

A Promising Future

Tokyo Dome Group Business Report 2010

>Tokyo Dome Group Business Report 2010:

Overview by Business Segment

(As of January 31, 2010)

Description of Business

Leisure Segment



Tokyo Dome City Operations:

This is the core asset of the Tokyo Dome Group, comprising Tokyo Dome, Tokyo Dome City Attractions, LaQua, MEETS PORT, the Yellow Building and other facilities.

Hotel Operations:

These operations comprise the Tokyo Dome Hotel, the Atami Korakuen Hotel and the Sapporo Korakuen Hotel.

Other Leisure Operations:

These operations include the Matsudo Keirin (bicycle racing) Racetrack and SPA EAS, along with game centers and sports clubs both inside of Tokyo Dome City and in other locations.

Retail Segment



This segment comprises the Shop-In chain, offering cosmetics products and a wide range of miscellaneous goods.

Other Segment

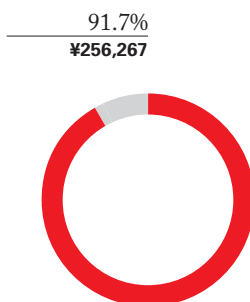
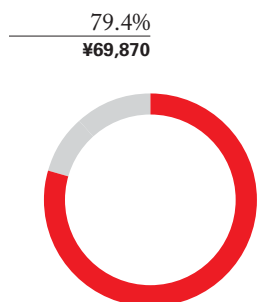


This segment includes real estate leasing and sales; leasing; building maintenance; design, construction and operation of multistory parking garages; agency services for life, nonlife and medical insurance; securities custodian and administrative services; and cable television broadcasting.

Sales and Other Operating Revenues* (Millions of yen) / Component Ratio (%)

Total Assets (Millions of yen) / Component Ratio (%)

Highlights of Results for the Fiscal Year Ended January 31, 2010



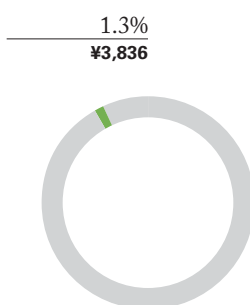
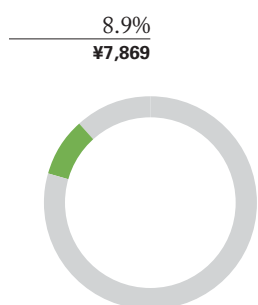
Tokyo Dome's operating revenue was down from the previous fiscal year, as a decline in the number of concerts, exhibitions and business events offset the hosting of the Tokyo Round of the World Baseball Classic (WBC), and Japanese professional baseball's postseason Climax Series and Japan Series.

Tokyo Dome City Attractions sales rose as a result of the opening of the renovated indoor amusement park Geopolis, along with an increase in income from new ride attractions and sales of goods, and the opening of a new theater.

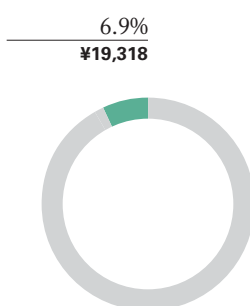
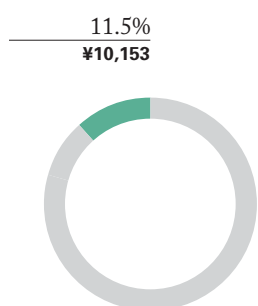
MEETS PORT, opening in March 2008, recorded an increase in revenue due to the full year of operation.

The Tokyo Dome Hotel posted a sales decline as a result of falling revenue from guest accommodations stemming from a decrease in overseas tour groups due to the strong yen and H1N1 influenza, as well as from the falloff in business customers due to the downturn in the economy. The banquet category also decreased due to such factors as the slowdown in corporate demand. The Atami Korakuen Hotel recorded a drop in revenue stemming from a reduction in ancillary income due to the cooling of the economy. The Sapporo Korakuen Hotel's revenue declined due to a falloff in tourism to Hokkaido, and more intense competition among downtown hotels.

As a result, revenue in the Leisure segment was down overall from the previous fiscal year.



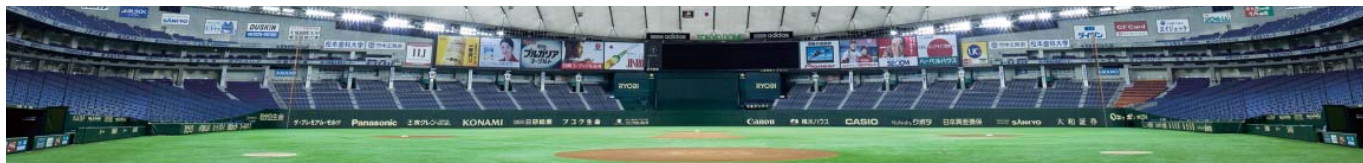
The Shop-In chain, specializing in cosmetics and miscellaneous items, posted an overall decline in sales from the previous fiscal year. Revenue was boosted by such factors as the opening of three new locations (the Namba Marui, Omiya, and Kawasaki BE stores) and a strong pace for sales at stores renovated during the previous fiscal year. However, this was offset by the closure of the Mito and Nishikobe stores, and the temporary closure of four locations for renovation.



Sales in this segment decreased from the previous fiscal year. The building maintenance business of Korakuen Sogo Service Co., Ltd. (corporate name changed to Tokyo Dome Facilities Co., Ltd. in February 2010) was boosted by a new service contract for SPA EAS, but overall revenue from guest room cleaning, linen sales and other services declined with the falloff in guests using the facilities with existing service contracts. Tohwa Kouken Co., Ltd. also recorded a drop in the number of construction contracts for multistory parking garages.

Note: Sales and other operating revenues exclude elimination or corporate assets amounting to ¥5,969 million. Total assets exclude elimination or corporate assets amounting to ¥28,569 million.

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.

The Source of the Tokyo Dome Group's Corporate Value

Aiming to Enrich Society

The Seven Elements of Tokyo Dome Group's Corporate Value

The corporate value of the Tokyo Dome Group is based on the expertise and trust built up over many years as a leading company in the Japanese leisure industry. Throughout its history, the Group has developed mutually beneficial and close relationships with a broad range of stakeholder groups. The source of this corporate value comprises the following seven key elements.

- ✓ 1. Contributing to the Development of Professional Baseball in Japan
- ✓ 2. Realizing Synergies from Tokyo Dome City
- ✓ 3. Providing Places of Recreation and Relaxation
- ✓ 4. Creating Exciting Destinations
- ✓ **5. Spurring Creativity and Cultural Development**
- ✓ 6. Focusing on Safety and Fulfillment of Our Public Mission
- ✓ 7. Recognizing the Importance of Regulating Development and Long-Term Planning



1988

- World Heavyweight Boxing Title Match**
- International Marching Band Pageant and THE ALFEE

1989

- MONSTER TRUCK**
- NFL Toshiba American Bowl '89

Special Feature

Strengths of the Tokyo Dome Group

✓ Spurring Creativity and Cultural Development

We Provide New Value to Customers by Independently Planning and Promoting a Myriad of Events

From the Tokyo Dome Group's perspective, the sports events, concerts and other events held at its facilities can be divided into two categories: (1) "rented-venue events," whereby the Group rents a venue to an outside promoter who organizes an event; and (2) "independently promoted events," whereby the Group itself plans and promotes events at its own venues. Centered on the facilities within Tokyo Dome City, the Tokyo Dome Group independently organizes a broad array of events with high entertainment value. By providing customers with new value, we spur creativity and cultural development and aim to enrich society.



1996

- Tokyo Dome Cup
- NFL American Bowl '96
- Michael Jackson**
- X JAPAN
- Tableware Festival '96

**Major Events
Sponsored by
Tokyo Dome**



1990

- Sharp World Soccer '90**
- NFL Toshiba American Bowl '90
- U.S. OFF ROAD CHAMPIONSHIPS
- The Rolling Stones
- David Bowie



1991

- NFL Toshiba American Bowl '91
- World Soccer '91
- WWF Pro Wrestling
- Playboy Jazz Festival '91**
- George Michael
- Paul Simon



1992

- NFL American Bowl '92
- GUNS N' ROSES
- Prince**
- Playboy Jazz Festival '92
- Michael Jackson



1993

- Suntory Dynamic NFL American Bowl '93
- GUNS N' ROSES '93
- Simon and Garfunkel
- Madonna**
- Tableware Festival '93



1994

- Summer Cup '94
- NFL American Bowl '94**
- X JAPAN
- Tableware Festival '94



1995

- LUNA SEA
- X JAPAN**
- Tableware Festival '95



1997

- L'Arc-en-Ciel
- X JAPAN
- Tableware Festival '97**



1998

- NFL American Bowl '98
- U2
- The Rolling Stones**
- Tableware Festival '98



2002

- Tableware Festival '02
- Tokyo International Quilt Festival '02**









2009

- Eastern League Baseball Tournament
- Tableware Festival '09
- Tokyo International Quilt Festival '09
- Tokyo Furusato Matsuri (Tokyo Hometown Festival) '09**

Note: Items in red appear in the photos.

>Tokyo Dome Group Business Report 2010:

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One of the goals set under the Tokyo Dome Group’s three-year medium-term business plan, “Scale-Up,” is the pursuit of corporate social responsibility (CSR). This section summarizes the Group’s main CSR initiatives responding to environmental issues and contributing to local communities.

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The Tokyo Dome Group believes that the transparency, soundness and effectiveness of business realized through corporate governance is indispensable to sustainable growth in corporate value, and considers governance to be a central management issue.

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>Tokyo Dome Group Business Report 2010:

Top Message: To Our Shareholders and Stakeholders

Toward Sustainable Growth for the Tokyo Dome Group



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

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

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

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

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

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

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

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

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

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

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

May 2010



Shinji Kushiro
Representative Director, President and COO

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

Representative Director,
Chairman and CEO

Yewkow Hayashi

Representative Director,
President and COO

Shinji Kushiro

Representative Director
and Vice President

Masaaki Asai

Senior Managing Directors

Shinji Abe

Hidekazu Kitada

Managing Director

Kenji Honda

Directors (External)

Tomofumi Akiyama

Nobuhiro Mori

Yoshihisa Inoue

Full-Time
Corporate Auditors

Mikio Awata

Masami Iwaida

Corporate Auditors

Junichi Tsutsumi

Yukio Nozaki

Yukiharu Kodama

Managing
Executive Officers

Ryusuke Nomura

Tsutomu Nagaoka

Executive Officers

Shunichi Tsurudome

Yoshikazu Doi

Masaaki Tanaka

Yoshiyuki Taniguchi

Yukio Yamada

Yutaka Yamada

Akira Nishikatsu

Business Overview

Leisure Segment

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



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

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, 2010, mainly as a result of the opening of the newly renovated Geopolis, an indoor amusement park within Tokyo Dome City Attractions, along with a full year of operation for MEETS PORT. The business still struggled overall, however, due to such factors as a decrease in the number and length of concerts, exhibitions, and other non-baseball-related events at Tokyo Dome, along with a decline in visitor numbers at LaQua in line with the slowdown in consumer spending.



"Magical Mist" in Splash Garden opened in Tokyo Dome City Attractions in spring 2010.

Main Business Facilities of Tokyo Dome City—Sales and Share of Leisure Segment Sales

(Fiscal year ended January 31, 2010)

	Sales (millions of yen)	Share of leisure segment sales (%)
Tokyo Dome	¥13,219	18.9%
Restaurants and souvenir sales	13,028	18.6
LaQua	6,062	8.6
Tokyo Dome City Attractions	3,024	4.3
Yellow Building (WINS, offt)	5,631	8.0
MEETS PORT	986	1.4
Korakuen Hall	524	0.7
Prism Hall	590	0.8
Tokyo Dome Hotel	13,014	18.6
Sauna Tokyo Dome	309	0.4
Tokyo Dome Bowling Center	369	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, 2009	Fiscal year ended January 31, 2010	Change	%
Tokyo Dome, Yellow Building, Blue Building area	17,695	16,785	-910	-5.1
LaQua, Attractions area	16,027	14,885	-1,141	-7.1
Tokyo Dome Hotel, MEETS PORT area	4,677	4,965	+288	+6.2
Total	38,399	36,636	-1,762	-4.6

Site Area of Each Facility within Tokyo Dome City

Tokyo Dome City	130,112m ² (site area)
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

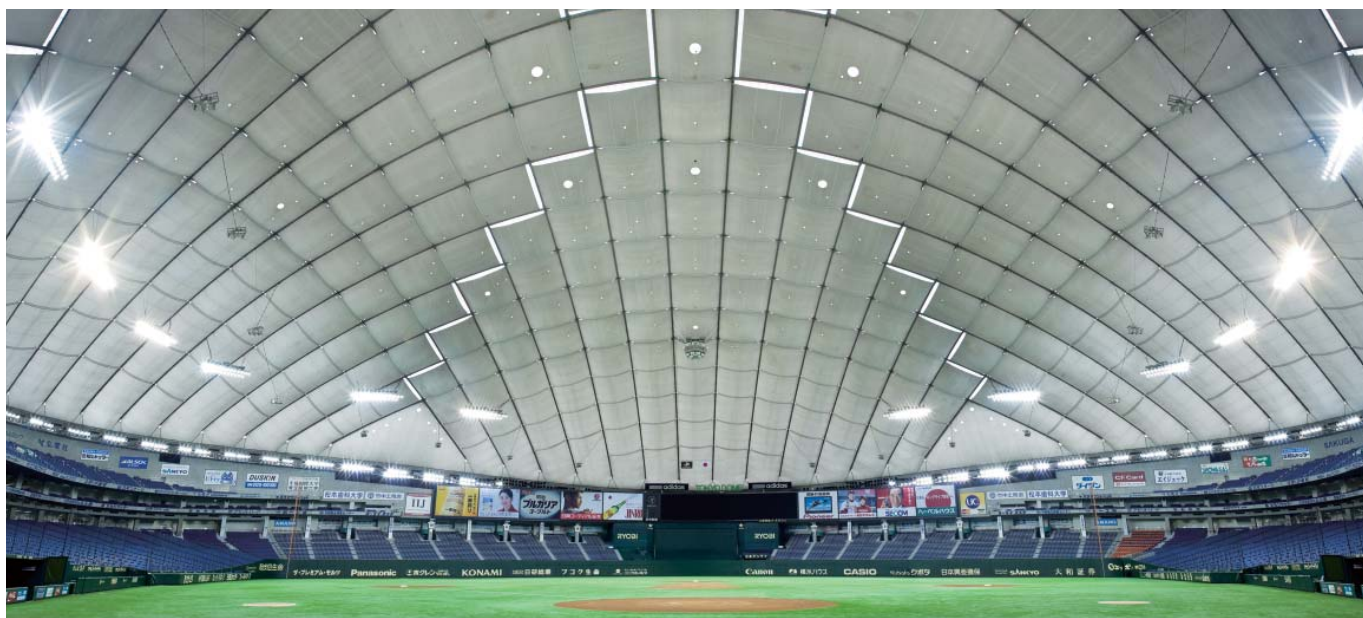
Tokyo Dome City Visitor Numbers for Individual Facilities (Thousands of people)

Facility name	Fiscal year ended January 31, 2009	Fiscal year ended January 31, 2010	Change	%
Tokyo Dome	7,996	7,677	-318	-4.0
Spa LaQua	705	641	-63	-9.1
Tokyo Dome Hotel ¹	1,976	1,766	-209	-10.6
Tokyo Dome City Attractions ²	4,790	5,392	+602	+12.6
Theater G-Rosso / Sky Theater ³	292	365	+72	+25.0
Toys' Kingdom	305	248	-57	-18.7
Tokyo Dome Bowling Center	266	234	-31	-11.8
Virtual Sports Plaza Batting Champion	277	224	-53	-19.1
Korakuen Hall	407	378	-28	-6.9
Prism Hall	483	455	-27	-5.8
JCB Hall	364	466	+102	+28.2
Sauna Tokyo Dome	52	47	-4	-8.9
Baseball Hall of Fame and Museum	102	155	+53	+52.8

Notes: 1. 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.)
 2. The visitor numbers for Tokyo Dome City Attractions are for the total number of riders on amusement rides.
 3. The visitor numbers for Theater G-Rosso / Sky Theater are the total attendance at Sky Theater through April 5, 2009, and attendance at Theater G-Rosso (opened April 25, 2009).

Tokyo Dome

Tokyo Dome is an all-weather, multi-purpose arena stadium that can be adapted for a broad range of event types without being affected by seasonal climate or weather conditions. It is used to host large-scale sporting events such as baseball games, American football games and soccer tournaments, as well as many types of concerts, conventions and exhibitions. To fully capitalize on the limitless potential of Tokyo Dome, we are working to create and develop new types of events, such as independent performances.

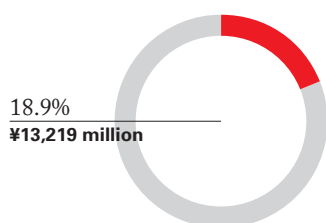


Tokyo Dome interior

Basic Data on Tokyo Dome

Opened	March 17, 1988
Construction cost	¥35.0 billion

Sales from Tokyo Dome, and Share of Leisure Segment Sales



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")

Sales of Tokyo Dome

(Millions of yen)

	Fiscal year ended January 31, 2008	Fiscal year ended January 31, 2009	Fiscal year ended January 31, 2010
Sales	¥14,096	¥14,348	¥13,219

Breakdown of Days of Operation by Event Category

(Days)

	Fiscal year ended January 31, 2008	Fiscal year ended January 31, 2009	Fiscal year ended January 31, 2010
Professional baseball (Of which, Tokyo Yomiuri Giants regular season games)	94 (63)	105 (63)	102 (63)
Other baseball	32	31	32
Concerts	64 (26)	84 (43)	82 (36)
Other events	110 (70)	88 (55)	66 (48)
Total	300	308	282

Note: Figures in parentheses are the number of performance days.

Tokyo Dome—the core business of the Tokyo Dome City operations—generated sales of ¥13,219 million in the fiscal year ended January 31, 2010 (down 7.8 percent from the previous fiscal year), with capacity utilization at 77.3 percent (down 6.9 percentage points). The main factors contributing to the decline in sales included the lack of any Major League Baseball (MLB) games hosted during the subject fiscal year, along with a decrease in the number and length of non-baseball-related events hosted, such as concerts, exhibitions, and business events.

In professional baseball-related operations, Tokyo Dome hosted the Tokyo round of the World Baseball Classic, as well as Japanese professional baseball's postseason Climax Series and Japan Series. Revenue was also boosted by the popularity of the home team Tokyo Yomiuri Giants, who won the Japan Series for the first time in seven years, with average attendance at regular season Giants games reaching 43,500, surpassing the previous year's figure of 42,400.

Tokyo Dome was also the venue in January 2010 for "Hometown Festival Tokyo 2010—Japanese Festivals and Tastes of Home" a convention event sponsored by TOKYO DOME CORPORATION showcasing regional festivals and delicacies.

Despite these positive factors, Tokyo Dome sales were severely affected by the year-on-year decline in the number of professional baseball games (three fewer days compared to the previous fiscal year) due to the lack of any MLB or Asia Series games hosted during the period, as well as by a decrease in the number of concerts (two fewer days), and a drop in the number of days of hosting exhibitions or business events (22 fewer days) as a result of the economic slowdown. Media-related revenue also suffered as a result of corporate curbs on advertising spending.

For the fiscal year ending January 31, 2011, we forecast an increase in sales due to a rise in the number of concerts hosted at Tokyo Dome.



Yomiuri Giants Most Valuable Players and TOKYO DOME CORPORATION President Shinji Kushiuro at the award ceremony



Tokyo Furusato Matsuri (Tokyo Hometown Festival) 2010

Events Held in Tokyo Dome: February 2009 to January 2010

February 2009

- 2009 World Baseball Classic
- Tableware Festival 2009**
- Japan Grand Prix International Orchid Festival 2009

March 2009

- 2009 World Baseball Classic
- Official professional baseball games

April 2009

- Official professional baseball games

May 2009

- Official professional baseball games
- X Japan concert
- KAT-TUN concert

June 2009

- Official professional baseball games
- All Japan University Baseball Championship Series
- PEARL BOWL TOURNAMENT
- Kanjani Eight concert
- KAT-TUN concert

July 2009

- Official professional baseball games
- Suntory The Premium Malt's Dream Match baseball series

- Japan-USA University Baseball Tournament
- Notre Dame Japan Bowl 2009 football game
- Tohoshinki concert
- Simon & Garfunkel concert

August 2009

- Official professional baseball games
- Eastern League Baseball Tournament**
- The Intercity Baseball Tournament

September 2009

- Official professional baseball games
- The Intercity Baseball Tournament
- X-League Fall League football game
- Hey! Say! JUMP concert
- Eiichi Yazawa concert
- Winter Sonata anime* movie
- "Trip Following the Beauty of Korea" publication launch event

October 2009

- Official professional baseball games
- Professional Baseball Climax Series Central League 2009
- DO! Sports Special Bazaar sporting goods market

November 2009

- Professional Baseball Japan Series

- Professional Baseball OB All-Star Athlete's Cup
- U-26NPB baseball tournament
- Giants Fan Festival 2009
- Porno Graffitti concert
- DO! Sports Special Bazaar sporting goods market

December 2009

- JAPAN X BOWL
- ARASHI concert
- Johnny's Countdown concert
- Four of a Kind concert
- Guns N' Roses concert
- Mr. Children concert
- KinKi Kids concert

January 2010

- Professional Baseball OB All-Star Athlete's Cup
- Wrestle Kingdom IV in Tokyo Dome professional wrestling event
- Rice Bowl American Football Japan championship
- KinKi Kids concert
- Tokyo Furusato Matsuri (Tokyo Hometown Festival) 2010**
- Tokyo International Quilt Festival 2010**
- Tableware Festival 2010**

Note: Items in red indicate major events sponsored by Tokyo Dome.

Restaurants and Souvenir Sales

The restaurants and souvenir sales business comprises the directly operated restaurants and retail businesses located throughout the various facilities of Tokyo Dome City, mainly Tokyo Dome but also including the Yellow Building, Tokyo Dome City Attractions, and the Blue Building. Sales performance is affected considerably by fluctuations in the number of days of large-scale events at which a large number of visitors can be expected, such as professional baseball games, concerts, conventions and exhibitions.



Tokyo Dome City

Sales for the restaurants and souvenir sales business in the fiscal year ended January 31, 2010, amounted to ¥13,028 million (down 10.4 percent year on year). Revenue was boosted by professional baseball, mainly the hosting of the Tokyo Round of the World Baseball Classic, and an increase in attendance for regular season games of the Tokyo Yomiuri Giants. However, the main factor behind the decline was a year-on-year decrease of seven days for concerts and other musical events.

By area, the majority of major facilities in Tokyo Dome City recorded revenue declines. The Tokyo Dome area, which accounts for approximately 80 percent of total sales in the restaurants and souvenir sales business, recorded sales amounting to ¥10,390 million (down 10.7 percent year on year), the Yellow Building area ¥1,070 million (down 14.2 percent), the Attractions area ¥1,177 million (down 4.8 percent), the Blue Building area ¥296 million (down 15.9 percent), and the other areas ¥93 million (up 27.3 percent).

For the fiscal year ending January 31, 2011, we expect sales to be on a par with the previous fiscal year, as we have not incorporated any post-season professional baseball games. However, we anticipate an expansion in revenue due to an increase of 14 days for music events.

Sales by Area

(Millions of yen)

		Fiscal year ended January 31, 2008	Fiscal year ended January 31, 2009	Fiscal year ended January 31, 2010
Sales		¥13,268	¥14,551	¥13,028
(Break-down)	Tokyo Dome area	10,076	11,638	10,390
	Yellow Building area	1,449	1,248	1,070
	Attractions area	1,317	1,237	1,177
	Blue Building area	363	352	296
	Other areas	61	73	93



MLB theme restaurant (Baseball Cafe)



Baseball Shop TO:DO

LaQua

LaQua is a “refreshment and relaxation zone” designed around the natural hot spring Spa LaQua, and comprising shops, restaurants, and other attractions. It was intended as an “oasis for rest and rejuvenation in the heart of the city,” allowing visitors to enjoy a full array of relaxation, gourmet and amusement facilities. The cumulative number of visitors to Spa LaQua reached five million in November 2009, helping to solidify its position as the representative urban-style hot spring facility.



LaQua

Basic Data on LaQua

Opened	May 1, 2003
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Overview of LaQua

Area	Site: Approx. 15,855m ²
Floors	Two below ground, nine above ground

Sales at LaQua and Number of Spa Visitors

	Fiscal year ended January 31, 2008	Fiscal year ended January 31, 2009	Fiscal year ended January 31, 2010
Sales (millions of yen)	¥6,795	¥6,700	¥6,062
Number of spa visitors (thousands of people)	702	705	641

Number of Visitors to LaQua

(Thousands of people)

	Fiscal year ended January 31, 2008	Fiscal year ended January 31, 2009	Fiscal year ended January 31, 2010
Number of visitors	14,697	14,940	13,841

Tenant Sales

(Millions of yen)

	Fiscal year ended January 31, 2008	Fiscal year ended January 31, 2009	Fiscal year ended January 31, 2010
Tenant sales	¥12,242	¥12,900	¥12,274

Sales at LaQua in the fiscal year ended January 31, 2010, amounted to ¥6,062 million (down 9.5 percent year on year), with the number of visitors to Spa LaQua declining from the previous fiscal year to 641,000 (down 9.1 percent). The reasons for the decrease in visitors included the outbreak of the H1N1 influenza, along with declines in consumer spending due to the slow economy. Revenue declines were recorded in both the spa division as a result of fewer visitors, and in the fitness club division as membership shrank. Sales by tenants located in Spa LaQua also decreased, totaling ¥12,274 million (down 4.8 percent) for the subject period on visitor numbers of 13,841 thousand (down 7.4 percent).

Spa LaQua reached the one million visitors mark approximately one year after its opening in May 2003. The facility continued to be popular particularly with women, and the cumulative number of visitors reached five million on November 26, 2009. We will continue to draw on the facility's unique position as a “natural hot spring in the heart of Tokyo” to offer visitors a high-quality relaxation space. SPA EAS, opened near the west exit of Yokohama Station on March 12, 2009, is also attracting attention as a new urban-style hot spring facility incorporating the wide range of expertise derived from Spa LaQua. →See page 23

For the fiscal year ending January 31, 2011, we expect an increase in sales to result from the various promotions and campaigns planned to celebrate the seventh anniversary of LaQua.

Tokyo Dome City Attractions

Tokyo Dome City Attractions, unlike Korakuen Amusement Park, has no gate charge. We continually upgrade the entertainment facilities by developing a variety of new attractions, and introducing new amusements for the enjoyment of visitors to Tokyo Dome City.



Big O

Sales of Tokyo Dome City Attractions and Number of Users

	Fiscal year ended January 31, 2008	Fiscal year ended January 31, 2009	Fiscal year ended January 31, 2010
Sales (millions of yen)	¥2,818	¥2,470	¥3,024
Number of users	6,104	4,790	5,392

List of Attractions

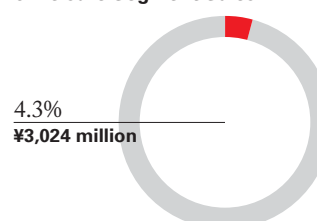
(As of April 2010)

Facility	Attraction
LaQua Zone	<ul style="list-style-type: none"> •Big O •Thunder Dolphin •Wonder Drop •Venus Lagoon •Water Symphony (Free) •The Dive
Tower Land Zone	<ul style="list-style-type: none"> •Tower Hacker •Spinning Coaster "Mai-Hime" •Kids' Hacker •WanPaku Bus •Carousel
Geopolis Zone	<ul style="list-style-type: none"> •MagiQuest •Tokyo Panic Cruise •Lupin III: Labyrinth Trap •Theater G-Rosso (Theater)
Parachute Land Zone	<ul style="list-style-type: none"> •Linear Gale •Sky Flower •Sky Trip
Splash Garden Zone	<ul style="list-style-type: none"> •Pixie Cup •Power Tower •Korokko •Magical Mist (Free)

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



In the fiscal year ended January 31, 2010, sales for the Tokyo Dome City Attractions business amounted to ¥3,024 million (up 22.4 percent year on year), with the total number of amusement ride users at 5,390,000 (up 12.5 percent). We succeeded in boosting revenue considerably with our new Geopolis attraction, an indoor amusement park reopened on April 25, 2009 after a full renovation. In particular, the indoor Theater G-Rosso used for the Super Sentai Series Heroes show also served as the venue for numerous other events, pushing utilization rates and visitor numbers beyond initial expectations. For MagiQuest, an interactive role-playing game attraction, we will endeavor to increase its appeal among visitors by carrying out further promotion and advertising campaigns.

Meanwhile The Dive, an attraction we opened in LaQua on December 12, 2009, has proven a great success.

On March 20, 2010, Tokyo Dome unveiled Splash Garden, a new facility comprising four attractions targeting young families living in the downtown area. We designed the area around the unifying concept of “fountain and forest,” which offers the entire family an opportunity to relax. We have geared the attractions toward young children, incorporating the ideas of parents and children enjoying their time together and creating things on their own. The facility is located near Geopolis, which should provide a synergistic effect. An overview of the Splash Garden attractions follows.

Teacup Ride “Pixie Cup”

Teacup rides are a standard family attraction, which we have incorporated into a spherical design invoking the image of water droplets and mist from a “magical fountain.” The teacups themselves are asymmetrical, so while spinning they give the illusion of water fairies dancing all around, which allows riders to enjoy the visual show as well.

Among the Pixie Cup’s main features is the world’s first “talking teacup.” Before beginning, guests record a brief message that is played back during the ride: the message speeds up and slows down with the rate of spinning, to produce an enjoyable performance.

“Power Tower”

We designed this attraction to resemble a tower piping up springwater. When riders pull the rope in front of their seat the two-person cars rise,

descending slowly when the rope is released. The tower also rotates gradually, with the maximum height of 7.5 meters offering good views of the surrounding area.

Tram Ride “Korokko”

Riders push a handle back and forth to drive these two-person trams around a 70-meter course. The trams run through the “Geo Forest” and feature a wood design in keeping with the forest theme. Greenery lines the course, allowing riders to quietly enjoy the trees and flowers and experience the changing of the seasons. At night, the course is illuminated.

Mist Circle “Magical Mist”

This play area for children employs mist and special fountains to create an exciting space where kids can enjoy splashing about in water. There is a deck area next to the fountain from which adults can supervise. The attraction also includes interactive devices such as objects with sensors that spout water when someone is near. Effective use of illumination in the evening turns the fountain into a fantasy world that can be enjoyed by couples and other adults. The fountain, free of charge, is offered as a comfortable space where customers with small children can relax on a daily basis.

For the fiscal year ending January 31, 2011, we anticipate a boost to revenue from the opening of Splash Garden. We also hope to further draw customers to attractions with flexible pricing schedules for junior high and high school students, and to host thrilling events.



Pixie Cup



Power Tower



Korokko



Magical Mist

The Yellow Building

The Yellow Building houses the WINS Korakuen and offt Korakuen off-track betting venues for horse racing. It is also the site for various restaurants, as well as amusement facilities such as the Amusement Machine Museum, the Virtual Sports Plaza Batting Champion, and Tokyo Dome Bowling Center.



The Yellow Building

Sales at the Yellow Building in the fiscal year ended January 31, 2010 amounted to ¥5,631 million (down 4.3 percent year on year) as a result of nine fewer race days for offt Korakuen during the period compared with the previous year.

WINS Korakuen recorded a total of 4,884,900 users during the subject fiscal year (down 8.9 percent year on year), with a daily average of 46,084 users (down 6.3 percent). offt Korakuen had a total of 1,225,400 users (down 0.5 percent), with a daily average of 4,624 users (up 2.8 percent). There were a total of 265 race days at offt Korakuen, consisting of 103 days for the Ohi Race Track, 59 days for the Kawasaki Race Track, 54 days for the Funabashi Race Track, and 49 days for the Urawa Race Track.

Sales of the Yellow Building

(Millions of yen)

	Fiscal year ended January 31, 2008	Fiscal year ended January 31, 2009	Fiscal year ended January 31, 2010
Sales	¥5,986	¥5,888	¥5,631

Overview of the Yellow Building

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

Basic Data on the Yellow Building

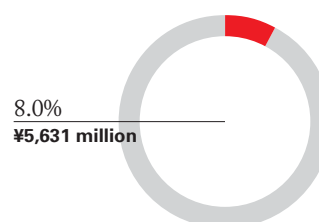
Facility opening dates	April 1973: Japan Racing Association (JRA) off-track betting venue, roller skate rink, bowling alley
	November 1977: JRA off-track betting venue annex
	June 1987: offt Korakuen

Number of Race Days at WINS Korakuen and offt Korakuen

(Days)

	Fiscal year ended January 31, 2008	Fiscal year ended January 31, 2009	Fiscal year ended January 31, 2010
WINS Korakuen	104	109	106
offt Korakuen	274	274	265

Yellow Building: Sales and Share of Leisure Segment Sales



JCB Hall / Korakuen Hall / Prism Hall

The three event halls located within Tokyo Dome City—JCB Hall, Korakuen Hall and Prism Hall—each have their own particular characteristics, and provide the flexibility to stage a variety of events including concerts, sporting events, and seminars. The presence of three halls makes Tokyo Dome City unique among urban-oriented leisure facilities, and serves as one of its principal distinctive features.



JCB HALL



Korakuen Hall



Prism Hall

MEETS PORT (including JCB Hall) recorded a rise in sales during the fiscal year ended January 31, 2010, to ¥986 million (up 8.3 percent year on year) as a result of the hall's first full year of operation, although revenue declined at Korakuen Hall to ¥527 million (down 10.6 percent) and at Prism Hall to ¥591 million (down 21.7 percent).

JCB Hall extends beneath the MEETS PORT facility opened in March 2008. As a result of the hall's first full year of operation, compared to the previous fiscal year the facility remained in use an additional 31 days, and enjoyed an increase of 102,000 visitors. Proving especially popular was the independent Russian "Nikulin Circus," presented for the first time in February to March 2009, and again in January to February 2010.

Korakuen Hall, which has won a name as the "mecca of combat sports," posted a decline in revenue as a result of a fall in the number of competitive events held during the period, to 317 events from 353 in the previous fiscal year, a drop of 36 events (32 professional wrestling matches, two boxing matches and two kick-boxing matches). Ancillary revenue also fell in line with the decrease in number of professional wrestling matches.

Prism Hall's revenue was significantly impacted by the economic slowdown. The hall's utilization rate declined by 47 days compared to the previous fiscal year.

Basic Data and Facility Overview

	JCB Hall	Prism Hall	Korakuen Hall
Opening date	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	2,471 persons (with end stage seating)	Maximum 2,085 persons	Maximum 2,005 persons

Utilization Rates

	JCB 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

Note: The figure for Korakuen Hall is the total number of combat sports events held.

Sales of MEETS PORT (Millions of yen)

Fiscal year ended January 31, 2009	Fiscal year ended January 31, 2010
¥910	¥986

Hotel Operations

Tokyo Dome Hotel

The Tokyo Dome Hotel, opened in June 2000, maximizes the advantages of its prime location within the entertainment area of Tokyo Dome City to offer relaxation together with enjoyment and a sense of fun. During 2010, we will offer a variety of special deals and campaigns to commemorate the 10th anniversary of the hotel's opening. We wish to show our deep appreciation to guests for the past 10 years, in anticipation of winning new fans in the coming decade.



Tokyo Dome Hotel entrance



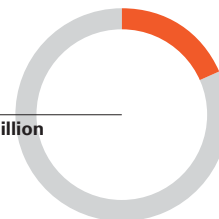
Tokyo Dome Hotel

In the fiscal year ended January 31, 2010, sales for the Tokyo Dome Hotel business amounted to ¥13,014 million (down 11.5 percent year on year), with the guest room occupancy rate at 79.2 percent (down 5.4 percentage points). The total number of hotel guests was 444,000 (down 7.3 percent), with a total of 448 weddings (down 9.6 percent) and 2,097 banquets (down 4.7 percent).

In the guest accommodation category, revenue declined from the previous fiscal year. The major factors behind this result included corporate curbs on business travel due to the sluggish economy, together with a marked decline in inbound tour groups from Asian countries due to the strong yen and impact from the H1N1 influenza. According to the Japan National Tourism Organization (JNTO), the number of foreign visitors to Japan in 2009 totaled 6.79 million, down 18.7 percent compared to 2008. The decline was particularly sharp for visitors from South Korea, Taiwan, Hong Kong, Malaysia and elsewhere in Asia, falling

Tokyo Dome Hotel: Sales and Share of Leisure Segment Sales

18.6%
¥13,014 million



21.8 percent from the previous year to approximately 4,840,000 people. The guest room occupancy rate was 79.2 percent, a decline of 5.4 percentage points from 84.6 percent in the previous fiscal year, but the Tokyo Dome Hotel nevertheless held a leading position, placing in the top five in a fiscal 2009 ranking of 15 major hotels in Tokyo by occupancy rate.

In the banquet category (weddings and regular banquets), sales declined due to a decrease in the number of weddings, and the impact from a falloff in corporate demand. The number of weddings remained strong through early spring, but reservations dropped abruptly from May. For the full year, the number of weddings decreased by 48 year on year. In regular banquets, there was a notable amount of cancellations, delays and reductions in scale in response to poor corporate earnings. For the full year, the number of banquets decreased by 105 year on year.

In the restaurant category, sales declined as conditions became more difficult throughout the year, particularly at restaurants with high average spending per customer. One notable exception was Super Dining Rilassa,

a buffet restaurant we opened on July 2009 as part of the events commemorating the 10th anniversary of the hotel. The restaurant has won popularity with diners due to its ample seating and broad range of buffet items.

Our vision for the Tokyo Dome Hotel calls for it to be the “leading hotel for fun and enjoyment.” As part of the range of measures to firmly position it as an “urban resort hotel with rich entertainment value,” we hold regular performances of the Super Sentai Series Heroes and other events, which attract large numbers of visitors.

For the fiscal year ending January 31, 2011, we are implementing policies aimed at restoring profitability, such as flexible pricing in the guest accommodations category and strict cost controls across the corporate group. We have set a target for the guest room occupancy rate of 82 percent. In addition, as part of the 10th anniversary events, from May to December 2010 each of the three business categories—the guest accommodation, banquet, and restaurant categories—will offer special deals and campaigns to boost revenue.

Sales of the Tokyo Dome Hotel

(Millions of yen)

	Fiscal year ended January 31, 2008	Fiscal year ended January 31, 2009	Fiscal year ended January 31, 2010
Sales	¥14,624	¥14,712	¥13,014

Basic Data on the Tokyo Dome Hotel

Opened	June 1, 2000
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Overview of the Tokyo Dome Hotel

Area	Building area: 7,192m ² Site area: 15,865m ²
Floors	Three below ground, 43 above 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, 2008	Fiscal year ended January 31, 2009	Fiscal year ended January 31, 2010
Guest room occupancy rate (%)	88.3	84.6	79.2
Total guests (thousands of people)	489	479	444
Of which, Japanese guests	349	358	350
Of which, overseas guests	140	121	94
Number of weddings	517	496	448
Number of banquets	2,305	2,202	2,097



The Artist's Café (43F)



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

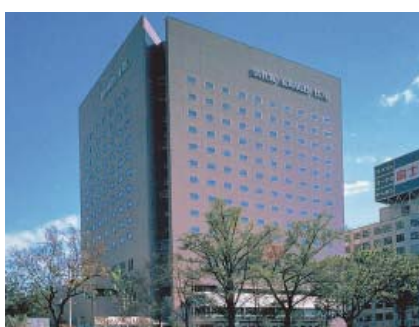
Business Overview / Leisure Segment / Hotel Operations

Atami Korakuen Hotel / Sapporo Korakuen Hotel

Besides the Tokyo Dome Hotel, the Hotel Operations business comprises the Atami Korakuen Hotel, opened in August 1965, and the Sapporo Korakuen Hotel, opened in June 1988. The Atami Korakuen Hotel offers a superb natural hot springs, together with a conference hall suitable for international conferences and conventions. The Sapporo Korakuen Hotel, located in a prime area of downtown Sapporo facing the city's central Odori Park, allows guests to enjoy the Yosakoi Soran Festival, the Snow Festival, and a variety of other popular events held nearby throughout the year.



Atami Korakuen Hotel



Sapporo Korakuen Hotel

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, 2008	Fiscal year ended January 31, 2009	Fiscal year ended January 31, 2010
Sales (millions of yen)	¥4,604	¥4,811	¥4,545
Guest room occupancy rate (%)	68.5	73.4	73.3
Total guests (thousands of people)	192	202	202

Overview of the Sapporo Korakuen Hotel

Floors	Three below ground, 14 above ground
Guest rooms	285

Sapporo Korakuen Hotel Sales, Guest Room Occupancy Rate, Number of Guests, Number of Weddings and Number of Banquets

	Fiscal year ended January 31, 2008	Fiscal year ended January 31, 2009	Fiscal year ended January 31, 2010
Sales (millions of yen)	¥3,172	¥2,967	¥2,837
Guest room occupancy rate (%)	77.6	66.3	63.8
Total guests (thousands of people)	139	120	114
Number of weddings	222	236	212
Number of banquets	2,957	2,629	2,522

In the fiscal year ended January 31, 2010, the Atami Korakuen Hotel posted sales of ¥4,545 million (down 5.5 percent year on year). The hotel recorded a guest room occupancy rate for the period of 73.3 percent (down 0.1 percentage point), with a total of 202,000 guests, roughly on a par with the previous fiscal year. The primary reasons for this outcome included the outbreak of H1N1 influenza, in addition to the downturn in the economy that led to less frequent use of the more expensive Tower Building, and a decrease in revenue from extra services such as beverages. For the fiscal year ending January 31, 2011, we will promote greater use of the Tower Building through dynamic partnerships with major tour agencies to attract guests.

The Sapporo Korakuen Hotel recorded sales of ¥2,837 million in the fiscal year ended January 31, 2010 (down 4.3 percent year on year). The hotel posted a guest room occupancy rate for the period of 63.8 percent (down 2.5 percentage points), with a total of 114,000 guests (down 5.0 percent). Among the major reasons for this result were a slump in corporate demand in Hokkaido due to the economic downturn, as well as a decrease in the number of visitors from Tokyo and other major cities. The number of visitors attending the Snow Festival, held in Odori Park in February 2009, also fell from the previous year. For the fiscal year ending January 31, 2011, we will vigorously implement measures to expand profitability, including strengthening of marketing mainly in Tokyo, and cutting of personnel costs and other fixed expenses.

Other Leisure Operations

Matsudo Keirin Racetrack / SPA EAS

Other leisure operations comprise mainly Matsudo Keirin Racetrack, a bicycle racetrack operated by the consolidated subsidiary Matsudo Kousan Co., Ltd., and SPA EAS, operated by the consolidated subsidiary Korakuen Sports Co., Ltd. (The corporate name was changed to Tokyo Dome Sports Co., Ltd. in February 2010.) The business also includes game centers and sports clubs other than those located inside Tokyo Dome City.



Matsudo Keirin Racetrack



SPA EAS

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, 2008	Fiscal year ended January 31, 2009	Fiscal year ended January 31, 2010
Revenues from bicycle racetrack operations	¥2,908	¥2,584	¥1,941
(Breakdown)	Lease revenue	920	823
	Revenue from contracted management operations	1,615	1,449
	Other revenues	373	312
			603
			1,074
			264

Matsudo Keirin Racetrack Betting Revenues

(Millions of yen)

	Fiscal year ended January 31, 2008	Fiscal year ended January 31, 2009	Fiscal year ended January 31, 2010
Betting revenues	¥37,771	¥33,236	¥21,964

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
Revenues	¥578

In the fiscal year ended January 31, 2010, Matsudo Keirin Racetrack recorded sales of ¥1,941 million (down 24.8 percent year on year). Both attendance and betting revenue have fallen nationwide with the decline in the popularity of bicycle racing, and while we actively tried to increase revenue—with combination tickets including evening baseball games and with off-track betting—sales fell from the previous fiscal year due to a total of 11 fewer race days during the period, and the lack of any commemorative race events. Betting revenue decreased sharply, amounting to just ¥21,964 million (down 33.9 percent).

SPA EAS, an urban hot spring facility opened in Yokohama on March 12, 2009, generated a positive response from users for both the facilities and services offered, but failed to reach the initially forecast number of patrons, posting sales for the subject fiscal year of ¥578 million. The spa has attracted attention for its natural hot spring drawn from 1,500 meters below ground, as well as the Stone Baden spa, and range of cafés and restaurants offering a distinctive menu of healthy foods and drinks.

For the fiscal year ending January 31, 2011, for the Matsudo Keirin Racetrack we forecast a significant rise in income as a result of the 63rd Japan Keirin Championship, a major event held from March 2 to 7, 2010, together with other planned commemorative race events. SPA EAS will record its first full year of operation, and we plan to increase revenue with new measures to attract customers that will boost awareness, as well as streamline operations through personnel reassignments and other means.

Retail Segment

Shop-In

The Retail segment comprises the Shop-In chain of retail stores selling select cosmetic and beauty products. Shop-In comprised 41 locations nationwide as of April 2010, offering a lineup of approximately 10,000 items brimming with new discoveries and surprises.



Shop-In store at LaQua inside Tokyo Dome City

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

	Fiscal year ended January 31, 2008	Fiscal year ended January 31, 2009	Fiscal year ended January 31, 2010
Sales (millions of yen)	¥8,107	¥7,890	¥7,869
Average spending per customer (yen)	2,178	2,376	2,482
Monthly sales per <i>tsubo</i> * (thousands of yen)	417	407	393
Number of stores	37	38	39

Note: One *tsubo* = 3.3 square meters.



The Retail segment posted sales of ¥7,869 million in the fiscal year ended January 31, 2010 (down 0.3 percent year on year). Average spending per customer amounted to ¥2,482 (up 4.4 percent), with average monthly sales per *tsubo* (3.3 square meters) of store space at ¥393,000 (down 3.4 percent).

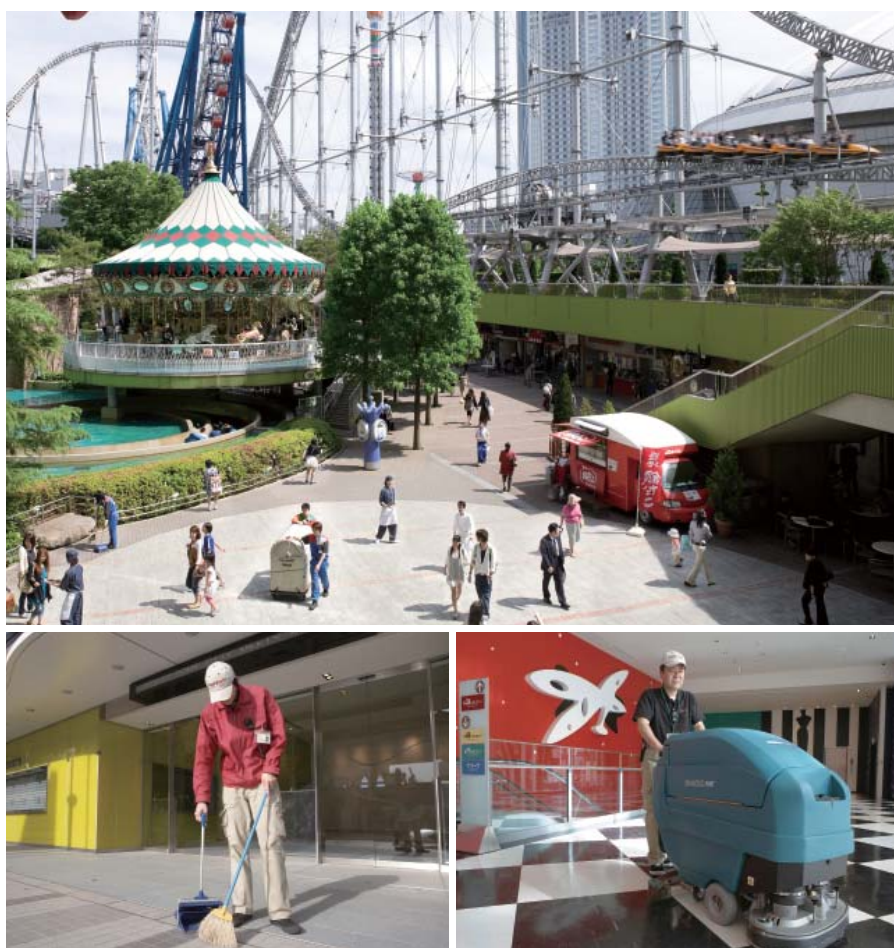
We boosted revenue by opening three new stores during the subject fiscal year (the Namba Marui, Omiya, and Kawasaki BE stores), as well as posting strong sales at stores renovated during the previous fiscal year. However, sales declined overall as this positive trend was offset by the closure of the Mito and Nishikobe stores, and the temporary closure of four locations for renovation. The increase in average spending per customer was due to the removal of confectioneries from the product lineup.

For the fiscal year ending January 31, 2011, we aim to enhance the brand recognition of Shop-In as a store focused on cosmetics, and differentiate the chain from variety shop drugstores.

In new store development, we have already opened three new locations in the current fiscal year, and shut one store. Closing the Hiroshima store on February 21, 2010, we opened the Shinjuku MyLord location on February 18 and the Hiroshima ASSE store on March 5. In addition, on March 18, 2010 we launched the Temmabashi Keihan City Mall store, a different type of retail outlet opened in Temmabashi, Osaka. We have tailored the product lineup at this store for its location in a small area, comprising a selection of the bestselling items from other Shop-In stores, together with a broader range of convenience items.

Other Segment

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



Employees of Tokyo Dome Facilities Co., Ltd. clean Tokyo Dome City.

The Other segment posted sales of ¥10,153 million in the fiscal year ended January 31, 2010 (down 6.4 percent year on year).

The building maintenance business of Korakuen Sogo Service Co., Ltd. was boosted by a full year of operation for MEETS PORT and a new service contract for SPA EAS, but sales declined overall from the previous fiscal year due to a decrease in revenue from guest room cleaning, linen sales in accordance with the falloff in guests using existing facilities such as the Tokyo Dome Hotel and LaQua. (In February 2010, the corporate name of Korakuen Sogo Service Co., Ltd. was changed to Tokyo Dome Facilities Co., Ltd.)

The real estate and leasing businesses, operated by Matsudo Kousan Co., Ltd., for such properties as Ad Hoc Shinjuku, continued to generate steady revenues.

The parking garage construction business, operated by Tohwa Kouken Co., Ltd., recorded a fall in revenue due to a decline in the number of construction contracts.

Sales of Other Segment

(Millions of yen)

	Fiscal year ended January 31, 2008	Fiscal year ended January 31, 2009	Fiscal year ended January 31, 2010
Sales	¥10,714	¥10,847	¥10,153

About Tokyo Dome Group Business Report 2010

About Tokyo Dome Group Business Report 2010

The consolidated financial results used in these materials are excerpts from the 100th Annual Securities Report (February 1, 2009 to January 31, 2010) 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.

>Tokyo Dome Group Business Report 2010:

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)	
	2006	2007	2008	2009	2010	2010	
Sales and other operating revenues	¥ 98,370	¥ 96,751	¥ 87,729	¥ 87,489	¥ 81,924	\$ 902,147	
Operating income	12,588	13,645	13,247	12,455	8,398	92,479	
Net income (loss)	6,651	(86,659)	7,811	6,676	(1,004)	(11,056)	
Total assets	539,326	345,968	319,841	314,833	307,992	3,391,609	
Total net assets (Note 2)	139,749	43,245	47,072	49,186	51,501	567,129	

	Millions of yen					U.S. dollars (Note 1)	
	2006	2007	2008	2009	2010	2010	
Per share amounts:							
Net income (loss) (Note 3)	¥ 36.69	¥(464.89)	¥ 41.57	¥ 35.11	¥ (5.27)	\$ (0.06)	
Cash dividends	5.00	—	3.00	5.00	5.00	0.06	

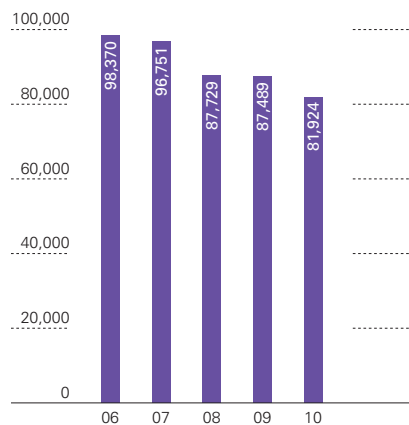
Notes: 1. The U.S. dollar amounts are translated from Japanese yen at the rate of ¥90.81= US\$1, the prevailing exchange rate at January 31, 2010.

2. The amount of total net assets at January 31, 2006 represents the value of total shareholders' equity.

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

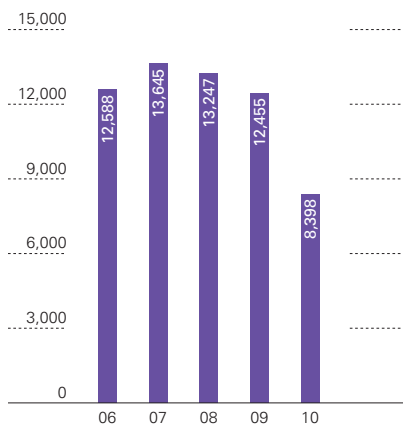
Sales and Other Operating Revenues

(Millions of yen)



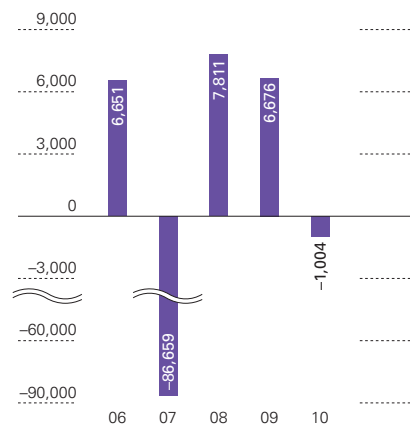
Operating Income

(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

Results for the Fiscal Year Ended January 31, 2010 (Consolidated)

(February 1, 2009–January 31, 2010)

(Millions of yen)

	Fiscal year ended January 31, 2009	Fiscal year ended January 31, 2010	Increase (decrease)
Total assets	¥314,833	¥307,992	¥(6,841)
Total liabilities	265,646	256,490	(9,156)
Total net assets	49,186	51,501	2,315
Cash flows from operating activities	14,618	13,978	(640)
Cash flows from investing activities	(8,962)	(7,600)	1,361
Cash flows from financing activities	(4,141)	(7,640)	(3,498)
Cash and cash equivalents at end of period	14,433	13,170	(1,262)

Assets, Liabilities and Net Assets at January 31, 2010

Total assets at end of the subject fiscal year decreased ¥6,841 million (2.2 percent) from the end of the previous fiscal year to ¥307,992 million. This was due to a ¥5,250 million decrease in tangible fixed assets to ¥287,054 million, resulting mainly from a ¥3,191 million reversal of deferred tax assets.

Total liabilities decreased ¥9,156 million (3.4 percent) from the end of the previous fiscal year to ¥256,490 million. The reduction of interest-bearing debt remained a management target during this second year of the three-year medium-term business plan, "Scale-up." Although the Company issued corporate bonds and commercial paper during the subject fiscal year, interest-bearing debt was trimmed by ¥4,705 million overall from the previous fiscal year, stemming from reductions of ¥2,790 million in short-term bank loans and ¥8,014 million in long-term debt. The interest coverage ratio, despite interest expense remaining roughly on a par with the previous fiscal year, fell to 2.5 times (from 3.3 times at the previous year-end) due to the considerable decrease in operating income.

Total net assets increased ¥2,315 million from the end of the previous fiscal year to ¥51,501 million, with the equity ratio improving 1.1 percentage points, from 15.6 percent at the previous year-end to 16.7 percent for the subject fiscal year. The main reason for the increase was the valuation difference on marketable securities, under shareholders' equity, which increased ¥5,002 million from the previous fiscal year, rising from a negative ¥4,102 million to a positive ¥900 million. The debt-to-equity ratio went from 4.0 times in the end of the previous fiscal year to 3.7 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 decreased ¥1,262 million (8.7 percent) from the end of the previous year, to ¥13,170 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 ¥13,978 million, a decrease of ¥640 million (4.4 percent) from the previous fiscal year. This mainly reflected a decrease in the number of events held at Tokyo Dome, and a decline in the occupancy rate at the Tokyo Dome Hotel.

Cash Flows from Investing Activities

Net cash used in investing activities totaled ¥7,600 million, a difference of ¥1,361 million, due mainly to decreases in expenditures for the acquisition of both tangible and intangible fixed assets. Free cash flow remained positive during the subject fiscal year, amounting to ¥6,378 million.

Cash Flows from Financing Activities

Net cash used in financing activities amounted to ¥7,640 million, a difference of ¥3,499 million, mainly as a result of proceeds from long-term debt and issuances of corporate bonds.

Forecast Performance for the Fiscal Year Ending January 31, 2011 (Consolidated)

	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, 2011	¥83,500	¥5,800	¥3,000	¥15.74
Fiscal year ended January 31, 2010	81,924	8,295	(1,004)	(5.27)
Increase (decrease)	1.9	(30.1)	—	—

TOKYO DOME CORPORATION is forecasting an increase in sales and other operating revenues for the fiscal year ending January 31, 2011, due to such factors as an increase in concerts and events held at Tokyo Dome, a memorial bicycle race to be held at Matsudo Keirin Racetrack, and recovery in the occupancy rate at the Tokyo Dome Hotel. We expect ordinary income to decline as a result of the absence of amortization of negative goodwill, but net income to improve substantially, as unrealized losses on investment securities have been resolved. As a result, the Company is forecasting sales and other operating revenues of ¥83,500 million (up 1.9 percent from the previous fiscal year), with operating income of ¥9,400 million (up 11.9 percent), ordinary income of ¥5,800 million (down 30.1 percent), and net income of ¥3,000 million.

Note Regarding Results Forecasts of Performance

The statements in this report concerning forecasts for the fiscal year ending January 31, 2011 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.

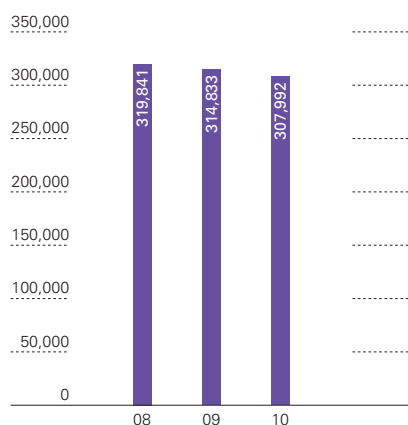
Consolidated Five-Year Financial Summary

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

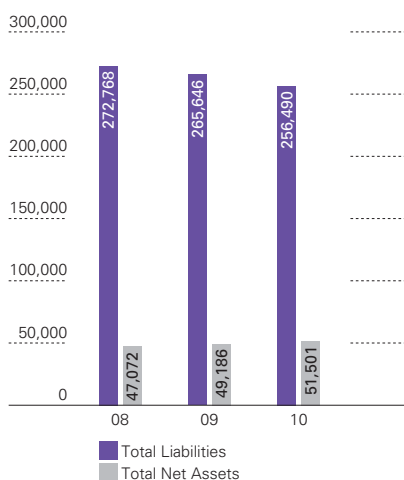
	Millions of yen (except where noted)					Thousands of U.S. dollars (except where noted) (Note 1)
	2006	2007	2008	2009	2010	2010
Balance-sheet data:						
Total assets	¥539,326	¥345,968	¥319,841	¥314,833	¥307,992	\$3,391,609
Total current assets	163,460	28,637	23,419	21,660	20,002	220,262
Total noncurrent assets	375,439	316,431	295,726	292,304	287,054	3,161,040
Deferred assets	428	898	695	868	935	10,296
Total current liabilities	122,011	76,859	86,114	83,256	86,536	952,935
Total long-term liabilities	277,564	225,863	186,654	182,389	169,953	1,871,523
Total net assets (Note 2)	139,749	43,245	47,072	49,186	51,501	567,129
Income statement data:						
Sales and other operating revenues	¥ 98,370	¥ 96,751	¥ 87,729	¥ 87,489	¥ 81,924	\$ 902,147
Cost of sales and operating expenses	75,628	73,784	67,932	68,558	67,094	738,839
General and administrative expenses	10,153	9,322	6,549	6,475	6,432	70,829
Operating income	12,588	13,645	13,247	12,455	8,398	92,479
Income taxes	3,925	(8,686)	2,804	119	2,990	32,926
Net income (loss)	6,651	(86,659)	7,811	6,676	(1,004)	(11,056)
Per share amounts (in yen and U.S. dollars):						
Net income (loss) (Note 3)	¥ 36.69	¥ (464.89)	¥ 41.57	¥ 35.11	¥ (5.27)	\$ (0.06)
Cash dividends	5.00	—	3.00	5.00	5.00	0.06
Net assets (Note 2)	751.87	231.86	248.24	257.96	270.20	2.98
Liquidity:						
Working capital	¥ 40,849	¥ (48,221)	¥ (62,695)	¥ (61,596)	¥(66,534)	\$ (732,673)
Equity ratio (percent)	25.9%	12.5%	14.7%	15.6%	16.7%	
Current ratio (percent)	133.3%	37.3%	27.2%	26.0%	23.1%	
Other:						
Capital expenditures	¥ 6,210	¥ 5,016	¥ 6,840	¥ 11,093	¥ 8,312	\$ 91,532
Capital expenditures as a % of net sales (percent)	6.3%	5.2%	7.8%	12.7%	10.1%	

Notes: 1. The U.S. dollar amounts are translated from Japanese yen at the rate of ¥90.81= US\$1, the prevailing exchange rate at January 31, 2010.
2. The amount of total net assets/net assets per share at January 31, 2006 represents the value of total shareholders' equity/shareholders' equity per share.
3. Net income (loss) per share is based on the weighted average number of shares of common stock outstanding during each year.

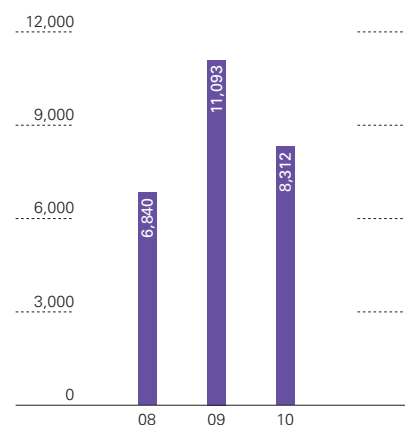
Total Assets
(Millions of yen)



Total Liabilities and Total Net Assets
(Millions of yen)



Capital Expenditures
(Millions of yen)



>Tokyo Dome Group Business Report 2010:

Non-Consolidated Five-Year Financial Summary

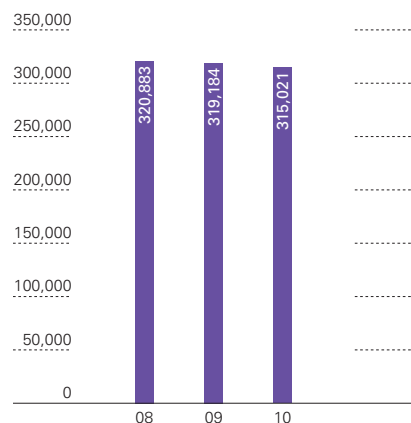
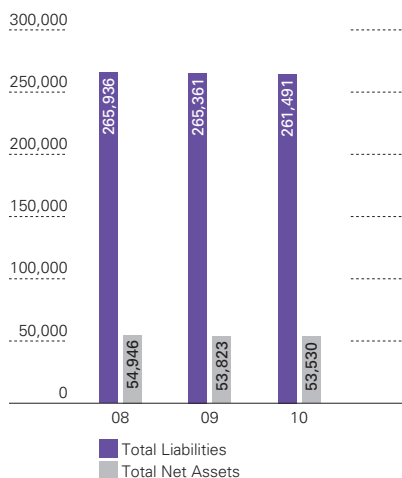
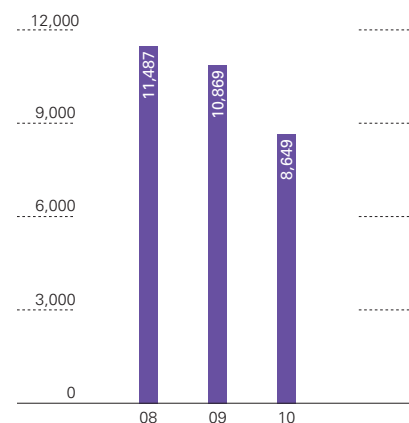
TOKYO DOME CORPORATION
Years ended January 31

	Millions of yen (except where noted)					Thousands of U.S. dollars (except where noted) (Note 1)
	2006	2007	2008	2009	2010	2010
Balance-sheet data:						
Total assets	¥ 501,691	¥ 342,831	¥ 320,883	¥ 319,184	¥ 315,021	\$ 3,469,012
Total current assets	21,467	17,745	11,973	12,369	12,482	137,452
Total noncurrent assets	479,795	324,187	308,213	305,945	301,604	3,321,264
Deferred assets	428	898	695	868	935	10,296
Total current liabilities	113,742	72,168	81,961	79,729	84,083	925,922
Total long-term liabilities	252,505	214,918	183,975	185,631	177,408	1,953,617
Total net assets (Note 2)	135,443	55,744	54,946	53,823	53,530	589,473
Income statement data:						
Sales and other operating revenues	¥ 61,059	¥ 60,657	¥ 58,519	¥ 59,893	¥ 56,985	\$ 627,519
Cost of sales and operating expenses	45,308	43,679	42,414	44,442	43,715	481,390
General and administrative expenses	5,107	4,874	4,617	4,581	4,620	50,875
Operating income	10,643	12,103	11,487	10,869	8,649	95,243
Income taxes	3,223	(11,980)	2,355	(535)	2,686	29,578
Net income (loss)	2,857	(71,951)	4,417	4,099	(4,348)	(47,880)
Per share amounts (in yen and U.S. dollars):						
Net income (loss) (Note 3)	¥ 14.93	¥ (376.12)	¥ 23.10	¥ 21.45	¥ (22.77)	\$ (0.25)
Cash dividends	5.00	—	3.00	5.00	5.00	0.06
Net assets	707.87	291.46	287.40	281.79	280.36	3.09
Liquidity:						
Working capital	¥ (92,276)	¥ (54,422)	¥ (69,987)	¥ (67,359)	¥ (71,601)	\$ (788,470)
Equity ratio (percent)	27.0%	16.3%	17.1%	16.9%	17.0%	
Current ratio (percent)	18.9%	24.6%	14.6%	15.5%	14.8%	

Notes: 1. The U.S. dollar amounts are translated from Japanese yen at the rate of ¥90.81 = US\$1, the prevailing exchange rate at January 31, 2010.

2. The amount of total net assets/net assets per share at January 31, 2006 represents the value of total shareholders' equity/shareholders' equity per share.

3. 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

One of the goals set under the Tokyo Dome Group's three-year medium-term business plan, "Scale-Up," is the pursuit of corporate social responsibility (CSR). Below is a summary of the Group's main CSR initiatives responding to environmental issues and contributing to local communities.

Activities of the Environmental Preservation Subcommittee

The Environmental Preservation Subcommittee, which is overseen by the Risk Management Committee, undertakes a wide range of activities through the Global Warming Response Working Group and the Garbage Disposal Working Group.

→See page 35

1. Global Warming Response Working Group

In the fiscal year ended January 31, 2010, the following activities were implemented to counter global warming.

•**Meetings of the Global Warming Response Working Group**

Two meetings, in June and December 2009, were held during the fiscal year.

•**Implementation of the Tokyo Dome City Summer Campaign to Counter Global Warming**

This campaign ran for 122 days, from June 1 to September 30, 2009.

•**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).

•**Energy conservation patrols**

Patrols were carried out in each area to identify points of potential improvement in energy conservation. Improvement measures were considered and implemented for areas identified during the patrols.

•**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.

•**Research relating to the revision of the Tokyo Metropolitan Government's environmental ordinances**

In 2008, the Tokyo Metropolitan Government revised its environmental ordinances and resolved to introduce "Obligations to reduce total global-warming gas emissions and an emissions trading system" for large-scale business facilities." The entire area of Tokyo Dome City is subject to this ordinance, and the following five points. The emissions reduction obligations commenced on April 1, 2010, and we are working toward the reduction of energy usage at Tokyo Dome City.

1. A review of operations of facilities and equipment, including reducing operation times or suspending operation, and further strengthening of facilities and equipment management, including that relating to tenant stores
2. Adoption of renewable energy (photovoltaic panels, etc.) in newly developed facilities and renovated facilities
3. Promotion of high energy efficiency when major renovations are undertaken in existing facilities
4. Reviews of business operations
5. Study of emissions trading as a final resort option



MEETS PORT: A "green space for the city"



The district heating/cooling system in the Yellow Building



The underground NAS batteries at LaQua

2. Garbage Disposal Working Group

In the fiscal year ended January 31, 2010, the Garbage Disposal Working Group held meetings in June and December, 2009. Together with Korakuen Sogo Service Co., Ltd. (name changed to Tokyo Dome Facilities Co., Ltd., in February 2010), which is responsible for managing cleaning and garbage at Tokyo Dome City facilities, we discussed and considered compliance with the Food Recycling Law, which was revised in 2007. This included measures relating to the recycling of PET bottles and the reduction of kitchen waste at Tokyo Dome City.

Operations in Harmony with Local Communities

To build relationships of trust with local people whom the Tokyo Dome Group comes into contact each day and promote mutual development, we undertake a range of activities that actively aim to contribute to local communities. Principal activities carried out until now are summarized below.

Principal activity	Year of implementation
Donation to the Bunkyo Ward Social Welfare Committee	Every year
Donation to the Tokyo Greenery Foundation	2007
Donation to the Yushima Temple Renovation Project	2007
Sponsoring of the Fuminomiyako Culture Award	2005, 2007 and 2009
Purchase of Fuminomiyako Calendar published by the Bunkyo Ward Tourism Association	From 2007
Sponsoring of the Bunkyo Ward Community Bus Project	From 2007
Free-of-charge invitation (100 people) to Bunkyo Ward little league baseball teams to participate in the "Yomiuri Little League Baseball Workshop" at Tokyo Dome conducted by former members of the Tokyo Yomiuri Giants professional baseball club	2005
Provision of use of Tokyo Dome for a soccer workshop for youth soccer teams in Bunkyo Ward	2005
Provision of campaign venues for the "Making Brighter Societies Campaign" organized by the Ministry of Justice	Every year
Bunkyo Ward Lifelong Sports Fan Club System (whereby Bunkyo residents over 65 years of age can use certain Tokyo Dome Group facilities free of charge)	Every year (4,348 members as of the end of February 2010)



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



The Baseball Hall of Fame and Museum (cultural program)



Community clean-up activities

Corporate Governance

The Tokyo Dome Group believes that the transparency, soundness and effectiveness of 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

The Company has adopted the auditing system, with supervision of management centered on oversight of operations by the Board of Directors, along with auditing by the Board of Auditors. The Board of Directors, as of April 28, 2010, consists of nine directors (three of whom are external directors) and, under the Company's corporate governance system, is chaired by the Chairman and representative director. The Board makes decisions regarding management policies and business operations, and supervises the conduct of business by directors and operating officers. A Management Committee has been established that consists of all regular members of the Board of Directors. This committee makes the necessary reports on the conduct of business by the President and representative director, based on the decisions regarding items that should be referred to the Board of Directors, and matters to be resolved by the Board of Directors. TOKYO DOME CORPORATION introduced the operating officer system in April 2002 with the aim of providing for strategic and flexible decision making and business implementation. Operating officers are appointed by the Board of Directors. They have responsibility as the operating officer for operations delegated by the President and representative director based on decisions of the Board of Directors, and conduct those operations. An Operating Officer Committee composed of all operating officers has also been established, which 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 and representative director.

To ensure that oversight of decision-making is rooted in actual situations and circumstances, supervision and operations are not completely separated. Regular

members of the Board of Directors also act as operating officers in charge of the conduct of operations, as well as participate as part of the Board of Directors. The Board of Auditors, as of April 28, 2010, consists of five corporate auditors (three of whom are external auditors).

The Board receives reports, holds discussions and makes decisions regarding significant matters pertaining to auditing. Each of the auditors, in accordance with the auditing policies determined by the Board of Auditors and the responsibilities delegated to them, attends meetings of the Board of Directors and other significant meetings, makes requests for reports on operations to directors and other managers, inspects records of decisions and other important documents, personally inspects major branch business offices, and assesses the status of the Company's business operations and finances. Corporate auditors also receive reports and explanations as necessary from accounting auditors regarding audits conducted, and provide additional clarifications on financial documents and supplementary materials.

•Enhancing Internal Communications

Since November 2005, TOKYO DOME CORPORATION has held regular 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

The maximum amount of compensation paid to all directors and auditors is determined through resolution at the General Meeting of Shareholders, providing a system for shareholder oversight.

Compensation paid to TOKYO DOME CORPORATION directors and auditors during the fiscal year ended January 31, 2010 is as follows.

Determination of Director Compensation

Directors:	¥284 million
Of which, to external directors	12 million
Auditors:	60 million
Of which, to external auditors	12 million

In addition to the amounts presented above, at the 98th annual General Meeting of Shareholders, held on April 25, 2008, accompanying the abolition of the system of directors' and auditors' retirement benefits, a resolution was passed for a termination payment to directors and auditors. Pursuant to this resolution, a payment of ¥97 million was paid to one director who retired as of the conclusion of the annual General Meeting of Shareholders held on April 28, 2009.

Internal Control Systems

Basic policy regarding establishment of internal control systems was determined at a meeting of the Board of Directors held on July 27, 2006. TOKYO DOME CORPORATION is establishing internal control systems in accordance with this policy, the principal aspects of which are as follows.

•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 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

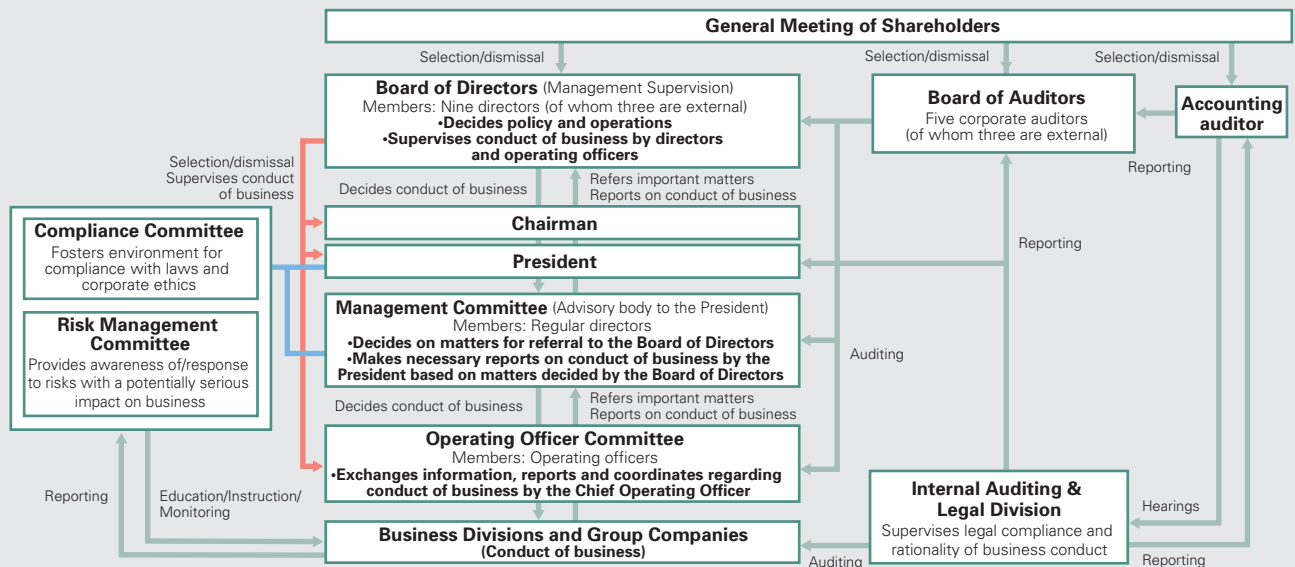
Management Subcommittee to oversee the safety of park guests; the Information Management Subcommittee to handle the timely disclosure and overall administration of information; the Environmental Preservation Subcommittee to coordinate strategies regarding the surrounding environment; and the Financial 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.

The TOKYO DOME Group's Corporate Governance Structure (As of April 28, 2010)



Corporate Data (As of April 28, 2010, except where noted)

Company Name

TOKYO DOME CORPORATION

Head Office

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

Tel

+81-3-3811-2111

URL

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

Established

December 25, 1936

Corporate Representative

Representative Director, President and COO Shinji Kushiro

Common Stock

¥2,038 million

Number of Employees

827

Number of Shares Outstanding

191,714,840

Main Subsidiaries/Affiliate

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

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

Securities Traded

Tokyo Stock Exchange (First Section)

Shareholder Agent and Registrar

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.

>Tokyo Dome Group Business Report 2010:

Group Segment Business Structure Overview (As of January 31, 2010)

- 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 Co., Ltd. (name changed from Korakuen Sports Co., Ltd. on February 1, 2010)	
		Golf courses	TERREY HILLS GOLF AND COUNTRY CLUB HOLDINGS LTD.*	
		Resort hotels	Tokyo Dome Resort Operations Corp. (Atami Korakuen Hotel Co., Ltd.)	
		City hotels	TOKYO DOME HOTEL CORPORATION Sapporo Korakuen Hotel Co., Ltd.	
		Bicycle racetracks	Matsudo Kousan Co., Ltd. Kagetsuen Kanko Co., Ltd.*	
		Other	Korakuen Locomotive Co., Ltd. Korakuen Jigyou Co., Ltd.	
		Retail Segment	—	
		Other Segment	Korakuen Real Estate Co., Ltd. Matsudo Kousan Co., Ltd. Tokyo Dome Facilities Co., Ltd. (name changed from Korakuen Sogo Service Co., Ltd. on February 1, 2010) Olympia Kogyo Co., Ltd. Korakuen Jigyou Co., Ltd. Tohwa Kouken Co., Ltd. Susumu Shoji Co., Ltd. Tokyo Cable Network Co., Ltd.*	
	Unconsolidated subsidiaries			Atami Ropeway Co., Ltd. TOKYO DOME MERCHANDISING CORPORATION

Stock Information (As of January 31, 2010)

Total Number of Shares Authorized to Be Issued

396,000,000

Total Number of Shares Outstanding

190,933,914

(excludes 780,926 shares of treasury stock)

Number of Shareholders

17,245 (excludes treasury stock)

Major Shareholders (10 Largest)

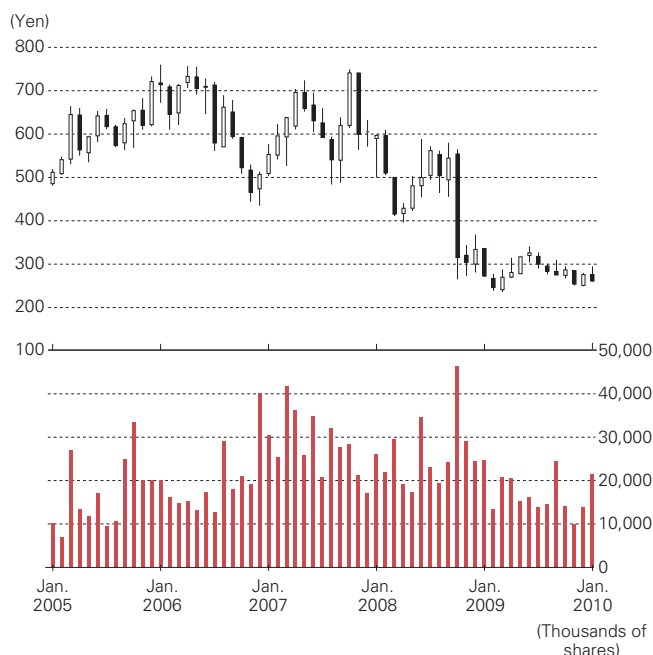
Name	Equity participation	
	Number of shares held (thousand shares)	Voting stake (%)
Japan Trustee Services Bank, Ltd. (Trust Account)	18,752	9.82
The Master Trust Bank of Japan, Ltd. (Trust Account)	14,348	7.51
Fukoku Mutual Life Insurance Company	8,553	4.47
Mizuho Corporate Bank, Ltd.	6,753	3.53
Takenaka 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	1.62

Note: Figures for percentage of shares held are calculated excluding treasury stock (780,926 shares), and are shown rounded down to two decimal places.

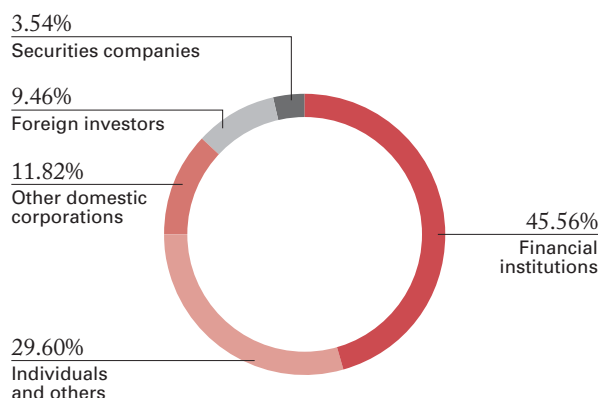
Acquisition, Disposal and Holding of Treasury Stock

1. Stock acquired	
Common stock	71,907 shares
Total acquisition cost	¥20 million
2. Stock disposed and canceled	Not applicable
3. Shares listed as expired	Not applicable
4. Stock held at the fiscal year-end	780,926 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.

>Tokyo Dome Group Business Report 2010:

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 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 the 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.



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