total Number of Shares Outstanding

190,852,668

(excludes 862,172 shares of treasury stock)

Number of Shareholders

19,824 (excludes treasury stock)

Major Shareholders (10 Largest)

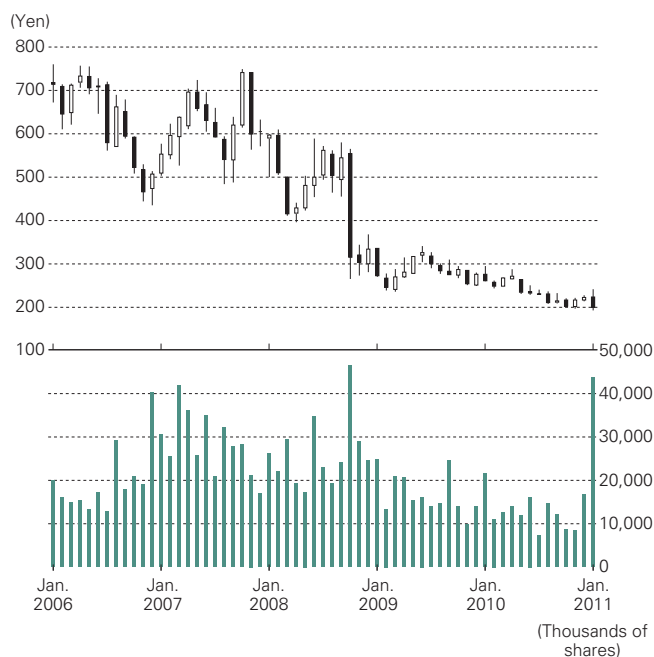
Name	Equity participation	
	Number of shares held (thousand shares)	Voting stake (%)
Japan Trustee Services Bank, Ltd. (Trust Account)	17,573	9.20
Fukoku Mutual Life Insurance Company	8,553	4.48
The Master Trust Bank of Japan, Ltd. (Trust Account)	6,933	3.63
Mizuho Corporate Bank, Ltd.	6,753	3.53
Takenaka Corporation	6,686	3.50
Nipponkoa Insurance Co., Ltd.	4,377	2.29
Mizuho Bank, Ltd.	3,610	1.89
Nippon Life Insurance Company	3,261	1.70
The Chuo Mitsui Trust and Banking Company, Limited	3,156	1.65
Asahi Mutual Life Insurance Company	3,111	1.63

Note: Figures for percentage of shares held are calculated excluding treasury stock (862,172 shares), and are shown rounded down to two decimal places.

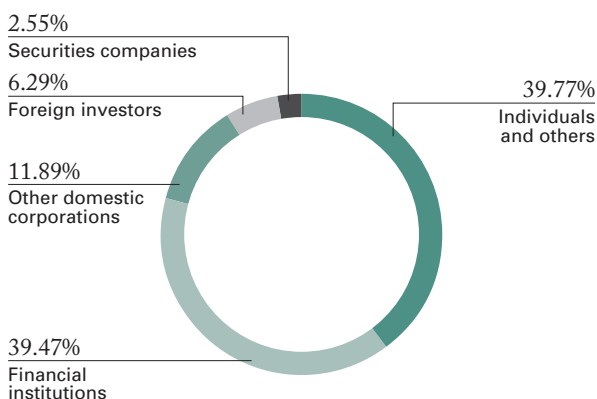
Acquisition, Disposal and Holding of Treasury Stock

1. Stock acquired	
Common stock	115,866 shares
Total acquisition cost	¥25 million
2. Stock disposed and canceled	Not applicable
3. Shares listed as expired	Not applicable
4. Stock held at the fiscal year-end	862,172 shares

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.

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, and 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 bike race.
1973/4	Started operating the Yellow Building with an off-track betting place, 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 place.
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.
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.
2006/11	Completed liquidation of consolidated subsidiary SAN-ESU Factoring Co., Ltd.
2007/5	Business transfer of the Sapporo Korakuen Country Club; the Maiko Korakuen Ski Resort and Hotel; 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.
2008/3	Started operating MEETS PORT.
2009/4	Reopened Tokyo Dome City Attractions' Geopolis.
2010/3	Opened Splash Garden in Tokyo Dome City Attractions.



TOKYO DOME CORPORATION

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